

Factors Affecting the Performance of Women Entrepreneurs in Micro and Small Enterprises in the Case of Amhara region Dessie City.

Endiro Seid Ahmed

Lead star University College Faculty of Business and Leadership Department of Business & Leadership

Email endiroseid637@gmail.com

Phone Number 251914717090

Abstract: *The major objective of this research was to assess the major factors affecting the performance of women entrepreneurs in MSEs in the case of Amhara region Dessie City. The research tried to identify the key economic, social, legal and administrative factors that affect the performance of women entrepreneur. A descriptive survey research design was used a sample of 181 women entrepreneurs engaged in 4SCs was taken for the study using stratified sampling and purposive sampling. Data was collected from primary and secondary sources. A five point likert scale questionnaire and interview was used to collect primary data. After the data collected, it was analyzed using simple statistical techniques (tables and percentages) and descriptive statistics (mean and standard deviations). The results of the study indicate the personal characteristics of women entrepreneurs in MSEs and their enterprise affect their performance. It also shows that lack of land premises to run their business, financial access given by micro finances or other lending institutions, inadequate access to business training, stiff competition in the market place, access to technology and access to raw materials were the key economic factors that affect the performance of women entrepreneurs in MSEs. The study found that conflicting gender roles or household responsibilities, network with outsiders and social acceptability were the major social factors that affect these entrepreneurs. The legal and administrative bodies are required to create an enabling environment for the growth and development of MSEs, but this study found that access to policy makers, high amount of tax, network with administrative bodies, interest rate charged and over all legal and regulatory environments were the main factors that affect women entrepreneurs. The study also found that customer service training, marketing training, financial report training and entrepreneurship trainings were the main challenges of the entrepreneurs. Based on the major findings, MSEs, Micro finances and other government bodies mainly for 4SCs. to tackle the different economic, social/cultural and legal/ administrative bottlenecks they face, women entrepreneurs should make lobbies together to the concerned government officials by forming entrepreneurs associations.*

Keywords: MSEs. Female Entrepreneur's performance, Socio cultural, Economical, Legal and administrative Micro finance,

1. Introduction

The aim of this research was to assess the major factors affecting the performance of women entrepreneurs in MSEs in the case of Amhara region Dessie City. Entrepreneurship increasingly recognized as an important driver of economic growth, productivity, innovation and employment, and it is widely accepted as a key aspect of economic dynamism. Transforming ideas into economic opportunities is the decisive issue of entrepreneurship. History shows that pragmatic people who are entrepreneurial and innovative, able to exploit opportunities and willing to take risks (Hisrich), 2005, have significantly advanced economic progress. Though extensive study conducted on the challenge and constraint of large firms, there is less knowledge on micro and small-scale firms in the study area. However, the growth trend of this sector is subject to various challenges and constraints (Raymond et al., 2005). Because of ease of entry and limited access of other opportunities, women (Rubio, 1991) operate the majority of MSEs. Yet they are facing various challenges that hinder the development of their firms (Downing and Daniels, 1992). Among others disproportionate household gender specific responsibilities that limits their labor mobility is the dominant one. Moreover, this research paper used descriptive research methodology by using SPSS analysis tool. Therefore, this research give insights for policy maker academic institutions and entrepreneurs.

2. Literature Review

2.1. An overview to entrepreneurship and SMEs

Micro and small enterprises development is one of Ethiopia's top development priorities from the point of creating jobs in urban and semi-urban areas in particular. The Government of Ethiopia (GoE) acknowledges, as MSEs are a means of lifting people out of poverty as well as accelerating development so that MSE development hold a strategic place within the country's industrial and manufacturing sectors development. Currently, the Government of Ethiopia has adopted the second Growth and Transformation Plan (GTP II) for July 2015 – June 20 which outlines the country's strategy to reach middle income status before 2025. With reference to WASH sector (2007).

Entrepreneurship is an attitude and drive to pursue opportunity and create something new and of value putting these perspectives together, entrepreneurship can be viewed as, recognizing change, pursuing opportunity, taking on risk and responsibility, innovating making better (higher value) use of resources, creating new value that is meaningful to customers, doing it all over again and again. As globalization relationship the international economic landscape and technological change creates greater uncertainty in the world economy, the dynamism of entrepreneurship is believed to be able to help to meet the new economic, social and environmental challenges. Governments increasingly consider entrepreneurship and innovation to be the cornerstones of a competitive national economy, and in most countries entrepreneurship policies are in fact closely connected to innovation policies, with which they share many characteristics and challenges. The dynamic process of new firm creation introduces and disperses innovative products, processes and organizational structures throughout the economy. Entrepreneurship objectives and policies nevertheless differ considerably among countries, owing to different policy needs and diverse perspectives on what is meant by entrepreneurship. In support of this Schumpeter (2005) stated, in some countries, entrepreneurship is linked to regional development programs and the creation of new firms is stimulated to boost employment and output in depressed regions. In others, entrepreneurship is a key element of strategies designed to facilitate the participation of certain target groups, such as women or minorities, in the economy. Some countries simply seek to increase firm creation as such, while others set out to support high-growth firms. While many countries are making serious efforts to support entrepreneurship, results appear to vary. Countries want to understand the determinants of and obstacles to entrepreneurship, and they need to analyze the effectiveness of different policy approaches. The lack of internationally comparable empirical evidence has however constrained our understanding of entrepreneurship and many questions remain unanswered. Ultimately, policymaking must guide, as far as possible, by evidence and facts.

2.2. Meaning and definitions of entrepreneurship

There is no agreement among authors regarding the definitions of Entrepreneurship. Different authors tried to define it in different manners. This does not mean however that there are no common elements among authors. Some of the definitions are given below. According to Ponstadt (1998) Entrepreneurship is the dynamic process of creating incremental wealth. This wealth created by individuals who assume the major risks in terms of equity, time and/or career commitments of providing values for some product or service. The product or service may/may not be new or unique but value must be infused by the entrepreneur by securing and allocating the necessary skills and resources (p.9) Furthermore, Timmons (1989) defined it in such a way that: Entrepreneurship is the process of creating and building something of value from practically nothing. That is, it is the process of creating or seizing an opportunity and pursuing it regardless of the resources currently controlled. It involves the definition, creation and distribution of values and benefits to individuals, groups, organizations and society. Entrepreneurship is very rarely a get rich-quick proposition (not short term); rather it is one of building long-term value and durable cash flow streams (p.29).

Jean Baptist Say (1845), the French economist described an entrepreneur as one who possessed the arts and skills of creating new economic enterprises, a person who had exceptional insight into society's needs and was able to fulfill them. Say therefore combined the 'economic risk taker' of Cotillion and the 'industrial manager' of Adam Smith in a unique manner. Say's entrepreneur influenced society by creating new enterprises and at the same time was influenced by society to recognize needs and fulfill them through efficient management of resources. by 1848, John Stuart Mill, the British economist recognized entrepreneurship as central to economic theory. Mill emphasized on the necessity of entrepreneurship in private enterprise. The term entrepreneur subsequently became common as a description of business founders and the fourth factor of economic endeavor that was essential for ownership of a commercial enterprise.

Carl Menger, the Austrian economist, made a revolutionary contribution in 1871 through his book Principles of Economics where he introduced the model of value – added transformation of resources. Menger expressed economic change does not arise from circumstances but from an individual's awareness and understanding of those circumstances. The entrepreneur is thus the change agent who transforms resources into useful goods and services

2.3 .Factors affecting women entrepreneurs' performance

Women Entrepreneurs have grown in large number across the globe over the last decade and increasingly the entrepreneurial potentials of women have changed the rural economies in many parts of the world. However, this does not mean that the problems are very resolved. In support of this The Centre for Women's Business Research in the United States as cited in UNECE (2004) and Mahbub (2000) identified the following factors that affect women entrepreneurs.

2.3.1 Access to finance

Access to finance is a key issue for women. Accessing credit, particularly for starting an enterprise, is one of the major constraints faced by women entrepreneurs. Women often have fewer opportunities than men do to gain access to credit for various reasons, including lack of collateral, an unwillingness to accept household assets as collateral and negative perceptions of female entrepreneurs by loan officers (Mahbub, 2000).

The average level of collateral required for a loan (173% in 2006) by banks is one of the highest in the developing world (WB 2009). It is more difficult to access finance for capital expenditure than for working capital. Access to finance is rated as one of the top three problems (60% of firms) by micro, small medium and large firms surveyed by the WB. Access to finance for MSEs is mediated through micro finance institutions since the collateral requirements of commercial banks exclude most MSEs from accessing finance from these sources. The majority of the need for business finance is met through individual savings and other informal sources and

supplier credit. Access to financial services for vertical growth and diversification of activities is very limited. Micro Finance Institutions cater mainly for the lower ('economically active poor') echelon of clients while banks cater for medium and large enterprises.

The main source of finance for starting up and expansion of women-owned enterprises is from the women's own savings (such as through Equb), loans, and contributions from family and friends. Once in businesses women entrepreneurs' access to finance becomes a very severe constraint as individual savings are not enough for expansion and the profit generated is not large enough to allow for growth and expansion (Desta Solomon, 2010).

2.3.2 Access to markets

The ability to tap into new markets requires expertise, knowledge and contacts. Women often lack access to training, experience in on how to participate in the market place, and are therefore unable to market goods and services strategically. Thus, women-owned SMEs are often unable to take on both the production and marketing of their goods. In addition, they have often not been exposed to the international market, and therefore lack knowledge about what is internationally acceptable. The high cost of developing new business contacts and relationships in a new country or market is a big deterrent and obstacle for many SMEs, in particular women-owned businesses. Women may also fear or face prejudice or sexual harassment, and may be restricted in their ability to travel to make contacts (UNECE, 2004). Women's micro and small entrepreneurs often complaining about the lack of demand for their products. Various factors limit women's income generating activities access to markets. As noted earlier, women disproportionately experience limited mobility due to various factors linked to either their family responsibility or cultural practices. Those who can travel lack the market information on products and inputs, thus become dependent on the middle traders who buy their products at relatively lower than the market price. Because women often produce small amounts, they are limited to the local village markets, where the market for their products and services are already saturated. Some projects, which organized women producers in handcrafts and other goods, have shown some good practices where women producers linked to international markets. Such projects invest extensively into training and coaching to ensure the products match the international quality standards and improve competitiveness, (YeshiaregDejene).

2.3.3 Access to training

Studies have indicated that women generally are less educated than men in the micro enterprise sector are but their level of education is better in the small and medium enterprise sector. Access to training opportunities for MSEs is very limited despite the fact that several NGOs, donors and government bodies do provide training. Access to apprenticeship training and on-the-job experiences is also very limited while other services such as business extension services and counseling are generally unavailable for MSEs. The most important sources of information for MSEs are customers, suppliers, relatives and friends, non-competing similar businesses, and competitors. Information provided by institutions (such as government, chambers of commerce, etc.) is difficult to access or of little use to MSEs. Training is not flexible in terms of the delivery schedule, location and language to accommodate the specific challenges that woman entrepreneurs face as mothers. Training sessions are one-off events and the fact that many of the trainers are men is a major barrier for women entrepreneurs (because women prefer women trainers and husbands do not like women to be trained by men trainers); (Desta Solomon, 2010).

2.3.4. Access to networks

Women have fewer business contacts, less knowledge of how to deal with the governmental bureaucracy and less bargaining power, all of which further limit their growth. Since most women entrepreneurs operate on a small scale, and are generally not members of professional organizations or part of other networks, they often find it difficult to access information. Most existing networks are male dominated and sometimes not particularly welcoming to women but prefer to be exclusive. Even when a woman does venture into these networks, her task is often difficult because most network activities take place after regular working hours. There are hardly any women-only or women-majority networks where a woman could enter, gain confidence and move further. Lack of networks also deprives women of awareness and exposure to good role models. Few women are invited to join trade missions or delegations, due to the combined invisibility of women-dominated sectors or sub sectors and of women as individuals within any given sector (Mahbub, 2000).

2.4 Women entrepreneurs in Ethiopia

A national survey conducted by the Ethiopian Welfare Monitoring Unit as cited in Eshetu and Zeleke (2008) shows that, women entrepreneurs in Ethiopia not provided with adequate policy related and strategic support from the national government. Additionally the promotion of vibrant SMEs should be one of the most important priority strategies for empowering women, addressing abject poverty and unemployment in Ethiopia. Businesses and enterprises operated by women contribute for economic dynamism, diversification, productivity, competition, innovation and economic empowerment of the poorest of the poor. Historically, there has been a well-established tradition of women being involved in small businesses and enterprises. However, it is only recently that women's entrepreneurship has gained the attention of economic planners and policy makers particularly in developing countries in Ethiopia. Although the national government has come to acknowledge that supporting enterprises operated by women promotes gender equality and economic empowerment, the majority of enterprises operated by women face difficulty in terms of access to finance, resources, business institutional support from the national government Ethiopian Ministry of Trade and Industry of Ethiopia (2003); National Bank of Ethiopia (2002); Negash&Kenea, (2003). The studies stressed that SMEs owned or operated by women in Ethiopia survive against tremendous odds of failure. While it is true that the predominant image of the "Ethiopian woman

entrepreneur” is one of poor women trying to survive, there are other profiles. One is of the woman who has, because of higher education and better access to economic and resources, been able to grow her micro enterprise into the small enterprise category (Hadiya, 1998; ILO, 2003). According to Hadiya, these women believe they are the most neglected category of women entrepreneurs because they do not have institutional credit or other support services available to them. These women outgrow the micro finance system and yet are not able to borrow from banks. The other profile is of the woman higher education, previous work experience, and better economic circumstances, has access to the financial and other resources needed to start and grow larger enterprises. Members of the Ethiopian Women Exporters’ Forum (EWEF) are illustrative of this group, although even members of the EWEF complain about inadequate access to commercial bank loans to meet their working capital needs because of the rigid requirement for collateral guarantees (which they often cannot meet). Research has shown that it is possible for women to make the transition from a micro to a small enterprise under the right circumstances. The ILO (2003) study of women in growth enterprises found that 70 per cent of the women entrepreneurs currently engaged in small enterprises had started them as micro-enterprises and grown them over time. Eshetu and Zeleke (2008), ILO (2003) also identified that the following are the main challenges that women entrepreneurs in Ethiopia face in a sequential order from very Sevier to least important.

1. What are the key economic, social, legal and administrative factors that affect the performance of women entrepreneurs in MSEs the case of Dessie –city Administration?
2. How ESL&A factors affect the performance of women entrepreneurs in MSEs the case of Dessie city administration?
3. What are the interventions of the government to reduce the challenges of women entrepreneurs in MSEs the case of Dessie – city Administration?

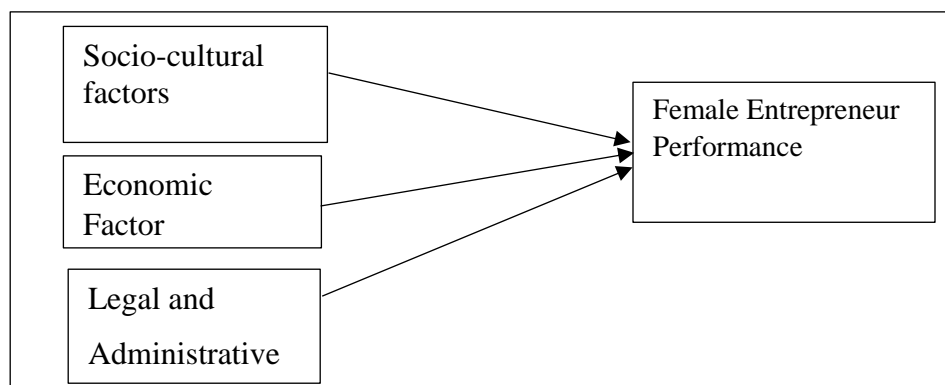


Figure 1 Conceptual frame work of the study

Source; Authors own compilation 2022

3 Research method

Research methodology is a road map of the study and, research method was examined by descriptive and explanatory analysis by using SPSS data analysis technique. A descriptive survey research design was used a sample of 181 women entrepreneurs engaged in 4SCs was taken for the study using stratified sampling and purposive sampling .Data was collected from primary and secondary sources. Five point Likertn scale questionnaire and interview was used to collect. After the data collected, it was analyzed using simple statistical techniques (tables and percentages) and descriptive statistics (mean and standard deviations).

4. Data Presentation, and Analysis

4.1 Demographic profile of respondents

The following table summarizes the demographic profile of respondents by age, educational level, work experience and marital status

Table 1. Respondents’ demographic profile

1. Age	Number	Percentage
below 20	16	8.94%
21-30	69	38.55%
31-40	81	45.25%
above 40	13	7.02%
Total	179	100%
2.Educational level		
illiterate	31	17.32%

Grades 1-4	30	16.76%
Grades 5-8	53	29.61
10 grade complete	32	17.88%
E. Diploma	33	18.4%
F. Dgree& above	-	-
Total	179	100%
3.Work Experience		
< than 1 years	48	26.82%
1-10 years	96	53.63%
above 10 years	35	19.55%
Total	179	100%
4. Marital status		
Single	53	45.25
Married	81	45.025
Divorced	53	29.61
Widowed	20	11.17
Total	227	100%

The category of 21-30 years (38.55%), 31-40 years (45.25%) above 40 years 7.26% the remaining 8.94% of the respondents are under the age category of below 20 years and above 40 years respectively. When we see the educational level of the respondents, it is clearly seen from the table that illiterate (16.7%), from 1-4 grade (16.6%) 5-8 (29.61%), who completed grade 10 (17.88%) Diploma holders 18.8% of the respondents respectively. With regard to the work experience of the respondents, the table shows that majority of the respondents about 53.63% have 1-10 years of experience in their work. It is also clear that 26.88% and around 19.55% of the respondents have an experience of less than one year and greater than 10years respectively. The marital status of the respondents shows that the majority are married (45.25%) followed by singles(29.61%).The remaining 13.97% and 11.17% of the respondents are divorced and widowed respectively.

4.2. Sectors

The sectors in which women entrepreneurs are working in is shows in the following table.

Table 2. Sectors respondents engaged in.

Sector	Number	Percent
Manufacturing	103	57.54%
Service	62	34.63%
Construction	14	7.82%
Other	- -- --	---
Total	179	100%

From table 2 above that majority of the respondents about 57.54% are engaged in the manufacturing sector. The service sector accounts 34.63% of the respondents and the remaining 7.82% of women engaged in the construction sector.

Women entrepreneurs in MSEs provide a large numbers of employment opportunities to the society. The following table clearly shows the number of employees that women entrepreneur in MSEs employee.

Table 3. Number of employees hired.

Item	Number	Percent
Number of employees in the enterprise		
Less than 5	42	23.46%
6-10	5	2.79%
11-15	17	9.50%
Greater than 15	115	64.25%
Total	179	100%

As you can see from the table above, majority of the respondents about 64.25% are participate more than 15 employees in their enterprise. However, 23.46% responds that they employ less than 5 workers in their enterprise. The table also shows that 9.50% and 2.79% of the respondents hire from 11-15 employees and from 5-10 employees respectively

4.3. Legal ownership status of the establishment

Enterprises are created having different legal ownership statuses such as Sole ownership, Joint ownership, Family business, Cooperative and others (Hisrich, 2005).The following table shows the respondents legal ownership status.

Table 4. Legal ownership of the enterprise

Item	Number	Percent
Legal ownership status of the establishment		
Sole ownership	2	1.12%
Joint ownership	21	11.73%
Family business	14	7.82%
Cooperative	137	76.54%
Other (specify)	5	2.79%
Total	179	100%

As we can see from the table above, majority of the respondents about 76.54% establish their enterprise in the form of cooperatives followed by joint ownership of 11.73%. The least number of respondents have a legal ownership of sole ownership business of 1.12%.

4.4. The main source of start-up funding

Starting own business requires a starting capital rather the mere existence of ideas. The following table shows the main sources of start-up fund.

Table 5. Source of startup funding

Item	Number	Percent
Personal saving	15	8.38%
House holed	8	4.47%
Borrowed from relatives or friends/money lenders	2	1.12%
Micro-finance institutions	145	81.00%
Equb	5	2.79%
Assistant from friends/relatives	2	1.12%
Inheritance	2	1.12%
Borrowed from Bank	-	-
Assistant from NGO's	-	-
Others	-	-
Total	179	100%

We can see table above 5 shows that majority of the respondents (81%) use micro finances as main source of start-up funding in financing their enterprises. It is also clear that 8% of the entrepreneurs use personal saving as their main source of start-up funding. The table above also shows that 1% of the entrepreneurs finance their business borrowing from relatives/friends and inheritance. Women entrepreneurs in MSEs do not use banks and NGOs as a source of financing their business

4.5. Factors affecting women entrepreneur's performance in MSEs

Number of challenges that affect women entrepreneurs in MSEs associated with different factors. The following table shows the major economic factors the affect these entrepreneurs. However, all the economic, social, legal and administrative factors affect the performance of entrepreneurs; this does not necessarily mean that all have equal impact. The following table clearly compares the overall impact of all the key factors discussed in detail above.

Table 6. Comparison of the major factors affecting women entrepreneurs' Performance

Item	Grand mean	Grand Standard deviation	Severity Rank
Factors			
Economic Factors	2.45	0.13	1 st
Scio-cultural factors	3.47	0.21	3 rd
Legal and administrative factors	2.76	0.08	2 nd

The grand mean (2.45) and grand standard deviation (0.13) in the above table clearly depicts that the economic factors are Sever than the others followed by the legal and administrative factors that has a grand mean of (2.76) and a grand standard deviation of (0.08). The table also shows that the impact of the socio-cultural factors is better than the economic, legal and administrative factors as the grand mean (3.47) and grand standard deviations (0.21) clearly explained.

4.6. Supports given by institutions, by Training institutions to women entrepreneurs in MSEs

Even though the institutions are not expected to tackle all the problems that women entrepreneurs in MSEs face, there are some supports that can be taken as a responsibilities of these heads and other related bodies by the following table, it is tried to assess whether they are providing the required supports to MSEs or not.

Table 7. Summary of the supports given by training institutions to MSEs

Items	mean	Standard deviation	Rank of supports
supports given by training institutions to MSEs			
TVETs provide entrepreneurship training to MSEs	1.95	1.18	4 th
TVETs provide marketing training to MSEs	1.86	1.06	6 th
TVETs provide planning & financial report training to MSEs	1.89	1.11	5 th
TVETs provide machine maintenance training to MSEs	1.81	1.34	3 rd
TVETs provide customer service training to MSEs	1.64	0.75	9 th
TVETs provide technical skill training to MSEs	3.86	1.28	2 nd
TVETs provide Financial supports to MSEs	1.66	0.84	8 th
TVETs provide Technology supports to MSEs	3.95	1.35	1 st
TVETs provide Raw material supports to MSEs	1.70	0.87	7 th
Grand mean/standard deviation/	2.48	0.22	

As TVETs are training centers, they are expected to equip trainees with the necessary skills, knowledge and attitudes through formal, informal or non-formal basis.

Entrepreneurship training enables individuals create to own businesses rather than seeking employment in any organization. To strengthen such a culture, TVETs are providing entrepreneurship training to the youth. Even though this is the case, women entrepreneurs in MSEs do not agree with the provision of entrepreneurial training to them with a mean of 1.95 and standard deviation of 1.18. Similarly, respondents agree that marketing, planning and financial report training are not given to them by training institutions/colleges. The mean (1.86) and (1.89) and standard deviations (1.06) and (1.11) for marketing and plan/report respectively are good indicators of this.

A support to MSEs in relation to customer service is also weak. The mean (1.64) and standard deviations (0.75) in table 16 clearly shows that respondents do not agree with customer service trainings supports from the training centers. Regarding machine maintenance trainings, the mean

(3.81) and standard deviation (1.34) shows that the respondents' are agree with that. And also, about technical skill and technological support trainings, respondents agree that training is given. The mean (3.86) and (3.95) and the standard deviation (1.28) and (1.35) respectively confirm this idea. TVETs as producers of different technicians are expected to support MSEs by providing those different machines and technological support created/copied within the college /institution and help in maintaining machines that encounter problems.

As one stakeholder in strengthening women entrepreneurs in MSEs, training institutions are also expected to support in finance, technology, raw materials and facilities. Table 16 above shows that, the respondent entrepreneurs do not agree with the provision of financial and raw material supports given through training centers. The means (1.66) and (1.70) and standard deviations (0.84) and (0.87) clearly depict that supporting women entrepreneurs in MSEs financially and raw material wise is not common.

To conclude, the overall supports given to women entrepreneurs in MSEs through the institutions is below average as the grand mean (2.48) and grand standard deviations (0.22) in the table show above.

5. Conclusion and recommendation

5.1 conclusion

The characteristics of women entrepreneurs in MSEs of 4SCs show that they have no entrepreneurial family; they take entrepreneurship as a last resort and others. From this, it is possible to infer that the entrepreneurship trainings is not given to women entrepreneurs in the sub-city; or even though it is given, it may focus on theoretical concepts than deep-rooted practical trainings. Alternatively, even if it is delivered practically, attention might not give by women entrepreneurs. Even if this is the case, women entrepreneurs in MSEs still contribute for the countries development. MSEs are becoming an important area of emphasis for many developing countries in general and to Ethiopia in particular, primarily for its immense potentials as a source of employment given that there are numbers of factors that affect their performance.

Even though socio-cultural factors are minimizing in towns and cities like Addis Ababa, economic and administrative challenges are still tremendous. This can be associated with the effects of globalization that may create intense competitions in the market and poor performances for those entrepreneurs that cannot easily cope up with changes. For the MSE sector to be vibrant and serve as a springboard for the growth of a strong private sector in Ethiopia training centers like TVET system that supplies disciplined and

quality workforce can be considered as one of the necessary conditions. A country with poor human capital has the least chance to develop even if huge capital outlays invested in all other productive sectors.

The production of trained workforce is as important or even may be more important than the production of goods and services. Whatever produced in the economy to be competitive, both in the domestic and international markets, depends on the quality of the productive workforce the country has. This obviously calls for a TVET system that supplies the business sector and/or the economic system with a quality workforce that efficiently uses and produces resources.

5.2. Recommendations

Based on the findings of the study, the necessary recommendations forwarded to existing and potential entrepreneurs, to MSEs, Micro Finances Institutes and TVET Institutions.

Even though entrepreneurship is not free of risks, existing and potential entrepreneurs should not see it as a last resort. This is because starting own business creates sense of independence, flexibility and freedom; make own boss, give time and financial freedoms. Besides this, in the time of globalization, it would be unthinkable to get jobs easily because of the serious competition throughout the world. Moreover, to tackle the different economic, social/cultural and legal/ administrative bottlenecks they face, women entrepreneurs should make lobbies together to the concerned government officials by forming entrepreneurs associations. Besides this, women entrepreneurs in MSEs should search for other alternative supporting agents rather than relying only on TVET institutions, micro finances and MSEs offices in improving their performance and solving problems. For example, they should also approach known individual entrepreneurs, NGOs, banks and other supporting organizations. Lastly, Women entrepreneurs in MSEs of the town should share experiences with other entrepreneurs in other towns and regions so that they can learn a lot from best practices of those entrepreneurs.

REFERENCES

- [1] Admassie, A. & Amha, W. (2008). Public Private Partnership Projects of the GTZ in Ethiopia: *International Trade and the protection of Natural resources in Ethiopia*. Bonn: Eschoborn.
- [2] APEC (1994) “The APEC Survey on Small and Medium Enterprises: Member Report of Malaysia”, Retrieved on 26–5–10 from <http://www.actetsme.org/archive/smesurve.html>.
- [3] Birley, S. J., (1987). Britain’s new enterprise programmes. *Journal of Small Business Management*, 23(4), 6-12.
- [4] Bruni, A. Gherardi, S, & Poggio, B. (2004). Entrepreneur-Mentality, Gender and the Study of Women Entrepreneurs. *Journal of Organizational Change Management* Vol. 17 No. 3 (pp. 256-268). Emerald Group Publishing Limited.
- [5] Desta Solomon (2010), Desk Review of studies conducted on women Entrepreneurs in Ethiopia.
- [6] Eshetu, B. and Zeleke, W. (2008). Women entrepreneurship in micro, small and medium enterprises the case of Ethiopia *Journal of international women’s studies*. Vol.10#2Nov (pp.3-5)
- Ethiopian Business Development Services Network (n.d). Links related to Micro, Small and Medium Enterprises, www.bds-ethiopia.net, retrieved on 21–4–10.
- [7] Ethiopian Central Statistics Authority, (2004). *Report on large and medium scale manufacturing and electronic industries survey*, vol.321. Addis Ababa: Ethiopian Central Statistics Authority.
- [8] Ethiopian Ministry of Trade and Industry, (2003). *The Impact of Microfinance on Poverty Reduction: in Case Study of the Oromiya Credit and Sharing Company in the Eastern Wellega Zone of the Oromiya National Regional State, Ethiopia*.
- [8] A report produced for the Ethiopian Ministry of Trade and Industry. Addis Ababa: Ministry of Trade and Industry.
- [9] FDREPPC. (2008). *Summary and Statistical reports of the 2007 population and housing census: population size by age and sex*, Addis Ababa Ethiopia.
- [10] Gemechis Tefera (2007). *Attitude Of College Students towards Entrepreneurship: a Case Study of Addis Ababa University and Rift Valley University College*. Addis Ababa, Ethiopia Unpublished thesis Green, E., & Cohen, L. (1995). Women’s businesses: Are women entrepreneurs breaking new ground or simply balancing the demands of ‘women’s work’ in a new way? *Journal of Gender Studies*, 4 (3), 297-314.
- [11] Getu Girma (2015), Factors Affecting the Performance of Women Entrepreneurs in Micro and Small enterprises in Gulele Sub-City, Addis Ababa.
- [12] A Thesis submitted to the school of graduate studies of Addis Ababa University in partial fulfillment of the requirements for the Master of urban and regional planning and development. Addis Ababa University Addis Ababa, Ethiopia.
- [13] Hadiya Mohammed. (1998) *Sharing Experiences: Success Stories of Women Entrepreneurs* Addis Ababa Unpublished .
- [14] Helms, M. (1997). *Women and Entrepreneurship: The Appealing Alternative*. *Business Perspectives* Vol. 10, 1 (pp. 16-19). Gale Group – Information Integrity.
- [15] Hisrich, R.D. (2005), *Entrepreneurship*. 7th Edition, Boston: McGraw Hill. Retrieved on 15–5–10 from <http://www.csb.uncw.edu/people/rowej/classes/mba533old/MBA533001Class6Student.pdf>
- [16] Hisrich, R.D. (2005). *Entrepreneurship: New Venture creation*. 5th edition, Tata McGraw Hill, New Delhi.
- [17] ILO. (2008). *Women Entrepreneurs in Kenya. Factors affecting Women Entrepreneurs in Micro and Small Enterprises in Kenya* Geneva .
-

- [18] International Labor Organization ILO (2006). *Vulnerability and young women Entrepreneurs: A case study of Ethiopian Informal Economy*. Geneva: International Labor Organization. Retrieved on 16/5/10 from http://www.cartierwomensinitiative.com/docs/Ethiopia_womn_entrepreneursILO.pdf
- [19] ILO poverty reduction through small enterprises by Paul van den Berg (2006) Mahbub, U.H. (2000). *Human Development Centre, Human Development in South Asia: The Gender Question* (Oxford University Press): Karachi.
- [20] Malaya, M. (2006) A Gender-based Analysis of Performance of Small and Medium Printing Firms in Metro Manila. *Journal of International Women's Studies Vol. 8#1 (13-15)*
- [21] Ministry of Trade and Industry. (1997). *Micro and Small Enterprises Development Strategy* Addis Ababa, Ethiopia
- [21] Mulugeta Chane Wube (2010), Factors affecting the performance of women Entrepreneurs in micro and small enterprises (the case of Dessie Town). A thesis presented in partial fulfillment of the requirements for degree of Masters of Arts in Technical & vocational Education Management, Bahir Dar university, Ethiopia.
- [22] National Bank of Ethiopia, (2004). Quarterly Bulletin of the National Bank of Ethiopia, No. 19(3), 23-29 Addis Ababa, Ethiopia.
- Negash, Z. & Kena, T. (2003). *State, Growth and Dynamism of Micro and Small Enterprises in Mekele, Ethiopia*
- [23] .Report produced for the Department of Economics of Mekele University, Ethiopia. Mekele: Mekele University. OECD (1997) *Entrepreneurship and SMEs in Transitional Economies*, the Visegrad Conference, OECD
- [24] Proceedings, Paris. OECD (2002). *The Keys for Successful Women Entrepreneurs*. The OECD Bologna Process, December 2002.
- [25] Ratchusanti, S. (2008). *SME Development and Regional Economic Integration*. Thailand Samiti, V
- [26] (2006). A research study on Entrepreneurial Challenges for SC Persons in India. New Delhi: Planning Commission Government of India Yojana Bhawan
- [27] Schorling, A. (2006). *The Involvement of Women and Men in Micro & Small Enterprises (MSEs) in Nefas Silk Lafto Sub City*. Discussion Paper & Guideline to Construct a Gender-Sensitive Addis Ababa, Nefas Silk Lafto Sub City.
- [28] Schumpeter, J (2005). *The theory of economic development*. Cambridge Mass.: Harvard University Press.
- [29] Shane, S., Kolvareid, L. and Westhead, P. (1997). An Exploratory Examination of the Reasons Leading to New Firm Formation across Country and Gender," *Journal of Business Venturing*, 6:431-446
- [30] SMIDEC (2004). "SME Performance 2003", Report, Kuala Lumpur, Malaysia. Stuti, K. (2005). "Overcoming Barriers to Innovation for Indian SMEs", Ministry Small Scale Industries, [31] New Delhi, India. Tan, J and. Young, E. (200). "Entrepreneurial Infrastructure in Singapore: Developing a Model and Mapping Participation." *Journal of Entrepreneurship*. Vol. 9, No. Timmons, J.A. et. al. (1989).
- [32] New Venture Creation, Irwin, Boston UNECE. (2004). "Women's Self Employment and Entrepreneurship in the ECE region", background paper prepared by the secretariat for the Regional Symposium on Mainstreaming Gender into Economic Policies, Geneva, and 28-30 January 2004. retrieved on 18-5-10 from
- [33] UNECE. (2004). "Women's Self Employment and Entrepreneurship in the ECE region", Background paper prepared by the secretariat for the Regional Symposium on Mainstreaming Gender into Economic Policies, Geneva, 28-30 January 2004. retrieved on 18-5-10 from <http://www.unece.org/indust/sme/ece-sme.htm.pdf>.
- [34] UNIDO. (2001) *Women Entrepreneurship Development in Selected African Countries*, Working Paper No.7. Legos
- [35] World Bank (2007). *Doing Business: How to Reform*. Washington, D.C.: The International Bank for Reconstruction and Development / the World Bank .