

**ENTREPRENEURSHIP TRAINING AND SUSTAINABILITY OF
SMEs IN TANZANIA:
A CASE OF MOROGORO MUNICIPAL COUNCIL**

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SMEs IN TANZANIA:
A CASE OF MOROGORO MUNICIPAL COUNCIL**

BY

IGANILE GIDEON

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree
of Master of Science in Development Policy (MSc.DP) of Mzumbe University

2019

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation entitled Entrepreneurship Training and Sustainability of SMEs in Tanzania: A case of Morogoro Municipal Council in partial fulfilment of the requirements for award of degree of Master of Science in Development Policy of Mzumbe University.

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I, *Iganile Gideon*, declare that this dissertation titled Entrepreneurship Training and Sustainability of SMEs in Tanzania: A Case of Morogoro Municipal Council is my own work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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I wish to wind-up by exonerating everyone who has been acknowledged in this section from all deficiencies that could be found in this academic work. All shortcomings and inaccuracies found in this dissertation are my own responsibility.

DEDICATION

This dissertation is dedicated to my beloved parents Mariam Kasunga and Gideon Mwakatima who laid down the foundation for my education and tirelessly encouraged and supported me throughout my very long and tedious academic journey on planet earth.

LIST OF ABBREVIATIONS AND ACRONYMS

AICAD	African Institute for Capacity Development
CESD	Center for Economic and Social Development
CRDB	Cooperate Rural Development Bank
GDP	Gross Domestic Product
KYC	Know Your Customers
LGA	Local Government Authority
MSE	Micro and Small Enterprise
MSMEs	Micro, Small and Medium Enterprises
NMB	National Microfinance Bank
OECD	Organisation for Economic Cooperation and Development
PTF	Presidential Trust Fund
R	Rand of South Africa
SDP	SMEs Development Policy
SIDO	Small Industries Development Organisation
SMEs	Small and Medium Enterprises
SSAC	Sub-Saharan African Countries
TCSR	Tanganyika Christian Refugees Services
TSH	Tanzanian Shilling
TWCC	Tanzania Women Chamber of Commerce
UN	United Nations
US	United States
URT	United Republic of Tanzania
VIYOSO	Victory Youth Support Organisation

ABSTRACT

The dominant literature on entrepreneurship training and Small and Medium Enterprises (SMEs) sustainability contends in a general way that entrepreneurship training is one of the important tools for ensuring performance and sustainability of SMEs. There is scarce literature on the specific entrepreneurial trainings deemed relevant for enhancing SMEs' sustainability in Tanzania in general and Morogoro in specifically. As such this study aimed at assess the contribution of entrepreneurship training towards attaining the sustainability of SMEs from the point of view of entrepreneurs, unveil the effects of entrepreneurship trainings deemed relevant for sustainability of SMEs and to examine the accessibility of such trainings to SMEs in Tanzania.

The study mainly relied on interviews with privileged witnesses as well as ordinary voters (65). Through a qualitative research approach, this study was mainly informed by interviews with a sum of 62 SMEs owners from Sabasaba, Mazimbu and Kihonda wards in Morogoro Municipal Council. The fundamental argument of this study is that entrepreneurship trainings on identification of opportunities, customers' services and record keeping were considered most important for sustainability of SMEs. It was further revealed that entrepreneurship training has effects to entrepreneurs' business sustainability because through training, entrepreneurs have improved their performance of conducting activities as the results their sales and profits increase which eventually leads to growth and sustainability. However, it was revealed that training costs and other criteria set by training providers hamper entrepreneurs to attend such training which lead to poor performance and unstable SMEs.

The study concludes that entrepreneurial knowledge and skills acquired by entrepreneurs are assets for business and stimulate business sustainability. As such, it is recommended that there is a need for the government and other authorities to provide training which is relevant for sustainability of SMEs as well as reducing the costs of training and unfavorable criteria to enable more small and medium entrepreneurs to attend training for enhancing growth and sustainability of their enterprises.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION AND COPYRIGHT	ii
ACKNOWLEDGEMENTS	iii
DEDICATION.....	iv
LIST OF ABBREVIATIONS AND ACRONYMS	v
ABSTRACT	vi
LIST OF TABLES.....	x
LIST OF FIGURES	xi
CHAPTER ONE	1
1.0 Introduction	1
1.1 Background and Problem Setting	1
1.2 Problem Statement	6
1.3 Research Objectives	7
1.3.1 General Objective	7
1.3.2 Specific Objectives.....	7
1.4 Research Questions	7
1.5 Significance of the Study	8
CHAPTER TWO LITERATURE REVIEW	9
2.0 Introduction	9
2.1 Conceptual and Theoretical Review	9
2.1.1 Definitions of Important Terms	9
2.1.1.1 Small and Medium Enterprises	9
2.1.1.2 Entrepreneur.....	10
2.1.1.3 Entrepreneurship	11
2.1.1.4 Sustainability.....	13
2.1.1.5 Training	15
2.1.1.6 Entrepreneurship Training	16
2.1.2 Extant Theories on Training and SMEs Sustainability	18
2.1.2.1 Human Capital Theory	18
2.1.2.2 The Competence Based Theory	21

2.2 Empirical Literature Review	21
2.2.1 Entrepreneurship Training relevant for Sustainability of SMEs	22
2.2.2 Effects of Specific Entrepreneurship Training on Sustainability of SMEs	25
2.3 Conceptual Frame Work	27
CHAPTER THREE RESEARCH METHODOLOGY	30
3.0 Introduction	30
3.1 Study Area	30
3.2 Research Design.....	30
3.3 Target Population.....	31
3.4 Sampling Techniques, Sampling Unit and Sample Size	31
3.4.1 Sampling Techniques	31
3.4.2 Sampling Unit	32
3.4.2 Sample Size	32
3.5 Data Source and Data Collection Methods	32
3.5.1 Data Source.....	32
3.5.2.1 Interviews	32
3.6 Data Processing, Analysis and Presentation.....	33
3.6.1 Data Processing.....	33
3.6.1.2 Data Analysis	34
3.7 Validity and Reliability	34
CHAPTER FOUR PRESENTATION OF FINDINGS AND DISCUSION.....	35
4.0 Introduction	35
4.1 Demographic Characteristics of Respondents.....	35
4.1.1 Sex of Respondents	35
4.1.2 Education Level of Respondents	37
4.1.3 Age of Respondents	38
4.2 Firm's Specific Information	38
4.2.1 Entrepreneurship Activities	39
4.2.2 Nature of Business Premises	40
4.2.3 Age of Business	41
4.2.4 Capital Invested	42
4.3 Entrepreneurship Training and Sustainability of SMEs.....	44

4.3.1 Entrepreneurship Training Deemed Important for Sustainability of SMEs	44
4.3.2 Factors Contributing to Sustainability of Enterprises	50
4.3.3 Entrepreneurship Training which Entrepreneurs Attends	51
4.4 Effect of Relevant Entrepreneurship Training on Sustainability	53
4.4.1 Specific Effects of Entrepreneurship Training on Sustainability of SMEs	53
4.5 Accessibility of Specific Entrepreneurship Training to SMEs	58
4.5.1 Institution/Organisation Providing Entrepreneurship Training	58
4.5.2 Cost Associated with Entrepreneurship Training	60
4.4.3 Training Criteria.....	61
4.4.5 Challenges to Entrepreneurship Training	63
SUMMARY, CONCLUSION AND POLICY IMPLICATION.....	66
5.0 Introduction	66
5.1 Summary of Study	66
5.2 Conclusions	68
5.3 Policy Implication.....	68
REFERENCES	71

LIST OF TABLES

Table 2.1 Classification of Small and Medium Enterprises in Tanzania	10
Table 4.1: Respondents sex	36
Table 4.2 Education level of respondents	37
Table 4.3: Age of respondents.....	38
Table 4.4: Entrepreneurship activities	39
Table 4.5: Nature of business premises	41
Table 4.6 Age of business	42
Table 4.7: Capital invested.....	42
Table 4.8: Entrepreneurship training deem important for sustainability of SMEs.....	45
Table 4.9: Factors contributed sustainability	50
Table 4. 10: Training which attended by entrepreneurs.....	52
Table 4.11: Effects of entrepreneurship training	54
Table 4.12: Entrepreneurship training institutions or organisations.....	59
Table 4.13: Respondents' perception concerned with cost of training	60
Table 4.14: The required training criteria	61
Table 4.15: Challenges associated with accessibility of training	63

LIST OF FIGURES

Figure 2.1: Conceptual Framework	29
Figure 3.1: The Researcher interviewing the entrepreneur at Sabasaba ward.	33
Figure 4.1: Activity conducted by the entrepreneur under creativity category	40

CHAPTER ONE

1.0 Introduction

This chapter presents an overview of the problem under investigation. It provides the background of the study's problem, statement of the problem, objectives of the study, research questions, and the significance of the study as well as its organisation.

1.1 Background and Problem Setting

The importance of Small and Medium Enterprises (SMEs) in improving economic performance has been debated over years. The debate is concerned with the role of SMEs in job creation and economic growth (CESD, 2017). It is asserted that SMEs provide accessible opportunity for many jobless to employ themselves. Importantly, even those who are formally employed still engage in entrepreneurship to supplement the meagre income accrued from formal employment (Tambwe, 2015). As such, the employment and income generation roles of SMEs' particularly in production and selling of goods and services contribute to a country's GDP and economic growth.

Apart from enhancing GDP, SMEs activities also contribute positively in reduction of poverty among the poor people. As Agyapong (2010) contends SMEs found in rural and semi-urban areas are more labour intensive, thus, provide more jobs and increase income of the people. Such increased income helps the people to obtain better schooling, health services and empowers them to get rid of the vicious circle of poverty. Such line of thought concurs with Ayandibu and Houghton (2017) and OECD (2017) who appreciates the importance of SMEs in enhancing economic growth through employment creation, income generation, and poverty reduction. Expounding on the aspect of employment creation, OECD (2017) suggests that SMEs play an important role in achieving the eighth Sustainable Development Goal by supporting decent working environment, supporting sustainable industrialisation, innovation and reducing income inequalities, enhancing innovation and productivity by bringing new techniques to the production. While the views above paint a picture that SMEs contribute to the economic growth and poverty reduction, it is an unquestionable fact that the proportions of contribution of SMEs in the same do vary.

For instance, SMEs account for about 99% of all firms in OECD countries, provide 70% of employment opportunities and contribute 50% to 60% of value addition in the manufacturing sector (OECD, 2017). In developed countries, SMEs occupy 97% - 99% of total enterprises (CESD, 2017) while in emerging economies SMEs contribute 45% of employment and 33% of GDP (OECD, 2017). Globally, the SMEs sector employs 2.2 billion of people that is around 50% of total employment (Venkata, 2017). This implies that emerging economies enjoy little share of SMEs benefits compared to the stake enjoyed by developed economies. As such, the need to increase the level of benefits enjoyed by developing economies is indispensable.

Maximising the contribution of SMEs in the economy requires prudent initiatives aimed at enhancing the performance of SMEs. In this regard, governments shall develop trade and investment policies geared towards promoting the SME sector (CESD, 2017). The investment and trade policies for realising such objective need to promote absorption of new technologies together with promoting partnerships between foreign firms and SMEs to facilitate transfer of technology, products, and process or management practices. The policies in question should run parallel with sound policies aiming at preventing barriers that hinder SMEs to participate in the global market (OECD, 2017). Such policies need to address the issue of trade barriers together with cost associated with importation. In addition, the policies have to enable SMEs to acquire new opportunities through business improvement. Likewise, these policies shall support SMEs to become innovative, efficient, access to finance, together with creating enabling environment for business creations. Furthermore, the policies have to support improvement of infrastructure in the transport systems in order to ensure that the SMEs can easily distribute goods and services as well as other business related transactions (Oxford Economics, 2017).

In Sub-Saharan African Countries (SSACs), SMEs operates in large number. These SMEs serve as the engine in economic growth and they account for 90% of all business in the region (Chapeyama, 2017). Moreover, it is SMEs that stand as the remedy option through which the problem of unemployment could be addressed as most of people decide to engage in SMEs to earn and improve their lives. It is estimated that more than 80% of employment is created by SMEs whereby 60% of

GDP is contributed by SMEs in Africa (Chapeyama, 2017). In Africa, SMEs face a lot of challenges that impair their performance. Access to finance is one of the challenges encountered by SMEs in Africa (Emezie, 2017; Chapeyama, 2017; Mganda, 2018). This challenge limits SMEs growth, as the result most of them remain in the informal sector (Ndiaye, 2017). Apart from access to finance, there are other factors said to inhibit performance of SMEs such as; lack of knowledge and skills in doing business, poor infrastructures and lack of information (Emezie, 2017). Another challenge is unfavorable business environment which acts as a substantial obstacle in opening new ventures and operating the existing ones (Ndiaye, 2017).

In Tanzania, the paradigm shift from state owned economy to market economy in Tanzania in mid of 1980s has led to the emergence of the private sector as an engine of growth by taking a lead in running economic activities. This philosophy made the state to roll back to its traditional role of maintenance of law and order. It found itself undertaking a limited role in the production of public goods and services and the key actor in producing a favourable environment for the market forces to determine business transactions. In particular, it was assigned the role of letting the private sector smoothly engage in business for growth. In this set-up, the private sector was mandated to play the important role in creating the employment and increasing income necessarily needed to boost the economy. That is against the presented philosophical orientation that gave credence to the private sector in the running of the economy that created the base for the emergence of SMEs in Tanzania (URT, 2002).

SMEs in Tanzania comprise both formal and informal entrepreneurs who play the key role in employment creation and economic growth. The enterprises engage both government and private employees who are provided with an avenue for supplementing their little income and improving their living standard (Tambwe, 2015). The SMEs sector contributes 27% of country's GDP and employs more than 3 million entrepreneurs that make 23.4% of the nations' entire labour force (URT, 2017). The contribution of SMEs in the Tanzanian economy has remained relatively the same for the period of more than ten years due to a number of reasons amid efforts that has been made to support growth of SMEs in the country. One of the major constraints to the enhanced economic returns of SMEs is lack of business

skills to start up the business (URT, 2002; Kessy and Temu, 2010; Tambwe, 2015 ;). URT (2017) indicates that lack of skills for start in-up business limits Tanzania's perform in business as the Global Entrepreneurship Index 2017 has ranked Tanzania 118 out 137. This is the case despite having numerous opportunities for conducting business. Moreover, the situation exists even though the government of Tanzania through various institutions has made efforts to strengthen entrepreneurs' capacity in conducting business through training. Institution like SIDO that was established in 1973 to support the development of the SME sector in Tanzania plays an important role in ensuring that trainings for enhancing SME performance and sustainability are provided to SMEs in order for Tanzania to become a semi industrial economy (SIDO, 2014). The role of SIDO is further complemented by other academic institutions like the University of Dar es Salaam; Mzumbe University, and SAUT which offer formal business degrees and have established Incubator Centres to train the existing and new graduate entrepreneurs on knowledge and skills of entrepreneurship so that the ideas which they have could be put into practice.

The growth of SMEs can be understood through various theoretical perspectives. These theoretical perspectives include resource based paradigm which focuses on the financial resources and training of staff; the motivation paradigm which focuses on individual and their action; the configuration paradigm which focuses on various problems in the process of growth of enterprise (Yudan et al. 2013). All of these theoretical views explain determinants of performance of SMEs as it will be further expounded in the literature review section.

The sustainability of SMEs on the other hand, depends on several factors. The factors in question include but are not limited to, the willingness and commitment of the entrepreneurs to the business, the entrepreneur's market strategy, nature and types of business they are engaged in, access to finances, access to relevant entrepreneurship training, ability to adopt of new technologies, access to market for selling their goods, networking, favorable government policy and external environment (Islam and Muktadir-Al-Muki, 2016; Ramezani and Hosseinia, 2016). According to Hosseinia and Ramezani (2016), entrepreneurship training is one of the key determinant factors affecting sustainability of SMEs. The two lay bare the fact that

SMEs need training of different skills particularly on harnessing the factors mentioned in this paragraph for SMEs to flourish to realise sustainability. This said, however, numerous scholars argue that the major constraints of SMEs development is attributed to limited access to finance and entrepreneurship training (Mayuran, 2016; Kessy and Temu, 2010; Kunene, 2008), such views indicates the complexity attuned to SME sustainability.

Different theories, like human capital and competence based theory provide theoretical views on the role of entrepreneurship training (Simpeh, 2011). Competence based theory sets its attention on skills, knowledge and ability as perquisites for adding value in performance of any activity including SMEs entrepreneurial income generation activities and sustainability (Komarkova et al. 2015). This is chiefly because knowledge, skills and ability help SMEs in solving problems, enable them to perform tasks better and evaluate the possible way of development. Arguing along the same line, the human capital theory recognises the importance of training and education on firm performance. The theory emphasises on the need to acquire knowledge and skills through training and education for the purpose of helping the trainees to perform better in whatever they do including business activities (Marimuthu et al. 2009; Muda and Rahman, 2015; Alani et al. 2016).

The dictates of the theories particularly on the importance of entrepreneurship training on enhancing SME performance is vivid in the industrially upcoming South east Asia popularly referred to as the Asian tigers. In the said tigers, entrepreneurship training has become part of their tradition in which such training is conducted from childhood. As such, people are given room for learning theoretical knowledge on effective entrepreneurship on innovation skills and technology as a result of well-established policies on such issues. In the Asian tigers SMEs are fast growing and the development is attributable to this practice among other reasons. For instance, in Indonesia where the performance and sustainability of SMEs are promising, out of every ten people, six have attained entrepreneurship training and are successfully practicing entrepreneurship, and contribute heavily to their countries economy (Ogundele, 2010). Such situation suggests that entrepreneurship training is an

important aspect worth considering in undertaking of any business venture. Indeed, evidence obtained from various studies conducted within Africa and outside Africa reveals that entrepreneurship training does influence performance and sustainability of SMEs (King'ori and Theuri, 2016).

The centrality of entrepreneurial training on SMEs performance and sustainability notwithstanding, there is scant evidence available to the knowledge of the researcher that explicitly points out the type of entrepreneurship training relevant for entrepreneurs and SMEs of Tanzania in enhancing their performance and guarantee their sustainability as well as increasing their contribution in the country's economy. The need to address the above mentioned concerns prompted the researcher to undertake this study. In particular, the study endeavors to unveil the specific training to be rendered to entrepreneurs for significant effects on sustainability of SMEs in Tanzania, specifically in Morogoro Municipal Council.

1.2 Problem Statement

As indicated in the background of the study, the importance of entrepreneurship training is crucial for improving SMEs business performance and sustainability through acquisition of new experience, skills, and improving their ability of doing entrepreneurial activities. All these in turn positively impact the national economy of any country and its development agendas. However, there is limited literature explaining specific entrepreneurship training which is more important for explaining the performance and sustainability of SMEs. As it was blankently established in the background that owners of SMEs who attained training are better than those who did not, however, the specific training that makes them better than untrained ones is left unanswered. Thus, it is important to make an in-depth inquiry to determine the specific knowledge out of the bunch of knowledge such as customers services, business skills, identification of opportunities, motivation of employment, innovation, record keeping, securing resources; financial and communication knowledge to establish the ones that do matter in enhancing SMEs performance and sustainability. Limited empirical evidence quantifying the contribution of entrepreneurial training on sustainability of SMEs in Tanzania exhibited in the

study's background. It is against that backdrop the study on which this dissertation is based was undertaken to assess the contribution of entrepreneurship training towards attaining sustainability of SMEs in Tanzania using Morogoro Municipal Council as a case study.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this research is to find out the contribution of entrepreneurship training towards attaining sustainability of SMEs.

1.3.2 Specific Objectives

- i. To identify entrepreneurship training deemed important for sustainability of SMEs in Tanzania
- ii. To unveil the effects of specific entrepreneurship training on sustainability of SMEs in Tanzania
- iii. To examine accessibility of the specific entrepreneurship training necessary for SMEs' sustainability in Tanzania

1.4 Research Questions

Research questions are questions that serve as a compass to guide the study. They articulate issues that need to be answered through findings obtained by the researcher at the end of the study. This study is guided by the following research questions:

- i. What entrepreneurship training courses are viewed to be important for sustainability of SMEs in Tanzania?
- ii. How do the conceived relevant entrepreneurship training for SME's sustainability effect sustainability of SME's in Tanzania?
- iii. How often do SMEs access entrepreneurship training deemed relevant for their sustainability?

1.5 Significance of the Study

The findings of the study provide useful information about specific entrepreneurship training relevant for SMEs. Also, the study pointed out the effects of specific entrepreneurship training on sustainability of SMEs in Morogoro Municipal Council. This information is very crucial for policy makers, business-related firms, educational institutions as well as financial institutions dealing directly with SMEs to design the relevant contents of entrepreneurship training and reduce the cost of training so that SMEs could get intended benefits of training conveniently. In addition, the study explained factors that make entrepreneurship trainings less accessible to SMEs in Morogoro Municipal Council. Therefore, the findings of the study will assist business community and their respective stakeholders to have sustainable business enterprises that will promote employment creation, income generation and reduce poverty as a result of sustainable SMEs.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature deemed relevant to the research problem. It includes reviews of research papers, government documents and other academic contributions. This chapter has two sections. The first section includes the definition of key terms and the theories that guide the study. The second section presents an empirical literature review. These reviews give different ingredients of the entrepreneurship training which contribute to sustainability of SMEs.

2.1 Conceptual and Theoretical Review

2.1.1 Definitions of Important Terms

The following are basic concepts which have widely been used in this study. As such, it is important to understand them generally and how they have been specifically used in the study.

2.1.1.1 Small and Medium Enterprises

There is no common and accepted definition of SMEs as the concept has attracted diverse conceptualisations (Emizie, 2017). It is conceived by some as small business while others consider it to mean micro, small and medium enterprises (Pula, 2015). In developed countries like United Kingdom, SMEs are regarded as small and medium sized enterprises involving employees less than 250 (Rhodes, 2017). In the same country, micro enterprises employ 0 to 9 workers, medium enterprises employ 10 to 49 and large enterprises employ 250 workers (Ibid). In SSACs like South Africa, SMEs refer to any business which is registered and employs less than 250 workers (Le Fleur, et al. 2014). Specifically, SMEs comprises of four categories of business entities namely; micro enterprise employ 0 to 4 workers, very small enterprise employ 5 to 9 workers, small enterprise employ 10 to 15 workers and medium enterprise employ 50 to 200 workers (Leboea, 2017). The South African definition resembles Kenya's. In Kenya, SMEs are categorised in terms of micro, small and medium enterprises whose numbers of workers and annual turnover is within the defined limits as per guideline issued by Central Bank of Kenya. According to the Financial Sector Deepening (2015) micro enterprise employ less

than 10 workers and have an annual income of less than Ksh 500,000 whereas small enterprises employ 10 to 50 workers with annual income between Ksh 500,000 to 5 million and lastly, medium enterprises employ 50 workers to 100 and the annual income is Ksh 5 to 800 million.

In Tanzania, the categorisation of SMEs as provided by SMEs policy (2002) has no remarkable difference with Kenya's. The only innovation is an addition of a category of large enterprises as Table 2.1 below succinctly shows.

Table 2.1 Classification of Small and Medium Enterprises in Tanzania

Class	Number of workers	Capital invested in machinery (Tsh)
Micro enterprise	1 up to 4	Below 5million
Small enterprise	5 up to 49	Above 5 to 200million
Medium enterprise	50 up to 99	Above 200 to 800 million
Large enterprise	100+	Above 800million

Source: Small and Medium Enterprise Development Policy (2002) p.3

In this end, we can define SMEs by using the number of personnel employed as level of resources committed to establish an enterprise. This implies that, in this study, SMEs are being defined as business entities with formal registration belonging in the range defined by SMEs policy of 2002. It includes micro enterprises, small enterprises, medium enterprises and large enterprises as defined in the SMEs policy of 2002. In addition, in the Tanzanian context, micro enterprises that engage in business activities are mostly informal (URT, 2017). These informal micro enterprises disregarded in the SMEs policy of 2002 serve a critical role in employment creation, poverty reduction and improving lives of people through income generation. This fact explains the need for review of the SMEs policy of Tanzania to include informal sector in the definition of SMEs.

2.1.1.2 Entrepreneur

The word entrepreneur is derived from a French verb *entreprendre* which means to undertake. An entrepreneur is any person who takes the risk of establishing new venture expecting to earn profit. Savoii (2014) defines an entrepreneur as a person who starts a new business venture. Also, Mbhele (2011) describes an entrepreneur as an innovator who identifies opportunities for business. These opportunities bring workable ideas which add value in term of time, money, skills, and effort. Peverelli

and Song (2012) view entrepreneurs as non-fixed income earners, they take amount of money and invest in a certain business without knowing the amount of money which will be generated however they expect to earn something later after the investment.

This study has adopted the definition of entrepreneur by Peverelli and Song (2012) as they regard an entrepreneur as a person who is aggressive and ready to take risks in performing different activities with intention of getting some gains out of activities being undertaken. An entrepreneur is conceived as a person with the following attributes: creativity, risk taking, venture creation, searching for opportunity, coordination and securing of resources, projective and visionary thinking and leadership. On other words, an entrepreneur is a person who is able to translate his/her business dream into concrete action or reality. Additionally, an entrepreneur can start a business any time and always think about the possibilities and opportunities in business rather than risks and problems. These opportunities make the entrepreneurs to think about starting the new enterprise and expanding the existing in order to maximise earnings.

2.1.1.3 Entrepreneurship

The concept of entrepreneurship has been of interest to many scholars for quite long. Various authors have defined the concept of entrepreneurship and explain its contribution on economic development (Amiri and Marimaei, 2012; SavoIU, 2014). Scholars who have defined the concept of entrepreneurship have shown varying perception on explaining what entails by the word entrepreneurship (SikalieI, et. al. 2012).

According to Amiri and Marimaei (2012) entrepreneurship is defined as a fundamental and crucial aspect in developing economy of any country. This is because it creates employment opportunities through establishment of various business venture where by people may get self-employed, and earn income which help to get rid of poverty. With this regard, entrepreneurship became a way for many young people to secure self-employment and improve livelihood. In other words, entrepreneurship reduces dependence on the public job system.

Additionally, in economics, entrepreneurship is a factor of production (Savoieu, 2014). It is factor of production because entrepreneurship uses the production factors to produce goods and services to satisfy people's need. These factors of productions include land, labour, and capital. In entrepreneurial empirical environment, the entrepreneurs need land for establishing the new venture building, labour to undertake the activities and capital for investment. The combination of three factors; land, labour, and capital lead to production.

Likewise, Esuh (2012) defines entrepreneurship as the process of creating and establishing small and medium enterprises or establishment business venture. It is the process that leads to the birth of small and medium enterprises in various sectors in the economy. These sector ranges from agriculture, mining, manufacturing, trade and tourism.

Moreover, Sikaliel et al. (2012) assert that entrepreneurship is the heart of modern business. The modern business is charaterised by innovation and creativity which unique features of the entrepreneurship activities. This is driven by creating new things which are valuable in essences of economic development. In the same vein, Pahuja (2015) defines entrepreneurship as the process that involves creativity particularly responding to the opportunities available. Creativity fosters innovation, improves productivity and encourages people to think more to improve their products. The process of entrepreneurship requires efforts, time and risk assumptions with the expectation to gain profits at the end.

Definitions given by various authors above generally regard entrepreneurship as the process of establishment of new business in an endeavor to respond to the opportunities available. In view of the above authors, thus the term entrepreneurship in this study is hereby being stated as; any activities undertaken by human being with an intension of exploiting economic gains and generates income. Activities carried out by human being results into other benefits such as creativity, competency, and innovation which are some unique features of entrepreneurs.

2.1.1.4 Sustainability

The concept of the sustainability has been spoken in many places around the world. Sustainability is about meeting the needs for today without compromising the benefits and rights of future generation to earn their own needs (Brundtland Commission, 1987). In environmental aspects, the term sustainability was firstly introduced by United Nation in Brundtland Commission Report in 1987 focusing on environmental conservations and development (Prabawani, 2013). Its emphasis was to keep forest for sustainable use. Today, the word sustainability is viewed in wide perspectives; it is multidimensional as it does not only talk about the environmental issues but also various aspects conducted by human being. These aspects include economic, social, and environment regarding human perspectives (Kuhlman and Farrington, 2010).

In economics, sustainability focuses on development and growth which emphasise on improving various sectors contribute to the economy whereas in environment, sustainability focuses on ecological systems including the protection of national resources, avoiding damage of environment, and protection of biodiversity. On the other hand, social sustainability involves improving the quality life of the people, that is, people should be out of poverty by ensuring there is accessibility of the social facilities such infrastructure, security, hospitals cum dispensary and food (Rasouli and Kumarasuriyar, 2016).

In modern business environment, the word sustainability is becoming popular and critical one due globalisation and international trade (Conway, 2014). Businesses beyond borders, with factors of production being mobile have led into increased market competition and integration among players in the economy. It is suggested that, firms are developing more and become compliant on ethncial procedures in an endeavor to reach the long term sustainable development goals.

The term sustainability refers to the capacity of the firm to operate for long time in business with sound financial performance and administration which enhances productivity and profitability (Giovannoni and Fabietti, 2014). Besides, Prabawani (2013) asserted that, sustainability of enterprises implies the long periods of the firm

to stay in the business regardless various shocks which will be happening in business but the firm continues to survive. Sustainable business is not only explaining the current situation in the business but it explains the prediction on the future goals (Gakure et al. 2013). The continuation depends on various crucial factors which enhanced sustainability. These factors include managerial skills, self-motivation, team work, quality of product and training to enhance the workers (Malarvizhi, 2018).

In a theoretical perspective, sustainability of enterprise depends on a number of factors that enable the firm to survive for a long period of time in business. According to Ciemleja and Lace (2011), sustainability of enterprises depends on the income obtained, post-sale services to consumers and financial stability which focus on the profit the firm earned. Moreover, training of personnel is also a determinant of sustainability. Training focuses on skills, knowledge and positive outlook to the people. The empirical evidence obtained from the study done by Buowari (2015) revealed that, sustainability of the firm was determined by the following factors: capital employed, customer relation, and financial control and employee competences as a crucial factor which enhances the sustainability of enterprises.

While other authors (Buowari, 2015; Ciemleja and Lace, 2011) explain what determine sustainability, Conway (2014) argues that attaining sustainability is very challenging aspect to many SMEs. Sustainability is the challenging agenda to be attained but very crucial factor in any business entity. Many managers of SMEs support the argument that, sustainability in business is crucial factor to the business but many business owners do not conduct business in a sustainable way (Conway, 2014; Yudav et. al. 2018).

Conway (2014) asserts that sustainability of firms is determined by business itself and support from the government. Strategically, SMEs need various factors to attain sustainability including: adopting the new technologies, increase of sales, increase innovation in term of flavor and packaging, expanding the networks including, acquiring new customers, using the digital market, promoting the employee who are creative, business training, accountability in business performance, and reduction of

cost of production (Conway, 2014; Prabawani 2013; Pozzebon and Petrini 2010; Hakim and Bahri, 2017).

The other alternative explanation of the term sustainability apart from authors like, Conway (2014), Prabawani (2013), Malarvizhi (2018) Hakim and Bahri, (2017), Kunene (2008) asserts that successful and sustainable SMEs in South Africa are defined by three factors. These factors includes: age of the business (i.e. the business being in operation for more than three years), annual turnover generated about R150, 000 and number of personnel employed be more than five (5).

Therefore in this study, sustainability is referring to longevity of firm to stay in business operation for a period of not less than three years and employs at least 3 workers. This means that SMEs which stand for period of three years are probably sustainable in business.

2.1.1.5 Training

Training is the process whereby a person acquires knowledge, skills, and attitudes that are crucial in order to perform well in any given task (Armstrong, 1997). In other words, training is the effort initiated by organisation or institution or employer to develop learning environment among the employee in their respective work place.

According to Armstrong (1997), training is the learning process whereby the entrepreneurs acquire skills, knowledge and became competent in business. The competencies obtained from trainings together with good attitude and behavior enable entrepreneurs to perform well in entrepreneurship activities. In addition, the crucial role of training in business is being seconded by Uma (2013) who posit that, training plays a vital role in business success. It does not only help the enterprises to increase productivity and profitability but also it is recognised as essential factors for survival of enterprise in the market. This is to say, the knowledge and skills acquired help entrepreneurs to update themselves in business undertakings.

In addition, Nischithaa and Narasimha Rao, (2014) explain contribution of training in business as the act that led into increasing knowledge and skills of entrepreneurs to perform any particular activities. In other words, training is the continuous process in which the entrepreneurs get knowledge on how to perform well in entrepreneurship

activities. The importance of training is to enable entrepreneurs to be fully equipped with the knowledge and skills in business. The skills and knowledge acquired through trainings helps them to identify their weakness in business, improve their performance, increase their productivity, improve the quality of products, assist in acquiring new technology, enable increase of the customer base and reduce cost which were incurred before training (Uma, 2013; Nischithaa and NarasimhaRao, 2014; Venish, 2014).

Although former scholars (Nischithaa and NarasimhaRao, 2014; Venish, 2014 and Uma, 2013) indicate that training plays a vital role in order for a business entity to perform well in business activities, Mayuran (2016) asserts that training is considered as the investment and not cost. In short run, training seems to be costly due to the fees which are payable but in long run, the training brings benefit to the enterprise. Research findings by Mayuran (2016) reveals that training is investment and not cost because investment has future return through improved performance of entrepreneur. The more entrepreneur acquire trainings the more the business return increases since productivity increases due to increase in efficiency and use of new techniques and skills in doing their entrepreneurship activities. On the other side, it is not expense because expense is expired cost and once incurred its benefit is over, that is to say expense has no sustainable benefit.

Thus, the explanation given regarding the meaning of the term training enables researcher to define training in this study as, an act by the employer or organisation or entrepreneur to add value to the business with an intension of stimulating economic gains to the business due to improved performance of business undertaking. After attending trainings, entrepreneur gets new knowledge, skills and attitude that led into improved performance of the business.

2.1.1.6 Entrepreneurship Training

The entrepreneurship training is designed for entrepreneurs to add new knowledge, skill and altitudes which enable them to open and expand their business (Mayuran, 2016). According to Tambwe (2015), entrepreneurship training is the business training which enables entrepreneurs to start, improve, expand and manage their

business through acquiring knowledge and skills of entrepreneurship. The knowledge and skills acquired through the entrepreneurship training enable entrepreneurs to open a new business through different opportunities which exist in the market, by doing so the business expand row and by virtue of these characteristics it has high chances of being sustainable. This argument is supported by other scholars (King'ori and Theuri, 2016; Mukulu and Mwachaki, 2017) who posit that, entrepreneurship training play a crucial factor for the growth and survival of firm.

Moreover, King'ori and Theuri, (2016) define entrepreneurship training as the course designed to help entrepreneurs to add new ideas concerned with various concepts of the business and innovation processes. Innovation enables entrepreneurs to discover, improve and create new products in market to catch new segment of clients. The discovery of new products attract more customers in the market as the result the entrepreneurs earn more income and profit. The profit earned after sale enables the entrepreneurs to establish the new firm and new establishment implies growth with regards to entrepreneur operations. In addition, entrepreneurship training enables entrepreneurs to have a sound financial decision in their business (King'ori and Theuri, 2016). Sound financial decision enables entrepreneurs to have required level of solvency which in turn makes the entity less vulnerable to bankruptcy as results of financial distress. Also, sound financial decision enables entrepreneur to venture in finance options that are less risky and cost effective.

Apart from sound financial decision, entrepreneurship training enable entrepreneurs make proper records of all matters affecting affairs of the business which in turn would enable entrepreneur to have reliable bases that tax authorities that could use in tax assessment, also information kept can be used in preparation of financial statements that would portray a true picture of the affairs of the entity.

In line with the same argument, entrepreneurship training enables entrepreneurs to acquire new network which is a necessary facility for entrepreneurs to develop the new products in new market for the sake of expanding the scale of operations of the entity (Kessy and Temu, 2010). Based on the contention made by above scholars, the role of entrepreneurship training in enhancing firm performance and sustainability is

not exhaustive as different authors of got varying views regarding the term entrepreneurship training.

In this study, the term entrepreneurship training is viewed as courses that contain different packages of knowledge that adds value to entrepreneurship. The package is aimed to impart knowledge and skills to entrepreneurs to acquire new ideas in business. These new ideas helps entrepreneur to perform better and achieve the sustainable business status.

Moreover, authors like Ladzani and Van Vuuren (2002), Tambwe (2015) and Kunene 2008) stated some of contents that are supposed to be considered when designing the entrepreneurship training. The contents stated by authors includes; financial skill, business skill, record keeping, communication, identification of opportunities, motivation, operation skill, legal skill, market skills, human resource skills, and leadership, management skills, planning, networking, securing the resources to mention a few.

In view of the above explanation, in this study, the term entrepreneurship training encompasses any kind of training offered to entrepreneur from which performance of the enterprise could be enhanced. This particular study refers any training tailored to entrepreneur with either of the following content namely: financial skill, business skill, record keeping, communication, identification of opportunities, motivation, operation skill, legal skill, market skills, human resources skills, and leadership, management skills, planning, networking as entrepreneurship training with anticipation of adding value on performance of enterprise upon successful acquisition of the training. Also, training whose outcome is to increase profit, creating new business apart from existing ones, adopting new technology will also be recognised as entrepreneurship training.

2.1.2 Extant Theories on Training and SMEs Sustainability

2.1.2.1 Human Capital Theory

The concept of human capital has been given more attention in many organisation and individual level (Aluko and Aluko, 2012). Developed and developing countries

have put more efforts and attention in human capital in order to accelerate the economic growth (Aluko and Aluko, 2012; Fugar et al. 2013). Many countries around the world emphasis business entities to invest in human capital to ensure that firms are performing better in the market, hence, accelerates the competition which leads to economic growth.

The human capital theory was developed by Schultz in the early of 1960s; he argues that human capital is a product of knowledge and skills (Schultz, 1961). Another promoter of the human capital theory was Becker who argued investment in human capital is crucial in order to maximise productivity (Rosenbusch et al. 2011). According to Fugar et al. (2013), human capital involves the knowledge, skills competencies, experience and traits that entrepreneurs have which play importance role in achievement of firm goal. Schultz (1961) argued that the knowledge and skills which is acquiring results to the economic value which obtained when the people are invested in human capital. This will increase the output through knowledge and skills acquisition. Schultz criticises people who perceive the human capital as a costly activity by sending the workers to school and training. He argued that in short term, the firm will incur cost but in long term those cost will be worn out. He supports that knowledge and skills which are acquired help the workers to be updated with various technologies, hence, increase their productivity (Schultz, 1961).

Moreover, human capital theory includes the stock of knowledge and skills acquired by the individual after getting training (Aluko and Aluko, 2012). Training offers variety of course which enable entrepreneurs to have wide knowledge and skills in pursuing various roles in their business. Furthermore, Human capital is essential element which enhances the quality of firm's workers (Fugar et al. 2013). The quality of firm's worker is obtained through training which enabling workers to become capable in pursuing various roles in the business hence it boost firm performance. Besides, Becker (1993) argues that, firms which have invested in human capital have a greater chance to achieve their expected goals and hence economic improvement than their counterparts that have not invested on human capital of their workers. Becker explained that, firms in countries like Japan, Asian-

Tiger and Taiwan have their economy performing well because they have invested in human capital. Training helps them to become innovative, creative in different technologies which led into high productivity.

In additional, McIntyre (2002) asserts that human capital theory implies an investment in training and education. The training helps to analyse problems for the future benefit. The increase of entrepreneur's knowledge and skills lead into increased performance of the firm. Training helps them to discover difficulties that faces them during the time they execute their operations, hence, improves their performance in the business and the improvement led into sustainability of the business. In business perspective, human capital plays the crucial role in all stage of the business cycles and enhances the performance of the firm (Marimuthu et al. 2009; Samad, 2013; Rahman and Muda, 2015; Khayinga and Muathe, 2018). The contribution of human capital is very crucial in early stage of the business than other stage (Rahman and Muda, 2015). In early stage of the business, the entrepreneur needs training which will make him to become capable with the business. The creativity is obtained in the early stage although all stage is very important in firm performance. Authors (McIntyre, 2002; Aluko and Aluko, 2012; Fugar et al. 2013; Rahman and Muda, 2015) have got common arguments that support claim raised by the human capital theory. The theory argues that, investing in human capital would lead into increased knowledge and skills of entrepreneur which in turn lead into increased productivity and performance of firm.

In view of the above argument about human capital theory, in this particular study, researcher assumed that, the desire of any enterprises is to perform better, became successfully and sustainable in business for a long period of time. The number of factors have been mentioned as contributory factors for the successfully and survival of firms. It is assumed in this study that, the human capital is a crucial factor that contributes for the sustainability of the firms since it can influence the performance of the business enterprise, and eventually makes the enterprise successful and sustainable. This is because the knowledge and skills acquired as explained by the theory enable entrepreneurs to acquire new ideas in business and help to perform better and become sustainable.

2.1.2.2 The Competence Based Theory

Competence refers to the combination of knowledge, skills, and abilities which enable someone to perform any activities properly (Makulova, 2015). The knowledge and skills obtained through the training process enable entrepreneur to perform different tasks which he/she was not able to perform them before. The ability to perform the complex task enables the entrepreneurs to become more competitive in the business. Moreover, competence is referred as necessary knowledge related with identification of opportunities in economic and business context and understanding of different problem that faces entrepreneurs (Komarkova et al. 2015). Additionally, Kallay (2012) asserts that competence based theory propagates learning by doing where by learning process is a basis of internal growth of the firm. It helps the entrepreneur to keep him/her up to date in the business process. Besides, knowledge is based on theoretical view of the phenomenon while skill is about application of knowledge (Komarkova et al. 2015). Knowledge and skills acquired through training enable the entrepreneurs to solve different problems and became more competitive.

In this study, the competence theory is adopted to explain the crucial role of entrepreneur to attend trainings so as to acquire knowledge and skills. The knowledge and skills to be acquired from training will make enterprises more competitive, and hence, sustainable in operations. It is assumed that different knowledge and skills which entrepreneurs could obtain after training would contribute to sustainability of SMEs. This is in line with Vijay and Ajay (2011) who asserted that it is important for the entrepreneurs to possess the specific skills which have competitive advantage for sustainable venture. That is to say entrepreneurship training is crucial element in business life.

2.2 Empirical Literature Review

In this section, the researcher provides in-depth review of previous work conducted by various scholars in an endeavour to explain concepts introduced at the beginning of the study particularly in the research objectives section.

2.2.1 Entrepreneurship Training relevant for Sustainability of SMEs

King'ori and Theuri (2016) conducted study on the role of entrepreneurship training and growth of SMEs in Mombasa. The result revealed that entrepreneurship training has important role in firm performance and enhancing the growth of enterprise. Respondents who were interviewed responded that the entrepreneurship training concerned with business skills, entrepreneurship training skill and innovation skills are important components for the growth SMEs.

Furthermore, King'ori and Theuri (2016) revealed that entrepreneurship skills had a strong influence on growth of SMEs. The respondents who attended training were capable to manage risks in which previous day most of them fear about risk. Moreover, respondents identified that skills received help them to identify different opportunities which existed in their business environment. Also, they were capable to identify the problem which existed and finding the solution that lead to better performance. The knowledge which they gained gave them a chance to perform better in the business. Equally, King'ori and Theuri (2016) assert that an innovation skill is very crucial for growth of SMEs since customers are more attracted by a new product in the market which results from innovation. Additionally, innovation enables entrepreneurs to open a new market which is an outcome from new products discovered. King'ori and Theuri (2016) found that the respondents who are being trained are more creative in their business, this attracts more customers, and hence, it increases income.

In line with the above argument, a business skill was also reported to be important for successful undertaking of businesses. King'ori and Theuri (2016) found that respondents who gain business skills are evidenced by profit received from the business. The business skill helps them to be more efficient in their business, hence, leading into better performance. Profit earned is the result of sales which lead to establish new enterprises. The establishing the new firm enhances the designed the new products. The new design of products is the products of acquiring the training. Moreover, King'ori and Theuri (2016) emphasised that entrepreneurship training is important because it enables the entrepreneurs to run their business progressively.

Despite the fact that King'ori and Theuri (2016) have claimed that training to entrepreneur have led into realisation of a number of benefits such as increase on growth, improved performance, improved capacity to manage risk and identify opportunities, increased problem solving ability. However, findings failed to explain the nature of growth realised as a result of entrepreneurship training. They have just mentioned increased growth but the nature of that growth being claimed has not yet been revealed. Moreover, the study failed to explain which kind of risks that can be managed by entrepreneur as a result of training they have just attended. Also the study failed to explain kind of problem that entrepreneur can manage after they have acquired skills and knowledge from the trainings they have attended. In this end, it is evident that entrepreneurship training is crucial factor in determining sustainability of SMEs. Also, it is evident that previous studies have just pointed the outcome in its generality manner; hence, it calls for another study to explore specific benefits of entrepreneurship training on sustainability of SMEs and on growth of SMEs.

Moreover, Mayuran (2016) on his study of entrepreneurship training on performance of small enterprise, the results revealed that the training concerned about the customer services, marketing, financial management, and the quality maintenance are very important training in firm performance of SMEs. The results show that there is positive and significant relation between the entrepreneurship training on quality, financial management, and customer services on firm performance and growth of SMEs.

In view of what Mayuran (2016) observed on his study; that positive and significant effect of entrepreneurship training on performance and growth of enterprise. The current study has found answers on some questions. For instance, the Mayuran's study did not explain contribution of specific training on performance and growth of SMEs. Moreover, findings of that study did not explain how firm's specific characteristic influences the effect of training on performance of SMEs. Is it possible for a small firm to have the same outcome of training as it could be for a large firm? Due to this, the study finds out entrepreneurship training which is relevant for sustainability of SMEs.

Likewise Kunene (2008) conducted the study on a critical analysis of entrepreneurial and business skills in the textile and clothing industry in Johannesburg. The study aimed to assess the impact of training on successful and less successful SMEs in South Africa. The study revealed that successful SMEs received training in different categories than less successful SMEs. Business skills categories which were gained from the training include: business plan, operation, financial, marketing, human resources, legal, communication, research development, supplier, and operation. Other gained skills were: personal skills (motivation skills, life skills, literacy, and communication) and entrepreneurial skills (identification of opportunities, creativity, and innovation, risk taking and securing the resources). Moreover, the study indicated that between 56% -74% of less successful SMEs had not attended the training on those categories of skills. Based on the results, it is evident that successful SMEs undertook more trainings than less successful SMEs. Despite the trainings identified to have an influence on performance of SMEs, the study has not explained the contribution of each skill on the aspect of growth and business performance so that it can be easy for managers to know which factor worth more attention than another when it comes into operationalisation of the research findings.

In summary, studies show different entrepreneurship training such as training on motivation skills, customer care skills, financial management skills, identification of opportunities, marketing skills, and legal skills. These trainings that enhance entrepreneur skills enable them to have milestone achievement. As a result of training, entrepreneurs have been able to increase performance of their SMEs, achieving growth of their SMEs and exploiting new opportunities. The SMEs that enjoy the prior stated benefits of realising increase on performance, growth and acquiring more opportunities will continue to perform well in their line of business and eventually they will be sustainable in their respective industry. Therefore, in this study researcher explores the contribution of specific entrepreneurship training on sustainability of SMEs in Tanzania Morogoro Municipal Council being a case study.

2.2.2 Effects of Specific Entrepreneurship Training on Sustainability of SMEs

Tambwe (2015) conducted the study on impact of entrepreneurship training on performance of MSEs, the results revealed that many participants have no business skills due to lack of entrepreneurship training. They fail to start and conduct the business due to lack of knowledge and skills in business.

Tambwe discovered that after entrepreneurship training on record keeping, customer care and budgeting, many entrepreneurs/participants were able to keep the record and handling the customer properly in business. Tambwe's study further found that record kept was about sales, purchase, creditors, and debtors. Besides, training on customer services increases volume of the customers, hence, income earned also increases and eventually led into increased profitability.

Moreover, Tambwe found that the participants who were trained were able to plan for their budget. The proper planning helps them to indicate the income received and cash flow of their business. By doing that they can able to know the cost of each goods and services and plan the prices which are profitable. Tambwe concludes that it is important for the government continue to promote the entrepreneurship training so that the SMEs recognised the competitive advantage in the global market which turns to the economic growth and poverty reduction.

According to Tambwe, training on specific entrepreneurship skills has got profound effect on volume of sales and eventually on profitability of SMEs. However, study findings did not explain whether the observed effect will be the same to SMEs of homogeneous characteristics or even to SMEs of heterogeneous characteristics. This implies that there is a need to know the situation if age or size of the SME is not relevant when studying the effect of training to SMEs managers on specific entrepreneurship skills.

Mayuran (2016) conducted a study on effects of entrepreneurship training on performance of SMEs. The results revealed that there is positive relationship between entrepreneurship training and performance of SMEs. The training concerned with customer care, market, quality maintenance and financial market exhibited strong impact on performance of SMEs. Furthermore, Mayuran found that after

training, there is a rise of profit and revenue. Mayuran argues that training relates with cost and it may bar some entrepreneurs from accessing training services. However, it is realised that the benefit obtained from training is higher compared to costs incurred during training. The benefits which are realised include but not limited to acquiring new customers, innovation, and knowledge on financial control. He concluded that 85% of the performance and survival of SMEs is contributed by entrepreneurship training.

Kessy and Temu (2010) conducted a study on Microfinance Institutions by comparing two groups those are business owners who had attended the training and the business owners who had not attended training. The results revealed that the business owners who had attended training had increased their sales, revenue and acquired more assets of goods due to training knowledge they had acquired. Moreover, Kessy and Temu (2010) assert that business skills have greater implication performance and growth of firms. This observation made by Kessy and Temu (2010) raise concern about effect of heterogeneity of business owner on performance of their SMEs. Owners, being human beings, are vulnerable to ill performance due to their demographic stand. An owner with experience has high chances of outperforming his/her counterpart with less experience. Thus, it is worth exploring effect of entrepreneurship training on performance of SMEs by controlling the effect of other intermediate factors.

Moreover, Haider et al. (2017) conducted a study on Microfinance and the Performance of Micro and Small Enterprise. The results revealed there is positive relationship between the training and the respondents who attended the training. The respondents who attended entrepreneurship training had increased the level of sales and income, hence standard of living improved. This implies that training enables entrepreneurs to expand enterprises and acquire new technologies.

In addition, Kithae et al. (2013) on the study of Impact of Entrepreneurship Training on Performance of MSEs revealed that most of the entrepreneurs benefited a lot with the innovative skills after the training. Kithae et al. (2013) concludes that training program is very crucial for their business performance.

Moreover, Njoroge and Gathungu (2013) conducted the study on the effect of Entrepreneurial Education and Training on Development of SMES in Githunguri District Kenya. The study revealed the majority of respondents were not attending entrepreneurship training but their businesses underwent tremendous growth in term of sales and profits. Njoroge and Gathungu (2013) found that lack of entrepreneurship training to the majority of respondents fail to market their goods outside the district, this means that enterprise does not develop and grow to another stage of SMEs, it just fails within the first stage of five years of existence as result it remains as micro and small enterprises. Njoroge and Gathungu (2013) concluded that although the majority did not attend the training, they showed the desire to attend entrepreneurship training to improve their business activities. In addition, training is needed for entrepreneurs to equip them with entrepreneurial skills.

In summary, the empirical evidence from various authors as indicated above shows that training has effects in development of SMEs. Even though the respondents who did not attend training improved their sale and profits, they showed the desire to attend entrepreneurship training in order to improve and reduce failure in conducting their business outside their local areas. Despite this potential study finding, the study did not explain control effect of differences in location.

Change of location means change of client population. That means, difference in location brings differences in consumer behaviors, needs and purchasing power. All of these may explain for differences in volume of sales as you change the location. Therefore, in the current study, the researcher was interested to know the effects of training on entrepreneurs who attended entrepreneurship training in different business locations. The study explains how the change of location by entrepreneur may explain the effect of location on performance of SMEs apart from training as the only causality factor on variation of sales volume of SMEs.

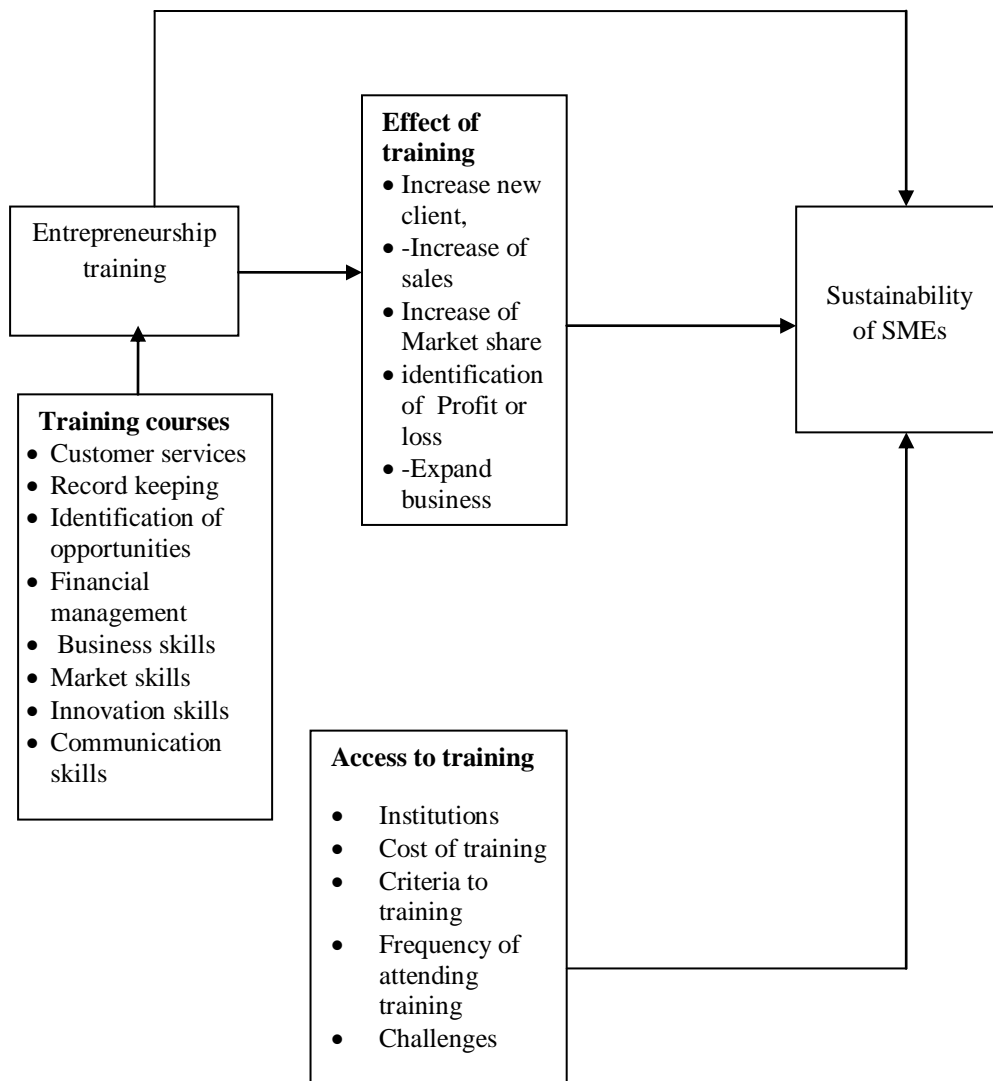
2.3 Conceptual Frame Work

Figure 2.1 represents the conceptual framework of the study. The conceptual framework is guided by the human capital theory and competence theory. The human capital theory explains that the investment of knowledge and skills in firm

performance is an important factor for success and survival of SMEs. The competence theory regards the learning process as the basis of the internal growth of the enterprise. These theories explain the influence of entrepreneurship training on performance and sustainability of enterprise. The framework shows that there are different courses of entrepreneurship training provided by different organisations and institutions deemed important for sustainability of SMEs. These trainings base on planning, resource allocation, marketing, network, identification of opportunities, innovation, quality and maintenance, customers services, record keeping, motivation skills, operation skills, financial management. The knowledge and skills acquired by SMEs have effect on sustainability of their business. The effects are like launching of new enterprise, increase of new clients, increase of market, increase of sales, access of loan, new market and increase in profit obtained after training.

Despite the effects obtained there is cost of training and unfavorable criteria which limit SMEs to attend the training. The framework suggest that if cost of training and unfavorable criteria is taken into consideration, SMEs will attend the training through which they will acquire knowledge and skills to help them perform better in their business and therefore guaranteed to sustainability.

Figure 2.1: Conceptual Framework



Source: Researcher Construct, 2019

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains various research methods and techniques which the researcher employed in conducting this study. It consists of study area, research design, target population, sampling techniques, data collection methods which were employed in the study, data processing and data analysis.

3.1 Study Area

The study was conducted in Morogoro Municipal Council, specifically in three wards namely: Kihonda, Mazimbu, and Sabasaba. The researcher selected the aforesaid wards due to their comparative high potential in revenue collection which reflect the economic viability of SMEs found in their areas. Morogoro Municipality is in Morogoro District which is one among the six districts constituting Morogoro Region. In 2012 Morogoro had a total population of 315,866 in which males were 151,700 while females were 164,166 (Population census, 2012). Morogoro Municipality consists of 29 wards. The municipality was selected due to availability of many SMEs conducting business activities aiming at increasing their income for livelihood improvement. Likewise the selection was based on availability of institutions that provide various training courses of entrepreneurship to SMEs. Moreover, undertaking the study in the area was convenient to the researcher as she is employed in Morogoro Municipality. Therefore the study was cost effective to the researcher.

3.2 Research Design

Research design is a detailed plan for the whole research process. It guides what to do in order to complete a research (Kothari 2004). Moreover, Ndunguru (2007) points out that a research design is an assemblage of conditions for specifying relationships among variables in a study, operationalising these variables and controlling effects of extraneous variable; and a plan for selecting sources and types of information to be used in answering the research questions.

In this study, the researcher adopted a survey design due to the fact that larger number of cases has been investigated as it is insisted by Ndunguru (2007). Moreover, the survey design was chosen aiming at investigating the importance, effects, and accessibility of entrepreneurship training on sustainability of SMEs. In addition, survey design describes the attitude and opinions of the entrepreneurs together with behaviors and characteristics. The study unveiled useful information concerning specific entrepreneurship training for sustainability of SMEs. The use of survey design enabled researcher to generalise findings obtained from the entire population of SMEs found in Morogoro Municipality unlike the use of case study design.

3.3 Target Population

The target population was SMEs in Morogoro Municipal particularly three wards: Kihonda, Mazimbu and Sabasaba ward. The target population included entrepreneurs who attended entrepreneurship training in specified wards and conduct entrepreneurship activities. Both men and women were involved. The main purpose to involve them was to avoid biasness which might arise in case the study would be unisex.

3.4 Sampling Techniques, Sampling Unit and Sample Size

3.4.1 Sampling Techniques

The study employed non-probability sampling techniques namely convenience or accidental sampling and purposive sampling to select the potential respondents to get more insights on research questions. In the study, the researcher contacted respondents who were actively engaged in daily operations of SMEs and were used to the industry in which SMEs were operating. The researcher used non-probability sampling techniques because they are useful for testing ideas or gaining in-depth information about a subject of interest as realised by Patton (2002). The researcher was interested to know relevant effects and accessibility of entrepreneurship training on sustainability of SMEs in Morogoro Municipality Council.

3.4.2 Sampling Unit

Sampling unit refers to any individual person or group of people selected from entire population (Kothari 2004). It is the smallest unit at which variables are measured that determines appropriate methods for data collection and analysis as well. Moreover, it is the sample unit that guides generalisation of research findings. In this study, the sampling unit was SMEs owners who were engaged in SMEs activities in Morogoro Municipality.

3.4.2 Sample Size

Sample size refers to the number of items to be selected from an entire population (Kothari 2004). Sample size is crucial for testing hypotheses. The accuracy of estimates depends on reasonable size of sample used (Kumar, 2011). In this study, the researcher used the sample size of 62 respondents. The sample size used by researcher was an average of sample size used by other scholars. The researcher calculated the mean of sample size using by the following scholars: Tambwe (2015); Kithae .et al. (2013) Mayuran, (2016); Rabie.et.al (2016) and Bosire and Nzaramba (2013) articulate.

3.5 Data Source and Data Collection Methods

3.5.1 Data Source

Data source refers to sites where a researcher has to visit or consult so as to extract raw information that can suffice the need to explain a given phenomenon. Data source consists of two types namely: primary data source and secondary data source (Kothari, 2004). In this study both secondary and primary data source were employed. Such primary data source was employed by the researcher to collect information from the field. These primary data were both qualitative and quantitative. In this end, the researcher collected information concerned with the entrepreneurship training and sustainability of SMEs.

3.5.2 Data Collection Methods

3.5.2.1 Interviews

Interview was one of the methods employed to collect the primary data from SMEs. The method is applicable for intensive investigation (Kumar, 2011). The method was

used to collect the detailed information from the SMEs. The researcher used structured and semi-structured interviews to generate the information and opinions of this study (Kothari, 2004). The structured and semi-structured interviews were used to guide the researcher during data collection so as to ensure consistence when probing from the entrepreneurs. The structured interviews were applied by the researcher because they provide the comparability of data while semi-structured interviews were important because they allow new ideas to be brought up during the interviews as a result of what the respondents said.

Figure 3.1: The Researcher interviewing the entrepreneur at Sabasaba ward.



Source: Research data – 2019

3.6 Data Processing, Analysis and Presentation

3.6.1 Data Processing

According to Kothari (2004), data processing involves editing, tabulation, classification and coding of collected data in order to be analysed. Data processing was done in order to minimise errors, and inconsistency which resulted from raw data. The primary data collected from the field were edited, categorised, organised, coded and finally analysed using the IBM SPSS Statistics Version 20.

3.6.1.2 Data Analysis

Data analysis is the process of working with the data information (Technical Assistance Center, 2009). It comprises a variety of specific procedures and techniques to describe certain phenomena under the study. The data analysis provides answers to research questions. Moreover, data collected from the entrepreneurs were analysed using frequencies and percentages to obtain results as per objectives.

3.7 Validity and Reliability

Validity and reliability are fundamental features in the evaluation of any measurement tools for research (Mohajan, 2017). Validity and reliability increase the transparency and decrease bias in research. In research, it is important to establish reliability and validity because they are essential in ensuring that the data are replicable and the results are accurate. According to Kimberlin and Winterstein (2008), validity explains the extent to which an instrument measures what is meaningful. In this study, validity was ensured by objective questions included in the interview guide. The validity was achieved by pre-testing of the research instruments to identify and change any ambiguous questions. Reliability is used to measure some attributes or behaviour in research (Drost, 2011). In this study, reliability was used to measure the interview guide with selected sample from entrepreneurs living in study area.

CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents and analyses data collected from the field, followed by the discussion of the findings. Data was collected through structured and semi structured interview in order to have right information that provide answers to study research questions. The analysed data are presented into the following parts: demographic characteristics, business information, specific entrepreneurship training deems important, effect of entrepreneurship training on business and accessibility of specific entrepreneurship training to SMEs.

4.1 Demographic Characteristics of Respondents and the Selected Profile of the Their Firms

4.1.1 Sex of Respondents

The researcher was interested to know the sex of owners of SMEs because the study like the one conducted by Rezapour and Ansari (2014) indicates that women take crucial role in managing affairs of the family and eventually that of the society. This implies that, most of the time women spend their available time to handle family matters and hence having little time to handle business matters. According to Kunene (2008) success of entrepreneur depends on the level of efforts that entrepreneur has invested on the enterprise. Therefore, women being more occupied with family matters stand vulnerable to their enterprise to succumb the consequences of little investment of human efforts in business ventures. Thus, in order to avoid failure of SMEs as a result of high involvement in family matters, women entrepreneur needs to hire managers/ assistants who are men to be in charge of the business matters when they are not available. By so doing, sustainability of SMEs owned by women entrepreneur would be reasonably assured.

Table 4.1: Respondents sex

Sex of respondents	Frequency	Percent (%)
Male	41	66.1
Female	21	33.9
Total	62	100.0

Source: Research data – 2019

The findings in Table 4.1 indicate that 66.1% of SME's owners were males while 33.6 % of SME's owners were females. This suggests that there is gender/sex imbalance in the ownership of SMEs as the number of female SME owners was smaller than male SMEs owners. This is due to the fact that women possess less access to capital to start their own business than men as they lack collateral for accessing bank loans for such purpose as it is confirmed by Makena et.al. (2014). Such imbalance is in line with the result obtained from the Meunier et al. (2017) which indicated that, in poor countries women are much less capable to start the business than men. The views of the Meunier et al. (2017) report are further collaborated with Shmiln (2017) who is of the view that women in developing countries hardly access bank loans due to their inability to meet collateral conditionalities and/or limited financial support received from their families to run business ventures. Since the ownership pattern in most developing countries are male dominant, it is an unquestionable fact the men in such countries have the propensity to initiate large and sophisticated business compared to women who mostly operate less capital required service firms (Meunier et al. 2017). Such situation is partly attributed to the male chauvinistic traditionally informed division of labour in most developing countries in Africa which assign women household chores, something which affect their inclination towards engaging in sophisticated entrepreneurship activities. This is in line with the general view on women participation in public affairs documented by Raney et.al and Doss (2011) who contends that division of labour that assign women to household chores glue them to deal with private household activities which exclude formal business undertakings. In this regard, the public domain including running formal business is chiefly left to men's dominance.

4.1.2 Education Level of Respondents

The researcher was interested to know the education level of respondents due to the fact that, education level is expected have effects on peoples' choice of livelihood activity or activities to be undertaken. This is confirmed by Stefanovic and Stosic (2012). The literature pointed out in Stefanovic and Stosic (2012) posits the general assumption that, the lower levels of education the higher chance of engaging in entrepreneurship activities. With such assumption in mind, the respondents were inquired to indicate their level of education so that the prior stated assumption can be tested. The results with regard to this demographic variable are presented below.

Table 4.2: Education level of respondents

Education level	Sex of respondents		Total	
	Male	Female	Total	Percent (%)
Primary	23	5	28	45.2
Secondary	5	11	16	25.8
College	10	6	16	25.8
University	2	0	2	3.2
Total	40	22	62	100

Source: Research data – 2019

Table 4.2 shows that 28 respondents equivalent to 45.2% of the total respondents had primary education level where as 16 respondents equivalent to 25.8% had secondary education level. With regard to college level of education; data shows that, 16 respondents equivalent to 25.8% of total respondents had college education. In addition, 2 respondents equivalent to 3.2% of total respondents had attained university education. The findings in this demographic characteristic prove that the less educated category among the respondents engage in entrepreneurship activities. Such large number of less educated entrepreneurs implies that entrepreneurship activities provide an alternative means of earning life for people who failed to continue with formal education the same argument was given by Moodley (2017). However, such limited education seems to be only good for running micro and small entrepreneurial activities as opposed to sophisticated business which require massive capital, connections and broad know how (Edmiston, 2017).

4.1.3 Age of Respondents

The age of the respondents was one of the factors to be analysed because it helps to understand which group run and conduct entrepreneurial activities more than others. The researcher made assumption on categories of age based on National Baseline Survey Report for MSME (2012). The findings are presented in table 4.3 below.

Table 4.3: Age of respondents

Range	Frequency	Percent (%)
Below 25 Years	2	3.2
25-34	21	33.9
35-44	23	37.1
45-54	10	16.1
55+	6	9.7
Total	62	100.0

Source: Research data – 2019

The findings on Table 4.3 above reveal that 23 respondents were aged 35-44 equivalent to 37.1% followed by 21 respondents who were aged 25-34 equivalent to 33.9%. Also, it shows that 10 respondents were aged 45-54 equivalent to 16%, and the ages above 55 were 6 which were equivalent to 9.7%. Lastly, 2 respondents were below 25 years equivalent to 3.2%. Additionally, the results further show that groups aged 35-44 were more engaged in entrepreneurship activities due to the fact this is the age of people who are energetic and succeed in life. This is in line to with Lirzin (2013) who contends that people aged between 35-44 have the power and ambition to see to it that their entrepreneurial dreams comes to fruition.

4.2 Firm's Specific Information

In this subsection, the researcher was interested in firm's specific characteristics due to the fact that heterogeneity of firms does account for their differences in sustainability (Jenkins, 2009). In particular, the following specific characteristics were deployed in this study namely: premises ownership, age of business and capital invested in business.

4.2.1 Entrepreneurship Activities

In this part, the researcher was interested to know the entrepreneurship activities conducted by SMEs as it is important because these activities contribute to employment creation, income generation and improve the livelihood of people. The findings from Table 4.4 below indicate entrepreneurship activities undertaken by entrepreneurs.

Table 4.4: Entrepreneurship activities

Categories	Entrepreneurship activities	Frequency	Percent %
Easy Categories	Food vender	3	4.8
	Cereal	12	19.4
	Tailor	8	12.9
	Total	23	37.1
Creativity categories	Metal work	5	8.1
	Handcraft industry	5	8.1
	Food processing	8	12.9
	Carpentry	10	16.1
	Making shoes	1	1.6
	Making handbags	1	1.6
	Total	30	48.4
Risky categories	Soap manufacturing	4	6.5
	Poultry farming	4	6.5
	Making batik	1	1.6
	Total	9	14.5
Grand Total		62	100

Source: Research data – 2019

The researcher divided the activities into three categories depending on their uniqueness as it is indicated in Table 4.4. This is important because some entrepreneurship activities are easy to conduct; others need creativity while others are risky. Researcher sorted activities based on their nature, level of risk, and required innovation to start the business. This categorisation enabled researcher to focus on few categories with common requirements and characteristics.

It was revealed that easy categories employ 37.1% of entrepreneurs whereas creativity employs 48.4% while risky categories employ 14.5%. The results revealed that the majority of respondents were employed in creativity categories due to the fact that many entrepreneurs want to differentiate them from one another. This was

in a bid to come up with unique products that are not similar to others, valuable and meet market demand. As innovators, the ability to generate new ideas helps them to continue tapping different market opportunities and therefore firms continue to survive in the market. In addition, innovation leads to high-value productivity chain leading to wider range of goods and services. King'ori and Theuri (2016) contend that successful firms are driven by how quickly they respond to new innovation as it is important aspect for firms' survival.

Figure 4.1: Activity conducted by the entrepreneur under creativity category



Source: Research data – 2019

The picture above displays one of the respondents' creative activities. The entrepreneur on the photo designed and was in the mid of curving the Holy Mother of Jesus Christ picture at Mazimbu ward in 2018.

4.2.2 Nature of Business Premises

The researcher went further on examining the nature of business premises. In common perception, SMEs that have ability to pay all operating cost and taxes have a chance to survive in business and this has impact on sustainability of business. The results on the matter are summarised in Table 4.5 below.

Table 4.5: Nature of business premises

Business premises	Wards of respondents			Total Respondents	Percent (%)
	Mazimbu	Kihonda	Sabasaba		
Owned	7	8	10	25	40
Rented	11	6	20	37	60
Total	18	14	30	62	100

Source: Research data – 2019

The findings in Table 4.5 above show that 60% of the respondents operated in rental premises while the remaining 40% operated in their own premises. This indicates that the majority of respondents who were interviewed were conducting their business in rented houses. This implies that majority of entrepreneurs (60%) either do not have premises, lack the ability to build the own premises or rent to save significant part of their capital that could be used to construct their own business premises. In case of the later the savings made by entrepreneurs as a result of their decision to rent enable them to have more capital to be employed in business. When and if such capital suffice the need to cover for all operating, it makes them capable of continuing existing in business, hence, makes SMEs sustainable enterprises. As for the former, renting premises for business was a matter of necessity as they can afford their own.

Regardless of the reasons for renting of business premises, in general, it makes SMEs capable of tapping emerging opportunities quickly as opposed to constructing their own business premises where there is potential of making business. This means, it's easy to start business in favorable business location by renting a business premises rather than by building your own business premises. As such, SMEs can earn more income and eventually become more capable of withstanding upcoming challenges and experience sustainability in the industry in which they belong.

4.2.3 Age of Business

The researcher was interested to know the age of the business as it is important because it is one of the factors which determine sustainability of enterprise. It is assumed the businesses which operate at least three years are likely to be sustainable. Table 4.6 indicates different age categories of SMEs involved in the study.

Table 4.6: Age of business

Age of business	Number of respondents	Percent %
1-2 Years in operation	3	4.8
3-5 Years in operation	33	53.2
6 Years and above in operation	26	42.0
Total	62	100

Source: Research data – 2019

The findings above reveal that 3 respondents equivalent to 4.8% of total respondents had been operating their business for 1-2 years. In addition, 33 respondents equivalent to 53.2% of total respondents had been operating their business for 3-5 years whereas 26 respondents equivalent to 42% of total respondents had been operating their businesses for 6 years and above.

The finding implies that most entrepreneurs were sustainable because they operated business for a period of three years and above. This is in line with the assertion made by Kunene (2008) that successful entrepreneurs are those who operate in business at least for more than three years. This is because three years of business operation is enough to overcome different early business obstacles which face many entrepreneurs like poor products, low productivity, low market penetration and poor access to funds from financial institutions.

4.2.4 Capital Invested

In this subsection, the researcher wanted to know the relationship between capital invested and sustainability of business enterprises. Under normal circumstances sustainability is direct proportional to capital invested, that is to say the more capital invested lead to business sustainability.

Table 4.7: Capital invested

Capital Invested	1-2 years in business operation	3-5 In business operation	6 years above in business operation	Total
Below 500,000	1	20	7	28
500,000 - 1,000,000	2	2	3	7
1,000,001 – 3,000,000	0	7	10	17
3,000,001 – 5,000,000	0	4	5	9
Above 5,000,000,	0	0	1	1
	3	33	26	62

Source: Research data – 2019

The findings on Table 4.7 above indicate that only 1 respondent had a capital below TShs 500,000/= and operated a business for 1-2 years whereas 20 respondents with capital below TShs 500,000 operated businesses for 3-5 years while 7 respondents with a capital below TShs 500,000 operated businesses for 6 years and above.

Moreover, 2 respondents with a capital ranging from TShs 500,000 - 1,000,000 operated businesses for 1-2 years whereas 2 respondents with a capital ranging from TShs 500,000 -1,000,000 operated a business for 3-5 years while 3 respondents with the same capital operated a business for 6 years and above. In addition, 7 respondents with capital ranging from TShs 1,000,001- 3, 000,000 operated businesses for 3-5 years whereas 10 respondents operated in 6 and above years. Likewise, 4 respondents with the capital TShs 3,000,001-5,000,000 operated businesses for 3-5 years whereas 5 respondents operate the business in 6 years and above. In addition, only 1 respondent with capital above TShs 5,000,000 operated businesses for 6 years and above.

The findings above reveal that majority of entrepreneurs (95.2%) operated in business for three years and above. The results in the view of Kunene (2008) posit that sustainability to him is for an SME to operate for a period of three years and above.

Having the fact that majority of SMEs are in operation for more than three years, this support the argument that there is relationship between level of capital invested and years at which SMEs have been in operation. This implies that, when SMEs operates for a while in business, its need for capital investment appreciates to meet the need of the business. Findings depicted that, as duration of operation of SMEs increases, the level of capital invested on SMEs increases as well. Therefore, entrepreneur who failed to meet the need of the business of increasing profit for the enterprise as time goes on, had to suffer from the consequences. That means, survival and sustainability of SMEs depend on the ability of the entrepreneur to reinforce its capital deployed in the business as it keeps on operating in the industry.

It also showed that capital increases the chance to stay in business because the availability of capital enables them to tap various opportunities in business as the results the entrepreneurs increase the scale of operations that lead into increased sales and eventually increased earnings. Increased sales enhance enterprise ability to withstand business challenges and eventually led into sustainability of the business. This is in line to what is documented by Bouri et al. (2011) who asserts that, high capital enables the entrepreneurs to invest more and search different opportunities to tap. Tapped opportunities lead into increased an earnings which in turn leads into sustainability of an enterprise.

4.3 Entrepreneurship Training and Sustainability of SMEs

Determining entrepreneurship training deemed important for sustainability of SMEs was one of the specific objectives of this particular study. The researcher was interested to know the respondents' knowledge on entrepreneurship training that contributes to sustainability of their business. This was based on identifying factors contribute for the sustainability of business, the entrepreneurship training which respondents attained and specific entrepreneurship training deem relevant for sustainability.

4.3.1 Entrepreneurship Training Deemed Important for Sustainability of SMEs

In this subsection, the researcher was interested to know the specific entrepreneurship training deemed important for sustainability of enterprises in Morogoro Municipal Council. The need to know trainings that were relevant to ensure that entrepreneurs focus on reducing wastage of resources in providing trainings to entrepreneurs that have no impact on performance of SMEs and eventually on their sustainability. The researcher examined out of the bunch of common entrepreneurship trainings, which ones contributes on sustainability of business enterprises. In this end, the decision criteria used by researcher to determine relevance of entrepreneurship training was scores, a specific training attained as per the respondent's views. Any entrepreneurship training that scores 50% or above of the overall frequency was regarded to be relevant for sustainability of SMEs in Morogoro municipal council.

Table 4.8: Entrepreneurship training deem important for sustainability of SMEs

Entrepreneurship training attend by respondents	Mazimbu	Kihonda	Sabasaba	Percent
Customer services	10(16.1%)	6(9.6%)	21(33.8%)	*37(59.6)
Communication skill	6(9.6%)	2(3.2%)	8(12.9%)	16(25.8)
Record keeping	8(12.9%)	7(11.2%)	23(37%)	*38(61.2)
Operation skill		1(1.6%)	1(1.6%)	2(3.2)
Networking	2(3.2%)		5(8%)	7(11.2)
Identification of opportunities	11(17.7%)	11(17.7%)	19(30.6%)	*41(66.1)
Securing the resources				0
Financial management	2(3.2%)	5(8%)	7(11.2%)	14(22.5)
Market skill	8(12.9%)	5(8%)	7(11.2%)	20(32.2)
Innovation skill	8(12.9%)	2(3.2%)	3(4.8%)	13(20.9)
Motivation skill			2(3.2%)	2(3.2)
Business skill	2(3.2%)	5(8%)	8(12.9%)	15(24.1)
Planning			2	2(3.2)
Legal				

Source: Research data – 2019

** refers to percentage of responses of training deemed important*

The findings above reveal that 41 respondents who account for 66.1% of the total respondents said that training on identification of opportunities is important for their businesses. In particular, 19 respondents that is equivalent to (30.6%) from Sabasaba ward, 11 respondents equivalent to (17.7%) from Mazimbu ward and 11 respondents equivalent to (17.7%) from Kihonda ward argue that training on identification of opportunities is important to them.

The importance of training on identification of opportunities lies on the fact that such training helps entrepreneurs to identify and exploit different opportunities that emerge in the market. The knowledge and skills obtained enable entrepreneurs to develop new lines of products to the areas where there are scarce commodities so as to tap the market of scarce/ inadequate products. This increased market of their goods, stimulated more production which eventually led to expansion of the market. Also, the knowledge acquired helps them to introduce new goods untapped by other entrepreneurs in the market. As a result, the firms exploit new markets of their products because new products stimulates more customers which in turn increase

sales and profits that inferably stimulate the growth of the firm and its sustainability as words of a respondent from Sabasaba suggest:

“...training on identification of opportunities helped me to become an innovator because new goods which I produce, I sell them at different places like Mwanza and Zanzibar because many people are attracted by those goods and I get a lot of money”.

Moreover, new opportunities identified enabled entrepreneur to catch the new market segment that had not been obtained before. By spotting new opportunities, new products are being produced and rendered to the market. New products introduced into the market have caught new segment of customers who are adding up to the existing bank of customers who were existing before introduction of the new product line. This expansion of the market base had profound effect on the level of income earned by the SMEs which in turn led into sustainability of SMEs in Morogoro Municipal council.

In addition, the training on identification of opportunities also enables entrepreneurs to know the customers' needs. Ability of knowing customers' needs lead to expansion of ventures and increases variety of goods in order tap customers. This also stimulates more customers as the results; sales of the firm increased and profits increases which lead into growth of business which eventually led into sustainability of SMEs. Furthermore, the training on identification of opportunities helps entrepreneurs to improve their existing business by knowing how to improve their business in order to differentiate their businesses with others so that they can find the new markets.

This improvement is in terms of packaging the commodities and decorates the products in order to attract more customers to buy their goods. This stimulates more customers to ask for those goods. The volume of customers then increases and leads to increased sales as the result the entrepreneurs increase the amount of profitability earned from the business. Once the profit obtained increases, the entrepreneurs think to expand more ventures and the growth obtained, therefore, this ensures sustainability. The finding of this study is consistent with the previous findings such

as Kithae et.al. (2013) and Choongo et al. (2016) which assert that training on identification of opportunities help the entrepreneurs to fill the gap which was left in market by exploiting the resources, discovering the new product which stimulate the performance and growth of enterprise, hence, the firm continue to survive in business.

Secondly, it was found that 38 respondents equivalent to 61.2% of the total respondents revealed that training on record keeping is relevant to their business and do influence sustainability of their SMEs. In addition 23 respondents equivalent to (37%) were from Sabasaba, 8 respondents equivalent to (12.9%) come from Mazimbu and 7 respondents (11.2%) come from Kihonda. Training on record keeping was found to be very important for sustainability of SMEs due to the following reasons: it helps them to keep different information in business. Record keeping training enables entrepreneur to keep daily information about sales of goods, daily information about purchases made by SMEs as well. This is very important because by knowing these records, it helps to know how much profits and losses are earned every day as it is important for monitoring the performance of business. Monitoring performance of the business is crucial for sustainability of the business. This is to say, when profit is realised, the entrepreneurs are able to think about expansion of business ventures or creating new ones so as to increase the production of goods. Hence, this stimulates growth of business and automatically the firms will achieve the sustainability. Record keeping is crucial aspect to every entrepreneur in order to know how his/ her business performs. Training in record keeping helps them to plan for prices of goods and services after purchasing as it is important because price of commodities are not constant every day. Also, knowing the record of the commodities helps them to plan price which is reasonable for their goods in order to attract the customers to buy their goods. This attraction leads to increased sales in their business which in turn stimulates growth of business, hence, profit gained leads into sustainability.

In addition, training in record keeping helps entrepreneurs to plan for future. This is to say keeping record of goods which have been bought or sold is a starting point to plan for another purchase. This means that the record kept helps them to know how

many goods have been purchased and which goods consumers like most. By knowing this records the entrepreneurs start to think how to acquire them in order to satisfy their customers need.

Also training on record keeping helps entrepreneurs to fix better products prices because they know the quality of each raw material bought. This enables entrepreneurs to project well their turnover and therefore realise profit or losses before sales. This helps entrepreneurs to be conscious with product prices in order to maximise profit and become sustainable. Bosire and Nzaramba (2013) asserted that lack of skills on record keeping of knowing the profit leads into the closure of the enterprise.

Apart from record keeping training mentioned earlier to be important to entrepreneur, training on customer service was also mentioned to be an important training to SMEs owners/ managers. Findings shows that, 37 respondent's equivalent to 59.6% also assert that, customer service was also important for the sustainability of their business. In particular, 21 respondents equivalent to 33.8% comes from Sabasaba ward, 10 respondents equivalent to 16.1% comes from Mazimbu ward and 6 respondents equivalent to 9.6% come from Kihonda ward.

These findings revealed that training on customer services is also important for business sustainability due to the fact that training on customer service help entrepreneurs to improve the way they handle their customers. By so doing they create good environment to the customers making them feel good and motivated. This results into customer retention hence ensuring continuous inflows of customer buying or requiring entrepreneurs' products and services. With availability of assured customers, sales increases so do profit when purchases and operation costs are well controlled. In return, this enables enterprise to grow and become sustainable.

In addition, training on customers services help them to become innovators because through training received they designed new way of taking care their customers by providing them with gifts when they purchase their products. By so doing many customers are attracted by such services as a result the entrepreneurs earned more

profit and used to expand business through opening other branches and eventually sustainability be achieved.

One testimony of respondents from Sabasaba said:

“It is true since I changed the way of handling my customers my business changed because to me the customer is a king. As a king I must handle him with attractive language and giving small gift so that tomorrow he comes again. This has led my sales to increase and become sustainable in business”.

Moreover, training on customers services help entrepreneurs to know customers need (KYC) as this helps the entrepreneurs to produces goods and services which are customers oriented. Also by improving quality of goods and services, customers are more attracted by so doing the volume of customers increase which turn to increase in sales with profits. Bosire and Nzaramba (2013) asserted that SMEs must always give customer something feel and remember in order to attracted them. In addition, training on customers services help them to know how communication with their customers in term of good and proper welcoming and greeting them. Good business language plays a great role in attracting customers as they feel to be valued. Hence, it highly contributes into the business profit increase of the enterprise. This findings are in line with what was found by Naqvi (2011) which indicated that the knowledge of customers’ services obtained by the entrepreneurs help to successful of the entrepreneurial activities.

Generally, the findings obtained in this part approved the theories of human capital and competence that knowledge and skills acquired enables entrepreneurs to perform better in business eventually lead to sustainability. Human capital confirms that entrepreneurs who undergo training have greater chance to succeed in business due to the knowledge and skills acquired by them (Khayinga and Muathe, 2018). Also competence theory insists entrepreneurs to learn in order to acquire knowledge and skills to help them in performing different activities (Kallay, 2012).

4.3.2 Factors Contributing to Sustainability of Enterprises

In this sub-section, the researcher asked the respondents to identify factors which determine the sustainability of their business. It was important to know these factors because it helps the entrepreneurs to overcome obstacles that hinder sustainability of their business. Table 4.11 shows factors said to influence sustainability of SMEs.

Table 4.9: Factors contributed sustainability

Determinant of sustainability	Number of respondents	Total number	Percent (%)
Entrepreneurship training	62	62	*100
Quality of service and products	5	62	8.1
Timely delivery	1	62	1.6
Trustworthiness	34	62	*54.8
Effort	37	62	*59.7
Innovation	12	62	19.4
Discipline in business	7	62	11.3
Attending in exhibition	2	62	3.2
Efficiency	1	62	1.6
Increase in sales	3	62	4.8
Business location	20	62	32.3

***Factors deemed important in contributing to sustainability of SMEs**

Source: Research data – 2019

The Table 4.9 indicates various factors that contribute to the sustainability of enterprises as reported by entrepreneur in Morogoro municipal council. The findings revealed that all 62 respondents involved in the study admit that entrepreneurship training is crucial factor which contributes to sustainability of their business. It is entrepreneurship training that provides skills on how to undertake various operations of SMEs so that SMEs can achieve its short term objectives as well as long term objectives. This is in line with what was found by Gakure et al. (2013) in their study they found that the entrepreneurial skills contribute 70% of sustainability of enterprises. Training program provided to the entrepreneurs on record keeping, financial management, marketing, business skills, risk taking, and business opportunities to help them add knowledge and skills of operating the business. Moreover, training helps entrepreneurs to update themselves with the new

technology and products which lead to increase the productivity and improve the performance and contribute to sustainability (Kithae et.al, 2013).

The second factor found to be critical and influential on sustainability of SMEs is effort deployed in undertaking business operations. Analysis shows that 37 respondents equivalent to 59% of all respondents indicated effort in business is another factor that has an influence on sustainability of SMEs. This implies that entrepreneur need to dedicate time and resources in order to make his / her enterprise successful in undertaking business, without reasonable level of efforts being deployed in business failure in a destiny. Moreover, the results showed that efforts in business also contribute to sustainability of business. Efforts in business are very crucial in order to succeed in business because when the entrepreneurs are hard working in business lead to better performance of firm. Efforts in business of searching various opportunities, searching for market, new products, new technology enables them to expand and grow more which enhances sustainability of their business.

Moreover, trustworthiness of entrepreneur does influence sustainability of SMEs. In particular, 34 respondents equivalent to 54.8% indicated trustworthiness was important for sustainability of business. Increase of the trustworthiness to the customers increases the volume of customers because customers need good services in business. Good customer service increases the sales and profits and hence enhances the performance and sustainability of firm (Tambwe, 2013).

4.3.3 Entrepreneurship Training which Entrepreneurs Attends

Under this subsection, the researcher was interested to know entrepreneurship training attended by respondents as it important to know because among of these training attended by entrepreneurs some of them contribute to business sustainability. The following are responses given out by entrepreneurs concerned with the training attended

Table 4. 10: Trainings attended by entrepreneurs

Entrepreneurship training attend by respondents	Mazimbu	Kihonda	Sabasaba	No-Respondent	Percent (%)
Customer services	18	14	30	62	100
Communication skills	18	14	30	62	100
Record keeping	18	14	30	62	100
Operation skills	17	14	29	60	96.8
Networking	17	14	30	61	98.4
Identification of opportunities	18	14	29	61	98.4
Securing the resources	18	13	29	60	96.8
Financial management	18	11	29	58	93.5
Market skills	18	14	29	61	98.4
Innovation skills	18	14	23	55	88.7
Motivation skills	18	12	24	54	87.1
Business skills	18	14	22	54	87.1
Planning	3	4	5	12	19.4
Legal			3	3	4.8
Investment skills			3	3	4.8
Products value addition		1	2	3	3.2
Food processing		2		2	3.2

Source: Research data – 2019

The findings in Table 4.10 revealed that all 62 respondents attended entrepreneurship training. The findings indicate that, entrepreneurship training on customer's services, communication skills and record keeping was attended by 62 respondents, equivalent to 100% at Mazimbu, Kihonda and Sabasaba.

In addition, other trainings which were attended by respondents in Mazimbu, Kihonda and Sabasaba was networking, identification of networking and market skills in which each training was attended by 61 respondents equivalent to 98.4%. Trainings on securing the resources and operational skills were each attended by 60 respondents' equivalent to 96.8% respondents.

Likewise, it revealed that 58% of respondents, equivalent to 93.5% attended the financial management training followed by innovation training which was attended by 55 respondents, equivalent to 88.7%. Lastly, training on motivation skills and business skills, each of the two was attended by 54 respondents, equivalent to 87.1%.

However, it was indicated that few respondents attended the entrepreneurship training on planning, legal, investment skills, products value addition and food process. The reasons behind is that the accessibility of these trainings is limited due to high cost charged, hence, limit entrepreneurs to have access to trainings.

The finding obtained in study is evident that the respondents who were interviewed attended the entrepreneurship training in different skills as indicated in Table 4.9. These training skills help them in performing their enterprise and reduce difficult resulted during business operation. This is in line with Kithae et al. (2013) who found that training which the entrepreneurs attended increase performance in business and also enhanced the growth of enterprise. Also, entrepreneurship training conducted contributes to survival in the market because such skills provided help to search various opportunities which are left in the market as results the firm expands and grows. Gakure et al. (2013) found that Entrepreneurship training conducted to the entrepreneurs help them to operate the enterprise above the average leading to high profitability which enhances sustainability of their firm.

4.4 Effect of Relevant Entrepreneurship Training on Sustainability

The second specific objective of the study was to determine effects of entrepreneurship training deemed important for sustainability of SMEs. In this part, researcher was interested to know the knowledge of respondents on effects of entrepreneurship training. The study focused on understanding the effects of relevant training attended by respondents on sustainability of SMEs.

4.4.1 Specific Effects of Entrepreneurship Training on Sustainability of SMEs

The researcher wanted to examine the effects of entrepreneurship training which was experienced by entrepreneurs. The results showed different effects of entrepreneurship training that respondents have experienced as a result of the training skill they had acquired. Summary of the findings are hereby summarised on table 4.11 below and separately discussed per effect and generally thereafter.

Table 4.11: Effects of entrepreneurship training

Effects of Training on sustainability	Total respondents	Total Number	Percent (%)
Increase the new and existing customers	42	62	67.7
Expand the business	46	62	74.2
Strengthen the market	15	62	24.2
Evaluate the business	32	62	51.6
Increase awareness in business	4	62	6.5
Advertise in business	12	62	19.5
Access of loan	20	62	32.3
Increase the commodity	2	62	3.2
Increases the morale of workers	2	62	3.2

Source: Research data – 2019

i. Increase of New and Existing Customers

The study showed that 42 respondents equivalent to 67.7% of total respondents have experienced increase of new customers and retain the existing customers. Training helps entrepreneur to have a good language to customers. Soft and enticing language to customers made them to feel comfortable and get sense of being valued by the service provider (entrepreneur). The welcoming language from entrepreneur creates a lasting bond between client and entrepreneur. It is this lasting bond created as a result of customers service training that will inhibit client from switching to alternative service provider. This implies that soft language will then, serve as a reason that inhibits client from switching and therefore creates a customer royalty. Customer royalty ensures constant sales from royal customers who in turn make the sales stable and therefore ensures sustainability of SMEs. This relates to what said by Tambwe (2015) that, after conducting training on customers care to the MSEs, their services were improved.

ii. Ability to Expand the Business

The study also showed that respondents benefited from trainings by gaining knowledge on how they can maximise their volume of sales through expansion of their existing businesses. About 46 respondents, equivalent to 74% of total respondents claimed to benefit from the training as they have managed to expand their business. They were able to establish other business venture and find out other

opportunities in business. These opportunities are like exploiting market outside Morogoro Municipal and expand the networking in Mwanza, Arusha and Zanzibar in order to find market of their goods. Also, training enables them to open other business like poultry and food processing. Moreover, training enabled them to design the show room to markets their goods in which it was not the case before they have attended the training. Ability to have more than one business helps the entrepreneurs to earn more income and profits which stimulate the growth of enterprises. Therefore, this makes SMEs owner more capable of withstanding business challenges and manage to sustain in business. This is in line with Mayuran (2016) who documented that the entrepreneurship training helps the entrepreneurs to open the new venture and expand the existing business due to the knowledge and skills acquired through training.

iii. Ability to Evaluate their Business

The study also showed that 32 respondents equivalent to 51.6% of total respondents revealed that training helps them to have ability to evaluate their business and establish the fact if the business earn profit or it is suffering loss from its operations. This ability to make assessment and determine their operating performance is very important to ensure survival of the business. The respondents said training helps to keep daily record of information pertaining to sales and purchases. By having precise information, entrepreneur can plan the future operation of the business and make forecast of the trends of business for the future. Thus, the information about losses justifies that the enterprise performance is not good while information about profit implies that the enterprises is doing better, hence, high sustainability of the enterprise. This relates to what was documented by King'ori and Theuri (2016) that training helps to improve the way of keeping record about sales.

iv. Access of Loan

It was shown that 20 respondents equivalent to 32.3% of the total respondents were able to access loan from the financial institutions. Training helps entrepreneurs to know prerequisites for loan application. Training is essential for entrepreneurs to learn basic conditions which are important to be adhered to any loan applicant so that they can qualify to acquire loan for business purposes (Tambwe, 2015). Training also

helps to increase network of entrepreneurs from which they can explore various business and operational opportunities which would enhance performance of SMEs in long run.

The respondents said, “*We were able to access loan from FINCA, SIDO and NMB just because of the training we had attended*”. This is similar to what is documented by Uganda Investment Authority (2010) that the entrepreneurs who attend the entrepreneurship training has a high chance to access the loan for the business use compared to those who didn’t attend the training.

v. Strengthen the Market

The study also found that 15 respondents out of 62 of respondents, equivalent to 24.2% claimed to have benefited from training through improved market share. Training helps to search new market for their products which they have produced. They were able to search market even far areas like in Zanzibar and Mwanza and sell their products of handcraft. From the realised sale, the income earned enabled them to open other business in order to improve their life. Moreover, profits obtained help them to strengthen their business. These outcome result into the growth of SMEs and eventually led into sustainability of enterprise. Also, training enables the entrepreneurs to get access of market information for their products because training enables them to have connection with other people. Being connected with others people means a starting point of expanding and strengthening the market of their products as the results business growing eventually leads to sustainability.

vi. Advertisement in Business

The study also showed that 12 respondents equivalent to 19.5% of total respondents were able advertise widely their business. The respondents said that before training they didn’t know how to advertise their products as they were always waiting for the customers in their market. Training enabled them to know how to advertise their business through opening show room of products and advertising other products through social networks that had far reaching impact. This means, advertisement enables entrepreneurs reach more customers and therefore customers easily attracted to products. By so doing, the entrepreneurs acquired new markets and hence sales

increase. Increases of sales stimulate growth of business which leads to sustainability.

vii. Raising Awareness in Business

The study showed that 4 respondents equivalent to 6.5% of total respondents claim to have raised the level of awareness in business. The respondents reported that knowledge which they had acquired enables them to raise awareness on how to operate effectively the business and maximise profit which is suitable for sustainable business. King'ori and Theuri (2016) documented that the entrepreneurs who acquired the skills have opportunities to move forward in business. Training enables them to learn the basic principle of business which is very important in improving performance of enterprise.

viii. Increased Variety of Commodities

The study also showed that 2 respondents equivalent to 3.2% of total respondents have managed to increase the variety of commodities. The training enables entrepreneur to design new products and services which their clients prefer most to what they used to offer previously, as a result, they manage to beat competition in market and also increase the sales of products. Also, training enabled entrepreneurs to increase variety of commodities needed in the market which helps to retain customers in market and this translates in gross increase of sales which also enhances the survival of business.

ix. Increased Morale of Workers

The study showed that 2 respondents equivalent to 3.2% of total respondents said training helps to increase the morale of workers. The knowledge of motivation skills acquired enables entrepreneurs to motivate their workers. This implies that, entrepreneur start paying more salaries. Increased salaries stimulate working morale of workers which has positive effects on performance and sustainability of enterprise. This is to say, when workers increase the morale of doing work lead to increase the production.

In summary, entrepreneurship training has the positive effects to entrepreneurs to reach the sustainability point. Training helps to acquire different knowledge of

entrepreneurship skills which have impact on performance and growth. The sales and profits obtained are important factors that contribute to growth and sustainability of enterprise. This is related to what was pointed by King'ori and Theuri (2016) that training enhances the business performance in term of profit, sales, and expansion of new enterprise. Also, it is indicated that training facilitates the SMEs to the establishment of new enterprise, to get profit and increase the competitive advantage (Yahya et al, 2012). This is similar to what was pointed by Hosseininia and Ramezani (2016) that knowledge obtained through training enabled the growth of entity and earning profit which results into success SMEs sector.

Generally, the findings of the study imply that human capital and competence theories play crucial role in firm's performance and eventually sustainability. The benefits obtained after investing in human capital have positive change in entrepreneurship activities (Rahman and Muda, 2015). This is to say, after the entrepreneurs attends training and acquire knowledge and skill, enables them to solve various problem in entrepreneurship activities as the results firm start to perform better in business hence stimulates sustainability.

4.5 Accessibility of Specific Entrepreneurship Training to SMEs

In this part of the study, researcher examined the degree of accessibility and availability of entrepreneurship training to SMEs, cost associated with training, criteria needed for attaining training opportunity and challenges to access training.

4.5.1 Institution/Organisation Providing Entrepreneurship Training

The researcher wanted to know from the respondents whether they attended the entrepreneurship training and identifying the institution which was providing such training. It is important to know where respondents accessed the specific entrepreneurship training. The respondents were asked if there were any institution which provides entrepreneurship training. Herewith below is the table that depicts various responses of entrepreneurs regarding institution / organisation that provide training to entrepreneurs.

Table 4.12: Entrepreneurship training institutions or organisations

Institution/ Organisation	Total number	Percent (%)
VIYOSO	1	1.6
MJASIRIAMALI KWANZA	7	11.2
MYHEALTH FOUNDATION	1	1.6
SIDO	47	75.8
CRDB	2	3.2
TWCC	2	3.2
NMB	3	4.8
BRELA	2	3.2
PTF	14	22.5
TCRS	8	12.9
KINGDOM PROMOTER	1	1.6
AICAD	1	1.6
LGA	1	1.6

Source: Research data – 2019

The findings indicated that the SMEs attended entrepreneurship training in various institutions as indicated on Table 4.12. It was shown that about 75.8% of total respondents were attending entrepreneurship training at SIDO whereas 22.5% of total respondents attended at PTF and 12.9% of total respondents attended at TCRS. In addition, 11.2% of total respondents attended training at Mjasiriamali-Kwanza whereas 4.8% of total respondents at NMB while 3.2% of total respondents at CRDB and 3.2% of total respondents attended the training at TWCC.

Moreover, 3.2% of total respondents attended training that was offered by BRELA whereas 1.6% of total respondents attend training offered by AICAD and 1.6% of total respondents attended training offered by LGA. Likewise, 1.6% of total respondents attended at Kingdom Promoters whereas 1.6% of total respondents attended training at VIYOSO and 1.6% of total respondents attended at MY HEATH FOUNDATION.

The results provide an impression that access to training is very limited to entrepreneurs. Despite of the fact that there are various organisations that support the provision trainings to SMEs, yet the number of entrepreneurs who managed to secure access to those trainings offered was noted to be very low. Only SIDO which is government organisation seems to have wide catchment of entrepreneurs. The rest of

organisations involved in the study seem to have very small number of entrepreneurs who accessed trainings they offer. Few entrepreneurs who managed to access training communicate one important thing which is restrictions. It means, there are either conditions or criteria that need to be fulfilled by entrepreneurs so that they can qualify to attend trainings. Therefore, there is a need to abandon all barriers that inhibit entrepreneurs from accessing trainings that have been proved to have profound impact on sustainability of SMEs.

4.5.2 Cost Associated with Entrepreneurship Training

The researcher was interested to finding out if there is cost associated with the training provided by institutions/organisations as it is important because it limits other entrepreneurs to access entrepreneurship training.

Table 4.13: Respondents’ perception concerned with cost of training

Cost of training	Frequency	Total respondents	Percent (%)
Registration fees	53	62	85.5
Transport cost	43	62	69.4

Source: Research data – 2019

The finding of from Table 4.14 showed that SMEs incurs cost when they access training. It revealed that 86% of total respondents said that they do pay training registration fees while 69.4% of total respondents said that they do incur transport cost.

The results revealed that entrepreneurship training is costly. This was similar to what is found by Chimucheka and Mandipaka (2015) who point out most of the SMEs were not able to attend the entrepreneurship training due to high cost of training which had to be paid to the organisation that offer the training. Also, it is related to what is highlighted by Yahya et al (2012) that high cost of training affects the SMEs owners/ managers to attain training skills. This cost related with registration fees and transport fees is confirmed by one respondent from Sabasaba as he was quoted:

“The entrepreneurship training is very important to my business because it has changed the whole structure of my business. But, I had decided to pay money about Tsh 30,000 per day for fees of training course. This cost is too high for

the micro entrepreneurs to pay per day due to the fact that most of us conduct small business”.

Registration fee is a charge which allows the entrepreneur to get access of training while the transport cost is the cost which entrepreneur incurs to reach the training centre. Availability of these cost hinders entrepreneurs to acquire different knowledge and skills of entrepreneurship such as market skills, record keeping, identification of opportunities, customers services and other training related which is very important for the performance and sustainability of SMEs. Lack of this entrepreneurship training as indicated by various authors (Kunene, 2008; Tambwe, 2013; Bosire and Nzaramba, 2013) leads into great poor performance and affects the growth of their business in term of sales and profits as the result of hindering the achievement of sustainability of enterprise.

4.4.3 Training Criteria

In this part the respondents were supposed to mention any training criteria needed to access the training. It is important to know criteria which hinder others to get access of training provided by various institutions.

Table 4.14: The required training criteria

Criteria	Frequency	N	Percent (%)
Age	33	62	53.2
Women	15	62	24.2
Entrepreneur	13	62	21.0
Focused group	12	62	19.4

Source: Research data – 2019

The findings in Table 4.14 indicate some of the criteria that training providers applied to screen entrepreneurs entitled to training opportunity. These criteria include age, women, entrepreneur, youth, and focused group.

The findings indicated that 53.2 % of total respondents indicated age criteria screening factor. Age is one of criteria required to access entrepreneurship training. The respondents said that training providers wanted the people age of 18 years and above to access the entrepreneurship training. It was expected that this age is useful for the youth entrepreneurs to start the business. This in line with UN (2015) which

posit that in Botswana the entrepreneurship training on business skills were provided to entrepreneur in the age of 18-30 years old. However, the criteria of age hindering others who are below 18 years to access the entrepreneurship training, taking into consideration that there are majority of people who completed primary and secondary education and have chosen entrepreneurship activities to improve their life. Lack of knowledge and skills affect the performance SMEs which in turn affect the effectiveness and sustainability of those enterprises.

In addition, 24% of total respondents indicated sex as screening criteria whereby some institutions targeted only women to access training than men. This is due to the fact that some institutions wanted to empower the women so that women could know various opportunities surrounding them in order to exploit them as the result of enabling women to earn income and help them to improve their business and become sustainable. This is in line to what was reported by Bekh (2013) that some institutions encourage women to attend training in order to participate fully in business activities which in turn led into job creation and speed up the economic development.

Moreover, 21% of respondents indicated the criteria of choosing the status of entrepreneurs depending on entrepreneurs' activities they are undertaking. Some training providers need the major entrepreneurs to attend the training because they believe that they have enough capital to exploit the resources. In other words they provide the training which requires high cost for one to participate; hence, it hinders others to get access of training. Lack of such skills and knowledge lead into less competition hence poor performance and growth as the result of confronting difficulties in achieving the sustainable firm.

The findings also revealed that 19.4% of total respondents said the criteria of focused of people whereby jointed group of entrepreneurs had the chance to access the training than individual entrepreneur. Some training providers provide training to the entrepreneurs in joint group; those who are not in group are not considered for the training. This limits individuals from gaining important business skills, hence, affecting negatively the development of the enterprise. This is in line with Tambwe

(2015) who asserted that entrepreneurship training is one of one important factor for growth and survival of enterprises.

4.4.5 Challenges to Entrepreneurship Training

In this subsection, the researcher was interested to know challenges pertaining to the accessibility of entrepreneurship training. By knowing the challenges solutions can be discussed thereafter.

Table 4.15: Challenges associated with accessibility of training

Challenges	Frequency	N	Percent(%)
Registration Fees	54	62	87.10
Distance	19	62	30.60
The length of training	20	62	32.30
Training schedule	20	62	32.30
Lack of information on training	6	62	9.70

Source: Research data – 2019

The findings in Table 4.15 indicate that entrepreneurs faced some challenges when it comes to accessing entrepreneurship training as 54 respondents equivalent to 87.10% of total respondents faced high cost of training. They reported that high cost of training discouraged them to attend the entrepreneurship training. Registration fees and transport cost charged by training service providers restricted some entrepreneurs from attending it. The views of two interviewee from Sabasaba and Mazimbu respectively attest to this position.

, “if you ask many entrepreneurs if they like entrepreneurship training the answer is obviously yes. But when you tell them there is cost to pay for it no one would support you”.

, “for the entrepreneur obtaining low profit in his business will not think to pay for Entrepreneurship trainings fees”.

The findings are consistent with findings in SMEs policy of Tanzania (2002) which revealed that high cost of training lower demand for SMEs to access training and other consultancy services. Lack of entrepreneurship training hampers the entrepreneurs to conduct their activities properly because the knowledge and skills provided help them in performing different activities.

Furthermore, 20 respondents equivalent to 32% of total respondents revealed that training duration is too short for the entrepreneurs to access all issues related with entrepreneurship training. This is because entrepreneurship trainings contain different courses; hence, it is difficult to cover all issues for one week. Teaching one week for two hours ends up with just theoretical knowledge rather than practical knowledge. This results to training providers ending up teaching few components of entrepreneurship training. This shows that entrepreneurs may lack other skills which also important for performance and sustainability of enterprise.

In addition, 20 respondents equivalent to 32.30% of total respondents said that training schedule was not friendly to them. The respondents explained that the training schedule was not convenient to them as it always intervene their normal daily timetable; hence, some of them were not able to attend the training.

One respondent said:

“..These institutions which provide entrepreneurship training set the time which do not well-match with our business activities. When they allocate at 9am to 4pm it is not favourable for many entrepreneurs because this time is peak hours for entrepreneurs to sell their goods”.

The finding also showed that 6 respondents equivalent 9.7% of total respondents indicated that they lack information on training. It was said that it is difficult to know where training is provided due to lack of the information on training.

One respondent said:

“We heard some of entrepreneurs saying there was training provided at our ward. When we asked where they got the information they said the village executive officer called them through phone. He concludes that it was difficult to access the training due to lack of information”.

Moreover, training which is provided freely limits the number of people to attend because every entrepreneur wants to attend. On other hand, other training providers provide information to only few people to attend the training. Failure to get access of information limits entrepreneurs to attend entrepreneurship training hence, lacking

knowledge and skills which is very crucial in performing different entrepreneurship activities that enable the entrepreneur to achieve sustainable enterprise. This in line to Mzomwe and Mutarubukwa (2015) who point out that lack of information on training has adverse impact to SME activities.

Generally, accessibility of entrepreneurship training to the entrepreneurs is very important in performing the SMEs activities. The knowledge and skills acquired enable them to solve different problems faced when performing entrepreneurship activities hence lead to successful and sustainable enterprise

CHAPTER FIVE

SUMMARY, CONCLUSION AND POLICY IMPLICATION

5.0 Introduction

This chapter presents a summary of the entire study about entrepreneurship training and SMEs sustainability in Tanzania. To accord readers smooth following, a snapshot of the study's objectives and methods is provided; and a concise summary of its findings. Equally, conclusions of the study and policy implications of the study have been given out before highlighting the areas for further research projects.

5.1 Summary of Study

This dissertation has come a long way to elicit the influences of entrepreneurial training on SMEs sustainability in Tanzania. Indeed, my results have some relevance to the role of entrepreneurial training on SMEs sustainability in Tanzania in general, but my conclusions are and should be specifically valid in wholesale for Morogoro region and in particular the areas studied. At the beginning of this study, there is an introduction of theoretical arguments that influence entrepreneurial training on SMEs sustainability. These arguments cover a wide range of perspectives that revolve around the human capital and competence based theoretical dispositions. There is limited updated documentation regarding the contribution of entrepreneurial training on SMEs sustainability in general and the specific entrepreneurial training to be rendered to entrepreneurs to guarantee significant effects on sustainability of SMEs in Tanzania in particular. As the study's title indicates, Morogoro Municipal Council provided a case for examining the specific entrepreneurial trainings for SME sustainability but the research was particularly conducted in three wards: Kihonda, Sabasaba, and Mazimbu. In the said areas, the broad assessment of the contribution of entrepreneurship training towards attaining sustainability of SMEs was made by essentially looking at the following issues: identifying the specific entrepreneurship training deemed important for sustainability of SMEs; unveiling the effects of specific entrepreneurship training on sustainability of SMEs and examining accessibility of specific entrepreneurship training to SMEs in Tanzania. The present study adopted survey design that included interviews with a total of 62 entrepreneurs

engaging in SMEs activities business in Morogoro Municipality, specifically in Kihonda, Mazimbu and Sabasaba wards. Structured and semi structured interviews were the main tools applied in the present study to obtain, analyse and discuss the information as well as for drawing conclusions on the contributions of entrepreneurial training on SMEs sustainability.

The study found that respondents attended several entrepreneurship training courses on different aspects of entrepreneurship activities that they undertake. It also found that entrepreneurs understand factors that contribute to sustainability of SMEs. The factors that they conceive important in enhancing SMEs sustainability include trustworthiness, entrepreneurship training and efforts. With regard to entrepreneurship training, it was established that among a bunch of common entrepreneurship training presented earlier on in the introduction and literature review sections, three entrepreneurship trainings were deemed important for ensuring and enhancing the sustainability of SMEs. The entrepreneurship trainings in question were identification of opportunities, record keeping and customers' services. The training were purported to have the most capacity of increasing in customers which in turn positively impact sales and profits which eventually guarantees SMEs growth and sustainability.

The study also revealed that, the respondents' understanding on the effects of specific entrepreneurship training on SMEs sustainability was so remarkable and vivid. In particular, trainings were viewed as imperative in expanding the business activities of SMEs by strengthening their market share, increasing new customers and retaining the existing ones. Also trainings seemed important for identifying profit and losses, enhancing access to loan facilities, awareness in business and morale of workers.

While the study established that the role of entrepreneurship training is vivid, due to some reasons, few entrepreneurs managed to attend these trainings that were offered by different institutions/ organisations. The limited number of trainees is attributed to the fact that accessibility of these training is related with costs which could hardly be met by most entrepreneurs. The fact that few entrepreneurs attended the trainings

indicates that most entrepreneurs missed formal knowledge and skills of entrepreneurship which is important for performance, growth and sustainability of enterprises.

5.2 Conclusions

Entrepreneurship training is one of the important factors that determine sustainability of SMEs. The knowledge and skills acquired by entrepreneurs enables them to develop ideas of conducting business successfully. This is to say, knowledge and skills acquired by entrepreneurs cannot be taken away by wind or flood but they become asset for daily life of entrepreneurship activities. These knowledge and skills received on entrepreneurship training help entrepreneurs to update their services, exploit the resources, and strengthen their market and solving various problems facing them in business. This results into increased sales and profits which enhance business expansion and growth and therefore achieving sustainability. Moreover, sustainable enterprises reduce problem of employment by establishing new ventures and expanding the existing ones. This creates employment as many people get chance to be employed, hence, improving their livelihood. Also, income generated increases country's gross domestic products leading to economic development.

5.3 Policy Implication

The findings showed that entrepreneurs faced various problems in accessing entrepreneurship training which is very important for sustainability of their business. This implies that relevant policy is crucial for entrepreneurs to access entrepreneurship training so as to improve entrepreneurship activities which enhance sustainability of their business. Based on the results obtained, the following are the recommendations on policy to be made

As it was revealed earlier that cost of training reduces the number of entrepreneurs to access training. In addition training criteria also impede the majority to acquire training. This implies that many entrepreneurs don't attend training frequently due to cost implication and unfavorable criteria. Therefore, there is a need for the government to continue putting emphasise to authorised sectors dealing with entrepreneurship activities to reduce the cost of entrepreneurship training and setting

unfavorable criteria so that many entrepreneurs can afford entrepreneurship training which enhance performance and sustainability of their enterprises.

Also, the study revealed that training schedules hinder entrepreneurs to access training due to the fact that the time scheduled for training is not suitable for many entrepreneurs to attend as is mostly provided during business hours and therefore discourage entrepreneurs to access training. Therefore, there is a need for training providers to set appropriate hours for training to enable many entrepreneurs to attend training as it is important for them in order to increase performance and sustainability of their enterprises.

Moreover, it was established that out of a bunch of entrepreneurship training three trainings were identified by entrepreneurs as relevant for sustainability of SMEs. This is to say not all trainings provided by training providers contribute to sustainability. There is a need for government and other relevant authorities dealing with entrepreneurship training to continue providing training which is relevant to entrepreneurs, and they should allow entrepreneurs themselves to choose/identify the kind of training they find to be important for them. In addition, it was revealed that the length of training is too short for the entrepreneurs to catch up all necessary information required for such particular entrepreneurship training. Therefore, there is a need for training providers to set enough time for training so that entrepreneurs acquire enough and wider information on what is being taught as it is important for them to acquire different knowledge and skills to help them in performing their activities and become sustainable.

5.4 Areas for Further Studies

The findings of study raise a need for further research in order for Tanzania to become a middle income country by fostering SMEs activities. The following is recommended for further study:

A study focused on entrepreneurs who attended entrepreneurship training. Therefore, the researcher further suggests that a study should be conducted on untrained entrepreneurs to realise their perception on entrepreneurship training for their business sustainability.

Other studies should be conducted to find the relevant time required for entrepreneurs to attend entrepreneurial courses.

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(e) University []

(f) Other Please specify []

B: Firm's specific information

1. What types of business do you own.....
2. How long have you been doing this entrepreneurship activity
3. How many workers do you have in your firm.....
4. Do you own the premise a) Yes [] No [].
5. If No how much do you incur as rent expense per month.....
6. How much capital have you invested in this business

C. Information of Entrepreneurship training deem relevant for sustainability

1. What do you think has contributed to the sustainability of your business
 - a).....
 - b).....
 - c).....
 - d).....
2. Have you ever attended any entrepreneurship training (a) Yes (b) No []
3. If the answer is Yes which entrepreneurship training you have attended

Entrepreneurship training		Entrepreneurship training	
Customer services		Planning	
Record keeping		Legal	
Communication skill			
Operation skill			
Networking			
Identification of opportunities			
Securing the resources			
Financial management			
Market skills			
Innovation skill			
Motivation skill			
Business skill			

4. Is there any other entrepreneurship training attended not mentioned above

Yes [] (b) No []

If the answer is 'yes' please mention

- a)
- b)
- c)
- d)

5. Among above mentioned entrepreneurship training which ones do you think deem important for the sustainability of your enterprise

- a)
- b)
- c)
- d)

D. The information on effects of entrepreneurship training you have experienced

1. Why do you think the above training is important for the sustainability of yours business

- a).....
- b).....
- c).....
- d).....

2. How do you perceive business sustainability on the following aspects before and after training

Training	Before training				After training			
	Poor	Fair	Good	Excellent	Poor	Fair	Good	Excellent
Marketing								
Record keeping								
Financial management								
Customers								
Innovation								

3. Is there any other benefits obtained from training you have attended apart from those listed above? Yes [] No []

If Yes Please mention

- a)
- b)
- c)
- d)

4. Based on experience in SMEs activities what is your opinion on SMEs who have attended entrepreneurship training and those who have not

.....

E. Accessibility of specific entrepreneurship training to SMEs in Tanzania

1. Is there any organisation or institution you know which provide entrepreneurship training (a)Yes (b) No []

2. If the answer is Yes, please mention the institutions/Organisation which you have attend

- a.
- b.
- c.
- d.

3. Do you incur any cost when you attend the training Yes [...] No [...]

If the answer is **YES** which costs do you incur

- a.
- b.
- c.

4. Do you think entrepreneurship training provided by the above institutions is accessible to all entrepreneurs? Yes [] (b) No [] why ?.....
.....

5. Is there any criteria required for entrepreneurs to attend training.

- (a) Yes (b) No [.....]

If the answer is Yes, please mention them

- a.
- b.
- c.
- d.

6. How normally do you attend trainings

- (a) Rarely []
(b) Oftenly []
(c) Most often []

7. Is there any challenges associated with the accessibility of entrepreneurship training a) Yes b) No []

If the answer is Yes, what are the challenges

CHALLENGE	EXPLANATIONS

8. Give your opinions on how to strengthen the entrepreneurship training in order to bring sustainability to the entrepreneurs

OPINION	EXPLANATIONS