IMPLEMENTATION OF JUA-KALIS-EMPOWERMENT PROGRAMME, RISK MANAGEMENT PRACTICE AND PERFORMANCE OF MICRO-SMALL-ENTREPRENEURIAL PROJECTS IN NAIROBI COUNTY, KENYA

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DECLARATION

This doctoral thesis is my original work and has not been presented for an academic award in any other university.

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DEDICATION

This doctoral thesis is dedicated to my late parents Peter Njue and Magdalene Njoki for their strong desires to have educated children.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
GDP	Gross Domestic Product
ICT	Information Communication Technology
ILO	International Labour Organization
ISO	International Organization for Standards
JP	Jua-kalis-empowerment Programme
KIE	Kenya Industrial Estates
KNFJKA	Kenya National Federation of Jua-kali Association
KSh.	Kenya Shillings
MOIED	Ministry of Industrialization and Enterprise Development
MSEA	Micro-Small-Enterprises-Authority
MSEs	Micro-Small Enterprises
NACOSTI	National Commission for Science Technology and Innovation
PMI	Project Management Institute
SMEs	Small-Medium Enterprises
SPSS	Statistical Packages for Social Sciences
STD	Standard Deviation
SWOT	Strengths Weaknesses Opportunities Threats
TOC	Theory of Constraints
UNIDO	United Nation Industrial Development Organization

ABSTRACT

Empowerment is one of the growing development concept and theoretical framework that is shaping socioeconomic policies and practices in modern economies. Governments are dedicating huge resources towards empowerment of entrepreneurs due their enormous contribution to resource mobilization, employment and wealth creation and general economic development. The purpose of this study was to investigate how implementation of Jua-kalis-empowerment programme contributes to performance of Micro-Small-Entrepreneurial Projects in the County of Nairobi County and the way the relationship is moderated by risk management practice. The research objectives were to: establish how installation of worksite facility influences performance of Micro-Small-Entrepreneurial Projects, determine the extent to which entrepreneurship training influences performance of Micro-Small-Entrepreneurial Projects, establish how promotion of sales influences performance of Micro-Small-Entrepreneurial Projects, examine extent to which implementation of Jua-kalis-empowerment programme influences performance of Micro-Small-Entrepreneurial Projects, investigate the how risk management practice influence performance of Micro-Small-Entrepreneurial Projects, and assess how risk management practice moderates relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects. There were six null hypotheses tested at 95% confidence interval. Theories of constraints and system organization founded this study. Pragmatic paradigm that considers knowledge as a complex of multiple realities guided the inquiry. Cross-sectional and correlational survey designs were used. The inquiry targeted a population of 350 (327 Jua-kali entrepreneurs and 23 managers of the programme) from which 186 respondents were selected using stratified sampling method. Questionnaires and informant interview guide were instruments used for collecting data. Validity and reliability of the data collection instruments were enhanced through a pilot study in Kirinyaga County where related Jua-kalis-empowerment programmes were implemented. Qualitative data was analysed using transcribing, coding and theme generation. Descriptive statistics used for analysis of data included: frequencies, percentages, means and standard deviations. Corelational analysis and regression analysis were the inferential statistics used. Fisher (F) test was used to test the hypotheses at $\alpha=0.05$. In order to eliminate invalidation of statistical results, all statistical assumptions were tested prior to data analysis. The results revealed that installation of worksite facility (H_{01}) and entrepreneurship training (H_{02}) separately and jointly (H_{04}) had significant influence on performance of Micro-Small-Entrepreneurial Projects for $P=0.000<0.05$. However, promotion of sales (H_{05}) had no significant influence on performance of Micro-Small for Entrepreneurial Projects for $P=0.000<0.05$. Nonetheless, risk management practice (H_{06}) is a significant influencer of performance of Micro-Small-Entrepreneurial Projects when treated as a moderator for $P=0.000<0.05$. The study recommends for Government to institute an expansion policy for the establishment of production and training facilities to support more Jua-kali entrepreneurs. Also, there is need to develop need-based training curriculum for entrepreneurs so as to effectively address the right capacity needs. The training interventions should impart knowledge and skills related to business planning, marketing, stock management, record keeping, technical skills in production, communication skills and informational technology skills. Since promotion of sales had no significant influence on performance of Micro-Small-Entrepreneurial Projects, future studies explore whether promotion of sale acts as a moderator or mediator in execution of empowerment programmes for Jua-kalis.

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

In modern-times, entrepreneurship remains the driving force for stimulating economic performances of nations through innovation (Zhou and Gao, 2019). Different authors suggest that entrepreneurship contributes to vibrant growth and development of economies (Okundaye et al., 2019; Muhayimana and Kimemia, 2015; Uwantege and Mbabazi, 2015). As a result, entrepreneur development among the developing countries has evolved into a robust strategy towards mobilization of economic resources for employment creation, income generation, poverty reduction and wealth generation (Tob-Ogu, Kumar and Cullen, 2018; Zafar and Mustafa, 2017;). Nonetheless, entrepreneurship is largely influenced by market decisions such as worksite, availability of utilities, security, customer proximity and quality of commodities (Mwamburi and Fuchaka, 2020). Thus, managing the needs of entrepreneurs is very challenging due to dynamically complex environments in which they operate. In response, organizations are quickly shifting to more flexible and adaptable operation strategies towards implementation of policies and plans for entrepreneur development.

Literature builds evidence supporting the claim that well-implemented empowerment programmes perform better in generating enormous positive impacts to the beneficiaries and economies at large (Yanfika et al., 2019; Hidayati et al., 2018; Rahmat and Izudin, 2018). Specifically, entrepreneur-empowerment programmes have resulted into better enterprise management, reduced risks of closure and improved confidence, improved innovativeness and productivity, better market visibility, better income and business expansion (Putra et al., 2019; Altuntas et al., 2018). Equally, empowerment programmes enhance the competitiveness of the entrepreneurs through acquisition and access of appropriate, relevant skills, assets, finances, appropriate technologies, market, finances, technologies (Kagiso and Potgieter, 2019; Makanyeza and Dzvuke, 2015). By this consideration, entrepreneur-empowerment programmes are regarded as the ultimate vehicles towards generation of vibrant enterprises and transformation of economic fibres.

Implementation of empowerment programmes is often faced by numerous challenges and risks that hinder performance of project (Wijewardana and Dedunu, 2017). Still, no census is built regarding the greatest adaptive or effective models for overcome

programme implementation challenges for responsive deliverables and outcome performance (Hobbs et al., 2008). In Malaysia for example, Buang et al. (2015) attributes poor performance of empowerment programmes to poor implementation considerations. Similar establishments are concluded in Bangladesh by Ahmed (2014) that poor and ineffective implementation of entrepreneurship empowerment projects is rendering interventions to be unresponsive. In Indonesia, empowerment programmes that are implemented without alignment to the user needs were unresponsive, inefficient, ineffective and have no positive impacts to the clients (Rahmat and Izudin, 2018). Thus integration of user needs to the programme design boosts appropriateness and relevance leading to sustainable programme outcomes. In Nigeria, most of government-led entrepreneurship development programmes failed to produce the expected results due to weak implementation structures, poor coordination and inadequate operational support (Ayoade and Agwu, 2016). In South Africa, empowerment programmes that matched the needs of the entrepreneurs had better utility of programme resources leading to useful outcomes (Kagiso and Potgieter, 2019). In Botswana and Rwanda, poor project-task coordination and integration are claimed to hamper delivery of desirable results (Mwobobia, 2012; Muhayimana and Kimemia, 2015).

Rappaport (1987) defines empowerment as the mechanism whereby people or groups or communities gain control over their affairs and resources. Wijewardana and Dedunu (2017) presents a brief view of empowerment in terms of supporting the powerless in the acquisition of power and control by creating awareness, capacity building, participation in decision making, sharing information, fostering confidence in self-employment. Nevertheless, Tuuli and Rowlinson (2019) argue that productive effects of empowerment programme will depend on a better understanding of the context and implementation mechanism. Thus empowerment should result into greater control and successful income-generating entrepreneurship activities should (Ekpe et al., 2010). But weak framework for implementing empowerment programme is one of the causes of ineffective and unresponsive programme outcomes (World Bank, 2013). In Kenya, inadequacy in diversification of products during execution of empowerment projects and programmes is said to limit optimum realization of beneficial outcomes to the entrepreneurs (Mwobobia, 2013). Lyria, (2014) claims that poor implementation and coordination task together with inadequate redress to user needs often rendered the empowerment programme ineffective. It is clear that implementation of entrepreneur empowerment programme is

an important area of empirical concern as far as promotion of employment, income and economic growth is concerned. Thus this study conceptualized implementation of Jua-kalis-empowerment programme as an important contributor to performance of MSE-projects in Nairobi County in Kenya.

1.1.1 Performance of Micro-Small-Entrepreneurial Projects

Performance is the extent to which the achievements meet the targeted and expected results. Performance can be assessed by indicators of outreach, effectiveness, efficiency and sustainability (Kerzner, 2009; PMI, 2013; Shenhar, Dvir and Levy, 1997; Kara and Kester, 2015; Turner and Muller, 2001; Sadeh and Shenhar, 2000). The natural principles of good practice suggest that performance can be indicated by the outcomes that embody it (Nelson, 1997). Rahmat and Izudin (2018) assert that entrepreneurial projects that are designed from the user needs are responsive, efficient, effective and positive impacts.

Hidayati et al. (2018) maintain that empowerment programmes boosts performance of entrepreneurs by increasing their independency, income and assets accumulation. Other indicators of performance of an entrepreneurs' empowerment programme includes: better production scheduling, cost efficiency, increased outputs, better income, increased sales and profits (Putra et al., 2019; Rahmat and Izudin, 2018). Due to the connectedness and enabling nature of empowerment programmes, the performance of Micro-Small-Entrepreneurial Projects was indicated by the level of product quality, level of skill acquisition, level of skill application, level of access to new markets, level of sales, level of income, level of customer relations.

1.1.2 Implementation of Jua-kalis-empowerment Programme

Literally, Jua-kali refers to "hot sun" to denote informal micro-small enterprises (MSEs) who normally work in open-spaces and are involved in the production of goods and productive services. However, the term Jua-kali has been redefined to mean skilled entrepreneurs who operate micro-small enterprises (KNFJKA, 1997). The World Bank (2013) classifies micro enterprises as those enterprises having at most five employees. Further, World Bank (2013) defines small enterprises as those enterprises having between six and nineteen employees. In Kenya, microenterprises have at most ten workers, small enterprises have between eleven and fifty employees, the medium enterprise has between fifty-one and one hundred employees and large enterprise have got more than one-

hundred employees (Government of Kenya, 2012). While microenterprises are characterized by an annual turnover not exceeding Kenya Shillings (Ksh) 500,000 capital investment in plant and machinery, small enterprise have between Ksh. 500,000 and 5Million capital investment in plant and machinery (Government of Kenya, 2012). MSEs have been recognized as having huge potential to resource mobilization, job creation and contribution to GDP (Rwigema and Venter, 2004). Hence, Jua-kali entrepreneurs were the beneficiaries of JP and were also the main respondents.

The Jua-kalis-empowerment programme (JP) was a government-led programme aimed at promoting the growth of MSEs per the aspirations of economic pillar of Vision 2030. The programme`s objectives were to: (a) increase the production potential of MSEs by promoting innovation and technology transfer through provision of worksite facility, (b) capacity building through entrepreneurship training and (c) promotion of sale by focusing on MSEs products (Government of Kenya, 2013). The worksites were to be equipped with appropriate tools and equipment for metal works (oxy acetylene gas set, aluminum welding machines, hand vices, work benches, hand grinders) leather and textiles works (sewing machines, over-locking machines, plaiting machines), automobile works (lifting tackles, mechanic or automotive tool boxes, sprayers) and engineering works (electronic soldering, side cutter pliers, combination pliers). In order to boost MSEs production capacity, entrepreneurs were trained on business planning, financial management, marketing, stock management, technical knowledge in production and practical skills. The entrepreneurs' brand was to be developed through promotion episodes like advertising, exhibitions, competition, branding, bulletin boards, featuring in official publications (newsletters, magazines among others), personal selling, point-of-sale and customer appreciation events (Government of Kenya, 2013).

The criteria that guided the selection installations like metal works, leather works, textile works, automobile works and engineering sectors included potentials for growth and expansion. KSh. 40 Million was allocated for the establishment of the JP in Nairobi (Government of Kenya, 2013). The programme was implemented in line with the government agenda to coordinate, regulate and promote growth and development of MSEs (Government of Kenya, 2012). According to Mason (1995) MSE empowerment is transformatory and hence, a critical pool of empowered entrepreneurs was to be developed for accelerated growth and expansion of the sector. Consequently,

entrepreneurs would enhance productive mobilization of local resources for increased employment, income generation, wealth and sustainable livelihoods.

1.1.2.1 Installation of Worksite Facility

Apart from financial capital, worksite is another factor of production essential for entrepreneurship (Gitau and Wanyoike, 2014). When entrepreneurs have favorable worksites and technologies, they are able to actualize their production potential (Geetha, Dasari and Suh, 2020). Apart from networking and new product development, the appropriate worksites offer entrepreneurs with utilities such as infrastructure and wide range of services like incubation and amenities for innovative enterprise development (Swastawati, Roessali, Wajayanti and Anggo 2020; Gitau and Wanyoike, 2014). Furthermore, conducive worksite facilitates the interaction of entrepreneurs amongst themselves that often enhance peer-learning and improvement (Scillite and Chakrabarti, 2010). However, to ensure responsive utilization of worksites there is need for continuously alignment of user needs to the worksite design and installation. Performance and Success of a project is subject to the clarity of the client expectations (Glor, 2001; Gemunden et al., 2007). Pennypacker and Retna (2009) assert that the degree of project responsiveness depends on the linkage of the implementation strategy to the desired usages. It follows that receptiveness and effectiveness of installation of worksite facility run together with the usability and connectedness to the user needs as well as the expectation. In this connection, it was critical to measure the installation of worksite facility in implementation of JP using the indicators of accessibility of worksite, proximity to production utilities, suitability of worksite and affordability of worksite. These indicators are perceived to have significant contribute to performance of Micro-Small-Entrepreneurial Projects.

1.1.2.2 Entrepreneurship Training

Knowledge, skills, attitudes and abilities are essential factors of production. The information and knowledge acquired in theory and practice is said to enhance learning processes that promotes productivity (Oehler, Hofer and Schalkowski, 2012). Ladzani and Visser (2018) assert that a training programme is effective if it is designed from the training needs. In addition, effective entrepreneurship training has the content of the modules designed per user needs and be regularly reviewed to suit dynamic changes for continuous improvement (Kobba1 et al., 2020). Such a training enhances entrepreneurs'

abilities to identify and exploit opportunities for value creation**.** Further, such a training promotes innovative development of resources for improved performance in terms of management capacity, production outputs, assets accumulation and profits. Training builds knowledge capital that facilitates attitude changes on entrepreneurship behavioural. Such behaviour may revolve around the content areas such as value addition, process improvement, product development, marketing among others that form profound grounds for enterprise performance.

Dladla and Mutambara (2019) asserts that training programmes that are designed from the entrepreneur's needs are user-friendly thus effective in addressing the training gaps. This is supported by Chi and Lin (2015) that alignment of SME training needs to the training programme boosts performance of the SMEs. There is empirical consent that entrepreneurship training builds the capacity of entrepreneurs to greater productivity and performance (Rahman, Yaacob, Ibrahim, Shaupl, Permarupan and Shuaib, 2019; Ladzani and Visser, 2018; Nyambura, 2014; Karanja, 2014; Msoka, 2013).

Lichtenthaler (2009) explains that trained entrepreneurs have the capacity for change and innovation management essential for business transformation, performance and growth. However, literature calls for prudent tracking, organization and execution of training programme relative to training needs for effective and beneficial outcomes (Adegun and komolafe, 2013). Entrepreneurship skills improve the self-confidence of MSEs (Bosire and Nzaramba, 2013). Thus entrepreneurship training was measured by the indicators of training needs analysis, content of the training, duration of training, training method and practical skills acquired. In the Jua-kalis-empowerment programme (JP), entrepreneurship training is an independent variable perceived to trigger performance of Micro-Small Entrepreneurship Projects. Through entrepreneurship training, skills and knowledge related to production, business planning, financial management, marketing, stock management were imparted to entrepreneurs thus boosting the performance of their entrepreneurial projects (Government of Kenya, 2017).

1.1.2.3 Promotion of Sales

Market knowledge by MSEs is motivated by the mobility of promotion programmes as well as past market experiences (Malca et al., 2019). Whereas promotion of sales is said to sway attitudes, images and perceptions of customers, competitors and distributors

about an enterprise and its product (Anderson et al., 1994), it also facilitates networking essential for innovative and transformative ventures. Nthuni (2014) affirms that promotion of sales must be based on actual market needs in order so as to enable entrepreneurs achieve not only effective but also low-cost business linkages and customer connection. Remeikiene and Startiene (2013) conclude that for a promotion programme to be effective, the target stakeholders must first be selected based on their needs and monitoring their feedback throughout the programme life.

Promotion of sales is particularly essential to MSEs marketability, sale collection and attracting potential clients. It facilitates strategic alliances between MSEs and other interested partners essential for business growth and expansion (Altuntas et al., 2018). Thus the more diverse the promotions, the more marketable the products (Hadiyati, 2015). In addition, the more diversified product the stronger the market potential and capacities to entrepreneur (Zimon, 2018). Promotion and market information encourage creativity (Musimba, 2012; Thuni, 2014). Thus promotion of sales was perceived to sway performance of Micro-Small-Entrepreneurial Projects through the following indicators: promotion methods, frequency of promotion, duration of promotion, promotion techniques and customer care.

1.1.3 Risk Management Practice

Risks as factors or events of uncertainties with likelihood of occurring. When risk occur they may have potential threats to the project performance. The likelihood of risk occurrence together with the consequences of risk as what matters in programme implementation. Whereas risks can be classified by the likelihood of occurrence and similarities in mitigation strategy (Na et al., 2008), risks can cause multiple negative effects to a programme depending on the frequency of occurrence (Park, Cha, Hyunet, 2016). This shows the important of developing the appropriate risk management approaches so as to safeguard programme stability.

Risk management is described as a systematic process whereby management policies, practices and procedures are applied in the following activities: a(a) definition of the context of the risk, (b) identification of all risk, (c) analysis of risk by their sources, origin, nature and type, (d) evaluation of risks in terms of significance, likelihood of occurrence, impacts, reversibility, (e) treatment of risk through avoidance, reduction,

transfer, acceptance of research, and (f) monitoring and reviewing risk (ISO 31000: 2016). Management of risk is a knowledge management aspect which influences major decisions in project implementation. Thus appropriate practices for managing risk contribute to effectiveness in risk mitigation and better management decisions. Since project managers make decisions continuously, decisions informed by risk awareness may enhance the success rate of a project. While studying the implication of risk management on construction projects in Jordan, Mahmoud al-Mukahal (2020) concluded that effective risk management practices reduces adverse effects of risks which intern improves performance of projects. Thus appropriate risk management practices ensure efficient scheduling and utilization of programme resources in the strive toward meeting expectations and requirements of the clients. Similar arguments are advanced by Rahmana and Adnana (2020) that assessment of performance of risk management practices is a critical step towards efficient and effective use of resources that guarantee of project success. It follows that management of risks is claimed to be an effective and responsive technique that connects risk data with project schedules for enhanced project success. This is because raw risks are detrimental to programme success. Hence the need to assess how practices of identification of risk, analysis of risk, treating and controlling of risk affects performance of programmes.

The contribution of management of risk to success and performance of projects has been explored with limited consideration of risks level and practices Ahn and Zwikael (2011). Despite the existence of theoretical taxonomy for the management flow of risks (Gitahi and Tumuti, 2019), when appropriate and adequate practices are deployed they increase the chances of projects success whereby continence measures are in place (Ochieng, 2018). Thus the practices in management of risks are bent to reduce uncertainties by deploying appropriate approaches for effective risk mitigation decisions which in turn adds value to programme.

Risk management is claimed to trigger performance of roads construction projects and programmes (Rwagasana et al., 2019). Management of risk limits success of the success of project (Carbone and Tippet, 2004; Zwikael and Ahn, 2011). Risk management practice conceptualized as having two levels of influence on performance of Micro-Small-Entrepreneurial Projects namely: (a) as predictor variable to performance of Micro-Small-Entrepreneurial Projects and (b) as a moderator of the relationship between

implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects and. This study advances the recommendations of Oehmen et al. (2014) in determining the effects of risk management to the success of project in order to generate generalizable results. For this reason, this study conceptualizes risk management practice both as a predictor and as a regulating variable.

ISO Guide 73 (2009) outlines the best practices to risk management as early identifying of potential risks in the project life cycle, documenting and communicating the associated potential consequences to stakeholders, identifying continuously and communicating updates, analyzing the risks, defining goal and response plans, communicating regularly risk status and changes in all levels and soliciting feedback from stakeholders and finally updating the log for risk management. Thus, risk management is perceived to trigger performance of Micro-Small-Entrepreneurial Projects through the following (a) identification of risk, (b) analysis of risk (c) response or treatment of risk, (d) controlling of risk.

1.2 Statement of the Problem

Globally, entrepreneurship has been recognized as one of the main drivers for transforming the socioeconomic development of nations (Zhou and Gao, 2019). The indicators of Kenyan`s Economy Survey of 2016 show that Micro-small enterprises (MSEs) have potential to contribute to over 45% of Kenya's Gross Domestic Outputs and over 80% of total employment if the challenges facing them are addressed (Government of Kenya, 2016). By this recognition and in line with the social pillar of Vision 2030, the Government of Kenya allocated KSh. 40 Million to implementation of Jua-kalis-empowerment programme (JP) with the core aim of building capacity and transferring technology to Jua-kali entrepreneurs through installation of worksite facility, training and promotion of sales which would lead to productive utilization of local resources for increased growth in employment, outputs, income, wealth and sustainable livelihoods (Government of Kenya, 2013). However, there lacks empirical validity to support that the execution of the programme had significant contribution to the performance and success of the empowerment programme.

Statistics demonstrate that about 75% of all start-up enterprises die in the early stages of their development (Gage, 2012). In Africa, MSEs are characterized by high mortality rate

of about 85% (Fadahunsi, 1997). The Kenya Sessional Paper number 2 of the year 2005 indicate that three out of five (60%) of MSEs break by the third year of operation (Government of Kenya, 2005). A survey on the establishment of MSEs in Kenya by KNBS (2016) found that a large pool of 1.5Million MSEs could not graduate into large enterprises thus recording as slow as 26% of total employment despite numerous supports from various actors including Government. Other studies have questioned why government-led empowerment programmes like utility supplies and capacity building have little positive impact to MSEs growth (Afande, 2015; Ogollah and Musundi, 2014; Muiruri, 2014). Equally, Malca et al. (2019), Nthuni (2015) and Hadiyati (2015) argue that inadequate feasibility to empowerment intervention is the main cause of poor results in promotion programmes. According to the Government of Kenya (2016) there were some entrepreneurs who had not yet transitioned from the worksites established the JP. In addition, a monitoring and evaluation study to follow-up the application of knowledge acquired in the entrepreneurship training suggest that not all entrepreneurs were able to practically use the technical skills acquired in the production process (Government of Kenya, 2017). Questions arises regarding efficacy of the Jua-kalis-empowerment programme in addressing MSEs performance needs. Given that government allocated huge resources towards the execution of the JP, it raises questions as to why the implementation of empowerment programme merely contributes to the intended results.

Inadequate consideration of client needs together with poor implementation is claimed to contribute to poor performance of empowerment programme (Ayoade and Agwu, 2016; Rehman, Usmani and Al-Ahmari, 2014; Mwobobia, 2012). Further, empirical reviews demonstrate that empowerment programme can have significant positive impacts if well designed and implemented (Swastawati, Roessali, Wajayanti and Anggo 2020; Hidayati et al.,2018; Kanyari and Namusonge, 2013; Muhayimana and Kimemia,2015). Overreliance on customer satisfaction when measuring project performance has largely been an inadequate indicator of project responsiveness. This study adopted outcome-based indicators of performance.

Performance of Micro-Small-Entrepreneurial Projects cannot be evaluated without considering the stimulus of productivity. Since entrepreneurial projects are profit oriented this study considered the performance of Micro-Small-Entrepreneurial Projects from the aspects quality of product, acquisition and application of skills, new market access,

customer base, sales as well as income. Evidence from the review of empirical literature portray installation of worksite facility as a critical determinant of performance of entrepreneurial projects through infrastructure and utilities that support production. Thus this study considered installation of worksite facility from the aspects of accessibility of worksite, proximity to production utilities, suitability of worksite and affordability of worksite. Further, entrepreneurship training was considered to contribute performance of entrepreneurial project through the aspects of training needs analysis, content of the training, training method, duration of training and practical skills acquired. Also, promotion of sales was perceived to trigger performance of Micro-Small-Entrepreneurial Projects based on the promotion methods, frequency of promotion, duration of promotion, promotion techniques and customer care.

Risk management practice helps to avert potential risk was perceived to have dual effects on performance of Micro-Small-Entrepreneurial Projects. In the first case, risk management practice was considered to have direct linear relationship and also moderation effects to performance of Micro-Small-Entrepreneurial Projects. In this study, promotion of sales was indicated by the identification of risk, assessment of risk, treatment and control of risks. Past studies have researched extensively on the influence of risk management on success of projects but there is inadequate empirical study on risk management as a moderator (George, 2018; Rahmana and Adnana, 2020; Mahmoud al-Mukahal, 2020). As a moderator for this study, risk management practice was indicated by risk identification, analysis of risks, treatment of risk and control of risk.

1.3 Purpose of the Study

The purpose of this study was to investigate how implementation of Jua-kalis-empowerment programme contributes to performance of Micro-Small-Entrepreneurial Projects in the County of Nairobi County and the way the relationship is moderated by risk management practice.

1.4 Objectives of the Study

The objectives of this study were to:

i. Establish how installation of worksite facility influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County
ii. Determine the extent to which entrepreneurship training influences performance

of Micro-Small-Entrepreneurial Projects in Nairobi County

iii. Establish the how promotion of sales influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County

iv. Examine the extent to which implementation of Jua-kalis-empowerment programme influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County

v. Assess the how risk management practice influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County

vi. Examine how risk management practice moderates the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County

1.5 Research Questions

This study sought to answer the following research questions:

i. How does installation of worksite facility influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County?

ii. To what extent does entrepreneurship training influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County?

iii. How does promotion of sales influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County?

iv. To what extent does implementation of Jua-kalis-empowerment programme influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County?

v. How does risk management practice influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County?

vi. How does risk management practice moderate the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County?

1.6 Research Hypotheses

The study tested the following null hypotheses:

i. **H_{01}:** There is no significant relationship between installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects in Nairobi County

ii. **H_{02}**: There is no significant relationship between entrepreneurship training and

performance of Micro-Small-Entrepreneurial Projects in Nairobi County

iii. **H_{03}:** There is no significant relationship between promotion of sales and performance of Micro-Small-Entrepreneurial Projects in Nairobi County

iv. **H_{04}:** There is no significant relationship between implementation of Jua-kalis-empowerment programme and the performance of Micro-Small-Entrepreneurial Projects in Nairobi County

v. **H_{05}:** There is no significant relationship between risk management practice and the performance of Micro-Small-Entrepreneurial Projects in Nairobi County

vi. **H_{06}**: There is no significant moderation of risk management practice on the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County

1.7 Significance of the Study

This study is significant to all organizations involved in the implementation of Jua-kalis-empowerment programme (JP), policy makers, practitioners of project management and academia. The understanding of the influence of installation of worksite facility on performance of Micro-Small-Entrepreneurial Projects would enlighten programme managers, development partners and policy makers on the most effective means of addressing production needs of entrepreneurs. Scholars can test the finding on the influence of installation of worksite facility on performance of Micro-Small-Entrepreneurial Projects in diverse empowerment programmes so as to develop a broader knowledge on the utility of the variable in predicting performance.

The findings of the influence of entrepreneurship training on performance of Micro-Small-Entrepreneurial Projects would inform programme managers, development partners and policy makers on the areas to put more efforts in order to improve responsiveness of entrepreneurship training. In addition, researchers can advance this finding so as to conclude the generalizability of research outcomes across the population settings.

Further, the findings of the relationship between promotion of sales and performance of Micro-Small-Entrepreneurial Projects would enlighten programme planners and development partners on the most favorable promotion approaches towards successful marketing of Jua-kali products. In addition, it would give better insights to the

government on the most responsive policy interventions for promoting sales to the local products especially from entrepreneurs. Future researchers may be interested to know why promotion of sales does is not a good predictor of performance of Micro-Small-Entrepreneurial Projects.

The findings of the influence of the implementation of Jua-kalis-empowerment programme on performance of Micro-Small-Entrepreneurial projects would strengthen decision making in policies and programme development strategies with regard to resource allocation based on the strength of prediction of each variable on performance of Micro-Small-Entrepreneurial Projects. Also, the results on the relationship of risk management practice and performance of Micro-Small-Entrepreneurial projects would advise the programme managers on the best practice towards effective risk preventing and mitigating. Scholars may want to further interrogate why risk management practice is not a good forecaster of performance of Micro-Small-Entrepreneurial Projects.

Finally, the findings of the moderation of risk management practice on the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects would enable programme managers to respond appropriately to unforeseen events while controlling the implementation of a programme so as to safeguard performance. Policy makers can use these findings to institute appropriate risk management policies for safeguarding implementation of future Jua-kalis-empowerment programmes for greater results. The findings from testing of hypothesis of each objective would provide opportunities to future researchers to test the same in different programmes so as to increase generalization of the results.

1.8 Basic Assumptions of the Study

Implementation of Jua-kalis-empowerment programme was assumed to be implemented in line with the entrepreneurial needs namely: need for production sites, training needs and market needs. In addition, it was assumed that the goal of the implementation of Jua-kalis-empowerment programme was to increase performance of Micro-Small-Entrepreneurial Projects. Finally, it was assumed that Micro-Small Entrepreneurs supported the programme.

1.9 Limitations of the Study

The research inquiry was limited to the implementation of Jua-kalis-empowerment programme (JP) in Nairobi County since there may be other empowerment programmes in Kenya. Nonetheless, probability method of sampling was used to select unbiased and representative sample for enhanced basis of generalization of findings. Dependence on opinions and views form entrepreneurs limited the study because the respondent may be biased towards their individual experiences and interaction with the JP. However, appeal was made to the respondents to offer honest responses without personal influence.

1.10 Delimitations of the Study

This study was delimited to the Jua-kalis-empowerment programme (JP) in Nairobi County as the programme was first launched in Nairobi County thus providing basis for examining the performance of Micro-Small-Entrepreneurial Projects. This study was delimited to the target population of 327 Jua-kali entrepreneurs who benefited from JP and 23 JP managers in Nairobi County and since stratified random sampling method was used to choose the respondents, the results can be generalized. Pragmatic paradigm delimited this study by providing impetus for objective and subjective inquiry using mixture quantitative and qualitative techniques for conclusive explanation and prediction of the results. It is due to sensitivity of the research and the negative perceptions of the research subjects that entrepreneurs are always very cautious in sharing and revealing their actual socio-economic and behavioral styles.

1.11 Definition of the Terms used in the Study

Entrepreneurship Training- Entrepreneurship training entailed imparting entrepreneurs with entrepreneurial skills and capacities for improved production. Entrepreneurship training was measured by the levels of training needs analysis, content of the training, duration of training, training method and practical skills acquired

Installation of Worksite Facility- Installation of worksite facility entailed establishing and equipping worksites with tools and equipment for use by entrepreneurs and was indicated by the levels of accessibility of worksite, proximity to production utilities, suitability of worksite and affordability.

Jua-kalis-empowerment programme (JP)- JP was government-led programme with the main goal of promoting the growth of Jua-kali entrepreneurs though specific interventions namely: (a) increasing the production potential of entrepreneurs by promoting innovation and technology transfer through provision of production worksite, (b) capacity building through training and (c) promotion of sale by focusing on MSEs products. The programme was first launched in Nairobi County in the year 2012 before spreading to other counties in Kenya.

Implementation of Jua-kalis-empowerment programme- Implementation of Jua-kalis-empowerment programme is the aspect of moving the programme idea to reality and was indicated by the installation of promotion of sales, worksite facility and entrepreneurship training.

Jua-kali Entrepreneurs- These are the enterprises involved in production of commodities related to metal works, leather and textiles works, automobile works or engineering or service works. In this study, Jua-kali entrepreneurs were the main respondents as they were the actual beneficiaries of the JP. The total number of JP in Nairobi County were 327 by the year 2017.

Performance of Micro-Small-Entrepreneurial Projects- The performance of Micro-Small-Entrepreneurial Projects is the level to which the planned JP objectives were effectively achieved in meeting the needs of the Micro-Small Entrepreneurs and was inicated by the level of product quality, level of skill acquisition, level of skill application, level of access to new markets, level of sales, level of income, level of customer relations.

Promotion of Sales- Promotion of sales is the use of short-term incentives to ensure quick sales of products. Promotion of sales was indicated by the type of promotion, frequency of promotion, duration of promotion, promotion techniques and customer care.

Risk Management Practice- refers to the activities for preventing and mitigating risks towards successful achievement of organization goals and was indicated by identification, assessment, treatment and control of risk

1.12 Organization of the Study

This thesis is divided into five chapters. The first chapter introduces the research background and justifies the basis for the study. In addition, the research purpose, study objectives, research questions and research hypotheses are examined within the framework of the problem after which the significance, basic assumptions, delimitations, limitations and operation definition of significant terms are examined.

In the second chapter, empirical literature is reviewed per the research constructs. In addition, theoretical frameworks that guided the study in strengthening the understanding of the research gaps, conceptual and summary of knowledge gaps is also presented.

Chapter three presents the research methodology. In the preliminary sections, the research approach is discussed under the research design and the philosophical rationale informing the choice of the research strategy. Other discussions in this chapter include: the target population, sample and sampling procedures as well as data collection instruments and procedures, data analysis techniques as well as ethical considerations and operationalization of variables are made. Chapter four presents data analysis, presentation, interpretation and discussion of findings per research objective and chapter five is the summary of findings as well as conclusions and recommendations.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

In this chapter, literature is reviewed in order of the following themes: installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects, entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects, promotion of sales and performance of Micro-Small-Entrepreneurial Projects, implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects, risk management practice versus performance of Micro-Small-Entrepreneurial Projects, theoretical as well as the conceptual frameworks and the summary of literature and knowledge gaps.

2.2 Performance of Micro-Small-Entrepreneurial Projects

Performance measures the progress and achievements that have been realized in the course of implementation in comparison plans and expectations (Chan and Chan, 2004). Achievements are attributed to the ability of an endeavour to achieve its goals and objectives (Porter, 1985). Such ability can be measured by equating the results in terms of outputs and outcomes to the inputs (Richard et al., 2009). Project performance is measured by the degree of responsiveness in meeting the requirements within time, budget and quality constraints (PMI, 2013). However, the level of responsiveness relies on the implementation strategies relative to the dynamic environment (Pennypacker and Retna 2009). The level of responsiveness to a project can be measured by analysing factors like returns over time, budgets efficiency, quality performance, productivity, schedule performance, scope delivery, stakeholder participation, customer satisfaction and also performance requirements (Phillips et al., 2002; Pennypacker and Retna 2009).

Due to the unique, temporal and dynamic characteristics of project, assessment of project performance is quite complicated (Kara and Kester, 2015; Turner and Muller, 2001). For this reason, the measures of project performance have not been scholarly consented. While Shenhar, Dvir and Levy (1997) propose the project performance and success dimensions in term of customer satisfaction, business success, meeting schedule and budget and future potential, Sadeh and Shenhar (2000) narrow down project performance to the aspects of meeting design goals, benefits to the organization and beneficiaries and the entire sector. In a more pragmatic view, Chan and Chan (2004) argue that project

performance can be measured by the following eight dimensions: cost, quality, time, environmental performance, profitability, customer satisfaction, health as well as safety aspects and participants' satisfaction. Likewise, PMI (2013) proposes the following dimensions for evaluation performance of project: time, stakeholder satisfaction, quality and cost. However, Kerzner (2009) summarizes measures of project performance into four dimensions namely: schedule overrun, cost overrun, customer satisfaction and project performance.

While using a single hypothesis to examine project performance, Shenhar, Dvir and Levy (1997) proposed the following aspects for assessing the performance of project: meeting the goals, impacts to the customer and the organization as well as potentials for future growth and expansion. However, due to dissimilar nature and complexities in each project coupled with diversity of stakeholders, measuring the performance of each project would require a multidimensional approach that considers the effectiveness of each variable under consideration (Kylindri, Blanas, Henriken and Stoyan, 2012). Whereas projects are endeavours designed to produce set of outcomes within planned and constraining cost and budget (Nagesh and Thomas, 2015), not all projects live to realize such ends. The desires to understand why and how projects succeed or fail is formed by their performance.

Khang and Moe (2008) used a sample of 1,000 practitioners in project management to assess the success criteria for projects in Myanmar and Vietnam and they observed that the quantity, quality and sustainability of project outcomes are adequate criteria for measuring performance. In their exploratory inquiry on contribution of change order in strategies management on overall success of building projects in Nigeria Kolawole et al. (2016) found that changes in order of project implementation influenced projects outcomes, performance and success. Equally, Kylindri Blanas, Henriken and Stoyan (2012) stress that the ability of the project outcomes (product and service) to meet the specified requirements and purpose is a vigour criterion for assessing project performance. In this context, Glaser (2004) argues that changes in scope and deadlines are significant outcome measures of project performance.

Measuring project performance by assessing their effectiveness in meeting customers` needs is theoretically supported (Agarwal and Rathod, 2006; Chan and Chan, 2004;

Shenhar et al. 2001; Sadeh and Shenhar, 2000; Shenhar, Dvir and Levy 1997; PMI, 2013; Santos et al., 2014). Similarly, an empirical study on factors of project success support the theoretical claims that evaluating the benefits realized from project is a significant dimension for measuring project performance and success (Moe and Khang, 2008). Likewise, Kylindri, Blanas, Henriken and Stoyan (2012) outlines among other criterion for assessing project performance as the ability of the project deliverables to satisfy, meet and exceed the well-being of beneficiaries. Nonetheless, managing needs of entrepreneurs is highly complex as they are largely influenced by market decisions such as worksite, availability of utilities, security, customer proximity and quality of commodities (Mwamburi and Fuchaka, 2020).

In his study to measure the welfare and performance of MSEs projects in Thika Kenya, Muiriuri (2014) used the indicators of sales and number of employees. Another study to measure the association of strategic planning and performance of organization by Arasa and K`Obonyo (2012), the indicators of changes in assets value, market share, product development were used and the results correlated. In other studies, enterprise performance has been examined using the indicators of profits, return on investment and turnover of customers. Due to MSEs being very reluctant and reserved in sharing or revealing their actual performances especially finances, it is recommended that researchers should use both subjective and objective measures when examining the performance of their enterprises (Zulkiffli and Perera, 2011).

Swastawati, Roessali, Wajayanti and Anggo (2020) did an evaluation study on performance of fishery-processing empowerment project in Indonesia and results suggested that execution and utilization of empowerment projects can lead to increase in the production capacity of the recipients. A related study by Hidayati1 et al. (2018) on impact of women's empowerment through corporate social responsibility projects in Indonesia used the following indicators: level of independency, income and assets accumulation. Rahmat and Izudin (2018) evaluated the effects of an agricultural technical assistance empowerment projects in Indonesia and used the following performance indicators: levels of production scheduling, cost efficiency, increased outputs, better income. Putra et al. (2019) studied of how empowerment projects influences competence and growth of enterprises and concluded that empowerment projects increases growth and performance of business as demonstrated by growth in

profits and sales. In South Africa, Kagiso and Potgieter (2019) conducted a study to examine whether entrepreneur-support projects matched the needs of the entrepreneurs and the indicators were improvement in utility of resources and growth of the entrepreneurs.

There are no scholarly consented criteria for assessing project performance which leaves researchers with the option of choosing the appropriate indicators to assess performance of project depending by the context. Kaganski et al. (2013) argue that continuous examination of quantitative and qualitative performance indicators provides enterprises with relevant and broad information on constrained areas for continuous learning and improvement. Hence the performance of Micro-Small-Entrepreneurial Projects was indicated by the following measures: level of product quality, level of skill acquisition, level of skill application, level of access to new markets, level of sales, level of income, level of customer relations.

2.3 Installation of Worksite Facility and Performance of Micro-Small-Entrepreneurial Projects

Economic theories agree that worksite is an important factor of production (Sullivan and Steven, 2003). Equally, researches on factors leading to growth and performance of MSEs have demonstrated that infrastructural factors like worksite, tools and equipment's, access to incubation and business development skills and information, infrastructure access are some the major constraints that influences the way enterprises perform (Kamunge et al., 2014; Kanyari and Namusonge, 2013). A descriptive study on the influence of MSEs` development programme supported by Kenya Industrial Estates (KIE) using a random sample of 83 randomly sample entrepreneurs demonstrates that provision of worksite and incubation services correlates positively with MSEs` growth (Gitau and Wanyoike, 2014).

Swastawati, Roessali, Wajayanti and Anggo (2020) did an evaluation study on performance of fishery-processing empowerment programme in Indonesia concluded that installation of appropriate worksite technologies promotes innovative development of resources for improved performance of enterprises. Similarly, growth and expansion of any sector are influenced by the availability and adequacy of working infrastructure together with accessibility to utilities, equipment's and technology (Mutai, 2011). Such

arguments are strengthened by survey results seeking to examine the association between innovation and MSEs performance in Zimbabwe by Makanyeza and Dzvuke (2015) who used a random sample of 200 SMEs and inferential statistics revealed that performance of an enterprise is greatly subjective to the innovation in productive resource access like assets, processes, product and marketing. Furthermore, Geetha, Dasari and Suh (2020) in their survey on the impact of cluster development programme on the development of women entrepreneurs in India using a random sample of 110 entrepreneurs and inferential statistics led to conclusion that technology oriented programmes are critical in changing the fostering allocation and utilization of resource allocation which leads to improved productivity and performance.

While provision of worksite and incubation services to MSEs should be based on the prevailing dynamic needs so as to offer the necessary infrastructure and business support services for innovative business ideas and product development (Kiraka et al., 2013), the facilities should aim at facilitating the provision of services like networking, product improvement, new product development as well as financial support for sustainable MSE growth (Swastawati et al., 2020; Geetha, Dasari and Suh, 2020; Gitau and Wanyoike, 2014). Such interventions create an enabling environment for creative business development, technology adoption, quality improvement, product development, customer satisfaction, increased sales and returns, business growth and market expansion (Ratinho and Henriques, 2010). Whereas such provisions must be done justified for effective and responsive interventions (Mohan, 2008), requirements for project implementation demands that projects be founded upon user needs for sustainable benefits. This argument is valid in connection to empowerment programme like the Jua-kalis-empowerment programme whose values and interests are the reasons for the project. Such arguments can be used to explain why some projects are implemented wrongly and are never useful to the beneficiaries even after completion (Pakseresht and Asgari, 2012).

As Turner and Muller (2003) suggest, projects must be implemented in coordinated interfaces whereby needs and resources are prioritized to reduce uncertainty for realizing organizations objectives and recipient expectations. This view is held by Fonseca et al. (2001) and supported by Schwartz and Hornych (2010) that adequate and conducive worksites stimulates firm's development for growth, expansion and development of innovative product and services. Success of project implementation is reflected on how

project deliverables systematically fill the user needs (Ratinho and Henriques, 2010). Watkins and Kaufman (2002) reinforces that aligning of user requirements helps in highlighting the essential areas for tracking the outcomes for implementation of Jua-kalis-empowerment programme. Therefore, installation of worksite facility was measured using the following indicators: accessibility of worksite, proximity to production utilities, suitability of worksite and affordability.

2.4 Entrepreneurship Training and Performance of Micro-Small-Entrepreneurial Projects

Entrepreneurial knowledge is considered as the most essential element that complements other production factors (Sullivan and Steven, 2003). Past studies focusing on training programme and business performance have demonstrated that the entrepreneurial knowledge correlates with performance and success of an enterprise (Rahman et al., 2019). Trained entrepreneurs enjoy knowledge in business management and therefore have got higher levels of assets, revenues over untrained ones (Kessy and Temu, 2010; Peterman and Kennedy; 2003; Afande, 2015). Also, entrepreneurs who are trained in business management skills are said to be better equipped with entrepreneurship skills essential for starting, improving and marketing their businesses (Hassan and Mugambi, 2013). Similar views are held by Klinger and Schundeln (2007) that training of entrepreneurs enhances confidence as well as self-esteem necessary for taking risk during the starting and expanding business and for continuous learning and improvement. Obaji, Olaolu and Jumbo (2019) aver that both creativity as well as communication skills promotes entrepreneur's innovation in enhancing business performance and meeting customer needs. Therefore, providers, trainers and organizers of training to entrepreneurs need to offer relevant skills that are driven by market in simple manner (Jones et al., 2013).

Business managers lacking key entrepreneurial traits and capabilities have their businesses underperforming financially (Nyambura, 2014; Okpara and Wynn, 2007). In the survey to examine how entrepreneurship aspects of training programme in Kenya by Nyambura (2014), a random sample of 70 entrepreneurs was used and descriptive statistics led to the conclusion that most training lacked key entrepreneurial needs essential for management turn around. This arises from the reasoning that while empowerment on business financing and accounting enhances entrepreneur's capacities

in budgeting, costing and auditing, the applicability of these skills is still wanting for optimization of business returns (Akintoye, 2008). Training on technical skill enhances the entrepreneur's capacity in process and product development essential for effective and efficient production of specialized goods and services that often requires special skills (Hisrich, 2011). Entrepreneurs who are trained on marketing and customer relations are said to have capabilities of focusing on customer needs in order to satisfy them beyond their expectations. This enhances customer loyalty, business image, growth in customers and sales that generates return on investment in a shorter period (Lawson-Body and Limayem, 2004). Kranja (2014) conducted a survey to examine the issues affecting the Kenyan youth-entrepreneurs development project in Kangema and while using a random sample of 13 youth groups the descriptive statistics suggested that appropriate training on entrepreneurship (financial management, leadership and monitoring) were found to influence the sustainability of youth enterprises.

Principles of project management emphasizes on a systematic project implementation approach (Kerzner, 2009). Due to uncertainties of stakeholders` needs, interests and expectations, project requirements nee be integrated right from the project formulation (Assaf and Al-Hejji, 2006). Numerous studies emphasize on integrated approaches to project implementation based on justifiable needs and feasibility. Similarly, Culligan et al. (2013) are on the opinion that as organization should design their project implementation processes based on the needs and constraining resources as well as productivity and adaptability of interventions (Simon et al., 2000; Cleland and Ireland, 2002). This promotes relevance, clarity and understanding of the problem for effective operation discourses (Kerzner, 2009). This is supported by the results from a survey on the impacts of 1NITA ICT training empowerment project to rural women entrepreneurship in Malaysia whereby a purposive sample of 136 respondents were questioned and qualitative results revealed that effective implementation of empowerment programme builds entrepreneur`s confidence into economically and socially lucrative entrepreneurial tactics (Hashima, et al., 2011).

A correlational survey on the effectiveness of entrepreneurship training in Namibia by Ladzani and Visser (2018) used a random sample 179 entrepreneurs and inferential statistics established that the training programme was effective in meeting the training needs as evidenced by the increased sales as well as profits and assets. Rahman, Yaacob,

Ibrahim, Shaupl, Permarupan and Shuaib (2019) evaluated the effectiveness of entrepreneurship training programme in Malaysia where it was concluded that that the training contributed immensely to the product innovativeness and diversification and overall business growth due to improved business management. Ladzani and Visser (2018) asserts that effective entrepreneurship training is linked to interventions such as mentorship, credit support, technical skills and coaching services. In support Kobba1 et al (2020) aver that effective entrepreneurship training has the content of the modules designed per user needs and be regularly reviewed to suit dynamic changes for continuous improvement. It follows that a successful training programme requires adequate preparation in order to design and plan for the needs.

Even as McKillip (1987) aver that projects should have feasible operational frameworks for responsive implementation (Suddaby, 2010), there exists theoretical gaps on the effects of training programme on the overall performance. Entrepreneurship training was meant to inculcate skills related to business planning, technical skills, financial management, marketing and stock management, it remains unclear how the implementation of Jua-kalis-empowerment programme contribute to performance of Micro-Small-Entrepreneurial Projects. This study measured entrepreneurship training by the level of training needs analysis, content of the training, duration of training, training method and practical skills acquired.

2.5 Promotion of Sales and Performance of Micro-Small-Entrepreneurial Projects

Baron and Markman, (2003) indicate that networking and promotions are the ultimate strategies for gathering market intelligence in terms of information, technology, partners, financial resources, marketing and strategic partnership building. Malca et al. (2019) view market knowledge by SMEs as motivated by the mobility of promotion programmes as well as past market experiences. Such arguments are held by the findings from a survey on influence of promotion and business networks on the growth of SMEs in Kenya by Nthuni, (2014) whereby a random sample of 456 SMEs questionnaires were used and descriptive statistics revealed that that social capital components like business networks, information and innovation access have a positive effect on SMEs. In an evaluation study on the effectiveness of business promotion programmes for the case of Lithuanian by Remeikiene and Startiene (2013) found that target group selection and arrangement of programme schedule as main factors that determine efficiency of promotion programme.

Thus for a promotion programme to be effective, the target stakeholders be first selected based on their needs and monitoring their feedback throughout the programme life.

Malca et al. (2019) conducted a cross-sectional survey using a random sample of 95 entrepreneur and inferential statistics demonstrated that promotion programmes have significant impacts on performance of small-medium enterprises (SME) in Spain. Specifically, experiential knowledge imparted through promotion programmes had positive influence on the resources of SMEs market outreaches oriented. While using related methodology in conducting a survey on role of networks in MSE's success and growth in Kenya, Abeka (2011) used a sample of 400 SMEs and the results showed that entrepreneurs who participate in networking fairs like seminars, demonstrations, exhibitions and trade fairs had higher chances of developing business relations essential for customer management and good business image. Such findings are further supported by those of Musimba (2012) in his exploratory study on the effect of network programme in internationalization of ICT SMEs in Kenya that demonstrated that the ability of a business to survive and perform is influenced by the capacity to utilize social capacity in marketing and networking. Also, networking and collaboration with diverse stakeholder like government and private agencies, professional bodies, financial institutions, trade and industrial organizations is said to provide SMEs with a wide range network that facilities information capital that is essential for enterprise growth and development (Nthuni, 2014).

Through promotion programme, MSEs are able to interact with the market environment by taking risks into considerations for adjusting their organizations in order to adapt, survive and compete (Birley et al., 1991). Likewise, Chadamoyo and Dumbu (2012) stress that through linkages programme, MSEs can enhance their competitiveness with large enterprises and international supply chains through acquisition of assets and access to; market, finances, technology, management skills and specialized knowledge through subcontracting which boosts backward and forward linkages. Considering the importance of networking and marketing to enterprise linkages, this study measured promotion of sales by the indicators of by the type of promotion, frequency of promotion, duration of promotion, promotion techniques and customer care

2.6 Implementation of Jua-kalis-empowerment Programme and Performance of Micro-Small-Entrepreneurial Projects

Project implementation varies across project contexts (Shenhar and Dvir, 1996). The more complex the project scope of operations are, the more sophisticated the project implementation (Shenhar, 1999). Hence adaptive approaches to project implementation ensure that projects are sustainably coordinated for response deliverable (Gharajedaghi, 2006). Due to the complex nature of user needs, it requires a systematic approach when addressing the needs (Altschuld and David, 2010). Similar arguments are advanced by Kaufman, Alicia and Hannah (1993) that for beneficial impacts, project implementation should be consciously constructed with user needs in mind. Unlike functional organization whose operations are routine in nature, project implementation is organized by product to ensure optimum focus and delivery.

According to Harison et al. (2015), among important implementation of empowerment programme is flexible and effective execution strategies and processes so as to adapt to the prevailing dynamic needs and continuous learning and improvement. Mokan et al. (2019) and Tolkach et al. (2012) conceptualized critical factors implementation of empowerment programme with significant influence on project success as largely the environmental factors namely: stakeholders support, market factors, financial factors, technology, government, market factors, cultural factors, economic, organization and management. Odoyo (2013) conceptualized implementation of empowerment programme in the context of natural occurrences, coordination delays, stakeholder's demands.

There exist common themes signify the benefits of implementation of empowerment programme based on the following aspects: stage of implementation, plans underscore, resources, tasks and schedules, leadership approach and nature of products (Alaloul, Liew and Wan, 2016; Meyers et al., 2012; Chuang et al., 2013; Durlak and DuPre, 2008; Holtta-Otto and Magee, 2006). Among other factors that hinder successful implementation of an empowerment programme is poor coordination and integration (Chan and Zailani, 2007). The International Standards of Organization for project management provide guides to the factors for effective project implementation based on good practices (Zandhuis and Stellingweref, 2013). The principles of good practices to project implementation call for coordinated interfaces, prioritization of resources based on needs and reduction of uncertainty (Turner and Muller, 2003; PMI, 2013). Larson and

Clifford, 2011) supports that the best practices to project implementation entails integration of project tasks along with their interdependencies to reduce risks, improve stakeholder's cooperation.

Naturally, good practice of project management emphasizes on clear structure for project implementation to enable participants to have a clear sense of task, process and expectations. Swastawati et al. (2020) conducted an evaluation study on performance of fishery-processing empowerment programme in Indonesia using a random sample of 24 entrepreneurs and descriptive results led to the conclusion that execution and utilization of empowerment programmes (training and worksite technologies) can lead to increase in the production capacity of the recipients. Hidayati et al. (2018) assessed the impacts of women's empowerment through corporate social responsibility programmes in Indonesia and the results indicated that empowerment programmes impacts positively to women`s productivity and socioeconomic performance. The indicators of performance were level of independency, income and assets accumulation. In another study by Rehman, Usmani and Al-Ahmari (2014) on implementation of Jua-kalis-empowerment programme with influence on performance of a project in Saudi Arabia using a random sample of 115 industrial players, questionnaires led to the conclusion that project implementation process significantly contributes to recipients.

Another study to determine the factors swaying effectiveness on success of energy projects in Rwanda by Higiro et al. (2015) found that operation procedures and practices greatly influenced effective delivery of projects. In a more systematic view, effectiveness of project implementation can be attributed to the dimensions of inputs, process and outputs. Hence, project implementation should be flexible and adaptable to the changing environment, customer needs and expectations in order to deliver (Boh, 2007). In support, Yannfika et al., (2019) did a survey to assess the appropriateness of fish-processing empowerment programme in Indonesia and using a random sample of 40 entrepreneurs, questionnaires and descriptive statistics suggested that when an empowerment programme is appropriately designed from needs, it results into responsive outcomes

A relationship exists between project implementation and performance of recipient enterprises (Martinsuo and Lehtonen, 2007). This is supported by Engwall (2003) and

Cleland and Ireland (2002) in their findings that project implementation is not restricted to the degrees of efficacy and the efficacy but also on responsiveness and impact of project deliverables to recipients. Aligning project implementation to the user requirements and constraining factors is claimed to enhance the responsiveness of project implementation (Filippov et al., 2012). Outside this, operations in project may be prone to two systematic problems like unbalanced tasks and shifting of focus and scope prone to failure (Barczak et al., 2009; Repenning, 2001). Further, the contribution of project implementation to project performance is supported by empirical findings by the dimensions of meeting customer needs, meeting the budget scope, the quality, the time-schedules and risks management (Fern and Zarei-Kesheh, 2011; Teller and Kock, 2013). In light of this, Culligan et al. (2013) associate poor project operations and poor need assessment with unresponsive project results.

An evaluation study by Swastawati et al. (2020) on performance of fishery-processing empowerment programme in Indonesia concluded that execution and utilization of empowerment programmes (training and worksite technologies) can lead to increase in the production capacity of the recipients. A related research on implementation factors with greatest effects on performance of Saudi Arabia projects, Rehman et al. (2014) reveled significant relationship of project implementation with the project success. In their study on the impact of women's empowerment through corporate social responsibility programmes in Indonesia, Hidayati et al. (2018) used a purposive sample of 65 entrepreneurs and descriptive statistics led to the conclusion that empowerment programmes impacts positively to women`s productivity and socioeconomic performance. Thus projects need be implemented in flexible and adaptive ways so as to promote delivery of desired results (Hallberg, 2000). Thus implementation of Jua-kalis-empowerment programme were: installation of promotion of sales, worksite facility and entrepreneurship training.

The importance of aligning project implementation to the factors relating to the existing and emerging customers' needs is empirically supported (Cooper et al., 2001; Archer and Ghasemzadeh, 2004; Pakseresht and Asgari, 2012). While using a grounded theory and case-study to explore the decision-making during project implementation, Kester et al. (2011) argued that the more integrated and understood decision making is the more focused, effective and efficient is the project implementation. Effective decision-making

results into coordinated effort and effective implementation of projects (Chavan, 2009). It follows that the implementation of Jua-kalis-empowerment programme for each project will vary based on the nature of the project under consideration. Due to the constantly changing customer needs that continuously pose constraints to the utilization of project resources, adaptive project implementation is recommended (Nwachukwu and Fedelis, 2011).

Whereas the traditional approaches to project implementation claims that implementation is linearly connected to the project outcomes, the complexity of recipient needs coupled with constraining resources is claimed to sway project deliverables and performance (Howell and Lauri, 2000). This is supported by Engwall (2003) that project implementation should be based on the factors that help to fulfil project needs by effective use of the constraining resources. Thus the best practices to project implementation entails integration of project tasks along with their interdependencies to reduce risks, improve stakeholder's cooperation (Larson et al. 2011). This study considers the implementation of Jua-kalis-empowerment programme from three-perspectives namely installation of promotion of sales, worksite facility and entrepreneurship training. Effective implementation entails coordinated interfaces and prioritization of resources based on needs and reduction of uncertainty thus increasing chances of delivering the expected programme results (Turner and Muller, 2003; PMI, 2013).

Whereas implementation differ from one programme to another based on case characteristics (Alaloul, Liew and Wan 2016; Chuang et al., 2013), the conceptualization of implementation of Jua-kalis-empowerment programme is not only supported theory but also connects very well with the objectives of the JP. For example, installation of worksites was meant to improve production capacity of the entrepreneurs by providing accessibility to production utilities. Equally, entrepreneurship training was expected to build the capacity of the entrepreneurs through acquisition of appropriate knowledge, skills and experiences leading to better management practices of their enterprises and to boost marketability of the products. Given that installation of worksite, promotion of sales and entrepreneurship training are the implementation of Jua-kalis-empowerment programme with an aim of contributing to the overall delivery of the programme, it follows that proper coordination of project factors would result into increased chances of

programme success. The implementation of Jua-kalis-empowerment programme should reinforce each other and flexibly respond to the changing environmental needs (Boh, 2007).

Effective project implementation that link operations to the project needs leads to effective and successful realization of project outcomes within scope and schedules (Fageha and Aibinu, 2014). As studies demonstrate that MSEs continue to face myriads of constraints related to lack and poor worksites, management and technical skills, rudiment technology, poor marketing approaches, inadequate finances, information access that continue to hinder their performance, growth and development (Muiruri, 2014; Ogollah and Musundi, 2014; Kithae et al., 2012), implementation of Jua-kalis-empowerment programme is recognized as a crucial avenue to overcoming challenges that hinder MSEs growth and expansion. The implementation of Jua-kalis-empowerment programme would lead to wider realization of broader national development goals, including poverty alleviation, employment creation, resource mobilization and the general economic development (Afande, 2015).

The constraints facing MSEs can be equated as the essential factors of production that enable running and driving a business to prosperity (Sullivan and Steven, 2003). While the enablers for innovative enterprise performance is argued to be grounded upon interventions of training, credit, spaces for doing business and marketing (Muiruri, 2014; Ogollah and Musundi, 2014), a combined intervention to the factors of production is expected to trigger the production function for enhanced performance (Altuntas et al., 2018; Zimon, 2018; Hadiyati, 2015; Gupta and Batra, 2016). Previous attempt by the Kenya government, The World Bank Group, International Labour Organization (ILO) and the United Nation for Industrial Development Organization (UNIDO) to have a holistic response to the MSE constraints have generated short-term and long-term project interventions that have been reported to have some impacts to the well-being of businesses (Kanyari and Namusonge, 2013).

The contribution of project approach towards the realization of deliverables is based on the recognition that projects are implemented special purpose vehicles for re-inventing alternative service delivery paradigm that optimizes the value and benefits, at the same time providing bases for continuous improvement in new product development (Van der,

2009). A study to examine the contribution of MSEs to Kenya's Vision 2030 in Makueni District by Kithae et al. (2012) using descriptive research design and a sample of 50 MSEs recommends for government to implement projects through integrated operations that provides multiple and sustainable solutions to MSEs production capacity. However, the sample size used was too small to allow computation of regression analysis for multiple interactions as the minimum sample size is 104 plus number of predictors (Field, 2013).

Often projects fail to deliver due to poor operations and inadequate factorization of recipient needs in the project implementation which often lessens the optimization and realization of the benefits. This is supported by the findings from a study to establish the critical success factors for implementation of construction projects whereby descriptive survey design and sample 100 managers and where the statistical analysis revealed that successful project implementation depends on the clarity, relevance of project requirements, user participation, outputs and impacts (Pakseresht and Asgari, 2012).

2.7 Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects

Effective risk management is strongly associated with successful implementation of projects (Rahmana and Adnana, 2020; Rwagasana et al., 2019; George, 2018; Ahn and Zwiakel, 2011). This is due to the belief that decisions made from management of risk influences major project decisions that determine the stability of the project progress (Aduma and Kimutai, 2018; Eskesen et al., 2004). Effective risk management ensures maximization of project outputs (Mwangi and Ngugi, 2018; Kinyua, Ogollah and Mburu, 2015; Rwagasana et al., 2019). Equally, poor practices in the management of risks causes project to fail by delaying and increasing cost and scope (Rwagasana et al., 2019; Maritim and Chelule, 2018; Kululanga and Kuotcha, 2010). Ombati and Sakaja (2018) did a survey using a random sample of 96 employees of a project and inferential statistics led to the conclusion that risk management practices contribute to performance roads-construction projects. Effective control of control of risk control indicated by establishment of formal approaches as well as procedures that are shared (Bedard et al., 2008). Rahmana and Adnana (2020) did a case study on the influence of risk management and risk management performance measurements in construction projects in Finland whereby a sample of 67 respondents and questionnaires were utilized and

descriptive statistics suggested that evaluation of performance of risk management strategies is a critical step towards efficient and effective use of resources that guarantee of project success. Heldman (2013) proposes best practices in risk control as risk audits and analysis, risk treatments and documentation as well as participatory evaluation of risks.

Maritim and Chelule (2018) evaluated how project risk management practices implicated on performance of telecommunication network modernization projects in Kenya and a random sample of 60 managers, questionnaires were use and regression analysis revealed that risk management practices (identification, monitoring and risk response) have statistically significant influence on performance of network modernization projects. Project risk analysis has no relationship with performance of network modernization projects. Therefore, for effective treatment of risk there is need for adequate monitoring and tracking of imminent factors of risks while strengthening areas of learning as well as improvement (Flouris and Lock, 2008). During control of risk, profiling of elements of risks and planning and tracking is recommended (Wallace and Blumkin, 2007). This sis because factors of risk are very dynamic. Hence, treatment of risks need be continuously executed.

Literature is full of controversies on the exact role of risk management in projects success. For example, a study on the effects of risk management on project success conclude that while project context had significant impacts on the perceived levels of the risk intensity, risk management moderated risk level and success of project (Zwikael and Ahn, 2011). Carbone and Tippet (2004) consider risk management as a limiting factor to project success. Naeem et al. (2018) did an experiment on mediation of risk management on planning of project and project success relationship and while using a random sample of 120 managers, questionnaires and regression analysis revealed that risk management has partial mediation effects on the connection of planning and success of project. While management of risk is claimed to have partial mediation effects to the association of project processes with project success (Naeem et al., 2018; Alvi, 2019), there is limited empirical study on the interface between risk management with performance of project. Risk management has been examined with limited consideration to the practices involved.

This study measured risk management practice using the indicators suggested by the standard principles of effective risk management namely: risk identification, assessment, risk treatment and risk control and best practices for enhancing risk management (ISO-Guide 73, 2009; ISO-31000, 2016) identification of risks includes spotting and finding source and origin of risk, identifying the cause and types of risk and building recognition of potential risk events or conditions while clarifying risk responsibilities (Wang et al., 2004). Identification of risk is the precursor for analysing and controlling of risk so as to ensure that risks are effectively mitigated and managed for successful implementation of project (Carbone and Tippet, 2004).

In their study on the influence of risk management process on secondary schools' projects in Kenya, (Nderitu and Kwasiar 92016) used a random sample of 74 school heads, structured questionnaires and inferential statistics revealed that identification, analysis, treatment and control of risk has positive value to successful and delivery of project. This is supported by Tadayon, Jaafar and Nasri (2012) in their study to evaluate the effects of identification of risk Iranian construction-projects showed that identification of helps to develop suitable mitigation measures. In similar way, Bakker et al. (2014) evaluated the effects of identification of risk on project success and concluded that identification of risk influences the direction of the success of a project. Therefore, identification of risk has highest influence on performance of project performance (Pimchangthong and Boonjing, 2017). Hence this study considers risk identification as an important indicator of risk management practice.

Assessment of risk is time consuming but most important in the process of managing risk (Merrit and Smith, 2004). Carbone and Tippet (2004) views assessment of risk is basically evaluation of risk by the likelihood together with frequency of the occurrence and implying the magnitude of impacts and consequences to the constraints of project namely time, scope, cost and customer needs. Dziadosz and Rejment (2015) posit that assessment of risk ensures that factors of risk are ranked and prioritized based on for effective mitigation. According to Raz and Michael (2001) and Dziadosz and Rejment, (2015), the techniques for assessment of risk can either be qualitative or quantitative depending the assessor` methodological approaches of subjectivity or objectivity. Nevertheless, effective analysis of risk must be supported by set of tools like register, plan, status reports among others (PMI, 2013). Mojtahedi et al. (2010) and Wet and

Visser (2013) the following set of techniques for assessing risks: historical data, workshops and brainstorming, checklists and interviews, nominal group and Delphi and cause-effect-analysis. All in all, the choice of the technique to use in the assessment of risk is the prerogative of the assessor.

Nevertheless, situational-mix may be an appropriate technique depending on the nature of project. Theoretical claims suggest that risk analysis technique depends on the phase of project, risk maturity of the organization and staffs as well as the phase project implementation phase (Chapman and Ward, 2003; PMI, 2013). An empirical study by Rubin (2014) to explore the significance of risk assessment to project management shown that risk analysis increases chances of projects success at it allows for refocusing on the allocation of limited resources in solving the most important project risks. Another study to explore the contribution of risk management on success of public secondary school projects in Kiambu County Kenya where risk analysis had significant correlation with successful project implementation (Nderitu and Kwasira, 2016). While related findings by Didraga (2013), Junior and Carvalho (2013) and Kishk and Ukaga (2008) supports those of Nderitu and Kwasira (2016), all the studies were limited to explaining how the disaggregated risk analysis interacts with project implementation-performance relationship. In a study by Zwikael and Ahn (2011) on the effectiveness of current risk management and while using as random sample of 701 and structured questionnaires, inferential statistics suggest that risk analysis is are said to be dependent upon the context and the industry of the project (Zwikael and Ahn, 2010). This signifies the importance of testing risks analysis by case for enhanced validity in the generalization of the findings across the population and setting.

Assessment of risk is another limiting towards effective management of risks. Assessment of risk simply involves establishing design for executing risks responses through prevention, avoidance, reduction, transference, acceptable or research (Zwikael and Ahn, 2011; Moller, 2011). Kaplan and Mikes (2012) says that preventable elements of risks such as internal and operational risks that arise from within the programme are inadequate and unclear procedures, schedules, employees, scope etc. can easily be handled and prevented or avoided or better educed through allowance of errors and effective monitoring and compliance. Undesirable or strategic risks that may have long-term impacts strategic goals, stakeholder support and sustainability are not only difficult

to prevent and control but can be avoided or accepted through systems that reduce their chances of occurrence (Hall, 1998). The external risks emanating from political, social, environmental, economic, technological, legal and other uncontrollable forces are not only difficult to control and treat but should be avoided.

Organization with strong systems for risk management will always ensure that appropriate strategies for risk mitigation are deployed, enough resources are allocated and communication of risk management progress is effectively delivered to all interested parties (Mikes and Kaplan, 2012). Nevertheless, risk treatment strategies ahinge on the nature of risk and cost of the method (Gill and Tether, 2011 ; Yeo and Ren, 2009). Treating well identified risks is considered as crucial step in managing successful projects (Carbone and Tippet, 2004). Similarly, the conclusion by Bhoola et al. (2014) on risk treatment strategies for software development projects in India suggests that risk treatment strategy is the most significant risk management practice with high impacts on project success.

Risk treatment is the foundation of effective risk management for without the treatment the entire risk management process becomes useless (Hillson, 2012). However, the effectiveness of risk treatment is empirically influenced by the quality of risk analysis (Luppino et al., 2014) as well as the nature and context of risk (Li, 2009). While past studies have extensively emphasized on phased approaches to risk management, there lacks consensus and clarity on how the risk treatment should be adopted in empowerment programme for enhanced performance.

A survey to explore on the effects of management of risk on performance of project in Brazil by Junior and Carvalho (2013) using a random sample of 415 managers, questionnaires and inferential statistics revealed that adopting appropriate practuces for risk management contributes significantly to the project success. Just like service projects, empowerment programme have got processes with special features that constraint process improvement. For example, entrepreneur empowerment programmes are quite dynamic due to the constantly changing and interlinking capacity gaps of the beneficiaries in relation to the competing environment. In attempt to holistically address such constraints, empowerment programme ought to be implemented through integrated operations with risk management in order to mitigate multiple risks and uncertainties on

scope, schedule and project deliverables. Putting this into consideration, this study assessed how practices in risk management affects the interplay between implementation of Jua-kalis-empowerment programme and performance of projects related to Micro-Small-Enterprises in Nairobi. The research advanced the recommendations of Oehmen et al. (2014) that there is need to establish how practices of managing risk relates to the success of in order to draw generalizable results. According to the findings by Pimchangthong and Boonjing (2017), risk responses have significant positive influence on project performance. Therefore, risk treatment is considered as an important indicator of risk management practice.

An evaluation study by Oehmen, Olechowski, Kenle and Ben-Daya (2014) on management of risk versus performance of programmes for development using a random sample of 291 managers and questionnaires and regression analysis revealed that risk management correlates with better decisions, programme wellbeing and better problem solving which enhances project success. Owing to the belief that high risks are hindrances to project success, organizations dedicate significant resources in risk prevention and mitigation (Kerzner, 2009). However, the interplay between control of risk and project success and performance remains unclear. Oehmen et al. (2014) recommends for studies to establish the relationship of practices for managing risk and success project. Hence this study treated risk management practice as a predictor variable having direct relationship with performance of Micro-Small-Entrepreneurial Projects in one part and as a moderator for relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects.

2.8 Theoretical Framework

Theory of constraints and the system theory of organizing guided this study. While theory of constraints was used to explain the contribution of implementation of Jua-kalis-empowerment programme to performance of Micro-Small-Entrepreneurial Projects, system-theory of organizing was utilized in explaining how risk management practice affects the bond between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects. System theory of organizing was the main theoretical framework for this study as it emphasizes on integration and coordination of all project processes for holistic accomplishment of the goals

2.8.1 Theory of Constraints

This study was guided by Theory of Constraints. Conceived by Dr. Eliyahu Goldratt in 1984, Theory of constraint assumes that every process is limited by a restraint which calls for efficient dedication of resources and efforts in the right alternatives so as to ensure effective solutions and prosperous organizations (Goldratt and Cox, 1986). Theory of constraint is based on the principle of prioritization of activities that focus on overall improvement of the constraint through five steps names: identification of constraint, exploitation of constraint, elimination of constraint and subordination of the organization system in order to accommodate constraints, elevating the constraint while repeating again as demonstrated by Figure one.

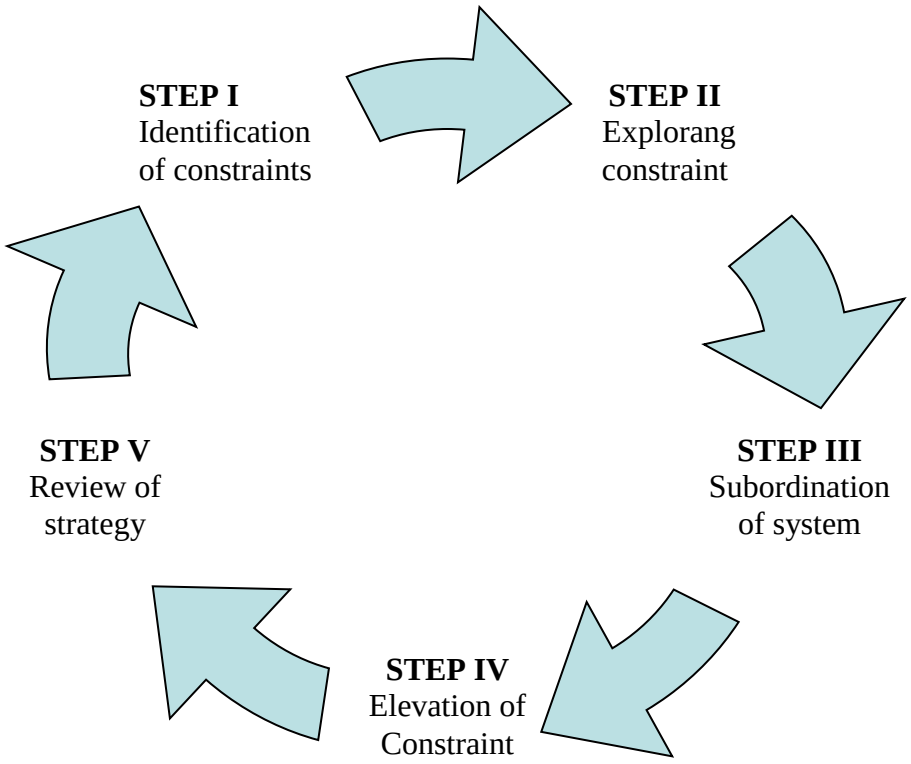

Figure 1: Cycle of Solving Constraints (Goldratt and Cox, 1986)

In step one, organizations are compelled to identify constraints that hinder productivity of a processes in order to alleviate them. The constraint can be in form of a policy, project or other support alternatives (Goldratt, 1986). In the second step, cause-effect analysis is done to the constraint so as to inform the most informed alternative method of exploiting and optimizing the constraint in production. In step three, system is insubordination in terms of resources and activities in order to accommodate constraints. This is achieved

through linking and integration of inputs, processes and outputs. In the fourth step, constraints are screed so as to assess their progress and maximize their value in generating useful outputs. In the last step, a review is done to establish how the constraint was eliminated and its effect on the project health after which the entire cycle is repeated all over again (Goldratt and Cox, 1986). Similarly, project execution is a systematic process whose outputs should represent solutions to the identified problem. Just like TOC, important decisions made throughout the life of a project in order to enhance usefulness.

Project organizations operate in environments of constraining resources (Johnson et al., 2006; Watson et al., 2007). This calls for the alignment of user needs to the project designs for sustainable benefits (Barney, 1991). Hence theory of constraints was beneficial in explaining how decision in the implementation of Jua-kalis-empowerment programme (JP) contributed to performance of Micro-Small-Entrepreneurial Projects. Specifically, theory of constraint was used to argue that installation of worksite facility and entrepreneurship training were the best decisions made in the design of the JP as they had greater prediction power to the performance of Micro-Small-Entrepreneurial Projects than promotion of sales. Past studies have demonstrated that applying theory of constraints leads to improvement in organization performance (Shenhar, Dvir and Levy 1997; Rand, 2000; Mabin and Balderstone, 2003; Lubitsh et al., 2005; Chaudhari and Mukhopadhyay, 2003; Oglethorpe and Heron, 2013).

2.8.2 System Theory of Organizing

This study was also guided by System Theory of Organizing. System theory of organizing was conceived by Ludwig Barterlanffy in 1940s as an agile project management practice for ensuring that effective coordinated and control of project activities and processes. System theory of organization states that projects are managed in open approaches to allow for flexible decision making so as to adapt to the dynamic environment (Ahrne, 1994). System theory of organizing assumes that there exists a set interrelated, interconnected and interdependent components working holistically through input-process-output-feedback mechanisms so as to achieve the system goal (Daft and Armstrong 2009; Dostal, 2005; Barzilai, 2011). Unlike closed system, open systems use proactive control after interaction with the environment for stability (Ahrne, 1994). In the same way, projects and programmes operate in open systems whereby implementation of

Jua-kalis-empowerment programme are in constant contact with the dynamic environment (Ahrne, 1994; PMI, 2013). Needs are deemed to vary. Similarly, implementation of projects become even more complex for programmes (Murray, 2000). Thus projects are effective flexible and adaptable management strategies are deployed in line with the dynamic environment (Kapsali, 2011).

Past studies utilizing system theory of organizing have consistently viewed project organization as an institution`s functional role (Pollack, 2007), thus disapproving the argument that projects are unique in settings and processes disapproving (PMI, 2013; Kerzner, 2009). However, system theory of organizing provided a outline for comprehending implementation of Jua-kalis-empowerment programme and providing grounds for comparing the structures of these elements and how they interact with risk management practice to trigger performance of projects (Ahrne, 1994; Pollack, 2007). In past, theory of organization has been used to various disciplines of studies with lots of consistency (Partington, 1996). This study used system theory of organizing to expound on utility of practices in management of risks in effective organization of project implementation for better performances of performance of Micro-Small-Entrepreneurial Projects.

2.9 Conceptual Framework

Figure 2 illustrates the flow of research constructs for relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects and how such relationship is moderated by risk management practice.

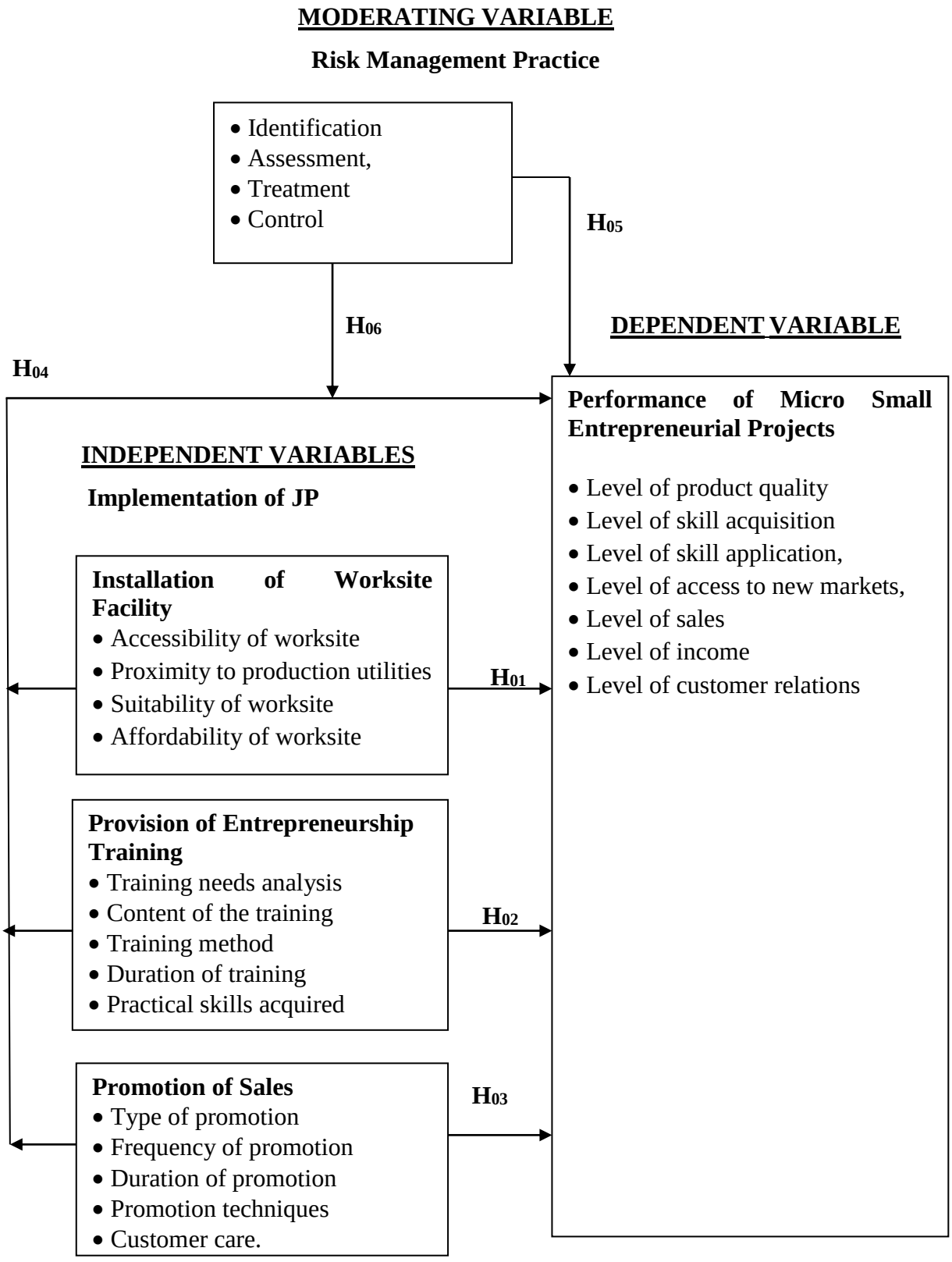

Figure 2: ***Conceptual framework of the moderation of risk management practice on the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects***

As demonstrated in Figure 2, performances of Micro-Small-Entrepreneurial Projects is perceived to be influenced by the implementation of Jua-kalis-empowerment programme. Whereas there are many determinates of performance, aspects of implementation of Jua-kalis-empowerment programme (installation of worksite, entrepreneurship training and promotion of sales) were derived from programme components in support of literature.

Evidence from the review of empirical literature portray installation of worksite facility as a critical determinant of performance of enterprises. Aspects of installation of worksite facility are accessibility of worksite, proximity to production utilities, suitability of worksite and affordability of worksite. The hypothesis that tested the influence of installation of worksite facility on performance of Micro-Small-Entrepreneurial Projects stated that there is no significant relationship between installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects in Nairobi County (H_{01}).

Further review of the literature indicate that entrepreneurship training contributes to performance enterprises. Specifically, training needs analysis, content of the training, training method, duration of training and practical skills acquired are crucial determinants of the level of performance. The influence of training of entrepreneurship on performance of Micro-Small-Entrepreneurial Projects was tested by a null hypothesis stating that: there is no significant relationship between entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects in Nairobi County (H_{02}).

Also conceptualized as an independent variable with direct influence on performance of Micro-Small-Entrepreneurial Projects was the promotion of sales. Promotion of sales was indicated by type of promotion, frequency of promotion, duration of promotion, promotion techniques and customer care. The null hypothesis used to test influence of promotion of sales on performance of Micro-Small-Entrepreneurial Projects stated that: There is no significant relationship between promotion of sales and performance of Micro-Small-Entrepreneurial Projects in Nairobi County (H_{03}).

As shown in the figure 2, implementation of Jua-kalis-empowerment programme (installation of promotion of sales, worksite facility and entrepreneurship training) was perceived to be crucial determinant of performance of Micro-Small-Entrepreneurial Projects. So, a hypothesis stating that here is no significant relationship between

implementation of Jua-kalis-empowerment programme and the performance of Micro-Small-Entrepreneurial Projects in Nairobi County (H_{04}) was tested.

Further analysis of the empirical literature revealed that risk management practice possesses dual effects on performance of an enterprise. The crucial aspects of risk management practice that determines performance of Micro-Small-Entrepreneurial Projects were identification and assessment, treatment and control of risks. In one side, risk management practice acts as an independent variable with direct influence on performance of Micro-Small-Entrepreneurial Projects. In this case, a null hypothesis stating that There is no significant relationship between risk management practice and the performance of Micro-Small-Entrepreneurial Projects in Nairobi County (H_{05}) was tested.

On the other side, risk management practice emerged as a regulator to performance of Micro-Small-Entrepreneurial Projects. Accordingly, a hypothesis stating that there isn't significant moderation of risk management practice on relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County (H_{06}) was tested.

2.10 Summary of the Empirical Literature Review

In Chapter two the broad literature regarding implementation of Jua-kalis-empowerment programme, risk management practice in relation to performance of Micro-Small-Entrepreneurial Projects is discussed. The literature review was shaped by the research themes. In addition, theories of constraints together with system theory of organizing were expounded in the context of the research variables. Further, a diagrammatical framework showing the conceptualization of the problem is explained. A summary of the empirical literature discussed is presented in a matrix form. Based on the arguments provided by different authors, implementation of Jua-kalis-empowerment programme differ depending on the realizable impacts. However, the link of risk management practice to the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects is not empirically consented. This is more particular to empowerment programmes whose aim is to transform livelihoods of the beneficiaries. Literature review stresses on the need for strengthening effective project implementation while overcoming the constraints and risks underlying the project for effective results.

Table 2.1: Knowledge Gaps

Theme One: Installation of Worksite Facility and Performance of Micro-Small-Entrepreneurial Projects

Authors	Study Focus	Methodology	Study Findings	Knowledge Gap	Focus of Current Study
Geetha, Dasari and Suh (2020)	Impact of cluster facility development programme to the wellbeing of women entrepreneurs in India	The survey used multistage random sampling to select 110 respondents, semi structured interview guide and questionnaires to collect raw data, descriptive and inferential methods of data analysis	Promotion of technology oriented worksite is critical in changing the attitudes of the beneficiaries into better resource allocation which in turn enhances productivity and socioeconomic status of the recipients.	The study focused on the beneficiaries as the respondents thus negating the opinions and views of the programme managers with regard to the implementation of the programme. Also,	To use interview guide to collect data from the programme managers so as to enrich the quantitative data from the beneficiaries for better understanding of the influence of installation of worksite facility on performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Swastawati et al. (2020)	Evaluation study on performance of fishery-processing-facility empowerment programme in Indonesia	The case study used a sample of 24 censured respondents, interview and unstructured questionnaires and analysed data descriptively	Installation of appropriate development technologies to worksites promotes innovative development of resources for improved performance of enterprises	The sample of 24 was below the 30 minimum recommendations for statistical inferences. Also, the qualitative case study design limited generalization of the findings across population settings.	To use a mixture of quantitative and qualitative methodologies and a sample of 186 respondents when establishing the influence of installation of worksite facility on performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Makanyeza and Dzvuke (2015)	Influence of installation of worksite innovation programme on the performance of SMEs in Zimbabwe	The survey utilized a random sample of 200 SMEs, questionnaires and the data was analysed using descriptive and inferential statistics	Enterprise performance was greatly influenced by the level of resource innovation in terms of assets, processes, product and marketing	The study ignored the link between the enablers of innovation and how such aspects influence the performance of the organization	To examine how installation of worksite facility influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County

Gitau and Wanyoike (2014)	Influence of Kenya Industrial Estates worksites programmes to the growth of MSEs in Kenya	Descriptive survey, 83 random sample of KIE staffs, structured-questionnaire, descriptive and inferential statistics	Provision of worksite, incubation services and finical support stimulated innovation which strongly correlated with MSE growth	The study was constrained to non-linear relationship thus limiting the understanding of the multiple manipulation and interactions of the variables	To use mixed concurrent strategy of research inquiry to examine the relationship between installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Theme Two: Entrepreneurship Training and Performance of Micro-Small-Entrepreneurial Projects					
Authors	**Study Focus**	**Methodology**	**Study Findings**	**Knowledge Gap**	**Focus of Current Study**
Rahman et al. (2019)	Effectiveness of entrepreneurship training programme in Malaysia	Qualitative design, purposive sampling to select 5 small groups of 23 respondents, focused group discussion method of data collection, narrative analysis of data.	Training programme contributed immensely to the product innovativeness and diversification and overall business growth due to improved business management	The study used qualitative approach to the research inquiry thus limiting the acquisition of knowledge from multiple realities which require triangulation of both of quantitative and qualitative methodologies	To use pragmatic paradigm which allows for triangulation of mixed methodologies and when studying the influence of entrepreneurship training on performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Ladzani and Visser (2018)	Effectiveness of entrepreneurship training programme in Namibia	Correlational survey design, 179 randomly sampled entrepreneurs, descriptive and inferential statistics	Training programme was effective in meeting the training needs as evidenced by the increased sales, profits and assets	The study assessed effectiveness of the training programme based on quantitative data alone thus ignoring the narrative views for enriching the results	To use quantitative and qualitative data in support of the conclusion of the relationship between entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Nyambura (2014)	Examination of entrepreneurship aspects of training programme conducted on	Descriptive design, stratified random sample 70 MSEs, questionnaires and observation schedules,	While most managers were found to lack key entrepreneurial capabilities, most trainings lacked key	The study tested linear relationships thus hindering optimal manipulation of data for enhanced conclusions of the findings. The indicators	To use pragmatic paradigm when selecting mixed design so as to optimize data from interview guide and questionnaires when examining how entrepreneurship

	practicing MSEs in Roysambu, Nairobi Kenya.	descriptive analysis	entrepreneurial needs essential for management turn around	for the outcomes of training projects were no exhaustive	training influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Karanja (2014)	Factors influencing the Kenyan youth entrepreneurs towards the youth enterprise development fund in Kangema, Kenya	Descriptive survey design, stratified random sampling, 13 youth groups, interview and focused group discussions for data collection; descriptive statistics	Appropriate training on entrepreneurship (financial management, leadership and monitoring) were found to influence the sustainability of youth enterprises	The study ignored the intermediate results from the training programme which would have given better enlightens on performance of project based on outcome indicators	To assess performance of programme based outcome indicators when examining the relationship between entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Msoka (2013)	Relationship between entrepreneurship knowledge and performance of women MSEs in Tanzania	Cross-sectional survey, 82 purposively selected MSEs, questionnaires, interview and focused group discussion, inferential and descriptive statistics	There exists a significant relationship between entrepreneurship knowledge and performance of small-scale businesses	The findings were not anchored on any theoretical framework thus degrading construct validity.	To use theory of constraints to examine the relationship between training of entrepreneurs and empowerment programme and the performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Hashima, et al. (2011)	Impact of 1NITA ICT training empowerment project to rural women entrepreneurship in Malaysia	Descriptive survey, purposive sampling of 136 respondents, qualitative data collected using interview guide, content analysis	Effective implementation of empowerment programme builds entrepreneur`s confidence into economically and socially lucrative entrepreneurial tactics	The qualitative study design was limited narrative data thus limiting testing of hypothesis. Also, the study failed to quantify how each aspect of project operations impacted on entrepreneur welfare in relation to the underlying risks	To use mixed concurrent design strategy to examine how implementation of Jua-kalis-empowerment programme influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County

Klinger and Schundeln (2007)	Analysis of the effects of business training programme	Survey design involving 377 non-random selected respondents, questionnaires for data collection and descriptive analysis	Training psychological factors significantly affected expansion of business. Business plan training affected business start-ups	The indicators of the dependent variable were selected at premature level (business start) thus limiting the internal validity of the findings for conclusive discussions	To focus on how entrepreneurship training influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County

Theme Three: Promotion of Sales and Performance of Micro-Small-Entrepreneurial Projects

Authors	Study Focus	Methodology	Study Findings	Knowledge Gap	Focus of Current Study
Malca et al. (2019)	Impact of promotion programmes on performance of small-medium enterprises (SME) in Spain	Cross-sectional survey design, 95 random sample of entrepreneurs, semi structured questionnaire, telephone interview, descriptive and inferential statistics	Experiential knowledge imparted through promotion programmes had positive influence on the resources of SMEs market outreaches oriented	The study focused on the beneficiaries as the respondents thus negating the opinions and views of the programme managers with regard to the implementation of the programme	To use interview guide to collect data from the programme managers so as to enrich the quantitative data collected using questionnaires from entrepreneurs for better understanding of the influence of promotion of sale on performance of MSE Projects in Nairobi County
Nthuni (2014)	Influence of promotion and business networks on the growth of SMEs in Kenya	Descriptive survey, exploratory design, 456 randomly and non-randomly selected MSEs, questionnaire, descriptive statistics	Social capital components like business networks, training information access, innovation access have a great positive influence on the growth of SMEs	The study failed to link the findings and discussion to the existing theoretical frameworks thus undermining construct validity	To use theory of constraints to examine the relationship between promotion of sales and performance of Micro-Small-Entrepreneurial Projects in Nairobi County

Remeikiene and Startiene (2013)	Evaluation of effectiveness of business promotion programmes for the case of Lithuanian Airways	Descriptive survey design, 60 randomly selected experts in promotion programmes, expert questionnaires, Cronbach's alpha reliability method, inferential and descriptive statistics	Target group selection and arrangement of programme schedule were the main factors that determine efficiency of promotion programmes	The study was limited to the experts' views and opinions thus ignoring the perceptions, views and opinions of the beneficiaries regarding the performance of the programme.	To use structured questionnaire to collect data from the beneficiaries so as to enrich the qualitative data collected from programme managers using questionnaires for better understanding of the influence of promotion of sale on performance of MSE Projects in Nairobi County
Abeka (2011)	Role of informal personal and business networks in determining entrepreneurs success in Kenya	Survey design, random sample of 400 entrepreneurs, questionnaires for data collection, regression analysis techniques	Networking fairs like seminars, training and trade fairs increases chances of developing business relations essential for customer management and good business image.	The study focused on linear relationship between business and personal network versus MSE success thus neglecting the possibility of such relationship having an interaction with risk management practice	To examine relationship between promotion of sale and the performance of Micro-Small-Entrepreneurial Projects in Nairobi County

Theme Four: Implementation of Jua-kalis-empowerment Programme and Performance of Micro-Small-Entrepreneurial Projects

Authors	Study Focus	Methodology	Study Findings	Knowledge Gap	Focus of Current Study
Swastawati et al. (2020)	Evaluation study of performance of fishery-processing empowerment programme in Indonesia	Case study design, 24 censured respondents, interview and unstructured questionnaires, descriptive data analysis	Execution and utilization of empowerment programmes (training and worksite technologies) can lead to increased production capacity of the recipient-entrepreneurs	Though the explanatory variables (worksite technologies, training etc.) were good predictors of performance, the contribution of each variable to performance were not explained.	To examine how the implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) influences performance of Micro-Small-Entrepreneurial Projects in Nairobi

Yanfika et al. (2019)	To assess the appropriateness of fish-processing empowerment programme in Indonesia	Descriptive qualitative method, 40 randomly sampled respondents, focused group discussions, descriptive statistics	If an empowerment programme is appropriately designed from needs, it results into responsive outcomes	The qualitative methodology limited higher level statistical computation for inferencing the findings	To use mixture of quantitative and qualitative methodologies so as to enhance validity for concluding the influence of implementation of Jua-kalis-empowerment programme on performance of MSE Projects in Nairobi County
Hidayati et al. (2018)	Impact of women's empowerment through Corporate Social Responsibility programmes in Indonesia	Descriptive methodology, case study design, 65 women purposively selected, interview guide, descriptive statistics.	Empowerment programmes impacts positively to women`s productivity and socioeconomic performance	The predictors to performance empowerment programme were not clearly defined and measured so as to determine if they were good predictors of performance.	To examine how implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training, promotion of sales) influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Rehman (2014)	Operational factors with stronger impact on performance of projects in Saudi Arabia	Survey, random sample of 115 industry players, structured questionnaires and open interview guide	Operation factors like, leadership, staff and resources have significance influence performance of projects	Inadequate explanation on how implementation from task perspective influences performance of projects taking risks and uncertainties into consideration	To examine how implementation of Jua-kalis-empowerment programme influences Performance of Micro-Small-Entrepreneurial Projects in Nairobi County

Ayoade and Agwu (2016)	Influence of government programme on entrepreneurial development in Nigeria	Documentary analysis of empirical studies and reports, simple regression analysis, tabulations and frequency tables	Most of government-led MSE support programmes failed due to weak institutional, management and coordination approaches	The meta-analysis relied on secondary data from past studies conducted in Nigeria thus limiting inference	To conduct an empirical examination of the influence of the implementation of Jua-kalis-empowerment programme on performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Muhayimana and Kimemia (2015)	Implementation of women entrepreneurs' support projects and their contribution on the welfare of the beneficiaries in Rwanda	Exploratory study, random sampling of 110 respondents, semi-structured questionnaire, descriptive statistics like percentages, mean, tabulation	Women entrepreneur empowerment projects significantly contributed up to 55% to the welfare of its beneficiaries in terms of increasing their revenue, monthly savings, expenditures, reduction and their working capital.	The study was biased towards women empowerment projects thus limiting generalization of results across the population settings.	To use a mixed concurrent design to enquiry to examine the interaction between risk management practice and the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Mwobobia (2012)	Economic empowerment schemes by Botswana Government to Small-Micro and Medium Enterprises	Meta-analysis, quantitative review, standardized mean difference estimation, heterogeneity analysis, sensitivity analysis	Poor coordination and inadequate capacity in implementing programme and schemes for MSE development hinders successful implementation of MSE empowerment programme	The meta-analysis relied on secondary data from past studies conducted in Botswana thus limiting inference	To collect primary data using mixed concurrent design to research inquiry in order to explore and explain the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County

Kanyari and Namusonge (2013)	Factors influencing the Kenyan youth entrepreneurs towards the youth enterprise development fund in Gatundu, Kenya	Descriptive survey design, 50 random sample, interviews and questionnaires and observations to collect data, descriptive statistical analysis	Entrepreneurship training and business support programme enables the managers of enterprises to be accountable for business processes and success	The study could not link the findings to the satisfaction of needs of the beneficiaries as the trigger to the business performance	To use a random sample of 186 cases, regression analysis to examine the influence of implementation of Jua-kalis-empowerment programme on performance of Micro-Small-Entrepreneurial Projects in Nairobi County

Theme Five: Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects

Authors	Study Focus	Methodology	Study Findings	Knowledge Gap	Focus of Current Study
Rahmana and Adnana (2020)	Influence of risk management and risk management measurements in construction projects in Finland	Case study of two construction projects, qualitative design, 67 sample of project staffs, semi-structured interview guide and questionnaire, thematic content analysis.	The study concluded that evaluation of performance of risk management strategies is a critical step towards efficient and effective use of resources that guarantee of project success.	The study used qualitative methodology which is so subjective and biased that it negated the veracity that knowledge exists in multiple realities	Use pragmatic paradigm to select mixed research design in the inquiry on the influence of practices for management on performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Ombati and Sakaja (2018).	Influence of risk management practices on performance of roads construction projects: Case of Kenya urban roads authority, North Rift Region	Sample was 96 selected from 128 project employees, structured questionnaires, Cronbach's alpha test of reliability, descriptive and inferential statistics	Risk identification, risk assessment, risk response and risk monitoring significantly affects road construction project performance	The data was biased to the project managers' opinions and views thus neglecting the opinions and views of the users.	To triangulate both interview guide and questionnaires when collecting data from project managers and entrepreneurs on the influence of risk management practices on performance of MSE Projects in Nairobi County

Maritim and Chelule (2018)	Influence of project risk management practices on performance of telecommunication network modernization projects in Kenya	60 managers as respondents, semi-structured questionnaire, multiple regression analysis and Analysis of Variance (ANOVA) were used to analyze the degree of relationship between variables in the study at 5% level of significance	Risk management practices (identification, monitoring and risk response) have statistically significant influence on performance of network modernization projects. Project risk analysis has no relationship with performance of network modernization projects.	The study relied on quantitative data from project managers which limited the internal validity for generalizing the findings across population settings	Use of qualitative and quantitative data from project beneficiaries and project managers respectively so as to assess the interaction of risk management practices with performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Junior and Carvalho (2013)	Impact of project risk management process on project performance in Brazil	Survey of 415 projects, questionnaires, non-random sampling and inferential and descriptive statistics	The results demonstrated that adopting risk management practice has a significant positive impact on project success.	Use of non-probability sampling technique limited representativeness of the findings thus limiting generalization	Use of proportionate stratified random sampling to examine influence of risk management practice on the relationship between implementation of Jua-kalis-empowerment programme and performance of MSE Projects in Nairobi County
Nderitu and Kwasira (2016)	Influence of risk management process on successful implementation of projects in public secondary schools in the county government of Kiambu, Kenya	Survey design, sample of 74 schools obtained by proportionate stratified sampling, structured questionnaires, descriptive statistics and inferential statistics.	The findings revealed that risk identification, risk analysis, risk treatment, and risk control have significant and positive relationship with successful implementation of project.	The study conceptualized risk management as having linear relationship with performance of the projects.	Use of probability sampling to examine influence of risk management practice on the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County

Theme Six: Risk Management Practice, Implementation of Jua-kalis-empowerment Programme and Performance of Micro-Small-Entrepreneurial Projects					
Authors	**Study Focus**	**Methodology**	**Study Findings**	**Knowledge Gap**	**Focus of Current Study**
Zwikael and Ahn (2011)	Effectiveness of current risk management to reduce project risk using a multinational, multi-industry study across different scenarios and cultures	Survey administered to 701 randomly selected project managers in seven industries in New Zealand, Israel and Japan, structured questionnaires, ANOVA, F-test	While project context significantly impacts on perceived levels of project risk and the intensity of risk management process, risk management was found to moderate the relationship between risk level and project success.	Apart from the blanket revelation of the moderation of management of risk to project success, the study findings were linearly limited to the construction projects	To examine how risk management practice moderates the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County
Naeem et al. (2018)	Mediation of risk-management on association between planning and project success	Survey design, questionnaires, 120 project managers, regression and correlation techniques were used, Cronbach ‘s alpha Test of reliability was used.	Risk management has partial mediation effects on the relationship between planning project and project success	The inquiry was limited to explaining the moderation of management of risk on the variables of interest.	To evaluate how rsik management practice moderates relationship between implementation of Jua-kalis-empowerment programme and performance of MSE Projects in Nairobi County

Oehmen et al. (2014)	Effects of risk management process on performance of new product development programme	Survey, 291 random sample, questionnaire, Goodman and Kruskall's gamma and correspondence analysis	Risk management directly correlated with improved decision-making, programme stability and problem solving and indirectly associated with project and product success	There was no exact mechanisms given to support the influence of risk management practice on the success of the programme underscore	To examine how risk management practice regulates the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter explores the methodology used to conduct the research in order to arrive to the solution to the stated problem. This chapter describes the research paradigm and research design used to implement the study, the target population, sample size and sampling procedures, research instruments and their validity and reliability, data collection procedures and data analysis techniques, ethical issues and operationalization of variables.

3.2 Research Paradigm

This study was anchored on pragmatic paradigm. The choice of pragmatic paradigm was informed by the sensitivity of the research area and the general negative perceptions of the research subjects that entrepreneurs are always very cautious in sharing and revealing their actual socio-economic and behavioural styles (Irfan et al., 2012). In a study like this, researchers should use both subjective and objective measures of a phenomenon under consideration (Zulkiffli and Perera, 2011). Through pragmatic paradigm, knowledge is acquired from multiple realities as well as the consequences and not necessarily through antecedent conditions (Creswell, 2012). Thus for us to understand the performance of Micro-Small enterprise projects in relation to implementation of Jua-kalis-empowerment programme, we must subject the phenomenon into the reality of programme support versus utilization of the benefits in boosting productivity of enterprises. Hence, pragmatic view was used in the argument about the subjective values of Jua-kali entrepreneurs in connection to the objective values of implementation of Jua-kalis-empowerment programme in reality of risk management practice and performance of Micro-Small-Entrepreneurial Projects.

3.2.1 Research Design

This research embraced mixed methods to merge the quantitative and qualitative data from structured questionnaires and key informant interview guide respectively. This provided a comprehensive analysis, exploration, explanation and prediction of the relationships and interactions of the research variables. Both cross-sectional survey and correlational survey designs were used in the implementation of the research inquiry. Both designs allow for simultaneous data collecting from the same population while

integrating and interpreting the findings and predicting relationships between the variables (Creswell, 2012; Best and Kahn, 2009). Past clinical as well as social studies have used cross-sectional-survey to assess how risk factors influence outcomes of interests like health, organization behaviour among others (Levin, 2006; Moyle and Parkes, 1999). Analytical cross-sectional survey provided for better understanding of what is going on among the beneficiaries of the Jua-kalis-empowerment programme at point in time so as to evaluate the significant changes that have taken place. Correlational design was used to explain the independent-dependent variable relationship.

3.3 Target Population

In research context, Best and Kahn (2009) defines population as the total elements from where a research sample will be drawn and inferences be done. From this definition, the target population must be the units of interest in a research and must be distinct in terms of own characteristics as well as geographical settings. The study had a target population of 350 cases comprising of 327 Jua-kali entrepreneurs who enrolled in the Jua-kalis-empowerment programme (JP) in Nairobi County and 23 managers of the programme (Government of Kenya, 2017). Jua-kali entrepreneurs were chosen as the study focused on the intermediate results (outcome indicator) of performance of Micro-Small-Entrepreneurial Projects. Thus being the beneficiaries of the JP, the views, opinions and experiences of Jua-kali entrepreneurs were crucial. The target population was accessed vide the project office situated in the Micro and Small Enterprise Authority (MSEA) in Nairobi, Kenya. Table 3.1 is the summary of the Target population.

Table 3.1: Target population

Table 3.1 presents the target population to this study.

Target Population	Population Size
Jua-kali Entrepreneurs	327
JP Managers	23
Total	**350**

The population was assumed to be homogenous throughout since the programme targeted Jua-kali entrepreneurs of similar range of characteristics in terms of capital investment not exceeding Ksh. 5Million and having employment level not exceeding 20 people

(Government of Kenya, 2012). The managers were assumed to be homogenous from the position of exposure and experience in running the JP under similar programme environment. Nevertheless, the homogeneity assumption was tested and confirmed prior to data analysis.

3.4 Sample Size and Sampling Procedures

This section presents the sample size and the procedures used during the study.

3.4.1 Sample Size

Sample is defined as a smaller portion of the large population that is used measurement (Ndunge et al., 2015). This research used the Krejcie and Morgan (1970) sample determination table of sample determination to obtain 186 respondents from 350 target population (Appendix VIII). The 186 cases were adequate for regression analysis since the required minimum sample size is 104 cases plus the number of predictors (Field, 2013). In this case, 104 plus 3 predictor variables (installation of worksite facility, entrepreneurship training, and promotion of sales) equals to 107.

3.4.2 Sampling Procedure

After a sample size of 186 was drawn using Krejcie and Morgan (1970) table of sample determination, proportionate stratified random sampling was then used to ensure that the 186 cases were selected fairly among the subgroups so as to promote representativeness. There were two subgroups namely: 327 Jua-kali Entrepreneurs and 23 managers of the Jua-kalis-empowerment programme. The formulae used in the proportionate stratified sampling was as set by Babbie (2001).

tb = (Nb / N) * t, whereby,
tb is the sample size for stratum b,
Nb is the population size for stratum b,
N is total population size and
t is total sample size

The sample size for each subgroup is computed and presented per Table 3.2.

Table 3.2: Sampling Procedures

Table 3.2 is summary of the list of respondents to this study.

Target Population	Population Size	Sample Size [tb = (Nb / N) * t]	Sampling Method
Jua-kali Entrepreneurs	327	(327/350)186=174	Proportionate stratified random sampling
JP Managers	23	(23/350)186=12	Proportionate stratified random sampling
Total	**350**	**186**	

During the sampling in each stratum, names were acquired from the sampling list. The names were first arranged alphabetical order using MS Excel page. Then, random numbers were assigned to each name. Finally, random numbers were sorted in an increasing order and the first 174 cases out of the possible 327 Jua-kali entrepreneurs were selected. Similarly, the first 12 cases out of the possible 23 JP managers were selected after re-ordering the random numbers in an increasing order. However, the programme manager was purposively selected so as to answer highly privileged interview questions that other supervisors would not answer.

3.5 Research Instruments

By considering the pragmatic view that allows for triangulation of quantitative as well as qualitative techniques, the researcher used structured questionnaires as well as key informant-interview guide to collect data from Jua-kali entrepreneurs and managers of Jua-kalis-empowerment programme (JP) respectively. Interview guide collected in-depth qualitative data from the programme managers. The structured questionnaire collected quantitative data from the Jua-kali entrepreneurs. The triangulation of both structured questionnaires and key informant-interview guide helped to enrich data by maximizing the strengths of both quantitative and qualitative techniques (Cohen et al., 2007). This boost the validity of the findings.

3.5.1 Research Questionnaire

Questionnaires are objective and easy to administer in large group of respondents but respondents' s may find them difficult to understand. (Kothari, 2004). In this study, the structured self-administered questionnaire was designed in a simple language for easy

understanding. In addition, guidance to the respondents was accorded where necessary. The questionnaire was designed comprising of 57 items per the study questions organized into seven sections. Section one contained questions on the general demographic information on age, education, gender as well as marital status. Section two had questions relating to the enterprise profile in terms of ownership, years of operations, capital size, source of capital and enrolment to JP. Section three was designed to answer questions relating to performance of Micro-Small-Entrepreneurial Projects. While section four sought to collect data on the first independent variable (installation of worksite facility), section five and six were designed to answer questions on the second independent variable (entrepreneurship training) and third independent variable (promotion of sales) respectively. Lastly, section seven sought to answer question regarding risk management practice. In each section, knowledge-based questions, attitude-based questions as well as perception-oriented questions were inquired. Other information found in the questionnaire included; the general introduction to the study, respondent's instructions, serialization and coding of boxes.

3.5.2 Interview Guide

Kothari (2004) explains that interview guide is normally used for the purpose of an in-depth interrogation of the topic and themes of interest. However, Best and Kahn, (2009) view interview guide as best suited when collecting sensitive and privileged information as may be expressed through emotions, feelings and experiences. In this study, privileged qualitative data on the research variables was collected from the JP managers using key informant interview guide. In addition, interview guide was used as a follow-up towards enforcement of the quantitative responses collected from the Jua-kali entrepreneurs. The interview guide was developed from the study questions and was organized in three sections. Section one of the interview guide entailed the general introduction to the research goals. Section two formed the main body for probing and interrogating the managers on each research variable (installation of worksite facility, entrepreneurship training, promotion of sales, risk management practice and project performance (Micro-Small-Entrepreneurial Projects). Section three comprised of summary and closure of the interview session. By using key informant interview guide, the researcher was able to locate and exhaust specific ideas with managers thereby facilitating easy control of the situation per interviewee (Morrison, 2007).

Both questionnaires and interview guides were validated by subjecting them to experts' opinion. The experts' inputs formed basis of modifying and improving the instruments. This built confidence on the content of the research data instruments before carrying out the pilot study.

3.5.3 Pilot Testing

An external pilot study was conducted in Kirinyaga County so as to enhance the value and quality of the research methodology. In Kianyaga Town there was implementation of related Jua-kalis-empowerment programmes (Government of Kenya, 2015). In the pilot study, a sample of 18 respondents representing 9.7% of close ranks to the total number of respondents in the actual study was selected. The 18 respondents comprised of 16 Jua-kali entrepreneurs for questionnaire administration and 2 project managers for interview guide. The pilot sample of 18 was within the recommendations of between 10 and 30 for survey studies (Connelly, 2008). Special attention was paid to the time taken to administer each tool, instances of question ambiguity and feasibility of the research design. The coefficient of Cronbach`s indicated an internal consistency of 0.730 for the questionnaire. Table 3.3 presents the Cronbach's Coefficients results for the questionnaire during the pilot study.

3.5.4 Validity

Research instruments were tested for validity to ascertain that the items measured the intended constructs. In this study, there were three types of validity considered namely: (a) content-validity that indicates the how research items reflect the domain of interest, (b) criterion validity which indicates the degree to which scores obtained relate to other measures and (c) construct validity which indicates how the scores relate to the existing theories (Best and Kahn, 2009).

The content-validity was enhanced through matching Likert-scale measurement with the constructs of the study (Kothari, 2004). The pilot study conducted in Kirinyaga County helped to improve the matching the constructs with the Likert-scale measures. Criterion validity was strengthened by choosing research instruments that were in close reference to the instruments used in past related studies. The construct validity was secured by aligning the items to theories of system organization and constraints so as to build

theoretical support during the arguments of the findings. However, the researcher sought for expert's opinion on the content of the instrument for data collection.

3.5.5 Reliability

Reliability of data collection instruments was computed so as to enhance repeatability, consistency, trustworthiness and precision of the research instruments (Meredith and Mantel, 2009). Reliability was enhanced through an eternal pilot study in Kirinyaga County whereby 18 respondents responded to the research instruments. Internal consistency was tested using split half technique that tests the questionnaire`s internal stability using Alpha Cronbach's method and the results were accepted at $\alpha_{standard}$ =0.70 (Nunnally, 1978; George and Mallery, 2003; Lance et al., 2006) for α_{test} = 0.730. Cohen and Swerdlik (2010) consider Cronbach's Coefficient Alpha method as most useful when measuring a multiple-item construct like in this study. In addition, it is easier to use Cronbach`s method in comparison to other estimates as it is only required in one test administration. Considering the multiple-item variable in this study, the research questionnaires were deemed reliable when computed at α values of greater than 0.70. The questionnaire`s reliability during pilot study is shown is Table 3.3

Table 3.3: Reliability of Questionnaire during pilot study

Table 3.3 presents the test for the reliability of questionnaire for pilot study

Cronbach's coefficient	Standardized coefficient	Cronbach's	Number of items
0.738	0.730		57

The value of 0.730 shows that the items had internal consistency and were unidimensional. The results fall within the widely-accepted cut-off points of at least 0.70 for the reliability of social sciences (Lance et al., 2006). Nevertheless, the outcomes of the pilot study enhanced matching of the data collection instruments with research questions for greater content validity. In addition, the piloting enhanced the feasibility of instruments (Morrison, 1993; Kothari, 2004). The interview guide was piloted to 2 project managers. The data was analyzed through content analysis. The results from content analysis depicted nearness of responses thus safeguarding the reliability of the interview guide during the actual study.

The summary of reliability test results for questionnaire during the actual study is per Table 3.4.

Table 3.4: Reliability Coefficient during the study

Table 3.4 presents the summary of the Cronbach's Test of Reliability during the study

Variables	Number of Cases	Number of items	Cronbach's Reliability Coefficient (α)
Performance of Micro-Small-Entrepreneurial Projects	15	10	0.748
Installation of worksite facility	15	12	0.732
Entrepreneurship training	15	11	0.811
Promotion of sales	15	10	0.704
Risk management practice	15	14	0.765

Table 3.4 indicates the coefficients of Cronbach's test of reliability for the five constructs for the study. The Cronbach's coefficient for all the constructs exceeded the minimum acceptable point of at least 0.7 (Cortina, 1993). The strongest Cronbach's coefficient (0.811) was for the entrepreneurship training. Other Cronbach's coefficients were 0.748, 0.732, 0.704 and 0.765 for performance of Micro-Small-Entrepreneurial Projects, installation of worksite facility, promotion of sales and risk management practice respectively. The coefficients of Cronbach's were not only adequate but also reasonable for applied sciences (Taber, 2016; Hair et al., 2006; Berger and Hanze, 2015). Thus the coefficients of reliability were acceptable since the items had strong internal consistency to measure the constructs (Griethuijsen et al., 2014). Nonetheless, all the items in the research instruments were reviewed and modified per case for enhanced consistency. Lastly, the reliability of the interview guide was ascertained through content analysis whereby the results indicated nearness of responses when answering questions.

3.6 Procedures of Data Collection

The collection of research data started after obtaining permits from the pertinent authorities including University of Nairobi, National Council of Sciences Technology and Innovation (NACOSTI) and Jua-kalis-empowerment programme Management (JP). The relevant offices including the County Commissioner and County Government of Nairobi City were informed about the study.

The researcher first held a preparation meeting with the management of JP. The researcher sought for the enlistment of Jua-kali entrepreneurs who had enrolled in the JP and the managers involved in the implementation of the programme. In addition, agreement was made on the most appropriate schedule for administering the interview questions. A Monday was agreed as the most convenient day for the JP managers. 3 assistants were recruited and trained in order to assist in collecting data. The assistants were sensitized on research goal, ethics and content of data collection instruments.

The sample frame of 350 comprised of 327 Jua-kali-entrepreneurs and 23 programme managers. Proportionate stratified random sampling was used to generate a random sample of 186 respondents (174 Jua-kali entrepreneurs and 12 JP managers). The managers were interviewed on a Monday as per the agreement. The sampled Jua-kali entrepreneurs were first contacted through mobile phones given in the contact list. Agreements were made on the most suitable day for dispatching the self-administered questionnaire. The research assistants aided in disseminating the questionnaires, clarifying questions and retrieving the filled questionnaires back. The questionnaires were checked for consistency and accuracy.

3.7 Analysis of Data

The Statistical Packages for Social Sciences (version 22) was used to generate descriptive and inferential statistics from the quantitative data.

3.7.1 Descriptive Statistics

Every variable had statements that indicated the phenomenon under consideration. Using SPSS software, the following descriptive statistics were generated from the statements for each variable: percentages, arithmetic mean, composite means, standard deviation and composite standard deviations. The descriptive statistics were also used in the discussion.

3.7.2 Inferential Statistics

Inferential statistics comprised of Pearson`s Product Moment Coefficient of correlation (r), Multiple Coefficient of correlation (R), Stepwise Multiple Regression analysis (coefficient of determination- R^2) and Analysis of Variance (ANOVA). The relationship between variables was computed using correlation analysis at 95% confidence interval such that when the sample proportion (p) was equal to or less than 0.05, the relationship

was considered as significant. The prediction of the viability of the model in predicting the outcome variable given the predictor variables was computed using regression analysis. Before running multiple regression analysis, the best predictor variables (installation worksite facility and entrepreneurship training) were selected using forward variable selection method whereby the predictor variable found to have close to zero coefficient of determination (promotion of sales, R^2 =0.000) was eliminated as it could not predict the performance of Micro-Small-Entrepreneurial Projects (Harrel, 2001; Hocking, 1976).

Correlation values of between 0.0 and +0.5 were interpreted to be weak but positive relationship of the variables. The correlation values of between +0.5 and +1.0 were construed as strong but positive relationship. However, the correlation values of between 0.0 and -0.5 were interpreted as weak but negative relationship and correlation values of between -0.5 and -1.0 were construed as strong but negative relationship. Finally, correlation values of 0.0, -1.0 and +1.0 were interpreted as having no relationship, perfect negative relationship and perfect positive relationship correspondingly.

The Analysis of Variance (ANOVA) was used to determine if the regression models fit well in predicting the performance of Micro-Small-Entrepreneurial Projects using F statistic. F-test is very efficient in studies having more than one independent variable with either dichotomous or continuous data and one dependent variable with categorical data (Parab and Bhalerao, 2010). Also, F-test is quite robust in testing hypothesis in correlational design using the power of tests whereby the proposed regression model fits well the data (Cohen et al., 2007).

3.7.2.1 Test of Hypothesis

Linear relationships between implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training, promotion of sales) and performance of Micro-Small-Entrepreneurial Projects were measured using Pearson correlation (r). Statistical tests for null hypothesis were done at significance level of α= 0.05. Coefficient of determination (R^2) was then used to get the variability in predicting the regression models. Table 3.5 summarizes all research models tested the study.

Table 3.5: Test of Hypotheses

No.	Research Objective	Hypothesis	Data Analysis Technique	Correlation Model	Interpretation of the Results
1.	Establish how installation of worksite facility influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**H_{01}:** There is no significant relationship between installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Simple linear regression	$Y= \beta_0+\beta_1X_1+\varepsilon$. Y = Performance of programme, X_1 = Installation of worksite facility, β_0 = Constant β_1 = Beta coefficient for X_1, ε = Error term.	Null hypothesis (H_0) was rejected for $p < 0.05$, and for $p > 0.05$, failed to reject null hypothesis (H_0)
2.	Determine the extent to which entrepreneurship training influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**H_{02}:** There is no significant relationship between entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Simple linear regression	$Y= \beta_0+\beta_2X_2+\varepsilon$ Y=Performance of programme, X_2= Entrepreneurship training, β_0 = constant, β_2 = beta coefficient for X_2, ε = Error term.	Null hypothesis (H_0) was rejected for $p < 0.05$, and for $p > 0.05$, failed to reject null hypothesis (H_0)
3.	Establish how promotion of sales influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**H_{03}:** There is no significant relationship between promotion of sales and performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Simple linear regression	$Y= \beta_0+\beta_3X_3+\varepsilon$. Y=Performance of programme, X_3= Promotion of sales, β_0= Constant, β_3= Beta coefficient for X_3, ε = Error term.	Null hypothesis (H_0) was rejected for $p < 0.05$, and for $p > 0.05$, failed to reject null hypothesis (H_0).
4.	Examine the extent to which implementation of Jua-kalis-empowerment programme influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**H_{04}:** There is no significant relationship between implementation of Jua-kalis-empowerment programme and th performance of Micro-Small-Entrepreneurial Projects in Nairobi County.	Multiple linear regression	$Y=\beta_0+\beta_1X_1+\beta_2X_2+\varepsilon$. Y=Performance of programme X_1= Installation of worksite facility, X_2= Entrepreneurship training, β_0 = Constant β_1, β_2, are beta coefficients for X_1, X_2 respectively,	Null hypothesis (H_0) was rejected for $p < 0.05$, and for $p > 0.05$, failed to reject null hypothesis (H_0)

No.	Research Objective	Hypothesis	Data Analysis Technique	Correlation Model	Interpretation of the Results
				ε = Error term.	
5.	Assess the how risk management practice influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**H_{05}:** There is no significant relationship between risk management practice and the performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Simple linear regression	$Y= \beta_0+\beta_4X_4+\varepsilon$. Y=Performance of programme, X_4= Risk management practice β_0 = Constant, β_4 is beta coefficient for X_4, ε = Error term.	Null hypothesis (H0) was rejected for $p < 0.05$, and for $p > 0.05$, failed to reject null hypothesis (H0)
6.	Examine how risk management practice moderates the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**H_{06}**: There is no significant moderation of risk management practice on the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Multiple linear regression	$Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_4X_4+\beta5(X1, X_2, X_4) +\varepsilon$ Y=Performance of programme, X_1= Installation of worksite facility, X_2= Entrepreneurship training, X_4= Risk management practice X_1, X_2, X_4= Moderation effect, β_0 is a constant, β_1, β_2, β_4, β_5 are beta coefficients, ε = Error term.	Null hypothesis (H0) was rejected for $p < 0.05$, and for $p > 0.05$, failed to reject null hypothesis (H0)

Table 3.5 presents the research model per research objective. In the first four research objectives, correlational models were anchored on the claim that project implementation contributes to success and performance of project (Pakseresht and Asgari, 2012). Y represents the dependent variable, B_0 is a constant, $\beta_1...\beta_5$ are beta coefficients utilized during testing of hypothesis and $X_1...X_4$ are independent variables (Kendall and Stuart, 1973).

3.7.3 Content Analysis

Content analysis involved transcribing, organizing and coding the content in thematic orders so as to draw patterns for objective reporting. The reliability of the interview guide

was ascertained through content analysis whereby the results indicated nearness of responses when answering questions. The coded content was analyzed and presented through summarizing.

3.8 Ethical Considerations

Ethics during research entail researcher conducting himself or herself appropriately per the norms and standards that promote respect and safeguard the right of all participants. Participants can be institution, group or individuals. In this study, all moral, ethical, legal and social requirements and obligations were observed in the conduct of data collection, analysis and publication. so as to satisfy and safeguard the rights of the participants. In particular, all the professional ethics, academic requirements and university guidelines were adhered to throughout. The researcher sought for research approval and permit from the University and NACOSTI respectively. In addition, the research participants were neither coerced nor subjected to any form of pain. Respondents participated voluntarily and their inputs were treated with ultimate confidentially and without biasness. By adhering to ethical practices, the researcher gained mutually free consent which boosted validity and credible findings (Saunders et al., 2009; Cooper and Schindler, 2006).

3.9 Operationalization of Variables

Operationalization is process of defining variables and concepts and assigning indicators or factors that can be measured empirically and quantitatively. Table 3.6 presents the summary of the measures together and analytical techniques per research variable.

Table 3.6: Operationalization of Variables

Objective	Variables	Indicators	Measurements	Measuring Scale	Research Approach	Tool of Analysis
To establish how installation of worksite facility influences Performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**Dependent Variable** Performance of Micro-Small-Entrepreneurial Projects	• Level of product quality • Level of skill acquisition • Level of skill application, • Level of access to new markets, • Level of sales • Level of income • Level of customer relations	• Level of product quality • Level of skill acquisition • Level of skill application, • Level of access to new markets, • Level of sales • Level of income • Level of customer relations	Interval	Quantitative/ qualitative	Percentage, arithmetic mean, Pearson`s coefficient of correlation, standard deviation, ANOVA, regression analysis
	Independent Variable Installation of worksite facility	Installation of worksite facility	• Accessibility of worksite • Proximity to production utilities • Suitability of worksite • Affordability of worksite	Interval	Quantitative/ qualitative	Percentage, arithmetic mean, Pearson`s coefficient of correlation, standard deviation, ANOVA, regression analysis

Objective	Variables	Indicators	Measurements	Measuring Scale	Research Approach	Tool of Analysis
To determine the extent to which entrepreneurship training influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**Dependent Variable** Performance of Micro-Small-Entrepreneurial Projects	• Level of product quality • Level of skill acquisition • Level of skill application, • Level of access to new markets, • Level of sales • Level of income • Level of customer relations	• Level of product quality • Level of skill acquisition • Level of skill application, • Level of access to new markets, • Level of sales • Level of income • Level of customer relations	Interval	Quantitative/ qualitative	Percentage, arithmetic mean, Pearson`s coefficient of correlation, standard deviation, ANOVA, regression analysis
	Independent Variable Entrepreneurship training	Entrepreneurship training	• Training needs analysis • Content of the training • Duration of training • Training method • Practical skills acquired	Interval	Quantitative/ qualitative	Percentage, arithmetic mean, Pearson`s coefficient of correlation, standard deviation, ANOVA, regression analysis

Objective	Variables	Indicators	Measurements	Measuring Scale	Research Approach	Tool of Analysis
To establish how promotion of sales influence Performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**Dependent Variable** Performance of Micro-Small-Entrepreneurial Projects	• Level of product quality • Level of skill acquisition • Level of skill application, • Level of access to new markets, • Level of sales • Level of income • Level of customer relations	• Level of product quality • Level of skill acquisition • Level of skill application, • Level of access to new markets, • Level of sales • Level of income • Level of customer relations	Interval	Quantitative/ qualitative	Percentage, arithmetic mean, Pearson`s coefficient of correlation, standard deviation, ANOVA, regression analysis
	Independent Variable Promotion of sales	Promotion of sales	• Type of promotion • Frequency of promotion • Duration of promotion • Promotion techniques • Customer care	Interval	Quantitative/ qualitative	Percentage, arithmetic mean, Pearson`s coefficient of correlation, standard deviation, ANOVA, regression analysis

Objective	Variables	Indicators	Measurements	Measuring Scale	Research Approach	Tool of Analysis
To examine the extent to which implementation of Jua-kalis-empowerment programme influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**Dependent Variable** Performance of Micro-Small-Entrepreneurial Projects	• Level of product quality • Level of skill acquisition • Level of skill application, • Level of access to new markets, • Level of sales • Level of income • Level of customer relations	• Level of product quality • Level of skill acquisition • Level of skill application, • Level of access to new markets, • Level of sales • Level of income • Level of customer relations	Interval	Quantitative/ qualitative	Means, percentages, standard deviation, Pearson`s coefficient of correlation, ANOVA, regression analysis
	Independent Variable Implementation of Jua-kalis-empowerment programme	• Installation of worksite facility •Entrepreneurship training •Promotion of sales*	•Level of coordination •Level of integration •Level of control	Interval	Quantitative/ qualitative	percentages, standard deviation, Pearson`s coefficient of correlation, ANOVA, regression analysis

Objective	Variables	Indicators	Measurements	Measuring Scale	Research Approach	Tool of Analysis
To assess the how risk management practice influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**Independent Variable** Risk management practice	• Risk identification, • Risk assessment, • Risk treatment • Risk control	Correlation	Interval	Quantitative/ qualitative	percentages, standard deviation, Pearson`s coefficient of correlation, ANOVA, regression analysis
To examine how risk management practice moderates the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County	**Moderating Variable** Risk management practice	• Risk identification, • Risk assessment, • Risk treatment • Risk control	Strength of association	Interval	Quantitative/ qualitative	percentages, standard deviation, Pearson`s coefficient of correlation, ANOVA, regression analysis

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

In chapter, data were analyzed and findings presented, interpreted and discussed per the research objectives. The specific sections in chapter four includes: Questionnaire Return Rate, demographic information of research participants and analysis of data per themes. The major themes were: installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects, entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects, promotion of sales and performance of Micro-Small-Entrepreneurial Projects, implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects, risk management practice versus performance of Micro-Small-Entrepreneurial Projects, theoretical as well as the conceptual frameworks and the summary of literature and knowledge gaps.

4.2 Questionnaire Return Rate

From 174 disbursed questionnaires, 145 were returned signifying 83.3% return rate. A return rate of 83.3 % was above the 80% as recommendation by Fincham (2008) for conclusion of survey findings. Equally, the return rate of 83.3% was far above 30% minimum recommendation for statistical generalizations (Saunders et al., 2009). The high Return Rate was accredited to personalized appeal and persistent follow-ups to remind those who had forgotten to fill and return.

4.3 Demographic Information of Respondents

The respondents in this study were the Jua-kali entrepreneurs who had enrolled in the Jua-kalis-empowerment programme (JP) and the managers of JP.

4.3.1 Respondent`s Gender

Gender was not of interest in this research. However, the distribution of gender was necessary so as to inform how the benefits of JP were distributed among male and female gender engaged in the entrepreneurship. JP being a programme under the Vison 2030, the understanding of gender distribution would enlighten on how implementation of government programmes are fulfilling the requirements of the Kenya`s 2010 constitution which emphasis on equal treatment and opportunities to both women and men (Government of Kenya, 2010). Nonetheless, respondents

were selected randomly to avoid gender biasness. The gender was indicated by either male or female. Table 4.1 demonstrates the results.

Table 4.1: Respondent`s Gender

Gender	Frequency	Percentage
1. Male	140	96.6
2. Female	5	3.4
Total	**145**	**100**

Table 4.1 presents the frequency and corresponding percentages of respondents (Jua-kali entrepreneurs) by gender. From the 145 entrepreneurs who responded to the questionnaire, 140 (96.6%) were male and 5(3.4%) female. This indicates that male formed the majority of the beneficiaries of the JP. The findings are supported by the results from a survey on the establishment of enterprises in Kenya which concluded that male dominate the Jua-kali industry compared to women (Njoroge, 2019). Jua-kali industry is largely manual and mechanical in nature thus attracting more male than female. Often, women shy away from hard and highly risky ventures like Jua-kali enterprises thus leading to low level of enrolment (Koskey et al., 2008). This calls for future Jua-kalis-empowerment programmes to be designed in consideration of distinct needs and characteristics of female and male entrepreneurs so as to ensure adequate participation of both gender. The results confirm the belief that Jua-kali sector is largely manual thus a preserve of male gender. The government should support more women into entrepreneurship through appropriate policies and programmes that address gender specific needs (Essel et al., (2019).

Out of the 7 managers of JP interviewed, 6 representing 85.7% were males and the rest (14.3%) were females. The finding indicates that majority of the JP managers are male. More than men, women often experience different structural challenges in their career development (Barsh and Yee, 2011). Though female may make better project managers than male (Mulenburg, 2002), often the individual traits determines who performs better.

4.3.2 Respondent`s Age Bracket

Although age wasn't a variable in this thesis, understanding of age was an important consideration so as to inform on the representation of youth in entrepreneurship development. The constitution of Kenya states that youths form the highest percentage of population of unemployed, which calls for better mainstreaming of youth needs through increased access to economic resources (Government of Kenya, 2010; Government of Kenya, 2019). But the selection of respondents was conducted randomly to avoid age biasness. During data collection,

respondents indicated their age in either of the following groups: 18-25, 26-35, 36-45, 46-55, 56-65 or at least 66 years. The responses are shown on Table 4.2.

Table 4.2: Respondent`s Age Bracket

Age group	Frequency	Percentage
1. 18-25	69	47.6
2. 26-35	27	18.6
3. 36-45	19	13.1
4. 46-55	17	11.7
5. 56-65	13	9.0
6. ≥66	0	0.0
Total	**145**	**100**

Out of the 145 Jua-kali entrepreneurs who responded to the questionnaire, 47.6% aged 18-25 years, 18.6% aged 26-35 years, 13.1% aged 36-45 years, 11.7% aged 46-55 years, 9.0% aged 56-65 years and no one aged above 66 years. The data per Table 4.4 suggests that the beneficiaries of the Jua-kalis-empowerment programme (JP) were largely the mature, energetic, active and productive population of youths (47.6% + 18.6% = 66.2%) and adults (13.1% + 11.7% + 9.0%= 33.8%). It implies that youth and adult are significant contributors to the economic wellbeing through entrepreneurship. The results are supported by Gil (2020 and Anderson and Sandmann (2009) that the most sustainable empowerment programmes focus on enabling the productive portion of the population into self-efficacy and fulfilment. In support, Karanja (2014) suggest that the most appropriate capacity building programmes should focus empowering the young adults since they have strength essential for economic building. By distributing the benefits to the productive population, programmes would be more successful and sustainable. Thus, implementation of JP was designed to promote sustainable benefits to the productive portion of the population. All the managers aged between 36 and 60 years. This implies that all of the JP managers were mature adults. Mature adults are greater risk takers and better decision makers than younger managers (Aretoulis and Christoforos, 2014). Also, mature adults are more diplomatic and pragmatic to conflict resolution essential for project success.

4.3.3 Respondent`s Marital Status

In this study, marital status was not a variable. Nonetheless, marital status impacts on entrepreneurial decision making especially in the utilization of opportunities created empowerment interventions in improving business. Analysis of marital status of respondents helped to understand how family responsibilities shape entrepreneurial decisions and

performance of Micro-Small-Entrepreneurial Projects. The respondents indicated their marital status based on four categories namely: married, single, separated and divorced. The results are presented per Table 4.3.

Table 4.3: Respondent`s Marital Status

Marital status	Frequency	Percentage
1. Married	93	64.1
2. Single	52	35.9
3. Separated	0	0.0
4. Divorced	0	0.0
Total	**145**	**100**

From the 145 respondents, 64.1% indicated to be married and the rest (35.9%) were single. There was no record of either separated or divorced respondents. It means that about two thirds of Jua-kali enterprises were owned by entrepreneurs whose independence in making business decisions was influenced by their partners in marriage. Marital status also depicts the amount of responsibility one has towards the family. Married entrepreneurs are believed to have a bigger responsibility in balancing work and family responsibilities compared to the singles. Single entrepreneurs have greater advantage of having fewer family responsibilities hence able to dedicate enough time and efforts in developing their enterprises than the married. Ondiba and Matsui (2019) maintain that entrepreneurs who receive support from their spouses at large exhibit greater risk appetite in pursuing entrepreneurship which contribute to greater entrepreneurial performance. In addition, marital status of entrepreneur's influences the entrepreneurial attitudes and productivity which translates into entrepreneurial performance (Tamizharasi and Panchanatham, 2010). The resultant effect is differential performances based on the levels of dedication and commitments.

4.3.4 Respondent`s Level of Education

Education level was not a variable in this research. Even so, the analysis of respondent`s education was necessitated by the need to comprehend the extent to which the administration of the questionnaire was understood. Education is important not only in communication but also in understanding the instructions and making decisions. The level of education was grouped in six categories namely: Degree, Diploma, Certificate, KCSE, KCPE and not attained KCPE. The respondents indicated their highest education level and the results are as shown per Table 4.4

Table 4.4: Respondent`s Level of Education

Education level	Frequency	Percentage
1. Degree	8	5.5
2. Diploma	28	19.3
3. Certificate	20	13.8
4. KCSE	49	33.8
5. KCPE	38	26.2
6. Not attained KCPE	2	1.4
Total	**145**	**100**

As shown per Table 4.4, 5.5% of the respondents indicated to have a university degree, 19.3% of the respondents had a diploma, 13.8% of the respondents had a college certificate, 33.8% of the respondents indicated to have completed secondary education (KCSE), 26.2% of the respondents had completed primary education (KCPE) and 1.4% had not completed the primary education to the level of KCPE. The finding on Table 4.4 imply that 98.6% of respondents were literate thus supporting the assumption during data collection that respondents were literate enough to understand and fill the questionnaire. The findings Khaoya and Makori (2016) in their study on youth enterprise development fund empowerment projects in Kenya that education is an essential enabler to seizing opportunities for income generating projects. This argument is further reinforced by Adequn (2013) that education equips people with relevant skills and knowledge essential for transition into decent work and employment. Hence, majority of the entrepreneurs were able to communicate, learn and gain from the implementation of JP. However, the results imply that majority had attained minimal education for understanding and gaining concept of the JP thus enabling them to participate not only in the programme activities but also as respondents in this study. However, it is essential to empower entrepreneurs with relevant skills through provision of investment services and entrepreneurship training for greater performance of the entrepreneurial projects.

4.3.5 Distribution of the Respondents by the Form of Ownership of the Enterprise

The knowledge of the form of business ownership provided greater understanding of how Jua-kali enterprises are managed and controlled. The form of ownership is significant in explaining the dynamics surrounding the powers in making essential decisions in businesses. In order to gain this understanding, the respondents indicated the form of ownership of their enterprises as either sole proprietorship, partnership and limited company. The results are as presented per Table 4.5

Table 4.5: Respondent`s form of Ownership of the Enterprises

Form of ownership	Frequency	Percentage
1. Sole proprietorship	82	56.5
2. Partnership	39	26.9
3. Limited company	24	16.6
Total	**145**	**100**

The data shows that 56.5% were sole-proprietors, 26.9% were in partnership and 16.6% were in limited companies. Sole proprietorship was the most favored form of ownership among the Jua-kali entrepreneurs. Chepkwei (2014) argues that business managers are creative and innovative based on the form of business ownership. Unlike partnership and limited companies, sole proprietorship is risky venture but owners are flexible and fast in management decisions. This motivates the extent and level of assimilation of benefits gained from the JP and thus contributes to the enterprise performance. Thus World Bank (2013) suggests that inappropriate management control is among the limiting factors to business transition. Entrepreneurs should therefore be careful when choosing the business ownership model since critical decisions will require quick analysis and action taking.

4.3.6 Distribution of the Respondents by Years of running the Enterprise

In this study, it was necessary to determine the years of running an enterprise so as to understand the skills gained in managing the enterprise. To understand this, respondents indicated the number of years in managing their enterprises as grouped in the following six categories: 0-5, 6-10, 11-15, 16-20, 21-25 and at least 25 years. Results are shown per Table 4.6.

Table 4.6: Distribution of Respondent by years of experience in running enterprise

Year of experience	Frequency	Percentage
1. 0-5	81	55.9
2. 6-10	64	44.1
3. 11-15	0	0.0
4. 16-20	0	0.0
5. 21-25	0	0.0
6. More than 25	0	0.0
Total	**145**	**100**

The data per Table 4.6 indicates that 55.9% and 44.1% of the respondents had at most 5 years and 6 to 10 years' experience respectively. This implies that most of JP beneficiaries had substantive experience in managing their enterprises. Morrison et al., (2005) attribute the skills acquired through experience as crucial determinants of one`s capacity to plan, execute and control business endeavors. The more experience acquired, the more skills gained and the more productive one becomes (Gallie, 2007). Thus management experience provided the necessary skills essential for successful and organization of factors of productions by the Jua-kali entrepreneurs. The resultant effect is productive resources and successful enterprises.

4.3.7 Respondent`s Number of years lapsed after enrolling in the Jua-kalis-empowerment programme

The years lapsed after enrolling in the Jua-kalis-empowerment programme (JP) was important in understanding how the outcomes of JP were utilized over the years. Thus, respondents indicated the number of years lapsed after enrolling in the JP as shown per Table 4.7

Table 4.7: Respondent`s number of years lapsed after joining JP

Year of enrolling in the JP	Number of years lapsed	Frequency	Percentage
1. 2012	5	24	16.5
2. 2013	4	46	31.7
3. 2014	3	29	20.0
4. 2015	2	24	16.6
5. 2016	1	22	15.2
6. 2017	0	0	0
Total		**145**	**100**

The data shows that out of 145 sampled entrepreneurs, 16.5% had five-year experience, 31.7% had four-year experience, 20.0% had three-year experience, 16.6% had two-year experience and 15.2% had one-year experience after gaining benefits from the gaining access to the promotion

of sales, worksite facility and entrepreneurship training as offered by JP. The finding indicates all the respondents had at least one-year experience after enrolling in the JP. The gains from JP were transferred to the experiences recorded as reflected in the performances. As PMI (2013) enlightens, programmes have beneficial changes to both organization and community. The greater the programme evolves, the greater the gains and wellbeing of the beneficiaries (Ayoade and Agwu, 2016).

All the seven project managers had management experience of over 5 years. In addition, 6representing 85.7% of the JP managers had diverse experience for working in different organizations. It implies that the JP managers had vast exposure to managing projects which PMI (2013) poses as a useful requirement towards successful delivery of a programme. In contemporary programme management, experience in planning, organizing, directing and controlling programme is a prerequisite to effective programme execution (Meredith and Mantel, 2009). This supported by Pennypacker and Retna (2009) that experience in project management offers greater impetus to efficient programme delivery.

4.3.8 Respondent`s the Level of Capital Investment

The level of capital investment was not a variable in this research. However, analysis of the level of capital investment informed on the financial operating capacities of the entrepreneurs. The Kenyan Government is emphasizing on increasing entrepreneurs' access to credit facilities for greater business expansion. To answer this question, respondents indicated their level of capital investment in either of the following categories: KSh 1-500,000, 500,001-5,000,000 or more than KSh. 5,000,000. Table 4.8 presents the responses.

Table 4.8: Respondent`s level of Capital Investment

Capital in Kenya Shillings (KSh.)	Frequency	Percentage
1. 0 – 500,000	129	89.0
2. 500,001 – 5,000,000	16	11.0
3. More than 5,000,000	0	0.0
Total	**145**	**100**

Table 4.8 shows that out of the 145 sampled entrepreneurs, 89% had at most Ksh 500,000 capaital investment while 11% investment ranged between Ksh 500,001 and 5Million. None of the respondents had their capital investment exceeding Kenya Shilling 5Million. By capital definition (Government of Kenya, 2012), which implies that all respondents belonged to micro-small enterprises category whose investment is maximum at Ksh. 5Million. The level of capital

investment and utilization production decisions which in turn sways performance. in addition, entrepreneurs are perceived to be innovative by utilizing support opportunities in order to enhance productivity of capital investment (Lichtenthaler, 2009; Ogollah and Musundi, 2014; Muiruri, 2014). Thus it would be important to enhance credit access to Jua-kali entrepreneurs so as to boost their investment decisions for greater performances.

4.3.9 Respondent`s Number of Employees

The number of employees were not a variable in the study but was necessitated by the need to connect the employment levels with the Government efforts on promoting employment creation by focusing on the micro-small enterprises. Thus respondents indicated the number of employees as either: 1-10, 11-50, 50-100 and more than 100 as shown per Table 4.9.

Table 4.9: Respondent`s Number of Employees

Number of employees	Frequency	Percentage
1. 1-10	140	96.6
2. 11-50	5	3.4
3. 51-100	0	0.0
4. More than 100	0	0.0
Total	**145**	**100**

From the 145 sampled entrepreneurs, 96.6 % had employed level of between 1 and 10 employees. The rest (3.4%) had employment level of between 11 and 50 employees which implies that all respondents were micro and small entrepreneurs whose employment level is at most 50 (Government of Kenya, 2012). Employment level is a valid indicator of performance of an organization (Muiriuri, 2014; Richard et al., 2009; Arasa and K`Obonyo, 2012). Increase in employment level reflects good performance of an enterprise. According to Lichtenthaler (2009), empowered entrepreneurs use innovative practices in increasing their productivity and performance. This results into better allocation of resources and improved employment. This argument is supported by Kofour (2008) in his study on the contribution of entrepreneurship in employment generation where he concluded that empowered entrepreneurs have greater impetus to efficient resource utilization for better performances.

4.3.10 Respondent`s the Source of Capital

Analysis of the source of capital was helpful in gaining insights on the most preferred sources of capital by entrepreneurs. This information would inform the government in its strategies towards making credit available and accessible to entrepreneurs. Sources of capital determine the flexibility in the spending decisions. To answer this question therefore, respondents indicated their main source of capital as either saving, loan, donation or other sources as shown per Table 4.10.

Table 4.10: Respondent`s source of capital

Source of Capital	Frequency	Percentage
1. Saving	98	67.6
2. Loan	39	26.9
3. Donation	8	5.5
4. Other sources	0	0.0
Total	**145**	**100**

Out of the 145 entrepreneurs sampled, 67.6% sourced their capital from own-saving, 26.9% sourced capital through debts or loan and the remaining 5.5% acquired their capital from grants. It implies that most of the respondents preferred own-savings as the source of the capital rather than debt financing. Unlike own-saving, debt financing is associated with high risks in meeting financial obligations thus limiting financial mobility of an enterprise. The effects of financial mobility increased utilization of organization sources for greater production and performance. In this study, the source of capital contributes to the understanding of the freedom and flexibility in spending while utilizing the benefits of JP for better performance of Micro-Small-Entrepreneurial Projects. Murirui (2014) supports that the entrepreneurs who have adequate and reliable sources of finance perform better.

4.3.11 Respondent`s Ownership of Business Premises before and after enrolling in the Jua-kalis-empowerment Programme

Analysis of the ownership of the business premise was significant in the understanding of the changes attributed to outcomes of Jua-kalis-empowerment programme (JP). Respondents indicated the ownership of business premises before and after enrolment with JP either as self-owned, rented, donated or shared premises. Table 4.11 displays the results.

Table 4.11: Respondent`s Ownership of Business Premises before and after enrolling in the Jua-kalis-empowerment programme

Ownership of premises before enrolling in the JP	Frequency	Percentage	Ownership of premises after enrolling in the JP	Frequency	Percentage
1. Own	17	11.7	Own	61	42.1
2. Rented	31	21.4	Rented	79	54.5
3. Donated	13	9.0	Donated	5	3.4
4. Shared	84	57.9	Shared	0	0.0
Total	**145**	**100**		**145**	**100**

Before enrolling in the JP, 11.7% of the respondents had owned premises, 21.4 % of the respondents operated in premises which were rented, 9.0% of the respondents did their operation in given or donated premises whilst 57.9% of the respondents operated in common or shared common premises. Since enrolling with Jua-kalis-empowerment programme, 42.1% owned premises while 54.5 % worked in rented premises. However, 3.4% operated in given premises. The number of entrepreneurs owning premises rose by four times after enrolling in the Jua-kalis-empowerment programme (42.1% from 11.7%). Entrepreneurs operating in rented premises rose by two and half times enrolling in the Jua-kalis-empowerment programme (54.5% from 21.4). Entrepreneurs operating in given premises condensed to a third after enrolling in the Jua-kalis-empowerment programme (3.4% to 9.0%). However, entrepreneurs operating in shared premises reduce to zero (57.9% to 0.0%). These entrepreneurs either acquired own premises or shifted to rented ones after enrolling in the Jua-kalis-empowerment programme.

The findings imply that installation of worksite contributed to the ownership of premises by Jua-kali entrepreneurs which promotes mobilization of other factors of production for greater performances. In their study on performance of empowerment programmes in Indonesia, Swastawati et al. (2020) concluded that installation of appropriate worksite technologies promotes innovative development of resources for improved performance of enterprises. Gitau and Wanyoike (2014) argue that good worksites and incubation services, provide innovative atmosphere for enterprise growth and development. Scillite and Chakrabarti (2010) support that that good worksites strengthens production and networking. Makanyeza and Dzvuke (2015) pose that enterprise performance depends on resource innovativeness both in production and in asset mobilization. The findings from this study supports Gitau and Wanyoike (2014) and Chakrabarti, (2010) that conducive worksites empower entrepreneurs to spur innovative ideas into practical tests thus leading to commercialization and greater productivity. This results to

new product development, market expansion and increased income. The finding implies that future Jua-kalis-empowerment programmes that must continuously evolve to meet the dynamic user and market needs. The worksite intervention should create an enabling environment for creative enterprise development, technology adoption, quality improvement, product development, enterprise growth and market expansion (Ratinho and Henriquez, 2010).

4.3.12 Distribution of the Respondents by benefits from Jua-kalis-empowerment programme

Although benefits of Jua-kalis-empowerment programme (JP) were not a variable, the analysis of the benefits gained from JP helped to get insights on the major aspects of performance of the programme. Respondents ticked yes or no to indicate whether they gained benefits from JP and the data is displayed per Table 4.12

Table 4.12: Respondent`s benefits from Jua-kalis-empowerment programme

If benefits were realized	Frequency	Percentage
1. Yes	138	95.2
2. No	0	0.0
3. Neutral	7	4.8
Total	**145**	**100**

Table 4.12 indicates that nearly all entrepreneurs (95.2%) had benefited from JP. The rest (4.8%) were neutral. It implies that JP satisfied the expectations of most respondents. Well implemented programmes have beneficial outcomes (PMI, 2013). Therefore, programmes must be designed and implemented to address user needs. Pakseresht and Asgari (2012) stands with the position that wrongly implemented programmes never bear desired impacts. Thus programmes must be implemented in a coordinated interface so as to reduce uncertainty in meeting customer expectations (Turner and Muller, 2003). The benefits of JP may have been attributed to strengthened interphase between user needs, design, and coordination of the implementation.

4.3.13 Distribution of the Respondents by the Nature of the Gains from Jua-kalis-empowerment programme

Respondents were asked to clarify the most gainful aspect of Jua-kalis-empowerment programme. Five aspects of benefits were formulated and respondents were asked to select the most gainful in as either securing business premise, improved business management, improved production, improved sales and improved profits as presented per Table 4.13

Table 4.13: Respondent`s nature of gains from JP

Most gainful aspect of JP	Frequency	Percentage
1. Securing business premise	90	62.0
2. Improved business management	30	20.7
3. Improved production	13	9.0
4. Improved sales	3	2.1
5. Improved profits	9	6.2
Total	**145**	**100**

From the 145 sampled respondents, 62.0% benefitted from acquisition of business premises while 20.7% benefitted from improved management skills, 9.0% benefitted from better improved, 2.1% benefitted from sale improvement while 6.5% benefitted from better profits. 62.0 % who benefitted from business acquisition is relative to the 57.9% of those who shared premises (Table 4.11) before enrolling to Jua-kalis-empowerment programme (JP) but gained work premises after enrolment. The summation of frequencies of aspects 2, 3, 4 and 5 per Table 4.13 (21.7%+9.4%+2.2%+6.5%=39.8%) is relative to the summation of items 1, 2 and 3 per Table 4.11 (11.7%+21.4%+9.0%= 42.1%). This figure represents the respondents who had work premises prior to joining Jua-kalis-empowerment programme but needed to increase their businesses. The finding implies that Jua-kalis-empowerment programme was useful to entrepreneurship needs of Jua-kali entrepreneurs in Nairobi County.

Need-based projects and programmes have responsive outcomes (Pakseresht and Asgari, 2012; Rosacker and Olson, 2008; Archer and Ghasemzadeh, 2004). By doing so, beneficiaries become satisfied. Theory of constraints approves that solving needs by way of logic whereby cause and effects are analyzed it helps to identify alternatives for best results (Goldratt and Cox, 1992). By the findings, Jua-kalis-empowerment programme was executed in a responsive approach which led to satisfaction of the entrepreneurs. This is evidenced by the respondents who attributed the benefits to securing worksite, improved business management and production as well as increased sales and profits. Most respondents associated the benefits to the better worksites,

good management skills and better production. Conducive worksite is claimed to stimulate innovative enterprise growth and expansion (Lopez-Garcia and Pissarides, 2001) which when combined with good management practices results into productivity of resources and better outputs (Schwartz and Hornych, 2010).

4.4. Test of Statistical Assumptions

As posed by Wilkinson and Akenhed (2013), testing of statistical assumptions is essential in safeguarding the integrity of the results and efficiency of research inferences. Thus diagnostic tests for all statistical assumptions were done to avoid invalidation of statistical results. Specific diagnostic tests included the following: normality, heteroscedasticity, linearity and multicollinearity. Also explained is the control of Types I and II errors. Finally, the conversion of Likert-ordinal data into quasi-interval is clarified.

4.4.1 Normality Test

Test for the assumption of normality ensures that statistical tests are not rendered inaccurate (Field, 2013). Thus the test of Shapiro-Wilk ("W") was used normality testing for the distribution of data as it offers a higher power compared to other tests like Lilliefors Correlation Test and Kolmogorov-Smirnov Test and (Steinskog, 2007; Peat and Barton, 2005). Furthermore, Shapiro-Wilk Test is preferred as it computes normality test using power (Thode, 2002). Elliott and Woodward (2007) and Field (2013) advise that Shapiro-Wilk Test alone is enough to test normality for a sample greater than 30 since parametric tests cannot be affected by non-normality. For the "W" tests which were close but less than 1, it was concluded that data was not significantly different from the normal distribution hence the sample variable data was deemed perfectly normal. However, if "W" value was significantly less than 1 or close to 0, the sample variable data was deemed not normal (Peat and Barton, 2005). Table 4.14 presents normality test results using Shapiro-Wilk Test.

Table 4.14: Normality Test Results for Shapiro-Wilk Test

Variable	Shapiro-Wilk Test (W)		
	Statistic	df	Sig
Performance of Micro-Small-Entrepreneurial Projects	0.812	145	0.024
Installation of worksite facility	0.852	145	0.018
Entrepreneurship training	0.897	145	0.023
Promotion of sales	0.781	145	0.033
Risk management	0.803	145	0.039

From Table 4.14 the lowest "W" value was 0.781 for promotion of sales and the highest "W" values were 0.897 for entrepreneurship training. Since all these values were approaching 1 for $\alpha < 0.05$, the values were deemed statistically significant thus accepting the assumption that the distribution of the population was normal.

4.4.2 Multicollinearity Test

Collinearity refers to the situation where there are near perfect linear combinations between two or more variables. For multicollinearity to happen, more than two variables are implicated in collinearity. Multicollinearity destabilizes the model estimates, coefficients and increases standard errors as well. Variance Inflation Factor (VIF) was the preferred method of testing multicollinearity. Anderson et al. (1995) recommend for VIF values of between 1 and 10. However, when VIF value exceed 4 or if tolerance value is below 0.2 then there is multicollinearity issues (Hair et al., 2010). Long and Trivedi (1993) endorse a maximum VIF value of 5. Given these recommendations, multicollinearity was tested using VIF at 5 and the results are Tabulated per Table 4.15

Table 4.15: Collinearity Test using VIF at Acceptable level of 5

Model	Frequency	Percentage
	Tolerance	VIF
Coefficient for Installation of worksite facility	0.420	2.362
Coefficient for Entrepreneurship training	0.341	2.823
Coefficient for Promotion of sales	0.098	4.937
Coefficient for Risk management	0.321	3.849
a. Dependent variable: performance of Micro-Small-Entrepreneurial Projects		

Table 4.15 shows VIF values all variables ranged between 2.362 and 4.937. With the VIF less than 5, it implies that no residual variance variation of installation of worksite facility, entrepreneurship training, promotion of sales and risk management to performance of Micro-Small-Entrepreneurial Projects. However, the tolerance levels for all variables except promotion

of sales exceeded 0.1 which infers that there was no problem of multicollinearity for installation of worksite facility, entrepreneurship training and risk management practice with performance of Micro-Small-Entrepreneurial Projects. The tolerance level for promotion of sales was 0.098 which suggests that the value fell slightly below the minimum acceptable levels of 0.100. This could have been caused by extraneous factors like variation in case characteristics among others (Long and Trivedi, 1993). Nevertheless, risks of multicollinearity were eliminated by choosing a large sample size of 186 which is claimed to reduce standard errors (Allison, 1991).

4.4.3. Homogeneity Test

Heteroscedasticity refers to the uniformity of variance for the scores of outcome variables when predictor variables are manipulated (Godfrey, 1996). In this study homoscedasticity was tested using Levene`s test at 5% level of significance. In Levene`s test, null hypothesis states that there are no variances in different groups. If Levene test was significant at $p \leq 0.05$, then it was evident that there existed significant differences to conclude that there is a problem of heteroscedasticity. Table 4.16 presents heteroscedasticity tests.

Table 4.16: Levene`s Test of Heteroscedasticity

		Levene Statistic	**df1 (k-1)**	**df2 (n-k)**	**Sig.**
Performance of Micro-Small-Entrepreneurial Projects	Centered on Mean	2.187	3	141	0.052
	Centered on Median	0.821	3	141	0.507
	Centered on Median with trimmed df	0.821	3	141	0.507
	Centered on Adjusted Mean	1.985	3	141	0.101

Table 4.16 presents the results for Levene`s test of homogeneity. The data indicate that the Levene test for all variables was not significant at 95% confidence interval. Thus null hypothesis was not rejected since there was enough reason to conclude that there are no significant variances in different group. It implied that homogeneity was tenable.

4.4.4 Likert-Type Data Analysis

This study used questionnaires with Likert-type interval scale. The scale was built on a five-point interval in data collection. The data was collected in ordinal scale and then transposed into interval data by assigning equidistance of 0.8 (Lantz, 2013; Knapp, 1990). The transformation of the ordinal data allowed for the use of parametric analysis (Carifio and Racco, 2007). This

argument is supported by Vickers (1999), Funke and Reips (2007) in their health and web-based studies respectively that since Likert scales have got multiple items can be treated as interval scales by assigning measures of equal interval. The 5-point Likert scale was scored in equidistance of 0.8 as follows: Strongly Agree (SA) 4.2<SA<5.0; Agree (A) 3.4<A<4.2; Neutral (N) 2.6<N<3.4; Disagree (D) 1.8<D<2.6 and Strongly Disagree (SD) 1.0<SD<1.8.

4.4.5 Type I and Type II Error Control

Wrong interpretation of research findings may lead to Type I error and Type II error thus invalidating the findings. When true null hypothesis is rejected, it leads into Type I error. Equally, Type II error occurs when one fails to reject a false null. In order to minimize Type I error, this study followed the recommendation of Larry (2013) on using a high confidence interval of at least 95% signifying a 1.96 standard variate with the proportion of sample (p) ≤ 0.05. Type II error was abated by selecting big sample of 186 respondents (Field, 2013).

4.5 Performance of Micro-Small-Entrepreneurial Projects

In this research performance of Micro-Small-Entrepreneurial Projects was the dependent variable. The performance of Micro-Small-Entrepreneurial Projects was perceived to be influenced by implementation of Jua-kalis-empowerment programme (predictor variable). Implementation of Jua-kalis-empowerment programme was constructed by three sub-variables namely: installation of promotion of sales, worksite facility and entrepreneurship training.

Data regarding performance of Micro-Small-Entrepreneurial Projects was collected using self-administered questionnaire with ten (10) items built on the indicators. Respondents answered the ten items rated on a five-point Likert scale in equidistance of 0.8 as follows: Strongly Agree (SA) 4.2<SA<5.0, Agree (A) 3.4<A<4.2, Neutral (N) 2.6<N<3.4, Disagree (D) 1.8<D<2.6 and Strongly Disagree (SD) 1<SD<1.8. Table 4.17 presents the standard deviation, percentages and mean of the responses regarding performance of Micro-Small-Entrepreneurial Projects.

Table 4.17: Statements of Performance of Micro-Small-Entrepreneurial Projects

Statements on performance of Micro-Small-Entrepreneurial Projects	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	STD
Programme enabled development new products	0 (0.0)	4 (2.8)	12 (8.3)	85 (58.6)	44 (30.3)	4.1655	0.6873
The programme helped to improve the quality of my products	0 (0.0)	6 (4.1)	9 (6.2)	111 (76.6)	19 (13.1)	3.9862	0.6008
By the JP, Knowledge in business management has been improved	0 (0.0)	0 (0.0)	4 (2.8)	121 (83.4)	20 (13.8)	4.1103	0.3929
Through the programme, Knowledge in production skills has been acquired	0 (0.0)	2 (1.4)	12 (8.3)	116 (80.0)	15 (10.3)	3.9931	0.4930
Skills and knowledge were applied in improving my business performance	0 (0.0)	6 (4.1)	28 (19.3)	105 (72.5)	6 (4.1)	3.7655	0.5894
The programme opened to new markets opportunities	0 (0.0)	2 (1.4)	12 (8.3)	115 (79.4)	16 (11.0	4.0000	0.5000
The JP has helped to increase sales collection	0 (0.0)	0 (0.0)	10 (6.8)	118 (81.5)	17 (11.7)	4.0483	0.4303
Through the programme, income from business has improved	0 (0.0)	0 (0.0)	13 (9.0)	116 (80.0)	16 (11.0)	4.0207	0.4483
Through JP, customer relations has improved	0 (0.0)	3 (2.1)	14 (9.7)	118 (81.3)	10 (6.9)	3.9310	0.4952
The JP has helped to realize overall business growth	0 (0.0)	0 (0.0)	14 (9.7)	120 (82.7)	11 (7.6)	3.9793	0.4161
Composite results						**4.0000**	**0.5053**

Table 4.17 presents the mean, frequencies, standard deviation, composite mean and standard deviation of respondents regarding performance of Micro-Small-Entrepreneurial Projects. At a composite mean of 4.000 and composite standard deviation of 0.5053, respondents agreed that Micro-Small-Entrepreneurial Projects performed well especially in responses which had means exceeding the composite mean of 4.0000 and include: increase in new product development, improvement in business management, increment in sales collection and business income as well as access to new market opportunities. Evidence supports that a proper execution of entrepreneur empowerment programmes results into favorable outcomes which indicates good performances of the enterprises (Ayoade and Agwu, 2016). The performance is reflected in the ability to utilize the programme outcomes in improving their capacities into better management, production and better financial positions (Usmani and Al-Ahmari, 2014).

The results from the implementation of JP cannot be isolated from the processes leading to performance of entrepreneurs as far as empowerment is concerned. Phillips et al. (2002) and Pennypacker and Retna (2009) claim that the level of responsiveness of an empowerment programme is demonstrable by the productivity and satisfaction of the end users. Equally, the results from related researches by Swastawati, Roessali, Wajayanti and Anggo (2020), Geetha, Dasari and Suh, 2020; Yanfika (2019), Gitau and Wanyoike (2014), Nthuni (2014) and Nyambura (2014) suggest that provision of necessary work-support to entrepreneurs stimulate innovative production approaches that stimulate entrepreneur growth. As Parida, Westerberg and Frishammar (2012) state, performance of an empowerment programme is plainly explained by the behaviour that revolves around the course areas like product and process improvement among others that form profound grounds for enterprise performance.

It shows that the respondents were confident that JP was helpful towards boosting the performance of their endeavors. Gitau and Wanyoike (2014) support that entrepreneurs are able to actualize their production potential given appropriate empowerment opportunities. This view is held by Nthuni (2014) that supportive programmes enable entrepreneurs to achieve not only effective but also business growth. However, entrepreneurs lacking key entrepreneurial traits and capabilities have their businesses underperforming even when supported in product development (Nyambura, 2014). The findings in this study agrees with Swastawati et al. (2020), Geetha, Dasari and Suh, 2020; Effendi, Yanfika, Listiana, Mutolib, and Rahmat, 2019; Gitau and Wanyoike (2014) and Nthuni (2014) that a well implemented empowerment programmes leads to desirable results which indicates performance.

The results from the interviews suggest that performance of Micro-Small-Entrepreneurial Projects was evident from the improved outcomes of the entrepreneurs and also from the programme sustainability. For instance, when probed about the performance of Micro-Small-Entrepreneurial Projects, all managers were on the view that,

> "*Jua-kalis-empowerment programme served as a conduit for molding and transferring skills to entrepreneurs and linking them to markets. And you will see them all over working. They now established. They are very innovative and productive. They have developed into competitive enterprises. They now participate in many trade fairs including ASK shows, innovation and international trade fairs, Nguvu kazi…. they want to sell improved products everywhere. Indeed, the programme has empowered them*", said programme managers.

With regard to the effectiveness of the JP in addressing the underlying needs of entrepreneurs, programme managers consented that,

> "*The JP has responded far above the expectation of us all. We have generated very empowered pool of entrepreneurs. They (entrepreneurs) have become so innovative, aggressive and competitive. They have increased their productivity and quality of their products. This shows that the installation of worksite facility, entrepreneurship training and promotion sales have made relevant and positive contributions to the MSE endeavors. If this programme is expanded across all counties in Kenya, then it can enhance the general projection of our economy by empowering MSEs. We just need to improve by introducing a low interest fund to the programme for MSEs to access and expand their enterprises. But am satisfied that before that comes, the current pool of beneficiaries will have done amazing work. Even us as managers have gained a lot learning in terms of change management*", said programme managers.

The performance of Micro-Small-Entrepreneurial Projects was indicated by the productivity of beneficiaries as evidenced by the responses regarding the outcome indicators. This is supported by the positive insights from the programme managers. While programmes are dynamically complex which makes the assessment of their performance complex, performance of programme can be indicated by the outcome indicators in relation to the planned and expected results (Kara and Kester, 2015). Outcome indicators are most recommended for assessing performance owing to high maturity level of the attributes under consideration thus increasing the validity for concluding causality (Best and Kahn, 2009). In support, Nelson (1997) avers that good project management practice is best judged by the outcomes that embody the programme. Theory of Constraints reinforces that if a programmes is logically and systematic planned and best alternatives for implementation selected, then the deliverables will be effective (Goldratt, 1986). This leads to efficient and effective dedication of resources in support of core discourse for sustainable programme impacts (Johnson et al., 2006). The qualitative data collected through interviews

from the JP managers support the empirical establishments by Shenhar, Dvir and Levy (1997) and Kylindri, Blanas, Henriken and Stoyan (2012) that performance of a programme is indicated by the ability to meet design goals and provide impactful benefits to the users.

4.6 Installation of Worksite Facility and Performance of Micro-Small-Entrepreneurial Projects

The first objective sought to determine how installation of worksite facility influences performance of Micro-Small-Entrepreneurial projects in Nairobi County. Installation of worksite facility was a predictor variable that predicted performance of Micro-Small-Entrepreneurial Projects and was indicated by suitability, accessibility, affordability and usability of worksite facility.

The quantitative data was analyzed and results triangulated with qualitative data. The main indicators for installation of worksite facility were the worksite facility was: accessible, equipped with production utilities, suitable and affordable. Respondents answered twelve items rated on a five-point Likert scale ranging from Strongly-Disagree(SD), Disagree(D), Neutral(N), Agree(A) or Strongly-Agree(SA). In scoring, the mentioned scales were in equidistance of 0.8 as follows: Strongly Agree (SA) $4.2<SA<5.0$, Agree (A) $3.4<A<4.2$, Neutral (N) $2.6<N<3.4$, Disagree (D) $1.8<D<2.6$ and Strongly Disagree (SD) $1<SD<1.8$. Table 4.18 summarizes the results.

Table 4.18: Installation of Worksite Facility and performance of Micro-Small-Entrepreneurial Projects

Statements on installation of worksite facility	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	STD
The worksite adequately equipped with relevant tools and equipment	6 (4.1)	8 (5.5)	23 (15.9)	92 (63.5)	16 (11.0)	3.7172	0.8874
The worksite is installed with production utilities like water, electricity, sewerage and internet access	0 (0.0)	7 (4.8)	23 (15.9)	97 (66.8)	18 (12.4)	3.8690	0.6796
The worksite is always available for by use	1 (0.7)	6 (4.1)	13 (9.0)	101 (69.6)	24 (16.6)	3.9724	0.6967
The worksite is affordable	4 (2.8)	2 (1.4)	26 (17.9)	91 (62.7)	22 (15.2)	3.8621	0.7872
The worksite is adequate to my production needs	0 (0.0)	6 (4.1)	8 (5.5)	108 (74.5)	23 (15.9)	4.0207	0.6177
The worksite is environmentally suitable	0 (0.0)	8 (5.5)	16 (11.0)	96 (66.3)	25 (17.2)	3.9517	0.7104
The worksite is accessible	0 (0.0)	1 (0.7)	14 (9.7)	103 (71.0)	27 (18.6)	4.0759	0.5538
The worksite complement the production constraints in my enterprise	0 (0.0)	2 (1.4)	17 (11.7)	100 (69.0)	26 (17.9)	4.0345	0.5941
The worksite has given rise to new opportunities	0 (0.0)	3 (2.1)	1 (0.7)	108 (74.4)	33 (22.8)	4.1793	0.5358
The worksite has reduced production time	0 (0.0)	6 (4.1)	9 (6.2)	110 (75.9)	20 (13.8)	3.9931	0.6066
The worksites has adequate storage services	0 (0.0)	8 (5.5)	10 (6.9)	106 (73.1)	21 (14.5)	3.9655	0.6605
Through the worksite production cost has reduced	0 (0.0)	5 (3.4)	11 (7.6)	99 (68.3)	30 (20.7)	4.0621	0.6479
Composite results						**3.9753**	**0.6648**

The statements for the installation of worksite facility were analyzed in terms of frequencies, means, standard deviation, composite mean and composite standard as presented per Table 4.18.

The installation of worksite facility had overall composite mean of 3.9753 and the composite standard deviation was 0.6648. The statements whose means exceeded the composite mean and thus signifying the critical role of installation of worksite facility on performance of Micro-Small-Entrepreneurial Projects were: worksite exposure to new opportunities, accessibility of worksite, worksite helped in reduction of production cost, worksite complemented production needs worksites were adequate and worksite helped reduction of production time. With the composite mean for the installation of worksite facility being 3.9753, the results achieve the objective of establishing how installation of worksite facility contributes to performance of Micro-Small-Entrepreneurial Projects. The statements whose mean exceeded the composite mean of 3.9753 were: exposure to new opportunities, accessibility of worksite, reduction of production cost, complementing the production needs, adequacy of worksite and reduction of production time. Respondents agreed that installation of worksite facility contributes to performance of Micro-Small-Entrepreneurial Projects. Gitau and Wanyoike (2014) argue that provision of suitable worksites combined with incubation services stimulates innovative entrepreneurship. In support Makanyeza and Dzvuke (2015) attribute productivity and growth of MSEs to favorable work environment. Whereas effective delivery of programmes if greatly influenced by procedures and practices (Higiro et al., 2015), the performance of empowerment programmes cannot just be assessed based on realization of programme objective alone but also on the usefulness of the benefits to the users (Parida et al., 2012). Given these arguments, the objective of this thesis agrees with Swastawati et al. (2020), Geetha, Dasari and Suh (2020), Makanyeza and Dzvuke (2015) and Gitau and Wanyoike (2014) that installation of worksite facilities contributes to performance of Micro-Small-Entrepreneurial Projects.

The results from this study concur with Geetha, Dasari and Suh (2020) in their study on the impact of cluster promotion programme on women-entrepreneurs project performance in India and concluded that installation of technology empowerment programmes is critical in changing the attitudes of the beneficiaries into better resource allocation which in turn enhances productivity and performance. Similarly, the findings from this study support the conclusion by Swastawati et al. (2020) in their study on performance of fishery-processing empowerment programme in Indonesia that installation of appropriate worksite technologies improves performance of the enterprises. The statements for the installation of worksite facility whose mean scores were below the composite mean of 3.9753 included: availability of worksite, adequacy of storage services, environmentally suitable worksites, availability of production utilities, affordability of worksites and worksite having relevant tools. This suggests that the statements did not meet the respondents` expectations for the installation of worksite facility.

Nevertheless, respondents agreed that installation of worksite facility contributed to performance of Micro-Small-Entrepreneurial Projects. Suitable worksites promote productive utility of the factors of production (Kamunge et al., 2014). As a factor of production, worksites enable MSE overcome constraints that hinder productive performance (Kanyari and Namusonge, 2013; Mutai (2011). The findings from a correlational study on effects of innovation on performance of MSEs in Zimbabwe that enterprise performance relates to innovation in resource, asset and market access and innovative production (Makanyeza and Dzvuke, 2015). Based on these arguments, installation of worksite facility promoted resource innovativeness that spurred performance of Micro-Small-Entrepreneurial Projects as evidenced by the views and opinions of the respondents.

The data collected from the managers of JP support that the installation of the worksites facilitated entrepreneurs access to production utilities and incubation services leading the improvement in production efficiency and overall business growth. For example, when asked why they thought that the installation of worksite facility was a necessary strategy towards empowering entrepreneurs, managers retorted that,

> "*Before JP was designed, a baseline survey was conducted to analysis the immediate production needs and requirements. The major issue of concern by majority of entrepreneurs was poor and inadequate worksites whereby production utilities like electricity and water were unavailable. Other issues of concern included outdated working tools and equipment. These needs conceptualized the programme and installation of worksite facility as a common manufacturing site was borne. The programme was designed in a coherent model whereby after installation of the facility, other interventions like training and marketing would follow. This aimed at providing a tripod approach to meeting their (entrepreneurs) needs….and as you can see and they will testify (entrepreneurs) that this facility has served them right just like the highway created in the red sea for the children of Israel to cross over to Canaan*", said programme managers.

While depicting the usefulness of the installation of worksite facility, managers said,

> "*We had to design a facility that would accommodate the many entrepreneurs who had requested for such intervention but due to resource limitation, this programme could not accommodate them all. The facilities are equipped with modern production tools which are not affordable by Kenyan MSEs. They are affordable. Water and electricity is connected. By now, it has become a center of excellent in empowering MSEs in East Africa*", said programme managers.

Referring to the benefits transferred to MSEs by JP, managers explained that,

> "*Most of MSEs have graduated from here. They are productively working on their own. They have revitalized and expanded their enterprises. They have built on their*

confidence when were incubated here. If you are taken to some outlets here in town (Nairobi), you will be surprised to see products of high standards. These are some of valid manifest that JP has impactful benefits to entrepreneurs. Previously they (entrepreneurs) could not produce such quality products. But thanks to JP, they are enjoying the fruits of this programme", said programme managers.

Based on these responses, it is evident that the installation of worksite facility supported the production needs of entrepreneurs to greater performances.

Pearson's correlation method was used to measure correlation of installation of worksite facility and the performance of Micro-Small-Entrepreneurial Projects and results are as shown per Table 4.19.

Table 4.19: Correlation of Installation of Worksite Facility and Performance of Micro-Small-Entrepreneurial Projects

		Performance	**Installation of Worksite Facility**
Installation of Worksite Facility	Pearson Correlation	0.344**	1
	Sig. (2-tailed)	0.000	
	n	145	145

** Correlation is significant at the 0.01 level (2-tailed).

The statistics per Table 4.19 indicates that at significance level of 1%, the coefficient of correlation between installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects was 0.344 [$p = 0.000 < 0.01$]. This implies that there is a weak positive relationship between installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects.

The following hypothesis was framed:

Hypothesis H_{01}: There is no significant relationship between installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects in Nairobi County.

The null hypothesis was not supported by the findings for $r=0.344$ ($p = 0.000 < 0.01$) and thus null hypothesis was rejected as there was reasonable statistical ground to conclude that installation of worksite facility has significant influence on performance of Micro-Small-Entrepreneurial Projects in Nairobi County

After establishing the existence of significant relationship between installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects, the researcher found out the influence of installation of worksite facility on performance of Micro-Small-Entrepreneurial Projects. The regression model for the hypothesis was as follows:

Performance of Micro-Small-Entrepreneurial Projects = f (installation of worksite facility)

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Regression analysis was performed to determine the strength of the model in predicting the performance of Micro-Small-Entrepreneurial Projects. Data was analyzed and the regression results are shown per Table 4.20.

Table 4.20: Regression Analysis of Installation of Worksite Facility and Performance of Micro-Small-Entrepreneurial Projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	0.344	0.119	0.112	0.27152	0.050	19.237	1	143	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.418	1	1.418	19.229	.000
	Residual	10.542	144	.074		
	Total	11.960	145			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.808	0.273		10.294	0.000
	Installation of worksite facility	0.300	0.068	0.344	4.385	0.000

Predictors: (Constant), Installation of worksite facility
Dependent Variable: Performance of Micro-Small-Entrepreneurial Projects

F (1,144) = 19.229, t=4.385, at level of significance P<0.05, r= 0.344 and R^2=0.119

Table 4.20 presents the coefficients for the regression of the installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects. The study was seeking to find out if installation of worksite facility was significantly or not significantly related to performance of Micro-Small-Entrepreneurial Projects.

From the model summary per Table 4.20, the coefficient of installation of worksite facility (0.344) was statistically significant for P<0.05. The model predicted 11.9% variation in the performance of the Projects.

According to ANOVA data per Table 4.20, the model was deemed appropriate in predicting the performance of Micro-Small-Entrepreneurial (MSE) Projects for F (1,144) = 19.229.

From the coefficient data per Table 4.20, the t-value of 4.385 is more than the standard t (1.96). Holding other factors constant, one unit change in the installation of worksite facility resulted into 0.300 variation in performance of the MSE projects.

Thus it was concluded that installation of worksite facility is a significant variable in predicting the performance of Micro-Small-Entrepreneurial Projects.

The model becomes, $Y= 2.808 + 0.300X_{1.}$

The results were consistent with related studies which sustain the existence relationship between worksite facilities with performance of Micro-Small-Entrepreneurial Projects (Kamunge et al., 2014; Kanyari and Namusonge, 2013). Furthermore, Fonseca et al. (2001) and Schwartz and Hornych (2010) are on the view that adequate and conducive worksites stimulates MSEs development for growth, expansion and development of innovative product and services.

4.7 Entrepreneurship Training and Performance of Micro-Small-Entrepreneurial Projects

The second objective established the degree of the relationship of entrepreneurship training with performance of Micro-Small-Entrepreneurial Projects in Nairobi County. Entrepreneurship training was an independent variable that predicted performance of Micro-Small-Entrepreneurial Projects. To measure this variable, respondents indicated their agreement with statements relating to the to which the training was need-based, relevant, and adequate and whether the training was practical.

Quantitative data on this theme was analyzed and results triangulated with qualitative data. The main indicators for entrepreneurship training were: raining needs analysis, content of the training, duration of training, training method and practical skills acquired. Respondents answered eleven items rated on a five-point Likert scale ranging from Strongly-Disagree (S-D), Disagree (D), Neutral (N), Agree (A) or Strongly-Agree(S-A). In scoring, the mentioned scales

were in equidistance of 0.8 as follows: Strongly Agree (SA) 4.2<SA<5.0, Agree (A) 3.4<A<4.2, Neutral (N) 2.6<N<3.4, Disagree (D) 1.8<D<2.6 and Strongly Disagree (SD) 1<SD<1.8. Table 4.21 shows descriptive statistics for installation of worksite facility.

Table 4.21: Entrepreneurship Training and performance of Micro-Small-Entrepreneurial Projects

Statements on entrepreneurship training	**SD** **f (%)**	**D** **f (%)**	**N** **f (%)**	**A** **f (%)**	**SA** **f (%)**	**Mean**	**STD**
The training met all my skill and knowledge needs	3 (2.1)	6 (4.1)	32 (22.1)	100 (69.0)	4 (2.8)	3.6621	0.6994
The training helped learn on business planning practices	0 (0.0)	1 (0.7)	10 (6.9)	121 (83.4)	13 (9.0)	4.0069	0.4330
The training improved my financial plans	0 (0.0)	0 (0.0)	8 (5.5)	114 (78.6)	23 (15.9)	4.1034	0.4522
The training improved my sales and marketing skills	0 (0.0)	0 (0.0)	21 (14.5)	110 (75.9)	14 (9.7)	3.9517	0.4906
Through the training Stocks have effectively been managed	1 (0.7)	0 (0.0)	18 (12.4)	109 (75.2)	17 (11.7)	3.9724	0.5521
The training was conducted in participatory methods	0 (0.0)	0 (0.0)	14 (9.7)	112 (77.2)	19 (13.1)	4.0345	0.4775
The on-job training facilitated quick acquisition of hard and soft skills	0 (0.0)	1 (0.7)	6 (4.1)	118 (81.4)	20 (13.8)	4.0828	0.4488
The training was organized in a progressive manner	1 (0.7)	2 (1.4)	20 (13.8)	110 (75.9)	12 (8.3)	3.8966	0.5740
The duration of the trainings was adequate for learning	12 (8.3)	18 (12.4)	19 (13.1)	90 (62.1)	6 (4.1)	3.4138	1.0381
The training was relevant to your business	0 (0.0)	2 (1.4)	3 (2.1)	78 (53.8)	62 (42.8)	4.3655	0.6647
The training was very practical in solving problems	0 (0.0)	0 (0.0)	0 (0.0)	108 (74.5)	37 (25.5)	4.2552	0.4375
Composite results						**3.9768**	**0.5698**

Table 4.21 presents the frequencies, means, and standard deviation, composite mean and standard deviation obtained on the statements for entrepreneurship training in the

implementation of Jua-kalis-empowerment programme (JP). The overall composite mean with standard deviation were 3.9768 and 0.5698 correspondingly. The statements which indicate that entrepreneurship training was critical in the performance Micro-Small enterprises had their means exceeding the composite mean of 3.9768 and are the following: the duration of the training was adequate for learning, the training was very practical, training helped to improve financial plans, the on-job training facilitated quick acquisition of hard and soft skills, the training was conducted in participatory methods, the training helped learn on business planning practices, the training enabled effective stock management and the training to improve sales and marketing skills. The statements with the lowest means were the training met all skill and knowledge needs and the duration of the trainings was adequate for learning.

With the composite mean of 3.9768 it indicated that most of the respondents agreed that entrepreneurship training contributes to performance of Micro-Small-Entrepreneurial Projects. This is depicted by the majority of the respondents (beneficiaries) who reported that implementation of entrepreneurship training exceeded their training needs and expectations. Six out of eleven statements regarding entrepreneurship training had their mean exceeding the composite mean of 3.9768. Moreover, most of the respondents agreed that the training did not only meet their needs but also led to the acquisition of new management practices that helped them improve their productivity and operational reliability. The findings match those of Nyambura (2014) evaluation on the role of training on MSEs in Roysambu, Nairobi Kenya it was concluded that training interventions enhances management turn around for entrepreneurs. Similar establishments are found in a study on the impacts of empowerment project to rural women entrepreneurship in Malaysia by Hashima et al. (2011) whereby effective implementation of training empowerment programme was found to build entrepreneur`s confidence, inculcates new skills which in turn empowers them into productive tactics (Razaka and Amira, 2011). The results demonstrate that entrepreneurship training is a potential builder of entrepreneurs' management and production capacities leading to greater productivity.

Rahman et al. (2019) evaluated the appropriateness of entrepreneurship training programme in Malaysia and it was concluded that training contributed immensely to the product innovativeness and diversification and the overall business growth due to improved business management. Another study in Namimbia on the efficacy of entrepreneurship training concluded that the training programme was effective in meeting the training needs as evidenced by the increased sales as well as profits and assets (Ladzani and Visser, 2018). As such, effective entrepreneurship training must have its content connected to user needs (Kobba1 et al., 2020).

Ladzani and Visser (2018) supports that entrepreneurship training must be linked to interventions such as mentorship, technical skills and coaching services. Thus the role of entrepreneurship training on performance of MSE Projects can be tied to the interconnectedness between the beneficiary needs and the programme intervention logic.

Further, the results from this study support the empirical inferences by Klinger and Schundeln (2007), Msoka (2013) and Karanja (2014) that appropriate training contributes to performance the enterprises. While focusing on the contribution of training programme on business performance, Tungodden and Bjorvatn (2010) found that entrepreneurial knowledge has a positive correlation with development, growth, performance and success of entrepreneurs. Entrepreneurs who are trained on business management skills are said to be better equipped with entrepreneurship skills essential for starting, improving and marketing their businesses (Hassan and Mugambi, 2013). Thus entrepreneurship training empowers entrepreneurs by building their confidence and self-esteem that led to greater improvements in the management of their enterprises. In addition, entrepreneurship training enhances entrepreneur's self-confidence in taking more risks in their daily management of their enterprises (Bosire and Nzaramba, 2013). Klinger and Schundeln (2007) and Nyambura (2014) concede that appropriate training programme models sharpen entrepreneurs' abilities to continuously learn and improve. A related by Dladla and Mutambara (2019) on the effects of training project on SMEs performance conclude that a well designed and implemented training programmes result into productive enterprises. Thus training programmes that are aligned to the client needs and implemented using appropriate strategy boosts the performance of the SMEs (Chi and Lin (2015). It follows that the performance of Micro-Small-Entrepreneurial Projects as indicated by the views and opinions of the respondents was designed and implemented in responsive manner to the satisfaction of the clients.

Skills and knowledge are essential factors of production. Similarly, entrepreneurship skills are important requirements for running an enterprise (Johnson et al., 2006). Inadequate entrepreneurial skill was one of the training needs for the JP. This is supported by the interview results where managers stated that,

> "*Majority of the entrepreneurs selected for the training were not able to keep even a record of daily transaction. You cannot believe that that even those who had tertiary and university degrees could not account for their daily operations and transactions. But this training provided them with practical basis for promoting good enterprise management especially in record keeping and planning*", said programme managers.

Also, managers claimed that,

> "*During the recruitment, we came across many educated entrepreneurs but didn't know the practical and technological bits of handling and operating tools and equipment. There were serious challenges of solving business issues at the shop-floor….. this was a big waste of human capital. Thanks to this programme that after recruiting and training them (entrepreneurs), they are now experts their own enterprises*", said programme managers.

Further, the link between entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects was revealed by the managers who claimed that,

> "*This programme (JP) was designed from the user needs. Training need analysis was conducted to identify and prioritize user needs during the programme design. This was the preliminary step in the planning and design for the training-content and modules. The trainings were competitively designed and the entire package was tailored to suit the needs of entrepreneurs. Entrepreneurs were trained in different fields including technical skills, business management skills as well as problem solving skills based on their different skills gaps. That is how the logic intervention was achieved and effective results realized*", said programme managers.

Pearson's Product Moment Coefficient of correlation technique was used to establish the relationship between entrepreneurship training and the performance of Micro-Small-Entrepreneurial Projects. The results are presented per Table 4.22.

Table 4.22: Correlation of Entrepreneurship Training and Performance of Micro-Small-Entrepreneurial Projects

		Performance	**Entrepreneurship Training**
Entrepreneurship Training	Pearson Correlation	0.467**	1
	Sig. (2-tailed)	0.000	
	n	145	145

**. Correlation is significant at the 0.01 level (2-tailed).

The statistics per Table 4.22 indicates that at 1% level of significance, coefficient of correlation between entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects was 0.467 [$p = 0.000 < 0.01$]. It implies that there exists weak positive relationship between entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects.

The following hypothesis was framed:

Hypothesis H_{02}: There is no significant relationship between entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects in Nairobi County

The null hypothesis was not supported by the findings per Table 4.22 for = 0.467 for $p<0.05$, thus null hypothesis was rejected since there existed reasonable statistical ground to conclude that entrepreneurship training facility has significant influence on performance of MSE projects in Nairobi County

After establishing the existence of significant correlation of entrepreneurship training with performance of MSE projects, the researcher sought to determine how entrepreneurship training related to performance of MSE Projects. The regression was:

Performance of Micro-Small-Entrepreneurial Projects = f (entrepreneurship training)

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

Regression was performed to determine the strength of the model in predicting the performance of Micro-Small-Entrepreneurial Projects. Data was analyzed and the regression results are shown per Table 4.23.

Table 4.23: Regression Analysis of Entrepreneurship Training and Performance of Micro-Small-Entrepreneurial Projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.467	0.218	0.212	0.25580	0.050	39.790	1	143	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.603	1	2.603	39.782	0.000
	Residual	9.357	144	0.065		
	Total	11.960	145			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.850	0.342		5.415	0.000
	entrepreneurship training	0.494	0.078	0.467	6.307	0.000

Predictors: (Constant), entrepreneurship training
F (1,144) =39.782, t=6.307, P<0.05, r= 0.467 and R^2=0.218
Dependent Variable: Performance of Micro-Small-Entrepreneurial Projects

Table 4.23 presents the coefficients for the regression of the entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects.

From the model summary per Table 4.23, the coefficient of installation of worksite facility (0.467) was statistically significant for P<0.05. The model predicted 21.8% variation in the performance of MSE Projects.

According to ANOVA results per Table 4.23, the model was deemed fit in predicting the performance of MSE Projects for F (1,144) = 39.782.

From the coefficient data per Table 4.23, the t-value of 6.307 is more than the standard t (1.96). Holding other factors constant, one unit change in the entrepreneurship training resulted into 0.494 variation in performance of MSE Projects.

Thus it was concluded that entrepreneurship training is a significant variable in predicting the performance of Micro-Small-Entrepreneurial Projects.

The coefficient of entrepreneurship training (0.467) is statistically significant for $P<0.05$. Additionally, t-value (6.0307) was more than the standard t (1.96). R^2 =0.212, implying that entrepreneurship training accounts for about 21% of the total variation in the performance of MSE Projects. Thus it was concluded that entrepreneurship training is a significant variable in predicting performance of MSE Projects.

The model is, $Y= 1.850 + 0.494X_{2.}$

The model shows that that entrepreneurship training had statistical significance ($P<0.05$). The results are in agreement other studies that conclude that entrepreneurship training contributes to performance of project (Rahman et al., 2019; Ladzani and Visser, 2018; Nyambura, 2014; Karanja, 2014; Msoka, 2013; Hassan and Mugambi, 2013; Hashima, et al., 2011; Tungodden and Bjorvatn, 2010; Klinger and Schundeln, 2007).

4.8 Promotion of Sales and Performance of Micro-Small-Entrepreneurial Projects

Objective three assessed how promotion of sales influenced performance of Micro-Small-Entrepreneurial (MSE) Projects in Nairobi County. Promotion of sales was conceptualized as an independent variable that was used to predict performance of Micro-Small-Entrepreneurial Projects. To measure this variable, respondents indicated their level agreement regarding the following aspects of promotion: type of promotion, frequency of promotion, duration of promotion, promotion techniques and customer care.

The quantitative data was analyzed and results triangulated with qualitative data. The main indicators for promotion of sales were: type of promotion, frequency of promotion, duration of promotion, promotion techniques and customer care. Respondents answered ten items rated on a five-point Likert scale ranging from Strongly-Disagree(SD), Disagree(D), Neutral(N), Agree(A) or Strongly-Agree(SA). In scoring, the mentioned scales were in equidistance of 0.8 as follows: Strongly Agree (SA) $4.2<SA<5.0$, Agree (A) $3.4<A<4.2$, Neutral (N) $2.6<N<3.4$, Disagree (D) $1.8<D<2.6$ and Strongly Disagree (SD) $1<SD<1.8$. The Table 4.24 presents the standard deviation, percentages and mean of the responses regarding performance of Micro-Small-Entrepreneurial Projects.

Table 4.24: Statements on Promotion of Sales and performance of Micro-Small Entrepreneurial project

Statements on promotion of sales	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	STD
The promotion events were in line with my market needs	0 (0.0)	4 (2.8)	15 (10.3)	108 (74.5)	18 (12.4)	3.9655	0.5823
Numerous promotion methods were used	0 (0.0)	9 (6.2)	9 (6.2)	106 (73.1)	21 (14.5)	3.9586	0.6757
There was high frequency of promotion events that enhanced marketing	9 (6.2)	32 (22.1)	25 (17.2)	75 (51.7)	4 (2.8)	3.2276	1.0257
Huge sales were collected during the promotion events	2 (1.4)	13 (9.0)	13 (9.0)	87 (60.0)	30 (20.7)	3.8966	0.8797
The promotion events allowed for free information sharing and networking	0 (0.0)	7 (4.8)	13 (9.0)	102 (70.3)	23 (15.9)	3.9724	0.6661
The promotion events allowed enough time for community networking	0 (0.0)	5 (3.4)	6 (4.1)	105 (72.4)	29 (20.0)	4.0897	0.6114
The promotion events exposed my enterprise to new market linkages	0 (0.0)	6 (4.1)	8 (5.5)	112 (77.2)	19 (13.1)	3.9931	0.5951
Through promotion, customer base has increased	0 (0.0)	4 (2.8)	10 (6.9)	114 (78.6)	17 (11.7)	3.9931	0.5464
The promotion events allowed for customer relations	0 (0.0)	12 (8.3)	19 (13.1)	107 (73.8)	7 (4.8)	3.7517	0.6722
Composite results						**3.8720**	**0.6950**

Table 4.24 presents the frequencies, means, standard deviation, composite mean and the composite standard deviation for statements on promotion of sales and Jua-kalis-empowerment programme (JP). The composite mean for the promotion of sales was 3.8720 and composite standard deviation was 0.6950. The top three statements with the greatest means that support that promotion of sales are critical to performance of MSE Projects were the following: the promotion events allowed enough time for community networking, promotion events exposed respondents to new market linkages and promotion events increased customer base. Three statements with the lowest means were: promotion events allowed for huge sales collection, promotion events allowed for greater customer relations and there was high frequency of promotion events that enhanced marketing.

Seven out of the nine statements regarding promotion of sales had their means exceeding the composite mean of 3.8720. Since the composite mean for the promotion of sales was 3.8720, majority of the respondents agreed that promotion of sales contributes to performance of MSE Projects. This finding is supported by empirical establishments by Nthuni (2014) in a research to establish the how business networks on MSEs` growth in Kenya whereby social capital components like business networks, promotions, training information access, innovation access were found to have significant contribution to the growth of MSEs. Similar arguments are advanced by Abeka (2011) in a study to determine how personal and business networks in entrepreneur's success in Kenya where the results led to the conclusion that networking opportunities like seminars, training and trade fairs increases chances of developing business relations essential for customer management and good business image.

Further, the data revealed that two statements on the promotion of sales had means less than the composite mean of 3.8720. These statements are: promotion events allowed for greater customer relations (mean 0=3.7517) and there was high frequency of promotion events that enhanced marketing (mean 0=3.2276). This finding can be explained by the non-direct effects of the promotion events. Whereas installation of worksite facility and entrepreneurship training were easily controllable within the JP set up, extraneous factors in the open market may have distorted the expectations of the respondents.

Malca et al. (2019) view market knowledge by SMEs as motivated by the mobility of promotion programmes as well as past market experiences. For a promotion programme to be effective, Remeikiene and Startiene (2013) recommends that the target stakeholders be first selected based on their needs and monitoring their feedback throughout the programme life. Baron and Markman (2003) posit that promotion events allow for intelligence and sharing of information and networking with customers, collaborators and exploring the emerging opportunities helps businesses develop innovative, competitive and growth-oriented market strategies. By exposing MSEs to such dynamic and competitive environment, it helps them to develop new considerations for solving market challenges and adjusting their organizations in order to adapt and compete (Birley et al., 1991). In support, Goldberg et al. (2003) attributes marketability, sale collection and attraction of potential clients to promotion events. Promotion of sales is also claimed to facilitate strategic alliances between MSEs and other interested partners essential for business growth and expansion (Chadamoyo and Dumbu, 2012). Hadiyati (2015) attributes marketability to diversity of promotions methods. It implies that product diversity enhances the

market potential and capacities to entrepreneurs. Overly, promotion of sale promotes determination and encourages creativity for competitive enterprises (Musimba, 2012; Thuni, 2014). The finding from this study suggests that promotion of sales allowed respondents to gain market intelligence on customer and environment needs leading to production of demand driven commodities for greater customer satisfaction and sales collection.

To gain understanding on the preferences towards different promotion methods, descriptive statistics were computed and the composite mean and standard deviation summated in Appendix V. The overall composite mean and standard deviations were 3.4209 and 0.8771 correspondingly. Generally, interactive methods of promotion are most favored as they permeate communication, interaction and quick feedbacks to customer expectations (Birley et al., 1991; Baron and Markman, 2003). This boosts connection with clients for greater growth (Nthuni, 2014). Through better linkages, MSEs can enhance their competitiveness with large enterprises (Ikewise et al., 2012).

Quantitative data collected from JP`s managers support that promotion of sales was beneficial to the productivity of enterprises. For example, when asked about the most productive approach of promoting sales, managers were on the view that,

> "*All promotion methods were important in one way or the other. They synergized each other. All together, the promotion methods boosted marketability of the MSE products and collection of sales. The MSEs are now able to market their product both locally and internationally. For example, we have been holding East African Nguvu Kazi Trade fair and we have been taking MSEs to exhibit in those exhibitions. Last year (2017), we took the most innovative entrepreneurs to trade exhibition in Arusha, Tanzania. The other year (2016) we took them to Rwanda. In 2018, the exhibition will be held here in Kenya and we expect to sponsor so many of them. We have also assisted them to participate in the annual ASK shows, innovation expos among other trade fairs. The entrepreneurs have participated in various trade fairs and expo. We have also exposed them (entrepreneurs) through promotion episodes like road shows, local branding, publicizing and advertised their products in our website, newsletters, bill boards and publications. Periodically we have held competition award for the most innovative brands. We have also encouraged them (entrepreneurs) to pursue other avenues of marketing their products like by the use of point of sale, direct customer linkage, personal selling and customer appreciation events. All these interventions have cumulative impacts to them (entrepreneurs)*", said programme managers.

In another dimension, managers were asked to highlight the benefits accrued from the promotion activities and the responses were,

> "*Firstly, all the promotion efforts and strategies have helped us as the project organization to achieve our objectives of promoting a vibrant brand of entrepreneurs in*

Kennya. Equally, entrepreneurs have been able to create new contacts, networks, improve sales collection and expand their market opportunities. The programme has helped boost the buy Kenya build Kenya initiative", said programme managers.

In addition,

"*They (entrepreneurs) have now become more aware about the market needs and competition dynamics for better marketing strategies*", said programme managers.

Pearson's correlation technique was used to establish how promotion of sales related to performance of Micro-Small-Entrepreneurial Projects. Correlational results as shown per Table 4.25.

Table 4.25: Correlation of Promotion of Sales and Performance of Micro-Small-Entrepreneurial Projects

		Performance	**Promotion of sales**
Aspects of Promotion of sales	Pearson Correlation	0.017*	1
	Sig. (2-tailed)	0.039	
	n	145	145

*Correlation is significant at the 0.05 level (2-tailed).

The statistics per Table 4.25 indicates that at 5% significance level, coefficient of correlation of promotion of sales with performance of Micro-Small-Entrepreneurial Projects was 0.017 ($p=0.039<0.05$). This implies that there is no significant relationship between promotion of sales and performance of Micro-Small-Entrepreneurial Projects.

Hypothesis was framed as follows:

Hypothesis H_{03}: Promotion of sales has no significant influence on performance of Micro-Small-Entrepreneurial Projects in Nairobi County

The null hypothesis was supported by the findings per Table 4.25 for $r= 0.017$ and $p=0.039<0.05$, thus we fail to reject the null hypothesis as there was reasonable statistical ground to conclude that promotion of sales has no significant influence on performance of Micro-Small-Entrepreneurial Projects in Nairobi County.

After confirming lack of significant relationship of promotion of sales with performance of MSE Projects, the researcher sought to find out the influence of promotion of sales on performance of Micro-Small-Entrepreneurial Projects. The following regression model was developed:

Performance of Micro-Small-Entrepreneurial Projects = f (promotion of sales)

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

Regression analysis was performed to determine the strength of the model in predicting the performance of Micro-Small-Entrepreneurial Projects. The regression results are shown per Table 4.26.

Table 4.26: Regression of Promotion of Sales and Performance of Micro-Small-Entrepreneurial Projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.017	0.000	-0.007	0.28916	0.050	0.047	1	143	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.003	1	0.003	0.041	0.000
	Residual	11.957	144	0.083		
	Total	11.960	145			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.068	0.337		12.066	0.000
	Promotion of sales	0.018	0.087	0.017	0.204	0.839

Dependent Variable: Performance of Micro-Small-Entrepreneurial Projects
Predictors: (Constant), Promotion of sales
F (1,144) = 0.041, t=0.204, at level of significance p=0.839>0.05, r= 0.017 and R^2=0.000

Table 4.26 presents the coefficients for the regression of the promotion of sales and performance of Micro-Small-Entrepreneurial Projects.

From the model summary per Table 4.26, the coefficient of promotion of sales (0.017) was not statistically significant for P<0.05. The model predicted 0.00% variation in performance of MSE Projects.

According to ANOVA results per Table 4.26, the model was deemed not fit in predicting the performance of Micro-Small-Entrepreneurial Projects for F (1,144) = 0.041 at. P=0.839.

From the coefficient data per Table 4.26, t (0.204) for p=0.839>0.05 was less than the standard t (1.96). Thus it was concluded that promotion of sales is not a significant variable in predicting the performance of Micro-Small-Entrepreneurial Projects

Holding other factors constant, one unit change in the promotion of sales resulted into 0.018 variation in the performance of Micro-Small-Entrepreneurial Projects.

The model is, $Y= 4.068 + 0.018X_3$.

Whereas promotion of sales stimulates business connectivity and integration with customers in solving market challenges (Nthuni, 2014; Birley et al., 1991), it was difficult to control the residual effects of promotion of sale as it was greatly influenced by the dynamic environment. In the open environment, entrepreneurs face huge competition which limit their ability to grow and expand (Chadamoyo and Dumbu (2012). Hence due to many extraneous factors, promotion of sale could not satisfy the high expectations of the respondents. Whereas risk management is claimed to influence performance of project (Malca et al., 2019; Remeikiene and Startiene, 2013) the findings from this study support those depicting low relationship between promotion of sales and performance of project (Chadamoyo and Dumbu, 2012; Abeka, 2011).

4.9 Implementation of Jua-kalis-empowerment programme and Performance of Micro-Small-Entrepreneurial Projects

Objective four wanted to examine how implementation of Jua-kalis-empowerment programme influences performance of MSE Projects in the County of Nairobi. The implementation of Jua-kalis-empowerment programme were installation of promotion of sales, worksite facility and entrepreneurship training.

Respondents answered statements regarding implementation of Jua-kalis-empowerment programme on a five-point Likert scale ranging from Strongly-Disagree(SD), Disagree(D), Neutral(N), Agree(A) or Strongly-Agree(SA). In scoring, the mentioned scales were in equidistance of 0.8 as follows: Strongly Agree (SA) 4.2<SA<5.0, Agree (A) 3.4<A<4.2, Neutral (N) 2.6<N<3.4, Disagree (D) 1.8<D<2.6 and Strongly Disagree (SD) 1<SD<1.8. The obtained results are shown per Table 4.27.

Table 4.27: Implementation of Jua-kalis-empowerment programme

Statements of Implementation of Jua-kalis-empowerment programme	N	Mean	STD
Installation of worksite facility	145	3.9753	0.6648
Entrepreneurship training	145	3.9768	0.5698
Promotion of sales	145	3.8720	0.6950
Composite results	**145**	**3.9241**	**0.6432**

Table 4.27 presents the frequencies, means, and standard deviation, composite mean and standard deviation obtained on the statements on implementation of Jua-kalis-empowerment programme. The overall composite mean and standard deviation for implementation of Jua-kalis-empowerment programme (JP) were 3.9241 and 0.6432 correspondingly. At a composite mean of 3.9241 and composite standard deviation of 0.6432, most of the respondents were in agreement that implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training, promotion of sales) was critical contributor to performance of Micro-Small-Entrepreneurial Projects. The performance of Micro-Small-Entrepreneurial Projects was accredited to linkage of needs to the design and appropriate coordination and execution approach of the JP.

The results support the conclusion by Ayoade and Agwu (2016) in evaluation of government empowerment programmes on enterprise development that most programmes failed due to poor coordination and managements support. The results are further upheld by the findings from a study in Rwanda that entrepreneurship projects added 55% of entrepreneurs' welfare by in revenue genration, income and savings (Muhayimana and Kimemia, 2015). The gainful impacts were attributed to flexible and effective coordination of the programme.

The responses of the programme managers consented that the programme was conceptualized in line with entrepreneurs` needs which led to better outputs. And when the managers were asked to expound more about the overall execution of the programme, they retorted that,

> "*During the initiation, we did thorough need analysis and stakeholder analysis. We conducted a feasibility study before the implementation of this program. This enabled us to design a workable programme implementation plan. Mobilization of the resources was not an issue. The programme management was led by able an effective team of experts that led to effective coordination and integration of programme activities. As you are aware, Jua-kali sector is a political industry. And to run programme successfully requires lots of diligence in stakeholder management and environment*

management. Indeed, the success of this programme is worth replication across other counties in Kenya", said programme managers.

Additionally,

"*JP has evolved throughout the implementation period so as to adapt to the changing environment needs. We have strived to adapt to the changing industry needs through flexible change management processes. We have been learning lessons towards maximization of the programme outputs. The lessons learnt will go along with improving our future strategies towards sustainable empowerment of entrepreneurs*" said programme managers.

Pearson's Product Moment Coefficient of correlation technique was used to examine the relationship between implementation of Jua-kalis-empowerment programme with performance of Micro-Small-Entrepreneurial Projects and the prevailing results are presented per Table 4.28.

Table 4.28: Correlation of implementation of Jua-kalis-empowerment programme and Performance of Micro-Small-Entrepreneurial Projects

		Performance	Installation of worksite facility	Entrepreneurship training	Promotion of sales
Installation of worksite facility	Pearson Correlation	0.344**	1		
	Sig. (2-tailed)	0.000			
	n	145	145		
Entrepreneurship training	Pearson Correlation	0.467**	0.161	1	
	Sig. (2-tailed)	0.000	0.000		
	n	145	145	145	
Promotion of sales	Pearson Correlation	0.017*	0.029	0.022	1
	Sig. (2-tailed)	0.038	0.000	0.000	
	n	145	145	145	145

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

The data shown per Table 4.28 indicate that at significance level of 1%, the coefficient of correlation for installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects was 0.344 for $p = 0.000 < 0.01$. Also, at significance level of 1%, the coefficient of correlation for entrepreneurship training and performance of MSE projects was 0.467 for $p = 0.000 < 0.01$. However, at level of significance of 5%, coefficient of correlation of promotion of sales with performance of MSE Projects was 0.017 for $p=0.038<0.05$.

At this stage, promotion of sales was eliminated from testing of hypothesis and the modelling of the implementation of JP since the relationship between promotion of sales and performance of MSE Projects was not statistically significant at 95% confident interval (forward variable selection). In forward variable selection method, a predictor variable found to have close to zero coefficient of determination (for promotion of sales $R^2 =0.000$ per Table 4.26) is eliminated as it cannot predict the outcome variable or performance of Micro-Small-Entrepreneurial Projects (Harrel, 2001; Hocking, 1976). The new constructs for the implementation of Jua-kalis-empowerment programme were installation of worksite facility and entrepreneurship training.

Hypothesis below was framed and tested:

Hypothesis H_{04}: There is no significant influence of the implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) on performance of MSE projects in Nairobi County

The results per Table 4.28 implies that implementation of Jua-kalis-empowerment programme was significant for $p<0.05$ thus null hypothesis was rejected as there was reasonable statistical ground to conclude that the implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) has significant influence on performance of Micro-Small-Entrepreneurial Projects in Nairobi County.

After establishing the existence of significant linkage between implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) and performance of Micro-Small-Entrepreneurial Projects, the researcher sought to find out the influence of the implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) on performance of Micro-Small-Entrepreneurial Projects.

Thus the following regression model was developed:

Performance of Micro-Small-Entrepreneurial Projects = f (Implementation of Jua-kalis-empowerment programme)

$Y = \beta 0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$ where:

Y: Performance of Micro-Small-Entrepreneurial Projects

X_1: Installation of worksite facility

X_2: Entrepreneurship training

$\beta 0$: Constant term

β_1, β_2, Beta coefficients

ε Error term

Regression analysis was performed to determine the strength of the model in predicting the performance of Micro-Small-Entrepreneurial Projects. The regression results are presented per Table 4.29.

Table 4.29: Regression of Implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) on Performance of Micro-Small-Entrepreneurial Projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.523	0.274	0.258	0.24824	0.050	26.351	2	142	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.271	2	1.629	26.345	0.000
	Residual	8.689	143	0.061		
	Total	11.960	145			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.780	0.427		4.167	0.000
	Installation of worksite facility	0.201	0.066	0.231	3.033	0.003
	Entrepreneurship training	0.436	0.081	0.411	5.392	0.000

a. Dependent Variable: Performance of Micro-Small-Entrepreneurial Projects

b. Predictor Variables: Installation of worksite facility, entrepreneurship training, (constant)

F (2,143) = 26.345, r = 0.523, R^2 = 0.274 at p=0.000<0.05

The objective four was seeking to determine the influence of the implementation of Jua-kalis-empowerment programme to performance of Micro-Small-Entrepreneurial Projects.

The model summary in Table 4.29 indicates that coefficient of implementation of Jua-kalis-empowerment programme was r=0.523 for p<0.05, the model predicted 27.4% variation in the performance of MSE Projects.

According to ANOVA data, the model was deemed appropriate in predicting the performance of Micro-Small-Entrepreneurial Projects for F (2,143) = 26.345 at. P=0.00

From the coefficient data per Table 4.29, t for installation of worksite facility was 3.033 (p=0.003>0.05) and t for entrepreneurship training was 5.392 (p=0.000>0.05) which were less

than the standard t (1.96). Thus it was concluded that implementation of Jua-kalis-empowerment programme is a significant variable in predicting the performance of Micro-Small-Entrepreneurial Projects.

Holding other factors constant, one unit change in the installation of worksite facility resulted into 0.201 variation in the performance of MSE Projects. in addition, holding other factors constant, one unit change in the entrepreneurship resulted into 0.436 variation in the performance of MSE Projects.

The model is, $Y= 1.780+0.231X_1+0.411X_2+\varepsilon$.

The model indicates that installation of worksite facility and entrepreneurship training had statistical significance ($P<0.05$). R^2 =0.274. This implies that implementation of Jua-kalis-empowerment programme explained 27.4% variation in performance of MSE Projects. Thus installation of worksite facility and entrepreneurship training are best factors to predict the performance of Micro-Small-Entrepreneurial Projects.

The results concur with Swastawati et al. (2020) on their conclusion from an evaluation study on performance of fishery-processing empowerment programme in Indonesia that execution and utilization of empowerment programmes (training and worksite technologies) can lead to increase in the production capacity and performance of the recipients. Similar results are established by Hidayati (2018) evaluated the impact of women's empowerment through corporate social responsibility programmes in Indonesia that empowerment programmes impacts positively to women`s productivity and socioeconomic performance. Also, the findings support a conclusion of evaluation of impact of project operations on performance in Saudi Arabia that effective leadership and coordination of empowerment programmes enhances the overall performance (Rehma et al., 2014). In support, Yanfika et al. (2019) conclude in their study to assess the appropriateness of fish-processing empowerment programme that when programme is appropriately designed from gaps identified from the beneficiary needs which results into responsive outcomes. Similar findings are concluded in research on the factors persuading the Kenyan youth in the youth development fund that empowerment programme empowers entrepreneurs into becoming accountable to the success of their enterprises. However, poor coordination and inadequate implementation capacity leads to unsuccessful programme delivery (Mwobobia, 2012). For JP, the beneficial outcomes were attributed to effective coordination and leadership agility. Theory of constraints assures that when project is planned and implemented

in a logical way it leads to the process improvement and better results (Goldratt and Cox, 1986). Also, system theory of organization supports that effective integration and organization of programme results into responsive deliverables (Ahrne, 1994; PMI, 2013). From the interviews, JP managers achieved this by ensuring that all programme components were well integrated and coordinated in a coherent way so as to secure programme stability and performance (Ahrne, 1994). Possibly, this resulted into valuable outcomes.

4.10 Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects

Objective five assessed how risk management practice influenced performance of Micro-Small-Entrepreneurial (MSE) Projects in Nairobi County. As an independent variable, risk management practice measured by the indictors risk identification, assessment, treatment and control.

The quantitative data was analyzed and results triangulated with qualitative data. Respondents answered fourteen items rated on a five-point Likert scale ranging from Strongly-Disagree(SD), Disagree(D), Neutral(N), Agree(A) or Strongly-Agree(SA). In scoring, the mentioned scales were in equidistance of 0.8 as follows: Strongly Agree (SA) 4.2<SA<5.0, Agree (A) 3.4<A<4.2, Neutral (N) 2.6<N<3.4, Disagree (D) 1.8<D<2.6 and Strongly Disagree (SD) 1<SD<1. 8. Results from descriptive analysis are as shown per Table 4.30.

Table 4.30: Risk Management Practice and performance of Micro-Small-Entrepreneurial Projects

Statements of risk management practice	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	STD
The basic practices in risk management were understood	2 (1.4)	0 (0.0)	34 (23.4)	93 (64.1)	16 (11.0)	3.8345	0.6668
Risks are regally identified	0 (0.0)	2 (1.4)	22 (15.2)	113 (77.9)	8 (5.5)	3.8759	0.4984
Risks are regularly analysed	2 (1.4)	0 (0.0)	32 (22.1)	101 (69.7)	10 (6.9)	3.8069	0.6157
Risk are prioritized based on probability of occurrence and impact	2 (1.4)	2 (1.4)	27 (18.6)	105 (72.4)	9 (6.2)	3.8069	0.6269
Alternatives to risk responses are evaluated	2 (1.4)	4 (2.8)	39 (26.9)	87 (60.0)	13 (9.0)	3.7241	0.7215
Risk are always converted into opportunities	0 (0.0)	0 (0.0)	40 (27.6)	91 (62.8)	14 (9.7)	3.8207	0.5853
Risk with potential negative consequences are always avoided	2 (1.4)	2 (1.4)	33 (22.8)	98 (67.6)	10 (6.9)	3.7724	0.6535
Diverse risk response strategies are employed	0 (0.0)	7 (4.8)	28 (19.3)	101 (67.9)	9 (6.2)	3.1310	0.8917
My enterprise is insured against potential risks	11 (7.6)	12 (8.3)	73 (50.3)	45 (31.0)	4 (2.8)	3.7586	0.7571
Risk decisions are always communicated to customers	4 (2.8)	2 (1.4)	33 (22.8)	92 (63.4)	14 (9.7)	3.7034	0.6783
Customers appreciate and support all risk decisions	0 (0.0)	6 (4.1)	43 (29.7)	84 (57.9)	12 (8.3)	3.6690	0.6016
There is risk plan in place	0 (0.0)	4 (2.8)	46 (31.7)	89 (61.4)	6 (4.1)	3.8345	0.6238
Risk responses are regularly monitor and controlled	0 (0.0)	2 (1.4)	36 (24.8)	91 (62.8)	16 (11.0)	3.7720	0.6324
Flexible risk management approaches are used	0 (0.0)	2 (1.4)	25 (17.2)	102 (70.3)	16 (11.0)	3.9103	0.5764
Composite results						**3.7443**	**0.6521**

Table 4.30 presents the frequencies, means, standard deviation, composite mean and standard deviation obtained on the statements of risk management practice. The overall composite mean

for risk management practice and the composite standard deviation were 3.7443 and 0.6521 correspondingly. The top three statements which indicate that promotion of sales was a critical contributor to performance of Micro-Small-Entrepreneurial Projects had their means exceeding the composite means of 3.7443 were the following: flexibility in risk management, regular identification of risks availability risk plan. Statements with lowest mean were: regular communications about risk decisions, customers appreciate support all my risk decisions and employment of diverse risk responses.

The composite mean of 3.7443 suggests that most of respondents were in agreement that risk management practice contributes to performance of MSE Projects. This is explained by the nine out of fourteen statements whose means were greater than the composite mean of 3.7443. In the statements, respondents had the general understanding of risks and they always acted to mitigate them. Management of risk is a limiting factor to success of project (Carbone and Tippet, 2004; Kululanga and Kuotcha, 2010). Hence, effective management of risk management enhances success of a programme (Zwikael and Ahn, 2011). This is supported by Ombati and Sakaja (2018) and Maritim and Chelule (2018) that performance of roads construction projects that risk management practices was influenced by that risk management. Thus managers who are able to forecast events that put their organizations into vulnerabilities stand a better chance of planning ahead so as to overcome negative consequences posed by the unforeseen hazards and threats (Eskesen et al., 2004; Kerzner, 2009). In addition, effective risk management practice allows organizations to maximize performance and outputs from a programme (Kinyua, Ogollah and Mburu, 2015).

The views of managers reinforce the establishment that the success of JP in enhancing performance of Micro-Small-Entrepreneurial Projects was anchored on effective risk management practices. For example, when asked why installation of worksite facility was suitable to the entrepreneurs, the response was,

> "*The successful installation of worksite facility was achieved owing to the sound risk management approaches right from the technical designs and environmental hazards*", said programme managers.

When asked to expound on the risks associated with installation of worksite facility, the response was,

> "*we have maintained high safety standards within the worksites and the users were sensitized and trained on maintaining safety especially when using machineries,*

electrical gadgets and chemicals. We complied with all the occupational health and safety procedures by installing appropriate risk remedies. Our quality assurance officer ensured that all quality standards were adhered to", said programme managers.

When asked to explain how risk management was conducted, all managers agreed that

"*There are surveillance system. Instructors and security guards help us in gathering risk related data. After profiling risks, the data is transformed into vital information. We use the information to planning for responsive measures. For example, quality assurance and control officers to ensure that all safety and quality standards are obliged. All machineries in our worksite are insured. Also, entrepreneurs are also insured while working here. We have a good system to gather risks from market environment like potential shifts in production technologies and changes in customer tastes and preferences. The feedback information is normally used to make appropriate adjustments…. We also inform and share with our stakeholder on risk management interventions. Our motto on risk management is prevention and prevention*", said programme managers.

Management of risk is the pivotal point for survival for all organizations. Equally, programmes are managed within risk management frameworks. When asked to explain the benefits of managing risks, managers responded,

"*We never halted any of our schedules. Thanks to the risks management strategy in place. The programme costs and schedules were always updated whenever we foresaw potential risk factors. Challenges are normal in any organization. The most important thing is to ensure adequate strategies are in place to overcome them…. Our occupational standard and measures have really worked of all people here. We hardly have serious incidents or accidents at workplace. This means that the labor is always productive. The resultant effect is reduction in medical and insurance costs and reduction in waste of resources. It also guarantees quality to the customers of our products. We comply with Kenya Bureau of Standards on quality standards and this guarantees the safety to our consumers. This satisfy our stakeholders beyond expectations and they are happy*", said programme managers.

This implies that risks management was an essential practice that guaranteed the performance of Micro-Small-Entrepreneurial Projects. The managers agreed that they were at the top of every step towards identification of risk, risk analysis, treatment of risk and control of risk which guaranteed performance. Risk management practices allowed for programme managers to set up appropriate procedures to mitigate risks and potential impacts so as to steer the project to effective results.

Pearson's Coefficient of correlation technique was used to compute the relation of risk management practice with performance of MSE Projects and the correlational results are shown per Table 4.31

Table 4.31: Correlation of Risk Management Practice and the performance of Micro-Small-Entrepreneurial Projects

		Performance	**Risk Management Practice**
Risk Management Practice	Pearson Correlation	0.014*	1
	Sig. (2-tailed)	0.047	
	n	145	145

*Correlation is significant at the 0.05 level (2-tailed).

The statistics per Table 4.31 indicate that at 5% level of significance, the coefficient of correlation between risk management practice and performance of Micro-Small-Entrepreneurial Projects was 0.014 for $p=0.047<0.05$. Thus there no significant relationship between risk management practice and performance of MSE Projects.

The following hypothesis was framed and tested:

Hypothesis H_{05}: There is no significant relationship between risk management practice and the performance of Micro-Small-Entrepreneurial Projects in Nairobi County

The null hypothesis was supported by the findings per Table 4.31 $r=0.014$ for $p=0.047$ thus we fail to reject the null hypothesis as there was reasonable statistical ground to conclude that risk management practice has no significant influence on performance of Micro-Small-Entrepreneurial Projects in Nairobi County.

After establishing the existence of no significant relationship of risk management practice with performance of MSE Projects, the researcher sought to find out the how risk management practice influence performance of Micro-Small-Entrepreneurial Projects. The following regression model was formulated.

Performance of Micro-Small-Entrepreneurial Projects = f (risk management practice)

$$Y= \beta_0 +\beta_4 X_4 +\varepsilon$$

Regression analysis was performed to determine the strength of the model in predicting the performance of Micro-Small-Entrepreneurial Projects. Data was analyzed and the regression results are shown per Table 4.32.

Table 4.32: Regression of Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	0.014	0.000	-0.007	0.28917	0.050	0.027	1	143	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.002	1	0.002	0.027	0.000
	Residual	11.958	144	0.083		
	Total	11.960	145			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.968	0.194		20.505	0.000
	Risk management practice	0.008	0.051	0.014	0.164	0.870

Dependent Variable: performance of Micro-Small-Entrepreneurial Projects
Predictors: (Constant), risk management practice
F (1,144) = 0.027, t=0.164 for p=0.870>0.05, r= 0.014 and R^2=0.000

Table 4.32 presents the coefficients for the regression of the risk management and performance of MSE Projects.

From the model summary per Table 4.32, the coefficient of risk management practice (0.14) was statistically significant for P<0.05. The model predicted 0.00% variation in the performance of Micro-Small-Entrepreneurial Projects.

According to ANOVA results per Table 4.32, the model was deemed not fit in predicting the performance of Micro-Small-Entrepreneurial Projects for F (1,144) = 0.027 for p=0.870.

From the coefficient data per Table 4.32, the t-value of 0.164 is less than the standard t (1.96). Holding all other factors into constant, one unit change in the risk management practice resulted into 0.008 variation in the performance of Micro-Small-Entrepreneurial Projects.

The model is, $Y= 3.968 + 0.008X_4$,

From the model it implies that risk management practice has no statistical significance (at P=0.870). Although related studies have concluded that the relationship of risk management practice with performance of project is strong (Rahmana and Adnana, 2020; Rwagasana et al., 2019; George, 2018; Aduma and Kimutai, 2018; Pimchangthong and Boonjing, 2017; Nderitu and Kwasira, 2016; Zwikael and Ahn, 2011; Oehmen et al., 2014; Junior and Carvalho, 2013; Park et al., 2016; Carbone and Tippet, 2004), this study concludes that risk management practice had weak influence on performance of MSE Projects.

4.11 Interaction of Risk Management Practice and Implementation of Jua-kalis-empowerment Programme and Performance of Micro-Small-Entrepreneurial Projects Relationship

Objective six sought to assess the moderation of risk management on relationship between implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) and performance of MSE in Nairobi County. The following hypothesis was tested:

Hypothesis H_{06}: There is no significant moderation of risk management practice on the relationship of implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects

For hypothesis H_{06} the following regression model was formulated.

Performance of Micro-Small-Entrepreneurial Projects = f (implementation of Jua-kalis-empowerment programme, risk management practice)

$$E(Y) = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_4X_4 + \beta_5(X_1X_2X_4) + \varepsilon$$

Where;

Y= Performance of Micro-Small-Entrepreneurial Projects

X_1= Installation of worksite facility,

X_2= Entrepreneurship training

X_4= Risk management practice

β_1, β_2, β_4, β_5 are beta coefficients

β_0: = Constant term

ε = Error term

Testing of the hypothesis was computed using stepwise regression analysis whereby the implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) were first regressed on performance of MSE Projects before risk management practice was introduced in step two (Baron and Kenny, 1999). If the interaction between the implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) and the moderator (risk management practice) on performance of MSE Projects (dependent variable) was statistically significant, then the moderation is concluded to take place.

Step One: Test of the influence of the Implementation of Jua-kalis-empowerment programme on performance of Micro-Small-Entrepreneurial Projects

In the first step, implementation of Jua-kalis-empowerment programme was regressed on performance of MSE Projects. The data of the regression analysis are shown per Table 4.33

Table 4.33: Correlation of Implementation of Jua-kalis-empowerment programme on Performance of Micro-Small-Entrepreneurial Projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.523	0.274	0.258	0.2482	0.050	26.345	2	142	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.271	2	1.629	26.345	0.000
	Residual	8.689	143	0.061		
	Total	11.960	145			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.780	0.427		4.167	0.000
	Installation of worksite facility	0.201	0.066	0.231	3.033	0.003
	Entrepreneurship training	0.436	0.081	0.411	5.392	0.000

a. Dependent Variable: Performance of Micro-Small-Entrepreneurial Projects

b. Predictor variables: (Constant), installation of worksite facility, entrepreneurship training

F (2,143) = 26.345, r = 0.523, R^2 = 0.274 at p=0.000<0.05

Form Table 4.33, implementation of Jua-kalis-empowerment programme were significantly related to performance of Micro-Small-Entrepreneurial Projects at F (2,143) = 26.345 and for p=<0.05. The implementation of Jua-kalis-empowerment programme explained 27.4% of the variation of the performance of MSE Projects.

Step Two: Test of the moderation of risk management practice to the relationship between implementation of Jua-kalis-empowerment programme and Performance of Micro-Small-Entrepreneurial Projects

This step involved the introduction of risk management practice (moderator) to the linear relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects. The results of are presented per Table 4.34

Table 4.34: Moderation of risk management practice on the relationship between implementation of Jua-kalis-empowerment programme and Performance of Micro-Small-Entrepreneurial Projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.523	0.274	0.258	0.2482	0.050	26.345	2	142	0.000
2	0.537	0.289	0.274	0.3419	0.015	7.115	1	141	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	6.732	3	2.244	19.240	0.000
	Residual	16.552	142	0.117		
	Total	23.294	145			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.634	0.399		4.094	0.000
	Installation of worksite facility	0.129	0.054	0.398	2.387	0.000
	Entrepreneurship training	0.287	0.073	0.605	3.929	0.000
	Risk management practice	0.107	0.016	0.014	6.685	0.000

a. Dependent Variable: Performance of Micro-Small-Entrepreneurial Projects

b. Predictor Variables: installation of worksite facility, entrepreneurship training, (Constant)

From Table 4.34, the data indicates when risk management practice is introduced to the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects as depicted in model 2 resulted into an increase in R^2 by 0.015. It implies that interaction of risk management practice and implementation of Jua-kalis-empowerment programme resulted into 1.5% variation in the performance of Micro-Small-Entrepreneurial Projects. The increase of 1.5% is statistically significant (P=<0.05). ANOVA results shows that the model was statistically significant at F (3,142) = 19.240 for P=0.00. Since p=0.00 was far lower than 0.05, null hypothesis was therefore rejected as there was enough ground to conclude that there was significant moderation of risk management practice on

relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects.

The model is, $Y= 1.64+ 3.98X_1 + 0.605X_2 + 0.014X_4 + 0.015(X_1X_2X_4)$.

The results are in congruent with related studies (Nderitu and Kwasira, 2016; Zwikael and Ahn, 2011; Oehme, 2014; Junior and Carvalho, 2013; Park, 2016; Carbone and Tippet, 2004). As a project knowledge management, risk management influences major project execution decisions (Eskesen et al., 2004; PMI, 2013;). Innovative framework for risk management in projects is an impetus to successful projects (Nawaz et al., 2019). As shown per Table 4.34, risk management practice regulates the relationship between implementation of Jua-kalis-empowerment programme (installation of worksite facility and entrepreneurship training) and performance of Micro-Small-Entrepreneurial Projects. The findings support the empirical establishments by Zwikael and Ahn (2011) in a research on impacts of risk management in reducing project risks whereby risk management contributed to risk level-project success relationship. In their study to evaluate the effects of management of risk on performance of development programme, Oehmen, Olechowski and Kenley (2014) found that risk management interacted better decision-making and project success. While risk management is claimed to support project success (Tadayon et al., 2012; Junior and Carvalho, 2013; Nderitu and Kwasira, 2016), the findings from this study reveals that introduction of risk management practice to the implementation of Jua-kalis-empowerment programme (installation of worksite facility and entrepreneurship training) shifted the direction of the project performance in a way that implies moderation.

As a limiting factor to project success, risks need be systematically analysed and responded to (Carbone and Tippet, 2004). Further, system theory of organization stresses that programme operate in an open system to allows for swift and adaptable response to risks (Ahrne, 1994; PMI, 2013). Kapsali (2011) holds the view that programme managers should be more adaptable when managing risks and complexities so as to safeguard programme outputs. By practicing risk identification, analysis, treatment and control, JP managers were able to avert adverse events that could have hindered performance of the programme.

Rubin (2014) asserts that effective risk management increases chances of projects success at it allows rededication and refocus on the allocation of limited resources in solving the most important project risks. In the case of JP, the potential risks identified from the interviews but effectively thwarted were relate to health and safety, organizational and political, market,

financial and social risks. Accordingly, Flouris and Lock (2008) and Gopang et al. (2017) suggest that effective risk management entails tracking, monitoring and review of emerging risks through interactive techniques in order to mitigate them. Similarly, JDEP managers ensured effective risk management by strengthening and integrating their practices in order to reinforce the programme operations and performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of the research findings, conclusions and recommendations. Conclusions are presented per research objective based on the data analyzed in Chapter Four. Based on the conclusions deduced, specific areas of contribution to knowledge are also expounded. In addition, recommendations and future research areas are highlighted.

5.2 Summary of Findings

The purpose of this study was to examine the moderation of the risk management practice on the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County. To achieve this purpose, six research objectives and corresponding hypotheses formulated and tested. Relationship between predictor and outcome variables were tested using correlational analysis. Research hypotheses were tested using F-test.

5.2.1 Installation of Worksite Facility and Performance of Micro-Small-Entrepreneurial Projects

Objective one sought to establish how installation of worksite facility influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County. The composite mean value and standard deviation values were 3.9753 and 0.6648 accordingly. It implied that respondents agreed that installation of worksite facility influence performance of Micro-Small-Entrepreneurial Projects with regard to the accessibility of worksite, proximity to production utilities, suitability of worksite and affordability of worksite. The null hypothesis tested stated that there is no significant relationship between installation of worksite facility and the performance of programme. Results showed that F (1,144) = 19.229, t=4.385, r= 0.344 and R^2=0.119 for P=0.000<0.05. Hence, null hypothesis was therefore rejected concluded that there is a significant relationship between installation of worksite facility and performance of Micro-Small-Entrepreneurial Projects.

5.2.2 Entrepreneurship Training and Performance of Micro-Small-Entrepreneurial Projects

The second objective sought to determine how entrepreneurship training influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County. The composite mean and standard deviation for entrepreneurship training were 3.9768 and 0.5698 respectively. It implied that most

of respondents consented that entrepreneurship training influences the performance of Micro-Small-Entrepreneurial Projects with regard to training needs analysis, content of the training, duration of training, training method and practical skills acquired. The null hypothesis stated that there is no significant influence of entrepreneurship training on performance of programme. Results showed that for F (1,144) = 39.782, t=6.307, r= 0.467 and R^2=0.218 for P=0.000<0.05. Consequently, the null hypothesis was rejected since there was enough ground to conclude that entrepreneurship training had significant influence on performance of Micro-Small-Entrepreneurial Projects.

5.2.3 Promotion of Sales and Performance of Micro-Small-Entrepreneurial Projects

The third objective aimed at establishing how promotion of sales influence performance of MSE Projects in Nairobi County. The composite mean for promotion of sales was 3.8720 and the composite standard deviation was 0.6950. Majority of respondents were in agreement that promotion of sales influences the performance of Micro-Small-Entrepreneurial Projects with regard to the type of promotion, frequency of promotion, duration of promotion, promotion techniques and customer care. The null hypothesis stated that There is no significant relationship between promotion of sales and performance of programme. Results indicated that F (1,144) = 0.041, t = 0.204, p =0.839 > 0.05, r = 0.117 and R^2=0.000. As a result, the null hypothesis was not rejected since there was enough ground to conclude that there is no significant influence of promotion of sales on performance of Micro-Small-Entrepreneurial Projects.

5.2.4 Implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) and Performance of Micro-Small-Entrepreneurial Projects

The fourth objective was to examine the extent to which implementation of Jua-kalis-empowerment programme influences performance of MSE Projects in Nairobi County. Implementation of Jua-kalis-empowerment programme were indicated by two items namely installation of worksite facility and entrepreneurship training. The composite mean and standard deviation for the two (installation of worksite facility and entrepreneurship training) were 3.9761 and 0.6173 correspondingly. It implied that majority of the respondents were in agreement that implementation of Jua-kalis-empowerment programme contributes to performance programme. The null hypothesis stated that there is no significant relationship between implementation of Jua-kalis-empowerment programme and the performance of MSE Projects. Results showed that F (1,144) = 26.345, r= 0.563 and R^2=0.274 for P=0.000<0.05. Consequently, the null hypothesis was rejected since there was enough ground to conclude that the implementation of Jua-kalis-

empowerment programme had significant influence on performance of Micro-Small-Entrepreneurial Projects.

5.2.5 Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects

The fifth objective sought to assess the how risk management practice influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County. The composite mean and standard deviation for 14 items in the questionnaire were 3.7443 and 0.6521 accordingly. Thus majority of the respondents were in agreement that risk management practice contributes to performance of MSE Projects with regard to risk identification, assessment, treatment and control. The null hypothesis stated that there is no significant how risk management practice influence performance of Micro-Small-Entrepreneurial Projects. The results were F (1,144) = 0.027, t=0.164, P=0.870>0.05, r= 0.014 and R^2=0.000. Accordingly, the null hypothesis was not rejected because there was enough ground MSE Projects.

5.2.6 Implementation of Jua-kalis-empowerment programme, Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects

The sixth objective was meant to examine how risk management practice moderates the linear relationship between implementation of Jua-kalis-empowerment programme and performance of MSE Projects in Nairobi County. From the results, it was established that introduction risk management practice to the relationship between implementation of Jua-kalis-empowerment programme with performance of Micro-Small-Entrepreneurial Projects produced an increase of R^2 by 0.015. R and R^2 for the relationship between implementation of Jua-kalis-empowerment programme with performance of MSE Projects before introduction of risk management practice were 0.523 and 0.274 respectively. After the introduction of risk management practice to the relationship between implementation of Jua-kalis-empowerment programme and performance of MSE Projects, r increased from 0.523 to 0.537 and R^2 increased from 0.274 to 0.289. The introduction of risk management practice into the relationship depicted 1.5% variations in the performance of MSE Projects. Based on the value of F (3,142) =19.240 at p = 0.000<0.05, the overall moderation effect was deemed significant. Hence the results were indicative that the implementation of Jua-kalis-empowerment programme interact with risk management practice to influence performance of MSE Projects. Henceforth, the null hypothesis was rejected and concluded that risk management practices moderates the relationship of implementation of Jua-kalis-empowerment programme with performance of MSE Projects. However, the direction of moderation effects was not clear from the results in this study.

5.3 Conclusions

Project performance is attributed to the ability to achieve the intended goals and release of beneficial outcomes. Such ability can be measured by equating the results (outputs and outcomes) to the inputs. A project is said to be responsive if it delivers outcomes in line with requirements and expectations of the users within time, budget and quality constraints. Similarly, programme is deemed responsive if individual components are in the progress to deliver desired results and contribute to the overall intention of the organization. This study purposed to how implementation of Jua-kalis-empowerment programme (worksite facility, entrepreneurship training) related to performance of Micro-Small-Entrepreneurial Projects and how such relationship is moderated by risk management practice. The study was guided by six objectives and six hypotheses. From the study findings the following is concluded.

5.3.1 Installation of Worksite Facility and Performance of Micro-Small-Entrepreneurial Projects

Research objective one aimed at establishing how installation of worksite facility influences performance JP in Nairobi County. From the review of the previous studies, four indicators were selected for this objective. The indicators were: accessibility of worksite, proximity to production utilities, and suitability of worksite and affordability of worksite. Descriptive statistics showed that respondents agreed that worksite facility influenced performance of Micro-Small-Entrepreneurial Projects. Inferential statistics indicated a positive relationship between installation of worksite facility and performance Jua-kalis-empowerment programme. It can therefore be concluded that it is critical to consider installation of worksite facilities when implementing Jua-kalis-empowerment programme.

5.3.2 Entrepreneurship Training and Performance of Micro-Small-Entrepreneurial Projects

Research objective two aimed at determining the extent to which entrepreneurship training influence performance JP in Nairobi County. Based on the empirical literature, the following indicators were chosen: training needs analysis, content of the training, training method, duration of training and practical skills acquired. Descriptive and inferential statistics showed that entrepreneurship training contributed to performance of Micro-Small-Entrepreneurial Projects. Correlation results showed a positive relationship between entrepreneurship training and performance of Micro-Small-Entrepreneurial Projects. Therefore, this study concludes that it is critical to consider entrepreneurship training when implementing Jua-kalis-empowerment programme.

5.3.3 Promotion of Sales and Performance of Micro-Small-Entrepreneurial Projects

In this study, research objective three aimed at establishing how promotion of sales influence performance JP in Nairobi County. Promotion of sales was explained by the following indicators: type of promotion, frequency of promotion, duration of promotion, promotion techniques and customer care. While descriptive statistics showed that respondents were mostly not sure on the contribution of promotion of sales to performance of Micro-Small-Entrepreneurial Projects, inferential statistics showed no statistically significant influence of promotion of sales to performance of Micro-Small-Entrepreneurial Projects. Therefore, this study concludes that promotion of sales is not a critical consideration when implementing Jua-kalis-empowerment programme.

5.3.4 Implementation of Jua-kalis-empowerment programme and Performance of Micro-Small-Entrepreneurial Projects

Research objective four examined the influence of the implementation of Jua-kalis-empowerment programme on performance of MSE Projects in Nairobi County. In descriptive statistics, respondents were in agreement that implementation of Jua-kalis-empowerment programme stimulate performance of Micro-Small-Entrepreneurial Projects. Similarly, inferential statistics showed a positive relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects. It shows that the implementation of Jua-kalis-empowerment programme determines programme performance. Therefore, it is concluded that installation of worksite facility and entrepreneurship training are essential when implementing Jua-kalis-empowerment programme.

5.3.5 Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects

Research objective five aimed to assess how risk management practice influence performance JP in Nairobi County. Inferential statistics showed that risk management practice has no significant influence on performance of MSE Projects. Hence the conclusion that risk management practice is not a good predictor of performance of MSE Projects

5.3.6 Implementation of Jua-kalis-empowerment programme, Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects

Objective six aimed at examining how risk management practice moderates the relationship between risk management practice and performance JP in Nairobi County. The regression

analysis indicated a significance interaction of risk management practice with implementation of Jua-kalis-empowerment programme which affects the performance of Micro-Small-Entrepreneurial Projects. Hence the conclusion that risk management practice is not as significant influencer and predictor of performance of MSE Projects as when treated as a moderator.

5.4 Recommendations

From the research findings, the following recommendations are made to improve on practice, policy and future research methodologies.

5.4.1 Recommendation for Practitioners in Project Management

This study recommends that designers of empowerment programmes should conduct sufficient need analysis in order to align programmes to the client needs. also, it is necessary to rank and prioritize client needs while paying attention to the interphases between them. By providing more affordable, accessible and conducive worksite facilities, the productivity of entrepreneurs is spurred. By furnishing the worksites with relevant equipment and utilities, the entrepreneurs are better placed in mobilizing other factors of production efficiently.

Also, it is recommended that empowerment programmes should include a component of training intervention so as to build the capacity of entrepreneurs in productive management. The training should integrate both hard and soft skills so as to stimulate competitive and productive management of enterprises and boost interpersonal skills. This is because human capital is the central component in the allocation and management of other factors of production.

Due to risky environment in which programmes operate, this study recommends for continuous risk management and control throughout the life of an empowerment programme. The recommended risk management approach should entail appropriate risk identification strategies, thorough risk evaluation methods, prudent prioritization and informed risk mitigation and control.

Programmes operate in open systems. This necessitates for the use of adaptable change management approaches and design integration. Changes can emanate from within and without the project organization. Clients may request for changes in the design of the products. It is necessary to analyze the sources and causes of changes so as to engage appropriate and adaptable responsive mechanisms.

Most of the Jua-kali entrepreneurs design the same products with little innovation leading to low market penetration. In contrast big firms enjoy reduced operational and production costs due to research in better designs. There is need to expose Jua-kali entrepreneurs to management assistance programmes and sharing of experiences as well as mentorship programmes. This can enable entrepreneurs to learn new techniques essential for market competition.

5.4.2 Recommendation for Policy

Evidence from this study led to the conclusion that installation of worksite (production facilities) has significant influence and thus good predictor of performance of MSE Projects. Thus, Government should come up with expansion policy for installation of more state of art and modern production centers for increasing production capacities of entrepreneurs. This should involve installation of appropriate worksite utilities and equipment that are relevant and appropriate to the dynamic production and market needs.

Entrepreneurship training was found to have significant influence and thus a good predictor of performance of MSE Projects. There is need for development of a need-based training curriculum for imparting entrepreneurial skills such as managerial skills, technical skills, Information technology skills, marketing skills as well as communication skills to the entrepreneurs. The government needs to support the entrepreneurs to undergo training on recordkeeping, stock taking, business planning, cost accounting skills to empower them in acquisition of loans available to the informal sector. In addition, the training intervention should focus on inculcating practical skills oriented towards good customer management. These skills are essential in boosting customer relations which in turn boost sale and image. Government should promote formal linkages between Jua-kali enterprises and institutions that offer technical assistance like Kenya Industrial Research and Development Institute, technical universities and colleges with incubation services and large manufacturers so that entrepreneurs can utilize their services in innovating their design and production skills.

Promotion of sales was found neither to have significant influence nor good predictor of performance of MSE Projects. However, hence the need to boost the branding and marketing of the locally produced commodities through implementation of subcontracting policy frameworks for promoting market linkages between Jua-kali entrepreneurs and large distributor companies. Incentives can be offered to the distributors and wholesalers like supermarkets in order to motivate them in stocking locally produced commodities. The government need to refocus its

buying habits from import purchases to local buying so as to offer reliable market to local enterprises. In addition, there is need to strengthen the Buy Kenya Build Kenya initiative so as to build more capacities in local buying.

Entrepreneurship training was a better predictor of performance of MSE Projects than installation of worksite facility. Promotion of sales and risk management practices were not good predictors of performance of Micro-Small-Entrepreneurial Projects. Thus government should develop a policy for allocation of resources to programmes based on the strength of prediction to the realization of envisaged objectives.

Risk management practice was concluded to be a better predictor of performance of MSE Projects when treated as a moderator. Thus implementation of Jua-kalis-empowerment programme should go beyond the installation, training and promotions. Based on the moderation effects of risk management practice to the relationship between implementation of Jua-kalis-empowerment programme and performance of MSE Projects, hence the need for establishment of appropriate risk management frameworks so as to enhance the control the influence of risk factors on implementation of empowerment programmes for effective results.

5.4.3 Recommendation for Methodology

This study recommends for triangulation research methodologies when conducting related research inquiries so as to boost validity of the findings. This study used pragmatic paradigm to integrate cross-sectional and descriptive correlational survey designs, probability and non-probability sampling techniques, qualitative as well as quantitative data collection tools together with descriptive and inferential statistics to answer the question under investigation. This helped to reduce biasness while increasing internal validity for concluding the results.

Future studies should integrate three levels of performance indicators namely: output indicators, outcome indicators and impact indicators. This would help to determine performance results from multiple levels of maturity of indicators for greater accuracy of results. This study adopted outcome indicators to measure the performance of Micro-Small-Entrepreneurial Projects which focused on intermediate results.

5.5 Contribution to the Body of Knowledge

The results revealed significant influence of implementation of Jua-kalis-empowerment programme (installation of worksite facility and entrepreneurship training) separately and jointly

on performance of Micro-Small-Entrepreneurial Projects. However, there was no significant influence of promotion of sales on performance of MSE Projects. Equally, risk management practice was not as significant influencer of performance of Micro-Small-Entrepreneurial Projects as when treated as a moderator. Review from empirical literature showed that no past study had been conducted on the interaction of risk management practice with implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Kenya. This study tested the performance of MSE by the use of outcome indicators whereby views and opinions of the Jua-kali entrepreneurs (beneficiaries) as well as programme managers were triangulated in the analysis. Thus the study has put forward a new dimension of assessing project performance beyond the classical aspects of efficiency and meeting targets. The contribution of each research objective to knowledge is as summarized per Table 5.2

Table 5.2: Contribution of the Body of Knowledge

Objective	Findings	Conclusion	Contribution to knowledge
To establish how installation of worksite facility influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Installation of worksite facility has significant influence on performance of Micro-Small-Entrepreneurial Projects	Accessibility of worksite, proximity to production utilities, suitability of worksite and affordability of worksite have statistically significance influence on performance of Micro-Small-Entrepreneurial Projects	Installation of worksite facility is a good predictor of performance of Micro-Small-Entrepreneurial Projects thus should be integrated in future Jua-kali empowerment projects for effective results.
To determine the extent to which entrepreneurship training influences performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Entrepreneurship training has an influence on performance of Micro-Small-Entrepreneurial Projects	Training needs analysis content of the training training method duration of training and practical skills acquired have statistically significance influence on performance o Micro-Small-Entrepreneurial Projects	Entrepreneurship training is a good predictor of performance of Micro-Small-Entrepreneurial Projects and thus should be integrated in future Jua-kali empowerment projects for effective results.
To establish how promotion of sales influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Promotion of sales has no influence on performance of Micro-Small-Entrepreneurial Projects	Type of promotion, frequency of promotion, duration of promotion, promotion techniques and customer care have no statistically significance influence on performance of Micro-Small-Entrepreneurial Projects	Promotion of sales is not a good predictor of performance of Micro-Small-Entrepreneurial Projects and thus should not be prioritized in future Jua-kali empowerment projects for effective results.
To examine the extent to which implementation of Jua-kalis-empowerment programme influences performance of Micro-Small-Entrepreneurial Projects	Implementation of Jua-kalis-empowerment programme (installation of worksite facility, entrepreneurship training) have influence on performance of Micro-Small-Entrepreneurial	Installation of worksite facility and entrepreneurship training have statistically significance influence on performance of Micro-Small-Entrepreneurial Projects	Implementation of Jua-kalis-empowerment programme (installation of worksite facility , entrepreneurship training) had greater influence on performance of MSE Projects and thus should be integrated in future Jua-kali empowerment projects

Objective	Findings	Conclusion	Contribution to knowledge
	Projects		for effective results.
To assess the how risk management practice influence performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Risk management practice has no influence on performance of Micro-Small-Entrepreneurial Projects	Risk identification, risk analysis, risk treatment and risk control have no statistically significance influence on performance of Micro-Small-Entrepreneurial Projects	Risk management practice is not a good predictor of performance of MSE Project and thus should not be considered alone in future Jua-kali empowerment projects for effective results.
To examine how risk management practice moderates the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County	Risk management practice moderates the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects	Risk management practice moderates the relationship between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects	Risk management practice was not as significant influencer of performance of Micro-Small-Entrepreneurial Projects as when treated as a moderator. Thus risk management practice should be integrated as a regulated in future Jua-kali empowerment projects for effective results

5.6 Suggested areas of Further Research

During the implementation of this study, new knowledge areas arose worth further study. The following are the possible areas for further research:

1. The findings revealed critical research questions as to why women are not interested in the Jua-kalis-empowerment programme considering their low level of involvement in the implementation of Jua-kalis-empowerment programme (JP) as evidenced from the research respondents. This study was limited to correlational survey design. Future studies should adopt a comparative design into the inquiry so as to enlighten how gender issues can be mainstreamed into the design and implementation of future Jua-kalis-empowerment programmes.
2. When treated alone, risk management practice had no significant influence on performance of Micro-Small-Entrepreneurial Projects but was significant when treated as a moderator. Since thus study could not examine the mediation role, new studies can focus on the mediation of risk management the projects perform

3. There were many confounding variables that were assumed to be insignificant in this study. A study can be conducted on other confounding variables contributing to performance of Micro-Small-Entrepreneurial Projects apart from constructs (installation of worksite facility, entrepreneurship training, promotion of sales) in the implementation of Jua-kalis-empowerment programme in this study.

4. Contextually, this study was limited to Jua-kalis-empowerment programme. Future studies should test the interactions of risk management with project implementation and performance of other empowerment and non-empowerment programmes. This would provide sufficient grounds for comparative analysis and understanding how the variables behave in different programme contexts.

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APPENDICES

Appendix I: Request Letter to Research Participants

Nicasio Gicovi Njue
Phd. Student in Project Planning and Management
Department of Extramural Studies
School of Continuing and Distance Education
University of Nairobi
P.O Box 30197
Nairobi

Date 23/2/2018

Dear Respondent,

RE: REQUEST FOR RESEARCH PARTICIPANT

I am a student pursuing PhD. in Project Planning and Management at the University of Nairobi, Kenya. In order to fulfill the requirement of the Degree, I am conducting a research study entitled ***on how Risk Management Practice moderates the linkage between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County, Kenya.*** The purpose of this study is to examine the extent to which risk management practice interacts with practical factors of project operation in relation to the performances of the project. The findings of the study will recommend on the areas for improvement.

Thanks

Yours respectfully,

Nicasio Gicovi Njue.
PhD. Student
University of Nairobi, Kenya

Appendix II: Questionnaire for Jua-kali Entrepreneurs

This questionnaire is designed to collect data from the Jua-kali entrepreneurs on how ***Risk Management Practice moderates the linkage between implementation of Jua-kalis-empowerment programme and performance of Micro-Small-Entrepreneurial Projects in Nairobi County, Kenya.*** The questionnaire is organized into two parts. Part one is designed to collect personal of the Jua-kali entrepreneurs and profile of their enterprises. Part Two is designed to collect data core to the research variables. You are therefore requested to tick **the most** appropriate answer that suits you**.** Your responses and identity will be held in confidence and handled within the professional requirements.

Section One: Jua-Kali Entrepreneur Profile

1. Please indicate your Gender

(a.) Male [ ] (b.) Female [ ]

2.Tick on your age group

(a). 18 to 25 [ ]

(b). 26 to 35 [ ]

(d) 36 to 45 [ ]

(c) 46 to 55 [ ]

c) 56 to 65 [ ]

c) above 66 [ ]

3.Marital status

(a). Married [ ] (c). Separated [ ]

(b). Single [ ] (d). Widowed [ ]

4.Please indicate the highest level of your education

(a)	Degree	[ ]	(d)	KCSE	[ ]
(b)	Diploma	[ ]	(e)	KCPE	[ ]
(c)	Certificate	[ ]	(f)	Below KCPE	[ ]

Section Two: Enterprise Profile

5. Please indicate the form of your business ownership

(a). Sole Proprietor [ ] (b). Partnership [ ] (c). Limited Company [ ]

6. Indicate the number of years you have run your enterprise

(a). 0 to 5 [ ]

(b). 6 to 10 [ ]

(c). 11 to 15 [ ]

(d). 16 to 20 [ ]

(e). 21 to 25 [ ]

(f). Over 25 [ ]

7. Indicate the year in which you enrolled in the Jua-kalis-empowerment programme.

(a). 2012 [ ]

(b). 2013 [ ]

(c). 2014 [ ]

(d). 2015 [ ]

(e). 2016 [ ]

(f). 2017 [ ]

Please indicate the size of your enterprise in terms of:

(8) Capital investment in Ksh.

(a). 1 to 500,000 [ ]

(b). 500,001 to 5Million [ ]

(c). More than 5Million [ ]

(9) Number of Employees

(a). 1 to 10 [ ]

(b). 11 to 50 [ ]

(c). 51 to 100 [ ]

(d).More than 100 [ ]

10. Indicate the main source of your capital

(a). Own saving/ Equity [ ]

(b). Loans or Debt [ ]

(c). Grant/ Donation [ ]

(d). Others [ ]

11. Indicate the ownership of the business premises that you currently occupy before and after enrolling to JP Programme

	Ownership before enrolling in the JP programme			**Ownership After enrolling in the JP programme**	
(a)	Owned	[ ]	(a)	Owned	[ ]
(b)	Rented	[ ]	(b)	Rented	[ ]
(c)	Donated	[ ]	(c)	Donated	[ ]
(d)	Shared premises	[ ]	(d)	Shared premises	[ ]

12. Has your business thrived after benefiting from the JP?

(a). Yes [ ]

(b). No [ ]

(c) Neutral [ ]

If yes, please tick from the under-listed aspects in which your enterprise benefited most from JP programme

(a)	Securing business premise	[ ]
(b)	Improved business management	[ ]
(c)	Improved production	[ ]
(d)	Improved sales	[ ]
(e)	Improved profits	[ ]

Section Three: Performance of Micro-Small-Entrepreneurial Projects

13. In this section you are requested to indicate your level of your agreement with the statements relating to the effectiveness in the Performance of Micro-Small-Entrepreneurial Projects whereby; 1 implies Strongly Disagree (SD) and 2 implies Disagree (D) and 3 implies Neither Agree nor Disagree (N) and 4 implies Agree (A) and 5 implies Strongly Agree (SA). Please mark only one objective response as per the statement and answer all questions

Performance of Micro-Small-Entrepreneurial Projects						
	Statements of Performance of Micro-Small-Entrepreneurial Projects	**SD 1**	**D 2**	**N 3**	**A 4**	**SA 5**
a)	The programme enabled development new products					
b)	The programme helped to improve products					
c)	By the JP, Knowledge in business management has been improved					

d)	Through the programme, Knowledge in production skills has been acquired					
e)	Skills and knowledge were applied in improving my business performance					
f)	The programme opened to new markets opportunities					
g)	The JP has helped increase sales collection					
h)	Through the programme, income from business has improved					
i)	Through JP, customer relations has improved					
j)	The JP has helped realize overall business growth					

Section Four: Installation of Worksite Facility and Performance of Micro-Small-Entrepreneurial Projects

14. In this section you are requested to indicate your level of your agreement with the statements relating to the installation of worksite facility whereby; 1 implies Strongly Disagree (SD) and 2 implies Disagree (D) and 3 implies Neither Agree nor Disagree (N) and 4 implies Agree (A) and 5 implies Strongly Agree (SA). Please mark only one objective response as per the statement and answer all questions

	Statements of Installation of worksite facility	**SD 1**	**D 2**	**N 3**	**A 4**	**SA 5**
a)	The worksite adequately equipped with relevant tools and equipment					
b)	The worksite is installed with production utilities like water, electricity, sewerage and internet access					
c)	The worksite is always available for by use					
d)	The worksite is affordable					
e)	The worksite is adequate to my production needs					
f)	The worksite is environmentally suitable					
g)	The worksite is accessible					
h)	The worksite complement the production constraints in my enterprise					
i)	The worksite has given rise to new opportunities					
j)	The worksite has reduced production time					
k)	The worksites has adequate storage services					
l)	Through the worksite Production cost has reduced					

Section Five: Entrepreneurship Training and Performance of Micro-Small-Entrepreneurial Projects

15. In this section you are requested to indicate your level of your agreement with the statements relating to the entrepreneurship training whereby; 1=Strongly Disagree (SD), 2=Disagree (D), 3= neither Neither Agree nor Disagree (N), 4= Agree (A), 5= Strongly Agree (SA). Please mark only one objective response per the statement and don't leave any question unanswered.

	Statements of Entrepreneurship Training	**SD 1**	**D 2**	**N 3**	**A 4**	**SA 5**
a)	The training met all my skill and knowledge needs					
b)	The training helped learn on business planning practices					
c)	By the training, financial plans were improved					
d)	By the training, sales and marketing have improved					
e)	Through the training Stocks have effectively been managed					
f)	The training was conducted in participatory methods					
g)	The on-job training facilitated quick acquisition of hard and soft skills					
h)	The training was organized in a progressive manner					
i)	The duration of the trainings was adequate for learning					
j)	The training was relevant to your business					
k)	The training was very practical in solving problems					

Section Six: Promotion of Sales and Performance of Micro-Small-Entrepreneurial Projects

16. In this section you are requested to indicate your level of your agreement with the statements relating to the promotion of sales whereby; 1 implies Strongly Disagree (SD) and 2 implies Disagree (D) and 3 implies Neither Agree nor Disagree (N) and 4 implies Agree (A) and 5 implies Strongly Agree (SA). Please mark only one objective response per the statement and don't leave any question unanswered.

	Statements of Promotion of sales	**SD 1**	**D 2**	**N 3**	**A 4**	**SA 5**
a)	The promotion events were in line with my market needs					
b)	Numerous methods of promotions were used					
c)	There was high frequency of promotion events that enhanced marketing					
d)	Huge sales were collected during the promotion events					
e)	The promotion events allowed for free information sharing and networking					
f)	The promotion events allowed adequate time for networking					
g)	The promotion events exposed my enterprise to new market linkages					
h)	Through the promotion events customer base has improved					
i)	The promotion events allowed for solving extended customer care to customers					

17. The following promotion methods were executed under the JP. In the spaces provides, you are required to rank them in the order to which you found them very useful to your business whereby 1=Strongly Disagree (SD), 2=Disagree (D), 3= neither Neither Agree nor Disagree (N), 4= Agree (A), 5= Strongly Agree (SA). 1=Strongly Disagree (SD), 2=Disagree (D), 3= neither Neither Agree nor Disagree (N), 4= Agree (A), 5= Strongly Agree (SA). 1=Strongly Disagree (SD), 2=Disagree (D), 3= neither Neither Agree nor Disagree (N), 4= Agree (A), 5= Strongly Agree (SA).

	Statements of Promotion Methods	**1**	**2**	**3**	**4**	**5**
a.	Exhibitions					
b.	Branding					
c.	Advertising					
d.	Competition awarding					
e.	Appearing in bulletin boards					
f.	Customer appreciation events					
g.	Featuring in official newsletters/ magazines					
h.	Personal selling					
i.	Point-of-sale distribution					
j.	Direct customer linkages					

Section Seven: Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects

18. In this section you are requested to indicate your level of agreement with the statements regarding risks identification, assessment, treatment and control whereby; 1 implies Strongly Disagree (SD) and 2 implies Disagree (D) and 3 implies Neither Agree nor Disagree (N) and 4 implies Agree (A) and 5 implies Strongly Agree (SA). Please mark only one objective response per the statement and don't leave any question unanswered.

Risk Management Practice						
	Statements of Risk Management Practice	**SD 1**	**D 2**	**N 3**	**A 4**	**SA 5**
a)	The basic practices in risk management were understood					
b)	Risks are regally identified					
c)	Risks are regularly analysed					
d)	Risk are prioritized based on probability of occurrence and impact					
e)	Alternatives to risk responses are evaluated					
f)	Risk are always converted into opportunities					
g)	Risk with potential negative consequences are always avoided					
h)	Diverse risk response strategies are employed					
i)	My enterprise is insured against potential risks					
j)	Risk decisions are always communicated to customers					
k)	Customers appreciate and support all risk decisions					
l)	There is risk plan in place					
m)	Risk responses are regularly monitor and controlled					
n)	Flexible risk management approaches are used					

End

Appendix III: Interview Guide for the JP Managers

This interview guide is to collect data on the study entitled ***moderation of risk management practice on the linkage between implementation of Jua-kalis-empowerment programme and Performance of Micro-Small-Entrepreneurial Projects Nairobi County, Kenya***. The interviewees were managers involved in the implementation of Jua-kalis-empowerment programme. The interview guide is designed to begin with an introductory note on the content, context and purpose of the study, demographic data and other key data related to the implementation of Jua-kalis-empowerment programme.

Part A: Introduction to the Interview and Demographic data

Introduction to the interview and exchange of demographic data (observe gender, probe professional qualification and experience).

Part B: Main Questions

a) Explain the implementation of Jua-kalis-empowerment programme in Nairobi County (probe on the programme needs, goals, strategy)
b) How has the installation of worksite facilities empowered the Jua-kali entrepreneurs? (probe on needs, suitability, equipment, machineries, utilities, cost of use, services provided)
c) Explain how the entrepreneurship training has built the capacities of Jua-kali entrepreneurs? (probe on training needs, training content and strategy, implementation of the training)
d) Do you think promotion of sales has improved marketability of Jua-kali entrepreneurs? Explain your statement (probe on promotion needs, promotion methods, benefits etc.)
e) How do you describe the overall implementation of the JP? (probe on leadership, integration and coordination of the components, flexibility, effectiveness etc.)
f) From your experience, explain how you have been managing risks during the programme? (probe on risk identification, analysis, treatment and follow ups etc.)
g) How would you describe the overall Performance of Micro-Small-Entrepreneurial Projects programme? (probe the use of programme resources, outputs, outcomes and benefits realized)

Part C: Closure of the Interview

What other implementation issues do you think played a critical role in the Performance of Micro-Small-Entrepreneurial Projects?

Appendix IV: Informed Consent

"*Implementation of Jua-kalis-empowerment programme, Risk Management Practice and Performance of Micro-Small-Entrepreneurial Projects in Nairobi County, Kenya"*

Description of the research and your participation

You are invited to participate in a research study conducted by Nicasio Njue. The aim of this research is to examine how risk management practice influence the relationship between implementation of Jua-kalis-empowerment programme and Performance of Micro-Small-Entrepreneurial Projects in Nairobi County, Kenya". Your participation will entail responding to the questions in the questionnaire as free and as honest as possible.

Risks and discomforts

This study has no known risks. The only minor risk is the feeling of discomfort while answering the questions but the study is designed to only ask the general questions rather than confidential questions thus protecting your organization and your identity.

Potential benefits

The findings of the study will form part of the recommendations on the areas worth learning and improvement on risk management in relation to implementation of Jua-kalis-empowerment programme for sustainable delivery of MSE empowerment programme

Protection of confidentiality

We will do everything we can to protect your privacy. Your identity and information given will not be revealed in any publication resulting from this study.

Voluntary participation

Your participation in this research study is voluntary. Therefore, you may choose to participate or not to participate. In addition, you can decide to withdraw your consent to participate at any time and you will not be penalized in any way.

Contact information

For any clarification, question, issues or problems of concerns, please contact Mr. Nicasio Njue at the University of Nairobi

Consent

Having read this form and having been given adequate opportunity to ask questions, I give my consent to participate in this study**.**

Participant's signature_____ Date: _____

A copy of this consent form should be given to you.

Appendix V: Promotion Methods

Descriptive statistics of promotion methods wad analyzed in the context of the promotion of sales. Respondents answered ten items rated on a five-point Likert scale ranging from either Strongly-Disagree(SD), Disagree(D), Neutral(N), Agree(A) or Strongly-Agree(SA). In scoring, the mentioned scales were in equidistance of 0.8 as follows: Strongly Agree (SA) 4.2<SA<5.0, Agree (A) 3.4<A<4.2, Neutral (N) 2.6<N<3.4, Disagree (D) 1.8<D<2.6 and Strongly Disagree (SD) 1<SD<1.8. The standard deviation, percentages and mean of the responses regarding Performance of Micro-Small-Entrepreneurial Projects were as follows:

Promotion Methods

Promotion Methods	**SD (1) f (%)**	**D (2) f (%)**	**N (3) f (%)**	**A (4) f (%)**	**SA (5) f (%)**	**Mean**	**STD**
Exhibition	0(0.0)	0(0.0)	5(3.4)	44(30.3)	96(66.2)	4.6276	0.5521
Branding	0(0.0)	2(1.4)	19(13.1)	69(47.6)	55(37.9)	4.2207	0.7214
Personal selling	0(0.0)	6(4.1)	21 (14.5)	75(51.7)	43(29.7)	4.0690	0.77867
Direct customer linkage	0(0.0)	2(1.4)	23(15.9)	89(61.4)	31(21.4)	4.0276	0.6558
Point of sale	1(0.7)	20(13.8)	26(17.9)	90(62.1)	5(3.4)	3.8430	0.7471
Competition awarding	4(2.8)	16(11.0)	78(53.8)	45(31.0)	2(1.4)	3.2415	1.1147
Advertising	10(6.9)	39(26.9)	53(36.6)	24(16.6)	19(13.1)	3.0000	0.9129
Newsletters	23(15.9)	42(29.0)	43(29.7)	21(14.5)	16(11.0)	2.7585	1.2092
Customer appreciation events	23(15.9)	53(36.6)	39(26.9)	24(16.6)	6(4.1)	2.5655	1.0725
Bulletin boards	66(45.5)	51(35.2)	13(9.0)	13(9.0)	2(1.4)	1.8552	1.0068
Composite results						**3.4209**	**0.8771**

Appendix VI: NACOSTI Research Permit

THIS IS TO CERTIFY THAT:
MR. NICASIO GICOVI NJUE
of UNIVERSITY OF NAIROBI, 0-60100
EMBU,has been permitted to conduct
research in *Nairobi County*

on the topic: *PROJECT IMPLEMENTATION FACTORS, RISK MANAGEMENT PRACTICES AND PERFORMANCE OF JUA-KALI DEMONSTRATION AND TRAINING EMPOWERMENT PROGRAMMES IN NAIROBI COUNTY, KENYA*

for the period ending:
20th February,2019

Permit No : NACOSTI/P/18/61003/21299
Date Of Issue : 20th February,2018
Fee Recieved :Ksh 2000

.....
Applicant's Signature

.....
Director General
National Commission for Science, Technology & Innovation

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RESEARCH CLEARANCE PERMIT

Serial No.A 17511

CONDITIONS: see back page

Appendix VII: Sample Determination Table

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970