EFFECTIVENESS OF NON-GOVERNMENTAL ORGANIZATIONS (NGO's) ON ENTREPRENEURSHIP DEVELOPMENT IN TANZANIA: CASE OF RAILWAY CHILDREN AFRICA-MWANZA

By

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CERTIFICATION

We, the undersigned, certify that we have read and here by recommend for acceptance by the Mzumbe University, a dissertation entitled **Effectiveness of the contribution of Non-Government Organization (NGO's) in Entrepreneurship Development in Tanzania: The Case of Railway Children Africa-Mwanza**,

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DECLARATION

AND

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I, **Ngosha Muhoja**; declare that this dissertation is my own original 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.

Signature ___________________________________

Date ___________________________________

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DEDICATION

I dedicate this dissertation to my beloved Muhoja family, Leonard Muhoja and Leah Maduhu who mananged to support me in terms of funds, morals, prayers and material support. Also, I would like to thank my close friends like Andrew Mpassa, Rushuli Joanes, Dioniz Mfinanga, Diannarose Mosha, Troppie Msamba who encouraged me to work hard all the time in order to achieve this objective. However, without forgetting beloved new born Faith Ngosha.

ABREVIATIONS AND ACRONYMS

BDS	-	Business Development Sector.
DAC	-	Donor Advisory Committee
DANIDA	-	Danish International Development Agency.
GDP	-	Gross Domestic Product
GOE	-	Growth-oriented Entrepreneurs
ILO	-	International Labors Organization
LOE	-	Livelihood-Oriented Entrepreneurs
MKUKUTA	-	Mkakati Wa Kukuza Na Kupunguza Umaskini Tanzania
MTP	-	Medium Term Plan
NGOs	-	Non-governmental Organizations
NSGRP	-	National Strategy for Growth and Reduction Poverty.
OECD	-	Organization for Economic Co-operation and Development
RCA	-	Railway children Africa
SME	-	Small and Medium Enterprises
UNDP	-	United Nations Development
VSL	-	Village Saving Loans

ABSTRACT

The study concentrated on effectiveness of the contributions of non government organization on entrepreneurship development in Tanzania. The justification for the study was that most studies on entrepreneurship development have been on the profit oriented organization and almost none on the none profit based organization. Therefore, there is very sparse coverage of NGOs and entrepreneurship development in Tanzania. The study was carried out at Mwanza region specifically Ilemela district. The main objective which study strives to achieve was effectiveness of non-governmental organizations in entrepreneurship development. The study used survey study design. The sample comprised 89 entrepreneurs, 11 Railway Children Africa officers. Primary data were collected from the sample mentioned through questionnaires, observation, and in-depth interview. Both qualitative and quantitative data were collected. Entrepreneurship development was an interest of the study with following indicator, funds; entrepreneurship training; technical support and business counseling. Challenges of the entrepreneurship development were budgets, staffs, external relationship, target community and strategic planning. A constant comparative approach data and descriptive statistical procedures involving cross tabulation and frequency distribution were descriptively analyzed by using Data base and Microsoft excel.

The findings exposed that many business oriented projects meant to empower entrepreneurs in almost all indicators. Non government organizations should build the capacity to both men and women business groups with a view to professionalize their service delivery.

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CHAPTER ONE

1.0 Introduction

1.1 Background Information

A worldwide consensus on the critical role of competitive markets and entrepreneurs in economic development has emerged in the last decade. In developing countries, the primary barrier to economic growth is often not so much a scarcity of capital, labor or land as it is a scarcity of both the dynamic entrepreneurs that can bring these together and the markets and mechanisms that can facilitate them in this task (Porter, 1998).

Development of business entries is a complex phenomenon influenced by both the internal and external factors. Internal factor originates in policies and attitude of the entrepreneur themselves (Choi, 2006).

In controlling the business itself, external factors are beyond the control of the business entrepreneur. They alone account for unpredictability of returns and risks assumed by the entrepreneur. A steady growth can be observed on the business of long cherished history of entrepreneurial development in the country is certainly promised or the environment to be created by the state and its agencies (Barual, 1999).

The entrepreneurial motivation is one of the most important factors which accelerate the pace of economic development by bringing the people to undertake risk bearing activities. In many of the developing countries including Tanzania, a lot of attention is being paid by Government and Non government organization (NGOs) to the development of entrepreneurship because it is not the proprietary quality of any caste and community (Smith,2004).

The entrepreneurship is usually understood with reference to individual business. It has rightly been identified with the individual, as success of enterprise depends upon imagination, vision, innovativeness and risk taking (Ebert, 1990).

The production is possible due to the cooperation of the various factors of production, popularly known as land, labor, capital, market, management and of course entrepreneurship. The entrepreneurship is a risk-taking factor, which is responsible for the end result in the form of profit or loss (Frank, 1996).

The entrepreneurship is essentially a creative activity or it is an innovative function". (Schumpeter, 1990).

The economic activity with a profit motive can only be generated by promoting an attitude towards entrepreneurship. The renewed interest in the development of entrepreneurship to take up new venture should emphasize on the integrated approach. The developments of entrepreneurship will optimize the use of the unexploited resources; generate self-employment and a self sufficient economy (ILO, 1972).

The young entrepreneurs have to be motivated to come out with determination to do something of their own and also to contribute to the national income and wealth in the economy. If the country wants to achieve the growth at the grass root level, through social justice and the crimination of poverty, it will have to provide institutional support and structural changes in different organizations to promote entrepreneurship development. Also Industrial development in any region is the outcome of purposeful human activity and entrepreneurial thrust (Mc Elwee, 2006).

Entrepreneurship is vibrant assertion of the facts that individual can be developed, then outlook can be changed and their ideas can be converted into action though on organized and systematic program for entrepreneurs. It was also felt that systematic training can be given a better output and attracting people for taking up business venture can change economic scenario (Norman and Zimmer, 1996).

Basic objective in developing entrepreneurship and multiplying entrepreneurs in the society has been to enable the society to generate productive human resource, mobilize and sustain the same in subsequent process of development. The spontaneity and continuity of the process would depend on the kind of people that can be prompted and groomed in the entrepreneurial career (Mc grath, 1996).

1.2 Statement of the Problem

The emergence of entrepreneurs and their contributions to the national economy is quite visible in the world. The number of entrepreneurs has grown over a period of time, especially in the 1990s ILO (1972). Entrepreneurs need to be lauded for their increased utilization of modern technology, increased investments, finding a niche in the export market, creating a sizable employment for others and setting the trend for other entrepreneurs in the organized sector. While some entrepreneurs have demonstrated their potential, the fact remains that they are capable of contributing much more than what they already are. Entrepreneurship development in Tanzania needs to be studied for two main reasons. The first reason is that entrepreneurship has been recognized during the last decade as an important untapped source of economic growth (Nickell, 1996).

Entrepreneurs create new jobs for themselves and others also by being different because so many of us muse about how nice it would be work for ourselves. According to the bureau of labor statistics (1999) startups in their first year of existence currently create around 2.5 million new jobs a year in the U.S. They also provide the society with different solutions to management, organization and business problems as well as to the exploitation of entrepreneurial opportunities. For example social entrepreneur in south America have developed solar panel that provide isolated villages with power, thus bypassing the need to bring a power infrastructure out to remote areas. This power allows them to work study and play at might without the use of kerosene lamps, which contain pollutions that cause asthma problems and fire risks. The second reason is that the marginalized groups of entrepreneurs namely women and youths have been largely neglected both in society in general and in the social sciences. Not only have women lower participation rates in entrepreneurship than men but they also generally choose to start and manage firms in different industries than men tend to do (Thompson, 2002).

Now-a-days economic development is one of the factors that have changed the entire scenario of social and cultural environment within the country. For example, The Tanzania Development Vision foresees that by the year 2025, “Tanzania should have created a strong, diversified, resilient and competitive economy, which can effectively cope with the challenges of development and, which can also easily and confidently adapt to the changing market and technological conditions in the regional and global economy”. The challenge is therefore to mobilize human and other resources towards that goal (Brown and David, 2004)

In Tanzania, development and poverty reduction initiatives have been built with objectives to reduce poverty and eventually to achieve the relevant Millennium Development Goals. With this in view, both government and NGOs put their combined efforts for the development of entrepreneurship programs in different part of the country. But number of developments issues have combined to endangers the ability entrepreneurs to survive, some of the keys challenges includes lack of financial support, lack of entrepreneurs skills, lack of entrepreneurs training poor government policy and law also poor location of their businesses because is not closely to the customer.

In currents years, the previous studies has concentrated on the problems facing entrepreneurs without assessing the challenges facing those NGOs on developing entrepreneurship, number of studies like one by Wangwe (1999), Lund et al. (2005), and Kimuyu (2002) have investigated the role of the institutions in promoting MSEs, but do not explain why the institutional framework for the promotion of MSEs is poorly integrated, or what constraints the MSE support institutions themselves face. Therefore researcher has decided to conduct research on contributions of NGOs in developing entrepreneurship in Tanzania which evaluating challenges faced by NGOs.

1.3 Research Objectives

1.3.1 General Objective

The general of objective of the study was to assess the effectiveness of non-governmental organizations in entrepreneurship Development in Tanzania.

1.3.2 Specific Research Objectives

The specific objectives for this study were to;

i. Identify the contribution of NGOs in entrepreneurship development

ii. Assess the effectiveness of NGOs in entrepreneurship development

iii. Point out the challenges of NGOs in entrepreneurship development

1.4 Research Questions

The major research questions included;

i. What are the contributions of NGOs in support entrepreneurship development?
ii. What are the effectiveness of NGOs in entrepreneurship development?
iii. What are the challenges of NGO's in entrepreneurship development?

1.5 Significance of the Study

This study has been very important as it provided understanding to how NGOs programs impacts Entrepreneurship development in Tanzania, such understanding based on ;

The study may help the railway children Africa on the proper management on their administration.

Also as the study attempted to explore one of the most important development issues of today for many countries of the world. Most specifically it has to examine entrepreneurship development through Non Governmental Organizations which is one of the approaches considered to have a greater potential to the entrepreneurship development.

The study knowledge is useful not only for Tanzanian but also to other countries in the areas of entrepreneurship development. The study may be used as a reference in the public service.

The study help to promote organization programs which stimulates entrepreneurship development in Tanzania.

The study act as benchmark for other researchers, since it will consider wide coverage and extensive analysis of the literature and field data, therefore for young scholars it will be a good guide toward their journey in academic career.

The study is a mandatory requirement to the researcher himself for the award of Masters of Business Administration in Corporate Management.

1.6 Scope of the Study

Non government organization have played many contributions in development of entrepreneurship in Tanzania, therefore, researcher expected to get relevant data on both entrepreneurs and railway children Africa us the case study concern in Bugogwa, Buswelu, Nyakato and Sangabuye. Specifically, this study wanted to know effectiveness of non-governmental organization in entrepreneurship development in Tanzania.

1.7 Limitation of the study

The researcher faced limitations such as time and financial constraints as well as accessibility to data. Since the study was taken as partial fulfillment of the requirements for the award of master's degree, there was a time constraints of working on it. Moreover; timely data collection of was setback because entrepreneurs was busy and have to direct their attention first and foremost to their duties

1.8 Delimitations of the Study

Researcher using Railway Children Africa as a reference study survey so as to reduce cost since there is no enough budget, sampling was done carefully so as to get true representation of the entire NGOs in Tanzania.

Secondly since researcher is an employee from Railway Children Africa then it was easy to mobilize data collection exercise, there is huge possibilities for employees to provide support for researcher as well as entrepreneurs, apart from that the set up of research is intended to measure aspects related to their daily activities, and hence researcher believe that they provided their true opinion.

Researcher has decided to select Railway Children Africa as a case because there won't be huge costs associated since Railway Children Africa is a working office for researcher and there won't be huge costs related to transportations, since it was conducted at Railway Children Africa.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter presents theoretical literature review, empirical study, conceptual framework under which major concepts are discussed and defined these includes entrepreneurs and entrepreneurship development, the contributions of entrepreneurs in the development.

2.1 Theoretical Literature Review

2.1.1 Entrepreneurship

Drucker (1960) defines entrepreneurship as the tendency to create value through identification and exploitation of opportunities. This includes starting and managing one's own business**.** Gibb (2005) defines Entrepreneurship as "a way of thinking, reasoning and acting that result in the creation, enhancement, realization, and renewal of value for an individual, group, organization, and society. At the heart of this process, is the creation and recognition of opportunities followed by the initiation to seize these opportunities. In other words, Entrepreneurship is about getting things done or changing the way things are done. Thus, Entrepreneurship has been defined as a process by which people pursue opportunities, fulfilling needs and wants through innovation; without regard to the resources they currently control (Stephen Robbins and Mary Coulter, 1999).

Essentially, in this study, entrepreneurship used to implying human creative act which involves using personal energy in initiating and building an enterprise or organization.

However, practitioners share some common understanding when they describe entrepreneurship. For example, Thomas Zimmer and Norman (1996:52) describe Entrepreneurship as a result of being disciplined and systematic in the process of applying creativity and innovation to needs and opportunities in the market place. It involves not only applying focused strategies to new ideas and new insights but also creating a product or a service that satisfies customers' needs or their problems (ibid).

Schumpeterian takes a rather traditional view when he describes entrepreneur as a person who identifies a market opportunity and transforms it into a profitable economic value. In his view, entrepreneurship is seen as quality of a person, which includes both attitudes (disposition), takes responsibility for risk outcomes and behavior i.e. set of action necessary to implement a venture. Other traditions such as those of Morris and Lewis regard entrepreneurship as something that requires both an entrepreneurial event and an entrepreneurship agent. The essence of entrepreneurship consists in the alertness of market participants to profit opportunities (Ebert, 1990).

A typical entrepreneur is the arbitrageur, the person who discovers opportunity at low prices and sells the same items at high prices because of inter temporal and interspatial demands (Kirzner, 1979).

Suffice it to conclude that entrepreneur is a person or group of persons who compete through innovation; discover through networks; persuade resource owner and indeed bear risk.

2.1.2 Determinants of Entrepreneurship

While it is important to define and identify who is an entrepreneur, it is unfortunate that the question of factors and environment necessary for entrepreneurship especially small business to prosper has not attracted much attention from scholars (Handy and katz, 1998).

It is important to note that ventures exist and operate in the environment that is characterized by many variables/factors. Such factors are like legal requirements in force at a particular administrative area, security and safety reliability in the business area, customer and consumer attitude toward the merchandize and environment, pricing and capitalization structure of the venture and many more. These variables may determine the success, growth and failure of any business establishment. It is essential that entrepreneur set forth the effort to understand these factors by using various approaches like scanning the environment. The entrepreneur should as far as possible identify strengths, weaknesses, opportunity and threats of his venture before and after he has started the enterprise. On the factors that lead to success of entrepreneurship and business venture, various analysts provide different framework and factors. The critical examination and analysis of them provide the following as common factors: Formation of business organization, developing training program for individual entrepreneur, mechanism to enhance availability of capital fund to entrepreneurs and small business (access to credit), linking entrepreneurs to information and technology (cf: Kimeme et al: Forthcoming) and provision of access to market (UN Economic Commission for Africa). Other studies suggest that anyone can become an entrepreneur (Hoetker, 2007). However there is slight difference in terms of age, sex, competence and level of capital leverage as some of the distinctive features among the groups of entrepreneurs when placed together. It can be argued that when capital, managerial and financial competence, planning, market information, customers are put together, small business ventures can prosper. At the apex, there seems to be factors linked to individual entrepreneur and those linked to environment and institution. The latter can be regarded as supportive/facilitative factors (Leon, 1996).

The need to understand the determinants of entrepreneurship is also as important as understanding its concept. The origins and determinants of entrepreneurship span a wide spectrum of theories and explanations (Brock and Evans, 1989; Carree, 1997; Carree , Van Stel, Thurik and Wennekers, 2002; Gavron, Cowling, Holtham and Westall, 1998; OECD, 1998a). However, it is generally accepted that policy measures can influence the level of entrepreneurship (Storey, 1994 and 1999; EZ, 1999).

Research analyzing the determinants of the decision to start a new business has so far stressed the role of individual characteristics, access to capital and institutions. Social factors may also play a role in the decision to become an entrepreneur because, as shown by a growing literature, social interactions affect the payoffs from a variety of economic decisions. (Giannetti and Simonov, 2003). While personal characteristics as well as social aspects clearly play some role, entrepreneurship and entrepreneurs can also be developed through conscious action (Petrin, 1994).

Development of entrepreneurship and entrepreneurs can be stimulated through a set of supporting institutions and through deliberate innovative action which stimulates changes and fully supports capable individuals or groups. Therefore, policies and programs designed specifically for entrepreneurship promotion can greatly affect the supply of entrepreneurs and thus indirectly represent an important source of entrepreneurship (Berger, 1991).

This view has important implications for entrepreneurship development in different areas. If currently entrepreneurial activities in a given respective area are not thriving it does not mean that entrepreneurship is something inherently alien to areas. While this feeling could have some legacy due to the slower pace of changes occurring in rural areas compared to urban ones(for instance) , proper action can make a lot of difference with respect to entrepreneurial behavior of people living in a given areas (Friedrich,1990).

The acceptance of entrepreneurship as a central development force by itself was not lead to rural development and the advancement of rural enterprises. What is needed in addition is an environment enabling entrepreneurship in rural areas. The existence of such an environment largely depends on policies promoting rural entrepreneurship. The effectiveness of such policies in turn depends on a conceptual framework about entrepreneurship (Petrin, 1994).

There also exists an interdisciplinary literature on the cultural aspects of entrepreneurship in the for-profit sector (Berger, 1991). This literature departs from the usual literature and argues that entrepreneurship is influenced not just by factors such as risks, capital constraints, expected earnings, but also by social forces such as morals, norms and values. This forms the context within which individuals pursue entrepreneurial opportunities.

Nafziger and Terrell (1996) examine entrepreneurial characteristics for long-run survival of firms in India. Although they deal with for-profit firms, it is interesting to note that firms founded by entrepreneurs in higher castes are most likely to survive, but that increased education of the founding entrepreneur reduces the survival rate. This, they argue provides evidence that opportunities outside the firm are important in predicting firm survival. Another study of entrepreneurship in the for-profit sector in India shows that structural determinants such as religion, culture and socio- political conditions were as important in explaining the entrepreneur as were individual characteristics (Gupta, 1991).

2.1.3The Rise of Entrepreneurship

While social entrepreneurs have existed since the beginning of time, the relatively recent surge of entrepreneurship is part of a larger and more recent context, it is emerging at an historical juncture, when the traditional distinctions between business and civil society organizations, between who should provide public and private goods, are blurring. (Brandstatter, 1997).

Governments, the traditional purveyor of public goods, are increasingly unable to meet the needs of the poor, and the equity gap continues to increase in industrialized and emerging markets. Misconduct among a few highly visible corporations has affected all corporations, igniting consumer outrage and eroding shareholder confidence Hoetker and Aganwal (2007). In addition, with so many similar goods and services to choose from the consumer wields unprecedented power. And so the corporate world has begun to respond to social and environmental imperatives, if anything, to generate good will and retain customers and employees Krill (1989). Non-profit organizations have mushroomed in the last 25 years to address unfulfilled needs. Roswitha (2007). They are increasingly being held to performance criteria adapted from the business sector effectiveness of resource allocation, transparency, accountability and effective governance. As the citizen sector and its organizations grow in number, funding becomes tighter, competition greater, and the search for sustainable sources of income is a daily challenge (Maul, 1998).

Entrepreneurship is catching on in unexpected places in unexpected ways, and one reason that we’re able to identify and track these pockets of progress is that the term "social entrepreneur" it is being embraced. "It's actually because of a combination of things, but particularly because of the mental models of entrepreneurship has taken hold in the past 20 to 25 years," (Blanchflower and Oswald, 1998).

2.1.4 Contributions of an Entrepreneur

Entrepreneurship and economic development are intimately related. Schumpeter opines that entrepreneurial process is a major factor in economic development and the entrepreneur is the key to economic growth. Whatever be the form of economic and political set-up of the country, entrepreneurship is indispensable for economic development. Entrepreneurship is an approach to management that can be applied in start-up situations as well as within more established businesses. The growing interest, in the area of entrepreneurship has developed alongside interest in the changing role of small businesses. Small entrepreneurship has a fabulous potential in a developing country. So, statistical data and its analyses of several countries show that small industries have grown faster than large industries over the last couple of decades. According to UNDP (2002)

McClelland and Watson (1973) suggest that different entrepreneurial skills are required in different sectors, however that they share certain similar characteristics: talents in promoting ideas, organizing people and mobilizing resources.

Brandstatter (1997) has suggested that entrepreneurs in the for-profit sector are emotionally stable and independent, and there is no a prior reason to expect for nonprofit entrepreneurs to be different in this respect.

Economic development is the development of economic wealth of countries or regions for the well-being of their inhabitants. The term economic development on the other hand, implies much more. It typically refers to improvements in a variety of indicators such as literacy rates, life expectancy, and poverty rates. The term "economic development" is often used in a regional sense as well. In this sense, economic development focuses on the recruitment of business operations to a region, assisting in the expansion or retention of business operations within a region or assisting in the start-up of new businesses within a region. Nickell (1996)

Entrepreneurship is combinations of innovative ideas by which the management skills resources meet identify needs in the market place. Entrepreneurs do thing that are not generally done in the ordinary course of business. The concept of entrepreneurship has been around for a very longtime, but its resurgent popularities imply a sudden discovery. Entrepreneurship constitutes the driving force of the economic dream. Entrepreneurship is one of the four mainstream economic factors; Land, labor, capital and entrepreneurship.

Entrepreneurship is basically concerned with creating wealth through production of goods and services. This results in a process of upward change whereby the real per capita income of a country rises overtime or in other words economic development takes place. Thus entrepreneurial development is the key to economic development. In fact it is one of the most critical inputs in the economic development of a region. It speeds up the process of activating factors of production leading to a higher rate of economic growth, dispersal of economic activities and development of backward regions (Mc person, 1996).

Entrepreneurship also injects entrepreneurship by starting a chain reaction when the entrepreneur continuously tries to improve the quality of existing goods and services and add new ones. So, the identification and development of first generation entrepreneurs through Entrepreneurial Development Program is an important strategy. Consequently planners realized that absence of a strong entrepreneurial base acts as a serious handicap in the industrial development of a region. It is the entrepreneurial spirit of the people, which can transform the economy of that region. Both the quantity and quality of entrepreneurs are of utmost significance for achieving the goal of economic development (Olomi, 2006).

2.1.5 Development functions of an Entrepreneur

An entrepreneur frequently has to wear many hats. He has to perceive opportunity, plan, organize resources, and oversee production, marketing, and liaison with officials. Most importantly he has to innovate and bear risk. The main functions of an entrepreneur are as follows: (Norman and zimmer, 1996).

Innovation:

Through innovation, an entrepreneur converts a material into a resource or combines existing resources into new and more productive configurations.

Risk and uncertainty bearing:

Pertaining to development of new products, adapting new technologies, opening up new markets involves risk. An entrepreneur develops the art of decision-making under conditions of uncertainty as a matter of survival. An entrepreneur performs the function of risk and uncertainty bearing. Every decision

Organization building:

An entrepreneur has to organize material and other resources. With the organizational skills an entrepreneur builds an enterprise from scratch, nurtures it and makes it grow.

2.1.6 Entrepreneurship Development in Tanzania

Tanzania has come a long way in its efforts towards socio-economic development and in transforming its economy from a state-led to a market oriented economy. A few years after independence in 1961, Tanzania chose the path of African socialism and self-reliance for national development. Under that path, all major means of production and businesses were directly controlled by the State (Olomi, 2006).

During the years of colonial rule in the country, the development of indigenous entrepreneurship was hampered. Tanzanians of African origin were mainly employed as laborers in cash crop farming, with limited access to business. After independence in 1961, enterprises remained under the control of expatriates and business people of Asian origin. The Declaration of Arusha in 1967 served as a landmark in the history of Tanzania. It set out a policy focusing on socialism, self-reliance and rural development.

The result of this declaration was the nationalization of industrial activities and a substantial increase in state intervention in the economy. However, the “Africanization” of the economy did not take place through the transfer of ownership to the indigenous business class. Within the framework of socialism and self-reliance, which was linked to a strategy of import substitution, the government opted for the development of large-scale, monopolistic, mostly state-owned enterprises. At the time, leaders were of the view that rapid development was only possible if key enterprises were owned by nationals (the indigenous business class being too small to take on this mission) (Olomi, 2006).

The government took control of the production of many goods, import and export marketing tasks, the allocation of resources and foreign exchange, and the determination of prices. These control mechanisms were used to stimulate the development of the public sector; the policy environment was strongly biased against small private enterprises. This economic adjustment program had both positive and negative impacts on small enterprises, depending on their characteristics, but tended to dramatically suppress “entrepreneurial impetus”. In fact, during the socialist era of 1967-1976, a campaign was launched to discourage private entrepreneurship, projected in the popular press and among politicians as evil and something to be tolerated only during the transition to full socialism (Olomi and Nchimbi, 2002, p.6)

By the end of the 1970s, the stimulation of large-scale state enterprises, capital and import intensive, was proving ineffective due to the lack of technology and management know-how. Due to the extent of the economic crisis of the 1970s and early 1980s, and pressure from the World Bank and IMF, the government was forced to change its economic policies from 1986. In 1986, the Government started the implementation of Economic Recovery Programs I & II, which were supported by the development partners (World Bank and International Monetary Fund). Those programs were followed by several other programs. The implementations of these reforms were accompanied by the Government abdicating itself from direct ownership and control of the major means of production. As a consequence, the public sector reduce its contributions to core functions of policy formulation; economic management; provision of socio-economic infrastructure; provision of legal and regulatory framework; managing the rule of law and order; and selected areas of public-private sectors partnership.

Then the government adopted the Economic Recovery Program, designed to put an end to the economic deterioration and to transform the state-led economy into a market-driven economy. Final reforms took place in 1991, and the regulatory environment partially adjusted accordingly. Due to privatization activity and the retrenchment of workers from public institutions, coupled with the state of the economy, many people were driven into micro-enterprises in order to make ends meet. Basically, this development makes the private sector an engine of economic growth rate needed to achieve the objective of reducing poverty (UNIDO, 2002).
Since the 1990s, the participation of the private sector in the development process has been strengthened. Furthermore, a number of initiatives have been undertaken to strengthen and widen the contribution of private sector in socio-economic development (Olomi, 2006).

Development partners are now clearly focused on working with the government to strengthen the Tanzanian economy. Several new policies have been put into place over the past three years, including the National Micro Finance Policy (2000), the Strategic Trade Policy (2002), the Business Environment Strengthening in Tanzania (BEST)Program (2001), the Poverty Reduction Strategy Paper (2001), an Agricultural Sector Development Strategy (2000), a Rural Development Strategy, and a Sustainable Industrial Development Policy (1996-2020). To these can be added the National SME Development Policy (2003) and the National Trade Policy (2003).
The Tanzania Development Vision 2025, and its implementation tools, the National Strategy for Growth and Reduction Poverty (NSGRP), popularly known in Kiswahili as "MKUKUTA", Medium Term Plan (MTP) and various sectoral strategies spell out the importance of private sector as the engine for economic growth. MKUKUTA places high priority on accelerating broad based growth by developing interventions to sectors where the majority of the poor with the highest growth potential are found. In all those

initiatives, the private sector development has been accorded special attention, as it is expected to contribute to realizing the national goals of accelerating growth, increase in income and reducing poverty. ILO (2002)

Several donors are implementing major development strategies – the UNIDO Integrated Country Program (2002-2005), USAID Private Enterprise Support Activities (2002), DANIDA Business Sector Program Support (2003-2008), and the UNDP Private Sector Development Program. UNIDO (2002)

Tanzania has a population of just over 37 million, a GDP of US$22 billion, and GDP per capita of US$610. An estimated 51 per cent of the population lives below the poverty line. Eighty per cent of the country's poor population lives in rural areas, depending on subsistence agriculture and unable to participate in broader markets. Poor roads, exorbitantly expensive utilities and prohibitive policies have compounded this problem, significantly impeding the growth of the economy. Agriculture, the mainstay of the economy, is almost 50 per cent of GDP, and small-scale peasant farmers, who make up 70 per cent of the population, carry out over 80 per cent of agricultural activities. About 30 per cent of the population over 15 years of age is illiterate (UDEC, 2002).

Economic growth has been between five and six per cent during 2001 and 2002, but according to key informants, most of it has been due to capital intensity (e.g., productivity improvements in mining) and has not resulted in employment creation.

While the majority of Tanzania's formal economic activities take place in major cities, in most districts most private sector activities are micro-level, informal activities involving the local peasant population. An estimated 700,000 Tanzanians enter the labor force every year and only 40,000 or so can expect to find paid employment – the remainder will have to turn to some form of self-employment if they are to generate a livelihood (Olomi, 2006).

Thus, the micro and small business sector is seen as very important in the next stage of the country's economic growth. The SME sector contributes 30 per cent of GDP and is responsible for more than 50 per cent of private sector job creation. At this point in Tanzania's history, the culture of entrepreneurship is in need of revitalization.

These “first generation entrepreneurs” found and in many cases still find themselves operating in an underdeveloped “enterprise culture” (Gupta, 1999).

With a view to facilitating the private sector to contribute effectively towards socio-economic development, an enabling business environment has been identified as among the key drivers. Policies and reforms undertaken have so far, enabled Tanzania to put in place a stable macro-economic framework for private sector growth. Nonetheless, there are still areas that need further improvements so as to unleash economic potentials, including further improvements in the business regulatory environment.

2.1.7 Non-Government Organizations

Non-Government Organization (NGO) is the common nomenclature used by international development agencies to cover “third sector” organizations such as nonprofit agencies, charities, private voluntary organizations, or philanthropic societies.

The major characteristics of NGOs are that they have been established by individuals or groups of other NGOs, not by governments; they should have non-government legal status in their country of registration and be independent of governmental or inter-governmental bodies; be non-profit making; and have a voluntary membership.

NGOs are free from direct government interference, while in the Third World it is common for governments, with their different political and social traditions, to be more closely involved in the legal registration and running of NGOs, as well as the appointment of board members.

2.1.8 NGOs in Tanzania

The Government of the United Republic of Tanzania began its first major attempt to promote the small industries sector as far back as 1966. Development partners, donors and NGOs have over the years influenced the regulatory reform process in creating the right regulatory framework and institutions, and developing sectoral policies and program. They have also implemented, and continue to implement, grassroots skills training and micro-finance programs to encourage income-generating activities to ensure the entrepreneurship development.

It would appear that an inventory of these past and current SME development initiatives has not been compiled, nor has there been a systematic effort to learn lessons from project assessments. This has limited the exchange of “good practice” models and approaches.

In September 2002, the University of Dar es Salaam completed a report on recent donor efforts on behalf of the DAC Private Sector Development Group Tanzania and the International Working Group for SME Development of the OECD Committee of Donor Agencies (Olomi and Nchimbi, November 2002). This review took stock of these efforts and drew up lessons learned and best practices to guide future interventions by governments, donor, and other agencies. The report noted that efforts should be made to improve coordination between donors supporting the SME sector.

In their review of development partner and donor efforts, Olomi and Nchimbi (2002) concluded that SME policies and programs of the past have differed in the extent to which they addressed gender issues. Some have shown the need to address women’s needs but fell short of specific strategies, while others did come up with specific strategies. UDEC later carried out a survey of donor-supported programs on behalf of the Africa Project Development Facility (APDF), and in February 2003 released a directory of donor-supported SME and private sector programs (Olomi, Baisi and Philemon, 2003). It does not appear that a large proportion of donor attention has been placed on the business development and growth needs of entrepreneurs for entrepreneurship development.

However, it is noted that the Donor Advisory Committee (DAC) (now the Donors Partners Group) has occasionally established DAC sub-groups to focus on a particular sector or issue. It is suggested that a similar approach be adopted by donor groups interested in addressing some of the serious challenges that are impeding the further growth and development of enterprises in Tanzania, particularly capacity building of women-owned MSEs and improving access to financing, training, and business development services.

2.1.9 The contributions played by NGOs

NGOs are part of the development landscape. Increasing amounts of development aid are channeled through NGOs. The term gives little clue as to their real characteristics but most people associate NGOs with a formal and officially recognized organization that is not linked to government , having a purpose that is altruistic rather than commercial and attracting staff who are value-driven rather than financially-motivated. NGOs working in developing countries have benefited from this trend – either because they are considered part of civil society or because they work closely with many civil society organizations, including CBOs. Stocker and Barbor-Might (1999, p3) this growth in the funding, remit competencies and responsibilities of NGOs has meant that they have been closely involved in (if not the instigators of) much of the experimentation with practical solutions to pressing problems in rural areas. This is the context in which NGO experiences with agricultural marketing interventions provide a valid and rich focus for this review.

The contribution played by NGOs cannot be over-emphasized. Organizations like Railway Children Africa are working in areas such as relief and welfare, technical innovation, national development, advocacy, grassroots development agencies and other networks. The primary research base on address the contribution played by NGOs in more detail. These contributions are like:

- **Formal and Informal Financial Support**

The proportion of loans from formal sources NGOs, commercial banks, SACCOS, etc.) in 1999 was more (5.71 per cent) than in 1995 (3.4 per cent) and 1993 (4 per cent). This reflects an increase in the number of support organizations providing credit to Entrepreneurs, an increased geographical spread across the country, and their relocation to urban and rural areas. Of the formal sources, NGOs are the most important source of credit to SMEs. This is reflected in the number of NGOs focusing their support on provision of credit to them, increasing from 46 in 1995 to 130 in 1999.

- **Business Development Services**

Business development services comprise non-financial services that are aimed at capacity building. They include training services, marketing and institutional support. Management training for MSEs focuses on building the capacity of entrepreneurs, by transfer of the relevant knowledge and skills needed to successfully run the enterprise. This includes skills in financial management, marketing, human resource management, and entrepreneurship training. Mainstream SME training institutions providing such training, do so to complement particular occupational, technical, and professional, trade or artisanal skills their clients already possess. Similar to many other regions in Tanzania, most activities owned/managed by many entrepreneurs are micro in scale, located in rural areas and require little capital. However, a few institutions offer targeted training to entrepreneurs and a number of NGOs using donor funding.

Overall, not as many women entrepreneurs use BDS, because of cost, access, necessity, or availability (Stevenson and St-Onge, 2005). Some entrepreneurs are disadvantaged in accessing BDS on account of discrimination and their immobility.

Technical, professional, trade, occupational or artisan skills training, focus on inculcating or equipping workers with practical skills, such as carpentry, masonry, tailoring, weaving, mechanical engineering, electrical engineering, purchasing, or logistics management.

Other business development services include technical assistance, marketing outlets, pre-constructed sheds and assistance to business creation Technical assistance is a broad label that includes assisting SME operators to carry out technical/professional activities such as bookkeeping, marketing, inventory costing, and choice and installation of appropriate computerized systems. In general, it is given on a one-to-one basis at the SME business site. Some organizations provide marketing outlets for their MSE clients' products.

According to the 1999 Survey, only 7 per cent of MSEs had received one form or another of non-financial assistance between 1995 and 1999, in spite of the increasing number of formal and informal organizations in Tanzania, offering all types of this.

Also, access to non-financial assistance varies by sector. Notably, 14.4 per cent of MSEs in the service sector had accessed and used non-financial assistance.

A large number of NGOs become involved in agricultural marketing activities, but this is rarely in their core business. (There are some notable exceptions amongst some of the international NGOs who have become very experienced in agricultural enterprise, agro-processing and marketing. These include, for instance CARE International, SNV and Techno Serve.

Many NGOs start with welfare (or social or altruistic) objectives, in areas such as education, health, water, infrastructure and agriculture and gradually shift towards a longer-term development focus. With this shift, small business and income generation activities take on a greater role. Gibson (1993) describes this gradual transformation in terms of a continuum of different actions and attitudes. This affects the way they are developed and managed, as well as the way they are perceived within and outside the organization. Often NGOs deliberately work in remote and disadvantaged communities and target the poorest households or individuals. These conditions, in combination with a general relief and welfare orientation, influence the strategies they adopt to achieve their objectives. For instance, direct or indirect subsidies may be used to improve access to markets (e.g., through provision of transport, credit or inputs). An example of a direct subsidy is free or below cost use of transport (calculated on basis of the costs of fuel, driver and perhaps some portion of the vehicle costs).

An indirect subsidy might involve charging a commercial (or break-even) rate on the vehicle hire but taking no account of the staff costs of implementing and managing the scheme. Whilst few people would suggest that the subsidy could continue indefinitely, there may be little consideration of how these activities can eventually be shifted to a more sustainable basis. The result is often that the program attracts participation because of the subsidies, and once it ends there is little enduring impact. Yet in the short-run these types of activities are attractive to NGOs because they have fairly immediate and visible (if not enduring) impacts and can (with varying degrees of success) be targeted to particularly disadvantaged groups (such as the poorest households, women, the handicapped or other marginalized social groups).

An approach that seeks to use commercial channels may take much longer to develop and may place the intended target group at a disadvantage relative to other members of the community. Even when NGOs do not intentionally adopt a non-commercial approach, market-oriented interventions are often subordinate to their core business. Stanton (1993, p50) gives four reasons for this lower status: ideological "…the core work assists those who most need it, income-generating work assists those who will exploit it to the greatest economic advantage" , resource allocation reflecting the ideological perspective, management "the most willing volunteer for the job rather than external recruitment of people qualified and experienced in business-management" and finance – these activities may be quite costly to implement and effectively monitor.

- **Technology transfer institutions.**

Technology is at the centre of SME development. This requires an understanding of processes in the sector before sourcing and transferring suitable technology. It is also important to note that many places in the country do not have electricity and, hence, the institutions should focus on areas without it or water and other essential structures. However, there are no specific initiatives designed for entrepreneurs in Tanzania.

2.1.10 Effectiveness of non-governmental organizations

NGOs can play a decisive role as an effective delivery mechanism of entrepreneurship development. They have innate advantages to involve people and ensure their participation in agencies and fellow NGOs is added to them (Stephen, J.K 2005)

2.1.11 Challenges Faced By NGOs

'Non-governmental', 'third sector' or 'not-for profit' organizations have in recent years become high profile actors within public policy landscapes at local, national and global levels. Around the world, there is an increasing commitment to the delivery of social services through involving neither voluntary organizations which are neither government agencies directed by the state nor organizations committed to the 'for-profit' ethos of the business world (Lewis, 2003)

Through there have been remarkable achievements in entrepreneurship development, a number of challenges still remain such as;

- **Budgets**

  NGOs are expressing difficulty in finding sufficient, appropriate and continuous funding for their work. They find accessing donors as challenging as dealing with their funding conditions. They perceive there to be certain cartels of individuals and NGOs that control access to donor funds. They have limited resource mobilization skills and are often not looking for funds that are available locally, preferring to wait for international donors to approach them. There is a high dependency of donors and a tendency to shift interventions to match donor priorities. There is a lack of financial, project and organizational sustainability. Therefore, funding such large budgets demands significant fundraising efforts on the part of most NGOs. Major sources of NGO funding include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations Even though the term 'non-governmental organization' implies independence of governments, some NGOs depend heavily on governments for their funding (Wikipedia, 2006).

- **Staffs**

  Other problem is about staff such as; recruitment, assignment and layoff as well as human resources development and administration and finally everyday management of staff (Vilain, 2006). NGOs were found to be weak at staff career development. Often organizations lacked a career structure in which staff could develop. In addition they were not good at budgeting for staff training. In situations where the organizations were expanding rapidly, it created problems for many who were unable to keep up with the demands of their work. Not all people working for non-governmental organizations are volunteers. Paid staff members typically receive lower pay than in the commercial private sectors. Their members usually do not get paid in any way and only invest little of their leisure in order to fulfill their duties. Sometimes they only have little organizational and professional skills (Mukasa, 2006). The poor quality of training or lack of importance attached to training NGO workers has been discussed elsewhere (Ahmad, 2002)

- **Strategic planning**

  Absence of strategic planning, few NGOs have strategic plans which would enable them to have ownership over their mission, values and activities. This leaves them vulnerable to the whims of donors and makes it difficult to measure their impact over time. The difficulties of managing NGOs with operations in several countries also raised concerns. The difficulties came from the inability to define proper lines of autonomy on policy issues. Field staff often felt isolated unsupported and felt there was a lack of understanding of the issues they were dealing with at field level. In addition, they often found it difficult to be loyal to headquarters. Headquarters staff on the other hand, felt that field staff had too much power which needed to be controlled if all the interests within the organization were to be adequately addressed (Mukasa, 2006).

- **External relationship**

  Poor relationships with public as well as others private organization creates lack of sustainability of NGOs to the existence within community, because some of NGOs have nature of segregation in terms of religions either Islam or Christians, this cause community members to avoid participate in their projects. However, many NGOs are still focusing upon what some refer to the ‘hardware’ approach to development. Therefore, the building of infrastructure and the provision of services; rather than what some refer to as the ‘software’ approach of empowering people and local institutions to manage their own affairs. Patel, (2001). NGOs are acutely aware of the increasing and enormous needs of poor people and feel at a loss as to how they can respond to all these needs. There is a lack of sustainability and ownership of development interventions by communities. Some communities have been spoilt by dependency creating interventions and are not inclined to do things for themselves. It is difficult to keep our programs relevant to changing situations and the culture of handouts is hard to counter. There is no accepted code of ethics and conflicting approaches.

- **Target community**

  Poor target community makes difficult contributions of NGOs to be achieved. Communities have difference demand to sustain their need and communities are varying within society. NGOs should provide social services according their needs of society. Communities have assets, wisdow, labour, time and skills to be applied to their own development programmes. Communities are willing to work to the own targeted needs for development, it enable them to plan, implement and evaluate their own development programmes and to access available local resources. Many NGOs, large and small, intervene at community level without any community mapping and implement projects without due regard to ongoing community initiatives. NGO politics: one fighting another, one with resources but no community presence, another with community presence but no resources. (Mukasa, 2006)

2.2 Empirical literature review

McPherson (1996) conducted the study on the effectiveness of the contributions of non-government organization in entrepreneurship development in Ethiopia. The results of the study showed that development programs aimed to micro-entrepreneurship since have been a popular poverty alleviation strategy in developing nations for many years.

Bornstein (2005) conducted a study on the assessment of the contributions of non-government organization on development entrepreneurship in Malawi.

The results revealed that, the rural development of the poorest countries happened largely as a result of the economic activity and intensity of insignificant entrepreneurs called micro-entrepreneurs, and the financial support of associations for such entrepreneurs are commonly called micro credit associations Micro-entrepreneurs as informal sector enterprises that usually possess the following features ease of entry, family ownership, small-scale operation, reliance on indigenous resources, use of labor intensive and adopted (often low-level) technology, acquisition of skills outside the formal schooling system, and unregulated and competitive market prevalence. Entrepreneurship has been always regarded as a major contributing factor to the economic growth, especially small and micro-enterprises have a substantial impact in developing countries.

McElwee (2006) studied on the assessment of the contributions of non-government organization on social enterprises in Bangladesh city Dhaka, he was explored the situation that is being faced by micro-entrepreneurs. The results found that they go through significant difficulties in accessing capital, distribution channels, and relevant business supports, donor funding, but these offerings, in many instances, are not customized to pre-identified learner needs and are centrally based in Dar es Salaam. Programs scheduled over a five-day period are viewed as too much of a time commitment by most entrepreneurs and do not usually provide follow-up support. Overall, key informants reported that entrepreneurs have a low awareness of available training opportunities, and that reach to rural communities is an area of con

Pisani and Patrick (2002), studied on Existence of factors that hinder the development of micro-entrepreneurship in Botswana. The study reveal that, micro-entrepreneurs suffer from poor efficiency and low productivity because of their poor quality and unreliable supplies, outdated machineries, unskilled personnel, small sizes, and limited access in monetary supports from financial institutions, government and non-government agencies.

Omofonwan (2009) conducted the study on the role of non-government organizations in community development in Edo state- Nigeria. The researcher reference on technical support, the study reveal that, the provision of technical and social services in ways which encourage initiative, self help and mutual understanding .

Partel (2013) conducted a report on rural entrepreneurship challenges and problems in India, he use interview and observation on collecting information, the report reveal that, rural entrepreneurship is now day a major opportunity for the people who migrate from rural areas or semi-urban areas to urban areas. On the contrary it is also a fact that the majority of rural entrepreneurs is facing many financial problems to establish industries in the rural areas. This paper makes an attempt to find out the problems and challenges for the potentiality of marketing of products and financial amenities.

Ruth, (2004) studied on relationship between enterprises perception of impact of NGOs interventions and enterprises performance in Kenya. The study reveals that, among of interventions provided to entrepreneurs are credits, training and business counseling received by respondents is varying degrees. Furthermore, relationship between the interventions and enterprises growth was significant.

Carol, (2001) conducted research about, informal to the formal sector; micro enterprises in a developing economy Uganda. It explores that the possibility of micro-enterprises in developing economies moving from the informal to the formal in sector without this entrepreneurship to ongoing participation in the formal economy. A number of the entrepreneurs who participated in this research had made substantial gains in both a psychological and business sense in a period of two years

Chee (1990) conducted the studied on policy dialogue on opportunities and challenges for rural SMEs development in Tanzania. The study reveal that, who estimated that there were about 13 ministries and more than 30 government and non-government agencies involved in a variety of programs for the development of SMIs in 1990. Add to this number, the banks and financial institutions that were also involved in providing the financial support, and one gets an idea of the complexity of the situation. The large number of ministries and agencies involved inevitably caused overlapping of functions and responsibilities, leading to inefficiencies and ineffectiveness of the programs being run. This eventually curtailed the level of participation among genuine entrepreneurs who ended up feeling very frustrated with the system. Therefore, has highlighted that "most rural areas of Tanzania have a lot of resources, what is missing is the entrepreneurial drive and skills to see the opportunities and to have the drive, vision and ability to exploit them profitably". A great deal of capacity building of rural communities and entrepreneurs is required to stimulate their drive and imagination and to impart business skills.

2.3 Conceptual Frame Work

The conceptual frame work of the study indicates how dependent variables and independent variable and their relationships regarding to the specific objectives. To explain the researcher uses the two variables to see the linkage on the effectiveness of non-governmental organizations in entrepreneurship development has a major contribution on overall objective of the study.

2.3.1 Dependent Variable

These are variables that researchers measure in order to establish the effect of change or effect created on them. A dependent variable wait for the effect of independent variable will create on it, (Adam and Kamuzora, 2008). The dependent variables in this study are entrepreneur’s development.

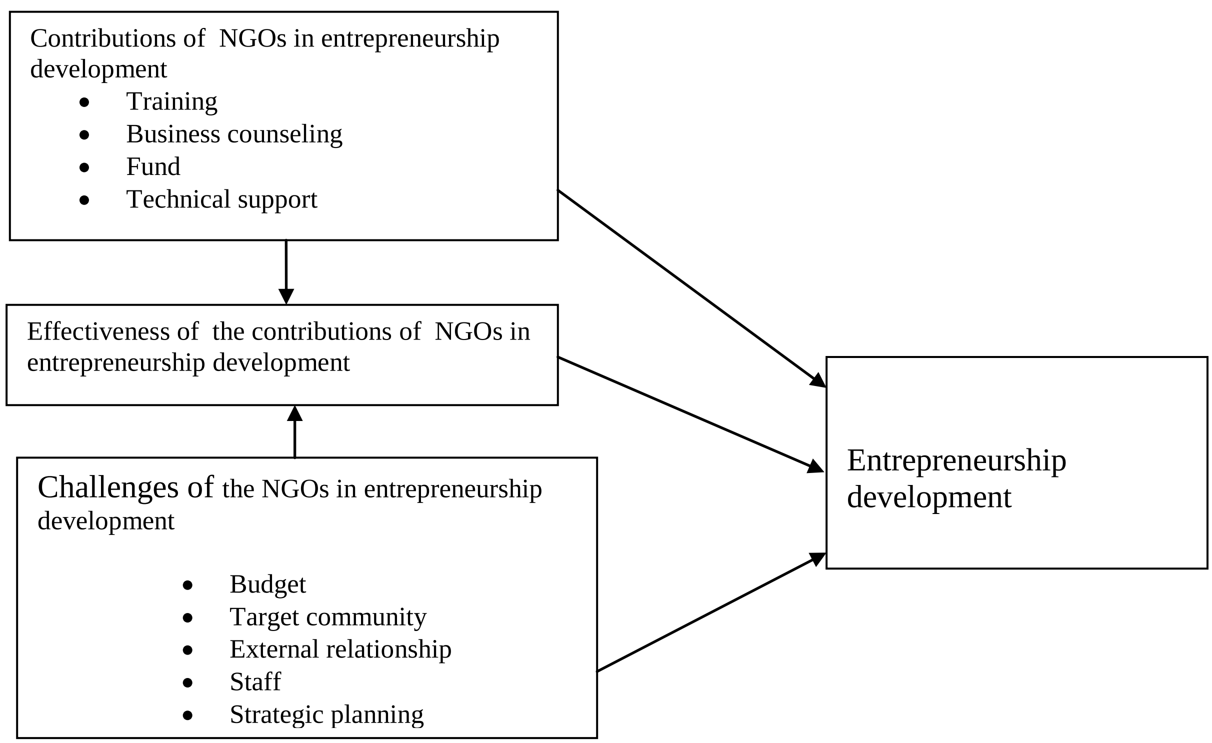
The researcher’s goal is to grasp and explain the dependent variable or to describe the variability or predict it. In a nutshell, it act as the major variable that gives itself as a capable item for investigation. In this study the dependent variables are entrepreneur’s development.

2.3.2 Independent Variable

An independent variable is the variable whose effect we would like to establish in a study (Adam and Kamuzora, 2008). It is the one that influences the dependent variable in either a positive or a negative way; that is, with each unit of increase in the independent variable, there is an increase or decrease in the dependent variable. In other words, the variations in the dependent variable are accounted for by the independent variable (Chimbovu and Gumbo, 2001). In this study the dependent variable is entrepreneurship development. Independent variables are Contributions of NGOs in entrepreneurship development (Training, Business counseling, Funds), Effectiveness of NGOs in entrepreneurship development and Challenges of the NGOs in entrepreneurship development.

Figure 1 Conceptual framework - Railway Children Africa

INDEPENDENT VARIABLE **DEPENDENT VARIABLE**



Source: Researcher own constructed 2015

2.3.3 Description of the Model

From the model presented above it can be seen clearly that Railway Children Africa have contributions on entrepreneurship development, which in turn have direct impact on entrepreneurs, from the model above, development of entrepreneurs depend much on ability of NGOs in implementing its contributions, therefore, entrepreneurs are dependent variable while effectiveness of NGOs in entrepreneurship development and Challenges of the NGOs in entrepreneurship development is the independent variable.

Therefore; The effectiveness of non-governmental organizations paved a way to the entrepreneurs to run their business with benefits through availability of training, funds and business counseling which effect the entrepreneurship development while challenges like poor budget, disorganizing of staff, poor relation external management like private sector, Government, poor strategic planning involuntarily affect development of entrepreneurship.

CHAPTER THREE

RESEARCH METHODOLOGY

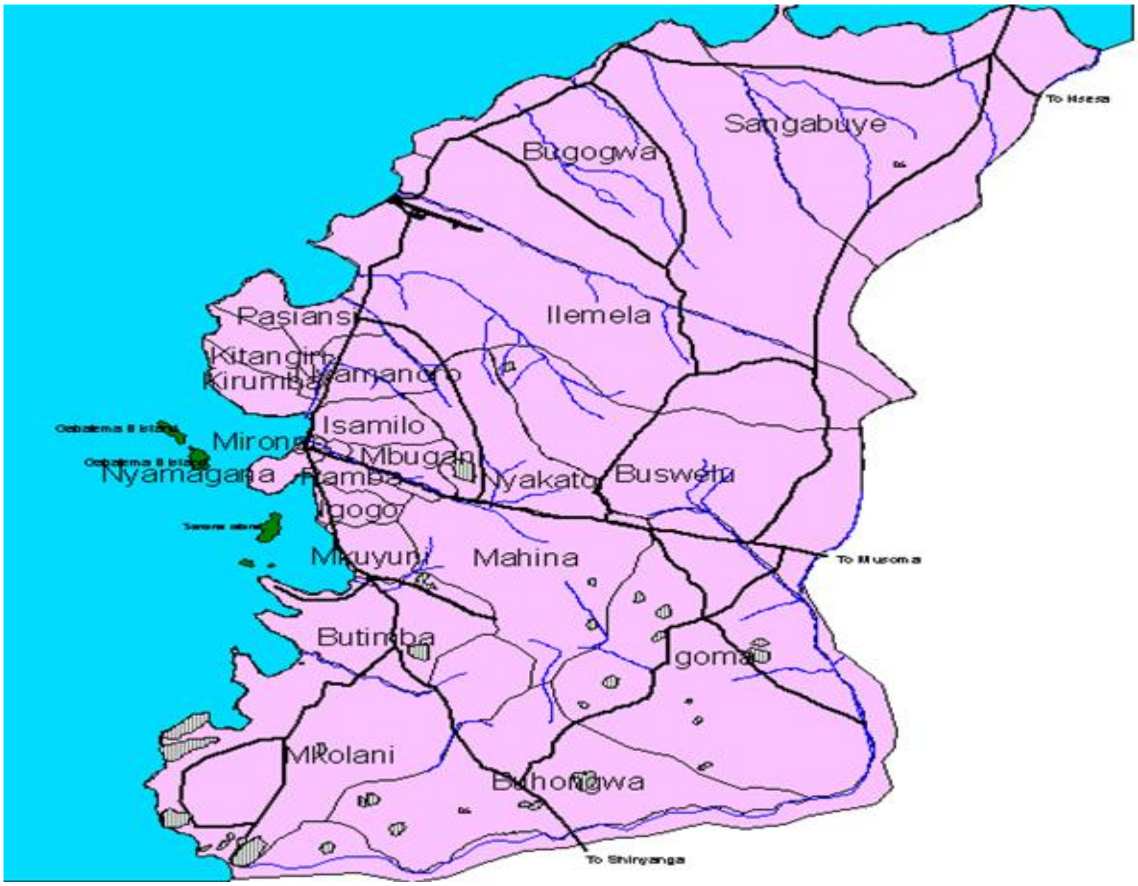
3.0 Introduction

This chapter details the methodology, the researcher has used in collecting data and information about the study. It includes description of the study area, research design, study population and sample size, sampling technique, data collection methods and analysis methods in order to validate the research questions.

3.1 Description of the Study Area

The study was conducted in four wards of Ilemela districts namely Nyakato, Sangabuye Buswelu and Bugogwa. Ilemela district is one of six district found in Mwanza region. It is bordered to the north by the Nyamagana district, it covered by water and dry land areas which consist of forested land, valley cultivated plains, grassy and rocky hill areas. It has square kilometer 20,095 of land and population 2772,509 according of the 2012 national census but the current population is estimated to be increase due to the rural urban migration. (https:\\en.Wikipedia.org\Wiki\Mwanza-Region). Also occupied by various tribal groups like wasukuma, wakara, wakerewe and wazinza but the major tribal is wasukuma. Socio-economic includes fishing, timbering, agriculture and tourism. All wards being growing rapidly in business wise, the reasons behind is that the place is surrounded by huge population which attracts many people in a place and its surroundings.

A MAP OF ILEMELA DISTRICT



Source: (Ilemela District profile, 2015)

3.2 Research Design

In case study research design was used by researcher. The design enable researcher to develop theory inductively by using structured questionnaires as part of the main study. Also the design help researcher to test the theory deductively by expounding cause effect relationship of Non government organizations with Entrepreneurship. In case study design information was collected from relatively large number of cases or unity of inquiry under investigation. All data was collected from small entrepreneurs from rural and semi urban areas who are dealing with different kind of businesses and they are served by Railway Children Africa.

3.3 Study Population and Sample Size

3.3.1 Study Population

The target population for the study was the entrepreneurs who deal with small business in Ilemela district. All entrepreneurs in the study sites were included in the target population for the study. Due to the absence of relevant data bases, it was not possible to state the number of this category of the target population. The population of the study was consisted entrepreneurs and workers who work beside Railway Children Africa as an organization deals with marginalized people in Mwanza based projects and Railway Children Africa staffs in Mwanza office.

3.3.2 Sample Size

A sample is a group of people drawn from the entire population in which the researchers are interested in collecting data and drawing conclusions (Kombo and Tromp, 2006).
A sample of respondent involved in study was 89 entrepreneurs and 11 staff members from Railway Children Africa (RCA).

Table 1 Sample Size

UNIT	ENTREPRENEURS	RCA	TOTAL
NO OF MEMBERS	89	11	**100**

Source: Research Data, 2015

3.4 Sampling Technique

The researcher used random sampling (probability sampling). Kothari (2004) defined probability sampling it's like lottery method in which individual units is picked up from the whole group not deliberate but by some mechanical process. The results obtained from probability or random sampling can be assured in terms of probability. These sampling techniques used to select respondents from Railway Children Africa. The reasons are due to the fact that the mentioned organization is dealing with solving social problems and entrepreneurship related activities is among of the way through which they are using to solve and to meet their objectives. This enabled researcher to assess effectiveness the contributions of NGO's on entrepreneurship development.

3.5 Data Collections Methods

Data collection methods involved primary and secondary data;

3.5.1 Primary Data

Primary data are the data collected by a researcher himself or herself or by research assistants from the field for the purpose of answering a research question or issue (Adam and Kamuzora, 2008), primary data included the following**;**

3.5.1.1 Questionnaire

Both open and closed ended questionnaires were prepared and were administered to the respondents of the study. Specifically questionnaires were administered to entrepreneurs and staffs of RCA. The entrepreneurs and staffs provided information concerning the contributions of NGOs in entrepreneurship development.

3.5.2.2 Interview

Both interview guide and schedules were prepared, the former comprised of questions which were used by the researcher to ask the respondents while the latter indicated the time table showing the time for starting and ending the process of data collection from the respondents. Specifically interview guide was focused to lower personell. The interview was conducted at Ilemela district, in different wards; such as Nyakato, Buswelu, Sangabuye, Bugogwa as well as staffs from RCA

3.5.2.3 Observation

This offers an investigator the opportunity to gather live data from naturally occurring social situation. In this way a researcher can look directly at what is taking place in situation rather relying on second hand accounts (Cohen, 2007). Non participant was used in observation, specifically observation was done in examine entrepreneurs the way they carry out their entrepreneurial activities and the scale of ,punctuality.

3.5.2 Secondary Data

Secondary data are those which have already been collected by someone else and which have been already passed through the statistical procedures (Kothari, 2004). Secondary data included;

3.5.2.1 Documentary Review

This method is basically the main source of secondary data obtained through reviewing documents such as newsletters, electronic information, and other documented materials that specifically provides information related to contributions of the NGOs in entrepreneurship development.

3.6 Data Analysis Methods

Analysis refers to the computation of certain measures along with searching for patterns of relationship that exist between data groups (Kothari, 2004). Both qualitative and quantitative data were analyzed. Data collected were edited and coded where possible content analysis were applied particularly where the same event occurs repetitively there after frequencies and percentages were computed there after Microsoft excel as tool was used to facilitate the analysis of data.

3.6.1 Validity and Reliability

(i) Reliability

All data collected through different techniques were cross- checked and most of questions had similar answers across the railway children Africa and entrepreneurs**.**

(ii) Validity

Validity is the extent to which a test measures what it claims to measure. It is vital for a test to be valid in order for the results to be accurately applied and interpreted. With respect to measurement procedures it related to whether a research instrument is measuring what it set out to measure (Kumar, 2005).

CHAPTER FOUR

PRESENTATION OF RESULTS

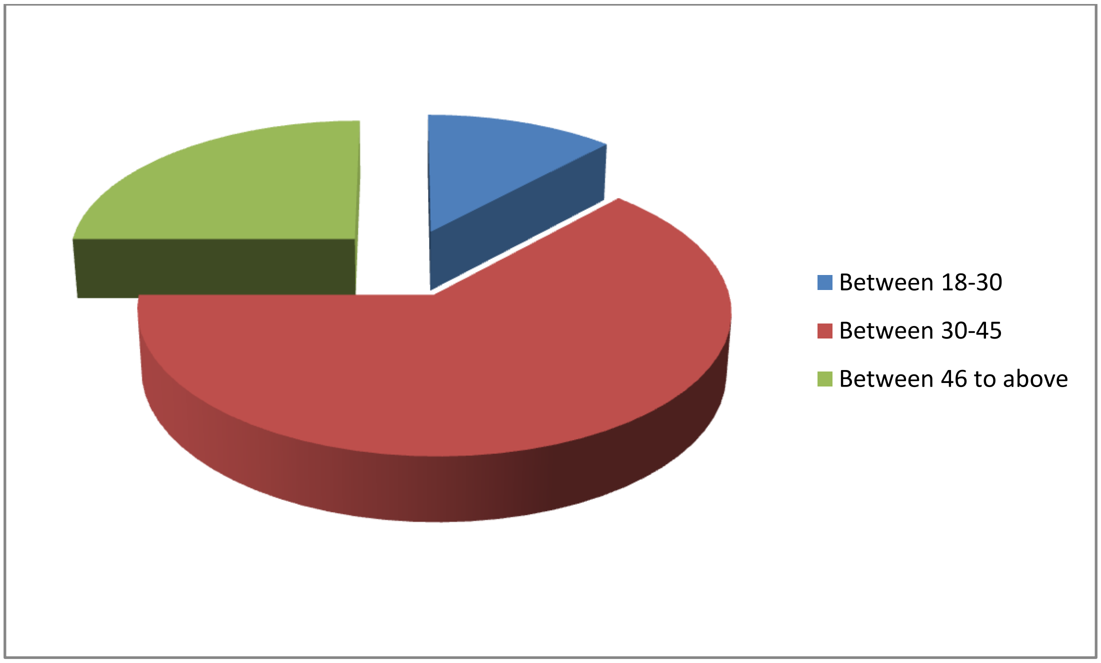
4.0 Introduction

This chapter presents and interprets the findings of the study. The presentation is organized according to the research objectives and questions and the emerging themes and issues. The chapter is organized as follows (1) To identify the contributions of NGOs in entrepreneurship developments (2) To assess the effectiveness of NGOs in entrepreneurship development (3) To point out the challenges of NGOs entrepreneurship development.

4.1 Demographic Characteristics of the Respondents

There is great link between characteristics of respondents, Social and Economic activities taking place in respondents place of residence. Characteristics of the respondents determine perceptions and attitudes to the community towards participating entrepreneurship development. This sub-section therefore, presents the general characteristics of the respondents basing on Age of the respondents, Sex, Marital status, Education level.

4.1.1 Age profile of respondents

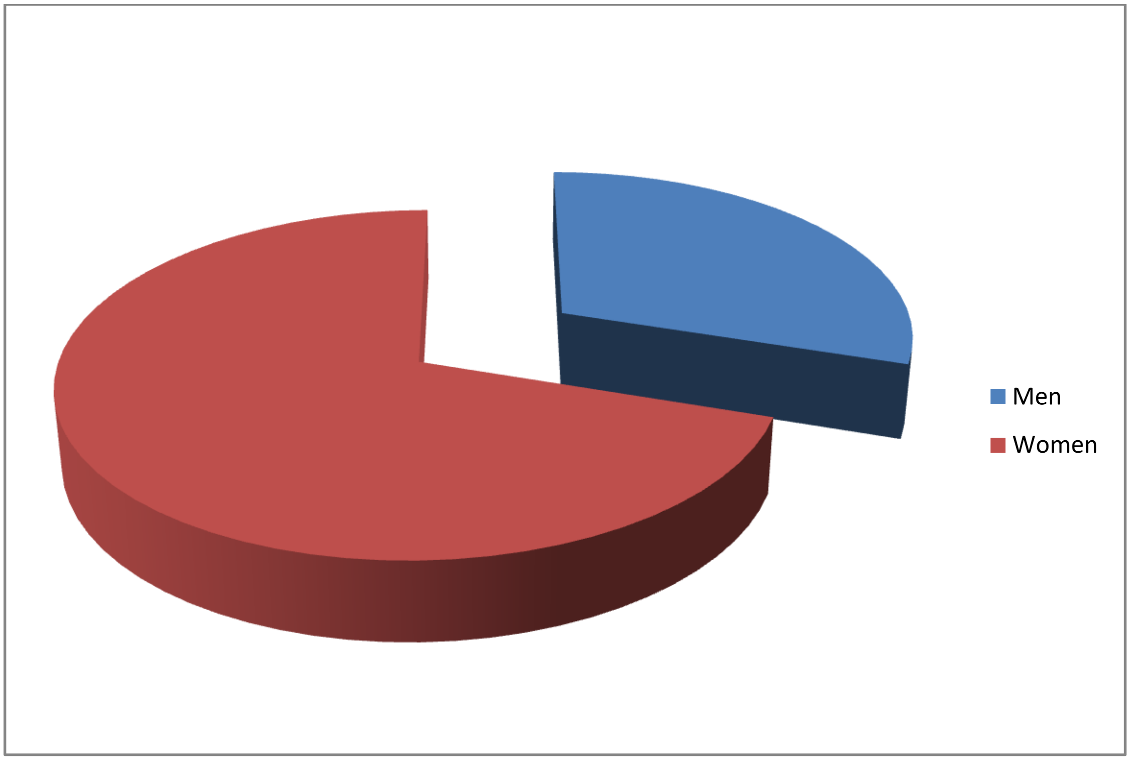


Source: research own survey 2015

Figure 2 Age of respondents

As figure above shows majority of respondents were at age of 30 – 45 years (63%), 12% of respondents were at age group of 18-30 years while 25% of the respondents were at age group of 46 to above. Therefore it seemed that the age of 30-45 are highly involved in entrepreneurship activities than other age group.

4.1.2 Respondents distibution by sex.

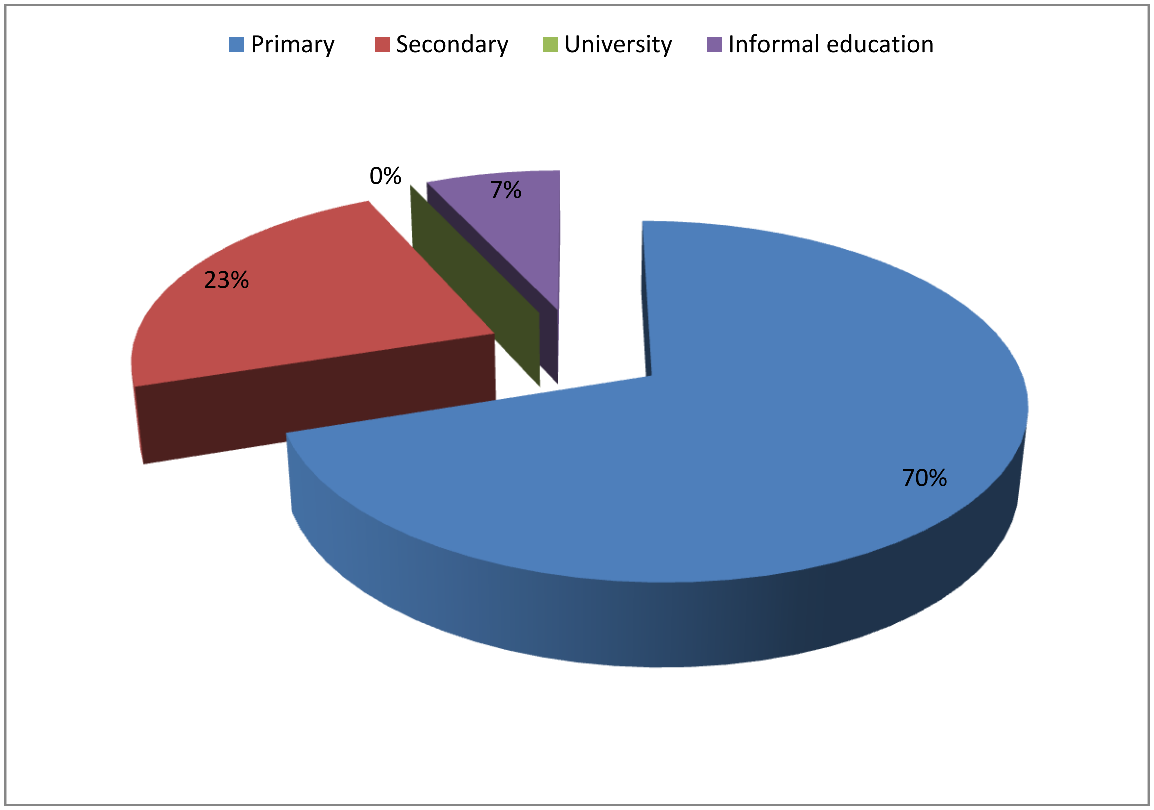


Source: research own survey 2015

Figure 3 Gender

Figure above shows that 75% of respondent are women while 25% were men. This indicates that, a large number of women involves in the entrepreneurial activities simply because railway children africa encourage women to involve in the micro economic groups as the part of the women economic empowerment program.

4.1.3 Entrepreneur's education profile



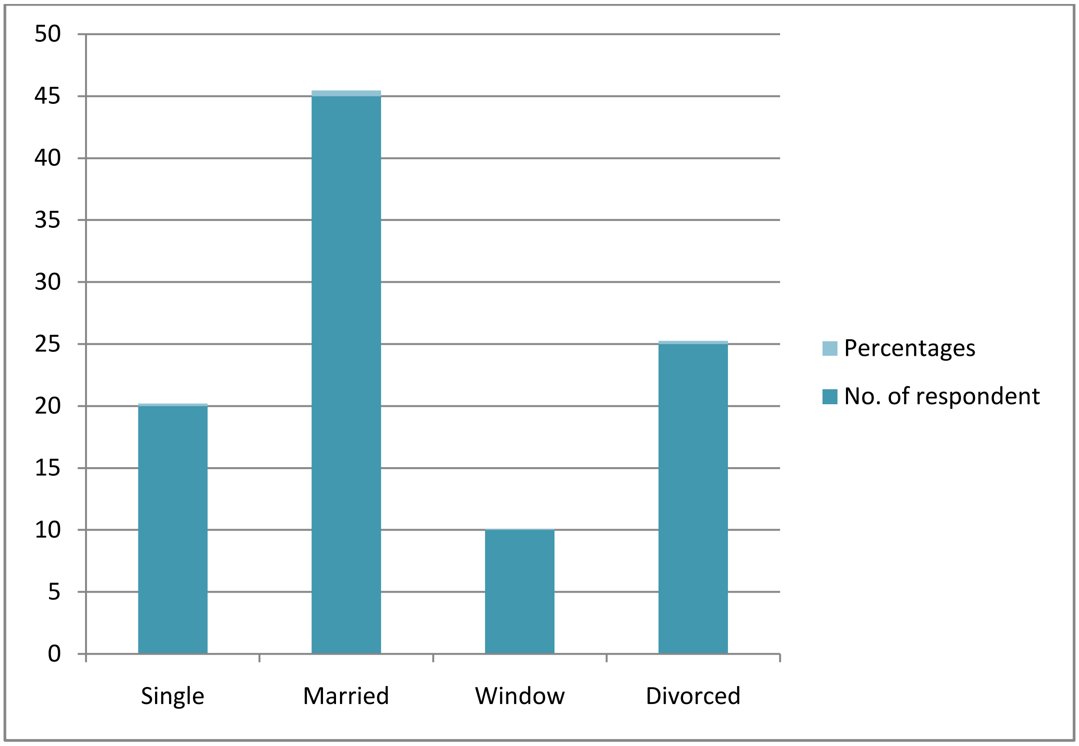
Source: research own survey 2015

Figure 4 Entrepreneur's education profile

As the figure above indicates, more 70% of respondents attained primary education, 23% were attained secondary education, 7% were attained informal education, while there were no any respondent reached university level. This implies that Railway Children Africa deal with marginalized people who have less education as they are trying to improve their life standard. Also organization has no educational boundaries in serving people in the program areas, as they are an attempt to make similar development interventions more inclusive.

The finding on the education profile suggested that entrepreneurs with at least secondary education are increasingly joining the informal sector as entrepreneurs, there by transforming the sector's structure education wise.

4.1.4 Respondents marital status

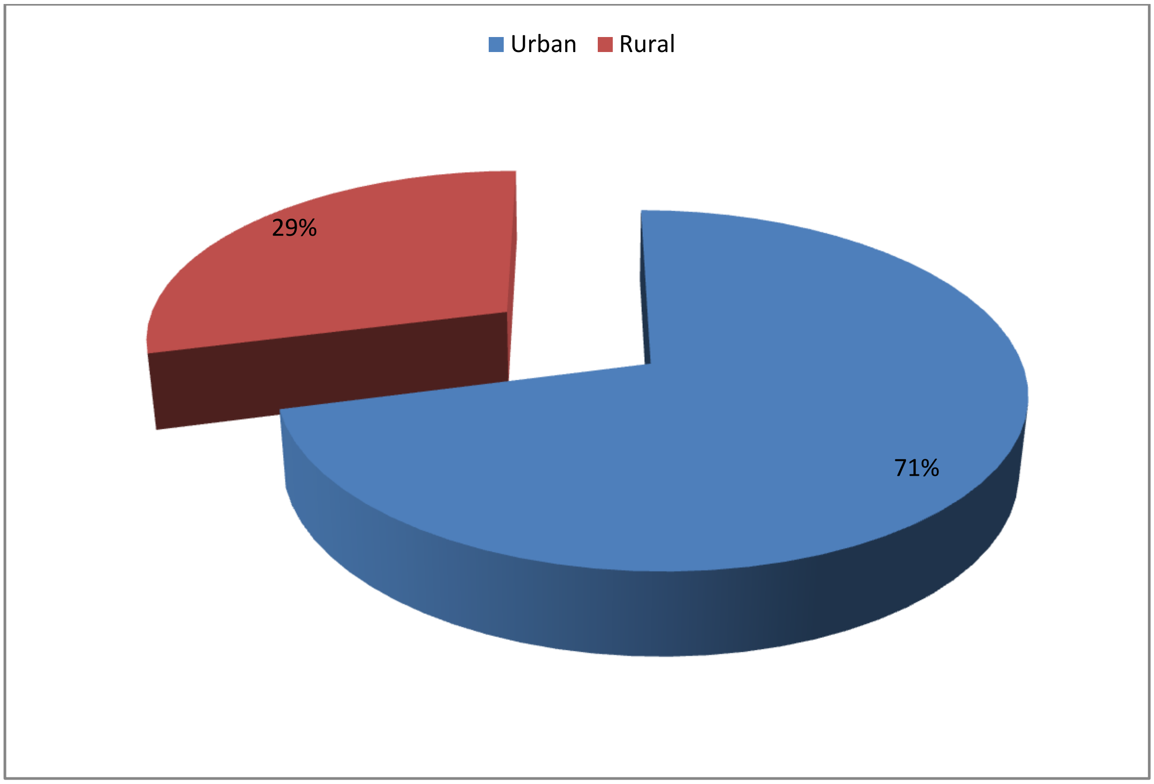


Source: research own survey

Figure 5 Marital status

The figure above shows that 20% of respondent were single while 45% were married, 10% were windowed and 25% were divorced. This indicates that, a large number of respodents were married who involves in the entrepreneurial activities simply because railway children africa encourage married to involve in the micro - economic activities as the part of the married improvement.

4.2 Location of business

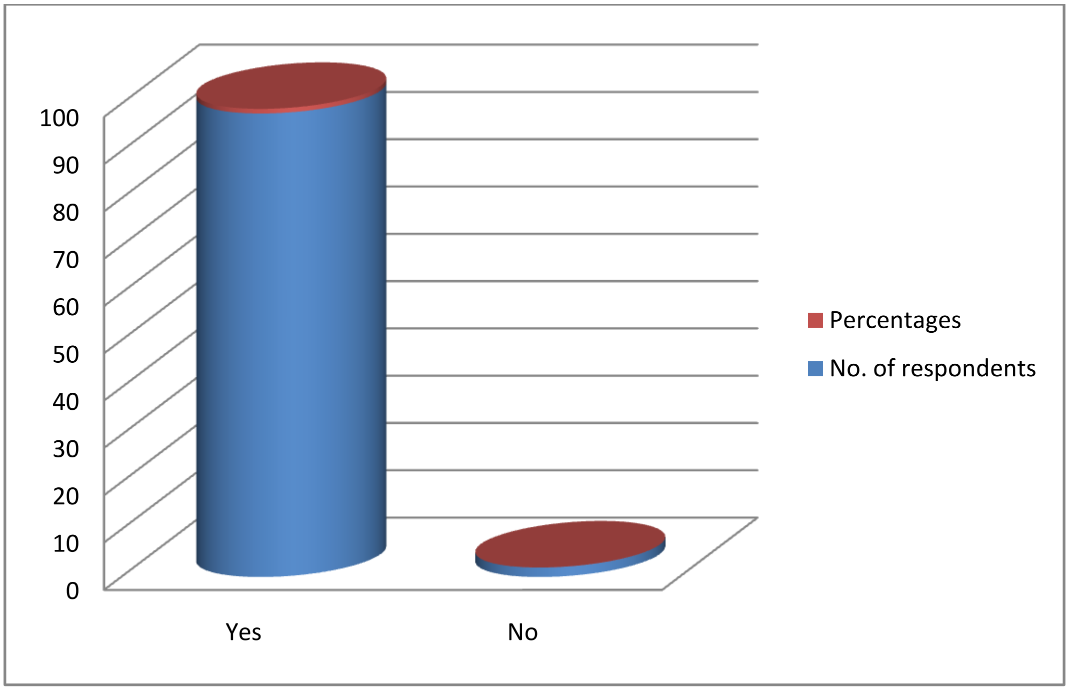


Source: research own survey 2015

Figure 6 location of business

The results show that, 71% most of entrepreneurs operate their business in urban areas and minority of 29% operate in rural areas. In both urban and rural areas was a cross section of well established small entreprises. This emplies that most of people in urban areas are likely to participate in business than rural due to the availability of financial sector like banks, good infrastructures which facilate to them to conduct the business in safe way.

4.3 Owner of business

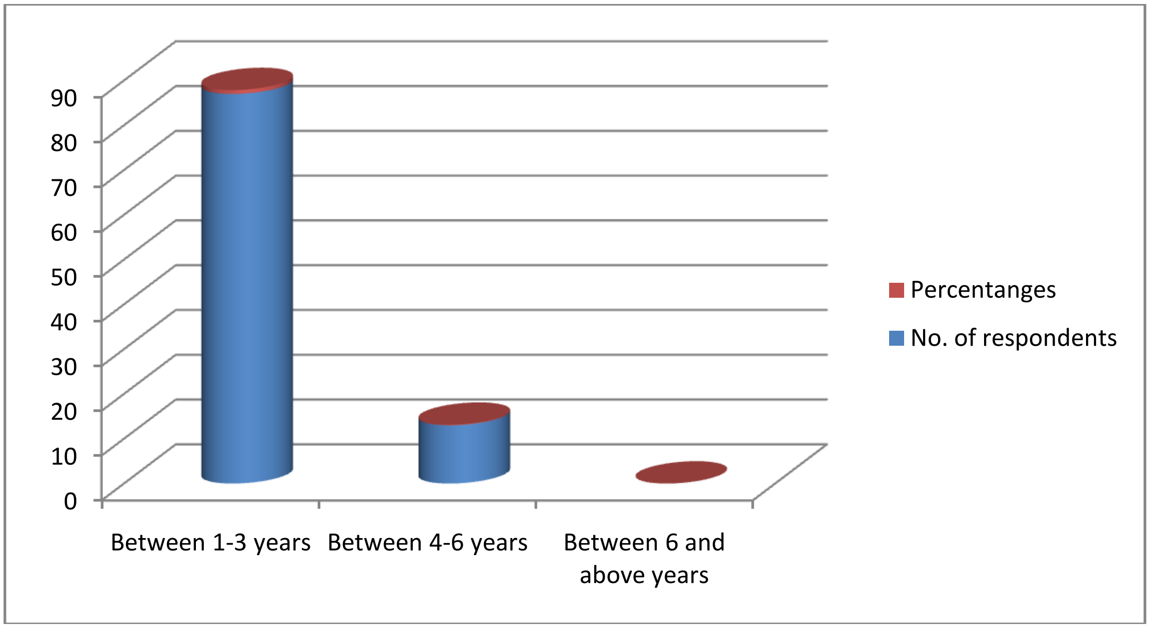


Source: research own survey 2015

Figure 7 Owner of business

The figure above indicates that most of 98% of entrepreneurs are owner of business and 2% of entrepreneurs not owner of the business due to the fact they afraiding to mention themself if their owner of business because of fearing tanzania revenue authority. This emplies that, many entrepreneurs are likely to control their own business in order to determine the circulation flow in and out of income.

4.4 Business existence

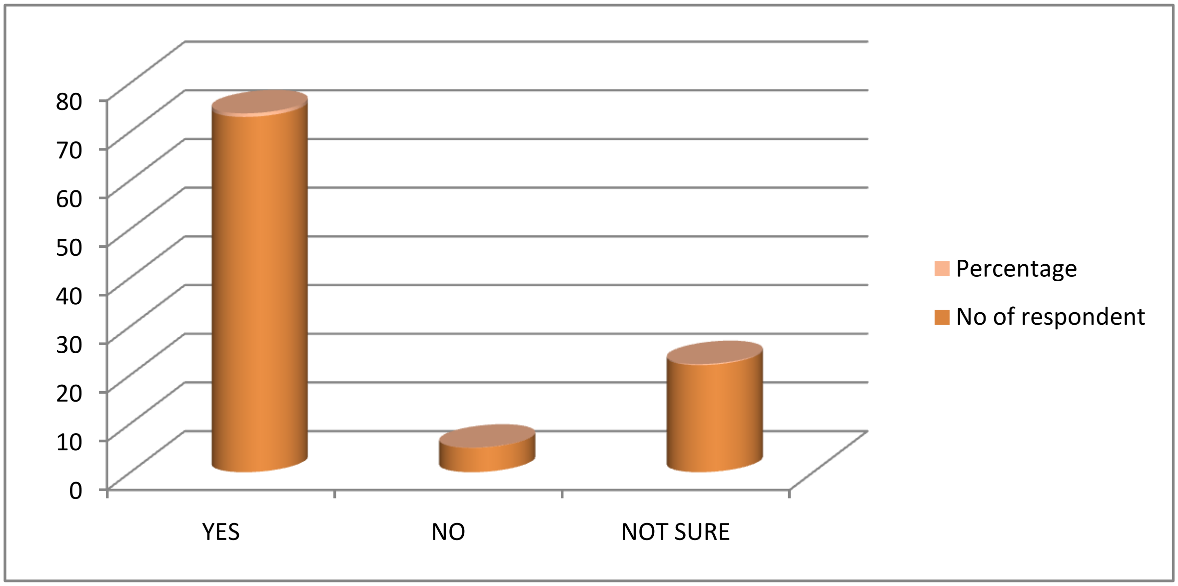


Source: research own survey 2015

Figure 8 Business existence

Findings show that, 87% of entrepreneurs are existed in business activities between 1-3 years and 13% of entrepreneurs are existed in business between 4-6 years while 0% of entrepreneurs are none existed in business between 6 above years. This indicates many of entrepreneurs cannot handle risks and it’s easy to give up due to the upside down of business managements cause to exist on short period of time.

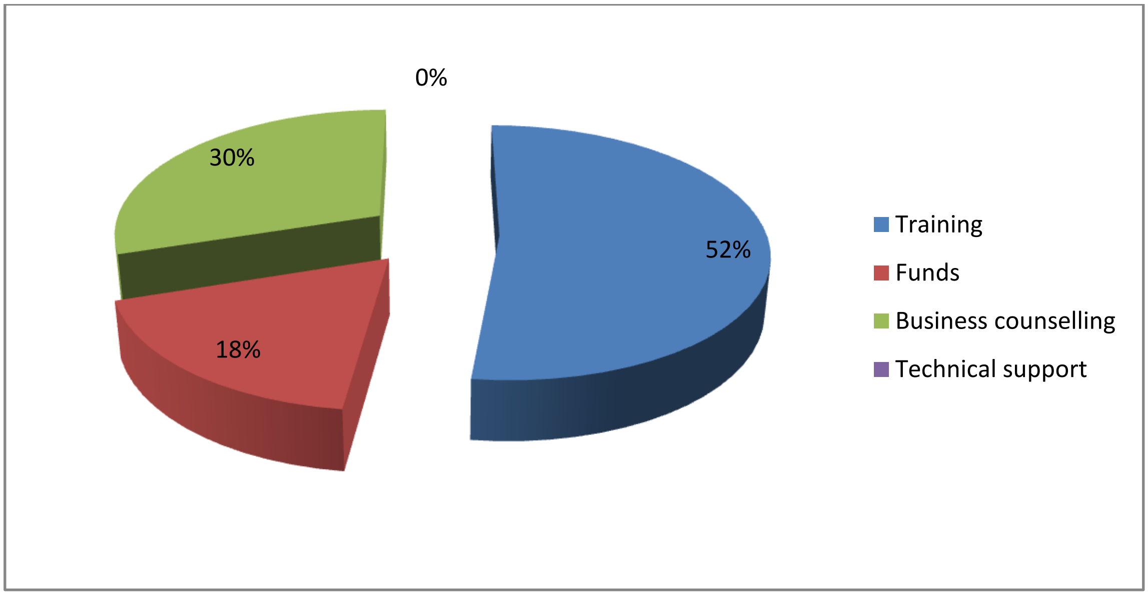
4.5 Awareness of the Contributions of Railway Children Africa



Source: Research own survey 2015
Figure 9 Awareness of the Contributions of Railway Children Africa

The figure above show that, 73% of the respondents are highly aware with the activities conducted by Railway Children Africa on supporting entrepreneurship development, while 22% of the respondents were in dilemma of the activities conducted and 5% of the respondents are completely not aware with the activities conducted by RCA.

4.6 Service offered by Railway Children Africa



Source: Research own survey 2015

Figure 10 Service offered by Railway Children Africa

The researcher finds out that, the Railway Children Africa offers entrepreneurship training by 52%, followed by fund by 18% and business counseling by 30%, while it was found that the organization does not offers technical support at all.

This implies that, an organization deals charity activities as they give training free of charge as an effort of improving vulnerable people life, because people cannot afford to pay for the training as those institutions being commercial wise while tends to ignore technical support.

4.7 Satisfaction of the Service

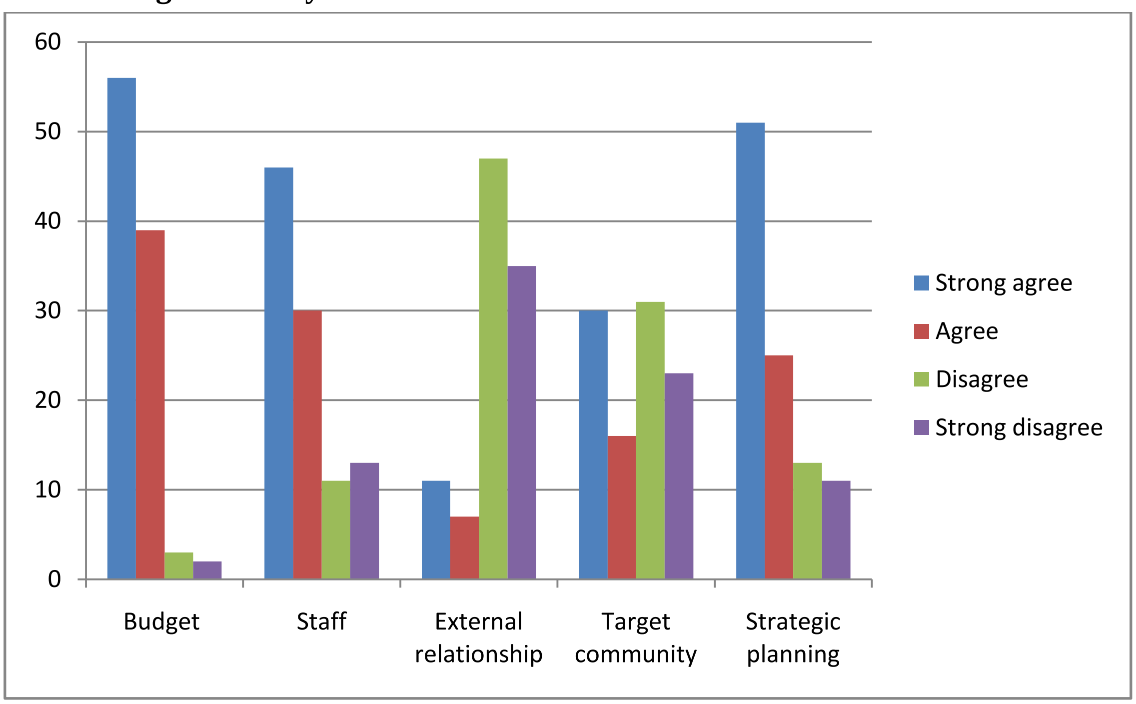
	No. of respondents	Percentages
Satisfied	31	31%
Not Satisfied	60	60%
Neutral	9	9%
TOTAL	100	100%

Source: Research own survey 2015

Table 2 Satisfaction of the service

The researcher finds that, 60% of respondents were not satisfied with the service offered, While 31% of respondents were satisfied and 9% were neutral. This indicates, majority of respondents did not only need training but also they demanded technical support as well as business counseling.

4.8 Challenges faced by NGOs



Source: Research own survey 2015

Figure 11 Challenges faced by NGOs

The figure above indicates that, 95%, 76% and 54% of respondents agree there is problem of budget, staffs and strategic planning within organization due to the budget deficit, layoff of workers and lack of good planning implementation, while 82% and 76% of respondents disagree with challenges occur in RCA due the fact that, organization has good relationship with external management like private sector, public and government and the target community are related with the needs and services provide by railway children africa.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

Analyzed data from the study are to be interpreted plainly for real research data implications. It tells what data imply for or what results do mean. This discussions it provide information related to effectiveness of non-governmental organizations in entrepreneurship development, it is divided into subsections along specific research questions that were developed parallel to specific research objectives.

5.1 Contributions of NGOs in Entrepreneurship Development

5.1.1 Training

A question was asked on the services delivered by RCA in entrepreneurship development, in relation to figure 10 the researcher found out that, the Railway Children Africa offers entrepreneurship training by 52%, which indicated that training they got on business management/administration were very useful. This implies that, an organization deals charity activities as they give training free of charge as an effort of improving vulnerable people life, because people cannot afford to pay for the training as those institutions being commercial wise. Because training can enable to make a decision and gain skills of business development.

5.1.2 Funds

Results in figure 10 the researcher revealed that, RCA provide funds by 18% to their entrepreneurs in term of grants without paying back, for those people who already open and operate their business in order to support business development. This shows that, an organization is provide small amount of money their entrepreneurs which is not suitable to expand business. According to laugalo (1994) his study reveal that, in many part of the world access to financing is consistently reported as a major obstacle to the growth of entrepreneurs. Studies indicate that entrepreneurs tend to finance their enterprises mainly through their own or their relative’s savings, or by re-investing profits. This significant factor contributes to slowing down entrepreneurs’ capacity to grow their own enterprises. These should indicate various ways in which more capital can be released to entrepreneurs -owned enterprises to facilitate their growth.

5.1.3 Business Counseling

Results in figure 10 revealed that, RCA it provide Business counseling by 30%, on financial, taxation and legal issues in terms of advisory services. This shows that RCA plays important contributions on the entrepreneurship development while carrying out their social related activities. Then the organization has to invest much on the entrepreneurship development related activities to ensure maximum utilization of its recourses and ultimately stabilize the economic status of its impact groups. However, Business advisory services are important but difficult to deliver. This shows that, Business counselor staff in RCA does not have strong experience and expertise to work as business consultants. As shown women and men entrepreneurs received advisory services from different organizations. All entrepreneurs are serviced by governmental organizations, donors and international NGOs, private institutions and business associations. This confirms the above mentioned weakness of entrepreneurs to access some services offered by non-governmental organizations.

5.1.4 Technical Support

Results in figure 10 revealed that, none of the respondents does not get technical support at all within RCA. This implies that, RCA concentrated on training, provision of funds and business counseling while forgetting on technical support which is part on supporting entrepreneurship development. The researcher reveal that, RCA does not have permanents professional expert which can be available on solving problems of entrepreneurs immediately either on market or products. Because service providers lack a clear understanding of the specific needs of local businesses. They depends volunteers to work on behalf of an organization this became a weakness of RCA on supporting entrepreneurship. The respondents suggested that, they demanding networking this involve meeting business partners and clients in order to stimulate faster development and open new ventures of business as well as growth of entrepreneurship.

5.2 Effectiveness of NGOs in Entrepreneurship Development

Results in table 2 revealed that, the researcher finds that, 60% of respondents were not satisfied with the service offered, while 31% of respondents were satisfied and 9% were neutral. This indicates, majority of respondents did not only need training but also they demanded technical support, assess of financial services ,business counseling as well as networking which can help to bring close different entrepreneurs with other different people and different organization. This helps much to ensure sustainability VSL groups that support entrepreneurs to establish business clubs. Because these groups are useful to share information and establish social or business networks.

5.3 Challenges Faced by NGOs in Entrepreneurship Development

5.3.1 Budget

As data presented above in figure number 11 results indicates that, 95% of respondents agree an organization faced problem of budgets due to the budget deficit. RCA are expressing difficulty in finding sufficient, appropriate and continuous funding for their work. Researcher reveals that, RCA they find accessing donors as challenging as dealing with their funding conditions. They perceive there to be certain cartels of individuals and NGOs that control access to donor funds. Therefore, they have limited resource mobilization skills and are often not looking for funds that are available locally, preferring to wait for international donors to approach them. There is a high dependency of donors and a tendency to shift interventions to match donor priorities. This became a problem in RCA to run their projects.

5.3.2 Staffs

As figure 11 presented above, 76% of respondents agree an organization faced problem of staff such as; recruitment, assignment and layoff as well as human resources development and administration and finally everyday management of staff. The researcher fined out that, there is weakness at staff career development. Often organizations lacked a career structure in which staff could develop. In addition they were not good at budgeting for staff training. In situations where the organizations were expanding rapidly, it created problems for many who were unable to keep up with the demands of their work. Not all people working for non-governmental organizations are volunteers. Paid staff members typically receive lower pay than in the commercial private sectors. Their members usually do not get paid in any way and only invest little of their leisure in order to fulfill their duties. Sometimes they only have little organizational and professional skills.

5.3.3 External Relationship

As figure 11 presented above, 82% of respondents disagree the problem of external relationship with public as well as others private organization. The researcher reveals that, RCA concentrated on empowering people and local institutions to manage their own affairs; this paved a way to sustainability and ownership of development interventions by communities. It’s not difficult to keep programs relevant to changing situations and culture of handouts to counter. This shows that, RCA not only dealing with provision of social services to their entrepreneurs but also to connect those entrepreneurs with other organizations in order to gain knowledge, skills about entrepreneurship.

5.3.4 Target Community

As figure 11 presented above, 76% of respondents disagree on problem of poor target community. The researcher fined out, most of respondents are more targeted on programs and projects plan of RCA. But an organization does not provide enough capital to the entrepreneurs run their business as well as organization faced budget deficit this become difficult contributions of NGOs to be achieved. Communities have difference demand to sustain their need and communities are varying within society. NGOs should provide social services according their needs of society. Communities have assets, wisdom, labor, time and skills to be applied to their own development programs. Communities are willing to work to the own targeted needs for development, it enable them to plan, implement and evaluate their own development programs and to access available local resources.

5.3.5 Stragetic Planning

Results in figure number 11 revealed that, Absence of strategic plans in RCA by 54% this show that an organization does not have good strategic plans which would enable them to have ownership over their mission, values and activities. This leaves them vulnerable to the whims of donors and makes it difficult to measure their impact over time. The difficulties of managing organization it’s become problem on operations. The difficulties came from the inability to define proper lines of autonomy on policy issues. Field staff often felt isolated unsupported and felt there was a lack of understanding of the issues they were dealing with at field level. In addition, they often found it difficult to be loyal to headquarters. Headquarters staff on the other hand, felt that field staff had too much power which needed to be controlled if all the interests within the organization were to be adequately addressed.

CHAPTER SIX

CONCLUSION, SUMMARY AND POLICY IMPLICATION

6.0 Introduction

This chapter presents the summary of the study, conclusions, policy implications, recommendations, and area for further studies. The chapter begins with summary which provides the major findings of the study followed by conclusion which based on the presentation of the findings from the objectives, policy recommendations which provides the policy direction towards the effectiveness of non-governmental organization in entrepreneurship development and the final section suggests the areas for further studies;

6.2 Summary of the Study

The main objective of this study was to assess the effectiveness of non-governmental organization in entrepreneurship development at Mwanza region specifically Ilemela district. As results revealed on findings show that, RCA provide training by 52% more Than other services such as funds, business counseling and technical support, while on the effectiveness of their services most of people are not satisfied by 60%, 31% satisfied and 9% remain neutral. However, on challenges faced by RCA specifically based on budget by 95% due to the budget deficit because NGOs depend on donors to support their programs activities, disorganized staffs and staffs turn over by 76% as well absence of strategic plans by 54% which created problem in RCA on supporting the entrepreneurship development in Mwanza.

6.2 Conclusions

Over the last decades bilateral and multilateral agencies have come to recognize the contribution NGOs make to socially oriented micro-level development efforts in the Third World. This comes at a time when there is growing awareness of the wider economic, social and political benefits accruing from a viable SSE sector. The study shows that government agencies and the traditional banking sector have faced considerable problems in their efforts to promote this sector in marginal urban communities and rural areas. Because of these delivery problems, and the relative success of NGOs in meeting the income generating needs of such communities, increasing pressure has been brought to bear by official development agencies for NGOs to become increasingly involved in income generating activities and SSE promotion. This shift in emphasis raises dilemmas for NGOs who have little business experience and who traditionally have a humanitarian, non-profit mandate and culture. There should be increase the number of business oriented NGOs dealing with entrepreneurship development so as to persuade thriving of social economic sector. The evidence suggests that the successful SSE-promoting NGOs are those that have adopted a "business orientated" culture, and are prepared to be selective, give preference to individualist privately owned businesses rather than collectively owned ventures, and where necessary provide enforceable loans at realistic interest rates. Thus by implication a key conclusion inherent in this paper is that if an NGO's existing culture is antipathetic to such "business" values it should seriously review its involvement in promoting income generating activities and small-scale enterprise.

6.3 Recommendations

- Non government organizations should build the capacity for both women and men business clubs and associations with a view to professionalize their service delivery. They should facilitate linkages between entrepreneur's business groups and specialized business development service providers in order to create synergies and build on the strengths of both types of organizations.

- Non government organizations together with governments should strengthen the role of entrepreneurs in mixed business associations with a view to make their services more relevant and ensure that the associations represent men and women entrepreneurs equally. Integrating entrepreneurs concerns into training and support programs for business associations would be the main strategy.
- The NGO's should continue and scale up its social marketing campaign for women entrepreneurs. While some of the present campaigns primarily target relatively well developed entrepreneurs led businesses in urban areas, new social marketing approaches need to be developed to change business perceptions amongst low-income groups in rural areas.
- Gender equality issues need to be integrated into the programs delivered to entrepreneurs by NGOs through business groups, BDS providers. Business training programs, for instance, should pay attention to equal distribution of workload in the family, decision-making in the family and business, mobility and networking issues. Services designed need to be simple, encouraging both women and men entrepreneurship and confidence.
- The NGO's should provide guidance to entrepreneurs operating informal businesses on business registration. Entrepreneurs need information about the advantages and the potential drawbacks of formalization as well as guidance on the registration process. Information about the possibilities to have access to financial services.
- The Non-Profit Sector (NGOs, IOs, youth associations, E-clubs and networks, universities, private foundations and think tanks)
- The non-profit sector should be the pioneers, trendsetters and advisors in this process. NGOs (such as Railway Children Africa), Entrepreneur's groups and all organizations providing any kind of network or communication and service platform for entrepreneurs should have direct contact with the target group. This enables them to provide valuable hands-on experience and knowledge on the issue. Other organizations, institutions, private foundations as well as universities, and other think tanks can contribute with innovative pilot projects

and schemes, best practice directories and databases as well as with primary and secondary research in this fairly new study field.

- Other Stakeholders (Public/Private Media, donor agencies, etc.)Also national, regional and local media can contribute to the promotion of the social acceptance and popularity of entrepreneurship but also deliver valuable business support in the start-up phase of enterprises. Through appropriate media coverage and campaigns (TV/Radio spots, shows), public and private interest in entrepreneurship and the familiarity with the concept can be increased. Moreover, regional and local media support in form of commercials, announcements and business intermediation can be an important business support. It is apparent that the promotion of entrepreneurship is a field which is conclusive for public-private partnership and collaboration. Bringing the various partners closer together on a national, regional and local level is therefore particularly beneficial.

6.4 Policy Implication

The finding of this study demonstrated that Entrepreneurship development Program supported more women than their counterpart. The policy implication of this situation is that such a development intervention should device strategies for enabling men to participate. Such strategies could include finding out factors that prevent men from participating and attempting to address those factors. with regard to constraints to entrepreneurship development program , the recommended policy implication is twofold:- there is a need to sensitize entrepreneurs to shed the dependence syndrome and be more willing to bear the cost of further training .Second, since it is already known that entrepreneurs lack capital, there is need for the program to come up with a facility to enable entrepreneurs to construct independent production units as required by the regulating authorities, the facility need not be completely free because that is anti-entrepreneurial. Instead, it could be offered on very soft terms to assist in capacity building.

6.4 Area of Further Study

In fact, this study reveals or offers numerous interesting opportunities for further research. In particular, the following issues should be considered:

- There is still a clear lack of comprehensive data on NGOs involvement in entrepreneurship development activity in particular.
- Studies on the potential of youth entrepreneurship – though being complex – are still very limited. A greater number of national or international surveys on attitudes of young people towards entrepreneurial activity could cast much more light on this issue.
- Through impact assessment and international benchmark studies on Entrepreneurs promotion policies and initiatives, successful programs and best practices can be identified.
- In this regard, there is a particular lack of studies evaluating the impact of mid- and long-term promotional efforts such as enterprise education at primary and secondary schools as well as out of school.

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APPENDICES

APPENDIX 1

Research questionnaires

Dear Respondent

The research questionnaire has been prepared in order to facilitate the collection of data for the dissertation of Master of business administration in corporate management at Mzumbe University. I understand that the information provided here will not be disclosed anywhere without my permission.

PART A: INDIVIDUAL GENERAL INFOMATION

1. Name of entrepreneur/interviewee: ________________________________

2. Age ________________

3. Gender; Male ( ) Female ( )

4. Address/phone number ____________________

5. What is your level of education?

   i. Primary ( )
   ii. Secondary ( )
   iii. University ( )
   iv. Informal education ( )

6. Marital status

   i. Single ( )
   ii. Married ( )
   iii. Window ( )
   iv. Divorced ( )

7. Location of yours business?

A. Urban ( )

B. Rural ( )

8. What is the business are you doing?

………………………………………………………………………………………..

9. Are you owner of the business?

A. Yes ( )

B. No ( )

10. How long your business has been existing?

i. Between 1-3 years

ii. Between 4-6 years

iii. Between 6 and above years

11. Who encouraged and influenced to start-up a business?

A. Parents & family ( )

B. Teachers or lectures ( )

C. NGO ( )

D. Friends ( )

E. Entrepreneurs ( )

F. Career adviser ( )

G. Other ( )

12. Are you aware of the contributions of Railway children Africa in supporting entrepreneurship development?

A. Yes ( )

B. No ( )

If yes, what are those contributions……………..

…………………………………………………………………………………………

………………………………………………………………………………………..

If no, explain? …………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

13. Which services are you getting from railway children Africa?

A. Funds ( )
B. Business counseling ( )
C. Technical training ( )
D. Entrepreneurship training ( )

14. Are you satisfied with the services provide by railway children Africa in entrepreneurship development?

A. Satisfied ( )
B. Not Satisfied ( )
C. Neutral ( )

15. Are the contributions of railway children Africa effective to Entrepreneurship development?

A. Yes ( )
B. No ( )

If yes, please explain…………………………………………………..............................
……………………………………………………………………………………
……………………………………………………………………………………
If no, please explain…………………………………...
……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

16. There is any organization support your business?

( ) No ( ) Yes, if yes, mention it/them

If yes, mention it …………………………………………………………………......

………………………………………………………………………………………

……………………………………………………………………………………….

17. What are the challenges facing your NGOs in entrepreneurship development?

Please tick (√) in front of area that best describes your opinion

	Strong agree	Agree	Disagree	Strong disagree
Budget				
Staffs				
External relationship				
Target community				
Strategic planning				

THANK YOU FOR YOUR ASSISTANCE AND YOUR PRECIOUS TIME!