

Provision of Work-Space Facility and Performance of Jua-Kali Demonstration and Training Empowerment Programmes in Nairobi County, Kenya

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Abstract: *This study sought to establish the relationship between provision of workspace facility and performance of Jua-kali Demonstration and Training Empowerment Programmes (JDTEP) in Nairobi County, Kenya. Theory of constraints and system theory of organization anchored the study. Cross-sectional survey and correlational survey designs were utilized. The target population was 327 beneficiaries of JDTEP. A sample of 181 beneficiaries was chosen using Krejcie and Morgan table of sample determination and selected using simple random sampling. Using purposive sampling, 10 JDTEP implementors above supervisory level were selected for interview. Both structured questionnaire and informant interview guide were the data collection tools. Qualitative data was analyzed using content analysis and quantitative data was analyzed using both descriptive and inferential statistics. Cronbach Alpha Coefficient of reliability (0.6668) indicated a moderate internal consistency of the questionnaire. Pearson's Product Moment Correlation Coefficient and Regression Analysis analytical methods used. Fisher (F) test was used to test the hypotheses at $\alpha=0.05$. For the research objective, $r = 0.344$, $F(1,145) = 19,229$ at $p = 0.0002 < 0.05$, hence null hypothesis was not accepted as there was enough evidence to conclude that provision of work-space facility significantly influences performance of Jua-kali Demonstration and Training Empowerment Programmes (JDTEP). Government and other supporters of entrepreneurship were recommended to come up more innovation and market-oriented production centers for developing productivity and competitiveness of entrepreneurs.*

Keywords: Provision of work-space facility, Performance of projects, Jua-kali Demonstration and Training Empowerment Programmes (JDTEP)

1. Introduction

Work-space is an essential factor of production. Literature builds evidence supporting the claim that apart from financial capital, working space is another factor of production required by entrepreneurs for setting up machinery and other assets essential for reducing risk of business failure (Gitau and Wanyoike, 2014). When enterprises have favorable working-spaces they are able to actualize their production potential. Apart from networking and new product development, the workspace facilities offer entrepreneurs with utilities such as infrastructure and wide range of services like incubation and amenities for innovative enterprise development (Gitau and Wanyoike, 2014). Furthermore, workspace facilities strengthen the interaction of entrepreneurs amongst themselves that often leads to stronger learning and improvement (Scillite and Chakrabarti, 2010). However, to enable successful and responsive interventions, working-spaces should not be predetermined but rather be selected and continuously be improved as per the dynamic user needs (Ratinho and Henriques, 2010). The extent to which project benefits are realized is influenced by the clarity and urgency of intervention and implementation strategy (Gemunden,

Salomo, Holzle, 2007). Pennypacker and Retna (2009) asserts that the degree of project responsiveness depends on the implementation strategy. In this study, provision of working space facility was measured by the indicators of accessibility to the work-space, proximity to other production utilities, suitability of work-space and affordability of the working space.

Literally, Jua-kali is a Kenyan Swahili word meaning "hot sun" to denote informal micro and small enterprises (MSEs) working in open spaces and are involved in the production of commercial commodities. In Kenya, the Jua-kali Demonstration and Training Empowerment Programmes (JDTEP) was a government-led MSE development project with an aim of promoting growth of MSEs and realization of Vision 2030. The specific objectives of the programmes were to: increase production by promoting innovation and technology transfer through provision of work-space facility with appropriate tools and equipment, b) boost business management capacity through training in business planning, financial management, marketing, stock management, technical knowledge in production and practical skills, and c) build entrepreneurs' capacity to reach new through promotions and marketing (Republic of Kenya, 2013). According to World Bank (2013), MSE empowerment is

transformatory and hence, a critical pool of empowered entrepreneurs was to be developed for accelerated growth and expansion of the MSE sector. Consequently, entrepreneurs would enhance productive mobilization of local resources for increased employment, income generation, wealth and sustainable livelihoods.

1.1 Problem Statement

Reports suggest that over 3,836 Jua-kali entrepreneurs have benefitted from the Jua-kali Demonstration and Training Empowerment Programme national wide (Republic of Kenya, 2017). However, a survey on the establishment of MSEs in Kenya by KNBS (2016) found that a large pool of 1.5 Million MSEs could not graduate into large enterprises thus recording as slow as 26% of total employment despite of numerous supports from various actors including Government. Additionally, the average level of innovation MSEs is about 35% and that about 86% of MSEs could still not market their products. Furthermore, a study by Kithae, Gakure and Munyao (2012) to examine the contribution of MSEs to the National Development Plan of Vision 2030 found that despite the government's effort in support and promotion of MSE sector, the contribution of MSEs to employment creation fell below the levels required for competitive existence. Despite numerous interventions on provision of working-space facilities by governments, the MSE sector continue to record low rates of growth and transition into sustainable and competitive enterprises thus hindering their optimal contribution to employment and wealth creation (Nthuni, 2014). Numerous empirical establishments have questioned why such interventions have resulted into meagre positive impacts to the welfare of MSEs and the general economic growth (Ogollah and Musundi, 2014). While poor implementation factors have been suggested to contribute to poor performance of empowerment programmes (Ayoad and Agu, 2016), this study takes into consideration the importance of work-space infrastructure in transforming the productivity of entrepreneurs to examine the influence of provision of work-space facility on the performance of JDTEP in Kariobangi, Nairobi County Kenya. In this consideration, the study adopted outcome-based indicators of project performance to examine the influence of project implementation factors on the performance of JDTEP in Nairobi County, Kenya.

1.2 Research Objectives

The study sought to examine the influence of provision of work-space facility on performance Jua-kali Demonstration and Training Empowerment Programmes in Nairobi County

1.3 Research Question

To what extent does the provision of work-space facility influence the performance of Jua-kali Demonstration and Training Empowerment Programmes in Nairobi County

1.4 Research Hypothesis

The study aimed at testing the following hypothesis:

H₀: There is no significant influence of provision of work-space facility on the performance of Jua-kali Demonstration

and Training Empowerment Programmes

H_A: There is significant influence of provision of work-space facility on the performance of Jua-kali Demonstration and Training Empowerment Programmes

2. Literature Review

Economic theories agree that working-space is an important factor of production (Sullivan and Steven, 2003). Equally, studies on the factors affecting the growth and performance of MSEs have demonstrated that infrastructural factors like working-space, tools and equipment's, access to incubation and business information, access to infrastructure and business development skills and services are some the major constraints that influences the way enterprises perform (Kanyari and Namusonge, 2013). A descriptive study on the influence MSE development programmes by the Kenya Industrial Estates (KIE) using a random sample of 83 randomly demonstrates that provision of working-space and incubation services correlates positively with MSE growth (Gitau and Wanyoike, 2014). Similarly, the availability of adequate physical infrastructure and basic utilities such as working-space, equipment's and technology is said to be one of the main determinants of production costs, quality and timely response to market requirements that influences growth and expansion of any sector (Mutai, 2011). Such arguments are supported by Mutai (2011) in his findings from a study to examine the influence of innovation on the performance of SMEs in Zimbabwe by Makanyeza and Dzvuke (2015) which revealed that enterprise performance is greatly influenced by the level of resource innovation in terms of access to productive assets, processes, product and marketing.

While provision of working-space and incubation services to MSEs should be based on the prevailing dynamic needs so as to offer the necessary infrastructure and business support services for innovative business ideas and product development (Kiraka, Kobia and Katwalo, 2013), the facilities should aim at facilitating the provision of services like networking, product improvement, new product development as well as financial support for sustainable MSE growth (Gitau and Wanyoike, 2014). Such interventions create an enabling environment for creative business development, technology adoption, quality improvement, product development, customer satisfaction, increased sales and returns, business growth and market expansion (Ratinho and Henriques, 2010). Whereas such provisions must be done in consideration to the user needs for effective and responsive interventions (Mohan, 2008), requirements for project implementation demands that projects be founded upon user needs for sustainable benefits. This argument is valid in connections to empowerment programmes like the Jua-kali Demonstration and Training Empowerment Programmes whose values and interests are the reasons for the project. Such arguments can be used to explain why some projects are implemented wrongly and are never useful to the beneficiaries even after completion (Pakseresht and Asgari, 2012). As Turner and Muller (2003) suggest, projects must be implemented in coordinated interfaces whereby needs and resources are prioritized to reduce uncertainty for realizing organizations objectives and recipient expectations. Fonseca, Lopez-Garcia and

Pissarides (2001) and Schwartz and Hornych (2010) support that adequate and conducive working-spaces stimulates firm's development for growth, expansion and development of innovative product and services.

Success of project implementation is reflected on how project deliverables systematically fill the user needs (Ratinho and Henriques, 2010). Aligning of user requirements helps in highlighting the essential areas for tracking the outcomes for project implementation factors. Hence, this study sought to examine how installation of work-space facility under the indicators of accessibility of work-space, proximity to production utilities, suitability of work-space and affordability of working space influences the performance of Jua-kali Demonstration and Training Empowerment Programmes in Nairobi County.

3. Research Methodology

3.1. Research Design

This study used convergence parallel mixed design that allows for the utilization of analytical cross-sectional survey approach in collecting data simultaneously from the same population for integration and interpretation of findings and predicting future relationships between the variables underscore (Best and Kahn, 2009).

3.2 Target Population

The target population in this study was 327 Jua-kali entrepreneurs who have directly benefitted from the Jua-kali Demonstration and Training Empowerment Programmes in Nairobi County, Kenya. This population was assumed to be homogenous throughout since the project targeted Jua-kali entrepreneurs with similar range of characteristics in terms of capital investment not exceeding Ksh. 5M in assets and employees not exceeding 20 people (Republic of Kenya, 2012).

3.3 Sample Size and Sampling Procedures

Sample size and sampling strategy plays an important role in the determination of external validity for generalization of research findings (Best and Kahn, 2009). This study was guided by Krejcie and Morgan (1970) table of sample determination to randomly select 181 respondents from the 327 beneficiaries of the JDTEP. Simple random sampling and purposive sampling methods were employed to select in choosing the elements.

3.4 Data Collection

The study triangulated both structured questionnaires and open headed interview guide to gather and saturate data from beneficiaries and implementers of Jua-kali Demonstration and Training Empowerment Programmes (JDTEP) respectively. While the interview guides are bent to gather in-depth qualitative data from the programme implementers, the structured questionnaire was used to collect quantitative data from the Jua-kali entrepreneurs who benefitted from the JDTEP.

3.5 Validity and reliability

This study enhanced the content validity by seeking expert's opinion and making sure that all elements of the research problem as stipulated in the objectives and research questions are fairly and adequately matched in the instrumentation to ensure wide and in-depth investigation of the subject matter. Since this study mainly used Likert-scale data collection instruments, the internal consistency of the instruments was tested using Cronbach's Coefficient Alpha method at the widely-accepted social science cut-off of at least $\alpha = 0.80$ (George and Mallery, 2003).

3.6 Data Analysis Methods

Qualitative data from unstructured interview was analyzed using content analysis by assigning symbols that describe the characteristics of the phenomenon. Best and Kahn (2009) support that content analysis is best suited for analyzing written responses from interviews. Non-parametric tests such as percentages mean and standard deviation were used to describe the quantitative data. While the arithmetic mean is widely used in academics and in economic reporting of central tendencies (Best and Kahn, 2009), standard deviation is relevant during the quantification of the dispersion of data values. Pearson's Product Moment Correlation Coefficient (r) and Regression analysis (coefficient of determination- R^2) were used during data analysis.

4. Findings and Discussion

4.1 Questionnaire Return Rate

From the sample of 181 respondents who were issued with questionnaires, 145 questionnaires representing 80.1% response rate were duly filled and returned. A return rate of 80.1 % fairly matched the minimum recommendation of 80 % for analysis and conclusion of a survey findings by Fincham (2008). Equally, 80.1% response rate is far above the 30 to 50 percent recommendations for statistical generalizations by Saunders, Lewis and Thornhill (2009).

4.2 Descriptive Analysis of Risk Management Practices and the Performance JDTEP

In measuring the influence of provision of working-space on the performance of JDTEP, twelve (12) items were developed in the self-administered questionnaire and respondents were then requested to indicate the extent to which they agree with the statements. They were given twelve items were rated on a five-point Likert scale with the following scoring ranging from; Strongly Disagree (SD) $1 < SD < 1.8$; Disagree (D) $1.8 < D < 2.6$; Neutral (N) $2.6 < N < 3.4$; Agree (A) $3.4 < A < 4.2$; and Strongly Agree (SA) $4.2 < SA < 5.0$. The mentioned scales gave an equidistance of 0.8. Table 4.16 shows the mean (M) and standard deviation (SD) of the responses on the influence of provision of work-space facility on performance of JDTEP

Table 4.1: Aspects of Installation of Work-Space Facility

Statements	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	Std. Dev.
The working-space adequately equipped with relevant tools and equipment	6 (4.1)	8 (5.5)	23 (15.9)	92 (63.4)	16 (11.0)	3.7172	0.8874
The working-space is installed with production utilities like water, electricity, sewerage and internet access	0 (0.0)	7 (4.8)	23 (15.9)	97 (66.9)	18 (12.4)	3.8690	0.6796
The working-space is always available for by use	1 (0.7)	6 (4.1)	13 (9.0)	101 (69.7)	24 (16.6)	3.9724	0.6967
The working-space is affordable	4 (2.8)	2 (1.4)	26 (17.9)	91 (62.8)	22 (15.2)	3.8621	0.7872
The working-space is adequate to my production needs	0 (0.0)	6 (4.1)	8 (5.5)	108 (74.5)	23 (15.9)	4.0207	0.6177
The working-space is environmentally suitable	0 (0.0)	8 (5.5)	16 (11.0)	96 (66.2)	25 (17.2)	3.9517	0.7104
The working-space is accessible	0 (0.0)	1 (0.7)	14 (9.7)	103 (71.0)	27 (18.6)	4.0759	0.5538
The working-space complement the production constraints in my enterprise	0 (0.0)	2 (1.4)	17 (11.7)	100 (69.0)	26 (17.9)	4.0345	0.5941
The working-space has exposed me to new opportunities	0 (0.0)	3 (2.1)	1 (0.7)	108 (74.5)	33 (22.8)	4.1793	0.5358
The working-space has enabled me to reduce production time	0 (0.0)	6 (4.1)	9 (6.2)	110 (75.9)	20 (13.8)	3.9931	0.6066
The working-spaces has adequate storage services	0 (0.0)	8 (5.5)	10 (6.9)	106 (73.1)	21 (14.5)	3.9655	0.6605
Through the working-space I have been able to reduce the production cost	0 (0.0)	5 (3.4)	11 (7.6)	99 (68.3)	30 (20.7)	4.0621	0.6479
Composite results						3.9753	0.6648

N = 145, Composite Mean = 3.9753, Composite Standard deviation = 0.6648, Alpha Coefficient = 0.1680

Table 4.1 presents the results obtained on the aspects of installation of working-space facility in the implementation of Jua-kali Demonstration and Training Empowerment Programmes (JDTEP). While the overall composite mean (M) was 3.9753, overall composite standard deviation (STD) was 0.6648 implying that a majority of the respondents agreed that provision of work-space facility influences the performance of JDTEP.

Qualitative data from informant interview guide supports the findings in Table 4.1 in that that the installation of the workspace facilitated provided not only clean shelter and access to common user machines but also provided access to incubation services that helped the beneficiaries to improve their production efficiency, productivity and overall business growth. For example, when some of the implementors of the JDTEP was asked why the installation of workspace facility was important in empowering the entrepreneurs, the response was,

“before we came up with these programmes, we did analysis of the production needs to SMEs. Issues that were shared by majority included inadequate and lack of proper worksites where power and water is connected, outdated working tools and equipment which conceptualized the installation of a common manufacturing facility in this programme. After the installation of the facility, other interventions including training and marketing would follow. This would provide a tripod approach to meeting their (SME) needs....and as you can see and they will testify (SMEs) that this facility has served them right just like the highway created in the red sea for the children of Israel to cross over to Canaan”

While depicting useful nature of the installed facility, one programme manager retorted,

“we had to expand and upgrade the facilitate so as to accommodate the many (SMEs) who had posed requests to use the facility beyond our capacity. The subsidized cost for everything used in this

facility together with the modern nature of the hardware installed is the main reason for attraction (by SMEs). By now, it has become a center for excellent in empowering SMEs.”

When referring to the benefits that the SMEs have accrued from the installation of the workspace facility, another interviewee retorted,

“Most of the SMEs who have graduated from here are productively working in their own. They have now grown and expanded their enterprises. This is after building their confidence in what they do after being incubated here. if I can take you to a few supermarkets here in town (Nairobi), you will see their products as a manifest. Previously they couldn’t make such improved products. But now they are enjoying the fruits of this facility”

Based on such responses, its evidence that the installation of workspace facility supported the need to house, accommodate and incubate the SMEs that saw the improvement in their livelihoods hence beneficial outcomes from the JDTEP.

4.3. Correlation between provision of work-space facility and the Performance JDTEP

H_A: There is a significant influence of provision of work-space facility on the performance of Jua-kali Demonstration and Training Empowerment Programmes

Data was analyzed using Pearson’s Product Moment technique and the correlation results for the influence of provision of work-space facility on the performance of JDTEP were presented in Table 4.2.

Table 4.2: Correlation between Provision of Work-Space Facility and the Performance Jua-kali Demonstration and Training Empowerment Programmes

	Performance	Provision of Work-Space
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Performance	Pearson Correlation	1	.344**
	Sig. (2-tailed)		.000
	N	145	145
Provision of Work-Space	Pearson Correlation	.344**	1
	Sig. (2-tailed)	.000	
	N	145	145

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

The results in Table 4.2 reveal that for $r = 0.344$ at confidence level of 95%, there is a significant moderate positive relationship between provision of work-space facility and performance Jua-kali Demonstration and Training Empowerment Programmes (JDTEP). The data collected from interviews support the results. For example, when referring to the benefits that the SMEs have accrued from the provision of the workspace facility, another interviewee retorted,

“Most of the SMEs who have graduated from here are productively working in their own. They have now grown and expanded after being incubated here and having built confidence in what they do. If I can take you to supermarkets here in town (Nairobi), you will see their products as a manifest. Previously they couldn’t make such high-quality products. But now they are enjoying the fruits of this facility”

This shows that the provision of workspace facility helped the beneficiaries expand their production and market

potential resulting into greater explorations in capturing the market share.

4.4 Testing of Hypothesis

Null Hypothesis (H₀): There is no significant influence of provision of work-space facility on the performance of Jua-kali Demonstration and Training Empowerment Programmes

Alternate Hypothesis (H_A): There is significant influence of provision of work-space facility on the performance of Jua-kali Demonstration and Training Empowerment Programmes

The regression model used to test the substantive hypothesis was as follows:

Performance of JDTEP = f (provision of work-space facility)

$Y = \beta_0 + \beta_1 X_1 + \epsilon$ where:

Y: Performance of JDTEP

X₁: Provision of work-space facility

β_0 : Constant term

β_1 Beta coefficient

ϵ Error term

Data was analyzed and the regression results for the influence of the provision of work-space facility on the performance of JDTEP is presented in Table 4.3

Table 4.3: Simple linear regression results for Provision of Work-space Facility on the Performance of Jua-kali Demonstration and Training Empowerment Programmes

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.344 ^a	.119	.112	.27152	.050	19.229	1	145	.000

Predictors: (Constant), Provision of work-space facility

Dependent Variable: performance of Jua-kali demonstration and training empowerment programmes

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.808	.273		10.294	.000
	Provision of work-space facility	.300	.068	.344	4.385	.000

$F(1,145) = 19.229, t=10.294$, at level of significance $p=0.000 < 0.05, r = 0.344$ and $R\text{ square} = 0.119$

The results in Table 4.3 indicate that $p=0.000 < 0.05$ and $F(1.145) = 19.229, r = 0.344$ and $R\text{ square} = 0.119$. This implies a moderate positive slope between the independent variable (provision of work-space facility) and the dependent variable (performance of JDTEP). Since p-value of 0.000 is less than 0.05, null hypothesis is rejected as there was enough evidence to indicate that there is significant

influence of provision of work-space facility on the performance of JDTEP.

Using the statistical findings, the regression model

$Y = \beta_0 + \beta_1 X_1 + \epsilon$ where:

can then be substituted as follows; $Y = 2.808 + 0.344 X_1$

Provision of workspace facility aimed at providing appropriate worksite, tools and equipment so as to increase production of SMEs by promoting innovation and technology transfer. The results suggest that provision of workspace facility positively correlated with performance of the JDTEP. While the respondents conceded the facility was fitted with necessary utilities which were scarce in their previous worksites, the provision provided entrepreneurs with new production opportunities thus allowing them to be more flexible and innovative in their operations. The findings are supported by those of Gitau and Wanyoike (2014) in their study to examine the influence of Kenya Industrial Estates programmes to the growth of MSEs in Kenya that provision of workspace and incubation services stimulate innovation and MSE growth. In the findings from a study on the influence of work-space innovation on the performance of SMEs in Zimbabwe by Makanyeza and Dzvuke (2015) support that SME empowerment

programmes greatly influence SME performance by the level of resource innovation in terms assets, processes, product and marketing. Economic theories agree that working-space is an important factor of production (Sullivan and Steven, 2003). Hence factors like working-space, tools and equipment's, access to incubation and business information etc. are some the major constraints that when triggered can influence SMEs perform (Kanyari and Namusonge, 2013). In this view, Fonseca, Lopez-Garcia and Pissarides (2001) and Schwartz and Hornych (2010) pose that adequate and conducive working-spaces stimulates SMEs development for growth, expansion and development of innovative product and services.

5. Conclusion and Recommendations

The alternative hypothesis tested stated that; there is a significant influence of provision of work-space facility on the performance of Jua-kali Demonstration and Training Empowerment Programmes. Results were $F(1,145) = 19.229$, $t=10.294$, at level of significance $p=0.000 < 0.05$, $r=0.344$ and $R\text{ square}=0.119$. Hence the substantive hypothesis was accepted and concluded that there is a significant relationship between provision of work-space facility and the performance of JDTEP.

5.1 Conclusion

From the findings, the provision of workspace facility, has significant contribution to the performance of Jua-kali Demonstration and Training Empowerment Programmes (JDTEP) in Nairobi, Kenya. A positive correlation between provision of workspace facility and performance of JDTEP in Nairobi County shows that provision of workspace facility determines how the programmes are going to perform. Hence, this study concludes that it is critical to expand incubation and production workspaces when implementing Jua-kali empowerment programmes.

5.2 Recommendations

This section presents the recommendations made based on the findings of this study. Recommendations are made for practice, policy and for methodology.

- 1) Recommendation for Practice: Market research and product development for entrepreneurs should be carried out when designing for programmes aiming at creating production centers for entrepreneurs so as to respond to flexibly adapt to the changing needs and environment
- 2) Recommendation for Policy: Government should come up with incubation, empowerment and training centers across the country so as cascade the benefits realized from establishment to shed to other entrepreneurs so as to increase their contribution to the national economic growth.
- 3) Recommendation for research: future studies should focus on the mediation and moderation roles of provision of workspace facility on the overall economic growth.

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