THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Moderating Influence of Risk Management on the Relationship between Capacity Building and Performance of Entrepreneur-Empowerment Programme in Nairobi County, Kenya

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Abstract:

Empowerment is one of the growing development concept and theoretical framework that is shaping socioeconomic policies and practices in modern economies. However, risks pose possibilities of losing benefits of empowerment programmes. But there exists limited knowledge on the role of risk management on the interaction between capacity building and performance of empowerment programmes, especially those related to entrepreneurship. The purpose of this study was to examine the relationship between capacity building (provision of worksite, training) and performance of entrepreneur-empowerment programme and how such relationship is moderated by risk management in Nairobi County, Kenya. Theory of constraints and system theory of organization guided the study. Pragmatic paradigm was used to select a descriptive correlational survey design. The target population was 350 comprising of 327 entrepreneurs who had benefited from the entrepreneur-empowerment programme in Nairobi County and 23 programme managers. A sample of 186 composing of 174 entrepreneurs and 12 programme managers was selected using proportionate stratified random sampling method. While quantitative data was collected from the entrepreneurs using structured self-administered questionnaire, qualitative data was collected from the programme managers using informant interview guide. The reliability (0.752) of the questionnaire was tested using Cronbach's coefficient. Inferential statistics such as Pearson correlational coefficient and regressions analysis as well as descriptive statistics namely; percentages, standard deviation, mean and frequency were used to analyze the quantitative data. Qualitative data was analyzed through content analysis. Hypothesis was tested using F-test at a confidence level of 95%. The results revealed that risk management moderates the relationship between capacity building and performance of entrepreneur-empowerment programme. Thus, it was concluded that risk management is a critical consideration when building the capacities of entrepreneurs for optimum benefits. Hence the recommendation to the government to expand capacity building programmes through appropriate need-based programmes and appropriate risk management strategies so as to empower entrepreneurs into productive and competitive entrepreneurship.

Keywords: Capacity building, provision of worksite and training, risk management, performance of entrepreneur-empowerment programme

1. Introduction

In modern-times, entrepreneurs remain the driving force for stimulating economic performances through innovation (Zhou and Gao, 2019). Different authors have demonstrated that entrepreneurs contribute to vibrant economic growth and development (Okundaye et al., 2019; Muhayimana and Kimemia, 2015; Uwantege and Mbabazi, 2015). As a result, entrepreneur development among the developing countries has evolved into a robust strategy towards mobilization of economic resources for employment creation, income generation poverty reduction and wealth generation (Zafar and Mustafa, 2017; Tob-Ogu et al., 2018). However, managing the needs of entrepreneurs is very challenging due to dynamic environments in which they operate. In response, organizations are quickly shifting to more flexible and adaptable operation strategies and change management strategies towards implementation of policies and plans for entrepreneur development.

Implementation of empowerment programmes is one of the emerging development models towards enterprise development (Kara and Kester, 2015; World Bank, 2013; Mbhele, 2012). The programme approach aims not only at meeting entrepreneur's needs but also embracing modernization through re-invention of alternative service delivery paradigm. Entrepreneurship is largely influenced by market decisions such as worksite, availability of utilities, security, customer proximity and quality of commodities (Mwamburi and Fuchaka, 2020). Hence empowerment programmes aims at creating enabling environment to expand entrepreneurs' economic opportunities through capacity building intercessions like entrepreneurship training, provision of worksite infrastructure, provision of cheap credit services, promotion services as well as mentorship services.

Productive effects of empowerment programme depends on a better understanding of what empowerment context and implementation mechanism (Tuuli and Rowlinson, 2019). There is empirical evidence supporting the assertion that well-implemented empowerment programmes generates vast positive impacts to the intended beneficiaries (Uwantege and Mbabazi, 2015; Muhayimana and Kimemia, 2015). Specifically, entrepreneur-empowerment programmes have resulted into better enterprise management, reduced risks of closure and improved confidence, improved innovativeness and productivity, better market visibility, better income and business expansion (Altuntas et al., 2018; Stockmann et al., 2017; Afande, 2015; Muiriuri, 2014). Equally, empowerment programmes enhance the competitiveness of the entrepreneurs through acquisition and access of appropriate, relevant skills, assets, finances, appropriate technologies, market, finances, technologies (Makanyeza and Dzvukeye, 2015; Arasa and K'Obonyo, 2012). By this consideration, entrepreneur-empowerment programmes are regarded as the ultimate vehicles towards generation of vibrant enterprises and transformation of economic fibres.

Rappaport (1987) defines empowerment as the mechanism whereby people gain control over their affairs and resources. Wijewardana and Dedunu (2017) presents a brief view of empowerment in terms of supporting the powerless in the acquisition of power and control by creating awareness, capacity building, participation in decision making, sharing information, fostering confidence in self-employment. Yet, Tuuli and Rowlinson (2019) argue that productive effects of empowerment programme will depend on a better understanding of the empowerment context and implementation mechanism. It implies that empowerment should result into greater control and successful income-generating entrepreneurship activities should (Ekpe et al., 2010). Still, weak frameworks for implementing empowerment programme are some of the causes of ineffective and unresponsive project deliverables (World Bank, 2013). In Kenya, lack of product diversification in the implementation of empowerment programme is claimed to limit the optimum realization of beneficial outcomes to the beneficiaries (Mwobobia, 2013).

Capacity building is both the practice and process of obtaining, improving, and retains the skills, knowledge and resources necessary competent greater performance (Potter and Brough, 2004). Thus, capacity builders must be conversant with the needs of their clients for effective and sustainable interventions. Entrepreneurs face myriads of constraints related to worksites, financial constraints, management skills, technological issues, marketing and information issues that require critical analysis when designing for a capacity building intervention. Muiruri (2014) poses that building entrepreneurs' capacity leads to better performances. This study conceptualized capacity building from two aspects namely provision of worksites and training.

Risks are future events which can have negative consequences to the programme development once they occur (Benta et al., 2011). Park et al. (2016) warn that risks can cause multiple ripple effects based on their frequency and magnitude of occurrence. Nawaz et al. (2019) argue that untreated risks can cripple the programme in terms of increasing cost, quality and scope. Therefore, it is prudent to ensure adequate risk management strategies are in place in order to safeguard the programme implementation process (Gitahi and Tumuti, 2019).

Risk management is claimed to have significant effect on the performance of roads construction projects and programmes (Rwagasana et al., 2019). In their study on the effects of risk management strategies in programmes, Zwikael and Ahn (2011) conclude that risk management regulates the association between risk level and the project success. Thus, risk management is the limiting step to programme performance and success (Rwagasana et al., 2019), this study moves forward Oehmen et al. (2014) recommendations for future studies to focus on assessing the interaction of risk management with performance and success of programmes. Thus, risk management is conceptualized as a moderator on the relationship between capacity building and performance of entrepreneur-empowerment programme in Nairobi County, Kenya.

Variable	Author	Research Area	Findings	Research Gaps	Focus On This Study
Provision of worksite	Geetha et al. (2020), Swastawati et al. (2020), Makanyeza and Dzvuke (2015), Gitau and Wanyoike (2014)	Influence of provision of worksites on performance of empowerment programmes	Installation of relevant and appropriate technology-based worksites enhances productivity and social and economic performances of the recipients	Most of the studies were either limited to qualitative methodologies, non-random sampling or analytical methods which limited inference of the results. The findings have not been tested in empowerment programmes in Nairobi, Kenya.	To use pragmatic paradigm in order to integrate both quantitative and qualitative data from a random sample for enhanced validity of concluding the results on the influence of capacity building on the performance of entrepreneur-empowerment programme in Nairobi Kenya
Provision of training	Rahman et al. (2019), Ladzani and Visser (2018), Nyambura (2014), Karanja (2014), Msoka (2013)	Effectiveness of entrepreneurship training programme	Training programme contributes immensely to the product innovativeness and diversification and overall business growth due to improved business management	Majority of the studies focused on linear relationships assuming that extraneous factors like risk management was constant which may not necessarily be the case	To examine how risk management moderates the relationship between capacity building and performance of entrepreneur-empowerment programme in Nairobi Kenya
Performance of entrepreneurs' empowerment programme	Swastawati et al. (2020), Yanfika et al. (2019), Hidayati et al. (2018), Ayoade and Agwu (2016), Muhayimana and Kimemia (2015), Mwobobia (2012), Kanyari and Namusonge (2013)	Evaluation on the effectiveness and responsiveness of entrepreneur-empowerment programmes	Well designed and coordinated empowerment programmes (training and worksite) can lead to increase in the production capacity and competencies of the recipient's entrepreneurs	Majority of the studies focused on linear relationships assuming that extraneous factors like risk management was constant which may not necessarily be the case	To examine how risk management moderates the relationship between capacity building and performance of entrepreneur-empowerment programme in Nairobi Kenya
Risk management	Rahmana and Adnana (2020), Ombati and Sakaja (2018), Maritim and Chelule (2018), Nderitu and Kwasira (2016), Zwikael and Ahn (2011), Naeem et al. (2018), Oehmen et al. (2014)	Influence of risk management on performance of projects	Risk management is critical towards efficient and effective use of project resources that guarantee of project success.	Majority of the studies focused on linear relationships assuming that extraneous factors like risk management was constant which may not necessarily be the case	To examine how risk management moderates the relationship between capacity building and performance of entrepreneur-empowerment programme in Nairobi Kenya

Table 1: Summary of Empirical Research Gaps

1.1. Problem Statement

The contribution of entrepreneurs to Kenya's National Domestic Outputs has never reached the expected levels despite of numerous support interventions. For example, while the government-led entrepreneurs-empowerment programme in Kenya had benefited over 3,800 entrepreneurs (Republic of Kenya, 2016, their mortality rate is very high (Republic of Kenya, 2017). Muiruri (2014) and Afande (2015) regret that government-led programmes in support of entrepreneurs were not rendering the desired outcomes to the entrepreneurs. Past empirical studies have linked failure of programmes due to illogic designing, poor implementation and management approaches (Muhayimana and Kimemia, 2015; Ayoade and Agwu, 2016). In Kenya, there is little empirical information explaining the linkage between risk management and processes of capacity building and performance of empowerment programmes. Hence this study aimed

at assessing the interaction of risk management with capacity building and the effects to the performance of the entrepreneurs-empowerment programme in Nairobi, Kenya.

1.2. Conceptual Framework

Figure 1 presents the relationship between research variables namely: capacity building, risk management and performance of entrepreneur-empowerment programme.

Figure 1: Interplay of Risk Management with the Relationship of Capacity Building and Performance of Entrepreneur-Empowerment Programme
Source: Author

The predictors of performance of the empowerment-programme were capacity building and risk management. Performance of the empowerment-programme was assessed by measuring the level of product improvement, change in management skills, change in sales and change in profits. The independent variable was conceptualized as the capacity building and was indicated by the level of provision of training and provision of worksites. Risk management was perceived to be the moderating variable and it was measured by the level of identification of risk, analysis of risk, treatment of risk and control of risk.

1.3. Theoretical Framework

This study was guided by system theory of organization and theory of constraints. Theory of constraints which stresses on rational and logic approaches to finding solutions to challenges was used to argue that a well-designed and coordinated capacity building projects leads to responsive and effective deliverables (Goldratt and Cox, 1986). System theory of organization holds that programmes operate in open and dynamic environment and must flexibly adapt to remain afloat. Thus, system theory of organization was used to argue that risks are parts of the dynamic environment and thus must be managed flexibly so as to responsively regulate the implementation of capacity building so as to promote performance of the empowerment programmes (Barzilai, 2011).

1.4. Research Objective

To examine the relationship between capacity building (provision of worksite, training) and performance of entrepreneur-empowerment programme and how such relationship is moderated by risk management in Nairobi County, Kenya.

1.5. Research Hypothesis

- H_0 : Risk management has no significant moderation on the relationship capacity building and performance of entrepreneur-empowerment programme in Nairobi County

1.6. Research Model

The following regression model was formulated and tested

Performance of entrepreneur-empowerment programme = f (provision of worksite, training, risk management)

$$E(Y) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_4 X_4 + \beta_5 (X_1 X_2 X_4) + \varepsilon$$

Where;

Y = Performance of entrepreneur-empowerment programme

X_1 = Provision of worksite,

X_2 = Provision of training

X_4 = Risk management

$\beta_1, \beta_2, \beta_4, \beta_5$ are beta coefficients

β_0 = Constant term

ε = Error term

2. Materials and Methods

2.1. Study Site

The research was conducted in Nairobi City County in Kenya. Nairobi is the capital city of Kenya. The Nairobi County was desired for the study since it was the first point of the implementation of the programme of interest thus providing basis for mature and valid outcome indicators for performance. In total 382 entrepreneurs had benefited from the government-led entrepreneur-empowerment programme in Nairobi by the year 2017 (Republic of Kenya, 2017).

2.2. Research Design and Sample Size

Pragmatism philosophy was used to select a mixture of quantitative and qualitative research methods. Descriptive correlational survey design was used to execute the research inquiry. A sample 186 comprising of 174 entrepreneurs and 12 programme managers was arrived at using the Krejcie and Morgan (1970) table of sample determination and selected using proportionate stratified random sampling technique. There were two subgroups namely: 327 Jua-kali Entrepreneurs and 23 managers of the Jua-kali Demonstration and Empowerment Programme. The formulae used in the proportionate stratified random sampling was as given by Babbie (2001).

$nh = (N_h / N) * n$, whereby,

nh is the sample size for stratum h ,

N_h is the population size for stratum h ,

N is total population size and

n is total sample size

The sample size for each subgroup was computed and presented in Table 3.1.

Table 2 presents the summary of the list of respondents

Target Population	Population Size	Sample Size [$nh = (N_h / N) * n$]	Sampling Method
Jua-kali Entrepreneurs	327	$(327/350)186=174$	Proportionate stratified random sampling
Programme Managers	23	$(23/350)186=12$	Proportionate stratified random sampling
Total	350	186	

Table 2: Sampling Size

2.3. Data Collection

While numerical data was collected from entrepreneurs using self-administered structured questionnaire, the narrative data was collected from the programme managers using informant personal interview. At first, research permits were obtained from the pertinent authorities including the University of Nairobi, National Council of Sciences Technology and Innovation (NACOSTI) and entrepreneur-empowerment programme. The relevant offices including the County Commissioner and County Government of Nairobi City were informed about the study. The researcher first held a preparation meeting with the management of the programme whereby sampling lists were obtained and agreement made regarding interview scheduling. The sampled programme managers were interviewed on a Monday per the agreement. Contacts were made to the Jua-kali entrepreneurs whereby questionnaires were administered per agreement. The questionnaires were checked for consistency and accuracy during the return.

2.4. Data Analysis

The Statistical Packages for Social Sciences (SPSS, version 22) was used to generate descriptive and inferential statistics. Descriptive statistics constituted the percentages, arithmetic mean, combined means, standard deviation and combined standard deviations. Inferential statistics comprised of Pearson's Product Moment Correlation Coefficient (r), Multiple Correlation Coefficient (R), Stepwise Multiple Regression analysis (coefficient of determination- R^2) and Analysis of Variance (ANOVA). Numerical data collected through five-point Likert scale were first transposed into continuous data using an equidistance of 0.8. Hypothesis was tested at 95% confidence interval using Fisher (F) test. Data was tabulated in frequency, correlation and regression.

3. Results

3.1. Response Rate

The response rate for the questionnaires was 83.3%. 83.3% was above 80% minimum recommended for the conclusion of survey findings (Fincham, 2008). The response rate for interview was 58.3% which is above 50.0 % conventionally accepted levels (Curtin et al., 2000).

3.2. Distribution of the Respondents by Benefits of Entrepreneur-Empowerment Programme

Although benefits from the entrepreneur-empowerment programme was not a variable, the analysis of the benefits gained from the programme helped to get insights on the major aspects of the programme performance of the programme. 138 respondents answered the question on the most gainful aspect of the entrepreneur-empowerment programme. The aspects of interest were securing business premise, improved business management, improved production, improved sales and improved profits. The results are displayed in Table 3.

Most Gainful Aspect of the Programme		Frequency	Percentage
1.	Securing business premise	83	60.2
2.	Improved business management	30	21.7
3.	Improved production	13	9.4
4.	Improved sales	3	2.2
5.	Improved profits	9	6.5
Total		138	100

Table 3: Nature of Gain from the Entrepreneur-Empowerment Programme

From the 138 respondents, 60.2% attributed the benefits to the acquisition of business premises, 21.7% attributed the benefits to improved business management, 9.4% attributed the benefits to improved production, 2.2% attributed the benefits to improved sales and 6.5% attributed the benefits to improved profits. It implies that the empowerment programme satisfied the expectations of most respondents. As posed by PMI (2013), well implemented programmes have beneficial outcomes. Therefore, programmes must be designed from the user needs so as to increase their effectiveness and responsiveness (Pakseresht and Asgari, 2012). In addition, programmes which are implemented in a coordinated interface reduce uncertainty in meeting customer expectations (Turner and Muller, 2003). The benefits of programme were attributed to strengthened interphase between user needs, design, and coordination of the implementation. Theory of constraints affirms that solving a need using logical and systematic methods while analyzing the cause and effects relationships helps to explore alternatives for best results (Goldratt & Cox, 1992). Conducive worksite is claimed to stimulate innovative enterprise growth and expansion which when combined with good management practices results into productivity of resources and better outputs.

3.3. Moderation of Risk Management on the Relationship between of Capacity Building (Provision of Worksite, Training) and Performance of Entrepreneur-Empowerment Programme in Nairobi County

In order to examine the moderation of risk management on the relationship between capacity building and performance of entrepreneur-empowerment programme, stepwise regression was computed. In the first step, capacity building (provision of worksite and training) was first regressed on the performance of entrepreneur-empowerment programme and results are shown in Table 4.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.523	0.274	0.258	0.2482	0.050	26.345	2	142	0.000
ANOVA									
Model		Sum of Squares		df	Mean Square		F	Sig.	
1	Regression	3.271		2	1.629		26.345	0.000	
	Residual	8.689		143	0.061				
	Total	11.960		145					
Coefficients									
Model		Unstandardized Coefficients		Standardized Coefficients		t		Sig.	
		B	Std. Error	Beta					
1	(Constant)		1.780	0.427			4.167	0.000	
	Provision of worksite		0.201	0.066	0.231		3.033	0.003	
	Provision of training		0.436	0.081	0.411		5.392	0.000	

Table 4: Regression of Capacity Building on Performance of Entrepreneur-Empowerment

a. Dependent Variable: Performance of Entrepreneur-Empowerment

b. Predictor Variables: (Constant), Provision of Worksite, Provision of Training

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

Form Table 4, the relationship between capacity building (provision of worksite, training) and performance of entrepreneur-empowerment was statistically significant at $F(2,143) = 26.345$ and for $p < 0.05$. Capacity building accounted for 27.4% variation in the performance of entrepreneur-empowerment.

In step two, risk management was introduced to the relationship between capacity building and performance of entrepreneur-empowerment programme and results are shown in Table 5. According to Baron and Kenny (1999), the moderation was to be deemed significant if the interaction between capacity building (predictor variable) and risk management (moderating variable) and the performance of entrepreneur-empowerment (outcome variable) was significant at 95% confidence interval.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.523	0.274	0.258	0.2482	0.050	26.345	2	142	0.000
2	0.537	0.289	0.274	0.3419	0.015	7.115	1	141	0.000
ANOVA									
Model		Sum of Squares		df	Mean Square	F	Sig.		
2	Regression		6.732	3	2.244	19.240	0.000		
	Residual		16.552	142	0.117				
	Total		23.294	145					
Coefficients									
Model			Unstandardized Coefficients		Standardized Coefficients	t		Sig.	
			B	Std. Error	Beta				
2	(Constant)		1.634	0.399		4.094	0.000		
	Provision of worksite		0.129	0.054	0.398	2.387	0.000		
	Provision of training		0.287	0.073	0.605	3.929	0.000		
	Risk management		0.107	0.016	0.014	6.685	0.000		

Table 5: Moderation of Risk Management on the Correlation between Capacity Building and Performance of Entrepreneur-Empowerment

a. Dependent Variable: Performance of Entrepreneur-Empowerment

b. Predictor Variables: Provision of Worksite, Provision of Training, (Constant)

Table 5 indicates that when risk management was introduced to the correlation between capacity building and performance of entrepreneur-empowerment, coefficient of determination (R^2) increases by 0.015. The implication is that when risk management practice interacts with capacity building it causes 1.5% variation in the performance of entrepreneur-empowerment programme. The 1.5% increase is statistically significant for $P < 0.05$. From the ANOVA results, the model was statistically significant at $F(3,142) = 19.240$ and for $P = 0.00$. Since p-value of 0.00 was far less than 0.05, the null hypothesis was rejected as there was enough evidence to conclude that there was significant moderation of risk management practice on the relationship between capacity building and performance of entrepreneur-empowerment. The model was $Y = 1.64 + 3.98X_1 + 0.605X_2 + 0.014X_4 + 0.015(X_1X_2X_4)$.

4. Discussions

4.1. Correlation of Capacity Building (Provision of Worksite, Training) and Performance of Entrepreneur-Empowerment Programme

The results in Table 3 and Four concur with interviews data where programme managers attributed the achievements to well integrated and coordinated implementation that secured programme stability and performance. For example, when probed about the implementation of the programme, managers responded that, 'Adequate need and stakeholder analysis were conducted at the initiation stage of the programme. In addition, feasibility study was conducted. All these allowed us to design for a workable implementation plan and resource mobilization. Proper coordination and integration of programme activities enabled us overcome all risk factors associated with programme environment. Our team embrace flexible change management practices that helped solve so many client and stakeholders need to the realization of the entire program delivery', said programme manager.

Also, the results concur with Swastawati et al. (2020) on their conclusion from an evaluation study on the performance of fishery-processing empowerment programme in Indonesia that execution and utilization of empowerment programmes (training and worksite technologies) can lead to increase in the production capacity and performance of the recipients. Similar results are established by Hidayati et al. (2018) in a study on the impact of women's empowerment through corporate social responsibility programmes in Indonesia that empowerment programmes impacts positively to

women's productivity and socioeconomic performance. Also, the findings support a conclusion of a research on the impact of project operations on performance in Saudi Arabia that effective leadership and coordination of empowerment programmes enhances the overall performance (Rehma et al., 2014). In support, Yanfika et al. (2019) conclude in their study to assess the appropriateness of fish-processing empowerment programme that when programme is appropriately designed from gaps identified from the beneficiary needs which results into responsive outcomes.

Similar findings are concluded in research on the factors persuading the Kenyan youth in the youth development fund that empowerment programme empowers entrepreneurs into becoming accountable to the success of their enterprises. However, poor coordination and inadequate implementation capacity leads to unsuccessful programme delivery (Mwobobia, 2012). The beneficial outcomes were attributed to effective coordination and leadership agility. Theory of constraints assures that when project is planned and implemented in a logical way it leads to the process improvement and better results (Goldratt and Cox, 1986). Also, system theory of organization supports that effective integration and organization of programme results into responsive deliverables (Ahrne, 1994; PMI, 2013).

4.2. Moderation of Risk Management on the Correlation of Capacity Building (Provision of Worksite, Training) and Performance of Entrepreneur-Empowerment Programme

The results in Table 4 supports that risk management influences major decisions in project implementation that inform performance (PMI, 2013). The application is particularly to change management processes whereby innovative framework for risk management is an impetus to successful projects (Nawaz et al., 2019). From the results in Table 4 risk management moderates the relationship between capacity building (provision of worksite, training) and performance of entrepreneur-empowerment programme. These findings concur with Zwikael and Ahn (2011) that effectiveness of risk management contributes to the relationship correlation of level and project success. Similarly, Oehmen et al. (2014) conclude that risk management interacted better decision-making, programme stability and problem solving and indirectly associated with project and product success. Whereas risk management is supports project success (Nderitu and Kwasira, 2016), the findings from this study reveals that introduction of risk management to the capacity building (provision of worksite, training) shifted the direction of the performance of the entrepreneur-empowerment programme in a manner that implies moderation.

Programme managers should be more adaptable when managing risks and complexities so as to safeguard programme outputs (Kapsali (2011). This is because effective risk management tends to boost the likelihood of projects success by allowing for rededication and refocus on the allocation of limited resources in solving the most important project risks (Rubin, 2014). Thus, programme managers who ensure effective risk management by strengthening and integrating their practices reinforce the programme operations leading to better performances.

5. Conclusions and Recommendations

Implementation of entrepreneurship-empowerment programmes is a very critical step towards developing a productive and competitive entrepreneurial sector in a nation. From the results in this study, provision of worksite and provision of training (capacity building) stimulates innovative production processes and management competences among the entrepreneurs. This was indicated by efficient allocation and mobilization factors of production leading to better performances. Nonetheless, effective provision of worksite and training must be complimented by sound risk management approaches. Risk management was found to regulate the ability of capacity building (provision of worksite, training) to perform. Thus, empowerment programmes that are systematically and adaptably managed while mitigating potential risks have higher chances of success.

Thus, this study recommends for expansion of capacity building programmes amongst entrepreneurs so as to increase their productivity. This is because provision of worksites equipped with modern technologies encourages entrepreneurs to be innovative in solving production challenges in a convenient and economical way. In addition, imparting of appropriate skills, knowledge and techniques to the entrepreneurs boost their management competencies for better allocation of business resources hence productivity of resources. It also recommended that programme managers integrate adaptive approaches to risk management so as to flexibly respond to existing and emerging programmes risks in a more convenient and sustainable way.

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