

**INFLUENCE OF PRISON EDUCATION PROGRAMME ON  
GROWTH OF EX-CONVICT SMALL SCALE BUSINESS  
VENTURES IN TAITA TAVETA COUNTY, KENYA.**

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**A Research Project Submitted in Partial Fulfillment of the  
Requirements for the Award of the Degree of Master of Arts in  
Project Planning and Management of the University of Nairobi**

**2015**

# DECLARATION

This research project is my original work and has not been presented for any award in any other university.

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## **DEDICATION**

This project is dedicated to my loving wife Dolreen and Children Rehema and Bashir. Your support and inspiration during my studies enabled me to complete this research project proposal.

I'll always value and esteem you people highly

## **ACKNOWLEDGEMENT**

I am deeply obliged to my supervisor Prof. Charles Rambo for his exemplary guidance and support without whose help; this research project proposal would not have been a success. I wish you God's blessings as you continue to make a contribution in the advancement of knowledge in this field.

I acknowledge Dr. Mbugua for his unwavering support encouragement and understanding and availing time to listen to us when we sought your assistance. I also appreciate the staff of extra mural studies who are always willing to attend to the students

Lecturers of Masters of Arts in Project Planning and Management course of University of Nairobi thanks for your commitment and sacrifice to teach and impart knowledge to us. To the University of Nairobi library personnel, I highly appreciate your tireless effort to ensure that the students access the required learning materials at the right time. May the almighty God bless you in your endeavors to assist learners' to access information.

I sincerely thank my employer Kenya Prison service, and especially Prison County Commander Taita Taveta County SSP Nicholas K. Maswai for granting me time to study and enabling environment to carry out the research project.

I take this opportunity to express my deep gratitude to my loving spouse Dolreen, children Rehema and Bashir for their love, financial and moral support and motivation without whom this undertaking would have been a big challenge. My deep appreciation to my dad Mr. Koome and mom Jane for setting my feet in the path to success and instilling in me the values that have seen me stand.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ASCAs</b>	-	Aggregated Saving and Credit Associations
<b>GLM</b>	-	Good Life Model
<b>HCMO</b>	-	Help Child/Mother Organization
<b>LA</b>	-	Local Authority
<b>NGOs</b>	-	Non Governmental Organizations
<b>NYCP</b>	-	New York City Police Department
<b>ODL</b>	-	Open and Distance Learning
<b>PSI-DL</b>	-	President's Special Initiative on Distance Learning
<b>SME</b>	-	Small And Medium-Sized Enterprises
<b>SSB</b>	-	Small Scale Business
<b>UNODC</b>	-	United Nations on Drugs
<b>VSLA</b>	-	Village savings and loans associations

## ABSTRACT

The European Prison Education Association (EPEA) sees prison education as a moral right that meets a basic human need. Similarly, the advocacy of human rights claims that people held in prison are citizens, and that citizens are entitled to life-long education to ensure their full development, therefore prisoners should be offered meaningful education hence education is a very important human activity. It helps any society fashion and model individuals to function well in their environment. The purpose of education is to equip the citizenry to reshape their society and eliminate inequality. This study therefore sought to examine the influence of prison education programme on growth of ex-convict small scale business venture in Taita Taveta County, Kenya. The objectives of the study were: To examine the extent to which managerial skills influences growth of ex-convict small scale business ventures; To establish how entrepreneurial skill influences growth of ex-convict small scale business ventures; To assess the extent to which technical skills influences growth of ex-convict small scale business ventures; To assess how business finance skills influence growth of ex-convict small scale business ventures and to determine the extent to which capacity building influences growth of ex-convict small scale business venture. Data was collected by use of a semi-structured questionnaire and an interview guide from the target population. The study focused on a total of 300 ex-convicts in Taita Taveta County that hosts four penal institutions namely; Voi prison, Taveta prison, Wundanyi and Manyani Maximum Security prison. From the four penal institutions in Taita Taveta county the data base for Release (those completely served sentence, paid fine, power of mercy and appeal on the sentence) for three years (2012- 2014) indicates 1,800 out of which 300 are from the Taita Taveta locality. The researcher also targeted 80 prison technical instructors who are tasked in training the inmates stationed in four penal institutions in Taita Taveta County. The researcher sampled size 60 ex-convict and 16 prison technical instructors for the study. From the findings of the study, the researcher concluded that majority of small scale business ex-convicts had managerial skills, entrepreneurial skills, and technical but were less adequate in business finance skills and better placed as far as capacity building is concerned. The prison education programme was found to be of great benefit to the ex-convicts and the benefit trickle down to the community at large. The relationship between the objectives of the study was positive but business finance skill need to be improved as many ex-convicts expressed their inadequacy in that area. It was recommended that development and coordination of re-intergration programme activities with conjunction with community based stakeholders and Ngos to receive immediate attention and form a core part of a new after care policy; the Kenya prison should work with the county governments to assist in reintergration of ex-convicts back in the society an assist them in starting businesses through funding and subsidied business registration. The government should also assist them through the uwezo fund to start off their business venture and update prisoner earning scheme to reflect the current economic status.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Prison education and training have a significant role to play in the daily life of the prisoner as well as significant consequences for resettlement on release. The idea of prison as a positive environment for learning is wide-reaching and the application of the concept appears to vary considerably from country to country, (Sims, 2008). The European Prison Education Association (EPEA) sees prison education as a moral right that meets a basic human need. Similarly, the advocacy of human rights lies behind the council of EPEA (1990), which according to Costelloe and Warner (2008) claims that people held in prison are citizens, citizens are entitled to lifelong education to ensure their full development, therefore prisoners should be offered meaningful education.

We cannot change the behavior by locking it away and forgetting about it, this much has been proven already. There are those criminals that defiantly need to spend their lives behind bars and deserve probably far worse than even that, but for the mass amount of those incarcerated, change needs to happen. We need to invest in more rehabilitation programs for our juveniles and adult inmates that are convicted on non-violent, non-serious offenses so we can start putting money back into society, rather than taking it away and stop the cycle, (Schneider, Gruman & Coutts, 2012). Garland (2000) expresses that informal social controls can be an effective strategy to reduce unruly behavior and that community policing measures in the realization that informal social control exercised through everyday relationships and institutions is more effective than legal sanctions. Garland continues to argue that informal social control methods, has demonstrated a get tough attitude by proactive citizens, and expresses a sense that disorderly conduct is not tolerated.

Numerous studies done by; Wilson and Kelling (2002); Kibui (2007); Schneider, Gruman & Coutts (2012); Newman (1972) have shown that rehabilitation programs, education, therapy, and

vocational training have a significant effect on not only bettering the inmate, but on society as well because they are able to become productive members of society, rather than hindrances. The average benefit of rehabilitation programs for society when put back in for every dollar spent on those programs is great. This means rather than depleting our economic resources, we can increase them exponentially (Schneider, Gruman, & Coutts. 2012) by teaching them job skills and coping abilities, we are preparing them to be able to function normally rather than just returning them to the streets, often times even more dangerous than when they first detained. Many of these non-violent offenders have addition issues or mental disorders that can be monitored and taken care of through mental help services, which are only a fraction of the cost that incarcerating someone is. Many of the inmates that have been able to go through rehabilitative programs give back to the community by being a mentor for someone else in need as well.

After conducting a comprehensive literature search, Lois et al (2011) undertook a meta-analysis to examine the association between correctional education and reductions in recidivism, improvements in employment after release from prison, and learning in math and in reading. Their findings support the premise that receiving correctional education while incarcerated reduces an individual's risk of recidivating. They also found that those receiving correctional education had improved odds of obtaining employment after release. The authors also examined the benefits of computer-assisted learning and compared the costs of prison education programs with the costs of reincarceration.

Batiuk, (2005) postulates that engaging in illegal activity triggers a series of negative life outcomes at both individual and communal levels. Individuals in the criminal legal system experience lower levels of educational attainment and employment rates, higher rates of personal injury, worse mental health outcomes, and more complicated family support systems than non-criminalized people. Socially, the costs of illegal activities and criminal records lead to the outrageously high costs of

punishment in society, reduced safety in communities, increased health care costs, increased educational and training costs, decreased property values, reduced future civic (e.g., voting) and economic contributions of criminalized individuals, and the potential of greater illegal behavior and worsening underlying social conditions for another generation-further deteriorating communities as viable places to live and support their members. The lack of structural opportunities has led to many of them being in prison in the first place. It is now incumbent on society to provide socially structured opportunities and resources to change their life trajectories. When people in prison and those returning to communities are better able to attain higher educations, decent jobs, housing, and childcare for their children, the rest of us benefit as well. When people are productively employed, communities become safer, experience healthier populations, move farther away from poverty, build more human and social capital, protect the next generation from ending up in the cycle of poverty and so on. Greater opportunities for the poor and marginalized mean greater strength and stability in the larger society as well-and save us all capital, heartache, fear and pain, (Aos, Millerq & Drake, 2006).

A meta-analysis of the impact of college education in prison on post-release outcomes argues that methodologically sound observational studies support the conclusion that correctional education reduces recidivism and enhances employment for people formerly incarcerated (Gaes, 2008; Vacca, 2004).

Spycher et al (2012) suggest policies be geared to federal and state solutions-heavily around increasing financial support through grants and secondarily, through Second Chance Act funding in the federal case. For state programs and financial support for post-secondary education they suggest following examples of states that have found ways to creatively fund post-secondary education in prison deliver cost-efficient educational programs through secure internet connections; develop mentoring, problem-solving, and interpersonal skills building needed for educational and

occupational success in prison and on the outside. Spycher et al's study is confirmed by Batiuk, *et al.* (2005) in their study where men who earned an Associate's degree were 62 percent less likely to return to prison than those who did not earn such a degree.

Prison-based college education programming has also been shown to increase probabilities for enhanced problem-solving skills, improve self-esteem, increase opportunities for steady employment and safety on the outside, and provide safer and more manageable conditions inside prison (Contardo & Tolbert; Crayton & Neusteter; Karpowitz, 2005; Karpowitz & Kenner; Ross & Gangi, 2009; Winterfield *et al.*, 2009; ). Moreover, Winterfield, *et al.* (2009) report that many people in their 3-state study of in-prison postsecondary education are very clear that they will need further education beyond that received in prison as necessary to reach their occupational and employment goals. They are in higher education for the long-term-and thus will need support when they are released back into the community.

The Ghana Government has realized the need to find alternative means of responding to the educational needs of her people. PSIDL open schooling in technical and vocational education and training aimed at providing learners with livelihood skills and the prisons project that targets prison inmates interested in acquiring skills vital for re-integration into society upon their release.

While acknowledging the role of education in the prisons, Asiedu (2001) urged the prison administration to provide prisoners with facilities to promote their formal and informal education within the prisons service and institutions under its administration. Asiedu (2001) further stressed: Although they (prisoners) may be incarcerated as a punishment, every thing done to avoid creating bitterness and resentment in them is ultimately for the good of the society to which they will eventually return. All programmes for civic or social education for the rest of the community may diminish in value, if prisoners, for whom there is ample opportunity now for their reform and help to

become more responsible citizens than they have ever been, are neglected in the national effort for general re-education.

The best that can be done to the prisons staff in Kenya to reform the department; so as to ensure performance and efficiency in rehabilitation, is to ensure that the present and future prison officers are trained in relevant disciplines for their work. In terms of training for the job, the core function of reformation and rehabilitation require that prison officers must first accept that prisoners are incarcerated as a punishment and not for punishment, and they must have the ability to facilitate behaviour and attitude change. This requires that professionals such as psychiatrists, psychologists, pastors, professional counsellors, social workers, sociologists, criminologists and other social scientists should serve as uniformed officers who come into contact with the prisoners daily because only such experts have what it takes to make positive changes in the human mind: where criminality is fostered. This is not the case as studies show that a good number of prisoners have attained university and college education compared to the prison officers, (Omboto, 2010).

Help Child/Mother Organization (HCMO) has developed an educational and life skills training program for the prisons. In implementing the project, HCMO has been granted permission by the Kenya prisons to facilitate proposed programs with Kamiti prison as a pilot project with room to expand to other prisons as resources allow. Activities include educating the inmates, their children, training of prison officers and training of trainers (TOT) for inmates and prison officers. The objective for TOT is to facilitate future trainings by inmates and staff as HCMO moves to other prisons. The outreach for inmates is in preparation for integration into society upon release, (Kenya Prison, 2012).



The successful reentry of an individual back into the community can depend on a wide range of factors depending on the person's particular needs, including employment, housing, education, physical and mental health and domestic violence needs, substance use treatment, family support, and community resources. However, a recent summary of research consistently shows that education in prison, and even more so prison-based college education, is a key resource in lowering recidivism rates (Armstrong, Giever & Lee, 2012).

The prison system was introduced in the British East Africa Protectorate with the enactment of East African Prisons Regulation in April, 1902. The mandate of Kenya prison comes from; constitution of Kenya, Cap. 90 Cap. 92 laws of Kenya, children's act 2001, probations act, the betting lotteries and gaming act, community service, the code of regulations, financial management act, the procurement and disposal act of 2001, the public service act cap. 185 personnel, treasury and other circulars (UNODC, 2012). Just like any other prison in the world, the Kenya prison has its well defined functions that include containing in safe custody, rehabilitation and reformation of prisoners for social re integration, facilitation of administration of justice, containing and rehabilitating young offenders in borstal, institution and youth corrective training centre, provision of care for children aged 4 years and below who are accompanying their mothers to prison, (Griffiths & Murdoch, 2009).

Due to democratization and enlightenment on human rights issued in the 1990s, the Kenya Prison service came under pressure to allow members of the public know how the prisons are managed and to what extent prisoners' human rights are observed. In the year 2000, the service adopted the open Door Policy allowing members of public especially human rights activists and the press access to prisons. This has contributed immensely to collaboration with stakeholders leading to improvement in prisoner rehabilitation programmes as a result of contribution from Non Governmental

Organizations (NGOs) and faith based organizations. Currently there are about 52,000 inmates against staff strength of 20,008 country wide and 1401 inmates against 678 staff strength in Taita Taveta County.

## **1.2 Statement of the Problem**

Prisoners face the consequences of the negative social stigma that follows a crime conviction. They may also have a history of isolation and marginalisation physical emotional abuse, poor employment or unemployment, and involvement in a criminal life style that began at an early age. They are frequently challenged by physical and mental disabilities as well as health issues related to alcohol abuse or drug addiction. Many of them are challenged by skills deficits that make it difficult for them to compete and succeed in community. poor inter-personal skills, low levels of formal education, illiteracy or innumeracy, poor cognitive or emotional functioning, lack of planning, lack of financial skills and lack of management skills, (Griffiths & Murdoch, 2009).

According to Muchiri (2009) governments and states spend an exorbitant amount of money to punish these criminals and then just setting them loose with no life or job skills to become productive members of society again. They in turn go back to criminal activities and end up right back in the justice system. By teaching them job skills and coping abilities, we are preparing them to be able to function normally rather than just returning them to the streets, often times even more dangerous than when they first detained. Koech (2009) noted that many of these non-violent offenders have addition issues or mental disorders that can be monitored and taken care of through mental help services, which are only a fraction of the cost that incarcerating someone is. Many of the inmates that have been able to go through rehabilitative programs become productive and add economic value to the community.

Without effective programmes to help offenders face these multiple challenges, the likelihood of their successful social reintegration is very poor they can be expected to continue their criminal involvement and eventually contribute again to the problem of community penal reform (penal reform international, 2012). With the rising level of unemployment especially in Kenya, there is need to impart skills that will equip the inmates and ex-convicts and prepare them to start and run businesses for their economic support and contribute towards self-supporting communities.

The longer someone is detained, the likelier they are to become institutionalized. Once the inmate is institutionalized, they are no longer able to function normally in society. They lose proper socialization skills and coping abilities to handle the stresses and pressure they encounter once they are released. Many times they cannot get a job or assistance in finding somewhere to live, so they turn back to life crime because it is the only thing they know, thus completing the vicious circle. While extended periods of incarceration alone do not seem to reduce or detour criminal behaviors, research has shown that rehabilitation programs along with shorter prison stays are more effective in preventing crime than mere punishment alone.

Although the ex-convicts get funding by donors to start up their enterprises many have been reported to collapse before the end of two years. The inability to sustain themselves and their dependants leads to frustration and disappointment hence the ex-convicts turn back to criminal activities. This study therefore sought to find out the influence of entrepreneurial skills, managerial skill, technical skills, business finance skills and capacity building on growth of small business venture by ex-convicts in Taita Taveta County, Kenya.

### **1.3 Purpose of the Study**

To investigate the influence of prison education programmes on growth of ex-convict small scale business ventures in Taita Taveta County, Kenya.

#### **1.4 Objectives of the Study**

The Study was guided by the following objectives

- i) To examine the extent to which managerial skills influences growth of ex-convict small scale business venture.
- ii) To establish how entrepreneurial skills influences growth of ex-convict small scale business venture.
- iii) To assess the extent to which technical skills influences growth of ex-convict small scale business venture.
- iv) To assess how business finance skills influence growth of ex-convict small scale business venture.
- v) Determine the extent to which capacity building influences growth of ex-convict small scale business venture.

#### **1.5 Research Questions**

The study sought to answer the following research questions

- i) How does managerial skills influence growth of ex-convict small scale business venture?
- ii) How does entrepreneurial skills influence growth of ex-convict small scale business venture?
- iii) To what extent does technical skills influence growth of ex-convict small scale business venture?
- iv) How does business finance skills influence growth of ex-convict small scale business venture?
- v) To what extent does capacity building influence the growth of ex-convict small scale business venture?

## **1.6 Significance of the Study**

The findings of the study was expected to be crucial benefit to government policy makers regarding formulation of the enterprise education programme to guide them on the best training curriculum to incorporate training program that are relevant to the inmates and community at large.

The serving inmates/convicts may benefit from the improved curriculum which will be aligned with market preference and whose content may benefit the community. The findings is hoped contribute to the existing literature particularly in regard to the prison department. It will also open new areas of study for further research.

## **1.7 Limitations of the Study**

Limitations are conditions beyond the control of the researcher that may affect the conclusions of the study and its applications to other situations. There was a likelihood that the respondents (ex-convicts) were reluctant to fill the questionnaire for fear of exposing their past. It was therefore prudent for the researcher to create rapport from the beginning and assure them confidentiality of the information they give is purely for academic purposes only.

Another limitation was a barrier to communication taking into consideration that most of the ex-convicts are illiterate or semi-illiterate and understanding the questions posed was not easy. To overcome this challenge, the researcher monitored the process by involving research assistants to help in interpretation of the questions that are not understood.

## **1.8 Delimitations of the Study**

The study was conducted within Taita-Taveta County and this enabled the researcher to access the respondents easily. The respondents were the ex-convict and prison technical instructors in Taita-Taveta County. This study was confined to ex-convicts because they are the direct beneficiaries of

prison education programme while the researcher choose Taita Taveta County because the county hosts four prison institution with an average of 1401 inmates therefore gave appropriate sample size and the target population was accessible.

### **1.9 Basic Assumptions of the Study**

It was assumed that the respondents would cooperate and give reliable and truthful information an that the entrepreneurial skill has influence in the growth of ex-convict small-scale business venture. Managerial skill influence the growth of ex-convict small-scale business venture and the level of grade level has influence on the growth of ex-convict small-scale business venture

That the finacial skill has influence on the growth of ex-convict small-scale business venture, no barrier in communication and that capacity building has influence on growth of ex-convict small-scale business venture

### **1.10 Definition of Significant Terms Used in the Study**

**Managerial Skills** - are what the manager uses to assist the organization in accomplishing its goals. Specifically, a manager will make use of his or her own abilities, knowledge base, experiences, and perspectives to increase the productivity of those with whom they manage. It also entails the ability to make business decisions and lead subordinates within a company. The common skills include: human skills - the ability to interact and motivate; technical skills - the knowledge and proficiency in the trade; and conceptual skills - the ability to understand concepts, develop ideas and implement strategies. Competencies include communication ability, response behavior and negotiation tactics.

**Entrepreneur Skills** - hese are necessary set of skill required to be an entrepreneur to enable him/her to starts, organize and manage an enterprise, they are necessary skills an entrepreneur needs to successfully run a business.

**Technical Skills** - are those abilities acquired through learning and practice. They are often job or task specific; in other words, a particular skill set or proficiency required to perform a specific job or task. Technical job skills refer to the talent and expertise a person possesses to perform a certain job or task.

**Business Finance Skills** – are the ability to weigh up their contribution to their organization's growth and profitability, develop financial awareness within their organization, use tried and tested management methods, tools and techniques analyze business finances, trend and cash flow of a business so as to make sound decisions.

**Capacity Building** - is an ongoing process through which individuals, groups, organizations and societies enhance their ability to identify and meet development challenges. The role is to facilitate learning that is partially accomplished by providing resources and training. Its also Planned development of (or increase in) knowledge, output rate, management, skills, and other capabilities of an organization through acquisition, incentives, technology, and/or training.

**Prison Eduation Programme** - Is an education system that seeks to equip prison inmates with knowledge and skills that may assist them to reintegrate into their respective communities and to find employment or create self-employment. It Prisoners can take part in a wide range of education, vocational, life skills and employment preparation programs while in custody.

**Growth of Ex-convict Small Business Venture** - Ability of a business to multiply its assets and expand operations over time. Ex- convict small business ventures are the undertakings of business nature of those persons who have completely served imprisonment that help them to generate income regulary.

### **1.11 Organization of the Study**

The study was organized in five chapters:Chapter one consist of background of study, statement of problem, purpose of study, objectives of the study, research question, significant of study, limitation

and delimitation, basic assumption, definition of significant terms and organization of study. Chapter two consist of literature review with sub-headings on introduction, overview of general concept of growth of small cale business venture, theoritical and conceptual framework and summary. Chapter three describes the research methodology which include rationale for the area of study, research design, target population, sample and sampling procedure, research instrument, validity and reliability of instrument, data collection and analysis technique. Chapter four includes data analysis, interpretation and discussion of finding. Finally chapter five focus on summary of findings, conclusions and recommendations and area for further research.



## **CHAPTER TWO LITERATURE REVIEW**

### **2.1 Introduction**

This chapter gives the literature review. It consists concept of entrepreneurial skills, managerial skills, technical skills, business finance skills, capacity building, theroritial framework, conceptual framework and the summary of literature review.

### **2.2 The concept of Prison Education Programme in Kenya**

Since 2003, when president Kibaki came to power, prisons have undergone major reforms that saw television sets, computers and educational facilities. The prison service has also cultivated a good public image. Since 2003 prisons have instilled better standards for the treatment of prisoners by making them more accommodative and developing a human attitude. Major events are organized by the prison service to showcase how prisons have come that includes- sitting national exams. Prisons in Kenya offer various educational and technical training to both female and male inmates that include: carpentry, joinery, masonry, hairdressing, tailoring and dress making, weaving, art and sculpture, theology, computer studies, mechanics, building and construction among others. These programmes are offered to equip the inmates with skills and expertise to enable them to be of economic benefit when they are in prison and when they leave the prison, be role models, be self-sustainable, sustain their families and be useful to the community. These education programmes go a long way to help the inmates to avoid recidivism.

### **2.3 Entrepreneurial Skills and Growth of Ex-convict Small Scale Business Venture**

Zimmerer and Scarborough (1996) postulates that the skills that every successful entrepreneur needs include: Resiliency- the ability to weather the ups and downs of any business since it never goes exactly the way the business plan described it. This skill enables the entrepreneur to keep going when the outlook is bleak; Focus-after setting a long term vision, knowing how to “laser

focus” on the very next step to get closer to the ultimate goal. There are so many distracting forces when trying to build a business that this skill is not easy to master; Invest for the long-term- most entrepreneurs are not patient and focus only on what comes next, rather than where the company needs to go. Overnight success may take 7 to 10 years. Entrepreneurs need to stop, pause and plan on a quarterly basis; Find and manage people- only by learning to leverage employees, vendors and other resources will an entrepreneur build a scalable company. They need to learn to network to meet the right people.

Entrepreneurs strive to guarantee they will get honest and timely feedback from all these sources; Selling- every entrepreneur is a sales person whether they want to be or not. They are either selling their ideas, products or services to customers, investors or employees. They work to be there when customers are ready to buy. Alternately, they know how to let go and move on when they are not; Learning- successful entrepreneurs realize they don’t know everything and the market is constantly changing. They stay up to date on new systems, technology, and industry trends; Self-reflection- allow downtime to reflect on the past and plan for the future. Always working only leads to burnout physically and emotionally and Self-reliance- while there is a lot of help for the entrepreneur, in the end, they need to be resourceful enough to depend on themselves, (Stolze, 1999).

Berengu (2012) examined the influence of entrepreneurial skills on the performance of jua kali artisans in a developing country like Kenya using the current operating jua kali artisans in Meru Town as a case. The objectives of the study were; Influence of managerial skills on performance of jua kali artisans, influence of Technical skills on performance of jua kali artisans, Influence of IT skills on performance of jua kali artisans and influence of communication skills on performance of jua kali artisans. Performance was based on net profit and sales. The sample purposely consisted of 235 jua kali artisans who were selected using Stratified Random Sampling. The study employed both

qualitative and quantitative research techniques. Data was collected using both open ended and closed ended questionnaires. The Design for the study was Correlation Research Design where it was established that there was a positive correlation between performance and entrepreneurial skills. The study established that managerial skills had a positive correlation with respect to performance with a correlation coefficient being  $r=0.204$ . On technical skills the correlation coefficient was 0.653 indicating a very strong correlation between technical skills and performance. With regard to communication skills the study established that there was a weak positive correlation between these communication skills and performance.

Wamahiu, (2012) carried a study to investigate the influence of entrepreneurship development on employment creation among the youth in Kikuyu District, Kenya. Four research objectives were formulated to guide the study. The study employed the descriptive survey. The target population comprised of one hundred and sixty (160) registered youth groups in the district who were: eligible for funding, The sample comprised of 108 respondents. Findings revealed that awareness, of entrepreneurial duties influenced employment creation. The study also revealed that motivation of entrepreneurs affected employment creation, that self perception influenced employment, creation and that entrepreneurship education and training influenced employment creation

#### **2.4 Managerial Skill and Growth of Ex-convict Small Scale Business Venture**

Giannantonio and Hurley-Hanson (2011), suggests eight essential skill areas where managers should focus their efforts. They include; Understanding team dynamics and encouraging good relationships - good management means understanding how teams operate. It's worth remembering that teams usually follow a certain pattern of development: forming, norming, storming, and performing . It's important to encourage and support people through this process, so that you can help your team become fully effective as quickly as possible, (Parker & Ritson, 2005). Selecting and developing the

right people- the task of finding great new team members, and developing the skills needed for your team's success is another important part of team formation. Effective managers can improve their recruiting skills with and can develop people's skills to give the best results, (Oden, 1997).

Delegating effectively-having the right people with the right skills isn't sufficient for a team's success. Managers must also know how to get the job done efficiently. Delegation is the key to this. As a manager, remember that when your team members have the right skills, training and motivation, you can usually trust them to get the work done right, (Fayol, 1949). Another necessary management skill is motivating others. It's one thing to motivate yourself, but it's quite another to motivate someone else. The key thing to remember is that motivation is personal. Marslow (1943) pointed out that individuals are motivated by different things, and we all have different levels of personal motivation. So, getting to know your team members on a personal level allows you to motivate your people better. Providing feedback on a regular basis is a very powerful strategy to help you stay informed about what's happening with individual team members.

Managing discipline and dealing with conflict - Sometimes, despite a managers best efforts, there are problems with individual performance. As a manager, you have to deal with these promptly (Taylor, 1911). Team performance will also suffer when differences between individual team members turn into outright conflict, and it is the responsibility as team manager to facilitate a resolution. However, conflict can be positive when it highlights underlying structural problems – make sure that you recognize conflict and deal with its causes, rather than just suppressing its symptoms or avoiding it, (Rodrigues, 2001). Communicating - an element that's common to all management skills is effective communication. You need to let your team know what's happening and keep them informed as much as possible. Team briefing is a specific communication skill that managers should improve, (Wren, 1972).

Planning, problem solving and decision-making- many managers are very comfortable with planning, problem solving and decision making, given that they're often skilled specialists who've been promoted because of their knowledge and analytical abilities. As such, one of the most important issues that managers experience is that they focus so intensely on these skills when they think about self-development that they fail to develop their people skills and team management skills, (Bangs, 1998). Avoiding common managerial mistakes - good communication helps you develop facilitation skills, and it also helps you avoid some of the most common problems for managers. Some of these common mistakes are thinking that you can rely on your technical skills alone, asking your boss to solve your problems, putting your boss in the awkward position of having to defend you, and not keeping your boss informed (Bakewell, 1993). Managerial skills are what the manager uses to assist the organization in accomplishing its goals. Specifically, a manager will make use of his or her own abilities, knowledge base, experiences and perspectives to increase the productivity of those with whom they manage, (Bangs, 1998).

Campell (1991) used subjective rankings of managerial skill to assess whether or not skill might be an important determinant of productivity and efficiency in the Tasmanian rock lobster fishery. Campell concluded that skill and technology were not important in the inshore fishery but were very important for explaining efficiency and productivity differences in the offshore fishery. Jones (1994) surveyed 200 manufacturing firms in Ghana in 1993 and by utilizing Cobb-Douglas production function that allows the inclusion of variables affecting productivity; it was found that the more experienced workers are in the firm, the higher the level of productivity. Experience is an important managerial characteristic that affects efficiency. It has been argued in the learning by doing literature that management experience can lead to gains in efficiency through better organization and knowledge of the results of experimenting with alternative production techniques (Stefanou & Saxena, 1998). An increase in efficiency may therefore result from more management experience.

Kising'u (2007) analysed the relationship between technical efficiency of commercial banks in Kenya and managerial skill characteristics namely the level of education, years of experience and frequency of training. The study also examined the substitution possibilities between a manager's level of education and years of experience in relation to technical efficiency. Utilizing a stochastic production frontier and regression analysis, it was found that there is a positive relationship between technical efficiency and the level of education, years of experience, and frequency of training. The results also indicated that larger bank size, higher capitalisation and greater profitability are associated with higher technical efficiency. The findings did not suggest any substitution possibilities between a manager's level of education and years of experience in relation to technical efficiency.

## **2.5 Technical Skills and Growth of Ex-convict Small Scale Business Venture**

Technical skills are those skills needed to accomplish a specific task. It is the 'how to' skill set that allows a manager to complete his or her job. These skills are the combination of formal education, training, and on-the-job experience. Most employees expect their managers to have a technical skill set above their own so that, when needed, an employee can come to their manager to find out how to do something specific to their individual job. Technical skills could also refer to the ability of a certain type of stock trader which uses technical analysis to buy and sell stocks. Technical analysis uses charts and trends to look at historical prices. Technical skills in this context would be a slang phrase meaning the person was skilled at technical analysis. Technical job skills refer to the talent and expertise a person possesses and when well nurtured gives the person an advantage to perform task and roles better, (Margret, 2009).

Maina (2012) did an analysis of technical skills of local authority staff in urban land use planning units in Central region, Kenya. Employing a descriptive cross sectional design, the study targeted all the 24 local authorities in the central region. Stratified random sampling provided a sample of 8 local authorities. Data was collected from sampled respondents using a semi-structured questionnaire. On the level of technical skills of the staff of the local authorities in the study, the study found that Majority (63%) of the town planners/engineers had a bachelor's degree with the rest (37%) having gone further and attained a master's degree. Over half of them had over 10 years of experience. On the approval procedures in urban land use planning, the study found that all the sampled local authority councils kept records of land use applications. The contents of the development application forms were similar with all the councils requiring the name of the applicant, his/her address, date of application, development details and plot number. All the sampled LAs employed inter-departmental collaboration in the procedures of urban planning approval. On the influence of other government agencies, the findings revealed that all the sampled LAs involved other government agencies as pertains to development applications. Public health (100%) was the most involved agency by the local authorities in the approval process of development applications. Delay in communication (100%) was the most common problem experienced by local authority planners in involving other government agencies. On follow-up procedures, all the councils in the study confirmed that they followed up on approved applications. The urban planner (75%) was the in many cases the officer charged with inspection of the developments. Uncooperative developers (88%) was the major challenge mentioned by the respondents which was encountered the officers in inspection and follow up of projects.

Wesonga (2013) sought to analyse the influence of provision of Technical Vocational and Educational Training (TVET) has on the Socio-economic status of the College graduates. A target population of 65 graduates was studied out of whom using purposive sampling; Twenty-five

respondents were interviewed during the research. The questionnaires and oral interviews were used to collect data from the respondents with an 86% response rate. The study established that Technical vocational skills has positive influence on the socioeconomic status of the college graduates and that 74.% of the respondents pride to use the skills gained in getting or creating jobs. Findings revealed that College Trainees/youths require certain form of skills to gainfully and competitively participate in job market. This study demonstrated that vocational skills training offered goes a long way in alleviating poverty, decreasing families and individuals suffering, and improving the socio-economic status for those who gain such skills in society.

## **2.6 Business Finance Skills and Growth of Ex-convict Small Scale Business Venture**

According to Demirgüç-Kunt, Levine and Detragiache (2008), personal finance skills that every business owner must understand and practice are: Sacrifice- this means separate wants from needs being self-employed and thus motivated. Ultimately, building wealth through investment requires initial capital to be ventured, and therefore, as most business owners intuitively know, an element of sacrifice must be employed, (Brenne, Ewan & Custer, 1990). Understand your cash flow - everyone who is able to spend less than they earn must have a corresponding and realistic investment plan. Long-term investment strategies become derailed when available capital dries up, so new business owners should be realistic and use organised record-keeping to understand their burn rate. Plan and have a proven investment strategy - what gets measured gets done, and it is undeniably true that if you fail to have a plan then you have a plan to fail, (Stolze, 1999).

Train right and steer clear of bad debt- It's an old cliché, but how true it is: in modern society, bad debt is an ever-present hurdle that must be overcome. The term bad debt normally refers to loans, credit or other liabilities that are taken out for the purposes of discretionary expenditure, Execution involves recognising true assets -if there is one personal finance skill which tends to separate



wealthy business owners with a consistent inflow of money from the perennial strugglers, it is the ability to consistently recognise the true value of assets. As an investor, what you really need to understand is how to identify true assets, which allow wealth and income to flow to you in perpetuity. Correctly selected, diversified portfolio of quality shares and well-located investment properties will continue to deliver wealth and cash flow for as long as you live. Building on success and compounding your wealth- It's an enduring yet nevertheless accurate assertion that the most powerful force in investment and wealth creation is compound interest. Never quit- practice patience, persistence and perspiration- Success in any field is rarely achieved in a linear fashion, and nothing on this planet will ever be able to take the place of genuine persistence. Resolve to learn the lessons from every mistake along the journey, and through the application of discipline and patience, you will achieve your financial goals.

Mokua, (2013) conducted a study to determine the factors influencing credit financing of small scale enterprises in Kisii town, Kenya. The cadre of SSBs understudy was the registered small scale businesses in Kisii town. The study addressed the following objectives to determine the extent to which financial status influence credit financing of small business enterprises in Kisii Town, to establish the extent to which size of business influence credit financing of small business enterprises in Kisii Town, to investigate the extent to which collateral measures influence credit financing of small business enterprises in Kisii Town and to ascertain the extent to which management skills influence credit financing of small business enterprises in Kisii Town. The suggestions of policies and measures to enhance the growth of microenterprises may enable the Kisii County to improve its development plan. The growth of the SSBs may boost the employment opportunities thus benefitting the locality and country at large. The study employed the descriptive survey research design and employed questionnaire to collect data from 160 SSB in Kisii town. The researcher sampled 160 SSB out of the population of 560 SSB using a simple stratified sampling technique. The study found out

that the enterprises had inadequate funds. It was also revealed that the enterprises had stagnated in their financial status due to corruption in the municipality. It was also revealed that the enterprises had inadequate finances due to procedures that are too long to get the funding from financial institutions.

## **2.7 Capacity Building and Growth of Ex-convict Small Scale Business Venture**

In Ward and Maruna (2007), the first problem with ways of living and life plans concerns capacity. There are two types of capacities to consider, internal capacity and external capacity. Internal capacity refers to conditions internal to the individual, such as one's skill level or ability to secure goods; problems with internal capacity are referred to as internal obstacles. It may be that an individual lacks the internal conditions necessary to secure certain goods, and as such, the enhancement or acquiring of particular skills or internal conditions should be a focus of treatment. For instance, an individual may wish to emphasize the good of excellence in work, however may lack the skills to gain the type of work that he believes will give him the sense of achievement and fulfillment sought, (Newman, 1972). Barriers to functioning at one's full potential (capacity) can occur on several levels, cognitive (the individual lacks knowledge or mental ability), psychological (the individual lacks belief in himself and/or has motivational problems), and behavioural (cognitive or psychological issues result in behavioural problems that limit the individual's abilities).

External capacity, on the other hand, relates to those conditions or contexts external to the individual (e.g. availability of social supports, employment opportunities, access to education) that are needed to achieve goals and secure goods. Therefore, problems with external capacity are referred to as external obstacles. For example, an individual may want to become an artist (this is the goal, but the good sought may be excellence in work, excellence in play or creativity), however because he lives in an isolated location (external obstacle) there are no courses nearby that he can enroll in. Internal

and external obstacles can therefore govern the means used to secure a good. In the above example, the external obstacle of geographical isolation may direct the individual to buy an art book and teach himself. Alternatively, the individual may just resolve to give up and therefore allow the goal and associated goods to go unfulfilled, which may lead to problems in scope.

In Bangladesh, an independent survey of 280 Village savings and loans associations. (VSLA) participants in February 2009 estimated 86 percent survival rate of VSLAs promoted in 2007, similar to the actual survival rate after three years of 84 percent measured in the VSL pilot groups. The result of the survey indicated that the groups trained on VSLA methodology remained sustainable, (AKF, 2011)

In a study conducted in India in (2000) by Indian institute of Bank Management (Guwahati) in collaboration with Microsave, ASCAs generally operate within the range of 6-12 months. In the villages studied, none operated for less than 12 months. There were 8 indefinite xonchois (ASCAs) ranging from 36 to 130 months old. None of these had identified a specific breaking date; it is believed, the training on VSLA methodology led to sustainability of associations (Microsave, 2006).

Mbatha, (2010) carried out a study guided by the following specific objectives: (i) to establish the current human capacity building approaches used by SMEs in Kisumu; and (ii) to establish the impact of human capacity building on the performance of SMEs in Kisumu. A survey was undertaken. The target population was drawn from the 7012 businesses that are licensed by the Municipal Council of Kisumu of which 80 percent are SME's (Kisumu Municipal Office, Sept, 2010). The sample consisted of 320 respondents selected from owners and staff of SMEs in Kisumu municipality. Primary data was collected from the proprietors/managers of the SMEs with the aid of semi-structured structured questionnaires. Data pertaining to the objectives of the study was

analyzed using descriptive statistics and correlation and regression analysis were undertaken. Findings of the study show that the main training approaches were used by the SMES include the following: formal training approaches only, on-the job-training approaches only; job-specific training approaches only; a combination of formal training approaches and on-the job-training approaches; and a combination of formal training approaches, on-the job-training approaches and job-specific training approaches. The SME owners lacked adequate capacity to thrive

## **2.8 Theoretical Framework**

The good life model (GLM) is the main theory that guides this study; GLM is a theory of offender rehabilitation that contains three hierarchical sets of conceptual underpinnings: general ideas concerning the aims of rehabilitation, aetiological underpinnings that account for the onset and maintenance of offending, and practical implications arising from the rehabilitation aims and etiological positioning. The GLM is grounded in the ethical concept of human dignity (Ward & Syversen, 2009) and universal human rights, and as such it has a strong emphasis on human agency. The GLM is a strength-based rehabilitation framework that is responsive to offenders' particular interests, abilities, and aspirations. It also directs practitioners to explicitly construct intervention plans that help offenders acquire the capabilities to achieve things and outcomes that are personally meaningful to them. It assumes that all individuals have similar aspirations and needs and that one of the primary responsibilities of parents, teachers, and the broader community is to help each of us acquire the tools required to make our own way in the world.

Criminal behaviour results when individuals lack the internal and external resources necessary to satisfy their values using pro-social means thus criminal behaviour represents a maladaptive attempt to meet life values (Ward & Stewart, 2003). Rehabilitation endeavors should therefore equip offenders with the knowledge, skills, opportunities, and resources necessary to satisfy their life

values in ways that don't harm others. Inherent in its focus on an offender's life values, the GLM places a strong emphasis on offender agency. That is, offenders, like the rest of us, actively seek to satisfy their life values through whatever means available to them. The GLM's dual attention to an offender's internal values and life priorities and external factors such as resources and opportunities give it practical utility in desistance-oriented interventions.

The social learning theory proposed by Bandura (1977) has become perhaps the most influential theory of learning and development. While rooted in many of the basic concepts of traditional learning theory, Bandura believed that direct reinforcement could not account for all types of learning. While the behavioral theories of learning suggested that all learning was the result of associations formed by conditioning, reinforcement, and punishment, Bandura's social learning theory proposed that learning can also occur simply by observing the actions of others. This theory adds that a social element, arguing that people can learn new information and behaviors by watching other people. Known as observational learning (or modeling), this type of learning can be used to explain a wide variety of behaviors.

Bandura explained that learning would be exceedingly laborious, not to mention hazardous, if people had to rely solely on the effects of their own actions to inform them what to do. Fortunately, most human behavior is learned observationally through modeling: from observing others one forms an idea of how new behaviors are performed, and on later occasions this coded information serves as a guide for action.

The wages theory of profit proposed by Clark (1979) postulates that the services of the entrepreneur are also classified as labour though of a superior type. These entrepreneurs do a lot of work in organizing the business unit as well. The entrepreneurs in the shape of profit pay to themselves for

service just as managers are paid for their services. It means that profit is a wage for the entrepreneur for the services rendered by them. According to Clark, profit is the result of an adjustment, which is brought about by the entrepreneurs themselves. They may find new techniques of production by inventing new machines. Their use reduces the cost of production and reduces the course of time as well and gives the entrepreneur higher profits. But when the use of machinery and production becomes common and used by the other entrepreneur operating in the economy. The supply of goods then increase and the prices fall hence the profit margin also goes down. Under this situation the profit is determined by the demand and supply of enterprise at a point where they are equal.

Skills theory states that learned knowledge and acquired skills/abilities are significant factors in the practice of effective leadership. Skills theory by no means disavows the connection between inherited traits and the capacity to be an effective leader - it simply argues that learned skills, a developed style, and acquired knowledge, are the real keys to leadership performance. It is of course the belief that skills theory is true that warrants all the effort and resources devoted to leadership training and development, (John *et al*, 1990).

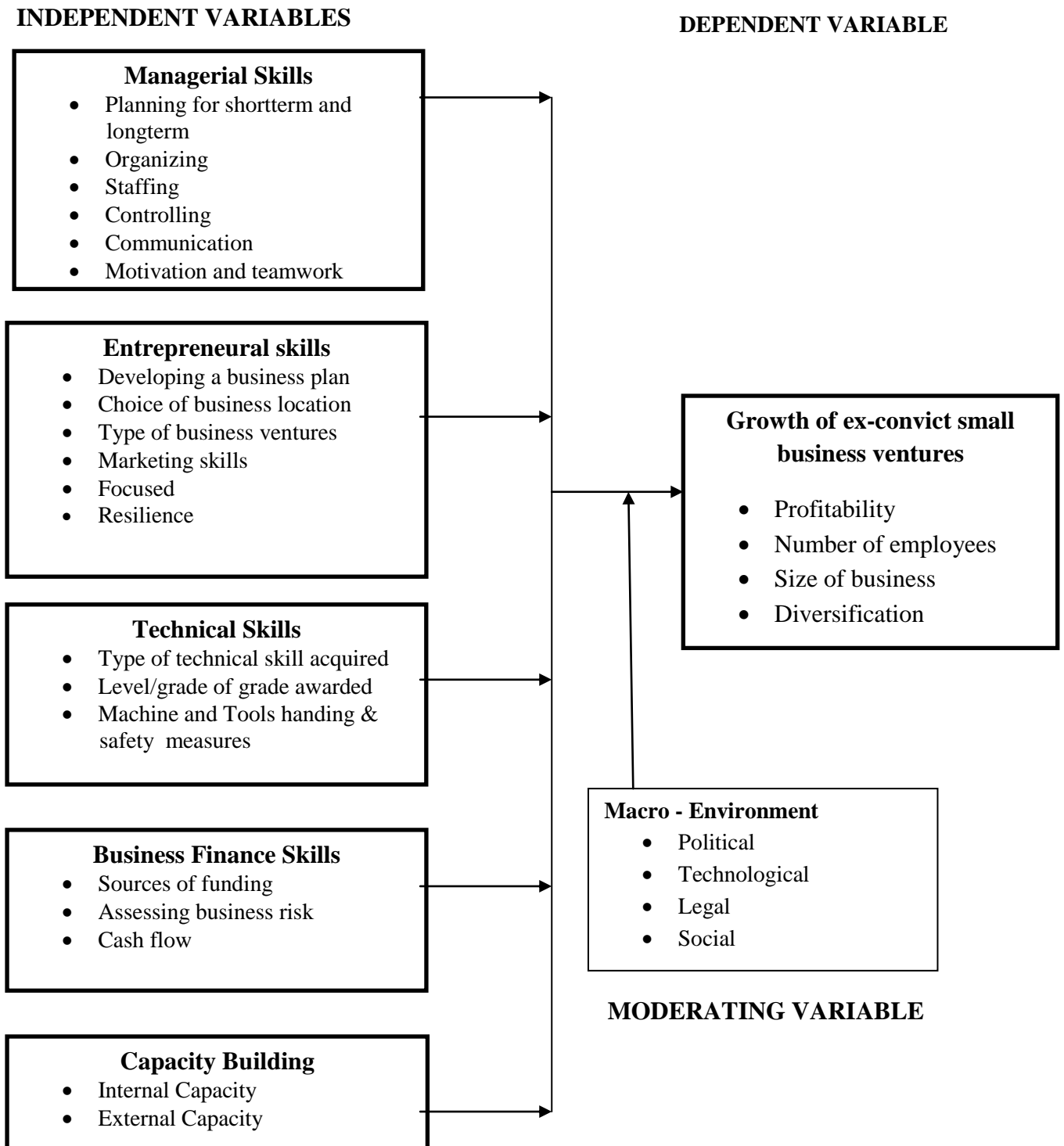
Path-Goal theory is about how leaders motivate followers to accomplish identified objectives. It postulates that effective leaders have the ability to improve the motivation of followers by clarifying the paths and removing obstacles to high performance and desired objectives. The underlying beliefs of path-goal theory (grounded in expectancy theory) are that people will be more focused and motivated if they believe they are capable of high performance, believe their effort will result in desired outcomes, and believe their work is worthwhile, (Schein & Bennis, 1965).

The Cantillon's theory (1755) does not view the entrepreneur as a production factor as such, but an agent that takes on risk and thereby equilibrates supply and demand in the economy. In a neo-

classical framework, this function resembles that of the optimizing residual claimant, e.g., the business owner who rents labor and capital from workers and land owners in a world of uncertain demand or production.

According to Knight Approach (1971), the main function of the entrepreneur is to assume the uncertainty related to these events, thereby shielding all other stakeholders against the entrepreneur. Knight views an entrepreneur in terms of risk, uncertainty and profit. He recognized the distinction between risk and uncertainty. The latter is uninsurable since it relates to unique events, e.g., a shift in consumer taste. According to Knight, the main function of the entrepreneur is to assume the uncertainty related to these events, thereby shielding all other stakeholders against it. i.e., the entrepreneur exercises judgment over these unique situations, the uncertainty in the economy, and functions as an insurance agent. Knight explicitly argues that entrepreneurs are owners of companies, i.e., residual claimants, and thus receive profits. In order to earn a positive profit, the entrepreneur carries out three tasks: he initiates useful changes or innovations; he adapts to changes in the economic environment; and he assumes the consequences of uncertainty related to the company.

## 2.9. Conceptual Framework



**Figure 1: Conceptual Framework on the relationship among variables**

The dependent variable is directly influenced by the independent variables while the moderating effect does not have direct impact between the dependent and independent variable hence acts as other determinant of the relationship. Moderating variable cannot be controlled by the researcher.



## 2.9 Summary of Literature Review

Variable	Author (Year)	Title of the Study	Findings	Knowledge gap
Managerial Skill Productivity Efficiency	Campell (1991)	Estimating elasticity of substitution between restricted and unrestricted inputs in a regulated fishery: A Probit approach	Skill and technology were not important in the inshore fishery but were very important for explaining efficiency and productivity differences in the offshore fishery.	Used fewer variables e.g managerial skill, Productivity and Efficiency
Worker experience Productivity	Jones (1994)	Are manufacturing workers really worth their pay?	That the more experienced workers are in the firm, the higher the level of productivity.	Productivity is attributed by other factors and not experience of the workers only
Technical efficiency Managerial skill characteristics namely: Level of education, Years of experience Frequency of training.	Kising'u, (2007).	An Empirical Study of The Relationship Between Managerial Skill and Technical Efficiency of Commercial Banks in Kenya	That there is a positive relationship between technical efficiency and the level of education, years of experience and frequency of training That larger bank size, higher capitalisation and greater profitability are associated with higher technical efficiency	The context was commercial banks which is a more organized sector  Managerial characteristics reviewed are level of education, experience and frequency of training
Entrepreneurial Skills Enterpreneurship Development Employment Creation	Wamahi u,(2012)	The influence of enterpreneurship development on employment creation among the youth: a case study of Kikuyu district	Awareness of entrepreneurial duties influenced employment creation. That motivation of entrepreneurs affected employment creation, That self perception influenced employment, creation That entrepreneurship education and training influenced employment creation	The study focused the youth and not ex-convicts  Fewer variables were studied
			Enterprises had	

Size of business Financing Borrowing requirements	Mokua, (2013)	Factors Influencing Credit Financing of Small Scale Business Enterprises, in Kisii County, Kenya	inadequate funds. The enterprises had stagnated in their financial status due to corruption in the municipality. The enterprises had inadequate finances due to procedures that are too long to get the funding from financial institutions.	Focused on financing aspect only  The context is different ie not on ex-convicts
Human capacity building Performance	Mbatha, (2010).	Impact of human capacity building on the performance of small and micro enterprises in Kisumu municipality	The main training approaches were used by the SMES include: Formal training approaches only, on-the-job-training approaches only; job-specific training approaches only; a combination of formal training approaches and on-the job-training approaches; and a combination of formal training approaches, on-the job- training approaches and job-specific training approaches. The SME owners lacked adequate capacity to thrive	Investigated few variables  Capacity alone cannot sterr business performance  The study context is diferent, not on ex-convicts
Capacity building Training Perfomance	Achola (2012)	Impact of Capacity Building on Sustainability of Village Savings and Loans Associations in Suba District, Kenya	Many groups failed before two years Training was inadequate	Contextual gap, not for ex-convicts Fewer variables
Survival Training Capacity	Mathew s (2009)	Care International's VSL program in India .Microfinance for the rural	In the villages studied, none operated for less than 12 months. There were 8 indefinite	Was on microfinance Had fewer variables

building		poor that work.	xonchois (ASCAs) ranging from 36 to 130 months old. None of these had identified a specific breaking date; it is believed, the training on VSLA methodology led to sustainability of associations	
Enterpreneurial Skills: Communication skills Technical skills Performance	Berengu , (2012).	Influence of entrepreneurial skills on the performance of Jua Kali artisans in Kenya: a case of Jua Kali artisans in Meru town	Managerial skills had a positive correlation with respect to performance with a correlation coefficient being $r=0.204$ .  Technical skills the correlation coefficient was 0.653 indicating a very strong correlation between technical skills and performance.  There was a weak positive correlation between these communication skills and performance	Focuses on entrepreneurial skills (communication and technical skills only)  Context is different ie Jua Kali traders only
Institutional technical- skills Capacity Experience Planning procedures	Maina (2012)	Analysis of technical skills of local authority staff in urban land use planning units in Central region, Kenya	That all the sampled LAs involved other government agencies as pertains to development applications. Public health (100%) was the most involved agency by the local authorities in the approval process of development applications. Delay in communication (100%) was the most	The study was on the local authority and not business Did not include the external factors other than technical skill of council workers

			<p>common problem experienced by local authority planners in involving other government agencies.</p> <p>all the councils in the study confirmed that they followed up on approved applications.</p> <p>The urban planner (75%) was the in many cases the officer charged with inspection of the developments.</p> <p>Uncooperative developers (88%) was the major challenge mentioned by the respondents which was encountered the officers in inspection and follow up of projects</p>	
<p>Socio-economic status</p> <p>Technical - Vocational skills</p> <p>Job creation</p>	<p>Wesong a (2013).</p>	<p>Influence of provision of technical skills on socio-economic status of college graduates: a case of Mully College, Machakos County, Kenya</p>	<p>That Technical vocational skills has positive influence on the socio-economic status of the college graduates</p> <p>That 74.% of the respondents pride to use the skills gained in getting or creating jobs. College Trainees/youths require certain form of skills to gainfully and competitively participate in job market.</p> <p>vocational skills training offered goes a long way in alleviating poverty, decreasing families and individuals suffering.</p>	<p>Study was on college graduates and not business ventures</p>

**Table 2.1: Summary of literature review**

The literature review highlighted that there was clearly a need for further research in the area of ex-convict small business venture growth. Based on the literature it can be concluded that there is not a sufficient conclusion on whether the businesses started by the ex-convicts thrive. No study known to the researcher provides conclusive information on the validity of these education programmes to ex-convicts or the community at large. There was therefore a gap in knowing how the programmes offered help to grow small business ventures by ex-convicts in Kenya.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter provided information about the applied research process for the proposal. This included research design, target population, sample size and sampling procedures. It also included research instruments, data collections procedures, data analysis techniques

#### **3.2. Research Design**

Mouton (1996) defines research design as a set of guidelines and instructions to be followed in addressing the research problem. He states that the main function of a research design is to enable the researcher to anticipate what the appropriate research decisions should be so as to maximize the validity of the eventual results. In fact, it is the blueprint of the research project that precedes the actual research process. Neuman (2000) agrees that the deductive approach emphasizes detailed planning prior to data collection and analysis. It can also be referred to as a framework or a plan for a study that is used as a guide when collecting and analyzing data (Churchill, 1991). The rationale for a research design is to plan and structure a research project such that the eventual validity of the research findings is maximized by either minimizing or where possible eliminating all possible error (Mouton, 1996).

The study used survey approach, which is a non-probability technique. Surveys are appropriate for research questions because they integrate various components involved in a study, such as behaviour, attitudes, beliefs, opinions, characteristics, expectations, and knowledge (Neuman, 2000). Neuman explains that written questionnaires and formal interviews are usually used to gather the information. The method of survey research is ideal when the researcher does not manipulate a situation or condition to see how people react (Neuman, 2006).

### **3.3. Target Population**

Borg and Gall (1989) defines a target population as the real hypothetical set of people, event or objects which the researcher wishes to generalize the findings. The study focused on a total of 300 ex-convicts in Taita Taveta County that hosts four penal institutions namely; Voi prison, Taveta prison, Wundanyi and Manyani Maximum Security prison. From the four penal institutions in Taita Taveta county the data base for Release (those completely served sentence, paid fine, power of mercy and appeal on the sentence) for three years (2010- 2014) indicates 1,800 out of which 300 are from the Taita Taveta locality, The researcher also targeted 80 prison technical instructors who are tasked in training the inmates stationed in four penal institutions in Taita Taveta County, (Taita Taveta County Commander, 2014).

### **3.4 Sample Size and Sampling Procedure**

When selecting or sampling, the aim is to get a sample that is as representative as possible of the target population (Mouton, 1996). Mouton states that this representativeness is the underlying epistemic criterion of a 'valid', unbiased sample. Nachmias and Nachmias (1996) point out that since it is often impossible, impractical or extremely expensive to collect data from all the units of analysis covered by the research problem, sampling or a relatively small number of units (subset) can be accurately used to represent the relevant attributes of the whole set.

According to Cooper and Schindler (2003) 20 % sample is acceptable and therefore the researcher will take a sample size 60 ex-convict. A sample size of 16 prison technical instructors was used for the study. The size was decided considering time and costs required to gather data while reducing the margin of error. The researcher used snowballing method to reach the ex-convicts. Snowballing is synonymous with chain referral sampling (Bailey, 1994). Neuman (2006) defines snowball sampling as non-random sampling where the researcher begins with one case, and based on

information about relationships or networks inter-relationships from that case, identifies other cases, and repeats the process continuously to find more subjects. Various key ex-convicts from the various small scale businesses visited (interviewees) referred the researcher to others, and those in turn further referred the researcher to other ex-convicts they knew.

### **3.5 Research Instruments**

Data collection is important in assembling the required information with an aim of achieving research objective. The study relied on primary data that was collected from ex-convicts using a semi structured questionnaire. The questionnaire elicits respondents views on various items developed to measure each variable. The questionnaire included open ended questions, nominal scale and five point likert scale items developed from various literature sources that have studied similar variables. The questionnaire is structured into two parts. Part one has 5 questions that help to capture data of demographic profile of ex-convicts while part two is divided into five sections and has 40 questions. Section A,B,C,D, E, F and G that captured data on managerial skills on growth of ex-convicts small scale business venture, entrepreneurial skills on growth of ex-convicts small scale business venture, technical skills on growth of ex-convicts small scale business venture, business finance skills on growth of ex-convicts small scale business venture and capacity building on growth of ex-convicts small scale business venture, growth of business and moderating effect of macro-environment factors respectively. A research interview guide was administered to collect data from prison technical instructors who are tasked in training the inmates. The interview guide was used in four institutions in the county.

#### **3.5.1 Pilot Testing of Instrument**

The researcher used ten questionnaires to pilot test from the Ex- inmates and five interview guides to Manyani Maximum technical instructors to ensure that the instruments captures the intended data.



### **3.5.2 Validity of Instruments**

Validity refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure. It is the degree to which results obtained from the analysis of data actually represent the phenomenon under study. It is the accuracy and meaningfulness of inferences, which are based on the research results. It has to do with how accurately the data obtained in the study represents the variables of the study, (Mugenda, 2009).

The researcher used content validity to examine whether the instrument answers the research question and enhances the validity by involving accessible target population in the study, generating logical questions to ensure that respondents were comfortable to respond to the study and posing interesting questions to avoid demoralizing the respondents by getting them bored with the measurements. Adjustment to the research instrument was done through consultation and discussion with the supervisor to establish content validity.

### **3.5.3 Reliability of Instrument**

Reliability is the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials. Reliability is influenced by random error which is the deviation from a true measurement due to factors that have not effectively been addressed by the researcher. As random error increases, reliability decreases, (Mugenda & Mugenda, 2009).

The researcher did broaden the sample of measurement questions by adding similar questions to the data collection instrument while improving internal consistency of an instrument by excluding data drawn from measurement questions eliciting extreme responses and avoiding ambiguous questions that are of no value to the study. The researcher involved research assistants to help monitor the process to ensure that unintended persons did not fill the questionnaire and encouraged the

respondent to seek clarity where necessary to increase the level of reliability. A Pearson moment correlation coefficient was used to show the strength of the correlation between a dependent variable (the subject under study), and the independent variable, which is manipulated to determine effects on the dependent variable. The instruments were concluded to be reliable since the coefficient of 0.703 was obtained, a good indicator that the tools were reliable. The value of rank correlation nearer to +1 or -1 indicates a high degree of positive or negative correlation between variables respectively.

### **3.6 Data Collection Procedure**

The researcher sought for permit to conduct the research from the County Prison Commander Office. The researcher also wrote a letter of introduction and request for appointments of the technical instructors to be involved. The researcher then distributed the questionnaires with the help of research assistants to save time and loss of some questionnaires.

### **3.7 Data Analysis Techniques**

Ortho (2004) observe that this is the life line of a research; the method of analysis is the backbone and conduct wire. Therefore, the researcher collected and inspected the questionnaires to ensure that they are adequately completed and properly responded to and removed any incomplete instrument. The researcher then organized all the data sheets by giving them identity. The researcher finally coded the data to enable easier summarizing, quantifying and classification of data into forms that was suitably used for the reporting purposes. The researcher used frequency tables to summarize data.

### **3.8 Ethical Considerations**

The research team observed three universal ethical principles, including respect for participants and justice. The team recognized that participants have the right for self-determination; hence, all participants consented by fully explaining purpose of the study, potential risks and benefits; as well as

the fact that participation was totally voluntary. Participants were also informed about their right to withdraw consent at any time without a penalty. The research team also had the responsibility to uphold the social well-being of all participants. In this regard, to keep all information sourced in this exercise confidential and away from the reach of unauthorized persons; personal interviews were also made confidential, at least audibly. Finally, researcher gave all participants equal opportunity to take part in the study

**3.9 Table 3.1 Operationalisation of Variables**

VARIANCE	NATURE	INDICTOR	MEASUREMENT	SCALE	SECTION
Demographic data	Nature of business, Years of exisence, location of business,years imprisoned, age, and education level		Demographic	Ordinal/Nominal	PART 1
Managerial skill	Independent	Planning for short time and long time Staffing Organizing Motivation Decision making Team work Controlling	5 point likert scale	INTERVAL	PART11 A
Entrepreneurial skill	Independent	Developing a business plan Choice of business location Type of business ventures Marketing skills Focused Resilience	5 point likert scale	INTERVAL	PARTII B
Technical skill	Independent	Type of technical skill acquired Level/grade of grade awarded Machine and Tools handing & safety	5 point likert scale	INTERVAL	PARTII C

		measures			
Business finance skill	Independent	Sources of funding Assessing business risk Cash flow	5 point likert scale	INTERVAL	PARTII D
Capacity building	Independent		5 point likert scale	INTERVAL	PART II E
Growth of Ex-convict small scale business venture	dependant		5 point likert scale	INTERVAL	PARTII F
Macro Environment	Moderating variable		5 point likert scale	INTERVAL	PARTII G

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

This chapter presents data that was analyzed in order to give a clear picture of the findings and for purpose of comparison with the expected findings. The purpose of this study was to examine influence of prison education programme on growth of ex-convict small scale business ventures in taita taveta county, kenya. The data was summarized in table form graph to bring out the reality at the ground. The data was collected using questionnaire, analyzed and classified into meaningful categories. The findings have been arranged according to the objectives.

#### 4.2 Questionnaire Return Rate

The questionnaires distributed to the respondents were returned as follows;

**Table 4.1: Questionnaire Return Rate**

	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Returned	47	78.33	16	100
Not Returned	13	11.77	0	0
<b>Total</b>	<b>60</b>	<b>100</b>	<b>16</b>	<b>100</b>

Out of 60 questionnaires distributed to ex-convicts in Taita Taveta County, 47 questionnaires were returned. This is 78.33% return rate. This response rate were sufficient and representatives conform to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; A rate of 60% is good and a response rate of 70% and over is excellent. The reason provided for unreturned questionnaire was because the respondents were occupied and did not get time to fill the questionnaire and most of the time they were out on business commitments and had not been back by the time of data analysis. The 16 prison instructors sampled from the four penal institutions were all available and interviewed, this represented a 100% response.

### 4.3 Demographic Characteristics of the Respondents

Demographic characteristics of respondents were;

**Table 4.2: Demographic Characteristics of the Respondents**

	Frequency (F)	Percentage (%)
<b>Distribution of ex-convict by Age</b>		
18-25	3	6.4
26-35	11	23.4
36-45	19	40.4
Over 46	14	29.8
<b>Total</b>	<b>47</b>	<b>100</b>
<b>Business existence</b>		
Less than 5 years	15	31.9
6 – 10 years	11	23.4
11 – 15 years	9	19.2
16 – 25 years	7	14.9
Below 26 years	5	10.6
<b>Total</b>	<b>47</b>	<b>100</b>
<b>Years Imprisoned</b>		
Less than 3 years		
3 – 5 years	21	44.7
6 – 10 years	10	21.3
11 – 15 years	7	14.9
Over 15 years	2	4.3
<b>Total</b>	<b>47</b>	<b>100</b>

	<b>F</b>	<b>%</b>
<b>Category of Business</b>		
Sole trader	35	74.5
Partnership	10	21.3
Others	2	4.3
<b>Total</b>	<b>47</b>	<b>100</b>

The demographic questions were designed to obtain information from the participants in some seven general areas: The variables used in this study in social demographic characteristics of the respondents/business ventures are ; age, location, category of business, number of years the business has been in existence and the number of years imprisoned. The variables are proportional to the type of respondent in this study.

The 47 respondents age were categorized in different age brackets. Minority of the respondents at 6.4% were aged between 18-25 while over 23% were in the age bracket of 26-35. Majority of the respondents constituted over 40% lies in the age bracket of 36- 45 years and those over 46 years of age made 14% of the response. 31.9% businesses had been existing in the last 5 years, 23.4% existed between 10 years 19.2% had been surviving between 11-15 years whereas over 14% have been in operation for not more than 25 years and a small percentage of 10.6% are existing for over 26 years since they started.

The respondents who served a jail term of less than 3 years comprised 14.9%, with a majority of 44.7% having imprisoned for 3-5 years. 21.3% and 14.9 % served a jail term of 6-10 and 11-15 respectively while 4.3% had not known freedom for over 15 years of their adult life. Majority of the respondents who stood at 74.5% run their business ventures as sole traders with only 21.3% operating in partnerships. 4.3% of the respondents expressed that they were taking their business to a



higher level and at the time of this study, they were registering their business ventures as private limited companies

#### 4.4 Managerial Skills and Growth of Ex-convict Small Scale Business Venture

The questions posed on managerial skills on the growth of ex-convicts small scale business venture were responded to as follows;

**Table 4.3 Managerial Skills and Growth of Ex-convict Small Scale Business Venture**

The questionnaire has been ranked as follows 1-SD 2-D 3-N 4-A 5- S A. Please indicate to what extent you agree with the following.	<b>Strongly Disagree</b>		<b>Disagree</b>		<b>Neutral</b>		<b>Agree</b>		<b>Strongly Agree</b>		
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	
While in prison, did you receive sufficient information to enable you plan the business well	3	6.4	4	8.5	5	10.6	15	31.9	20	42.6	
Have the short term and long term decisions you have made been beneficial to this business venture	1	2.1	6	12.8	9		19.2	14	29.8	17	36.1
Does the composition of employees have relevant skill, expertise and competency	4	8.5	4	8.5	6		12.8	12	25.5	21	44.7
Does the composition of employees have relevant skill, expertise and competency	4	8.5	4	8.5	6		12.8	13	27.7	20	42.6
Are decisions made and reviewed to assess their implementation. Does the business makes strategic decisions regularly to remain competitive & relevant	3	6.4	4	8.5	9		19.2	14	29.8	17	36.1
Effective communication is a priority to this business venture	4	8.5	4	8.5	6		12.8	12	25.5	21	44.7
Is staff motivation and reward encouraged and practiced. Does the staff works harmoniously towards the success of the business	7	14.9	8	16.6	10		21.3	12	25.5	10	21.3

Most of ex-convicts at 74.5% agreed that while in prison, they did receive sufficient information to enable them to plan the business well. 10.6% were not sure if they did while 14.9% felt that they did not acquire sufficient information to aid them in planning of the business venture activities. 65.9% agree to the question that both short term and long term decisions they make have been beneficial to their business venture, 19.2% were neutral while 14.9% disagreed. 89.4% of the respondents maintained a composition of employees with relevant skill, expertise and competency, 17% had incompetent work force while 12.8% were not confident whether their staff was competent or not. 65.9% were to the agreement that decisions are made and reviewed to assess their implementation and that the business makes strategic decisions regularly to remain competitive and relevant, 19.2% remained neutral to the question whereas 14.9% disagreed.

Effective communication was given a priority to by over 70% of the ex-convicts, 12.8% were neither for or against effective communication while a minority of 17% did not consider effective communication as of importance to their business undertakings. When asked if staff motivation and reward encouraged and is practiced in their business and if the staff works harmoniously towards the success of the business 76.6% said they always do that, 21.3% practised it some times and only 2.1% did not invest much in their work force.

#### **4.4.1 Managerial Skills and Growth of Ex-convict Small Scale Business Venture**

From the data gathered from the prison instructors, they equip the prisoners with adequate skills that can enable them to start and run a business venture. This was well reflected from the ex-convicts as most of them at 74.5% agreed that while in prison, they did receive sufficient information to enable them to plan the business well. The instructors also argued that they impart skills to benefit the inmates not only in the short term but also in the long term. This was seen to hold true since 65.9%

of the inmates agree to the question that both short term and long term decisions they make have been beneficial to their business venture.

89.4% of the respondents maintained a composition of employees with relevant skill, expertise and competency. This was a good sign of a growing business that did not only improve the owner but helps the employees to grow with the business. Since the prison education system is expected to benefit the prisoners, their dependents and the entire society, this objective is well met as the ex-convicts make contribution as far as job creation is concerned, are able to support their dependents and give back to the society. 65.9% were in agreement that decisions they make are reviewed to assess their implementation and that the business makes strategic decisions regularly to remain competitive and relevant, this has been mirrored by the fact that some have managed to grow their business in a very dynamic and competitive environment. Effective communication was given a priority to by over 70% of the ex-convicts, who consider effective communication as of importance to their business undertakings. Staff motivation and reward encouraged and was practiced in their business and the staff works harmoniously towards the success of the business as reflected by a 76.6% response. These findings confirmed an analysis by Wamahiu (2012) that motivation of entrepreneurs affected employment creation and that entrepreneurship education and training influenced employment creation. The findings also contradict Berengu (2012) who argued that there was a weak positive correlation between communication skills and performance. Jones (1994) findings that the more experienced workers are in the firm, the higher the level of productivity does not hold in this study as very young and not very experienced ex-convicts reported that they start their business into profitability and that they motivate and reward their employees to achieve high productivity.

#### 4.5 Entrepreneurial Skill and Growth of Ex-convict Small Scale Business Venture

The questions posed on entrepreneurial skills on the growth of ex-convicts small scale business venture were responded to as follows;

**Table 4.4: Nature of Business**

	<b>F</b>	<b>%</b>
Start-up	41	87.2
Non-start up	6	12.8
<b>Total</b>	<b>47</b>	<b>100</b>

Majority (87.2%) of the respondents had their business as start-ups 12.8% had some backup and they had some existing business venture to build on.

**Table 4.5: Entrepreneurial Skills and Growth of Ex-convict Small Scale Business Venture**

The questionnaire has been ranked as follows 1-SD 2-D 3-N 4-A 5- S A. Please indicate to what extent you agree with the following.	<b>Strongly Disagree</b>		<b>Disagree</b>		<b>Neutral</b>		<b>Agree</b>		<b>Strongly Agree</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Can you develop a sound business plan	4	8.5	4	8.5	6	12.8	12	25.5	21	44.7
Does your business have sound marketing strategies to beat competition	5	10.6	8	17.0	10	21.8	12	25.5	12	25.5
Has the business has ever collapsed due to losses and you still found a solution & moved on	3	6.4	4	8.5	5	10.6	18	38.3	17	36.1
Other than the basic entrepreneurial skills you learnt while in prison, did you have other training in entrepreneurship?	17	36.1	18	38.3	5	10.6	4	8.5	3	6.4
Are you focused in your plans? Do you plan for short and long term?	4	8.5	5	10.6	4	8.5	18	38.3	17	36.1

Over 60% of the respondents had confidence that they can develop a sound business plan, with 12.8% not sure if they can develop one whereas 17% felt they were not competent enough to develop a simple business plan. Other than the basic entrepreneurial skills learnt in prison, 25% of the respondents said that they had prior entrepreneurial skills while 75% acquired them while in prison. 60% of the respondents also reported that there are no other business people in their family whom they depend on. 45.5% strongly believed that they are focused in their plans while 30.7% agreed that they are focused, with 12.3% remaining indifferent about the question and only 11.5% said that they have not been focused in their plans for both short term and long term.

When asked if their business had sound marketing strategies to beat competition 51% agreed, 21.3% were not sure while a large group 27.6% said they did not have sound marketing strategies to level their competitors. 74.4% reported having been faced with a challenge of business failure and rising above the challenge, 10.6% preferring not to talk about the issue while 15% had no issues of a failing business venture. 17% of the ex-convicts had not considered effective communication as a priority to their business venture, 12.8% remained neutral while the majority 70.2% prioritise effective communication

#### **4.5.1 Entrepreneurial skills and Growth of Ex-convict Small Scale Business Venture**

While 87.2% of the respondents had their business as start-ups 12.8% had some backup and they had some existing business venture to build on. Those with backups said they either had started their business before they were imprisoned and after release they continued with it while others joined an existing business as partners. This was also inline with the trainers/instructors sentiments who said that they encouraged and equipped the prisoners with sufficient skills to enable them start income generating ventures either as individuals or to join groups. Over 60% of the respondents had confidence that they can develop a sound business plan.

Other than the basic entrepreneurial skills learnt in prison, 25% of the respondents said that they had prior entrepreneurial skills while 75% acquired them while in prison. 60% of the respondents also reported that there are no other business people in their family whom they depend on. Over 76% strongly believed that they are focused in their plans. 51% agreed that sound marketing strategies to beat competition, and have sound marketing strategies to level their competitors. 74.4% reported having been faced with a challenge of business failure and rising above the challenge, the ex-convicts had not considered effective communication as a priority to their business venture.

#### **4.6 Financial Skills and Growth of Ex-convict Small Scale Business venture**

The questions posed on financial skills on the growth of ex-convicts small scale business venture were responded to as follows;

**Table 4.6: Source of Capital**

	<b>F</b>	<b>%</b>
Equity	22	46.8
Debt/Loan	18	38.3
Other	7	14.7
<b>Total</b>	<b>47</b>	<b>100</b>

While majority (46.8%) used debt and loans to finance their business activities, 38.3% utilized equity/owners capital. Out of 14.7% that used other sources 8% of them cited use of leases either of equipment, tools and land to use in the in their business venture operations.

**Table 4.7 Financial Skills and Growth of Ex-convict Small Scale Business Venture**

The questionnaire has been ranked as follows 1-SD 2-D 3-N 4-A 5- S A. Please indicate to what extent you agree with the following.	<b>Strongly Disagree</b>		<b>Disagree</b>		<b>Neutral</b>		<b>Agree</b>		<b>Strongly Agree</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
	Are you aware of various sources of capital	6	12.8	8	17.0	10	21.3	13	27.7	10
Is your business financed by owners equity or debt/loan?	7	14.9	10	21.3	6	12.8	10	21.3	14	29.8
Are there more advantages in financing with owners money (equity) than other sources	9	19.1	14	29.8	5	10.6	10	21.3	9	19.1
Has finance/funding has been the major barrier to your business venture	1	2.1	4	8.5	6	12.8	18	38.3	18	38.3

Asked of their awareness towards the sources of fund/finance almost half of the respondents said that they are well knowledgeable of the sources of capital, while 21.3% could not clearly understand the sources, 17% denounced such knowledge while 12.8% were clueless of the financing sources. When responding to the question whether there are more advantages in financing with owners money (equity) than other sources, 19.1% strongly opposed, 29.8% disagreed 10.6% remained non committal, while over 50% agreed that equity financing is preferable.

Over 76% of the ex-convicts were in agreement the finance/funding has been the major barrier to their business venture with 12.8% remaining neutral to the question while 10.6% thought that financing is not their major worry.

#### **4.6.1 Finance Skills and Growth of Ex-convict Small Scale Business Venture**

Asked of their awareness towards the sources of fund/finance almost half of the respondents said that they are well knowledgeable of the sources of capital, while 21.3% could not clearly understand

the sources. This response brought about conflicting sentiments as those reported to having access to debt and loan as source of financing were at 46.8%, those who utilized owners equity were 38.8% while out of 14.7% that used other sources, 8% said they used leases as a financing option. 48.9% also disagreed that it was more advantageous to use equity as a source of business funding. When responding to the question whether there are more advantages in financing with owners money (equity) than other sources, 19.1% strongly opposed while over 40% agreed that equity financing is preferable. Over 76% of the ex-convicts were in agreement the finance/funding has been the major barrier to their business venture while 10.6% thought that financing is not their major worry. Griffiths and Murdoch (2009) argued that many of prisoners are challenged by skills deficits that make it difficult for them to compete and succeed in community. They cited illiteracy or innumeracy and lack of financial skills that was also found to be a limiting factor to the ex-convicts ability to deal with financial matters; these sentiments are also found to be true in this study. According to Demirgüç-Kunt, Levine and Detragiache (2008), every business owner must understand and practice personal finance skills. These sentiments are not reflected in this study since the respondents were in business but majority of them did not understand neither practice personal finance skills.



#### 4.7 Technical Skills and Growth of Ex-convict Small Scale Business venture

The questions posed on technical skills on the growth of ex-convicts small scale business venture were responded to as follows;

**Table 4.8 Technical Skills and Growth of Ex-convict Small Scale Business Venture**

The questionnaire has been ranked as follows 1-SD 2-D 3-N 4-A 5- S A. Please indicate to what extent you agree with the following.	<b>Strongly Disagree</b>		<b>Disagree</b>		<b>Neutral</b>		<b>Agree</b>		<b>Strongly Agree</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
	Do you have the ability to process customer orders as per their request	3	6.4	3	6.4	8	17.0	20	42.6	13
Do you have challenge in handling machine and equipments	19	40.4	17	36.1	7	14.9	2	4.3	2	4.3
Do you and your employees adhere to safety measures while handling machine and equipments	18	38.4	16	34.0	5	10.6	8	17.0	0	0.0

70.2% have the ability to process customer orders as per their request, 17% are unsure of their ability and 12.8% are not capable of processing orders adequately. 8.6% agree that they have challenge in handling machine and equipments, 14.9% were unsure, 76.5% had no challenge in handling machine and equipments. Of the respondents whom together with their employees always adhere to safety measures while handling machine and equipments comprised of 38.4%, with 34% adhering most of the time 10.6% were not confident on the matter, 17% adhered to safety measures sometimes none of the respondent failed to adhere to safety and health measures at all.

#### **4.7.1 Technical Skills and Growth of Ex-convict Small Scale Business Venture**

70.2% have the ability to process customer orders as per their request, while 76.5% had no challenge in handling machine and equipments. Of the respondents whom together with their employees always adhere to safety measures while handling machine and equipments comprised of 38.4%, with 34% adhering most of the time 10.6% were not confident on the matter, 17% adhered to safety measures sometimes none of the respondent failed to adhere to safety and health measures at all. Prison instructors cited handling of machine and equipments very crucial and they always made sure the basic rules of handling and operating machine, tools and equipment are followed at all times, this is one of the principle that the prisoners got right. The sentiments by Berengu (2012) that technical skills has a very strong correlation with performance were confirmed. A confirmation to Wesonga (2013) that College Trainees/youths require certain form of skills to gainfully and competitively participate in job market and that vocational skills training offered goes a long way in alleviating poverty, decreasing families and individuals suffering were supported by this study. Most of the Prison instructors interviewed did not have a college degree or a clear profession other than the technical grade, despite that they equip the prisoners with standard technical skills to start and operate profitable businesses. This contradicted Winterfield *et al.* (2009) that prisons require professionals such as psychiatrists, psychologists, pastors, professional counsellors, social workers, sociologists, criminologists and other social scientists should serve as uniformed officers who come into contact with the prisoners daily because only such experts have what it takes to make positive changes in the human mind: where criminality is fostered. This is not the case as studies show that a good number of prisoners have attained university and college education compared to the prison officers, (Omboto, 2010).

#### 4.8 Capacity Building and Growth of Ex-convict Small Scale Business Venture

The respondents gave feedback to questions posed on capacity building as follows;

**Table 4.9 Capacity Building and Growth of Ex-convict Small Scale Business Venture**

The questionnaire has been ranked as follows 1-SD 2-D 3-N 4-A 5- S A. Please indicate to what extent you agree with the following.	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
	Do you have the ability, knowlegde and skill to make good business negotiations	1	2.1	4	58.6	6	12.8	18	38.3	18
Are you a self motivate person who can motivate others	1	2.1	4	8.5	10	21.3	17	36.2	15	31.9
Do you beleive in yourself and have confidence in whatever you do	6	12.	7	14.9	10	21.3	14	29.9	10	21.3
Do you have an innovative mind and continously improve on the services/ products	7	14.	7	14.9	6	12.8	17	36.1	10	21.3
Can you put your emotions under control even when provoked	3	6.	8	17.	11	23.	15.	31.9	10	21.3
Since your release from prison, have you been engaged in social groups that help you to secure employment or access /education	3	6.4	4	8.5	6	12.8	18	38.3	18	38.3
Is your life in the community isolated	12	25.	10	21.3	10	21.3	8	17.	7	14.9

76.6% agreed that they do you have the ability, knowlegde and skill to make good business negotiations, 12.8% were not decided and 10.6% disagreed. Majority at 68.1% were to the view that they are self motivate person who can motivate others, 21.3% re neutral to the question whereas 10.6% were demotivated and could not help motivate others. 27.7% of the ex-convicts do not beleive in themselves and were not confidence in whatever you do, 21.3% are undecided while majority at 51.2% had faith and confidence with themselves. The ex-convicts who have an

innovative mind and continuously improve on the services/ products were 57.4% while 29.8% are not innovative.

23.4% cannot contain their emotions when provoked, 53.2% can put their emotions under control even when provoked and 23.4% were unsure of their reactions when put into test. Since their release from prison, 68.3% have been engaged in social groups that helped them to secure employment or access education, 14.9% were not engaged in any social groups and events. 31.9% felt that they live isolated lives in the community, 46.8% said they do not feel isolated whereas 21.3% were unsure if they interact well with the communities they live in or not.

#### **4.8.1 Capacity Building and Growth of Ex-convict Small Scale Business Venture**

The instructors said they equip the prisoners with skills to make good legal business deals. This fact was confirmed as 76.6% agreed that they do have the ability, knowledge and skill to make good business negotiations. The prisoners are allowed to choose among the available variety of courses to enroll in although the instructors sometimes advise them the route to take after interaction with them and of course being able to spot their talent and interest, this enables them to be motivated in whatever course they undertake. From the analysis majority at 68.1% were of the view that they are self-motivated persons who can motivate others. While 27.7% of the ex-convicts do not believe in themselves and were not confident in whatever they did, 51.2% had faith and confidence with themselves. The ex-convicts who have an innovative mind and continuously improve on the services/products were 57.4% while 29.8% are not innovative. 23.4% cannot contain their emotions when provoked, 53.2% can put their emotions under control even when provoked and 23.4% were unsure of their reactions when put into test, this makes them vulnerable to repeat offences that would earn them another jail term. Since their release from prison, 68.3% have been engaged in social groups that helped them to secure employment or access education. 31.9% felt that they live isolated lives in the community, 46.8% said they do not feel isolated whereas 21.3% were unsure if they interact

well with the communities they live in or not. Studies by Newman (1972) have shown that rehabilitation programs, education, therapy, and vocational training have a significant effect on not only bettering the inmate, but on society as well because they are able to become productive members of society, rather than hindrances, this means rather than depleting our economic resources, we can increase them exponentially; Schneider, Gruman and Coutts (2012) found out that by teaching them job skills and coping abilities, we are preparing them to be able to function normally rather than just returning them to the streets, often times even more dangerous than when they first detained. This study confirmed their findings. Mark (1996) argued that governments spend considerable amounts of public revenue to train/educate the prisoners who after release go back to crime thus ending back to prison again. The findings are contradicting to this study since the benefit of capacity building trickle down to the general society/community.

#### 4.9 Growth of Ex-Convicts Small Scale Business Venture

The questions posed on the growth of ex-convicts small scale business venture were responded to as follows;

Table 4.10 Growth of ex-convicts Small Scale Business Venture

The questionnaire has been ranked as follows 1-SD 2-D 3-N 4-A 5- S A. Please indicate to what extent you agree with the following.	<b>Strongly Disagree</b>		<b>Disagree</b>		<b>Neutral</b>		<b>Agree</b>		<b>Strongly Agree</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Does the business generates enough income to off-set the expeses on time	4	8.5	4	8.5	3	6.4	26	38.3	10	21.3
Has the number of employees working for the enterprise has increased overtime	7	14.9	7	14.9	6	12.8	18	38.3	9	19.1
Has the business expanded its operations and the sales have increased steadily	1	2.1	4	8.5	6	12.8	16	34.0	20	42.6
Do you have other operational branches/outlets	21	44.7	17	36.2	0	0	5	10.6	4	8.5

Majority of respondents who stood at 59.6% were to the agreement that their businesses generates enough income to off-set the expenses on time, 6.4% were not sure whether their businesses generate sufficient income to settle their bills whereas 17% of the respondents businesses are making losses/ no return. 57.4% of the respondents claimed that their work force has grown steadily, while 29.8% reported that the number of employees working for them has not grown and 12.8% gave no conclusive response and said that they have a high staff turnover regularly. While responding to the question of whether their business ventures have expanded its operations and the sales have increased steadily, majority 76.6% said that their operations have expanded and that they reported increased sales. 80.9% of the business ventures have no operational branch or outlet while 19.1% have either opened a branch or an outlet elsewhere

#### 4.10 Macro Environment Factors on Growth of Ex-Convicts Small Scale Business Venture

The respondents gave feedback to questions posed on capacity building as follows;

**Table 4.11 Macro-economic factors and growth of ex-convicts Small Scale Business Venture**

The questionnaire has been ranked as follows 1-SD 2-D 3-N 4-A 5- S A. Please indicate to what extent you agree with the following.	<b>Strongly Disagree</b>		<b>Disagree</b>		<b>Neutral</b>		<b>Agree</b>		<b>Strongly Agree</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
	Does the community perceive the business owner as socially unfit	12	25.5	14	29.9	6	12.8	8	17.0	7
Does the local politics adversely affect the operations of the business	5	10.6	4	8.5	4	8.5	18	38.3	16	34.0
Does the changing trend in technology pose challenge to the enterprise	2	4.3	2	4.3	3	6.4	18	38.8	22	46.8
Do you find regulation of the businesses appropriate	7	14.9	7	14.9	10	21.3	14	29.9	10	21.3

31.9% said that the community perceive the business owner as socially unfit, 12.8% were unsure while 55.4% disagreed. 72.3% were to the opinion that the local politics adversely affect the operations of the business, 8.5% were neutral and 19.1% disagreed. Changing trend in technology is perceived to pose challenge to the enterprise by 80.9% of the ex-convicts, 9.8% remaining undecided while 10.1% said technology advancement was not a problem to them. 29.9% do find regulation of the businesses inappropriate, 21.3% have no defined opinion on the question while 51.2% find the regulation of businesses appropriate

#### **4.10.1 Macro-economic factors and Growth of Ex-convict Small Scale Business Venture**

Changing trends in technology was not perceived as a major challenge but rather a support service to enhance the business operations. Business regulation was also said to be on the right side while the ex-convicts think that the local politics are not health for the business atmosphere and that its a source of hinderance to their business venture wpecially the startups and the small scale operators. The community/society is slowly accepting the ex-convicts back to the society and contributors to the family unit and community development through their business ventures and some no longer percieve the ex-convicts as social mis-fits. Campell (1991) concluded that skill and technology were not important in the inshore fishery but were very important for explaining efficiency and productivity differences in the offshore fishery. In this study many ex-convicts viewed technology as a support factor to their business growth rather than a challenge/ barrier although they have inadequate technological skills



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a summary of the findings, conclusions and recommendations

#### **5.2 Summary of Findings**

The findings of this study are based on a survey focused on small scale ex-convicts business venture and prison instructors in Taita –Taveta County.

##### **5.2.1 Managerial Skills and Growth of Ex-convict Small Scale Business Venture**

Effective communication was given a priority to by over 70% of the ex-convicts, while a minority of 17% did not consider effective communication as of importance to their business undertakings. When asked if staff motivation and reward encouraged and is practiced in their business and if the staff works harmoniously towards the success of the business 76.6% said they always do that, 21.3% practised it some times and only 2.1% did not invest much in their work force.

##### **5.2.2 Entrepreneurial Skills and Growth of Ex-convict Small Scale Business Venture**

A good number cited marketing strategy and decision making as another barrier to growth of their small scale business venture and competition from more established businesses. 10.6% thought that financing is not their major worry but Marketing/strategy was. Coming up with a sound business plan is vital for commencement and survival of any business, 60% can develop a sound business plan while over 70% of the ex-convicts said they are focused in whatever they do.

### **5.2.3 Technical Skills and Growth of Ex-convict Small Scale Business Venture**

Of the respondents whom together with their employees always adhere to safety measures while handling machine and equipments comprised of 38.4%, with 34% adhering most of the time 10.6% were not confidence on the matter, 17% adhered to safety measures sometimes and none of the respondent failed to adhere to safety and health measures at all.

### **5.2.4 Business Finance Skills and Growth of Ex-convict Small Scale Business Venture**

49% are well knowledgeable of sources of capital, while 21.3% could not clearly understand the sources, 17% denounced such knowledge while 12.8% were clueless of the financing sources. This response brought about conflicting sentiments as those reported to having access to debt and loan as source of financing were at 46.8%, those who utilized owners equity were 38.8% while out of 14.7% that used other sources, 8% said they used leases as a financing option. 48.9% also disagreed that it was more advantageous to use equity as a source of business funding. Over 76% of the ex-convicts were in agreement the finance/funding has been the major barrier to their business venture, a common factor to many business owners

### **5.2.5 Capacity Building and Growth of Ex-convict Small Scale Business Venture**

A good number of ex-convicts 23.4% can barely contain their emotions when provoked. This exposes them to more possibility of repeated crimes and they feel they are a vulnerable group. Reasonable number of them 38.3% are to the perception that the society view them and their business undertakings as unfit and they are not readily intergrated in the community hence some of them leads an isolated life. 27.7% of the ex-convicts do not believe in themselves and were not confidence in whatever you do and lacks basic personal judgment, this is attributed by the way the community perceives them

### **5.2.6 Macro- environment factors on growth of ex-convicts small scale business venture**

Changing trend in technology is perceived to pose challenge to the enterprise by 80.9% of the ex-convicts. Most of the ex-convicts do not possess basic skills to operate a computer and they reported that they have never had an opportunity to interact with computer and related gadgets however, only a negligible number of them can make an online transaction. Business regulation was found to be favourable although local politics were an impediment to business growth. Their communities are more receptive and supportive to the ex-convicts and help them to re-integrate back to the society and have appreciated their contributions.

### **5.3 Conclusions**

From the findings and discussions, the researcher concluded that majority of small scale business ex-convicts had managerial skills, and can manage their staff, assets and other resources towards profitable enterprises.

The prison department in Kenya and other stakeholders have helped the prisoners to gain entrepreneurial skills considering the level of unemployment especially among the youth in the country. With most of the respondents having been start-ups, it is a confirmation that they have received adequate training and are well placed to venture into the competitive business world.

Technical skills were found to be the most successful with the respondents scoring highly in this area. Issues concerning handling of machine and equipment as well as safety measures are well understood and practised among the ex-prisoners but this enhances their competence as business operators or as employees. The prison instructors also confirmed their strictness when it comes to handling machines and equipments considering their type of trainees.

The ex-convicts were less adequate in business finance skills with majority finding it a challenge to understand and manage their personal finances. Some are not aware of available avenues to solicit

funds for their business activities and others lack the ability to evaluate the benefits of using either owners equity or the debt financing.

As far as capacity building is concerned, the ex-convicts are well equipped to build their internal as well as external capacity and can better deal with society dynamics. They have self-belief, can control their emotions and habits that would otherwise see them back behind bars once again; can be motivational to themselves and to others too. The ex-convicts have joined social groups that have helped them to secure employment, access education and business support and many no longer live an isolated life.

Most of the small scale business ventures operated by ex-convicts can be sustained if they receive support from the community, county government regulators and subsidised funding. They also have contributed in job creation especially among the youth.

Prison education programmes are essential and beneficial not only to the prisoners but to the entire society as the ex-convicts participate in community activities and give back to the society. It also gives them skills that help to be resourceful thus reducing the possibility of involvement in criminal activities.

#### **5.4 Recommendations**

From the findings of this study, the researcher has arrived to the following recommendations to the prison department;

1. Developing and offering training program for inmates according to market preference and needs and intervention methods and skills such as technological.
2. Developing and implementing a simple and suitable inmate assessment tool and methodology capable of being used by trainers and instructors that would fit all categories of prisoners.

3. Developing a sustainable institutional framework, pre-release planning and intervention programme for all prisoners in collaboration with community based agencies. More halfway houses should be established to adequately prepare the prisoners before their release to the community
4. Development and coordination of re-intergration programme activities with conjunction with community based stakeholders and Ngos to receive immediate attention and form a core part of a new after care policy.
5. The Kenya prison should work with the county governments to assist in reintergration of ex-convicts back in the society an assist them in starting businesses through funding and subsidied business registration. The should also assist them through the uwezo fund to start off their business venture and update prisoner earning scheme to reflect the current economic status.

### **5.5 Suggestions for Further Research**

1. A more robust and detailed study can be carried out to investigate whether there is difference in business performance of ex-convict businesses and other ordinary business.
2. Other than the factors examined in this study, other factors such as globalization, implementation of business strategies etc on growth of e-convict business undertakings.
3. A study can be carried out to investigate whether the prison instructors themselves run/operate businesses so as to ascertain they understand the business environment well
4. The relationship between entrepereneural ex-convicts and their counterparts and the level of recidivism can be tested.

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## APPENDICES

### APPENDIX 1: INTRODUCTION LETTER

UNIVERSITY OF NAIROBI,  
DEPARTMENT OF EXTERNAL STUDIES,  
P.O. BOX 30197,  
NAIROBI.

TO THE PRISON COUNTY COMMANDER  
TAITA TAVETA COUNTY,  
P.O. BOX PRIVATE BAG  
VOI.

Dear Sir/Madam,

RE: INFLUENCE OF PRISON EDUCATION PROGRAMMES ON GROWTH OF EX CONVICT  
SMALL SCALE BUSINESS VENTURE IN TAITA TAVETA COUNTY

I am a post graduate student pursuing a master degree in project planning and management at university of Nairobi. I am conducting a study on the above stated topic. This is to kindly make request for your participation in the study by completing the questionnaire. The information obtained will be used for the purpose of this research. Any personal details will be treated with utmost confidentiality.

Thanks you for your cooperation and assistance

Yours Sincerely,

KOOME SOLOMON GIKUNDI.

## APENDIX I I: QUESTIONNAIRE FOR EX-CONVICT

Dear respondent,

I kindly request you to take part of your time to complete this questionnaire. Your honest feedback is of highest importance in the course of my academic research. This information will not be used to serve any other purpose. Tick your answer in the brackets ( ) provided.

### Part I

- 1). Age : (a). 18-25 years ( ) (b). 26 - 35 years ( )  
(c). 36 -45 years ( ) (d). Over 46 years ( )
- 2). Name of the business.....Location.....
- 3) Category of business (i).Sole traders ( ) (ii).Partnership ( ) (iii) Other (specify).....
- 4) This business has been in existence for  
a) Below 5years ( ) b) 5-10 years ( ) c) 10-15 years ( )  
d). 15-25 years ( ) e). Over 25 years ( )
- 5). The number of years imprisoned  
a) Below 3years ( ) b) 3-5years ( ) c) 5-10years ( )  
d). 11-15 years ( ) e). Over 15 years ( )

### PART II

The questionnaire has been ranked as follows 1-strongly disagree 2-Disagree, 3-Neutra, 4-Agree, 5-Strongly Agree. Please indicate to what extent you agree with the following.

	The questionnaire has been ranked as follows 1-SD 2-D 3-N 4-A 5- S A. Please indicate to what extent you agree with the following.	<b>1</b> <b>Strongly</b> <b>Disagree</b>	<b>2</b> <b>Disagree</b>	<b>3</b> <b>Neutral</b>	<b>4</b> <b>Agree</b>	<b>5</b> <b>Strongly</b> <b>agree</b>
<b>Section A: Managerial Skills</b>						
1.	While in prison, did you receive sufficient information to enable you plan the business well					
2.	Did the short term and long term decisions you have made benef the business venture					
3.	Does your composition of employees have relevant skill, expertise and competency					

4.	Are the activities of this business venture are properly monitored and controlled					
5.	Does the business makes strategic decisions regularly to remain competitive and relevant					
6.	Are the decisions made are reviewed to assess their implementation					
7.	Is effective communication a priority to the business venture					
8.	Do you see management of the business as the greatest challenge to growth					
9.	Does the staff works harmoniously towards the success of the business					
10.	Is staff motivation and reward encouraged and practiced					
<b>Section B: Entrepreneurial Skills</b>						
11.	Is your business a start up					
12.	Can you develop a business plan					
13.	Does the business have a sound marketing strategies to beat competition					
14.	Has the business has ever collapsed due to losses , but you still found a solution and moved on					
15.	Other than the basic entrepreneurial skills you learnt in prison, did you have other information/training in entrepreneurship					
16.	Are there other business people in your family whom you depend on					
17.	Are you focused in your plans? Do you plan for both short term and long term					
<b>Section C: Financial Skills</b>						
18.	Are you aware of various sources of capital					

19.	Is your business financed by debt/loan					
20.	Are there more advantages in financing with owners money (equity) than other sources					
21.	Has finance/funding been the major barrier to this business venture					
<b>Section D: Technical Skills</b>						
22.	Do you have the ability to process/ customer orders as per their request					
23.	Has handling of machine and equipment been a challenge to you					
24.	Are safety measures are adhered to while handling machine and equipments					
<b>Section E: Capacity Building</b>						
25.	Do you have the ability, knowlegde and skill to make good business negotiations					
26.	Are you self-motivated and can you easily motivate others					
27.	Do you beleive in yourself? Do you have confidence in whatever you do					
28.	Do you have an innovative mind and continously improve on the services/ products					
29.	Can you put emotions under control even when provoked					
30.	Since you were released from prison, you are engaged in social groups that help you to secure employment or access education					
31.	Do you live an isolated life in the community					
<b>SECTION F: Growth of Business</b>						
32.	Does this business generates enough					

	income to off-set the expenses on time					
33.	Has the number of employees working for the enterprise increased overtime					
34.	Has the business has expanded its operations? Is there a steady increase in sales?					
35.	Do you have other operational branches/outlets					
<b>SECTION G: Macro Environment factors</b>						
36.	Does the community perceive the business owner as socially unfit					
37.	Does local politics adversely affect the operations of the business					
38.	Is the changing trend in technology a challenge to the enterprise					
39.	Is the regulation of the businesses appropriate					

40. What do you think should be improved in the prison education program?

.....  
 .....

**THANK YOU FOR SPARING YOUR TIME**



## **APPENDIX III: INSTRUCTORS INTERVIEW GUIDE FOR PRISONER TRAINERS**

Dear respondent,

I kindly request you to take part of your time to complete this questionnaire. Your honest feedback is of highest importance in the course of my academic research. This information will not be used to serve any other purpose. Tick your answer in the brackets ( ) provided.

1. Age (25-30) (31-35) (36-40) (41-45) (46-50) (50 above)
2. Gender: male ( ) female ( )
3. What is your working experience in years?
4. How long have been a instructor in this institution .....years.
5. What is your highest academic qualification?
  - (a) Secondary level ( )
  - (b) Diploma level ( )
  - (c) Higher diploma ( )
  - (d) Degree and above ( )
6. What is your professional/technical qualifications
  - (a) Carpentry (b) Engineering (c) Masonry (d) Joinery
  - (e) Garment making (f) upholstery (g) Mechanics (h) Electrical
  - (i) Painting (j) Hair dressing (k) Drawing/Design (l) Agriculture
7. What criteria do you use to place an inmate to any training programme?
8. What is your opinion as far as the prison education programme?
9. please explain if there is a possible relationship between
  - (a) The level of grade test and growth of ex-convict small scale business venture
  - (b) Entrepreneurial skills and growth of ex- convict small scale business venture
  - (c) Managerial skills and ex-convict small scale business venture
  - (d) Financials skills and ex-convict small scale business venture
  - (e) Capacity building and ex-convict small scale business venture
10. Please indicate the strategies you already have in place to enhance inmate level of training
11. In what ways do you promote constructive competition among inmate and improving their inter-personal skill
12. In what ways do you ensure improved training/learning condition for inmate?
13. How do you ensure inmate get managerial and entrepreneurial skills?



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14<sup>th</sup> July, 2015

REF: UON/CEES//NEMC/22/104

**TO WHOM IT MAY CONCERN**

**RE: SOLOMON GIKUNDI KOOME - REG NO L50/71564/2014**

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "influence of prison education programme on performance of ex-conivt small scale business ventures in Taita Taveta County, Kenya".

Any assistance given to him will be appreciated.

  
**CAREN AWILLY**  
CENTRE ORGANIZER  
NAIROBI EXTRA MURAL CENTRE

