

Project Implementation Factors and Performance of Jua-kali Empowerment Programmes in Nairobi, Kenya

Nicasio Gicovi Njue

Ph.D. Candidate (Project Planning and Management), Department of Open Learning, School of Open and Distance Learning, University of Nairobi, Kenya

Angeline Sabina Mulwa

PhD, Lecturer, Department of Open Learning, School of Open and Distance Learning, University of Nairobi, Kenya

Dorothy Ndunge Kyalo

Prof. Senior Lecturer, Department of Open Learning, School of Open and Distance Learning, University of Nairobi, Kenya

John Mwaura Mbugua

PhD, Lecturer, Department of Open Learning, School of Open and Distance Learning, University of Nairobi

Abstract

The purpose of the study was to examine how project implementation factors (provision of work-space facility, entrepreneurship training and promotion of products) influence the performance of Jua-kali Empowerment Programmes (JEP) in Nairobi County, Kenya. The study was rooted upon theory of constraints and system theory of organization. Both descriptive and correlational survey designs were used in executing the research inquiry. The targeted population was 327 beneficiaries of the JEP in Nairobi County. Using Krejcie and Morgan formula, a sample of 181 beneficiaries was selected. Both simple random sampling and purposive sampling were used to choose the sample elements. Data was gathered using structured questionnaires and informant interview guide. Descriptive statistics like percentages, arithmetic mean and standard deviation as well as inferential statistics regression analysis was used in data analysis. Pearson correlation analysis was used to test relationship between variables and regression analysis was applied in predicting the research model. The reliability of questionnaires was ascertained by Cronbach Alpha Coefficient of reliability (at 0.6668). Fisher (F) tested the research hypothesis at $\alpha=0.05$ whereby, $R= 0.563$, $R^2= 0.317$, $F(1,145) =5.192$ at $P=0.000<0.05$. Therefore, the null hypothesis was rejected as there was enough evidence to conclude that project implementation factors have significant influence on the performance of Jua-kali Empowerment Programmes. Hence recommendations were made to the implementors of Jua-kali empowerment programmes to ensure that the programmes are not only need based but also implemented in an integrated and coordinated approaches for effective realization of projected deliverables.

Keywords: workspace facility, entrepreneurship training, promotion of products, performance of Jua-kali Empowerment Programmes (JEP)

1. Introduction

1.1 Background

Across the globe, organizations are fast adopting project and programmes approaches towards satisfying their constantly changing clients' need. One of the emerging strategies being employed by governments and support organizations in empowering micro and small enterprises (MSEs) is by implementation of capacity building programmes (World Bank, 2013; Mbhele, 2012). However, for successful delivery of empowerment programmes, there is need to consider the most effective and responsive implementation approaches that help to overcome implementation challenges, competition, shortened

product development life cycles and shortened delivery times in order to boost the deliverables, performance and institutional transformation (Hobbs, Aubry and Thuillier, 2008). The relationship between project implementation and performance is empirically supported in the context of customer needs, cost, scope, quality, schedules and risks factors (Teller and Kock, 2013). In support, Culligan, Marks, Nelson, Radstone and Verzuh (2013) claim that poor project operations coupled with failure to address existing and emerging project needs may lead to unresponsive intervention and results. In their study on the implementation factors having stronger impact on the project performance in Saudi Arabian, Rehman, Usmani and Al-Ahmari (2014) used a sample of 115 industry players and the results found significant correlation between project implementation and performance of projects. It follows that empowerment projects must be implemented in adaptive mode that continuously seeks to address the dynamic constraints that continue to hinder delivery of desired outcomes (Hallberg, 2000). This study examined the influence of project implementation factors namely: provision of working-space facility, entrepreneurship training and promotion of product on the performance of Jua-kali Empowerment Programmes in Nairobi County and how such relationship interacts with risk management practices.

1.2 Context of the Study

In Kenya, Jua-kali are micro and small enterprises (MSE) working in open spaces and adding value to the local raw materials and producing commercial commodities like metal products, textile products, wood products and other automobile accessories. Jua-kali Empowerment Programmes were government ran programmes aimed at building the capacities of the Jua-kali entrepreneurs into productive means through organized working places, training on entrepreneurship and promotion of their products (Republic of Kenya, 2013). Through this, the Jua-kali contribution to the employment, job creation, Gross Domestic Products, backward and forward linkages to other industries and sustainable wellbeing of the local community was expected to be in abundance. This is in support of The World Bank (2013) that MSE empowerment is not only transformatory but also critical aspect of boosting value chains towards the growth and expansion industry.

1.3 Problem Statement

Whereas over 3,836 Jua-kali entrepreneurs have benefited from the implementation of Jua-kali Empowerment Programme (JEP) in Kenya (Republic of Kenya, 2017), a study by KNBS (2016) dissipate that about 1.5Million MSEs are still not able to grow and graduate into bigger enterprises despite of such high capital interventions. The KNBS report cited low level of innovations and poor market feasibility as the major challenges facing MSEs towards optimum utilization of empowerment interventions which continue to limit their competitiveness (Kithae, Gakure and Munyao, 2012). While literature is limited with empirical rationale to support the case under consideration, this study strived to refill the gaps by examining the influence of project implementation factors on the performance of Jua-kali Empowerment Programmes in Nairobi, Kenya.

Figure 1 Conceptual Framework

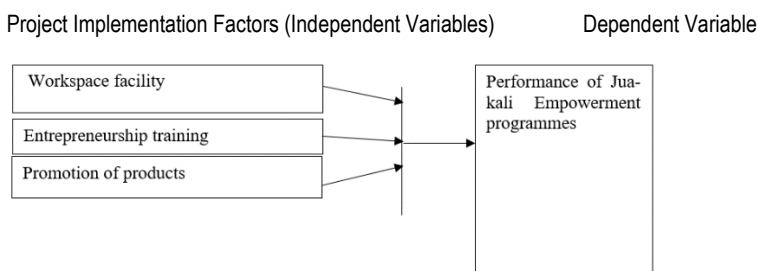


Figure 1: Conceptualization of the relationship between project implementation factors and performance of Jua-kali Empowerment Programmes

The overall objective of the study was to examine the influence of project implementation factors on performance Jua-kali Empowerment Programmes in Nairobi County.

2.0 Research Methods

2.1 Methodology

The study targeted the 327 beneficiaries of Jua-kali Empowerment Programmes in Nairobi County from which a sample of 181 elements was chosen using Krejcie and Morgan and simple random sampling. However, 10 implementors of JEP were selected for interviews using purposive sampling. Both descriptive and correlational survey designs were used to execute the research study. While descriptive survey design approach was helpful in describe and estimate the prevalence of phenomenon while providing a snapshot of the characteristics of interest, correlational design was utilized in correlational analysis between variables of interest (Best and Kahn, 2009). Both structured questionnaires and key informant interview guide were used to garner quantitative and qualitative data respectively. In this study, reliability of the questionnaires was tested using Cronbach's Coefficient Alpha method at acceptable levels of $\alpha = 0.80$ (George and Mallery, 2003). The content validity was ascertained through matching and input from experts. Qualitative data from interviews were analyzed using content analysis and quantitative data from structured questionnaires analyzed using both descriptive statistics and inferential statistics (hypothesis tests). In addition, correlational analysis was administered using Pearson's Correlation Coefficient (r). Prediction of the research model was aided by regression analysis and F-Fisher test was used to test hypothesis.

Findings

2.2.1 Descriptive Results

Data from self-administered questionnaires were descriptively analyzed and results integrated with key informant interviews data. Three items (factors) (provision of workspace facility, entrepreneurship training and promotion of products) 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 ten items 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 give an equidistance of 0.8. Table 2.1 shows the mean (M) and standard deviation (STD) of the responses on the influence of the combined project implementation factors on performance of Jua-kali Empowerment Programmes.

Table 2.1. Aspects of Combined Project Implementation Factors

Aspects of Project Implementation Factors	N	Mean	Std. Dev
The provision of workspaces	145	3.9753	0.6648
Entrepreneurship training	145	3.9768	0.5698
Promotion of products	145	3.8720	0.6950
Composite results	145	3.9413	0.6432

N = 145, Composite Mean = 3.6676, Composite Standard deviation = 0.7458, Alpha Coefficient = 0.1914

As shown in Table 2.1, the overall composite mean (M) for promotion of product was 3.9413 and the overall composite standard deviation (STD) was 0.6432. The results imply that at $M = 3.9413$ and $SD = 0.6432$, a majority of the respondents agreed that project implementation factors influence the performance of Jua-kali Empowerment Programmes.

The results in Table 2.1 are complimented by the results from the interviews whereby majority of the programme implementors (interviewees) conceded that the overall implementation the JEP programmes was not only "effective but also beneficial to the organization and the beneficiaries". For example, when asked to comment on the overall implementation of the Jua-kali Empowerment Programmes, majority of the interviewees responded that,

"the SMEs have greatly benefitted from this programme. During the initiation of this programme, we had some startup problems in locating beneficiaries, deciding where to set up the programme (Kisumu, Nakuru or Mombasa) but after everything was agreed, the entire implementation and mobilization of resources and stakeholders has gone smoothly. We had a strong team with able leadership which saw the integration and coordination of the programmes components in a harmonious and effective way. To explain further, Jua-kali industry is full of biased politics. Politicians have invaded the industry. To run this programme for the last six years without a creep is full proof of incredible leadership and diligent workforce that we have. This programme should be replicated across all counties in Kenya"

Another interviewee said that, "the JEP programmes have evolved and based on lessons we learn on daily basis. We have strived to adapt to the changing user needs, changing technologies as well as the general industry needs so that we can

optimize on our deliverables". Programmes are quite evolving in order to strive to deliver an overall organization goal. That's why even the JEP programmes have been evolving in order to adapt and deliver.

2.2.2 Multiple Regression Analysis between the combined project implementation factors (provision of work-space facility, entrepreneurship training, promotion of products) and Performance of Jua-kali Empowerment Programmes

The contribution of the combined project implementation factors on performance of Jua-kali Empowerment Programmes was computed using regression analysis. The following hypothesis was formulated and tested:

Hypothesis Four

Hypothesis H₀: There is no significant influence of combined project implementation factors on the performance of Jua-kali Empowerment Programmes.

Hypothesis H_A: There is a significant influence of combined project implementation factors on the performance of Jua-kali Empowerment Programmes.

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

Performance of Jua-kali Programmes = f (combined project implementation factors)

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where

Y: Performance of Jua-kali Empowerment Programmes

X₁: Provision of work space

X₂: Entrepreneurship training

X₃: Promotion of products

β₀: Constant term

β₁, β₂, β₃, Beta coefficients

ε Error term

Data was analyzed and the regression results for the influence of the combined project implementation factors on the performance of Jua-kali Empowerment Programmes is presented in Table 2.2

Table 2.2. Multiple regression results for Combined Project Implementation Factors on the Performance of Jua-kali Empowerment Programmes

<i>Model Summary</i>									
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	.563 ^a	.317	.298	.24824	.050	17.696	3	142	.000
<i>Coefficients^a</i>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.			
		B	Std. Error	Beta					
1	(Constant)	1.780	.427		4.167	.000			
	Provision of work space	.201	.066	.231	3.033	.003			

<i>Entrepreneurship training</i>	.436	.081	.411	5.392	.000
<i>Promotion of product</i>	.123	.076	.119	-1.620	.021

Predictors: (Constant), provision of work space, entrepreneurship training and promotion of product

Dependent Variable: Performance of JEP

F (1, 145) = 5.192 at p=0.000<0.05, r = 0.563, R- Squared = 0.317

The results in Table 2.2 indicate that at p=0.000<0.05, r= 0.563 and R square=0.317. With r= 0.563, it implies that there exists a positive slope between the independent variables (provision of work space, entrepreneurship training and promotion of product) and the dependent variable (performance of Jua-kali empowerment programmes). Overall F statistics was (F (1,145) = 5.192) this shows that there exists a positive correlation and the slope of the population regression line is not zero. Beta coefficients are as follows: provision of workspace facility is $\beta_1=0.201$, entrepreneurship training $\beta_2=0.436$, promotion of products $\beta_3=0.123$ and constant $\beta_0=1.78$. Hence based on these findings the alternative hypothesis is accepted that there is significant influence of combined project implementation factors on the performance of Jua-kali Empowerment Programmes (JEP).

Using the statistical findings, the regression model

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

can then be substituted as follows; $Y = 1.780 + 0.201X_1 + 0.436X_2 + 0.123X_3 + \epsilon$

The beta value implies that for a one-unit increase in the provision of work space, the performance of Jua-kali Empowerment Programmes (JEP) increases by 0.201. A one-unit increase in entrepreneurship training, the performance of JEP increases by 0.436 and one-unit increase in promotion of product, the performance of Jua-kali JEP increases by 0.123. This, therefore, confirms that combined project implementation factors have a significant influence on the performance of JEP.

3.0 Discussions, Conclusions and Recommendations

3.1 Discussions

The results demonstrate that the implementation of Jua-kali Empowerment Programmes (JEP) was beneficial to the recipients who were the main respondents in this study. Majority of the beneficiaries (respondents) agreed that the implementation of the JEP was conducted in a manner that met their expectations. This is supported by the responses from the programme implementors who were interviewed on the same aspect and their responses affirmed that the JEP has evolved into a center of excellence in empowering SMEs. Regression analysis depicted that the combined projects implementation factors had a moderate positive relationship with the performance of the JEP. The findings support those of Rehman, Usmani and Al-Ahmari (2014) in their study to assess how operational factors impact on project performance in Saudi Arabia whereby leadership, proper coordination of activities and resources were found to have significance influence of project performance. In a study to examine the influence of government programmes on entrepreneurial development, poverty eradication in Nigeria by Ayoade and Agwu (2016) it was established that most government programmes supporting entrepreneurship failed due to weak management support and poor coordination approaches. Following effective coordination and integration of the JEP leading to beneficial results, the claim by Ayoade and Agwu (2016) is proven that if government steered empowerment programmes managed with diligence, then the end users and the government itself could realize positive impacts for the general good. This is echoed by Muhayimana and Kimemia (2015) in their findings from a study to examine how implementation of women entrepreneurs' support projects contributed

to the welfare of the beneficiaries in Rwanda and the results showed that the empowerment projects contributed up to 55% of the total welfare (increasing their revenue, monthly savings, expenditures, reduction and their working capital) of the beneficiaries. Such positive impacts were attributed to informed strategies and implementation approaches that saw effective coordination the projects.

A study to assess the factors influencing the Kenyan youth entrepreneurs towards the youth enterprise development fund in Gatundu, Kenya by Kanyari and Namusonge (2013), empowerment programmes were found to enable entrepreneurs to be accountable for business processes and success of the entire enterprise. However, poor coordination and inadequate capacity when implementing empowerment programmes and schemes for MSE development is the main hindrance to successful deliverables (Mwobobia, 2012). In this study, the beneficial deliverables were assured through establishment of strong and effective leadership and coordination mechanism that ensured full integration of the programme components and stakeholders while adjusting and adapting to suit the constantly changing environment. This is supported by theory of constraints which emphasizes on logical, flexible and systematic thinking when analysing cause and effects of issues and verifying the basic assumptions and alternatives for process improvement (Goldratt, 1986). The JEP was able to navigate the political environment and constantly changing user needs and technological changes through adoption Theory of Constraints approach by using suitable adaptive mechanism. Also, the implementation of the JEP was informed by system theory of organization which emphasize on coordination and integration of programme components and resources failure to which it may be difficult to deliver on the overall organization goals (Ahme, 1994; PMI, 2013). It was inevitable for the implementors of the JEP to ensure that the major components (provision of workspace facility, entrepreneurship training and promotion of products) of the JEP was in harmony. In an event that this was not accosted, then the entire programmes would not have lost stability and fail to deliver tangible benefits (Ahme, 1994).

3.2 Conclusion

The purpose of this study was to examine how the project implementation factors (provision of work space, entrepreneurship training and promotion of product) contributes to performance of Jua-kali Empowerment Programmes in Nairobi, Kenya. Three items were developed in the self-administered questionnaire and respondents were then requested to indicate the extent to which they agree with the statements. The composite mean (M) and composite standard deviation (STD) for the three items was 3.9413 and 0.6432 respectively. This showed that majority of the respondents agreed that project implementation factors influences the performance of Jua-kali Empowerment Programmes. The alternative hypothesis tested stated that there is a significant influence of project implementation factors on the performance of Jua-kali Empowerment Programmes. Results indicate that at $F(1, 145) = 5.192$, the correlation was statistically significance at 95% confidence interval for $p=0.000 < 0.5$. The results from correlation coefficient ($r = 0.563$) implied that project implementation had moderate but positive influence on performance of JEP. The results from coefficient of determination ($R\text{ square} = 0.317$) suggested that project implementation factors explained 31.7% influence on the overall performance of JEP. This shows that the performance of empowerment programmes dependent on the factors upon which the programmes are implemented.

3.3 Recommendations

In order to enhance the responsiveness, implementors of empowerment programmes should dedicate their efforts in identifying and planning for the right needs to their clients. The needs need be updated regularly per the changing environment. Equally, there is essence of ensuring proper coordination and integration of the programme interventions for systematic delivery of the outcomes.

Also, governments should develop long-term entrepreneur development strategies outlining the relevant programmes and project interventions towards the realization of productive industries. The identification of the proposed projects and programmes need be supported by baseline information and reliable evidence to support informed decision making.

Future studies should focus on testing the findings in the broader range of empowerment programmes including women empowerment programmes, youth empowerment programmes etc. so as to derive results which can be generalized across the settings.

REFERENCES

- [1] Ahme, G. (1994). *Social Organizations: Interaction inside, outside and between organizations*. London: Sage
- [2] Ayoade, O. E. & Agwu, E. M. (2016). Employment Generation through Entrepreneurial Development: The Nigerian Experience. *British Journal of Economics, Management & Trade* 11(3), 1-14
- [3] Best, J. W. & Kahn, J. (2009). *Research in education*, New Delhi & Prentice Hall of India
- [4] Culligan, M., Marks, S., Nelson, T., Radstone, L. & Verzuh, E. (2013). *A Guide to the project management for development professionals (PMD Pro)* PM4NGOs Publishers
- [5] George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference*. 11.0 update (4th ed.). Boston: Allyn & Bacon
- [6] Goldratt, E. M. & Cox, J. (1986). *The goal: a process of ongoing improvement*. [Croton-on- Hudson, NY
- [7] Hallberg, K. (2000). *A market-oriented strategy for SMEs*. World Bank and International Finance Cooperation Vol 40 Washington D C.
- [8] Hobbs, B., Aubry, M. & Thuillier, D. (2008). The project management office as an organizational innovation. *International journal of project management*, Vol 26, No.5
- [9] Kanyari, J. W. & Namusonge, G. S. (2013). Factors that influence the Kenyan youth entrepreneurs towards the youth enterprise development fund. *International journal of education and research*, Vol. 1(5).
- [10] Kenya National Bureau of Statistics (KNBS, 2016). *Micro, Small and Medium Establishment (MSME) Survey*.
- [11] Kithae, P. P., Gakure, R.W. & Munyao, L. M. (2012). The Place of Micro and Small Enterprises in Achievement of Kenya's Vision 2030; *Journal of US-China Public Administration*, Vol. 9, No. 12.
- [12] Krejcie, R.V. & Morgan, D.W., (1970). *Determining Sample Size for Research Activities Educational and Psychological Measurement*, Vol. 30(608), Sage Publishers.
- [13] Mbhele, T. P. (2012). The study of venture capital finance and investment behaviour in small and medium-sized enterprises. *South African journal of economic and management sciences* Volume 15 (1).
- [14] Muhayimana, V. & Kimemia, M. (2015). Women entrepreneurs' support projects and their contribution on the welfare of the beneficiaries in Rwanda. Case Study of Kigali City Province in Nyarugenge District. *European Journal of Academic Essays* Vol. 2(8)
- [15] Mwobobia, F. M. (2012). Empowering of Small -Micro and Medium Enterprises (SMMEs): A Case of Botswana. *Business and Management Research* Vol. 1 (4).
- [16] Project Management Institute. (PMI, 2013). *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*, Fourth Edition. Newtown Square, PA
- [17] Rehman, A. U, Usmani, Y.S, Al-Ahmari, A.M. A. (2014). A Study to Assess Operational Factors to Enhance Project Performance. *Proceedings of the 2011 International Conference on Industrial Engineering and Operations Management Kuala Lumpur, Malaysia, January 22 – 24, 2011*
- [18] Republic of Kenya (2013). *Micro and Small Enterprises Authority Entrepreneurship transforming Kenya. Strategic plan 2013-2017*.
- [19] Republic of Kenya (2017). *Achievements of the Ministry for the period July 2013 to July 2014*, Nairobi, Kenya.
- [20] Teller, J., & Kock, A. (2013). An empirical investigation on how portfolio risk management process influences project portfolio success. *International Journal of Project Management*, 31(6)
- [21] World Bank (2013). *Doing business in East African Community Countries; smarter regulation for SMEs*. Washington D C.

