

**INFLUENCE OF WOMEN ENTERPRISE FUND ON
PERFORMANCE OF FEMALE ENTERPRISES IN MAKADARA
SUB- COUNTY, NAIROBI COUNTY, KENYA**

ESTHER WANJIRU MWAURA

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

2016

DECLARATION

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

Signature: _____

Date: _____

Esther Wanjiru Mwaura

Reg. Number: L50/73520/2014

This research project has been submitted for examination with my approval as university supervisor.

Signature: _____

Date: _____

Dr. Dorothy Ndunge Kyalo
Senior Lecturer
Department of Extra-Mural Studies,
University of Nairobi

DEDICATION

This research project is dedicated to my family my father Micheal Mwaura Kori, Mother, Grace Wanja Mwaura and brother Stephen Kiongo Mwaura for their effort in educating me and the belief they had in me.

ACKNOWLEDGEMENT

I am greatly indebted to my supervisor, Dr. Dorothy Kyalo Ndunge for her continuous contribution and positive criticism in enabling this study. I appreciate your wise guidance, objectivity and encouragement that came with effective corrections which made the study worthwhile.

I would also like to acknowledge the various lecturers within the department of extra-mural: Professor Christopher Mwangi Gakuu, Professor Harriet Kidombo, Professor Pokhariyal Ghanesh, Dr. Robert Oboko, Dr. John Mbugua for their contribution and expertise in the field of project management.

I also acknowledge the University for offering me the chance to pursue my second degree in project management and giving me the opportunity to utilize its resources in conducting extensive research.

I am greatly indebted to my friends and colleagues for their immense contribution and positive criticism in ensuring that this study goes through. I thank them for their kindness and support that they offered during this arduous journey. My gratitude goes to Joseph for spending sleepless nights in typing and editing this research project.

TABLE OF CONTENT

	Page
DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENT.....	v
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
ABBREVIATION AND ACRONYMS.....	x
ABSTRACT.....	xi
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	4
1.3 Purpose of the Study.....	5
1.4 Objectives of the Study.....	5
1.5 Research Questions.....	6
1.6 Significance of the Study.....	6
1.7 Limitations of the Study.....	7
1.8 Delimitations of the Study.....	7
1.9 Basic Assumptions of the Study.....	8
1.10 Definition of Significant Terms.....	8
1.11 Organization of the Study.....	9
CHAPTER TWO: LITERATURE REVIEW.....	11
2.1 Introduction.....	11
2.2 Capacity Building and Performance of Women Owned Businesses.....	11

2.3 Product Marketing and Performance of Women Owned Enterprises.....	13
2.4 Business Incubation and Performance of Women Owned Enterprises	16
2.5 Enterprise Linkages and Performance of Women Owned Enterprises.....	18
2.6 Theoretical Framework.....	20
2.7 Conceptual Framework.....	28
2.8 Gaps in Literature Review	29
CHAPTER THREE: RESEARCH METHODOLOGY	33
3.1 Introduction.....	33
3.2 Research Design.....	33
3.3 Target Population.....	33
3.4 Sample Size and Sampling Procedure	34
3.5 Research Instruments	34
3.6 Data Collection Procedures.....	36
3.7 Data Analysis Techniques.....	37
3.8 Ethical Considerations	38
3.9 Operational Definition of the Variables.....	38
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION....	43
4.1 Introduction.....	43
4.2 Response Rate.....	43
4.3 Reliability Results	44
4.4 Demographic Information.....	44
4.5 Influence of Women Enterprise Fund on Capacity Building.....	47
4.6 Influence of WEF in product marketing on Women Owned Enterprises.....	49
4.7 Influence of Women Enterprises Fund on Business incubation	50
4.8 Influence of Women Enterprises on Enterprise Linkages	50

4.9 Influence of Women Enterprises Fund and Women Owned Enterprise Performance	51
4.10 Inferential Analysis	52
CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	59
5.1 Introduction.....	59
5.2. Summary o Findings	59
5.3 Discussion of the Findings.....	62
5.4 Conclusions.....	67
5.5 Recommendations of the Study	69
5.6 Area For Further Study	70
REFERENCES.....	71
APPENDICES.....	79
Appendix I: Questionnaire	79
Appendix III: Letter of Introduction	82

LIST OF TABLES

Table 3. 1: Operationalization of Variables	39
Table 4. 1: Response Rate	43
Table 4. 2: Reliability Results	44
Table 4. 3: Respondent Age Distribution.....	44
Table 4. 4: Respondents' Years in Enterprise.....	45
Table 4. 5: Number of Adults in the Household	46
Table 4. 6: Number of Children in the Household.....	47
Table 4. 7: Women Enterprise Fund and Capacity Building	47
Table 4. 8: WEF in product marketing on Women Owned Enterprises	49
Table 4. 9: Business incubation for women entrepreneurs in Makadara Sub-County.....	50
Table 4. 10: Extent Women Enterprises influence Enterprise Linkages	50
Table 4. 11: Women Enterprises Fund and Women Owned Enterprise Performance.....	51
Table 4. 12: Correlation analysis	53
Table 4. 13: Model Summary	55
Table 4. 14: ANOVAs	55
Table 4. 15: Coefficient Analysis	56

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	29
--	----

ABBREVIATION AND ACRONYMS

CIDA	Canadian International Development Agency
ERS	Economic Survey Report
ILO	International Labor Organization
KIM	Kenya Institute of Management
MDG	Millennium Development Goal
MSMEs	Micro, Small and Medium Enterprises
NACOSTI	National Commission for Science, Technology and Innovation
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
UN	United Nations
UNECE	United Nations Economic Commission for Europe
WEF	Women Enterprise Fund

ABSTRACT

The goal of this study was to investigate the influence of women enterprise fund on poverty alleviation in Makadara Sub-County, Nairobi County, Kenya. To achieve this goal, this study was guided by four objectives. They included establishing the extent to which capacity building influences poverty alleviation; to determine how product marketing influences poverty alleviation; to examine the extent to which business incubation influences poverty alleviation; and to assess the extent to which enterprise linkages influence poverty alleviation in Makadara Sub-County in Nairobi County, Kenya. This research employed descriptive survey design. The target population for this study were direct beneficiaries of Women Enterprise Fund in Makadara Sub-County, Nairobi County. There were 307 enterprises run by women that have benefited from Women Enterprise Fund in Makadara Sub-County. Census method was used to select study participants. The target population was 307 respondents comprising of women entrepreneurs. This study collected primary data using semi-structured questionnaires administered using drop-and-pick-later method. Qualitative data was analysed using content analysis. Descriptive statistics included frequencies and percentages. Descriptive statistics mean and standard deviation were used. The study shows that there exist a positive significant relationship between capacity building, business incubation and enterprises linkages and performance of women owned enterprises in Makadara Sub County. The study concluded that women enterprises funds capacity building programmes significantly enhanced leadership skills development, planning skill development and enhances controlling skill development. The study concluded that WEF through product marketing had positive and significant influence on Women Owned Enterprises performance. The study concluded that putting Women Enterprises into business incubation among promoted opportunity orientation, promote innovativeness in women owned enterprises, promote pro-activity of women entrepreneurs and improve empowerment in decision making and risk management. The study concluded enterprises linkages promoted networking pro-activity, increase in women owned enterprises networking size and diversity, strengthen of network and increase in network resources and improve women owned enterprise performance. The study recommends that women enterprises fund interventions capacity building, business incubation and enterprises linkages should be implemented to achieve high level performance of women owned enterprises.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Women economic empowerment programs world over faces different challenges some of them due to lack of adequate resources to enable women compete on a level playing field with their men counterpart. The UN Women-CIDA Conference on Women's Economic Empowerment, (Michelle, 2011) argued that progress on women's economic empowerment has been slow and uneven across regions and countries. According to Michelle (2011), limited access to property, housing, credit, technology, markets and extension services has undermined women's livelihoods and restricted their ability to benefit from growth they help to generate. She further argues that structural constraints to women's economic empowerment have been largely neglected in macroeconomic analyses and policies, which have tended to focus somewhat narrowly on economic growth.

The ILO (International Labor Organization) explains that women make up nearly 70 percent of the world's poor and 65 percent of the world's illiterate. This clearly indicates that access to education and resources to women is a worldwide challenge. Sherief (2008) give the most outstanding problems faced by women in Africa. They include limited access to necessary technologies which he attribute to lack of information and know-how, high prices and difficulty in finding appropriate production sites at competitive prices. Inadequate skills in the fields of production, business management, and marketing also challenge women entrepreneurs. In addition, lack of skills for product diversification,

inadequate infrastructure and utilities, inadequate transport facilities and insufficient power supplies also hinder women enterprises.

In several African countries economic decisions are normally taken by the male head of the household, hence a woman has little or no freedom in making her own decisions. African Women according to Hambuba (2012) have relatively limited access to material assets, low incomes and very limited opportunities to engage in regional and foreign trade. They tend to copy each other rather than to produce something new for their market or to look for a new market for their products. Most women are afraid to invest their limited funds into a business for fear of failure. The multiple roles of women in the family put a hold on their risk-taking making them spend most of their income on household, particularly on food and education for their children (Sherief, 2008).

The Kenya government established the women enterprise fund targeting enterprising women organized in an existing registered groups or individual women with a business idea and supporting them financially. The sector plan for labour, youth and human resources development 2008-2012 produced by the ministry of labour stipulates that the women enterprise fund was established as an initiative to reduce poverty through economic empowerment of women by providing alternative financial services at very reasonable interest rates without the requirement of cumbersome collaterals and other bureaucratic process (Mol, 2009). This confirm that the women enterprise fund is an economic empowerment program initiated by the Kenya government targeting women from two hundred and twenty constituencies in Kenya as at the year 2007.

The fund was set up via a legal notice according to the fund's strategic plan (WEF strategic plan 2009-2012), which states that, the Women Enterprise Fund (the Fund) was established through Legal Notice No. 147: Government Financial Management (Women Enterprise Fund) Regulations, 2007 and began its operations in December 2007. Women are not only tasked with feeding their families but are also involved in food production through subsistence and smallholders agricultural production, this is confirmed by the Kenya millennium goals status report (Kenya MDG status report, 2009) which states that 70% of the country's marketed agricultural production is contributed by smallholder farmers depending largely on household labour inputs by women.

Property ownership has always favoured men in various part of the world. In Kenya various studies and publications have attempted to evaluate this topic. Walsh (2003) in his publication on women rights to property in Kenya state that women rights to own, inherit, manage and dispose of property are always under attack from customs, laws and individuals. Walsh blame government officials who according to him believe that women cannot be trusted and do not deserve property. Although he fall short of substantiating the government officials who impede on the right of women to property, this actions could definitely lead to loss of trust by women on those who are supposed to help them access loans to invest and negate negative effects such as poverty, disease and homelessness. Wolfe (2013) asserts that women face more challenges than men. She argue that, all business owners face certain challenges, but women because of their gender often have additional challenges and obstacles that their male peers are less likely to encounter.

1.2 Statement of the Problem

The women enterprise fund (WEF) was initiated in August 2007 through a gazette notice according to the fund's 2009-2012 strategic plan. Each sub-county was allocated one million shillings to be shared among women groups under the constituency women enterprise scheme during the 2007/2008 financial year. From the funds through the Makadara sub-county women enterprise scheme, there are 65 women groups and each group getting fifty thousand shillings. The Women Enterprise Fund was conceived to ameliorate the disadvantaged positions women hold in the society, empower them in asset accumulation and development, income and status enhancement and freedom. The fund is open to all women either as a group, company or as individuals (Oduk, 2015).

The performance of women enterprises has been far less than optimal. McCormick (2001) noted significant differences in the performance of women's enterprises vis-à-vis those of Kenyan men. Their enterprises are smaller, less likely to grow, less profitable, and begin with less capital investment than those owned by men. Women and men also operate from different locations. Men are twice as likely as women to locate in trading centres, commercial districts or roadside locations; women are almost twice as likely to be operating from the home. Women are three times as likely as men to belong to some type of business association, although there are indications that women's networks have little or no power to assist their businesses.

By September 2014, only the initial twenty groups had benefitted from the fund in Makadara Sub-county. Other sub-counties within Nairobi County had on average more than 65 women groups funded as at the same date. The Economic Survey Report (2015) on the women enterprise fund of 2015 shows that the sub-county was at position seven

among those with the least number of funded women groups across the country. The levels of capacity building are low and poverty index is on the increase (ESR, 2015). This study therefore sought to investigate the influence of women enterprise fund on performance of women owned enterprises Kenya with a focus on Women Enterprise Fund in Makadara Sub-county.

1.3 Purpose of the Study

The purpose of the study was to determine influence of women enterprise fund on performance of women owned enterprises in Makadara Sub-County, Nairobi County, Kenya

1.4 Objectives of the Study

The study sought to achieve the following objectives;

- i. To establish the extent to which capacity building influences performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya
- ii. To determine how product marketing influences performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya
- iii. To examine the extent to which business incubation influences performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya
- iv. To assess the extent to which enterprise linkages influence performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya

1.5 Research Questions

The research questions of the study were;

- i. To what extent does capacity building influence performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya?
- ii. How product marketing influence performance of women does owned enterprises in Makadara Sub-County in Nairobi County, Kenya?
- iii. To what extent does business incubation influence performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya?
- iv. To what extent does enterprise linkage influence performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya?

1.6 Significance of the Study

The establishment of the fund is a fundamental effort since it not only signifies provision finances but also creation of employment opportunities. The fund enables women exploit factors of production which would further enhance food security helping them overcome poverty by earning them a guaranteed regular income.

The study is of benefit to various stakeholders in the enterprising sector. First, the study will benefit the women entrepreneurs doing business within the Makadara Sub-county and those willing to take up business and loans from the women enterprise fund. The gives answer to why the women enterprise fund was introduced by employing project management practices. The study provides basis for project parent institutions aimed at evaluating enterprises fund and development projects in society.

Consequently, the study contributes to the way project performance is implemented at the local levels of sub-county. The study gives impetus to government to enhance women related projects and enable capacity building amongst the women entrepreneurs.

1.7 Limitations of the Study

The main limitation of this study is that some respondents are likely not to be proficient in English and therefore were not in a position to read and write. To overcome this limitation, research assistants were assigned who are proficient in both local languages. The assistants assisted in interpreting the questionnaire where required to by the respondents.

Respondents were uncomfortable sharing information with the researcher based on secrecy of business operation. The researcher informed women entrepreneurs that the information they provided was held confidential.

The study was observing ethical considerations such as respecting respondent's right to participate or not. No names or identification numbers was included in any of the research instruments and therefore no chances of linking any information to particular respondents. This was influence respondents in providing true, factual and adequate information.

1.8 Delimitations of the Study

The scope of the study was delimited in Nairobi County and specifically Makadara sub-county. The geographical location of the study was easily accessible for research and the focused on women entrepreneurs within Makadara sub-county. The study was delimited to private owned businesses that are as a result of the women enterprise fund run by

women within Makadara sub-county. To this end the study is delimited to project management practices and focused on the objectives of the study on women enterprise fund under the umbrella of the Uwezo Fund by the government of Kenya.

1.9 Basic Assumptions of the Study

Several assumptions were made for this study. First, the study assumed that the attainment of project management practices was achieved by employing the variables under the study. The study assumed the very objectives of the project are likely to influence the relationship between the variables. Secondly, the study also assumed that respondents were willing to participate in the study and that the unit of analysis who were women entrepreneurs who were available to provide valid and reliable data that was used to make conclusions in relation to the study objectives.

1.10 Definition of Significant Terms

Business Incubation: This refers to a unique and highly flexible combination of business development processes, infrastructure and people designed to nurture new and small businesses by helping them to survive and grow through the difficult and vulnerable early stages of development.

Capacity Building: This refers to a conceptual approach to social or personal development that focuses on understanding the obstacles that inhibit people from realizing their development goals.

Enterprise Linkages: Is the connections the small and medium enterprises with large companies for a training and mentorship programme designed to assist these small and

medium enterprises to fast track their businesses from locally good to globally competitive firms.

Enterprise Performance: Is the achievement of a firm's goals through enhanced efficiency or maximization of business processes.

Poverty Alleviation: This involves the strategic use of tools such as education, economic development, health and income redistribution to improve the livelihoods of the world's poorest.

Product Marketing: This refers to the process of promoting and selling a product to an audience.

Woman Entrepreneur: A female individual, who identifies opportunities, allocates resources and creates value for their clients while still making a profit (Tjahjadi, 2009).

Woman Owned Enterprise: A woman owned enterprise is defined as a business that is at least 51% owned by one or more women or in the case of any publicly owned business, at least 51% of the stock is owned by one or more women and the management and daily business operations of which are controlled by more women (McClelland, 2005).

1.11 Organization of the Study

The study is organised in five main chapters. The study was organized in various chapters. Chapter one presents the introduction covering background to the study, statement of the problem, research objectives and research questions significance of the study, delimitation and limitations of the study definition of significant terms. Chapter two captured the literature review. These chapter presented review on performance of

project based on the four objectives, theoretical framework, conceptual framework and summary of the chapter. Chapter Three presents the research methodology. This presented items such as research design, target population, sample size and sampling procedure, research instrument, pilot testing, reliability and validity, data analysis techniques, ethical considerations and operation definition of terms. The chapter also presented data analysis techniques, ethical consideration and operationalization of variables. In chapter four presented the data analysis, presentation and interpretations. Finally, chapter five presents summary of findings, discussion, conclusions, recommendations and area for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents review of relevant literature. It covers capacity building for women, product marketing, business incubation of women enterprises and enterprise linkages. The chapter also covers theoretical and conceptual framework of the study. It ends with identifying gaps in literature and a summary of reviewed literature.

2.2 Capacity Building and Performance of Women Owned Businesses

Obstacles abound but the main source of these obstacles is poor information, which leads to misperceptions of the overall risk and return of investments. Start-ups and early stage businesses face daunting barriers when attempting to access local finance. The lack of guidance and business skills needed to move a company forward is a major handicap for many proprietors (Mambula & Sawyer, 2004).

Management is the process of running the affairs of an organization (Daft, Kendrick & Vershinina, 2008). It means working through other people in an organization towards the achievement of its goals and objectives. The process involves dimensions of planning, organizing, controlling and leading organizational resources to attain set objectives. Many studies on women entrepreneurship have found that women tend to start ventures with little or no managerial knowledge and experience. Forty percent of women entrepreneurs in a Canadian study reported they had not been trained on management of enterprises and neither did they have experiences in venture management. This lack of

managerial skills/knowledge and experience in enterprise management correlated with significantly low profits (Belcourt et al. 2011).

The studies indicated that uneducated women do not have the knowledge of measurement and basic accounting. Low-level risk taking attitude is another factor affecting women folk decision to get into business (Bovee, Thill & Mescon, 2007).

Low-level education provides low-level self-confidence and self-reliance to the women folk to engage in business, which is continuous risk taking and strategic decision making process (Tripp, 2009). Investing money, maintaining the operations and ploughing back profits for surplus generation requires high risk taking attitude, courage and confidence. Though the risk tolerance ability of women folk in day-to-day life is high compared to male members, in business it is found to be opposite. Achievement motivation of the women folk was found less compared to male members (Belcourt et al. 2011). The low level of education and confidence leads to low level achievement and advancement motivation among women folk to engage in business operations and running a business concern.

Women, in particular the less educated ones, also find it more difficult to get financing from banks because they lack information on how to go about securing a loan. Moreover, bank managers are often more reluctant to lend to women than to men (Tripp, 2009). Msoka (2013) carried out a study on 82 micro and small enterprises to investigate the relationship between entrepreneurship knowledge and the performance of micro and small enterprises owned by women in an urban area in Tanzania. The study established

that there is a relationship between entrepreneurship knowledge and the performance of small scale businesses.

A general lack of experience and exposure also restricts women from venturing out and dealing with banking institutions. Those who do venture out often find that transaction costs for accessing credit are high, and cannot be met by the cash available to them (Simpeh, 2011). Because of this, they are dependent on the family members for surety or collateral and hence restrict the money they borrow. This results in lower investments. Alternately they tend to find working capital at higher rates of interest. Some authors link the repayment performance with firm characteristics.

Oke et al. (2007) noted that firm's profit significantly influenced loan repayment. Simpeh, (2011) raise the question of whether default is random, influenced by erratic behavior, or systematically influenced by area characteristics that determine local productions conditions or branch-level efficiency.

2.3 Product Marketing and Performance of Women Owned Enterprises

In Kenya, market failures have constrained innovation in women enterprises, as in many developing countries, by limiting the necessary access to information, finance, labour skills, and business development services to increase competitiveness and productivity. Lack of information and negative past experience with transactions is a common factor that limits the willingness of potential suppliers to take risks (or calculate them reliably) to adapt products to the enterprises (World Bank, 2004).

Facilitation of marketing of women enterprises products at the domestic and international markets is also one of the main tasks of WEF. Marketing refers to everything done to get

potential customers and product or service together. Facilitating marketing entails supporting such and similar activities (Chattered Institute of Marketing, 2009; American Marketing Networking, 2009). According to the WEF (2007), WEF facilitates marketing of women MSMEs through developing and availing women enterprise directories, collaboration with the Ministry of Gender on women enterprise activities and through preferential sourcing from women enterprises in the domestic and international markets in order to empower women economically. Nevertheless, the extent of marketing facilitation provided to women has not been established. Consequently, the influence of marketing facilitation provided by WEF on poverty alleviation is unknown.

Marketing management is the conscious effort to achieve desired exchange outcomes with the target market (Kotler, 1997). An enterprise may gain superior performance by adopting the marketing concept which holds that the key to achieving organizational goals consists of being more effective than competitors in integrating marketing activities toward determining and satisfying the needs and wants of target markets. The market concept rests on four pillars: target market, customer needs, integrated marketing and profitability.

The ability to tap into new markets requires expertise, knowledge and contacts. Women often lack access to training and experience in on how to participate in the market place and are therefore unable to market goods and services strategically. Thus, women-owned SMEs are often unable to take on both the production and marketing of their goods. In addition, they have often not been exposed to the international market, and therefore lack knowledge about what is internationally acceptable. The high cost of developing new business contacts and relationships in a new market is a big deterrent and obstacle for

many SMEs, in particular those women-owned businesses. Women may also fear or face prejudice or sexual harassment, and may be restricted in their ability to travel to make contacts (UNECE, 2004).

The role of Women Entrepreneurs needs to be considered in the economic development of the nation for various reasons. They have been recognized during the last decade as an important untapped source of economic growth. Women Entrepreneurs create new jobs for themselves and others and by being different also provide society with different solutions to management, organization and business problems as well as to the exploitation of Women Entrepreneurial opportunities (Narver, Slater & Maclachlan, 2004).

Market orientation has been recognized as a thriving strategic business approach for large, medium and small businesses during the last two decades. Kotler, Armstrong and Cunningham (2005) explicate that marketing-oriented women firms are always in a hunt for information pertaining to their markets and customers, which allows these organization to stay close to their customers in terms of understanding their needs and responding meaningfully to the customer needs, which in return increase the organization profitability. Parallel to that literature strongly accord the contributions made by women run businesses in developed and many developing countries over the years in the form of innovative and creative ideas, products, and processes, which have added vitality to the marketplace (Bovee, Thill & Mescon, 2007).

2.4 Business Incubation and Performance of Women Owned Enterprises

WEF facilitates infrastructural investments through attracting and facilitating investment in MSMEs, establishment of business incubators and involvement of women in income generating activities (WEF, 2007) to enable women to make sufficient profits and wealth to enable them become independent. WEF has encouraged women infrastructural investments in Makadara constituency since 2007. However, the extent to which the women of the constituency have actively invested in commercial infrastructure and the influence of infrastructural investment on their economic empowerment has not been investigated.

Business incubation enables women entrepreneurs nurture entrepreneurial orientation before they start competing with established businesses. Entrepreneurial orientation is a significant contributor to a firm's success. The concept of entrepreneurial orientation was developed by Miller (1983) as comprising three dimensions; innovativeness, pro-activeness and risk taking. Innovativeness is the firm's ability and willingness to support creativity, new ideas and experimentation which may result in new products/services (Lumpkin & Dess, 1996), while pro-activeness is the pursuit of opportunities and competitive rivalry in anticipation of future demand to create change and shape the business environment (Lumpkin & Dess, 2001).

Relating to risk-taking, it is the firm knowingly devoting resources to projects with chance of high returns but may also entail a possibility of high failure. However, risk-taking is also commonly associated with entrepreneurial behavior and that generally successful entrepreneurs are risk-takers (Schuler & Riley 2010).

Being entrepreneurial is often associated with being venturesome or creative in terms of acquiring the resources an entrepreneur needs to build and grow her business. It is principally characterized by innovativeness and strategic management practices in the business (Bovee, Thilland & Mescon, 2007). Entrepreneurial orientation such as innovativeness, and risk taking are some of the major factors found to determine the success of a woman entrepreneur in her business.

Innovativeness enables women entrepreneurs to venture into new things, such as technology, products, services and markets. Some researchers argue that innovation depends on type of the product and service that company deploys to market. They believe that innovation is intrinsically attached to entrepreneurship so that entrepreneur can change product line as well as being technological leaderships (Schillo, 2011). Firms that embrace and manage innovation in an effective manner have superb performance relative to those that are less innovative. Hafeez (2012) however disagrees that innovation is more or less correlated to firm's performance. Entrepreneurs are naturally risk-taking individuals considering their decisions to work for themselves rather being employed; this also applies to firms that commit to projects that cost large amount of resource with indefinite results (Madhouse et al., 2011). Schuler and Riley (2010) have argued that increased risk taking behavior beyond a particular level may be detrimental to firm performance, while others suggest that contingent rather than direct relationships are likely to lead to a more accurate explanation of performance (Lyon et al., 2000).

Even though the relationship between risk taking and firm performance is not as obvious as the previous ones, research suggest that when looking in the long run variations in the projects' performance the relationship can go in the favour of a positive link between

these two concepts (McGrath, 2001). The operation of SMEs involves considerable risks, hard work, enormous sacrifice and sincerity of purpose which cut across various obstacles. The risks, challenges and obstacles perhaps affect women entrepreneurs making their chances of success low (Quinn, Baruch & Zien, 2007).

2.5 Enterprise Linkages and Performance of Women Owned Enterprises

WEF is responsible for the establishment of business networking for women enterprises with large enterprises. The aim of establishing networking, as Ledgerwood (1998) points out, is to make them strategic, focused, and proactive. WEF links women MSMEs with large domestic and international firms to enable women generate income, and acquire assets for economic security (WEF, 2010), to empower them at the grassroots.

In business, relationships or networks are not just important to the business activity, they are fundamental to it (Wickham, 2001). According to the author, an enterprise may be able to build a competitive advantage on the basis of the special relationships it enjoys with its stakeholders and acquaintances. The idea of building competitive advantage on the basis of relationships resonates with the notion of locking the venture into a set of secure and rewarding network links that competitors find hard or expensive to break. When build on trust and confidence, networks can be valuable as they minimize cost of doing business (Ojo, 2004). Examples of relationships that have great potential to promote superior performance of an enterprise include with employees, suppliers, investors and customers. It is also important to have acquaintances outside the business circles for instances in the political and the public service.

Women have fewer business contacts, less knowledge of how to deal with the governmental bureaucracy and less bargaining power, all of which further limit their growth. Since most women entrepreneurs operate on a small scale, and are generally not members of professional organizations or part of other networks, they often find it difficult to access information (Lumpkin & Dess, 2008). Most existing networks are male dominated and sometimes not particularly welcoming to women but prefer to be exclusive. Even when a woman does venture into these networks, her task is often difficult because most network activities take place after regular working hours. There are hardly any women-only or women-majority networks where a woman could enter, gain confidence and move further (Barrett and Weinstein, 2006). Lack of networks also deprives women of awareness and exposure to good role models. Few women are invited to join trade missions or delegations, due to the combined invisibility of women-dominated sectors or sub sectors and of women as individuals within any given sector (Mahbub, 2000).

ILO (2008) identified that women entrepreneurs in Ethiopia, the United Republic of Tanzania and Zambia do not have the same access to networks as men. They usually have difficulties accessing premises due to among other things and a lack of property and inheritance rights. A lack of access to titled assets as collateral for loans also adversely affects the growth of their enterprises. In addition, a lack access to formal finance and reliance on loans from family and community hinder women entrepreneurs. Women entrepreneurs tend to be grouped in particular sectors, particularly food processing and textiles and business development service providers do not give adequate time or effort to

target women entrepreneurs they do not offer flexible arrangements in respect of the timing and location of service delivery.

Women entrepreneurs are embedded in a complex network of social relationships. Within these networks, entrepreneurship is facilitated or constrained by linkages between aspiring entrepreneurs, resources, and opportunities (Aldrich and Zimmer, 2006). According to this view, the presence or absence of networks, such as access or membership in associations, play a role in influencing performance. The fact that women entrepreneurs are embedded in different personal and social networks than men, and that divisions and barriers limit the reach and diversity of their networks might have far-reaching consequences for business performance (Aldrich, 2009).

The goal of all entrepreneurs is to be successful and it is the possibility of success that drives them on (Wickham, 2001). Success however is multi-faceted concept that is quite difficult to measure. It may be measured by hard and fast numbers but may also be measured through softer qualitative criteria. Success may be visible in public but it can be experienced at a personal level. On the other hand, the performance of an enterprise is indicated by a variety of quantitative measures. These relate to its financial performance and the presence it creates for itself in the marketplace. These indicators are ordinarily compared to the performance of competitors as they related to the organization as a whole. Some specific indicators of enterprise performance include.

2.6 Theoretical Framework

Three theories were used to guide this study. They include human capital theory, market orientation theory and social networks theory. These theories are discussed below.

2.6.1 Human Capital Theory

The human capital theory, a branch of the resource based theory, is anchored on two factors, education and experience (Becker, 1975). Knowledge gained from education, training and experience represents a resource that is heterogeneously distributed across individuals and in effect central to understanding the differences in opportunity identification and exploitation (Anderson & Miller, 2003; Gartner et al., 2005). Human capital is the most important of all factors of production in a firm (Wickham, 2001). It is key in setting strategy for realization of firm goals and objectives and combines other resources to create a bundle that gives the enterprise a competitive edge.

Koonz and Wehrich, (2006) define management as the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims. Daft, Kendrick and Vershinina (2008) define management as the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling resources. In order to fulfill these numerous expectations, managers need a number of specific skills if they are to succeed. The authors identified that managers at all organizational levels need three basic type of skills in performing their work: the technical, conceptual and human skills (Saleemi, 2006). The authors also suggest that managers at different levels of management in the organization require human skills also known as interpersonal skills in similar proportions but technical and conceptual skills are needed in varying proportions (Shane & Venkatraman, 2000).

Conceptual skills relate to the ability of the entrepreneur to visualize the organization as a whole, Daft, Kendrick and Vershinina (2008). It includes analytical, creative and initiative skills (Saleemi, 2009) and helps the entrepreneur to identify the causes of the problems and not the symptoms. It helps in problem solving and setting goals for the entire organization. Conceptual skills are mostly needed by top-level management because they spend most time in planning, organizing and problem solving (Koonz & Weilrich, 2006). Human relations skills, also called interpersonal skills, (Saleemi, 2009) and involve the ability to work with, motivate and direct individuals or teams in the organization. These skills are required by all managers at all management levels in similar proportions since all managers have to interact and work with people (Koonz & Weilrich, 2006). They relate to individual's expertise in interacting with others in a way that will enhance the successful completion of the task at hand. Some very important human relations skills for managers include effective communication through writing and speaking, creation of a positive attitude towards others and the work settings, development of cooperation among team members and motivation of subordinates.

These require managers to understand different personality types and cultures. However, human relation skills cannot be learnt in a classroom but by working and interacting with workers. One can gain an understanding of personality types from books but practice in dealing with diverse groups is the most meaningful preparation (Koonz & Weilrich, 2006). Technical skills on the other hand are the abilities to perform a certain job and they help the manager in to use different machines and tools (Saleemi, 2009). They also assist in performing various procedures and techniques. The lower level managers require more technical skills since they are in charge of the actual operations. Technical skills are

usually obtained through education and training programs that enable graduates to be successful on the job. Technical skills such as financial and marketing management skills possessed by an enterprise are intangible resources that can form the sustainable competitive advantage of an enterprise, leading to superior performance and growth. This can be gained through careful and purposive selection of workers with superior knowledge and experience to perform these important activities in the enterprise.

The human capital theory views people working for an organization as assets and when an organization invests in its workers it is expected that worthwhile returns on the investment will be realized. The theory proposes that sustainable competitive advantage of a firm can be attained through its human resource pool, which is imitable and cannot be substituted by the competitors (Barney, Wright & Ketchen, 2001). In this theory, workers are considered a key resource that managers can use to achieve competitive advantage for their firms (Fombrun & Shanley, 1990).

In most successful enterprises today, it's the employees' skills and commitment that create a barrier to competition and hence superior performance since they are unique to the enterprise, (Dessler, 2008). He asserts that a carefully selected and highly trained workers can ensure cost are low and quality high as this is what is importance for improved performance. However, many MSMEs owned by women are disadvantaged in terms of their human capital and need to carefully select a human resource that can create a competitive advantage for their enterprises.

2.6.2 Marketing Orientation Theory

The proponent of the marketing orientation theory was Kohli and Jaworski (1990) and Narver and Slater (1990) who investigated market orientation of the entrepreneurs. Market orientation focused on customer orientation targeting customers, critical analysis and understanding of competitors' orientation and integration of all functions within an enterprise to create superior inter-functional coordination (Narver & Slater, 1990). Providing superior customer value is critical for maximizing long-term profit and achieving competitive advantage (Kumar, Subramanian, and Yauger, 1998). Active integration of functional groups within the company to create superior value results in a behavioral culture that guides the way employees think and act (Dobni & Luffman, 2003).

Market orientation theory has its focus on firm performance. Growing evidence of a positive market orientation-performance link has generated increasing interest in research in seeking to determine the influence of marketing orientation on enterprise performance. The objective of Jaworski and Kohli (1990) was to find out why some firms were more market oriented than others. Secondly, the study also sought to analyze the relationship between market orientation and enterprise performance. Thirdly, the study sought to determine the impact that business environment forces had on the link between market orientation and enterprises performance. The positive relationship between market orientation and business performance has been well-documented (Hult, Snow & Kandemir, 2003). The study was guided by marketing orientation theory as it helped in understanding why there existed differences in women enterprises performance.

2.6.3 Social Network Theory

Social network theory views social relationships in terms of nodes and ties (Barnes, 1954). Nodes are the individual actors within the networks, and ties are the relationships between the actors. There can be many kinds of ties between the nodes. In its most simple form, a social network is a map of all of the relevant ties between the nodes being studied. The network can also be used to determine the social capital of individual actors (Freeman, 1979). The power of social network theory stems from its difference from traditional sociological studies, which assume that it is the attributes of individual actors that matter. Social network theory produces an alternate view, where the attributes of individuals are less important than their relationships and ties with other actors within the network (Barnes, 1954). This approach has turned out to be useful for explaining many real-world phenomena, but leaves less room for individual agency, the ability for individuals to influence their success, so much of it rests within the structure of their network.

The social capital theory elicits the central theme that capital is captured in social relations and that its capture evoke structural constraints and opportunities (Lin, 2010). The theory asserts that social capital comprises interrelated dyadic ties between two individuals or groups, and is created by a network in which people can broker connections between otherwise disconnected segments, (Niuwenhuizen, 2008). This theory suggests that actors both individual and corporate are motivated by instrumental or expressive needs to engage other actors in order to access these other actor's resources for the purpose of gaining better outcomes, (Lin, 2010). Coleman (1988) as cited by

Tripp (2009) links social capital to social structure and relationships, and to the achievement of goals that could not be gained in its absence. The theory argues that the role played by these social networks in grooming and supporting the development of businesses cannot be taken for granted.

Social networks have also been used to examine how companies interact with each other, characterizing the many informal connections that link executives together, as well as associations and connections between individual employees at different companies (Monge & Contractor, 2003). These networks provide ways for companies to gather information, deter competition, and even collude in setting prices or policies. Economic action does not take place in a vacuum; therefore entrepreneurs are embedded in a large social network structure that constitutes a significant proportion of their opportunity structure (Clausen, 2006). According to the author, an individual may have the ability to recognize that a given entrepreneurial opportunity exist, but might lack the social connections to transform the opportunity into a business start up. It is thought that access to a large social network might help overcome this problem. Literature on this theory shows that stronger social ties to resource providers facilitate the acquisition of resources and enhance the probability of opportunity exploitation (Aldrich & Zimmers, 1986). When a new venture is established it must locate itself in a network (Wickham, 2001).

This requires the venture to establish a new set of relationships with suppliers, customers, investors and any others who might offer support. The new venture will have to enter the market and compete with established players. This means breaking into and modifying the network of existing relationships. A tight network is hard to break as parties in it are

satisfied with the existing relationship. Such a network is of great benefit to the new venture as it enables it to protect its business from new challengers. The new venture must therefore not only have a well thought out entry strategy but also a strategy to manage the network. Thus, an entrepreneurial network is like glue that holds an entrepreneurial community together for the common good.

Small enterprises could also form strategic alliances, in which they agree to pursue particular objectives in order to help each other, (Blythe & Zimmerman, 2008). This is a form of business to business networking, formal or informal, in which entrepreneurs in the same industry to decide where and when to compete and where and when to cooperate in business. Keegan and Green (2003) identified three characteristics of strategic alliances as remaining independent after forming the alliance, enterprises sharing the benefits of the alliance as well as control over the performance and making of ongoing contributions in technology, products and other strategic areas. The authors however point out that it is essential to be calculative and cautious before forming the alliance to ensure the enterprises one wishes to form an alliance with proven reliable over time. However, although the network theory support the possibilities of superior performance due to engaging in social, entrepreneurial as well as strategic alliances, most female entrepreneurs have networks that have nothing or very little to do with their business enterprises. Most of their networks are formed on the basis of varied social issues including family welfare, religion and even tribal and political affiliation.

2.7 Conceptual Framework

The conceptual framework assists the researcher to develop a deep understanding of the situation under study and communicate this clearly (Kombo & Tromp, 2006). This study is conceptualized in a framework depicting the relationship between the independent variables and the dependent variable. It depicts capacity building, product marketing, business incubation and enterprise linkages as independent variables that influence poverty alleviation (dependent variable). The independent variables independently influence the performance of the women owned MSEs while the performance of the enterprise subsequently influences poverty alleviation in households where women entrepreneurs come from. In this framework WEF goals are operationalized and poverty alleviation is used to measure whether these goals were realized. Figure 2.1 shows the relationship between the independent variables and the dependent variable.

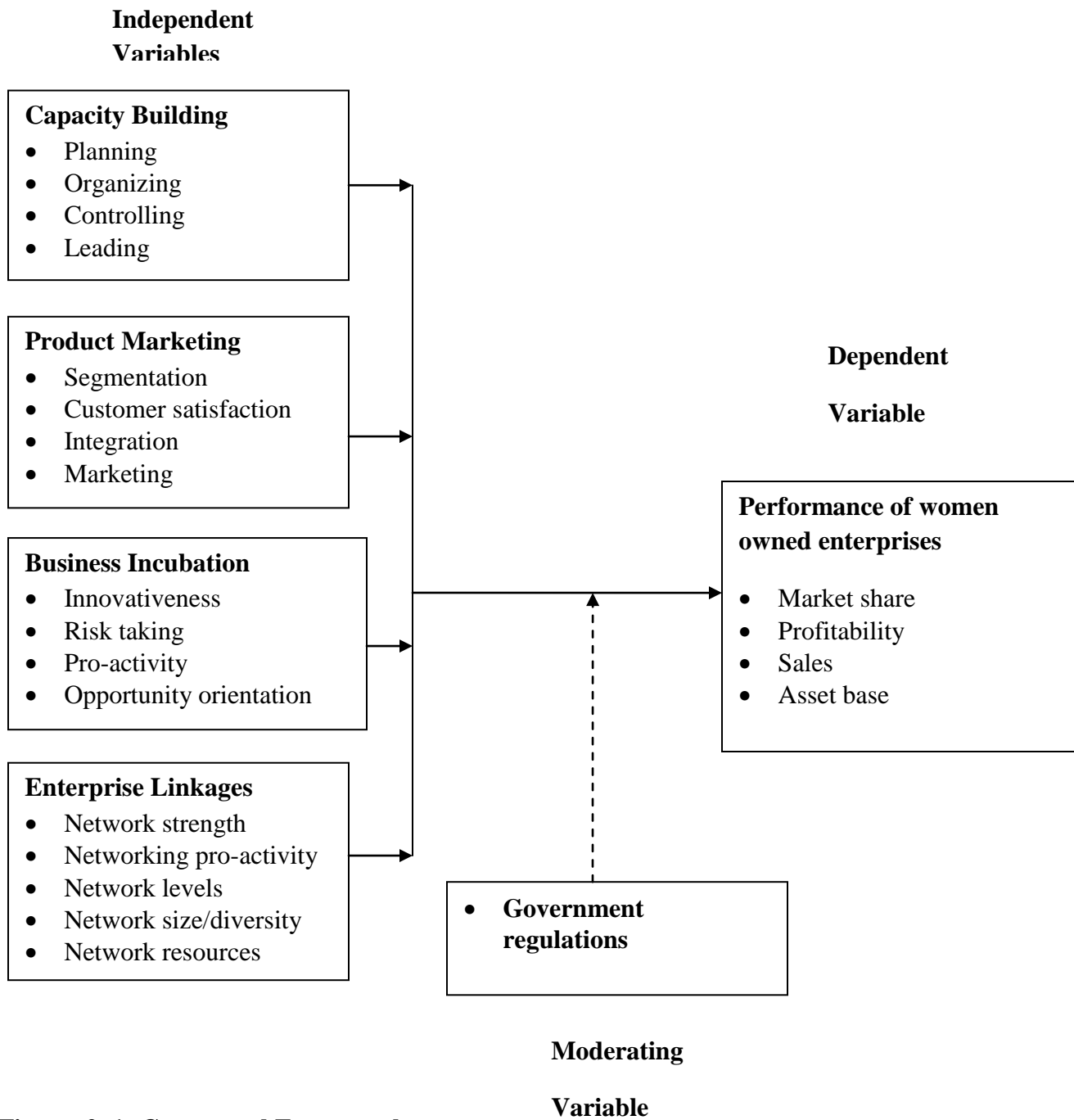


Figure 2. 1: Conceptual Framework

2.8 Gaps in Literature Review

From review of the past studies, most have focused on determining the readiness of Kenyan women to engage in entrepreneurship, given that their problem of access to credit had been circumvented through WEF (KIM, 2011). Karaka, Kobia and Katwalo (2013)

sought to examine the growth and innovation of women owned MSMEs funded through WEF. These previous studies on WEF made their knowledge contribution, but this study assessed the factors leading to disparity in WEF loan repayment by recipients in various constituencies in Kenya.

Lower managerial skills level put women entrepreneurs in developing countries at a disadvantage position where they are unable to manage their enterprises effectively. Failure to possess high level of managerial skills decreases the success chances of women performance. Odquin (2004) also examined the microfinance repayment performance in Bangladesh. The result showed female borrowers did not prove to have a significant better repayment performance. One of the most significant reasons for the failure of loan repayment in women enterprises is their inadequate application of essential business and management practices. Most women entrepreneurs and managers have not undergone managerial training and hence have no necessary skills to ensure the survival and success of their businesses.

Makokha (2006) adds that women entrepreneurs have financial social demands that compete with business capital, leading to a diversion of capital away from business needs and results to default in loan repayment acquired for business. Inability of women entrepreneurs to repay amount of loans collected is crucial for the long-term sustenance of the credit institutions. Arene (1993) revealed income and level of education of women contributed positively to the credit worthiness of women entrepreneurs. Oladeebo and Oladeebo (2008) indicated that determinants of loan repayment among entrepreneurs included amount of loan obtained by enterprises, years of experience with credit and level of education were major factors that positively and significantly influenced loan

repayment. Tripp, (2009) noted that micro credit repayment performance of women groups in Madagascar increase due higher level of social cohesion among women groups. Moreover, the programs that provide saving service to their members have a significantly higher repayment rate.

There is a general lack of an entrepreneurial culture in different developing countries and, more particularly, for potential and operating women owner/managers of MSEs. Arsyad, (2006) indicated that lack of entrepreneurial culture among women entrepreneurs, lack of confidence and self belief, lack of a variety of strong and relevant networks, passive learning methods and starting up enterprises without adequate prior preparation affect women. Management skills, lack of occupational experience in related businesses for many women entrepreneurs has been indicated as a constraint to growth. Kibas (2006) identified lack of opportunities for management training, financial management, marketing and people management to be limitations facing them.

The literature reviewed show that management skills are an important part of capacity building for women entrepreneurs (Daft, Kendrick & Vershinina, 2008). Managerial skills, knowledge and experience in enterprise management are critical for performance of women owned enterprises (Belcourt *et al.* 2011). Education (Tripp, 2009) and motivation are also critical for women owned enterprises .

The literature also shows that lack of information and negative past experience with transactions is a common factor that limits the willingness of potential suppliers to take risks (World Bank, 2004). Facilitation of marketing of women enterprises products at the domestic and international markets is therefore necessary. This is one of the main tasks of

WEF (WEF, 2007). It facilitates marketing of women MSMEs through developing and availing women enterprise directories, collaboration with the Ministry of Gender on women enterprise activities and through preferential sourcing from women enterprises in the domestic and international markets in order to empower women economically. The ability to tap into new markets requires expertise, knowledge and contacts (UNECE, 2004). Kotler, Armstrong and Cunningham (2005) explicate that marketing-oriented women firms are always in a hunt for information pertaining to their markets and customers.

The literature has shown that business incubation enables women entrepreneurs nurture entrepreneurial orientation before they start competing with established businesses. Entrepreneurial orientation is a significant contributor to a firm's success (Miller, 1983). It nurtures women entrepreneurs to have three critical attributes; innovativeness, pro-activeness and risk-taking attitude (Lumpkin & Dess, 1996; Schuler & Riley, 2010).

The literature reviewed shows that relationships or networks are fundamental to business (Wickham, 2001). Networks can be valuable as they minimize cost of doing business (Ojo, 2004). WEF links women MSMEs with large domestic and international firms to enable women generate income, and acquire assets for economic security (WEF, 2010).

It is assumed that women have what it takes to start and develop growth-oriented enterprises and what they have been lacking is funding. However, studies failed to provide an assessment of influence WEF on performance of women owned enterprises focusing in Kenya focusing on Women owned enterprises in Makadara Sub County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods and procedures that were used to implement this study with a view to achieving the set study objectives. Methodology chapter is divided into nine sections. They include research design, target population, sample size and sampling procedure, research instruments, data collection procedures and data analysis techniques, ethical considerations and operational definition of variables.

3.2 Research Design

This research employed descriptive survey design. This is a method of collecting information by exploring and describing facts as they are (Robinson, 2002). Descriptive surveys are concerned with describing, recording, analyzing and interpreting conditions as they exist. This method is useful in getting people's views, attitudes, habits and opinions regarding an issue. Descriptive surveys gather data from a relatively large number of cases at a particular time and the researcher does not manipulate the variable or arrange for events to happen (Singh & Bajpai, 2006). This research design was deemed appropriate for this study, as it is efficient and easy to execute. It also allowed the researcher to use both qualitative and quantitative research methods.

3.3 Target Population

The target population for this study were direct beneficiaries of Women Enterprise Fund in Makadara Sub-County, Nairobi County. The target population of the study was 307

enterprises run by women that have benefited from Women Enterprise Fund in Makadara Sub-County (Nairobi City County, 2015).

3.4 Sample Size and Sampling Procedure

A study with a large target population does not cover the whole target population but a sample is selected to represent the whole population. In that case a study can use both probability and non-probability techniques to sample the respondents. Where a study has a small target population, the whole population can participate in the study hence a census study. Census method was used to select 307 women beneficiaries of WEF to participate in this study.

3.5 Research Instruments

This study collected primary data using semi-structured questionnaires. The questionnaires had closed ended and open-ended questions. It had five sections where the first section sought information on general information of the respondents. The second section sought information on capacity building of the Women Enterprise Fund while the third section sought information on product marketing of the Women Enterprise Fund. The fourth and fifth sections sought information on business incubation and enterprise linkages of Women Enterprise Fund respectively.

3.5.1 Pilot Testing of the Instruments

The accuracy of data to be collected largely depends on the data collection instruments in terms of validity and reliability. Pilot testing was done with a selected sample of ten (10) women owned enterprises and who are beneficiaries of WEF in Starehe Sub-County.

This ensured that respondents in pilot testing were not included in the actual data collection to avoid chances of bias.

3.5.2 Validity of the Instrument

Validity is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study (Robinson, 2002). Validity was ensured by having objective questions included in the questionnaire. During questionnaire construction, various validity checks was conducted to ensure the instrument measured what it is supposed to measure and performed as it was designed to perform. Content validity was verified through expert opinions from supervisors and practitioners. Construct validity which was achieved through restricting the questions to the conceptualization of the variables and ensuring that the indicators of each variable fell with the same construct. The validity of data collected was made through the expert input. This was achieved by pilot testing the instrument that was used to identify and change any ambiguous or offensive questions.

3.5.3 Reliability of the Instrument

Reliability refers to a measure of the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). Equivalent-Forms Reliability was adopted to test for reliability of the instrument. The coefficient of stability method of assessing the reliability of the questionnaire involved administering the same instrument twice to the same pilot group of subjects. There was a two-week lapse between the first test and the second one. From the two administrations, spearman rank order correlation was employed to compute the correlation coefficient in order to establish the extent to

which the contents of the questionnaires are consistent in eliciting the same responses. A correlation coefficient of [r] of 0.75 should be considered high enough to judge the reliability of the instrument (Orodho, 2004). Reliability was ascertained by use of the Karl Pearson's coefficient of correlation formula given below (Kothari, 2004).

$$R = \frac{\sum (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum (X_i - \bar{X})^2 \times \sum (Y_i - \bar{Y})^2}}$$

Split-half reliability is a form of internal consistency reliability. Requires only one administration. Especially appropriate when the test is very long. The most commonly used method to split the test into two is using the odd-even strategy. Since longer instruments tend to be more reliable, and since split-half reliability represents the reliability of a test only half as long as the actual instrument, a correction formula must be applied to the coefficient.

In this study, reliability was established by pre-testing the questionnaire. Cronbach Alpha value was used to determine whether the research instrument is reliable or not. A Cronbach Alpha value of 0.7 and above made the researcher consider the research instrument as reliable while a Cronbach Alpha value of below 0.7 would have made the researcher consider the instrument as unreliable.

3.6 Data Collection Procedures

Permission for data collection was sought from NACOSTI, at the women group level and at individual level. The researcher worked with women group leaders to coincide data collection with their meetings for convenience. After their meeting, the researcher sought permission from the group leadership to administer questionnaires to women members

who owned enterprises. Once granted permission, the researcher explained the research to women members and sought their informed consent to participate in the study. The researcher used drop-and-pick-later method to administer the questionnaires to the selected women. This method was preferred as it gave women entrepreneur's ample time to respond to the questionnaires at their convenience. This ensured a high response rate and reliability of data collected.

3.7 Data Analysis Techniques

The completed questionnaires were returned and screened for completeness, cleaned for errors, coded and keyed in for analysis. This was done using Statistical Package for Social Sciences (SPSS). The study yielded both qualitative and quantitative data. Qualitative data was analyzed using content analysis. This involved categorizing responses based on the themes of the study or other emerging themes that assisted the researcher in making conclusions. The results of qualitative data analysis were presented in a narrative prose. Quantitative data was analyzed using descriptive statistics. Descriptive statistics included frequencies and percentages. Descriptive statistics were used to describe variables. The results of quantitative data analysis will be presented using tables.

Inferential analysis correlation and regression was done to really examine the relationship between women enterprise funding on performance women owned enterprises in Nairobi County Makadara Sub County. The study was undertaken correlation matrix analysis to examine the association between influences of women enterprises findings and performance of women owned enterprises. The correlation factor ranged from $-1 \leq 0 \leq 1$. The study used analysis of variance (ANOVA) to determine whether there exists a

significant variation between variable in the regression model. ANOVA tested whether the overall models are statistically significant by indicating correlation of the variables or not. It tested the goodness of fit of the model. The F-ratios that was generated in the ANOVA table was used to measures the probability of chance departure from a straight line. The p value of the F-ratio generated should be less than .05 for the equation to be statistically significant at 95% confidence level.

3.8 Ethical Considerations

The topic of study is sensitive and researcher assured the respondents that their confidentiality would be protected. The respondents were asked not to include their names or any identifying information in the questionnaire with a view to maintaining anonymity. The respondents were requested to voluntarily participate in this study without any coercion or enticement. They were also informed the goal of the study and their freedom to opt not to proceed if they were unwilling to do that at any time without consequences. The respondents had to indicate their informed consent in the beginning of the questionnaire. The information obtained from this study would used for academic purposes only.

3.9 Operational Definition of the Variables

Table 3.3 present the Operationalization of the variables. This is done by presenting the research objectives, the research independent variables, measurement, the instrument of data collection and data analysis techniques.

Table 3. 1: Operationalization of Variables

Objectives	Operational Definition of Variables					
	Variables	Indicators	Measurement	Data Collection	Scale	Data analysis Techniques
To establish the extent to which capacity building influences performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya	<u>Independent Variable</u> Capacity Building.	Planning Organizing Controlling Leading	To what extent does capacity building influence performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya?	Questionnaire	Ordinal	Means, standard deviation and Percentages -Correlation -Regression
						Frequencies, Means and Percentages -Correlation -Regression
To determine how product marketing influences performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya	<u>Independent Variable</u> Product Marketing.	Segmentation Customer satisfaction Integration Marketing	How product marketing influence performance of women does owned enterprises in Makadara Sub-County in Nairobi County, Kenya?	Questionnaire	Ordinal	Frequencies, Means and Percentages -Correlation -Regression
						Frequencies, Means and Percentages -Correlation -Regression
To examine the extent to which	<u>Independent Variable</u> Business Incubation	Innovativeness Risk taking	To what extent does business	Questionnaire	Ordinal	Frequencies, Means and Percentages
				Questionnaire	Ordinal	Frequencies,

business incubation influences performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya		Pro-activity	incubation influence performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya?	aire		Means and Percentages
		Opportunity orientation		Questionnaire	Ordinal	Frequencies, Means and Percentages
				Questionnaire	Ordinal	Means and Percentages
To assess the extent to which enterprise linkages influence performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya	<u>Independent Variable</u> Enterprise Linkages	Network strength Networking pro-activity Network levels Network size/diversity Network resources	To what extent does enterprise linkage influence performance of women owned enterprises in Makadara Sub-County in Nairobi County, Kenya?	Questionnaire	Ordinal	Means and Percentages Frequencies, Means and Percentages correlation, Means and Percentages -Correlation -Regression
The purpose of the study is to determine influence of women enterprise fund on performance of women owned enterprises in Makadara Sub-County, Nairobi	<u>Dependent variable</u> Performance of women owned enterprises	Market share Profitability Sales Asset base	Performance of women owned enterprises	Questionnaire	Ordinal	Means, standard deviation and Percentages -Correlation -Regression

County, Kenya						
---------------	--	--	--	--	--	--

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter covers the data analysis and interpretation of the study findings. It starts with the background information and then present results based on the four objectives of this study.

4.2 Response Rate

As indicated in Table 4.1, the findings indicated that out of 307 questionnaires administered, 286 were completed and returned. This constituted to 93% response rate. The drop and pick technique was used to administer questionnaire and collect them back.

Table 4. 1: Response Rate

Response	Frequency	Percentage
Returned questionnaires	286	93
Unreturned questionnaires	21	7
Total	307	100

This commendable response rate was sufficient to deduce inferences on influence of influence of Women Enterprises Fund interventions on performance of women owned enterprises in Makadara Sub County. The respondent rate was sufficient for this study. Mugenda and Mugenda (2003) indicated 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 above is excellent. Therefore the response rate of 93% was excellent for the study.

4.3 Reliability Results

Table 4.2 illustrates the findings of the study concerning the reliability analysis.

Table 4. 2: Reliability Results

Variable	Cronbach's	No of Item
Capacity Building	0.8135	4
Product Marketing	0.7287	4
Business Incubation	0.7986	4
Enterprise Linkages	0.8013	4

In this study, reliability was ensured through a piloted questionnaire that was subjected to a sample of 31 respondents. This represented 10% of the sample size. From the findings, the coefficient for capacity building was 8135, cronbach's alpha coefficients for product marketing were 0.7287, and cronbach's alpha coefficients for business incubation were 0.7986 while cronbach's alpha coefficients for enterprises linkage were 0.8013. These were greater than 0.7 thresh hold for this study.

4.4 Demographic Information

The respondents were requested to indicate the aged bracket in which their aged belongs to.

4.4.1 Respondents Age

Table 4. 3: Respondent Age Distribution

	Respondents Age		
	Frequency	Percent	Cumulative Percent
Less than 25	16	5.6	5.6
25-34	103	36.0	41.6
45-54	109	38.1	79.7
>55	58	20.3	100.0
Total	286	100.0	

From the finding, most 38% of the respondents women entrepreneurs were aged between 45-54 years old, 36% of the women entrepreneurs indicated that they were aged between 25 and 34 years. The results also indicated that 20% of the women entrepreneurs were aged more than 55 years while only 6% indicated that they were aged less those 25 years. This implied that women entrepreneurs were mature in aged in undertaking enterprises in Makadara Sub County.

4.4.2 Period in Years in Business

Most of the businesses and enterprises (46.9%) that have benefited from the WEF have been in existence for a period of one to two years. Other enterprises have existed for 3 to 4 years 33% and less than one year (20%). The results imply that WEF beneficiaries comprised of those with much experience and those with little experience.

Table 4. 4: Respondents’ Years in Enterprise

Number of years in the enterprise		
Year	Frequency	Percent
Less than 1	58	20
1-2	134	47
3-4	94	33
Total	286	100.0

The study also sought to find out the distribution of the number of adults in every household from the beneficiaries of WEF. It was found that majority of the households had three (29%) or five (28%) adults. The rest of the households indicated 2 and 1 adults representing 17.5% and 11% of the households benefiting with the WEF. Few households

indicated having 4 and above 6 adults, 8.7% and 5.6% respectively. The results imply that benefits of WEF have had direct impact on many individuals apart from the entrepreneurs but also members of their households.

4.4.3 Number of adults in the household

It was important in this study to investigate on the minor beneficiaries on the WEF in Makadara Sub-County.

Table 4. 5: Number of Adults in the Household

No of adults in the household			
Year in the enterprise	Frequency	Percent	Cumulative Percent
1	32	11.2	11.2
2	50	17.5	28.7
3	83	29.0	57.7
4	25	8.7	66.4
5	80	28.0	94.4
>6	16	5.6	100.0
Total	286	100.0	

4.4.4 Number of children in the household

The findings show that there is good distribution of the number of children in the families where the mother has benefited from the WEF.

Table 4. 6: Number of Children in the Household

No of children in the household			
	Frequency	Percent	Cumulative Percent
Null	21	7.3	7.3
1	59	20.6	28.0
2	88	30.8	58.7
3	62	21.7	80.4
4	33	11.5	92.0
>6	23	8.0	100.0
Total	286	100.0	

Most of the households indicated having one to three children but 7.3% of the households indicated that they had no children. The results show that WEF have also impacted on children whose parents' enterprise gave them improved source of livelihood.

4.5 Influence of Women Enterprise Fund on Capacity Building

Women in Makadara Sub-County have witnessed the influence of WEF in their normal life and in skills development. Some of the skills developed from the general organization and network involve planning, organizational, controlling, and leadership skills.

4.5.1 Women Enterprise Fund and Capacity Building

The respondents were requested to indicate the extent to which they agreed on how Women Enterprise Fund had helped in influencing capacity building of women owned enterprises in Makadara Sub County.

Table 4. 7: Women Enterprise Fund and Capacity Building

Statement on Women Enterprise Fund on Capacity Building	Mean	Standard Deviation
Planning skills development	4.29	1.168
Organization skills development	3.97	.323
Controlling skills development	4.18	.538
Leadership skills development	4.53	.992

From the findings, majority of the respondents strongly agreed that women enterprises enhanced leadership skills development as indicated by a mean of 4.53 with a standard deviation of 0.992. The results also indicated that respondents agreed that women enterprises fund enhanced planning skill development and enhance controlling skill development as indicated by a mean of 4.29 and 4.18 with a standard deviation of 1.168 and 0.38 respectively.

The respondents also agreed that women Enterprises Fund enhance organization skill development as indicated by a mean of 3.97 with a standard deviation of 0.323. This implied that Women Enterprises Fund influence capacity building among women owned enterprises to a great extent in Makadara Sub County. The findings were supported by Tripp, (2009). Who revealed that training entrepreneurs on management skills, risk taking strategies, enterprise management and controlling enterprises operations influence enterprises performance.

4.6 Influence of WEF in product marketing on Women Owned Enterprises

The study sought the extent to which respondents agreed on influence of WEF in product marketing on Women Owned Enterprises. The results was presented in Table 4.8

Table 4. 8: WEF in product marketing on Women Owned Enterprises

Statements	Mean	Standard Deviation
Market segmentation	3.51	.662
Customer Satisfaction	3.72	.647
Integration of business functions	3.84	.898
Help in marketing	3.89	.626

From the findings, majority of the respondents agreed that Women Enterprises Fund in product marketing helped in marketing of the products and enhance integration of business functions as in indicated by a mean of 3.89 and 3.84 with a standard deviation of 0.626 and 0.898 respectively. The results also indicated that respondents agreed that Women Enterprises Fund in product marketing influence customer satisfaction as indicated by a mean of 3.72 with a standard deviation of 0.647. The respondent agreed on whether Women Enterprises Fund in product marketing influence market segmentation as indicated by a mean of 3.51 with a standard deviation of 0.662.

This demonstrated that Women Enterprises influence product marketing of women owned enterprises in Makadara Sub County to a great extent. The findings concurred with Kotler, Armstrong and Cunningham (2005) who found that explicate that marketing-oriented women firms are always in a hunt for information pertaining to their markets and customers, which allows these organization to stay close to their customers in terms of

understanding their needs and responding meaningfully to the customer needs, which in return increase the organization profitability

4.7 Influence of Women Enterprises Fund on Business incubation

The study sought the extent the respondents agreed on the influence women Enterprises Fund on business incubation among women enterprises in Makadara Sub County. The results were presented in Table 4.9

Table 4. 9: Business incubation for women entrepreneurs in Makadara Sub-County

Statements	Mean	Standard Deviation
Enhance innovativeness	3.99	.506
Have empowered business women to be risk taking	3.75	.669
Have increased pro-activity of entrepreneurs	3.83	.802
Have enhanced opportunity orientation	4.20	.660

From the findings, majority of the respondents agreed that women enterprises fund had enhanced opportunity orientation, enhanced innovativeness in enterprises as indicated by a mean of 4.20 and 3.99 with a standard deviation of 0.660 and 0.506 respectively. The study found that respondents agreed that increased pro-activity of entrepreneurs and women enterprises fund led to empowering of business women to be risk taking as indicated by a mean of 3.83 and 3.75 with a standard deviation of 0.802 and 0.669 respectively.

4.8 Influence of Women Enterprises on Enterprise Linkages

The study sought the extent to which women enterprises fund influence enterprises linkages. The findings were presented in Table 4.10.

Table 4. 10: Extent Women Enterprises influence Enterprise Linkages

Statements	Mean	Standard Deviation
Network strength	4.20	.808
Networking pro-activity	4.66	.948
Network levels	3.36	.645
Network size/diversity	4.51	.976
Network resources	3.88	.192

From the findings, women enterprises funds led to networking pro-activity and networking size and diversity to a very great extent as indicated by a mean of 4.66 and 4.51 with a standard deviation 0.948 and 0.976 respectively. The results also indicated that women enterprises fund led to strengthening of network and increase in network resources to a great extent as indicated by a mean of 4.20 and 3.88 with a standard deviation of 0.808 and 0.192 respectively. The results also shows that women enterprise fund led to increase in network levels to a moderate extent as indicated by a mean of 3.36 with a standard deviation of 0.645. This implied that women enterprises fund influence enterprises linkages among women owned enterprises in Makadara sub County to a great extent. The results agreed with Ledgerwood (1998) who observed that establishing networking make women enterprises strategic, focused, and proactive to generate income and acquire assets.

4.9 Influence of Women Enterprises Fund and Women Owned Enterprise Performance

The study sought the extent to which women enterprises fund had influence performance of women owned enterprises.

Table 4. 11: Influence of Women Enterprises Fund and Women Owned Enterprise Performance

Statements	Mean	Standard Deviation
Growth in profitability	3.68	.971
Increased sales	4.56	.739
Increased market share	3.52	.701
Increased employees	3.39	.955
Growth in asset base	4.50	.678

From the findings in Table 4.11, respondents indicated that women enterprises fund interventions led to increase in sales and growth in asset base to a very great extent as indicated by a mean of 4.56 and 4.50 with a standard deviation of 0.739 and 0.678 respectively. The results also indicated that women enterprises fund resulted into growth in profitability and increase market share of the women owned enterprises to a great extent as indicated by a mean of 3.68 and 3.52 with a standard deviation of 0.971 and 701 respectively. The finding indicated that women enterprises fund led to increase in number of employees to a moderate extent as indicated by a mean of 3.39 with a standard deviation of 0.955. This implied that women enterprises fund programs influence performance of women owned enterprises to a great extent.

4.10 Inferential Analysis

Inferential analysis was done to determine whether there existed a significant relationship between Women Enterprises Fund and Performance of Women Owned Enterprises in Makadara Sub County.

4.10.1 Correlation analysis

The study conducted a Pearson Moment Correlation analysis which is represented by r. The correlation factor ranged from $-1 \leq 0 \leq 1$. The acceptance confidence level was 95% or significance level of 0.05. The study found in Table 4.12 that there existed a significant positive correlation between Women Enterprises Fund and performance of women owned enterprises.

Table 4. 12: Correlation analysis Between Women Enterprises Fund and Performance of Women Owned Enterprises

Women Enterprises Fund;		Performance of Women Enterprises	Capacity building	Product marketing	Business incubation	Enterprise performance
Capacity	Pearson	0.749(*)	1			
	Sig. (2-tailed)	0.001	0.001			
	N	286	286			
Product	Pearson	0.457(*)	0.469	1		
	Sig. (2-tailed)	.002	.002	.002		
	N	286	286	286		
Business incubation	Pearson	0.742(*)	0.642	.509	1	
	Correlation					
	Sig. (2-tailed)	.0011	.0011	.0011		
N	286	286	286	286		
Enterprise Inter linkages	Pearson	.576(*)	.654	.890	.417	1
	Correlation					
	Sig. (2-tailed)	.001	.001	.001	.002	.001
N	286	286	286	286	286	286

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

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

The study found that there existed a strong significant positive correlation $r=0.749$, $P=0.001$. between Capacity building and the performance of women owned enterprises

in Makadara Sub County . The correlation was statistically significant $P=0.001<0.05$ at 95% confidence level.

The study found that there existed a positive strong significant correlation between product marketing and the performance women owned enterprises ($r=0.457$, $P=0.002$),

The study found that there was a strong positive correlation between business incubation and the performance of women owned enterprises ($r=0.742$). The correlation was statistically significant $P=0.0011 <0.05$. The study found that there existed a strong correlation between enterprises linkages and the performance women owned enterprises ($r=0.576$), the correlation was statistically significant $P=0.000<0.05$.

4.10.2 Regression Analysis

The study adopted a multiple regression model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$.

Where Y = Performance of Women Owned Enterprise, X_1 =Capacity Building, X_2 = Product Marketing, X_3 = Business Incubation and X_4 = Enterprise Linkage and $\beta_0, \beta_1, \dots, \beta_4$ are the variable coefficients.

Table 4. 13: 13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.801 ^a	.6416	.6125	.512	.0011

- a. Predictors: (Constant), Capacity Building, Product Marketing, Business Incubation and Enterprise Linkages
- b. Performance of women owned enterprises

Result in Table 4.13 indicated that a variation of $R^2 = 0.6416$ in dependent variable (Performance of women owned enterprises) can be attributed to changes in independent variables which included capacity building, product marketing, business incubation and enterprise linkages. This implied that there was 64.16% of significant change in the performance of women owned enterprises attributed to changes women enterprises fund attributes as $P=0.0011 < 0.05$.

Table 4. 14: ANOVAs

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.249	4	2.062	58.794	.000 ^b
	Residual	322.968	281	1.149		
	Total	331.217	285			

- a. Predictors: (Constant), Capacity Building, Product Marketing, Business Incubation and Enterprise Linkages
- b. Performance of Women Owned Enterprises

Result in Table 4.14 indicated that the Total variance (331.217) was the difference into the variance which can be explained by the independent variables (Model) and the

variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness of fit of the model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$. Based on the findings, in Table 4.21 the results indicate the $F_{Cal} = 58.794 > F_{Cri} = 40.375$ at confidence level 95 % and sig is $0.000 < 0.05$. This implies that there was a goodness of fit of the model fitted for this study.

Table 4. 15: Coefficient Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.504	.872		5.987	.001
Capacity Building	.687	.115	.512	11.658	.002
Product Marketing	.312	.213	.285	5.698	.000
Business Incubation	.765	.279	.639	7.034	.001
Enterprise Linkages	.409	.276	.380	8.315	.0012

a. Predictors: (Constant), Capacity Building, Product Marketing, Business Incubation and Enterprise Linkages

b. Performance of Women Owned Enterprises

The established regression equation was;

$$Y = 2.504 + 0.687X_1 + .312X_2 + 0.765X_3 + 0.409X_4 + e$$

From regression results in Table 4.15, the 2.504 represented the constant which predicted value of Women Owned Enterprises Performance when all influences of women enterprises fund interventions were constant at zero (0). This implied there were other factors not within the scope of the study that had a significant influence on performance of women owned enterprises in Makadara Subcounty.

The results in table 4.15 Shows that there existence a positive significant relationship between capacity building and performance of women owned enterprises in Makadara Sub county as indicated by $\beta_1=0.687$, $p=0.002<0.05$, $t= 11.658$. The implication is that as increase in capacity building lead to an increase in performance of women owned enterprises by $\beta_1= 0.687$. This implied that capacity building has a positive and significant influence on performance of women owned enterprises.

The results in table 4.15 shows that there existence a positive significant relationship between product marketing interventions and performance of women owned enterprises in Makadara Sub County as indicated by $\beta_2=0.312$, $p=0.000<0.05$, $t= 5.698$. The implication is that as increase in product marketing would lead to a significant increase in performance of women owned enterprises by $\beta_2= 0.312$. This implied that product marketing programs has a positive and significant influence on performance of women owned enterprises in Makadara Sub County. The findings concurred with WEF (2007) which revealed that WEF facilitates marketing of women MSMEs through developing and availing women enterprise directories, collaboration with the Ministry of Gender on women enterprise activities and through preferential sourcing from women enterprises in the domestic and international markets in order to improve of performance and generate more profits from sales.

The results in table 4.15 shows that there exist a positive significant relationship between product Business incubation and performance of women owned enterprises in Makadara Sub County as indicated by $\beta_3=0.765$, $p=0.001<0.05$, $t= 7.034$. The implication is that as increase in business incubation would lead to a significant increase in performance of women owned enterprises by $\beta_3= 0.765$. This implied that business incubation programs

have a positive and significant influence on performance of women owned enterprises in Makadara Sub County. The findings concurred with WEF, (2007) who indicated that establishment of business incubators and involvement led to start up of women owned enterprises that generates income generating activities to enable women to make sufficient profits.

Regression results shows that there exist a positive significant relationship between enterprise linkages and performance of women owned enterprises in Makadara Sub County as indicated by $\beta_1=0.409$, $p=0.0012<0.05$, $t=8.315$. The implication is that as increase in enterprises linkages would lead to a significant increase in performance of women owned enterprises by $\beta_4=0.409$. This implied that enterprises linkages programs would have a positive and significant influence on performance of women owned enterprises in Makadara Sub County. The findings agreed with Wickham, (2001) who indicated that in businesses, relationships or linkages are important to the business activity as it significantly influence achievement of high returns.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, discussion, conclusions and recommendations based on the research objective which was to determine influence of women enterprise fund on performance of women owned enterprises in Makadara Sub County.

5.2 Summary of the Findings

This section presents the summary of the study findings based on specific objective of the study.

5.2.1 Influence of Women Enterprise Fund on Capacity Building

This study finding revealed that women enterprises funds enhanced leadership skills development to a great extent ($M= 4.53$, $SD= 0.992$). The result reveal that women enterprises fund enhanced planning skill development and enhance controlling skill development ($M= 4.29$ and 4.18 and $SD=$ of 1.168 and 0.38) respectively. Women Enterprises Fund improve on capacity building for women entrepreneurs as it enhance organization skill development ($M= 3.97$, $SD= 0.323$). This implied that Women Enterprises Fund influence capacity building among women owned enterprises to a great extent in Makadara Sub County. Correlation findings revealed strong significant positive correlation $r=0.749$, $P=0.001$. between Capacity building and the performance of women owned enterprises in Makadara Sub County . Regression results that there existed a positive significant relationship between capacity building and performance of

women owned enterprises in Makadara Sub County ($\beta_1=0.687$, $p=0.002<0.05$, $t=11.658$).

5.2.2 Influence of WEF in product marketing on Women Owned Enterprises

The study found that WEF in product marketing influence Women Owned Enterprises performance. The study found that Women Enterprises Fund in product marketing influence marketing of the products and enhance integration of business functions improving enterprises performance. Findings revealed that Women Enterprises Fund in product marketing influence customer satisfaction to a great extent. The results revealed that Women Enterprises Fund in product marketing influence market segmentation. This clearly depicted that Women Enterprises influence product marketing of women owned enterprises in Makadara Sub County to a great extent. Correlation matrix findings revealed that there existed positive and strong significant correlation between product marketing and the performance women owned enterprises ($r=0.457$, $P=0.002$). The regression findings further revealed that there exists a positive significant relationship between product marketing interventions and performance of women owned enterprises in Makadara Sub County as indicated by $\beta_2=0.312$, $p=0.000<0.05$, $t=5.698$.

5.2.3 Influence of Women Enterprises Fund on Business incubation

The study established that Women Enterprises Fund contributed to business incubation among women enterprises influencing women owned enterprise performance in Makadara Sub County. The study revealed that women enterprises fund promoted opportunity orientation, enhanced innovativeness in enterprises and improve enterprises

performance to a great extent. The findings demonstrated that Women business incubation operations increased pro-activity of women entrepreneurs and women empowering of business women in management of enterprises and in risk taking. From correlation matrix analysis, the study revealed that there was a strong positive correlation between business incubation and the performance of women owned enterprises ($r=0.742$).

The results in table 4. Shows that there exist a positive significant relationship between Business incubation and performance of women owned enterprises in Makadara Sub County as indicated by $\beta_3=0.765$, $p=0.001<0.05$, $t=7.034$. The implication is that as increase in business incubation would lead to a significant increase in performance of women owned enterprises by $\beta_3=0.765$. This implied that business incubation programs have a positive and significant influence on performance of women owned enterprises in Makadara Sub County. The findings concurred with WEF, (2007) who indicated that establishment of business incubators and involvement led to start up of women owned enterprises that generates income generating activities to enable women to make sufficient profits.

5.2.4 Influence of Women Enterprises on Enterprise Linkages

The results on extent to which women Enterprises fund through enterprises linkages influence , women owned enterprises performance revealed that enterprises linkages led to networking pro-activity and increase in networking size and diversity to a very great extent . The finding established that Women Enterprises Fund led to strengthening of network and increase in network resources to a great extent Women enterprise fund was also found to contribute to increase in network levels to a moderate extent ($M=3.36$, $SD=$

0.645). This demonstrated that women enterprises fund influence enterprises linkages among women owned enterprises in Makadara sub County to a great extent. The results agreed with Ledgerwood (1998) who observed that establishing networking make women enterprises strategic, focused, and proactive to generate income and acquire assets.

Correlation results shows that there existed a strong correlation between enterprises linkages and the performance women owned enterprises ($r=0.576$, $P=0.000<0.050$). Regression findings further shows that there exist a positive significant relationship between enterprise linkages and performance of women owned enterprises in Makadara Sub County as indicated by $\beta_1=0.409$, $p=0.0012<0.05$, $t=8.315$.

Women Enterprises Fund interventions, capacity building, building enterprise linkages, product marketing and networking enable women owned enterprises to increase in sales volumes and growth in asset base. Through Women Enterprises Fund women enterprises register growth in profitability and increase market share. The finding shows women enterprises fund was further found to contribute significantly to women owned enterprises performance by increase in number of employees to a moderate extent.

5.3 Discussion of the Findings

This study finding revealed that women enterprises funds enhanced leadership skills development to a great extent ($M=4.53$, $SD=0.992$). The result reveal that women enterprises fund enhanced planning skill development and enhance controlling skill development ($M=4.29$ and 4.18 and $SD=$ of 1.168 and 0.38) respectively. Women Enterprises Fund improve on capacity building for women entrepreneurs as it enhance organization skill development ($M=3.97$, $SD=0.323$). This implied that Women

Enterprises Fund influence capacity building among women owned enterprises to a great extent in Makadara Sub County. The findings were supported by Tripp, (2009). Who revealed that training entrepreneurs on management skills, risk taking strategies, enterprise management and controlling enterprises operations influence enterprises performance. The study found that there existed a strong significant positive correlation $r=0.749$, $P=0.001$. between Capacity building and the performance of women owned enterprises in Makadara Sub County . The correlation was statistically significant $P=0.001<0.05$ at 95% confidence level. The results in table 4. Shows that there existence a positive significant relationship between capacity building and performance of women owned enterprises in Makadara Sub county as indicated by $\beta_1=0.687$, $p=0.002<0.05$, $t=11.658$. The implication is that as increase in capacity building lead to an increase in performance of women owned enterprises by $\beta_1= 0.687$. This implied that capacity building has a positive and significant influence on performance of women owned enterprises.

The study found that WEF in product marketing influence Women Owned Enterprises performance. The study found that Women Enterprises Fund in product marketing influence marketing of the products and enhance integration of business functions improving enterprises performance (M= of 3.89 and 3.84 and SD= of 0.626 and 0.898) respectively. Findings revealed that Women Enterprises Fund in product marketing influence customer satisfaction to a great extent (M=3.72 and SD= 0.647). The results revealed that Women Enterprises Fund in product marketing influence market segmentation (M= 3.51 with SD= 0.662). This clearly indicated that Women Enterprises influence product marketing of women owned enterprises in Makadara Sub County to a

great extent. The study found that there existed a positive strong significant correlation between product marketing and the performance women owned enterprises ($r=0.457$, $P=0.002$), The results in table 4. shows that there existence a positive significant relationship between product marketing interventions and performance of women owned enterprises in Makadara Sub County as indicated by $\beta_2=0.312$, $p=0.000<0.05$, $t= 5.698$. The implication is that as increase in product marketing would lead to a significant increase in performance of women owned enterprises by $\beta_2= 0.312$. This implied that product marketing programs has a positive and significant influence on performance of women owned enterprises in Makadara Sub County. The findings concurred with WEF (2007) which revealed that WEF facilitates marketing of women MSMEs through developing and availing women enterprise directories, collaboration with the Ministry of Gender on women enterprise activities and through preferential sourcing from women enterprises in the domestic and international markets in order to improve of performance and generate more profits from sales.

The findings concurred with Kotler, Armstrong and Cunningham (2005) who found that explicate that marketing-oriented women firms are always in a hunt for information pertaining to their markets and customers, which allows these organization to stay close to their customers in terms of understanding their needs and responding meaningfully to the customer needs, which in return increase the organization profitability

The study established that Women Enterprises Fund contributed to business incubation among women enterprises influencing women owned enterprise performance in Makadara Sub County. The study revealed that women enterprises fund promoted opportunity orientation, enhanced innovativeness in enterprises and improve enterprises

performance to a great extent (M= 4.20 and 3.99 with SD= 0.660 and 0.506) respectively. The findings demonstrated that Women business incubation operations increased pro-activity of women entrepreneurs and women empowering of business women in management of enterprises and in risk taking (M= 3.83, SD= 0.802 and M=3.75 with SD= 0.669) respectively. The study found that there was a strong positive correlation between business incubation and the performance of women owned enterprises ($r=0.742$). The correlation was statistically significant $P=0.0011 < 0.05$. The study found that there existed a strong correlation between enterprises linkages and the performance women owned enterprises ($r=0.576$), the correlation was statistically significant $P=0.000 < 0.05$.

The results in table 4. shows that there exist a positive significant relationship between Business incubation and performance of women owned enterprises in Makadara Sub County as indicated by $\beta_3=0.765$, $p=0.001 < 0.05$, $t= 7.034$. The implication is that as increase in business incubation would lead to a significant increase in performance of women owned enterprises by $\beta_3= 0.765$. This implied that business incubation programs have a positive and significant influence on performance of women owned enterprises in Makadara Sub County. The findings concurred with WEF, (2007) who indicated that establishment of business incubators and involvement led to start up of women owned enterprises that generates income generating activities to enable women to make sufficient profits.

The results on extent to which women Enterprises fund through enterprises linkages influence , women owned enterprises performance revealed that enterprises linkages led to networking pro-activity and increase in networking size and diversity to a very great

extent (M= 4.66, SD= 0.948 and M=4.51, SD=0.976) respectively. The finding established that Women Enterprises Fund led to strengthening of network and increase in network resources to a great extent (M= 4.20, SD=0.808, M= 3.88, SD= 0.192) respectively. Women enterprise fund was also found to contribute to increase in network levels to a moderate extent (M= 3.36, SD= 0.645). This demonstrated that women enterprises fund influence enterprises linkages among women owned enterprises in Makadara sub County to a great extent. The results agreed with Ledgerwood (1998) who observed that establishing networking make women enterprises strategic, focused, and proactive to generate income and acquire assets. Regression results shows that there exist a positive significant relationship between enterprise linkages and performance of women owned enterprises in Makadara Sub County as indicated by $\beta_1=0.409$, $p=0.0012<0.05$, $t=8.315$. The implication is that as increase in enterprises linkages would lead to a significant increase in performance of women owned enterprises by $\beta_4=0.409$. This implied that enterprises linkages programs would have a positive and significant influence on performance of women owned enterprises in Makadara Sub County. The findings agreed with Wickham, (2001) who indicated that in businesses, relationships or linkages are important to the business activity as it significantly influence achievement of high returns.

The study also established that Women Enterprises Fund interventions, capacity building, building enterprise linkages, product marketing and networking enable women owned enterprises to increase in sales volumes and growth in asset base to a very great extent (M= 4.56, SD=0.739 and M= 4.50, SD= 0.678) respectively. Through Women Enterprises Fund women enterprises register growth in profitability and increase market

share a great extent ($M=3.68$, $SD=0.701$ and $M=3.52$, $SD= 0.971$) respectively. The finding indicated that women enterprises fund was further found to contribute significantly to women owned enterprises performance by increase in number of employees to a moderate extent ($M= 3.39$, $SD=$ of 0.955).

5.4 Conclusions

From the findings, the study concluded that women enterprises funds capacity building programmes significantly enhanced leadership skills development, planning skill development and enhances controlling skill development. Improved capacity building for women entrepreneurs promotes women organization skill development. This contributes to effective and efficient management of enterprises leading to significant increase in profitability level. Market share, increase in sales volume

The study concluded that WEF through product marketing had positive and significant influence on Women Owned Enterprises performance. Through product marketing women enterprises promote integration of enterprises operations, increase customer satisfaction and promote market segmentation that significantly increase women owned enterprises performance in Makadara Sub County.

The study concluded that putting Women Enterprises into business incubation among promoted opportunity orientation, promote innovativeness in women owned enterprises, promote pro-activity of women entrepreneurs and improve empowerment in decision making and risk management. Increase in business incubation would lead to a significant increase in performance of women owned enterprises. Putting women owned enterprises

in business incubation contribute significantly into enterprises increase in profit margin, increase in sale volumes and increase in market share.

The study concluded enterprises linkages promoted networking pro-activity, increase in women owned enterprises networking size and diversity, strengthen of network and increase in network resources, promote network inter links and inter connection leading to improvement returns, expansion in enterprise market and increase in customer base

5.5 Recommendations of the Study

The study recommend that women enterprises fund should be used to promote women entrepreneurs capacity building by increasing leadership skills development, planning skill development and enhances controlling skill development and improved capacity building for women entrepreneurs promotes women organization skill development. Would results into high performance of women owned enterprises in terms of profitability margin, market share, sales volume and customer base.

The study recommend that WEF through product marketing should be enhanced as this promote integration of enterprises operations, increase customer satisfaction and promote market segmentation that significantly increase women owned enterprises performance .

This study recommend that Women Enterprises Fund should be used in promoting business incubation This would lead to creations of opportunity orientation, promote innovativeness in women owned enterprises, promote pro-activity of women entrepreneurs and improve empowerment in decision making and risk management significantly increasing profitability margin, increase in sale volumes, increase in market share and increase number of employees in women enterprises.

From the results, the recommend that through Women Enterprises Fund, measures should be adopted to promote enterprises linkages among women owned enterprises. This would enhance networking pro-activeness, enlarge networking size, promote enterprises network diversity, strengthen of network and increase in network resources, promote network inter links and improve performance of women owned enterprises.

5.6 Area For Further Study

The study recommends that a further study should be carried out to determine influence of women financing programmes on performance of women owned enterprises in Kenya. Based on the findings, further research is recommended in this area especially on challenges facing women entrepreneurs in accessing WEF

REFERENCES

- Aldrich, H.E. & Zimmer, Z. (2006). *Entrepreneurship through social networks. The Art and Science of Entrepreneurship*. Ballinger: Cambridge, MA.
- Allport, G.W. & Odbert, H.S. (1936). Trait-Names: A psycho-lexical study. *Psychological Monographs*, 47 (211).
- Alvarez, S., & Busenitz, L. (2001). The entrepreneurship of resource based theory. *Journal of Management*, 27,755-775.
- Anderson, A., & Miller, C. (2003). Class Matters: Human And Social Capital In The Entrepreneurial Process. *The Journal of Socio-Economics*, 32, 17-36.
- Ardichvili, A., Cardozo, R. & Ray, S. (2003). A Theory of Entrepreneurial Opportunity Identification and development. *International Journal of Entrepreneurial Behaviour and Research*, Vol. 6 (3), 104-24.
- Arsyad, L. (2006). Assessing factors affecting the repayment rate of microfinance institutions: a case study of village credit institutions of Gianyar, Bali. *Gadjah Mada International Journal of Business*, 8(2), 247-273.
- Atieno, R. (2009). Linkages, access to finance and the performance of small-scale enterprises in Kenya. *Journal of Accounting and Business Research*, Vol. 3 (1), 33-48.
- Barktus, V. O. (2009). *Social Capital: Reaching Out, Reaching In*. Edward Elgar Publication: Cheltenham.
- Barnes, J., (1954). Class and References Committees in a Norwegian Island Parish. *Human Relations*, 7, 39-58
- Barney, J.B., Wright, M., Ketchen Jr., D.J. (2001). The Resource-Based View of the Firm: Ten years after 1991. *Journal of Management*, 27 (6), 625–641.
- Barrett, H. & Weinstein, A. (2006). The effect of market orientation and organizational flexibility on corporate entrepreneurship. *Entrepreneurship Theory and Practice Journal*, Vol. 23, 57-70.
- Birley, S. (1996). The Start-Up, in Burns, P. and Dewhurst, J. (Eds.), *Small Business and Entrepreneurship* (2nd ed.) pp.45-89. Basingstoke: Macmillan.
- Blanco, Huguette, LeBrasseur, R. & Nagarajan, K.V. (1996). “Successful women Entrepreneurs in Northeastern Ontario”. In *Changing Lives: Women in Northern Ontario*, Margaret Kechnie and Marge Reitsma-Street (Eds) pp. 174-185. Toronto: Dundum Press.

- Blythe, J. & Zimmerman, A. (2005). *Business 2 Business; Marketing Management*. Thomson Learning: USA.
- Bovee, C. L., Thill, J. V. and Mescon, M. H. (2007). *Excellence in Business* (3rd ed.). New York: Pearson Prentice Hall.
- Brockhaus, R.H. (1980). Risk taking propensity of entrepreneurs. *Academy of Management Journal*, 23,509-520.
- Brodsky, M. A. (1993). Successful female corporate managers and entrepreneurs: similarities and differences. *Group and Organization Management*. U.S.A. Sage Publications Inc. 18(3), 366-71.
- Brush, C. G., Bruin, A. D., Gatewood, E. J. & Henry, C. (2010). *Women Entrepreneurs and the Global Environment for Growth: A Research Perspective*. Cheltenham. Edward Elgar Publishing Limited: Cheltenham.
- Brush, C. (1990). *Women and Enterprise Creation: An Overview of Women-Owned Business*. In *Enterprising Women: Local Initiatives for Job Creation*. Paris: Organization for Economic Co-Operation and Development (OECD), 37-55.
- Carter, N. (2006). *Women entrepreneurship*. Taylor and Francis: United Kingdom.
- Central Bureau of Statistics (CBS). (1999). *National micro and small enterprise baseline survey*. Nairobi, Government Printer.
- Chittithaworn, C., Islam, M. A. Keawchana, T. & Yusuf, D. H. M. (2011). Factors affecting Business success of SMEs in Thailand. *Asia Social Science Journal*, 7, (5), 11-21.
- Chong, H. (2008). Measuring the performance of small and medium enterprises: The grounded theory approach. *Journal of Business and Public Affairs*, Vol. 2, (1), pp 1-10.
- Conner, K. R. (1991). A historical comparison of the resource based theory and five schools of thought within industrial organization economics: Do we have a new theory of the firm? *Journal of marketing*, Vol. 17, (1), pp 121-154.
- Coon, D. (2004). *Introduction to Psychology* (9th Ed). Minneapolis: West Publishing Company.
- Cooper, W., Gey, F., & Dabney, D. (1992). Creation, Entrepreneurship Theory and Practice. *Journal of Entrepreneurship*, Vol.16 (2): 23-45.
- Daft, R. L., Kendrick, M. & Vershinina, N. (2008). *Management*. Cengage Learning EMEA: UK.

- Davidson, P., & Honing, B. (2003). The role of social and human capital among nascent entrepreneurs. *Journal of Business Venturing*, Vol. 20, 1-21.
- De Bruin, A., Brush, C. G., & Welter, F. (2006). Introduction to the special issue: towards building cumulative knowledge on women's entrepreneurship. *Entrepreneurship Theory and Practice*, Vol.30 (5), 585-593.
- Dobni, C. B., & G. Luffman. (2003). Research notes and commentaries: Determining the scope and impact of market orientation profiles on strategy implementation and performance. *Strategic Management Journal*, Vol.24 (6), 577–585.
- Drucker, P.F. (1985). *Innovation and Entrepreneurship*. New York: Harper & Row Publishers Entrepreneurial Studies.
- Fatoki, O. O. (2011). The impact of Human, Social and Financial Capital on the Performance of Small and Medium Sized Enterprises in South Africa. *Journal of Social Sciences*, 29, Issue, 3, 193-204.
- Ferreira, J. J. Azevedo, G. S. and Fernández, R. (2011). Contribution of Resource-Based View and Entrepreneurial Orientation on Small Firm Growth. *Enterprise Journal*, 11(1), 95-116.
- Fitzsimmons, V.S., & Leach, L.J. (1994). *Net worth change: Beginning and expanding life cycle*, Organization for Economic Co-Operation and Development (OECD) Report, 37-55.
- Fraser, E. (1995). Women & Networking: The vital business connection. *Working Women, U.S.A: Working Women Inc.* 20(11), 69-71.
- Freeman, L. C. (1979). Centrality in Social Networks: Conceptual clarification. *Social Networks*, 1, 215-239.
- Gelb, A. (2001). *Gender and Growth, Africa's Missed Potential. Africa regional findings*, No. 197, Washington D.C: World Bank.
- Global Entrepreneurship Monitor (GEM). (2004). *Women and Entrepreneurship*. Center for Women's Leadership: Banson College. MA, USA.
- Grant, R. M. (1991). Resource Based Theory of Competitive Advantage: Implications for strategy forum. *California Management Review*, vol. 33 (3), 114-135.
- Hira, T.K., Fanslow, A.M., & Vogelsang, R.V. (1992). Determinants of satisfaction with preparations for financial emergencies. *Financial Counseling and Planning*, 3, 43-54.
- Hisrich, R. D., Peters, M. P. & Shepherd, D. A. (2008). *Entrepreneurship* (7th Ed.). New York: McGraw-Hill Co Inc.

- Hisrich, R.D., & Brush, C. G. (1987). *Women Entrepreneurs: A longitudinal study in N.C.* Churchill, *Entrepreneurship Research*, Babson College, Wellesley, MA: Center for Entrepreneurial Studies.
- Hisrick, R.D, Ozturk S.A. (1999). Women entrepreneurs in a developing economy. *The Journal of Management Development*, Vol. 18, (2),144-124.
- Hurst, E., & Lusardi, A. (2004). Liquidity Constraints, Household Wealth, Entrepreneurship. *Journal of Political Economy*, 2,112
- International Finance Corporation (IFC)/World Bank, (2006). *Gender-entrepreneurship-markets and foreign investment advisory service, A joint service of the International Finance Corporation and the World Bank*. Kenya Gender and Economic Growth Assessment.
- Joo, S. (1998). *Personal financial wellness and worker productivity*. Unpublished doctoral dissertation. Virginia Polytechnic Institute and State University, Blacksburg.
- Kassin, S. (2003). *Psychology*. USA: Prentice-Hall, Inc.
- Keegan, W. J. & Green, M. C. (2003). *Global Marketing*, Upper Sanddle River, NJ. Prentice Hall.
- Kemp, R.G. M., Folkeringa, M., de Jong, J. P. J. and Wubben, E. F. M. (2003). *Innovation and Firm Performance*. Research Report, H200207.
- Kenya Institute of Management (KIM), (2011). A Study on Youth and Women Entrepreneurs' Preparedness in Kenya: A Case Study of the Kenya Youth Enterprise Development Fund and Kenya Women Enterprise Fund Beneficiaries using the TRISTART Business Evaluation Tool. A KIM Publication, Nairobi, Kenya
- Kibas, P. B. (2006). *Women in entrepreneurship: Analysis of factors influencing growth-oriented women entrepreneurs in rural Kenya, paper presented at the 3rd International Entrepreneurship: Conference organized by United States International University (USIU), Nairobi.*
- Kim, J., Garman, E. T., & Sorhaindo, B. (2003). Relationships among credit counseling clients' financial well-being, financial behaviors, financial stressor events, and health. *Financial Counseling and Planning*, 14(2), 75-87.
- Kiraka, R. N., Kobi, M. & Katwalo, A. M. (2013). *Micro, Small and Medium Enterprise Growth and Innovation in Kenya: A Case Study on the Women Enterprise Fund*; ICBE-RF Research Report No. 47/13. Nairobi, Kenya

- Kitukale, S. (2004). Enhancing Women Entrepreneurship through Export Growth - issues And Solutions, A *Background paper*, State Secretariat for Economic Affairs, Uganda.
- Kohli, A. K., B. J. Jaworski, & Kumar, A. (2003). A measure of market orientation. *Journal of Marketing Research*, Vol.30 (4), 467–477.
- Koontz, H. & Weilrich, H. (2006). *Essentials of management*. Tata: McGrawHill
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International Publishers: New Delhi
- Kotler, P., (1997). *Marketing Management*. (9th Ed.). Prentice Hall: Upper Saddle River, NJ.
- Kuratko, D. F. (2009). *Introduction to entrepreneurship*, (8th Ed.). Southwestern Cengage Learning: UK.
- Kumar, K., Subramanian, R., and Yauger, C. (1998). Examining the market orientation-Performance relationship: A context-specific study. *Journal of Management*, Vol. 24, (2), 201-233.
- Lerner, M., Brush, C., & Hisrich, R. (1997). Israeli Women Entrepreneurs: An Examination of Factors Affecting Performance. *Journal of Business Venturing*, 12(4), 315-339.
- Lin, N. (2010). *Social Capital*. New York: Cambridge University Press
- Lumpkin, G.T., & Dess, G.G. (2008). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, Vol. 21 pp.135 - 172.
- McCormick, D., (2001). “Gender in Small Enterprise in Kenya: An Institutional Analysis”. In P.C. Samanta & R. K. Sen (Eds), *Realising African Development*. (pp. 309-330). Kolkata: India
- Ministry of Planning and National Development, (2007). *Kenya Vision 2030: A Competitive and Prosperous Kenya*, Nairobi, Government Printer.
- Ministry of Planning and National Development, Kenya (2007). *Kenya Vision 2030: A Competitive and Prosperous Kenya*, Nairobi, Government Printer.
- Minniti, M., Arenius, P. & Langowitz, N. (2005). *2004 Global Entrepreneurship Monitor Special Topic Report: Women and Entrepreneurship*, Center for Women’s Leadership at Babson College, Babson Park, MA.
- Monge, P.R., & Contractor, N.S. (2003). *Theories of communication networks*. New York: Oxford University Press.

- Msoka, E. M. (2013). Do Entrepreneurship Skills Have an Influence on the Performance of Women Owned Enterprises in Africa? Case of Micro and Small Enterprises in Dar es Salaam, Tanzania. *International Journal of Business, Humanities and Technology*, 53-63.
- Mugenda, O. M. & Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Acts Press. Nairobi
- Narver, J. C., and Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, Vol.54 (4), 20–35.
- Niewenhuizen, C. (2008). *Entrepreneurial Skills*. Juta & Company Ltd: New Delhi.
- OECD (2011). Women's Economic Empowerment Organization for Economic Cooperation and Development (OECD), (2004). Report on women entrepreneurship issues and policies. Istanbul.
- Oke, I, J.T.O. Adeyemo, I.R. & Agbonlahor, M.U. (2007). Empirical analysis of microcredit repayment in Southwestern Nigeria. *Journal of Human Behavior in the Social Environment*, Vol 16 (4), 24-39.
- Penrose, E. T. (1959). *The theory of the growth of the firm*. New York: John Wiley.
- Quinn, J. B., Baruch, J. J., & Zien, K. A. (2007). *Innovation explosion: Using intellect and software to revolutionize growth strategies*. New York: Free Press.
- Republic of Kenya, (2005). *Sessional Paper No. 2 on Development of micro and small enterprises for wealth and employment creation for poverty reduction*, Nairobi, Government Printer.
- Republic of Kenya, (RoK) (2012). *Economic Survey*, Nairobi, Government Printer.
- Rumelt, R. P. (1984). *Towards a strategic theory of the firm; Competitive strategic management*. Eglewood Cliffs, NJ, Prentice Hill
- Saleemi, N. A. (2009). *Entrepreneurship Simplified*. ACME Press: Nairobi.
- Scannell, E. (1990). Dairy farm families' financial management. *Financial Counseling and Planning*, 1, 133-146.
- Schuler A.O. & Riley S.M., (2010). Rural Credit programs and women's empowerment in Bangladesh. *World Development*, 24 (4): 635-654.
- Sekaran, U. & Bougie, R. (2010). *Research Methods for Business: A skill building approach*. New York: John Wiley & Sons.
- Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25, 217–226.

- Shaver, K. G., & Scott, L. R. (1991). Person, process, and choice: The psychology of new venture creation. *Entrepreneurship Theory and Practice*, Winter: 23-42.
- Shim, S., & Eastlick, M.A. (1998). Characteristics of Hispanic female business owners: an exploratory study. *Journal of Small Business Management*, 36(3), 18-29.
- Shipper, F., & Dillard Jr, J. E. (2000). A study of impending derailment and recovery of middle managers across career stages. *Journal of Human Resource Management*, 39(4), 331-345.
- Simpheh, K. N. (2011). Entrepreneurship theories and Empirical research: A summary review of the literature. *European Journal of Business and Management*, Vol. 3, (6), 20-41.
- Stevenson, L. & St-Onge, A. (2005). *Support for growth-oriented women entrepreneurs in Ethiopia, Kenya and Tanzania: An overview report*, Programme on Boosting Employment through Small Enterprise strategy.
- Tang, J., Tang, Z., Zhang, D. & Li, Q. (2007). The impact of entrepreneurial orientation and ownership type of firm performance in the emerging region of China. *Journal of Developmental Entrepreneurship*, 12(4), 383-397.
- Thibault, M., Wilcock, A. & Kanetkar, V. (2002). *An exploratory study of factors influencing sales performance of small and medium-sized enterprises*. Proceedings of the Administrative Sciences Association of Canada. Winnipeg, Manitoba.
- Tjahjadi, B. (2009). Factors Affecting Enterprise Performance. *Journal of Economics, Business and Accountancy*, Vol. 14, (2), 149-160.
- Tripp, G. (2009). *Social Capital*. Nova Science Publishers: Nova Scotia.
- Tyson, L.T, Petrin, T. (1994). Promoting entrepreneurship in central and Eastern Europe. *Small Business Economics*, Vol 6: 1-20.
- Ugarte, M. & Pérez, B. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*, Vol. 3: 111-120.
- United Nation Industrial Development Organization (UNIDO). (2004). *Women, industry and entrepreneurship*; Women in Industry Series, Vienna, Austria.
- United Nations Development Programme (UNDP), (2005). *Human Development Report*. United Nations: New York.
- University of Dar es Salaam Entrepreneurship Centre (UDEEC). (2002). *Women Entrepreneurs in Tanzania*, Preliminary Report. Prepared for the ILO Office, Dar es Salaam, October.

- Wheeler, C. (1995). Could your career use a coach? *Executive Female*. U.S.A.: National Association for Female Executives Inc. 18(5), 48-51.
- Wickham, P. A. (2001). *Strategic Entrepreneurship*. Prentice Hall: London.
- Women Enterprise Fund, (WEF), (2009). *WEF Strategic Plan: 2009-2012*. Nairobi, Kenya
- Women Enterprise Fund, (WEF), (2012). *Status of WEF, 2012*. Ministry of Gender, Children and Social Development, Nairobi
- Women Enterprise Fund. (WEF), (2013). *Public Accountability Statement 2012/2013*, Nairobi, Kenya, Standard Group, August 11, 2013
- World Bank (2005). *Enhancing women's participation in economic development*. World Bank: Washington D.C.
- World Bank (2005a). *The status and progress of women in the Middle East and North Africa, World Bank Middle East and North Africa Socio-Economic Development Group*. World Bank: Washington, DC.
- World Economic Forum (2005). Women's Empowerment: Measuring the Global Gender Gap. *Academy of Management Journal*, 33, 233-258.

APPENDICES

Appendix I: Questionnaire

Section A: Background Information

1. Kindly indicate your age bracket.
 - Below 25 years []
 - 25-34 years []
 - 35-44 years []
 - 45-54 years []
 - Above 55 years []

2. For how long have you run this enterprise?
 - Less than 1 year []
 - 1-2 years []
 - 3-4 years []
 - 5 years and above []

3. How many people are in your household?
 - a) Adult
 - b) Children

Section B: Capacity Building

4. In a scale of 1-5 where 1 is strongly disagree and 5 is strongly agree, rate how Women Enterprise Fund has helped in the following aspects of capacity building for women entrepreneurs in Makadara Sub-County.

Statements	1	2	3	4	5
WEF has empowered women entrepreneurs with planning skills					
WEF has empowered women entrepreneurs with organizing skills					
WEF has empowered women entrepreneurs with controlling skills					
WEF has empowered women entrepreneurs with leading skills					

Section C: Product Marketing

5. In a scale of 1-5 where 1 is strongly disagree and 5 is strongly agree, rate how Women Enterprise Fund has helped in the following aspects of product marketing for women entrepreneurs in Makadara Sub-County.

Statements	1	2	3	4	5
Has helped women entrepreneurs to segment their market					
Has empowered women entrepreneurs to improve customer satisfaction					
Has assisted women entrepreneurs to integrate their business functions					
Has helped women entrepreneurs in marketing					

Section D: Business Incubation

6. In a scale of 1-5 where 1 is strongly disagree and 5 is strongly agree, rate how Women Enterprise Fund has helped in the following aspects of business incubation for women entrepreneurs in Makadara Sub-County.

Statements	1	2	3	4	5
Enhance innovativeness					
Have empowered business women to be risk taking					
Have increased pro-activity of entrepreneurs					
Have enhanced opportunity orientation					

Section E: Enterprise Linkages

7. In a scale of 1-5 where 1 is not at all and 5 is to a very great extent, rate how Women Enterprise Fund has influenced the following aspects of enterprise linkages for women entrepreneurs in Makadara Sub-County.

Statements	1	2	3	4	5
Network strength					
Networking pro-activity					
Network levels					
Network size/diversity					
Network resources					

Section F: Enterprise Performance

8. In a scale of 1-5 where 1 is not at all and 5 is to a very great extent, rate how Women Enterprise Fund has influenced the following aspects of enterprise performance for women entrepreneurs in Makadara Sub-County.

Statements	1	2	3	4	5
Growth in profitability					
Increased sales					
Increased market share					
Increased employees					
Growth in asset base					

Appendix III: Letter of Introduction



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

24th October, 2016

REF: UON/CEES/NEMC/24/337

TO WHOM IT MAY CONCERN

RE: ESTHER WANJIRU MWAURA - REG NO L50 /73520/2014

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.

She is proceeding for research entitled “**influence of women enterprise fund on women enterprises on poverty alleviation in Makadara Sub-County, Nairobi County, Kenya.**”

Any assistance given to her will be appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE

