

UNIVERSITY FOR DEVELOPMENT STUDIES

EFFECTS OF ENTREPRENEURSHIP TRAINING AND THE GROWTH OF SMALL-
SCALE POULTRY INDUSTRY IN DORMAA MUNICIPALITY

JOHN NUNOO

A THESIS SUBMITTED TO THE DEPARTMENT OF PLANNING AND
MANAGEMENT, FACULTY OF PLANNING AND LAND MANAGEMENT,
UNIVERSITY FOR DEVELOPMENT STUDIES, IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF PHILOSOPHY DEGREE IN
DEVELOPMENT MANAGEMENT

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BY

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(UDS/MDM/0180/11)

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SEPTEMBER, 2015



DECLARATIONS

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: **Date:**

Name: John Nunoo (UDS/MDM/0180/11)

Supervisors' Declaration

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision of thesis laid down by the University for Development Studies.

Supervisor's Signature: **Date:**

Name: Dr. Isaac Agyemang



ABSTRACT

Entrepreneurship development is a precondition for the sustained economic development of a country. In Ghana, a multiplicity of factors have accounted for the decline of the domestic poultry industry. One of the major factors has been the lack of entrepreneurship training for operatives in the industry. This study explored the effects of entrepreneurship training on the growth of the poultry industry in Dormaa Municipality of the Brong Ahafo Region of Ghana. Data for the study was obtained using structured questionnaire. In all, 169 poultry farmers participated in the study. Quantitative data was analyzed using the Statistical Package for social scientist (SPSS), version 18. The study concluded that opportunities for small scale poultry farmers in the Dormaa Municipality to engage in entrepreneurship training are inadequate. The major aspects of entrepreneurship training that would be relevant to the growth of the poultry business in the Dormaa Municipality includes training on vaccination, building network of entrepreneurs and how to finance business. The effects of entrepreneurship training for poultry farmers in the Municipality has resulted in reduced failure rates, increased profits and the growth of poultry industry. The study recommended that stakeholders such as the Ministry of Food and Agriculture, Ghana National Association of Poultry Farmers and National Board for Small Scale Industries, among others, should organize regular training programmes and workshops for the poultry farmers.



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DEDICATION

This thesis is sincerely dedicated to my late grandmother, Nana Obi Yaa and my elder brother Francis K. Nunoo of blessed memory. I also dedicate this work to my wife, Alberta and my sons, Ato, Ekow, Bentum, and Annan.



ACRONYMS

ADB	Asian Development Bank
ECDVT	European Centre for the Development of Vocational Training
ERP	Economic Recovery Programme
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
IFC	International Finance Corporation
MOFA	Ministry of Food and Agriculture
NBSSI	National Board for Small Scale Industries
NGO	Non-Governmental Organization
OECD	Organizations for Economic Cooperation and Development
SAP	Structural Adjustment Program
SBDC	Small Business Development Centers
SHGs	Self-Help Groups
SME	Small and Medium Scale Enterprises
SPSS	Statistical Packages for Social Scientist
SSPFs	Small Scale Poultry Farmers



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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

According to Rahman (1985), entrepreneurship development produced the forces of change and eventually become the human generator that accelerates the pace of development throughout the world (Rahman, 1985). Lamb (2006) defined entrepreneurship as the form of social decision making performed by economic innovators, and thus entrepreneurship means the ability to recognize and exploit economic opportunities. This implies that entrepreneurs are not just innovators but they are men with the will to act, and to assume risk in order to bring about change through the organization of human efforts (Lamb, 2006).

According to Cole (2008), entrepreneurs see opportunities, take risks to invest in it and then benefit or suffer for the outcome. Different economies have different opportunities. Wealth and a high majority of jobs are created by small businesses started by entrepreneurially minded individuals, many of whom go on to create big businesses. People exposed to entrepreneurship training frequently express that they have more opportunity to exercise creative freedoms, higher self-esteem, and an overall greater sense of control over their own lives (Cole, 2008). As a result, many experienced business people, political leaders, economists, and educators believe that fostering a robust entrepreneurial culture will maximize individual and collective economic and social success on a local, national, and global scale.



However, most business individuals or business personnel do not take as important the concept of entrepreneurship. This is mostly because most persons do not want to take risks in relation to the business. Akpomi (2008) further indicated that there are individuals who want to take risks and move their business to a bigger scale but they do not have the resources and knowledge, while some are even not educated, and because of this, most do not venture into it while some go into entrepreneurship the wrong way.

While virtually every career in business involves some combination of knowledge, technique, and people skills, few involve the integration and combination of all functional knowledge and skills to the extent that entrepreneurial activities do. Kasarda (1991) stated that there are three major features of innovators and entrepreneurs; these are their knowledge, skills and attitudes. Knowledge is mostly acquired through educational media while skills and attitudes is acquired through practice and training. Entrepreneurship training must not only be through factual knowledge and the limited skills acquirable in the classroom, but also through the stimulation of new ventures, the success of those ventures and the increasing capacity of the entrepreneur to pursue even greater success.

According to Bannock (1981), the most commonly cited objectives of entrepreneurship training programs include:

1. Acquisition of knowledge germane to entrepreneurship.
2. Acquisition of skills in the use of techniques, in the analysis of business situations, and in the synthesis of action plans.
3. Identification and stimulate entrepreneurial drive, talent and skills.



4. Undo the risk-adverse bias of many analytical techniques.
5. Develop empathy and support for all unique aspects of entrepreneurship.
6. Devise attitudes towards change.
7. Encourage new start-ups and other entrepreneurial ventures.

In all, Bannock (1981) stated that entrepreneurship training is a combination of knowledge and skills that can enable entrepreneurs acquire the right attitude in creating business innovations and ideas. Small-scale enterprise development needs a high level of discipline, dedication, persistence and creativity as well as a lot of work,(Bannock 1981) The micro-entrepreneur must be capable of taking decisions and have the ability to manage employees (if any) and be able to understand basic accounting principles. According to Ingram (2012), some small scale businesses, may never become big, while some can become big if the right approach to business ethics is applied. One of these small scale businesses that can become big is poultry farming through entrepreneurship training. Farming can be both small and large scale depending on the resources and entrepreneurship skills and training available. It also depends on the kind of economy in which it is being practiced.

According to Branckaert and Gueye (1999), poultry production represents one of the alternatives to feeding the growing human population. Poultry production has grown throughout the world; 23 percent in developed countries and 76 percent in developing countries respectively (Branckaert & Gueye, 1999).



Small-scale commercial poultry production is widely seen as an appropriate vehicle to stimulate economic growth in poor rural communities. Small-scale commercial poultry enterprises, nevertheless, are often promoted and used by Government and NGO's in development projects to improve food self-sufficiency and alleviate malnutrition as it provides an excellent protein source and create income generating activities (Wethli, 1999). In addition, small-scale poultry is a vehicle for rural development, income generation and nutrition enhancement (Soniaya, Branckaert & Gueye, 1999).

Like in most African countries, the livestock sector is an important part of the economy in Ghana. At an aggregate level, it contributes to about seven percent of Ghana's GDP and more than 40 percent to the agricultural GDP (Aning et al, 2008). Within the livestock sector, poultry, comprising chicken, ducks, guinea fowls, turkeys, and ostrich constitutes an integral part of the rural farming system. Though Ghana has some commercial and semi commercial large farms, most poultry production (an estimated 60 to 80 percent) takes place on a smaller scale (where chickens are free range with minimal use of purchased inputs). In Ghana, livestock including poultry, are kept by about 1.54 million households and is estimated that about 12 million people depend on livestock for their livelihood (Ashley & Annor-Frempong, 2004).

Akorsah-Darteh (2012) points out that, a multiplicity of factors have accounted for the decline of the domestic poultry industry. These factors include unfair competition from subsidized poultry producers from advanced countries, unfavorable and indifferent government policy direction, escalating costs of production, inefficient methods of production, lack of funds and credit, inadequate knowledge in poultry management, socio-cultural factors, lack of information needs on the part of small-scale poultry



farmers, inadequate access to market, lack of processing facilities, and high rates of perishability.

Major communities in Ghana depend on poultry farming as a source of livelihood and Dormaa Ahenkro (a town in Dormaa Municipality) is no exception. According to Dormaa Municipal Assembly (2006), the predominant occupation in the Municipality is agriculture which employs about, 56 percent of the active labour force. Out of this figure, 36 percent are engaged in commercial farming cultivating cocoa and cashew and 20 percent are engaged in poultry farming.

1.2 Statement of the Problem

For a firm to be prosperous, it should be well-managed while the entrepreneur should acquire the necessary resources to drive the business. Small and medium scale enterprises (SMEs) are most vulnerable in terms of survival because of the liability of newness and smallness (Kangasharju, 2000). Thus there are unique success factors that determine the efficiency and success of all businesses. These success factors manifest themselves in the skills and leadership qualities that should be passed on by entrepreneurs and business owners to the employees and stakeholders for the satisfaction of customer needs and service delivery, (Kangasharju, 2000.)

Recent studies on the poultry industry in Ghana reveal a decline in the domestic poultry industry. There are several factors that have accounted for this decline; chief among these factors is the lack of entrepreneurship training for operatives in the industry. As a result of the lack of effective entrepreneurship training for small scale poultry farmers, many poultry farmers are unable to meet the unfair competition from subsidized poultry



producers from advanced countries. In addition the use of inefficient methods of production due to inadequate knowledge in poultry management is a major impediment to the growth and survival of the poultry industry in Ghana. (Akorsah-Darteh, 2012).

In Dormaa Municipality, according to the Municipal Agriculture Office (2011), poultry production has sharply declined over the past three years. The directorate posited that, with an estimated growth of 12% in 2009, the total poultry production witnessed a sharp decline by 7%. In 2010 though efforts from the government of Ghana and other development agencies through entrepreneurship training, granting of loans and poultry related financial grants to poultry farmers were aimed at enhancing the growth of the sector, however, figures available at the directorate indicates that poultry production witness a decrease of about 3% of the production in 2010 and about 11% of the total production in 2011. Gloomily, the decline in total production within the poultry industry has affected all the other sectors including GDP and per capita income of the country. Akorsah-Darteh (2012) mentioned that skills acquisition through training can provide a long lasting solution to the survival battle of the poultry industry. Amoabeng (2011) in his work on financial management knowledge among entrepreneurs in the poultry industry revealed that the poultry industry in Ghana is contributing effectively to the growth and development through the provision of food, employment and taxes to the economy. Jothilakshmi, et al (2011) also carried out a study on entrepreneurial capacity building needs of rural women Self-Help Groups (SHGs) in Tamil Nadu-India and found out that the people had different training needs in relation to the training.

Furthermore, Ezeibe, et al (2014) examined the impact of entrepreneurship training on rural poultry farmers' adoption of improved management practices in Enugu State,





Nigeria. The study showed that before the entrepreneurship training, only some of the improved management practices namely: culling of birds, vaccination, and brooding were adopted by the poultry farmers. An assessment of studies presented both in Ghana and outside Ghana, for instance Amoabeng (2011) revealed that the poultry industry in Ghana contribute to the growth and development through the provision of food, employment and taxes to the economy, but failed to come out with practical approach through which entrepreneurship training among poultry farmers can lead the growth of the poultry farms in terms of size, profitability and sustainability. Again, Akorsah-Darteh (2012) identified that skill acquisition through training can provide a long lasting solution to the survival battle of the poultry industry in Ghana, but fell short of coming out with specific skills needs that will help poultry farmers especially in Dormaa Municipality to enhance the growth of poultry industry. Although there have been some work on poultry farmers and entrepreneurship, none of these studies have extensively studied the effects of entrepreneurship training and the growth of poultry farmers. There is therefore the need for a study that provides a rigorous and systematic analysis of entrepreneurial training and its effects on the growth of poultry farming. Against this background, the study empirically explored entrepreneurship training and the growth and effects of the poultry industry in Dormaa Municipality of the Brong Ahafo Region of Ghana.

1.3 Research Objectives and Questions

1.3.1 Main Research Objectives

The main objective of the study was to assess the role and effects entrepreneurial training plays in the growth of small scale poultry farming in the Dormaa Municipality.

1.3.2 Specific Research Objectives

Examine opportunities for entrepreneurship training for poultry farmers.

Identified entrepreneurship training modules relevant to the growth of small scale poultry businesses

Assessed effects of entrepreneurship training on the profitability and growth of small scale poultry farmers and,

Examined the challenges confronting small scale poultry farmers from benefiting from entrepreneurship training.

1.3.3 Main Research Questions

What are the role and effects of entrepreneurial training on the growth of poultry industry in the Dormaa municipality?

Specific Research Questions

What opportunities exist for small scale poultry farmers in Dormaa Municipality to engage in entrepreneurship training?

What entrepreneurship training modules are relevant to the growth of the poultry business?

What are the effects of entrepreneurship training on the profitability and growth on small scale poultry farmers

What are the challenges confronting small scale poultry farmers from benefiting from entrepreneurship training?



1.3.4 Scope of the Study

Of the various livestock's production in the region, this study focused on chicken farmers in the Dormaa Municipality. In other words, duck, guinea fowl, turkeys and ostrich farmers were exempted from this study. This is because; available statistics from the Dormaa Municipal Agriculture office indicated that there are more chicken farmers as compared to the other livestock farmers.

Additionally, of the several factors that affect the poultry industry including lack of funds and credit, inadequate access to market, lack of processing facilities, and high rates of perishability, this study basically examined how entrepreneurship training affect the growth of the poultry industry. In other words, the scope of this study covered the extent to which entrepreneurship training can be used to predict the growth of the poultry industry. The study was conducted in the Dormaa Municipality from 2013 to 2014.

1.4 Significance of the Study

Findings from this study would help identify the extent to which poultry farmers are exposed to entrepreneurship training as well as the impacts these trainings have on the growth of the poultry industry. Specifically, findings from this study would help NGOs, government especially the livestock division of the (MOFA) and other stakeholders who have trained poultry farmers to review the impact these training programmes have on the growth of the industry. Also identify key areas of training for future organizations which seek to give some form of entrepreneurship training to poultry farmers.



Again, the growth of every country depends on how best its citizens are able to manage its resources such as land, water bodies, minerals and animals among others. To better manage these resources for the development of the country, there is the need to bring on board professionals in the field of development management who will blend academic thoughts, research based activities and field work toward sustainable management of the development process. This work is significant as it is been pursued by a research based development management scholar who will, through intensive research explore the role of entrepreneurial training on the growth of poultry production.

In the academia, it is expected that findings from this study would contribute to the existing literature on entrepreneurship most especially the impact of entrepreneurship on the growth of SMEs. The study would also help identify gaps in the literature that need to be addressed and areas for further research by future researchers.

1.5 Organization of the Study

The thesis is structured into five chapters. Chapter one is the introductory chapter. Chapter two reviewed related literature from the empirical and theoretical perspectives. The chapter critically accessed relevant literature in relation to the concept of entrepreneurship training. It drew on the previous work of esteemed researchers and practitioners in order to develop a unified theoretical framework suitable for use in the study. Literature on the overview of entrepreneurship training and development is presented with a historical perspective providing background information on the evolution of entrepreneurship from its primitive origins. The chapter also reviewed literature on entrepreneurship training among poultry farmers but with specific focus on the relationship between entrepreneurship training and the growth of poultry businesses.



The third chapter provides an in-depth explanation of the methodology of the study. It describes the study design including the descriptive survey design, study population indicating the unit of analysis, sampling technique and procedure (methods of sampling the study population), research instruments (data collection instruments including structured questionnaire and interview guide), and methods of data analysis (plan for analyzing the data obtained from the questionnaire and interviews in relation to the research questions).

Chapter four presents the results and discussion of the findings. The discussion is done in relation to the pertinent concepts discussed in the review of literature, while Chapter five focuses on the summary, conclusions and recommendations. The major findings from the study have been presented in this chapter as well as the directions for policy making and future research.



CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter focuses on the review of literature on the study. The issues to be examined include the theories and concepts relating to the objectives of the study.

2.1 The Concept of Entrepreneurship

During the sixteenth century, people who organised and managed military and exploration expeditions in France were called “entreprendre”. The word “entrepreneur” originates from the French verb “entreprendre” and the German word “unternehmen”, both of which means “to undertake” (Afonja, 1999). Thus entrepreneurs are people who engage in some kind of activities being it social or economic with the hope of a positive outcome.

According to Holden (2011), the concept of entrepreneurship was first established in the 1700s, and the meaning has evolved ever since. While many simply equate it with starting one's own business, most economists believe it is more than that. To some economists, the entrepreneur is one who is willing to bear the risk of a new venture if there is a significant chance for profit. Others emphasis the entrepreneur's role as an innovator who markets his innovation, yet Other economists say that entrepreneurs develop new goods or processes that the market demands and are not currently being supplied. Today, most economists agree that entrepreneurship is a necessary ingredient for stimulating economic growth and employment opportunities in all societies. In the



developing world, successful small businesses are the primary engines of job creation, income growth, and poverty reduction.

On the other hand; Adegbite et al. (2006) points out that, the early 18th century French economist Cantillon introduced the term “entrepreneurship”. Cantillon defined the entrepreneur as the agent who buys means of production at certain prices in order to combine them into a new product, and entrepreneurship as self-employment of any sort where the entrepreneur is the bearer of uncertainty and risk. Furthermore, entrepreneur is also seen as someone who shifts economic resources out of an area of lower productivity to an area of higher productivity and greater yield. From the definition of entrepreneurship by Holden and Adegbite et al. It means that entrepreneurs are also innovators who add value to productive resource to meet an identified need.

Say expanded Cantillon’s definition by including the idea that an entrepreneur is one who brings other people together in order to build a single productive organisation. However, in the 19th century, British economists such as Adam Smith, David Ricardo and John Stuart Mill defined the concept of entrepreneurship under the broad English term of business management (Burnett, 2000).

Similar definitions were also noted from Hisrich and Peters (2002). According to Hisrich and Peters, entrepreneurship is the process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic and social risks and receiving the resulting rewards of monetary and personal satisfaction and independence. It is deduced from the various definitions that entrepreneurship thought is concerned with all thoughts relating to the process of starting and operating



business as well as getting results in modern enterprises by innovators through and with subordinates.

In entrepreneurship, the two major types of thoughts are evolutionary and comparative (contemporary). Evolutionary thought details the general way of thinking characteristics of a particular period, for example, entrepreneurship development evolved from the universal thought through linear stages, systems and quantitative thought to the present day contingency thoughts (Tijani, 2004). In addition, evolutionary thought comes about as a result of man's persistent search for solution to problems of any particular period. This type of thought is historical, longitudinal, cumulative and absolute rather than relative in nature. On the other hand, comparative thoughts are absolute rather than relative in nature and compare various ways of thinking zoned to various periods, classes or nations.

According to Tijani (2004), entrepreneurship philosophy is the reflective realistic thought and consummate wisdom of how to create, operate and sustain innovative ventures.

Entrepreneurship is one of the most important elements for a growing economy (Kuratko & Hodgetts, 2001). Kuratko and Hodgetts (2001) also indicate the role of entrepreneurs as critical contributors to economic growth through leadership, management, innovation, research and development effectiveness, job creation, competitiveness, productivity, and the formation of new industries.

Entrepreneurship is important for economic growth, productivity, innovation and employment, and many organizations for economic cooperation and development (OECD) countries have made entrepreneurship an explicit policy priority. Similarly, as



globalization reshapes the international economic landscape and technological change creates uncertainty in the world economy, entrepreneurship is believed to offer ways to help meet new economic, social and environmental challenges (OECD, 2009).

In summary, the study established four distinctive characteristics that are consistent in defining entrepreneurship, and outlined below as:

Creation process: Entrepreneurs will identify an opportunity. Once the opportunity has been identified, they are able to create a product, a process or something of value for someone (Hisrich & Peters, 2002). Thus creativity and vision are fundamental traits required by entrepreneurs. The entrepreneurial process begins with an entrepreneur's ability to identify an opportunity. The entrepreneur will creatively devise ways to bring this opportunity to fruition (Timmons, 1999).

Resource allocation: Entrepreneurs will use the resources at their disposal to realize the opportunities that they have identified (Hisrich & Peters, 2002). Entrepreneurs will allocate time, effort and resources in order to achieve their goals and need to manage many resources, some of which are readily available and others that are very scarce. One of the skills associated with entrepreneurship is the ability of entrepreneurs to control, coordinate and manage the limited resources at their disposal (Glancey & McQuaid 2000).

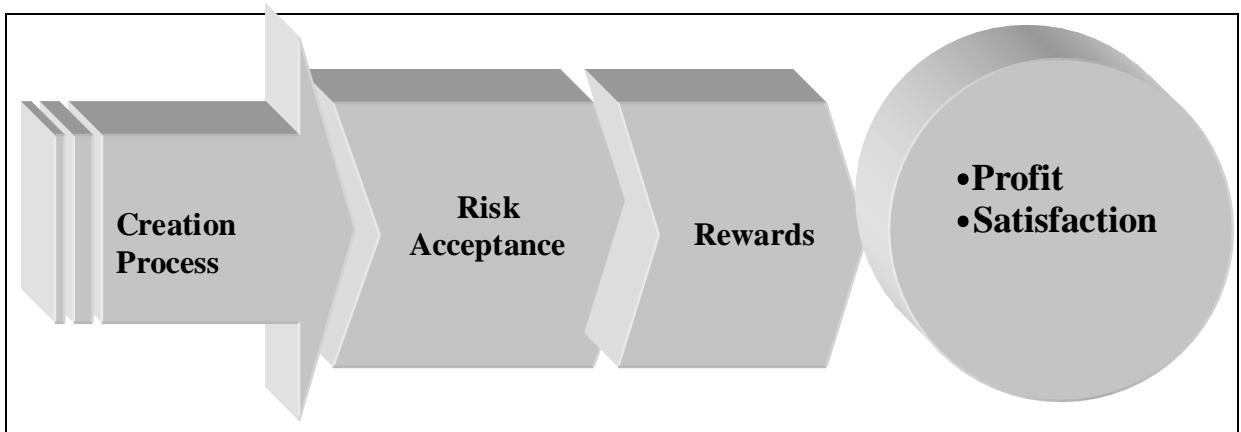
Acceptance of risks: The process of bringing the identified opportunity to fruition has its own set of risks. These risks include financial risks, personal risks and social risks. Hisrich and Peters (2002) emphasize the importance of taking calculated risks which reduces the potential for failure. Timmons (1999) also argues that, although the entrepreneur should accept both personal and financial risks, what is important is that the



odds are manipulated in the entrepreneur's favor by using the resources available. It is important that entrepreneurs are able to calculate, manage and minimize the risks.

Rewards: Entrepreneurs accept the risks, allocate the resources and create the product for a reward. These rewards may be in the form of profits, independence or personal satisfaction (Hisrich & Peters, 2002). Thus entrepreneurs create, enhance and realize their rewards, not only for themselves but also for all the relevant stakeholders. The result of entrepreneurs accepting the risks and uncertainty of their new venture is that they receive the potential benefits (Glancey & McQuaid, 2000).

Figure 2.0:1 Distinctive characteristics of entrepreneurship



Modified after Glancey & McQuaid, 2000

2.2 The Entrepreneurial Process

Nieman (2002) and Hisrich and Peters (2002) emphasize four distinct phases through which entrepreneurs will pass in order for them to start and manage their new venture. It is well established that entrepreneurs will follow a process in order for them to achieve their goal of starting a new venture. The same school of thought is supported by Antonites (2003), who has established a defining framework from Cornwall and Perlman



(1990). This framework describes entrepreneurship as a process where the entrepreneur is regarded as an individual with the potential to create a vision from virtually nothing. This is fundamentally a human creative action of,

2.3 Identifying and Evaluating Opportunities:

Entrepreneurs will need to identify opportunities. These opportunities will present themselves within the entrepreneur's environment. The entrepreneur will have to evaluate the opportunity based on its feasibility and viability. Entrepreneurs must then decide to either start the new venture or to reject the possibility of implementing the opportunity (Nieman, 2002; Hisrich & Peters 2002).

b. Develop a Business Plan:

Developing a business plan will assist the entrepreneur to understand the resources required the risks involved and how best to manage the possible venture. The business plan must include plans for the marketing, finance and operations of the organisation. In addition, an organisational plan must be developed and other factors must be taken into account, depending on the particular venture and the environment. The business plan will provide the entrepreneur with a guideline or a plan for the future as well as an understanding of the environment, the organization and future decisions that might need to be made (Wickham, 2001).

2.4 Determining the Resource Requirements:

Entrepreneurs will need to establish the requirements for the new venture. Entrepreneurs determine what resources are currently at their disposal, what resources are going to be needed, the timeframe within which these resources will be required and the staff



requirements. Not all of these resources are needed in the initial stages which means that resources must be effectively managed (Nieman 2002; Hisrich & Peters, 2002).

2.5 Start and Manage the Enterprise:

Once entrepreneurs have progressed through the first three stages detailed above, they will be ready to start the new venture. Entrepreneurs will implement their own management style, establish control systems and attempt to create an established business (Nieman 2002; Hisrich & Peters, 2002).

2.6 Types of Entrepreneurship Training

Fiet (2000) submit that, the extent to which entrepreneurship is teachable or even worth teaching is a matter among scholars. However, in recent times, it has become clear that entrepreneurship or at least some elements of it can be taught, thus, entrepreneurs are not born but can be made (Henry, et al, 2005). According to Monk (2000), small business owners need to have the necessary skills such as finance, operations, marketing, planning, human resource and awareness of knowledge management to effectively manage the functional areas of business. Additionally, the Global Entrepreneurship Monitor (2002) states that the areas where training is required includes communication skills, marketing, legal aspects, contracting and financial record keeping, and that more than 50 percent of township entrepreneurs are in need of training, especially financial record keeping.

In this regard, Robbins (2013) highlights a number of skills that are learnt generally in entrepreneurship training, which may include the following:

1. How to write a business plan;
2. How to finance your business;





3. How to manage growth;
4. How to position your business in the market place;
5. How to market and promote your business;
6. Product development and navigating the patent process;
7. The type of business you should set up, i.e. sole proprietorship, corporation, etc. and the pros and cons of each type of business;
8. Business law and tax;
9. Labour relations and human resources skills should you decide to hire employees;
10. Building a network of other entrepreneurs which can provide much needed support.
11. Entrepreneurship case studies, examining case studies of real businesses are an excellent way to learn the fundamentals of entrepreneurship and should be included in any entrepreneurship training you are taking.

In discussing entrepreneurship training, Michael (2013) considers mentorship, networking and engaging in social activities as forms of entrepreneurship training.

2.7 Mentorship

Hisrich and Peters (2002) noted that a possible solution to the problems faced by start-up entrepreneurs is the introduction of mentorship. They opined that mentorship is the process of nurturing and supporting entrepreneurs. The role of mentors is to provide assistance in the form of professional and social support. A mentor–protégé relationship is an excellent avenue for securing needed professional advice, as well as providing an

additional source of moral support. From the forgoing, it could be deduced that, a mentor is an experienced person who offers expertise to a less experienced person. This is a personal type of entrepreneurship education as it creates a mentor-mentee relationship between and among entrepreneurs. That is to say, if one aspires to be an entrepreneur, then he will need someone with experience to mentor him. Mentorship is a fast learning method that offers personal and focused entrepreneurship training (Michael, 2013). Through mentoring, one learns skills that would otherwise not be achieved in a classroom setting. The mentor's primary objective is to provide 'just-in-time' support and to add value by imparting the benefits of their education, experience, skills and attitudes (Sullivan, 2000). Sullivan indicated that part of a mentor's role is to assist entrepreneurs to develop and grow their businesses.

2.8 Networking

Networking with fellow entrepreneurs opens opportunities to get training as it allows people of similar interests to interact and share ideas (Sullivan, 2000). Michael (2013) added that, when selecting a networking group, it is important to consider a person whose members have a wealth of skills. This is an important channel of education as one learns from experts and gathers fresh ideas.

2.9 Social Activities

Engaging in social activities, such as coaching a youth football team or organizing community meetings will help a person to develop entrepreneurship skills. Such activities according to Michael (2013) help people to develop the skills and leadership qualities that are vital in running a business. In the works of Robbins (2013), entrepreneurship training can be grouped into two or three hour classes; at libraries or small business week



events, which may consist of a speaker who shares his/her own entrepreneurship case studies from his/her own experience to a longer series of entrepreneurship classes leading to a an entrepreneurship certificate offered by colleges, universities and government organizations.

The World Bank (2001) noted that, small business owners have very little formal skills training hence the need for small business training centers to provide information and confidential business guidance to small business owners so that they can flourish as well as helping new entrepreneurs realize their dreams and assisting existing businesses in their efforts to remain competitive. Similarly to the World Bank, Anita and Sunday (2012) recommended that institutions such as small business development centers (SBDC) should be established to educate persons on the need for and advantages of their innovations in their economically productive activities such as entrepreneurship.

According to Illinois Department of Commerce and Economic Opportunity (2011), the services of small business development centers include:

1. One-on-one business advice and management assistance;
2. Assisting small businesses with the development of business plans;
3. Helping small business to access market information and the development of marketing plans;
4. Assisting small businesses to access business financing programs;
5. Assisting small businesses with financial analysis and planning;
6. Access to business education and training opportunities; and



7. Small business development centers (SBDC) provide specialized services in technology, innovation and entrepreneurial development.

2.10 Roles of an Entrepreneur in the Economy

In the works of Brain (2005), entrepreneurs occupy a central position in a market economy because it is the entrepreneurs who serve as the spark plug in the economy's engine, activating and stimulating all economic activities. Meaning that, the economic success of nations worldwide is the result of encouraging and rewarding the entrepreneurial instinct. Spulber (2008) supports the assertions of Brian (2005) by stating that entrepreneurs play a central role in the modern economy because they are the prime movers (that is, the makers) of firms. More importantly, entrepreneurs are fundamental to economic equilibrium because they set the economy in motion. For example, firms are responsible for practically all economic activities outside of government such as innovating, pricing, contracting, employing resources, labour, and capital goods, raising financial capital, organizing production, and marketing goods and services.

In this regard, Spulber (2008) submits that economic equilibrium, including prices, allocation of goods, and the structure of transactions depends on the actions of entrepreneurs. Furthermore, Kumar (2012) argues that the entrepreneur who is a business leader looks for ideas and puts them into effect to foster economic growth and development and acts as a trigger head to give spark to economic activities by his entrepreneurial decisions. Ashvini (2011) adds that entrepreneurs invent, optimize, find hidden demand and then create solid plans to exploit them, and hire people with skills.



Additionally, Ashvini (2011) provides a detailed discussion of the roles of an entrepreneur, which are as follows:

Entrepreneurs invent - Thus, entrepreneurs bring in products that did not exist before. For example, he (Ashvini, 2011) mentioned Thomas Alva Edison who created light bulb with a lot of hardship but he changed the world with that and it magnified productivity while paving the way for thousands of other products to be launched. Similarly, face book was exploited, which was an almost unknown concept of social media. Google created ad systems which changed the way; internet commerce is done (Francine, 2013). Apple created revolutionary products and marketed them so well that they became a huge category by themselves, Amazon made it possible for anyone to publish and become an author, and Infosys brought one of the best project management practices to the IT services (Ashvini, 2011).

Entrepreneurs optimize - Entrepreneurs know the value of resources and thus, need to learn to optimize them for best result. Since entrepreneurs know that they have limited resources, they have to optimize whatever they have, therefore, entrepreneurs often resort to unique ways to run businesses (Kumar, 2012). For example, some entrepreneurs run their business from their homes just to avoid the cost of renting a place; some learn new skills to do things themselves and others reinvest their revenues rather than splurging it for personal needs. Thus, entrepreneurs know the value of resource optimization and are usually less wasteful than their large counterparts (Ashvini, 2011).

Entrepreneurs find hidden demand and then create solid plans to exploit them - While most people can see a hidden demand, the entrepreneur creates a solid plan to harness



that demand. For instance, bigger companies ignore the nascent demand because it may not have the revenue potential at present but the entrepreneur will seize this opportunity and work through it patiently for years to become successful (Ashvini, 2011). Francine (2013) describes the entrepreneur as a visionary or business innovator, who identifies a business opportunity and takes it from idea to implementation. Generally, entrepreneurs are creative, risk-takers, up starters and innovators. Hence, the role of the entrepreneur is to take the creative concept and launch this idea into a business operation. In addition, the entrepreneur is the initial organizer responsible for the business and succeeds by turning his ideas into a business through careful planning, market research and a developed vision.

Entrepreneurs hire people with skills - People are willing to work for smaller enterprises because of the kind of flexibility that is available with them. Entrepreneurs encourage specialization and often reward them with money or share in the company which may build up sizeable wealth in future (Ashvini, 2011). Additionally, Kumar (2012) points out that, entrepreneurs provide immediate large-scale employment to the unemployed which is a chronic problem of underdeveloped nations. With the setting up of more and more units by entrepreneurs, both on small and large-scale, numerous job opportunities are created for others. As time passes, these enterprises grow, providing direct and indirect employment opportunities to many more. In this way, entrepreneurs play an effective role in reducing the problem of unemployment in the country which in turn clears the path towards economic development of the nation. Similarly; Francine (2013) describes the role of the entrepreneur as an economy booster. For example, as the entrepreneur is



always seeking to grow, communities will prosper with additional jobs, opportunities and wealth. Thus, new or expanded business is vital to the economy.

2.11 The concept of Small Scale Poultry Production

In the works of Mariska and Thierry (2014), poultry production can be categorized into three groups namely; large scale (with over 10,000 birds), medium scale (with between 5,000 and 10,000 birds) and small scale (which has between 50 and 5,000 birds). Small scale poultry businesses mainly produce broiler birds whereas the medium scale category mainly produces eggs. Soniaya and Swan (2004) opined that, such business enterprises are generally privately owned and operated sole proprietorships, corporations or partnerships. Unlike large and medium scale poultry production units, small scale poultry producers are constrained by poor access to market, goods and services. They have weak institutions and lack skills and knowledge and appropriate technologies. The result is that both production and productivity remain well below potential losses, and wastage can be high. However, adopted breeds, local feeds resources and appropriate vaccination are available along with proven technologies that can substantially improve incomes. Though the concept of small scale may vary from organization to organization and could be influenced by the orientation of various authors, for the purpose of this analysis, the study employs the numerical range of small scale as cited by Mariska and Thierry (2014).

2.12 Adaptation of Entrepreneurship Training by Small and Medium Scale

Enterprises

Kitching (2008) notes that, the managerial skills required for the management of small/medium firms are not very much different from those necessary in large scale business.



The managerial functions of planning, organizing, staffing, directing and controlling are common to both. But, the scale on which various functions are performed by owner and manager are different and in small scale, the degree of complexity is lower (Kumar, 2012). The organization structure of latter firms is simple due to presence of few employees. The owner himself acts as the manager and can exercise personal control. However as the business grows, owner/ manager finds it difficult to manage even small business effectively. For this, it becomes necessary to increase the amount of manpower in the enterprise.

Small Enterprise Development Programme works to strengthen entrepreneurial management skills through capacity building and training human resources that foster adoption of good workplace practices in micro-, small and large enterprises. In the area of management training, ILO has training tools that cover the whole spectrum of target groups, from illiterate micro entrepreneurs to growth oriented small and medium scale entrepreneurs.

According to Mordovia Business Catalogue (2011), support measures for small and medium small enterprises should be aimed at:

support of starting entrepreneurs;

training and retraining of unemployed fundamentals of entrepreneurship, assisting in their employment;

creating favorable conditions for development of entrepreneurship activities at municipal level;



providing small and medium enterprises access to financial resources,

assisting formation of human resources potential and positive image of entrepreneurship, including by means of Presidential programme of management training for national economy;

Arranging participation of small and medium enterprises in competitions for best innovation projects, in exhibition and trade fair activities on favorable terms.

2.13 Entrepreneurship Training on the Growth of Small and Medium Scale

Enterprises

Entrepreneurship training improves the performance of SMEs over time, which shows that entrepreneurial skills are really of importance in the business world, especially for entrepreneurs. Therefore, entrepreneurial skills are important for the sustainability and profitability of businesses (Smith &Perks, 2006). Entrepreneurial development programmes have contributed significantly to small scale business development. (Olugbenga, 2013).the impact of entrepreneurial development programmes includes increased business outcome, accelerated business growth, improved productivity and increased sales.

Olugbenga (2013) conducted a study among two groups of proprietors (those who did participate and those that participated in entrepreneurial development programmers), by comparing their monthly value-added growth and the rate of networking.



The comparisons of the mean values of the monthly value-added, the growth rate and rate of mean values networking showed that the mean values of small scale businesses whose proprietors have participated in entrepreneurial development programmes were higher than the mean values of small scale business whose proprietors have not participated in entrepreneurial training thus the performance of small scale business whose proprietors have participated in entrepreneurial development programmes was better than small scale businesses whose proprietors have not participated in entrepreneurial development programmes'.

Similarly, Ladzani and Van-Vurren (2002) states that there is a positive correlation between training for entrepreneurs and a firm's success, thus, training results in reduced failure rates, increased profits and growth of small businesses. Tambunan (1999) found that small business owners having entrepreneurial values such as creativity, integrity, achievement, among others were more likely to have superior performance in managing organizations than owner-managers without these values.

Adaptation of entrepreneurship training to small and medium scale enterprises, Kitching (2008) points out that, in contrast to larger organisations, the small and medium-sized enterprise (SME) sector has been characterised as having fewer dedicated training departments and budgets (Kitching & Blackburn, 2002), inferior levels of work-based training provision (Hoque & Bacon, 2006), lower numbers of qualified employees (Kitson & Wilkinson, 2003), and less participation in government training schemes (Matlay,2004). Training for small business is primarily internally focused and imparts generic management skills such as marketing, finance, record-keeping, human relations and industrial relations (Solomon, 2004). According to Botha (2006), the absence or low



levels of key skills such as motivation, ability to gather resources, financial management, human resource management, marketing and technical skills may lead to zero performance whereas weakness in a particular element would decrease effectiveness in the overall performance of the venture. Thus, this means that the increase in the capacity of any of these skills can lead to an increase in the entrepreneurial performance of the entrepreneur. Jayawarna, et al (2007) noted the shortage of management skills and training provided within the SME sector. In today's world, enterprises have to develop mechanisms for coping with the challenges of a dynamic, technologically competitive and volatile environment to survive. It is only those enterprises that will be able to adapt to these changes that will survive the onslaught that competition brings with it. There are many new market entrants with "bigger stick" which will give existing firms a good run for their money. Therefore, this will require that an entrepreneurial organisation works towards product or service improvement on a continuous basis. This will, in turn, call for entrepreneurial talent that is capable of harnessing organisational resources – human, material, physical and informational resources- efficiently and effectively toward meeting the organisation's objectives and goals. Most organisations objectives are to make profit, which is partly realised through the provision of competitive and quality products or services (Kithae, et al 2013).

2.14 Impact of Entrepreneurship Training on Small and Medium Scale Enterprises.

A study by Solomon (2004) discovered the need for entrepreneurial skills and business skills for the upkeep of the business. Lack of skills has been a major challenge to the SMEs (Smith & Perks, 2006) and skills acquisition through training can provide a long lasting solution to the survival battle of the SMEs. Entrepreneurial training improves



SME performance over time, showing that the business and the entrepreneurial skills are really of importance in the business world, especially for entrepreneurs. Business and entrepreneurial skills are important for the sustainability and profitability of businesses (Smith & Perks, 2006). Similarly, Kuene (2008) argues that the entrepreneur's initiative and skill are significant determinants of success. Aragon-Sanchez, et al (2003) identified the importance of entrepreneurship training as a tool to assist small scale enterprises in the creation of sustainable competitive advantages based on their human resources. Cassell, et al (2002) pointed out that entrepreneurship training is offered to provide a tactical solution to business problems whereas Patton and Marlow (2002) posited that entrepreneurship training demand is explicitly linked to improving the business operation, thus improving efficiency, reducing costs, and improving knowledge regarding protocols. Therefore, entrepreneurship training is generally accepted as a mechanism to enhance SME business performance [(European Centre for the Development of Vocational Training (CEDEFOP), 2011)] through better profitability and productivity (Reid & Harris, 2002), organisational performance and capabilities (Kotey & Folker, 2007), business survival (Ibrahim & Ellis, 2003), and growth (CEDEFOP, 2011).

2.15 Challenges SMEs Encounter in Adapting to the Culture of Entrepreneurship

Developing an entrepreneurial skills base requires a shift in culture. According to Ventureburn (2013), one of the biggest challenges to developing an entrepreneurial skills base is the lack of support from society and formal institutions. Few avenues of support are available to help people identify the passion of entrepreneurs, as well as build the confidence required to convert that passion into a business. Society fails to encourage



SMEs to recognize or take advantage of their inherent entrepreneurial potential, as society often values and respects professionals over entrepreneurs (Ventureburn, 2013).

Those entrepreneurs with larger stocks of human capital, in terms of education or vocational training, are better placed to adapt their enterprises to constantly changing business environments. SMEs also lack business and marketing skills that may allow them to put together viable business proposals. They have less access to formal channels that provide comprehensive skills training because they are mostly unaware of the existence of such programmes and even when they are aware, their time constraints may limit their access to such programmes. Moreover, some of them may lack the needed basic educational qualification for such skill training and are therefore cut off from benefiting from such programmes, where these programmes exist. However, irrespective of the constraints that face them, especially the women's among them access to training and retraining is an important tool, which can enhance their economic activities to improve their earning power (King & McGrath, 2002).

2.16 Empirical Work on SMEs (Poultry Farmers) and Entrepreneurship Training

Jothilakshmi, et al (2011) carried out a study on entrepreneurial capacity building needs of rural women Self-Help Groups (SHGs) in Tamil Nadu, India, in alternative poultry farming. This study aims to understand the socioeconomic traits, training preferences and the needs of the members of the Self-Help Groups (SHGs) and the relationship among the members of the women SHGs and their training needs in alternative poultry, namely, desi chicken and turkey farming. It was observed that in desi chicken and turkey farming, finance, marketing, disease control, management and feeding were the most preferred



areas for training. The variables of the respondents were found to have varying degrees of relation with the training needs in desi chicken and turkey farming.

Ezeibe, et al (2014) examined the impact of entrepreneurship training on rural poultry farmers' adoption of improved management practices in Enugu State, Nigeria. The study showed that before the entrepreneurship training, only some of the improved management practices namely: culling of birds, vaccination, and brooding were adopted by the poultry farmers. However, after the training, practices such as record keeping, use of disinfectants, consulting veterinary doctors, and debeaking were adopted in addition to the previous practices. This gave an indication that entrepreneurship training had a positive effect on the adoption level of the improved management practices of the farmers. Educational level, farming experience, income level as well as farm sizes are important determinants of farmer's adoption of improved poultry management practices. The study also revealed that the farmers were constrained by high cost of inputs, low capital outlay, difficulty in obtaining loan and poor extension visits.

Amoabeng (2011), in his work financial management knowledge among entrepreneurs in the poultry industry, revealed that the poultry industry in Ghana and for that matter Dormaa Municipality is contributing effectively to the growth and development through the provision of food, employment and taxes to the economy. Many of the farmers are particular about productivity and making profits. As such, farmers employ all means to ensure efficiency.



However, the use of effective financial management practices has been minimal. The farmers actively implement their knowledge on financial management practices in their poultry business. It was also noted that such arrangements have led to an expansion in the poultry industry in the Dormaa Municipality. Farmers have acquired skills in financial management through workshops and periodic capacity building seminars on financial management. This gives an indication that they undergo trainings to be able to manage their finances.

2.17 Background of the Poultry Farming Industry

Commercial poultry farming has become one of the viable and proven enterprises all over the world due to its adaptability to varied agro-climatic conditions, low investment per unit, rapid growth rate and short generation interval. It is one of the important avenues for providing employment to the under employed and unemployed farmers particularly those living in rain fed areas where the well-water is not sufficient for efficient agricultural farming (Khandekar & Narmatha, 2009). Further, poultry farming also provides off-farm employment opportunities like transportation, distribution and processing. It provides employment to more than seven million people directly or indirectly.

Intensive poultry production involves commercial rearing of high performance exotic breeds of chicken. This system is resource driven and requires the operator to be in control of the housing, nutritional and health needs of the birds (Oluyemi & Roberts, 1979). Over the last few decades, successive governments have encouraged the development of modern poultry enterprises with a resultant sudden rush of people of diverse backgrounds into the industry. This has resulted in the development of an unplanned and unregulated industry with numerous attendant problems (Okoli, 2004).



Commercial poultry production is attractive because birds are able to adapt easily, have high economic value, rapid generation time and a high rate of productivity that can result in the production of meat within eight weeks and first egg within eighteen weeks of the first chick being hatched (Smith, 1990).

In most African countries, the first and second decades after independence (1960s and 1970s), witnessed a boom in the supply of poultry products at low prices to urban consumers (Sonaiya, 1990). In the second decade, broiler production was introduced and with it came the requirement for processing and freezer storage facilities. At the beginning of the third decade there was further vertical integration resulting in the establishment of frozen poultry meat shops. Presently, in the fourth decade, the few large scale poultry operations are invariably fully integrated feed grain/poultry farms and processors with their own brand names.

There are two options for poultry development in Africa. One is to attempt to increase large scale intensive poultry production in order to respond to the urban demand. The other is to look at new channels for developing small and medium scale semi-intensive poultry production to serve both the urban and rural populations. Where possible, the two options should be pursued simultaneously. Where import restrictions are imposed, then the development of small scale production would appear more attractive.

Adaptation of Entrepreneurship Training by Poultry Farming

Capacity among the small scale farmers has become key in the development of sustainable agriculture in Africa. The bulk does not stop at developing capacity alone but also working with those small scale practitioners to learn and share ideas and challenges.



To curb food insecurity and poverty alleviation, the need to strengthen entrepreneurship capacity among small scale farmers has become inevitable. To counter the challenges of growth in the small scale agriculture sector, there has been the need to develop programs with incentives for the local entrepreneurs to use regional and global trade as a possibility to enlarge their markets and make efficient use of economies of scale in production (FAO, 2013).

Poultry entrepreneurs should essentially possess the scientific knowledge on layer farming to take preventive action, identify the disease condition, alleviation of effects of harsh climatic condition, etc. This knowledge could be acquired through experience or through contact with extension agencies and input suppliers. The, entrepreneurial characteristics marketing strategies, poultry drugs distribution methods and constraints were studied among 110 poultry enterprises in Imo State, Nigeria by Okoli (2004). Okoli concluded that there is a need for a strong effort to encourage and assist entrepreneurs: feedstuff suppliers, equipment manufacturers, hatcheries, chick starting centers, as well as, marketers, slaughter and processing plants, financial services to develop and improve input supplies to the small scale poultry producers. Also, Okoli (2004) indicated that cooperatives should be particularly well placed to involve people in production and marketing; and to develop closer links between producers, retailers and consumers of poultry eggs and meat.

About 95 percent of small-scale poultry entrepreneurs do not have any formal training on farm management, according to AnandBagaria, Managing Director of Probiotech Industries Pvt. Ltd. Therefore, in partnership with two Nepalese poultry firms, Probiotech Industries and Avinash Hatchery, International Finance Corporation (IFC) conducted a



Training of Trainers workshop for 20 local veterinarians in Kathmandu (*Nepal Daily Newspaper*. October 3, 2011). According to Nepalnews.com, IFC a member of the World Bank Group, for example, was committed to providing training that could help small-scale poultry entrepreneurs and farmers in Nepal increase their revenues and gain better access to markets. The workshop included sessions on how to strengthen management capacity by improving financial literacy, business acumen, and developing technical skills that improve productivity. It also included technical sessions on poultry housing and brooding management, vaccination, bio-security, and broiler diseases. IFC aims to improve the technical and facilitation skills of veterinarians and improve business skills of small scale entrepreneurs and farmers through such interactive workshops.

Adaptation of Entrepreneurship Training to Small Scale Poultry Farming.

Cheeke (2002) stressed the need for improved poultry technologies that are capable of raising the agricultural production of farmers. Cheeke further indicated that these technologies are innovations and skills in the selection of strains, brooding techniques, vaccination, handling, feed and feed techniques. Badi and Badi (2006) ascertain that entrepreneurship education or training provides cultural, social and technological awareness. Kuratko (2005) argued that farmers will venture into new technologies if they are taught the likely pitfall they may face and the possible strategy to control them. This makes entrepreneurship training of great importance in adoption of new technologies.

2.18 The Poultry Industry in Ghana

In Ghana, the poultry industry is the most developed sector in the livestock sub-sector, according to Asante (2013), the Chairman of the Ghana National Association of Poultry



farmers. According to Asante (2013), in the 1970s up to the early 1990s, the local industry supplied virtually all the chicken and eggs consumed in Ghana and hardly any imports of finished poultry products came to the country. Similarly, Rondon and Ashitey (2011) reports that, commercial poultry production in Ghana grew rapidly during the 1980s to 1990s, developing into a vibrant sector that supplied about 80 percent of the available chicken meat and egg in the country. Initially, the development of the commercial poultry industry was slow and this was as a result of irregular supply of imported day-old chicks, a lack of veterinary drugs, and frequent outbreaks of poultry diseases but the Government of Ghana responded by removing customs duties on poultry input (feed, additives, drugs and vaccines) and improving access to veterinary services.

However, most subventions to the industry and agriculture as a whole were removed under the structural adjustment program (SAP), which Ghana embarked upon in the early 1980s. Hence, the net result has been import surge leading to dumping of subsidized poultry meat products on the local market creating unfair competition, and this has led to a shift to egg production, consumption of which is low compared to other countries in the sub-region (i.e., 18 eggs per capita). Thus, the broiler industry which is required for installed capacity utilization is virtually collapsed leading to underutilization of installed capacities (Asante, 2013). For example, Ghana's poultry imports have more than quadrupled since 2002 as Ghana's domestic poultry sector continues to decline, supplying only about 10 percent of the total poultry demand in the country. Additionally, US poultry exports to Ghana have increased between 22 and 25 percent of the market demands, although competition from Brazil and EU has increased (Rondon & Ashitey, 2011).



2.19 Theoretical Framework

The theoretical framework of the study is adopted from the Cantillon, Kirzner, Schumpeter, and Knight theories of entrepreneurship. The main rationale for the adaptation of these theories is that from the various authors reviewed, entrepreneurship has been recognized as the driving force of economic growth. This means that the entrepreneur plays a critical role in an economy by ensuring that factors of production are put together to satisfy an identified need. According to Kanbur (1979) the entrepreneur as one who (manages the production function) by paying workers (which are more certain than profits) and shouldering the risk and uncertainties of production.

2.20 The Cantillon, Sey and Knight Theory

Cantillon theory of entrepreneurship was proposed by Richard Cantillon in 1755, he first acknowledged the entrepreneur as a key economic factor responsible for all exchange and circulation in the economy (Van Praag, 1999). According to Herbert and Link (1988), Cantillon's theory does not view the entrepreneur as a production factor as such but an agent that takes risk and thereby equilibrates supply and demand in the economy. This means an entrepreneur is seen as an individual in the economy who identifies a gap in the market place and takes steps to assemble the needed factors of production to produce something of value to fill the gap of which the outcome of his effort is uncertain. Another theory proposed by Sey (1767 – 1832), shares Cantillon's view of entrepreneurs bearing risk and uncertainties for their effort in the market place; however Sey's approach looked at a different interpretation of the entrepreneurial task, by regarding entrepreneurs as managers of a firm, an input in the production process. Sey (2001), also identifies the entrepreneur as the main agent of production in the economy rather than risk bearing role,



he also stressed that the entrepreneur principal quality is to have good judgment (Binks and Vale 1990).

From Sey's approach to entrepreneurship, it can be deduced that an entrepreneur should be someone with a higher degree of judgment and reasoning in order to identify opportunities in the market place and evaluate those opportunities to ascertain its viability and likely outcome thereby reducing the element of risk and uncertainty. The Knight theory of entrepreneurship was proposed by Knight in 1921, he also agrees with Cantillon and Sey that entrepreneur's face risk of uncertainty in the economy. According to Knight the main function of an entrepreneur is to assume the risk and uncertainty related to events in the economy, thereby shielding all other stakeholders against it, thus the entrepreneur exercises judgment over unique situations, the uncertainty in the economy, and functions as an insurance agent.

Knight again expanded Cantillon and Sey's theory by arguing that entrepreneurs are owners of companies, that is residual claimants, and that they receive profit, hence in order to receive positive profit the entrepreneur carries out three tasks, firstly initiate useful changes or innovations, secondly adapts to changes in the economic environment and lastly assumes the consequences of uncertainty related to the company.

2.21 Kirzner and Schumpeter Theory

Kirzner theory of entrepreneurship was propounded by Israel Kirzner (1973 – 1979), he was concerned with the implications of entrepreneurship of distributive justice; Kirzner has constantly and forcefully argued that a correct understanding of the way capitalist economies operate requires explicit consideration of the role of the entrepreneur. Kirzner's



theory focused on answering the question of whether a market economy works and if it does, what is the process that leads the economy towards equilibrium. Kirzner realizes that markets are not always clear, there is no perfectly informed representative agent and for change to occur the entrepreneurs need incentives and this incentives comes from the difference among agents in terms of information and knowledge. From Kirzner's point of view entrepreneurs require a certain degree of knowledge and information to be well equipped with current happenings in economy for proper reasoning and judgment.

Kirzner again argues that the economy is in a constant state of disequilibrium due to shocks constantly hitting the economy, and that economic agents suffer from 'utter ignorance', thus entrepreneurs simply do not know that additional information is available. However, the alert entrepreneur discovers and exploits new business opportunities and eliminates some of the 'utter ignorance' and thus moves the economy towards equilibrium, which is the state where no more information can be discovered.

Schumpeter's theory, the discovery and opportunity theory of entrepreneurship (equilibrium destruction theory), this theory by Schumpeter looked at entrepreneurship as innovation and not imitation, (Acs and Naud, 2013), he however shares Kirzner's view that the entrepreneur moves the economy out of a static equilibrium. According to Marz (1990), the entrepreneur is not the one who invents new combinations but the one who identifies how these new combinations can be applied in production. This line of reasoning implies that a business owner is considered an entrepreneur only if he is carrying out new combinations. The entrepreneur moves the economic system out of the static equilibrium by creating new products or production methods thereby rendering



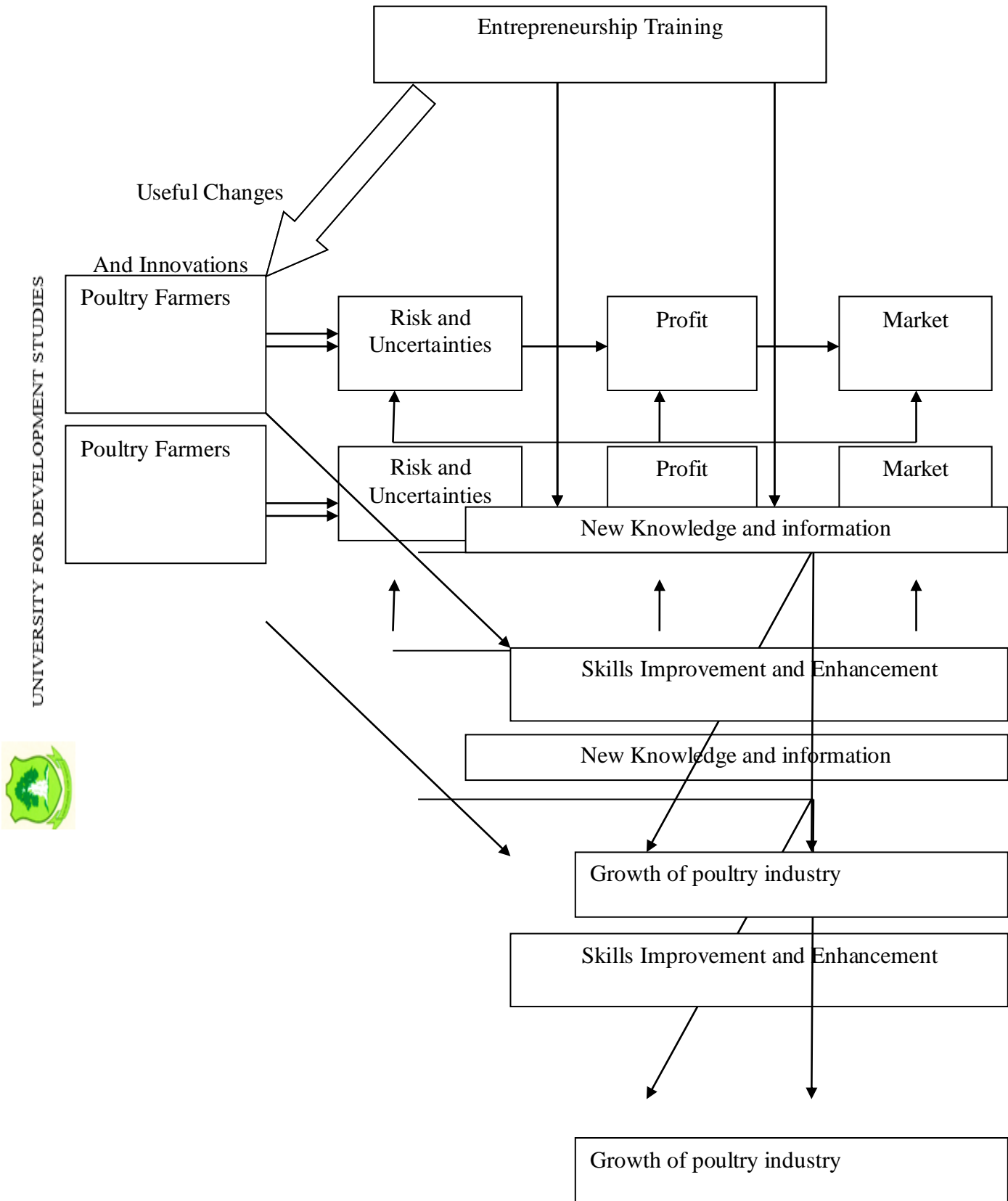
others obsolete. This is the process of “creative destruction” (creating uncertainty) which Schumpeter saw as the driving force behind economic development (Schumpeter, 1990)

2.22 Conceptual Framework

According to Shields and Tajalli (2006), the conceptual framework of a study gives the researchers own impression or suggestions of what the study should look like. Similarly, Shield and Tajalli (2006) belief that; the conceptual framework presents transitional explanation of how the research work should be done and it also provides theoretical explanation to the study. The diagram below shows the conceptual framework of this study (2.2).



Figure 2.2: Figure showing the conceptual framework of the study.



From the conceptual frame work above (figure 2.2), farmers who receive entrepreneurship training are likely to introduce very useful changes and innovations into their poultry farming business. These useful innovations and changes are expected to come in the area of how to manage risk and uncertainties, profit and how to determine market trends and dynamics. It is believed that, this will provide new knowledge and information that will improve and enhance farmers' skills in the poultry farming, and thereby lead to the growth and development of the poultry industry.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

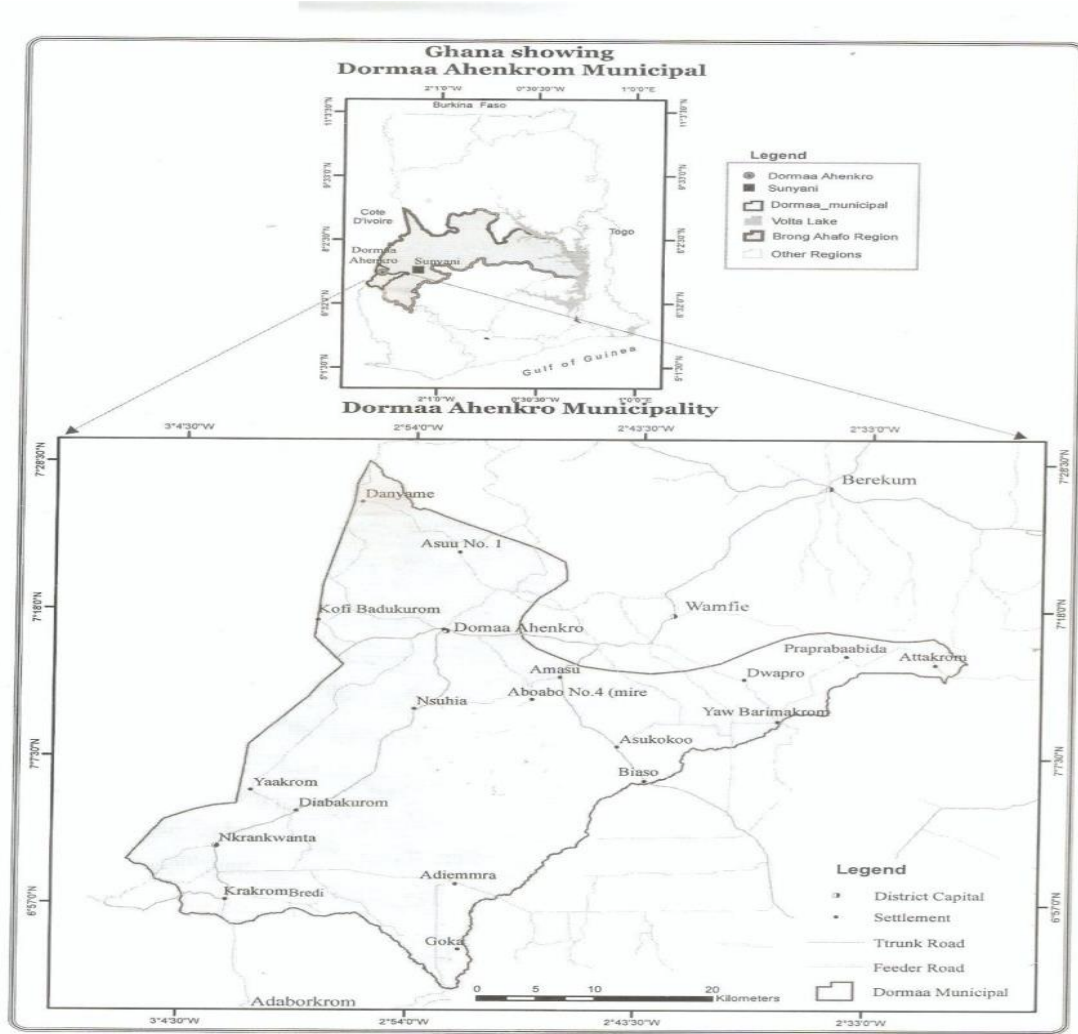
This chapter describes the basic research plan for the study. The chapter explains exactly how the study was conducted by giving a thorough description of how the researcher collected the relevant data as well as a clear description of the research participants. Also, the chapter discusses how the study sample was obtained. Finally, the chapter report on how the data gathered from the field was analyzed which involved some statistical analysis and the statistical tools used for the analysis. The profile of the study area (Dormaa Municipality) is also discussed in this chapter. It is important to note that the choice of the methodology for this study is guided by the theoretical framework of the goals and objectives of the study, as well as the available financial resources, skills and validity and time.

3.1 Study Area: Dorman Municipal

The Dormaa Municipal is located in the western part of the Brong Ahafo Region. It lies within longitudes 30 West and 30' West and latitudes 7o North and 7o 30' North. The Municipality is bordered to the north by the Jaman District and Dormaa East District, the Sunyani Municipal Assembly to the east, Asunafo to the south and Asutifi Districts to the southeast, to the southwest by Western Region and to the west and northwest by La Cote D'Ivoire (Dormaa Municipal Assembly, 2012).



Figure3.1: shows the geographical location of the Dormaa Municipality



Source: Dormaa Municipal, 2014.

The Municipal Capital is Dormaa Ahenkro, located about 80 kilometers west of the regional capital, Sunyani. The Municipal has a total land area of 1,368 square kilometers, which is about 3.5 percent of the total land area of Brong Ahafo Region and about 0.6



percent of that of the country. It has 345 settlements, one traditional authority and two constituencies, namely: Dormaa East and Dormaa West.

The National Population and Housing Census (2010) shows that the population size of the Municipality stood at 159,789. Further disaggregation of the population size of the Municipality shows that there are 78, 270 males and 81, 519 females respectively in the Municipality. The Municipality has a labour force which constitutes 53 percent of the population with an age dependency ratio of 1.5:1. This means that almost every two adults have themselves and additional person to cater for. The implication for the Municipality is that, there would be less pressure on the potential labour force since more people are catering for few dependants within the Municipality.

At the moment the poultry industry specifically table egg production is operating at a large scale levels. Poultry production in the Municipality is the largest in the region. Livestock such as cattle, sheep, goats and grass cutters are also reared in the Municipality. Major problem of the industry in the Municipality is finding enough market outlets for their product and credit facilities to expand the farms (Dormaa Municipal Assembly, 2012).

According to the Dormaa Municipal Agricultural Office (2013), there are 287 poultry farmers in Dormaa Municipality. All the 287 poultry farmers are engaged in chicken production. Out of the 287 poultry farmers, 40 farmers are into broiler production all year round. The remaining 237 farmers are into layer production throughout the whole year. However, during festive occasions, they engage in broiler production. Table 3.1 shows a breakdown of the number of poultry farmers and the number of birds in their farms.



Table 1: Number of Poultry Farmers and their Bird Size

Number of Farmers	Total Number of Birds per Farm
5	50,000-100,000
10	35,000 -50,000
25	10,000 -35,000
0	5,000-9,000
97	2,000 – 5,000
150	100 – 2,000
0	Below 100

Source: Dormaa Municipal Agriculture Officer, 2014

3.2 Research Design.

The success of every research is dependent on the research design employed. Every component of the research methodology is informed by the design. The value of, and need for, objective, methodologically sound research is undeniable (Polit & Hungler, 1991). Only through sound research designs can threats to validity be eliminated and, also draw scientifically valid conclusions to inform practice.





This study was structured using quantitative study design. Under the quantitative study design, descriptive survey method was adopted for the study. According to Best and Khan (1998), descriptive research is concerned with the conditions or relationships that exist, such as determining the nature of prevailing conditions, practices and attitudes; opinions that are held; processes that are going on; or trends that are developed. Amadahe (2002) also indicated that descriptive survey provides information on the current status of the phenomena, and determines the nature of the situation as it exists at the time of the study.

Some of the main advantages of using the descriptive survey designs to collect primary raw data from respondents according to Tannor (2010) are the ability to accommodate large sample sizes, generalizability of results; ability to distinguish small differences between diverse sample groups; ease of administering and recording questions and answers; increased capabilities of using advanced statistical analysis; and abilities of tapping into latent factors and relationship.

Descriptive surveys are not free from shortcomings. As pointed out by Seifert and Hoffnung (1994), it is sometimes difficult to ensure the clarity of the questions to be answered, unless efforts are taken to clearly word the questions. This shortcoming was addressed in this study using the results of the pre-testing of the survey instruments to rephrase order and modify the items to enhance their validity. Another shortcoming pointed out by Seifert and Hoffnung, (1994) is that, unless the respondents are people who can articulate their thoughts well and sometimes even put such thoughts in writing, the descriptive survey cannot be relied upon.

According to Adams (2012), most farmers in Ghana including poultry farmers are either partially or totally literate. This implies that some of the respondents (poultry famers) for this study might not be able to articulate their thoughts well in writing, thereby making the use of the descriptive design as indicated by Seifert and Hoffnung (1994), unrealistic. This shortcoming was addressed by using structured interviews to administer the questionnaire to the farmers. This helped explain the items on the questionnaire to the respondents.

Thus in spite of the few problems inherent in the use of the descriptive survey method, it was found to be the most appropriate research design for this study. In the first place, it was adopted because the objective of the study is to collect original data to describe a population too large to observe directly (Rubin & Babbie, 2001). Another reason, as pointed out by Creswell (2002), is that it has the potential to provide a lot of information from quite a large sample of individuals (in this case, poultry farmer) within a short period.

Specifically, the descriptive survey design in this study helped to explore the effects of entrepreneurship training and the growth of poultry farmers in the Dormaa Municipality. Thus the survey design was considered the most appropriate for this study on the basis of its advantages of economy of design, the rapid turnaround in data collection and the ability to identify attributes of the population from a sample derived from that population.

3.3 Target Population

The target population for this study included poultry farmers in the Dormaa Municipality. However, of the various livestock, this study focused on small scale chicken farmers in



Dormaa Municipality. In other words, duck, guinea fow, turkeys and ostrich farmers were exempted from this study. This was because; available statistics from the Dormaa Municipal Agriculture office indicated that there are more chicken farmers as compared to the other livestock farmers in the Municipality. The study also included key informants such as the Chairman of the Dormaa Poultry Farmers Association, and the Director of Livestock at the Ministry of Agriculture in the Dormaa Municipal Assembly.

3.4 Sampling and Sample Techniques

The concept of sampling arises from the inability of the researcher to test all the individuals in a given population. The sample must be representative of the population from which it was drawn and must have good size to warrant statistical analysis (Tannor, 2011). Due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time consuming. This informed the choice of relying on sampling techniques in this study.

Both probability and non-probability sampling techniques were applied in this study.

Purposive sampling technique was the non-probability technique applied in the sampling of the key informants. A combination of simple random and purposive sampling technique were used to allowed the researcher to choose subjects that best serve the purpose of the study. Thus purposive sampling allowed for the selection of subjects who were more likely to provide the right information for the study. In this study, the Chairman of the Dormaa Poultry Farmers Association, and the Director of Livestock at the Ministry of Agriculture in the Dormaa Municipal Assembly were selected purposively because they have a direct role to play in the growth of the poultry industry in the Municipality.





On the other hand, the simple random sampling method (lottery method) was used to sample the poultry farmers in the Municipality. This was done by obtaining the sampling frame (A list of all the poultry farmers) in the Municipality from the Ministry of Agriculture in Dormaa Municipality. This was to ensure that every poultry farmer in the Municipality had an equal chance of being part of the sample. It is however important to note that in performing the simple random sampling, focus was not placed on the number of years for which the respondents have been in the poultry industry. This was to ensure that the sample is not skewed to a particular group of farmers in terms of the number of years for which they have been in the poultry industry.

The sample size of any research has a significant impact on the accuracy and precision of the results obtained, where larger sample size are perceived to produce more accurate results. Though, larger sample size positively affects the accuracy of a research finding, the accuracy is further determined by how representative the sampling technique employed in sampling respondents (Tannor, 2011). Thus as the sample size is a critical question in practice, the decision about the size of the sample needs to consider time and cost, the need of precision, and a variety of further considerations.

In this regard, the sample size for the study was determined using the Slovin Formula (Umar, 2000), stated below:

$$n = \frac{N}{1 + Ne^2}$$

Where the variables are defined as;

n = Sample size,

N = Target population size (In this case number of poultry farmers in the Municipality),

e = Significance confidence level in percentage of error allowed.

Given a target population size (**N**) of 287 and the significance level of confidence of 5%, the sample size for the study was determined using the Slovin Formula (Umar, 2000) as follow;

$$n = \frac{287}{1 + 287(0.05)^2} = 287/1.7175$$

$$n = 167$$

In all, 167 poultry farmers from the Dorman Municipality were selected, using a simple random sampling. 2 other individuals, that is the Municipal Agricultural officer and the chairman of the poultry farmers association in the Dormaa Municipality, were purposively sampled thus making the overall sample size 169.

3.5 Source of Data

The main feature of the present study is the extensive use of primary data relevant to the effects of entrepreneurship training and the growth of the poultry industry. In order to get the requisite primary data, a structured questionnaire was prepared in the light of the objectives of the study. The relevant and supporting secondary data were also collected through desk study in order to present the fact in a logical format. The desk study covered



textbooks, research articles, research monographs and various published and unpublished materials on the subject. Bebelleh (2008) argues that both sources when extensively explored by researchers tend to validate the outcome of information generated. It was against this background that this study opted to use both primary and secondary sources of data.

3.6 Instrumentation

Semi-structured questionnaires were used to collect data from the poultry farmers. The research used questionnaire over other research instruments because questionnaires give a series of questions asked to individuals to obtain statistically useful information about a given topic. Also, questionnaires are valuable methods of collecting a wide range of information from a large number of individuals or respondents. According to Creswell (2002), questionnaires have certain disadvantages. The first is that they do not allow for probing, prompting and clarification of answers given. The second is that they do not provide opportunity to collect additional information from the respondent. These limitations were addressed by providing open-ended items to enable the respondents to explain, opine, and make elaborations.

To ensure that the questionnaire contains relevant questions that can answer the research questions and objectives, the instrument was structured into sections with each section focusing on one of the objectives of the study. The first section elicits the demographic characteristics of the respondents. The major demographic variables include age, gender, and educational background.



The other sections were designed in relation to the objectives of the study. Specifically, the second section investigates the business profile of the respondents including the number of years for which the respondents have been in business, the number of chicken (the size of the poultry farm), and number of employees among other relevant variables. The third section assesses the effect of entrepreneurship training on the profitability of poultry farmers in Dormaa Municipality while the fourth focuses on the opportunities for small scale poultry farmers in Dormaa Municipality to engage in entrepreneurship training. The final section of the questionnaire explored the challenges confronting poultry framers in Dormaa Municipality from benefiting from entrepreneurship training.

In terms of wording of questions, both the closed and opened-ended items were used. The close-ended items limited the respondents to the set of alternatives being offered, while open ended items allowed the respondent to express an opinion without being influenced by the researcher (Foddy, 1993). Thus the opened ended items allowed the respondents to include more information, including feelings, attitudes and understanding of the challenges associated with benefiting in entrepreneurship training.

3.7 Procedure for Data Collection

The policy of voluntary participation was strictly adhered to throughout this research for the purpose of ensuring the privacy as well as the safety of the participants. Specifically, the significant ethical issues that were considered in this research process include informed consent, anonymity and confidentiality. To secure the consent of the selected



participants, the researcher relayed all important details of the study, including its aims and purpose to respondent, while confidentiality of the participants was ensured by not disclosing their names or personal information in the research. Only relevant details that helped in answering the research questions were included.

Different procedures were used to collect the relevant data for the study. However, at different times, prior appointments with the key informants were secured. At the meeting with each informant, the purpose of the study was explained, and all questions in this regard were answered. On the other hand, the questionnaire was administered to respondents using a structured interview. This was because, majority of the poultry farmers were either totally illiterate or partially literate (Adams, 2012). Additionally, this method helped to clarify questions which the respondents did not necessarily understand through further probing.

To gain access into the participating informants, a letter of introduction was obtained from the Human Resource department of the University for Development studies. This letter explained to the informants that the researcher is a student of the University who is on academic research assignment and should be accorded the needed assistance.

3.8 Pre-testing of Instruments

An instrument is valid if it measures what it is intended to measure and accurately achieves the purpose for which it was designed (Patten, 2004; Wallen & Fraenkel, 2001). Patten (2004) emphasizes that validity is a matter of degree and discussion should focus on how valid a test is, not whether it is valid or not. According to Patten (2004), no test



instrument is perfectly valid. The researcher needs some kind of assurance that the instrument being used will result in accurate conclusions (Wallen & Fraenkel, 2001).

These principles were addressed when designing the questionnaire and interview guide. Additionally, the pre-testing of the questionnaire and interview guides were done with 10 poultry farmers in Sunyani and one key informant who did not participate in the main study. The pre-testing focused on the wording of the items in terms of phrasing and ambiguity as well as the relevant issues that need to be addressed. Few revisions were made to the instruments based on the outcome of the pre-test.

3.9. Field Work and Challenges

The study encountered a number of challenges which made data collection very difficult.

These included:

The initial unwillingness of the farmers to respond to the study;

Difficulties in conducting the interviews due to ethical issues such as respondents' consent;

Respondents making time out of their busy schedule to complete the questionnaire and thereafter returned them.

These challenges were overcome through constant follow ups and explanation of the purpose of the study to the respondents. In all 169 poultry farmers participated in the study. This gave a high response rate thereby reducing the non-response error. The high response rate was made possible through constant follow-ups.



3. 10 Methods of Data Analysis

The data obtained from the field were processed before analysis. The data processing involved cleaning the data. This was done at the data entering stage. At this stage, the data were inspected, and erroneous data were corrected. The Statistical Package for social scientist (SPSS), version 18 was used in analysing the data, while the results were presented using descriptive statistics through percentages and frequencies.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction.

The results of the data analyses and the discussion of the findings are presented in this chapter. The discussion involves the possible implications of the findings. In discussing the findings, attempts were made to relate the findings of the study to the pertinent concepts and theories discussed under the review of related literature in Chapter Two.

The study explored the effects of entrepreneurship training on the growth of poultry farmers in the Dormaa Municipality in the Brong Ahafo Region. The results are presented in five parts with each part focusing on an objective of the study. However, the first part of the study presents the demographic characteristics of the respondents and the second section presents the profile of the businesses of the respondents. The third section presents findings on the opportunities for poultry farmers in Dormaa Municipality to engage in entrepreneurship training, the fourth section presents findings on the effect of entrepreneurship training on the growth of poultry farmers and the fifth section presents challenges confronting poultry farmers from benefiting from entrepreneurship training in the Dormaa Municipality.

4.1 Demographic Characteristics of the Respondents

In this section, the demographic characteristics of the respondents were analysed. In examining the demographic characteristics of the respondents, the following variables were analyzed: gender, age, and educational background. Gender analyses revealed that



majority (57.5%) of the respondents were males; this is against 42.51% of the respondent who were females.

The study further analyzed the ages of the respondents. Table 4.1 shows the results.

Table 2: Age of Respondents

Age (Years)	Number Of Respondent	Percentage
1 – 20	2	1.3
21 – 30	17	11.2
31 – 40	38	25.0
41 – 50	43	28.3
51 – 60	31	20.4
Above 60	21	13.8
Total	152	100

Source: Field Work, 2014.

Table 4.1 showed that over 60 percent (62.5%) of the respondents were aged over 40 years while less than 40 percent (37.5%) were not more than 40 years. Generally, it can be deduced that the respondents were a bit matured and that not much youth have been attracted into the poultry industry. The educational background of the respondents was also analyzed. The results are shown in Table 4.2.



Table 3: Educational background of Respondents

Level of Education	Number Of Respondent	Percentage
No Education	17	11.2
Primary	28	18.4
JHS	31	20.4
Secondary	47	30.9
Tertiary	29	19.1
Total	152	100

Source: Field work, 2014.

The most prevalent educational background among the respondents was Secondary (30.9%). Generally, an assessment of the result implies that half (50.0%) of the respondents had basic educational backgrounds and that less than 20 percent (19.1%) of the respondents had tertiary educational background. Generally, it can be deduced that the respondents have lower educational backgrounds. The low educational backgrounds among the respondents could explain why Bagaria (2013) indicated that about 95 percent of poultry entrepreneurs do not have any formal training on farm management. Therefore, more training programmes should be organised for the poultry farmers in order to meet the work requirements. Additionally, the low education background of the respondents



could possibly put them in a limited position to benefit from entrepreneurship training as suggested by King and McGrath (2002). According to King and McGrath (2002), some SMEs may lack the needed basic educational qualification for participating in entrepreneurship skill training and are therefore cut off from benefiting from such programmes, where these programmes exist.

4.2 Profile of Business

This section of the chapter examined the number of years the respondents' have been engaged in their businesses, the kind of chicken farming the respondents are engaged in, the monthly income the respondents' make from their businesses and how the respondents' obtained the knowledge and skills to start-up a poultry farm. Table 4.3 examined the kind of chicken the poultry farmers are rearing.

Table 4: Kinds of Chicken reared by Poultry Farmers

Kind of Chicken	Number Of Respondent	Percentage
Only Broilers	34	22.3
Only layers	58	38.2
Both Broilers and Layers	60	39.5
Total	152	100

Source: Field Work, 2014.

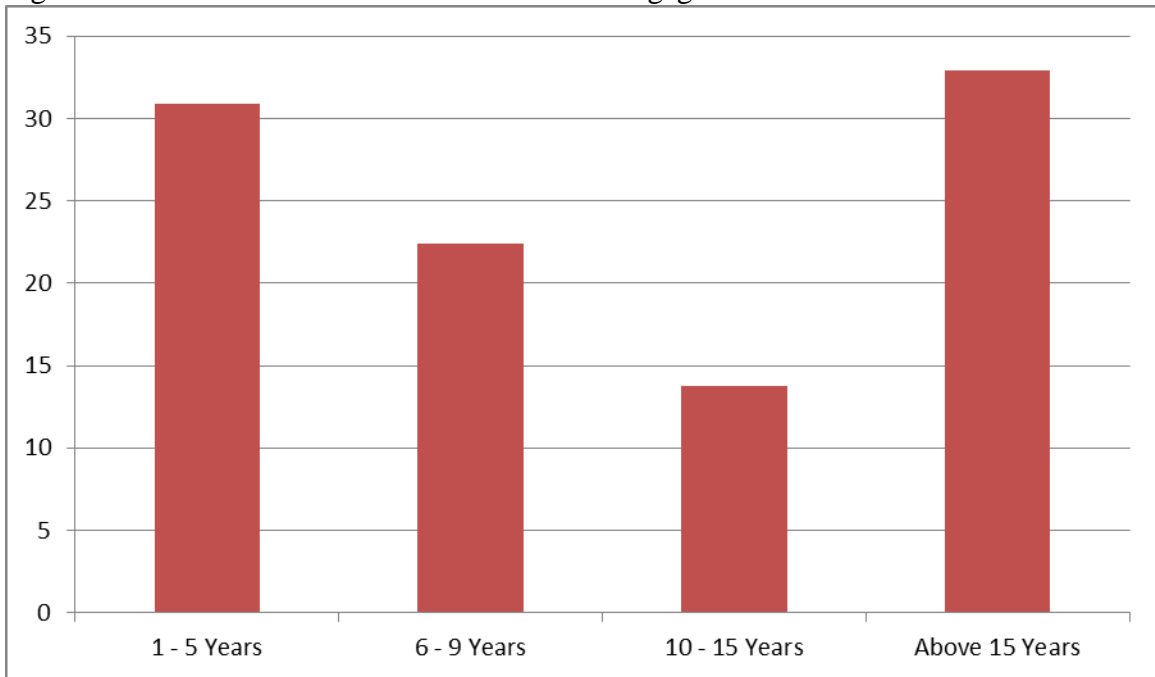
The most prevalent kinds of chicken reared by the respondents were both broilers and layers (39.5%), only broilers (22.3%) and only layers (38.2%). It was clear from the



responses that farmers were more interested in rearing more layers than broilers because of the availability of market for eggs. They also mentioned that, after the laying cycle, the layers could be sold for an additional income. Farmers are not willing to rear more broilers because of unsure ready market. They however mentioned that, they produce more to target festive occasions. Most of those respondents who rear both broilers and layers asserted that, they have contract with restaurants and hotels in and around the Dormaa Municipality.

The study also examined the number of years farmers have been engaged in the chicken business. The results are showed in Figure 4.1

Figure 0:1: Number of Years Farmers has been engaged in Chicken Business



Source: Field Survey, 2014



Generally, an assessment of the results in figure 4.1 implies that over 60 percent (69.1%) of the poultry farmers have been engaged in chicken business for more than five years. Therefore, it can be deduced that the poultry farmers have had some higher experience in the poultry business. However, having the majority of the respondents being in business for less than 10 years (53.3%) is consistent with Zimmerer, et al (2007) assertion that many small firms go out of existence after ten years and only three out of ten into a second generation.

As part of determining the sizes of the farms of the respondents, the study also analyzed the number of chicken the respondents' currently have. The results is shown in Table 4.4

Table 5: Number of Chickens Farmers Have Currently

Number of Chicken	Number Of Respondent	Percentage
100 – 200	32	21.1
201 – 500	25	16.4
501 – 1,000	16	10.5
1,001 – 2,000	12	7.9
2,001 – 5,000	45	29.6
Above 5,000	22	14.5
Total	152	100

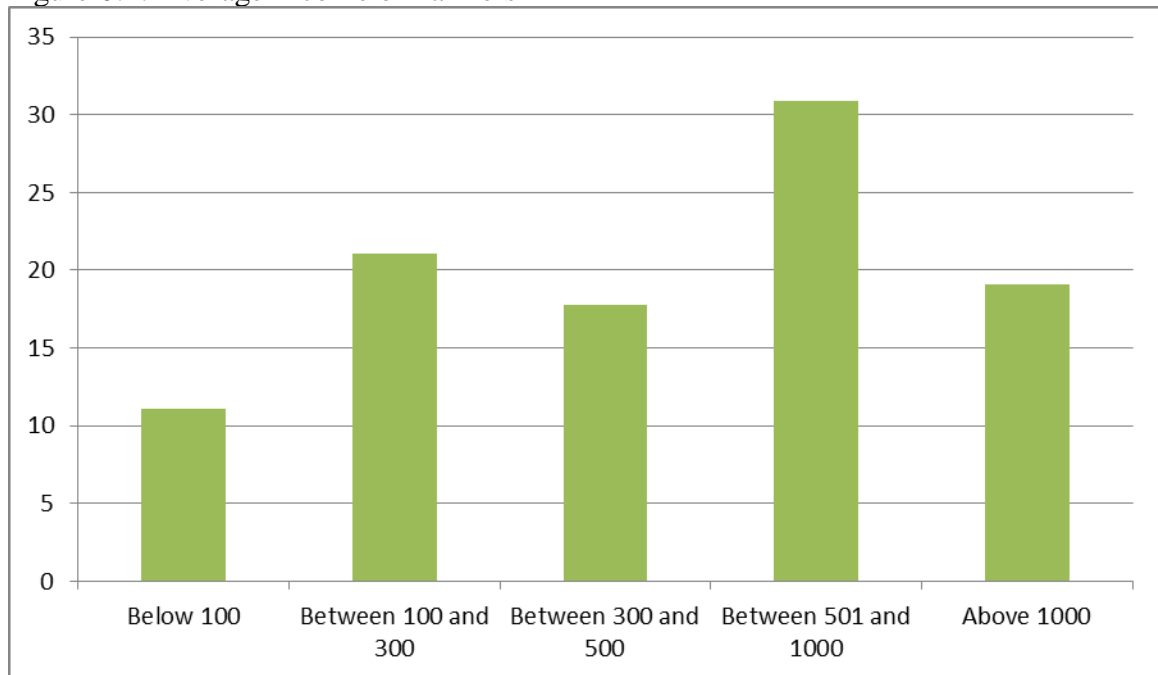
Source: Field work 2014



It is seen in Table 4.4 that more than half (52.0%) of the respondents have more than 1000 chickens while 48.0 percent have less than 1000 chickens. Generally, it can be deduced that the respondents did not have very large farms although there is the need to apply efficient entrepreneurship skills and technique in the management of the farms. The somehow small farm sizes of the respondents are consistent with Ashley and Annor-Frempong (2004) assertion that though Ghana has some commercial and semi commercial large farms, most poultry production (an estimated 60 to 80 percent takes place at a smaller scale). Additionally, the somehow small farmer sizes of the respondents have some implications for them being vulnerable in terms of survival because of the liability of newness and smallness as indicated by Kangasharju (2000).

In this regard, the study further examined the average income the respondents generate from their poultry businesses. Table 4.6 shows the results.

Figure 0:2: Average Income of Farmers



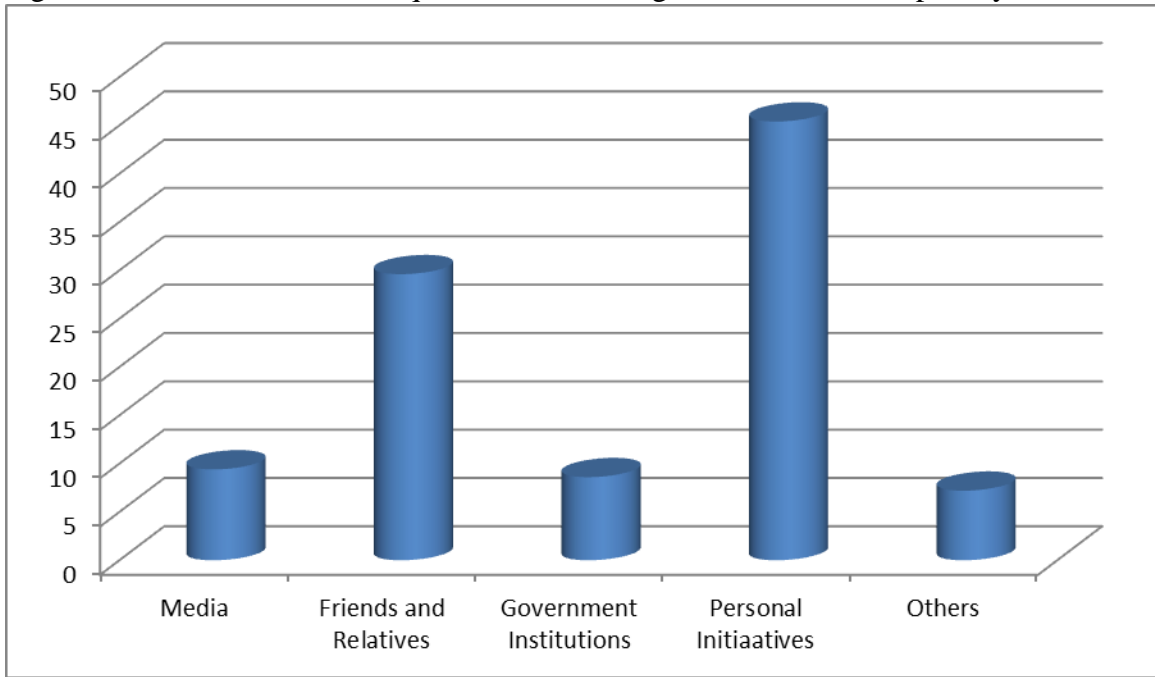
Source: Field work, 2014

Half (50.0%) of the respondents made at most GHC 300.00 from their poultry business monthly while the other half (50.0%) made above GHC 300.00 of which less than 20 percent (19.1%) made above GHC 1000.00 monthly from the poultry business. Generally, it can be deduced that the respondents did not generate much revenue from the poultry business. This suggests that there could be more challenging issues that poultry farmers face in generating much revenue. According to Smith and Perks (2006), business and entrepreneurial skills are important for the sustainability and profitability of businesses. This implies that there is the need for entrepreneurial and business skills for the upkeep of the business in order to enhance the profitability of the SME as indicated by Solomon (2004).

The study further explored how the farmers acquired the knowledge and skills to start poultry business. The results are presented in Figure 4.3.



Figure 0:3: How the farmers acquired the knowledge and skills to start poultry business



Source: Field Survey, 2014

The results indicated that the most prevalent (45.4%) means via which the respondents acquired the knowledge and skills to start their poultry businesses was from personal initiatives followed by friends and relatives (29.6%). Generally, it can be deduced that the government through the Ministry of Food and Agriculture's Live Stocks division, have not done much in attracting people into the poultry industry and that personal initiative was the major means used by the poultry farmers to acquire the knowledge and skills to start their poultry businesses. The result in Figure 4.3 is consistent with Frimpong (2013) observation that SMEs in Ghana have not always obtained the required amount of support from concerned Ministries, Departments and Agencies (MDAs). This lack of support could further explain the low revenue being generated from the respondents businesses. Furthermore, the result presented in figure 4.3 is consistent with Ventureburn



(2013) assertion that one of the biggest challenges to developing an entrepreneurial skills base is the lack of support from society and formal institutions.

4.3 The Opportunities for Small Scale Poultry Farmers in Dormaa Municipality to Engage in Entrepreneurship Training.

Almost half (49.3%) of the respondents rated the extent to which farmers look out for opportunities to enhance poultry production, take risk in investment and then benefit from or suffer for the outcome as either low or not at all. On the other hand, (40.1%) of the respondents rated the extent to which farmers lookout for opportunities to enhance poultry production, take risk in investment and then benefit from or suffer for the outcome as very large. The results are presented in Table 4.5

Table 6: Benefit and Opportunities to Enhance Poultry Production, and Outcome

Response	Number Of Respondent	Percentage
Very large extent	61	40.1
Low extent	56	36.8
Very Low extent	19	12.5
Not at All	16	10.5
Total	152	100.0

Source: Field Work, 2014



Although not very significant, it can be deduced that generally, poultry farmers explore opportunities to enhance poultry production, take risk in investment and then benefit from or suffer for the outcome. This supports Kuratko (2005) argument that farmers including poultry farmers will venture into new technologies if they are taught the likely pitfall they may face and the possible strategy to control them. In this regard, the study examined the availability of opportunities for poultry farmers to engage in entrepreneurship training. The results are presented in Table 4.6.

Table 7: Opportunities for SS PFs to Engage in Entrepreneurship Training

Table 4.6: Response	Number Of Respondent	Percentage
Highly Available	12	7.9
Somehow Available	23	15.1
Less Available	67	44.1
Not Availably	50	32.9
Total:	152	100.0

Source: Field work, 2014.

The results showed that most (44.1%) of the respondents described the opportunities for poultry farmers to engage in entrepreneurship training as less available, followed by not available (32.9%). In other words, less than 10 percent (7.9%) of the respondents rated the opportunities in this regard as highly available. Generally, it can be deduced from this finding that the opportunities for small scale poultry farmers in the Dormaa Municipality to engage in entrepreneurship training were inadequate. This result is similar to Akorsah-



Darteh (2012) who points out that, a multiplicity of factors have accounted for the decline and high death of chicken in the domestic poultry industry of which the lack of entrepreneurship training is a major factor.

Additionally, the results in Table 4.6 meant that there are fewer avenues of support to help people including poultry farmers to identify the passion of entrepreneurs, as well as build the confidence required to convert that passion into a business as indicated by Venturebum (2013). Also, the results are consistent with King and McGrath (2002) observation that SMEs including poultry farmers have less access to formal channels that provide comprehensive skills training. One of the respondents explained in relation to the inadequate opportunities for entrepreneurs to engage in entrepreneurship training:

‘The available so called opportunities are not actually better opportunities because they are often there to exploit illiterate farmers’

The farmers revealed that opportunities for poultry farmers to engage in entrepreneurship training were inadequate. The study revealed that majority (53.9%) of the poultry farmers have never benefited from any entrepreneurship training. This result was expected and could be explained by the fact that there are inadequate opportunities for small scale poultry farmers in the Dormaa Municipality to engage in entrepreneurship training. The inadequate opportunities for the respondents to participate in entrepreneurship training could explain the reason for the fact that the respondents generate very limited revenue from their businesses as explained by Botha (2006). According to Botha (2006) the absence or low levels of key skills including the ability to gather resources, financial

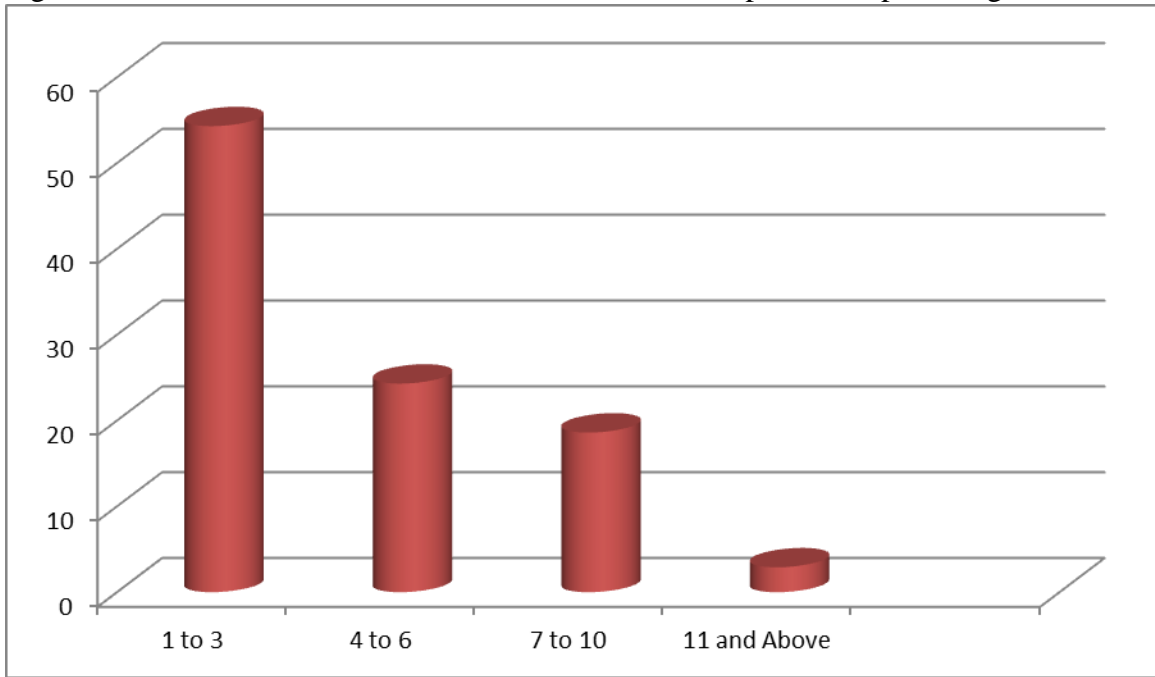


management, human resource management, marketing and technical skills which are all products of any entrepreneurship training may lead to zero performance.

Furthermore, the study examined the number of times farmers have benefited from any entrepreneurship training. This question was only answered by the respondents who indicated to have benefited from some entrepreneurship training programs. The results is presented in Table 4.4. Majority (54.3%) of the respondents who have benefited from any entrepreneurship training had 1-3 numbers of times of training followed by those who had benefited 4-6 times. From this, it can be concluded that generally, there have not been regular entrepreneurship training for poultry farmers to enhance their knowledge and skills in the management of their businesses. The limited number of entrepreneurship training by the respondents is consistent with the World Bank (2001) assertion that small business owners have very little formal skills training hence the need for small business training centers to provide information and confidential business guidance to small business owners so that they can flourish as well as helping new entrepreneurs realize their dreams and assisting existing businesses in their efforts to remain competitive.



Figure 0:4: Number of times farmers benefited from entrepreneurship training



Source: Field Work, 2014.

Generally, it can be stated that there are shortage of management skills and training provided within the SME sector as noted by Jayawarna, Macpherson and Wilson (2007). This shortage of training the respondents explained by making references to the following challenges: *'It is costly to benefit from such training because it involves cost'*. One of the respondents indicated: *'The participant is always expected to pay something'*.

The content of what the entrepreneur deliver is mostly known by the existing individuals in the business. This gives the indication that the training organized for poultry farmers does not necessarily involve some combination of knowledge, technique, and skills. In this regard, there is the need for trainers to integrate and combine all functional knowledge and skills to ensuring that poultry farmers achieve the best from entrepreneurship training as suggested by Kasarda (1991). Little effort is made by



entrepreneurial trainers to bring in new converts into the poultry business. One of the respondents indicated:

'Trainers always concentrate on those who are already in the system.... Important issues such as finance management are mostly neglected.... Many people do not actually understand the importance of such entrepreneurship training and its effects on the growth of their businesses

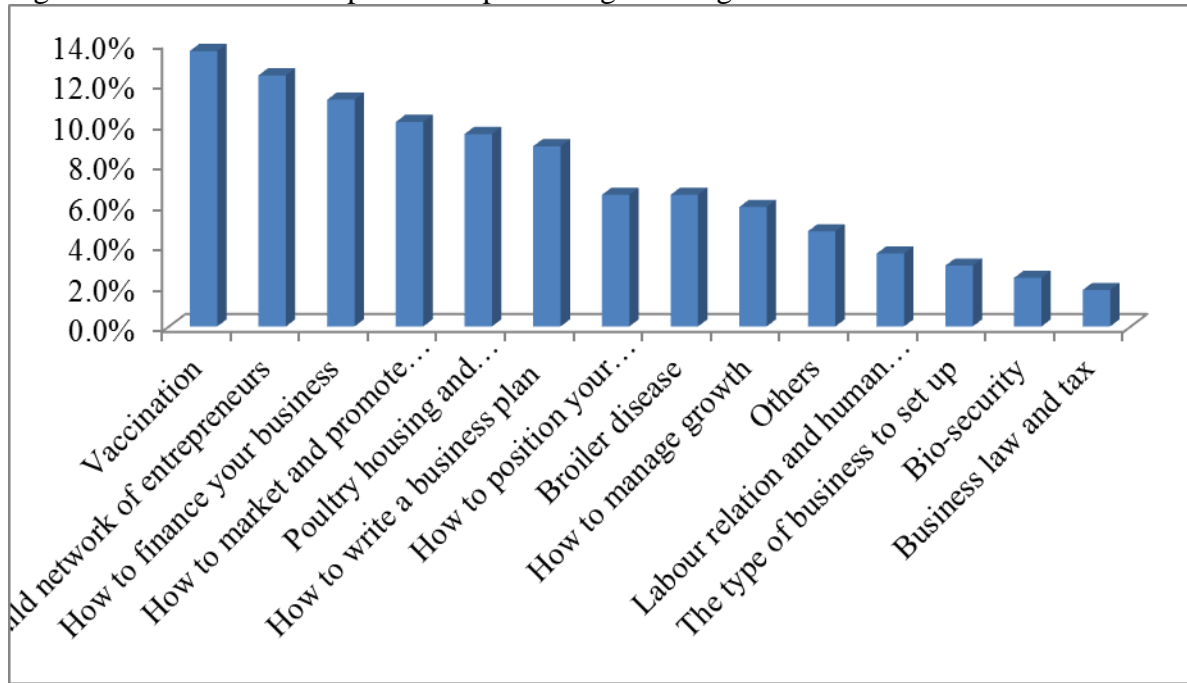
The study further examined the organizers, financiers and programme content of the entrepreneurship training for small scale poultry farmers. These are presented below:

- a. Organisers: District Assembly, MOFA, Private organizations
- b. Financer: DACF, MOFA Supports, Private sector organization supports
- c. Programme content: Disease control; Feeds preparation; farm management

The study also examined entrepreneurship training that would be relevant to the growth of poultry business among the respondents. The results are presented in Figure 4.5.



Figure 0:5: Relevant Entrepreneurship Training for the growth of SME



Source: Field work, 2014.

The four major entrepreneurship training that will be relevant to the growth of the respondents' businesses were vaccination, network building, financing of a business as well as how to market and promote one's businesses. Generally, it is vital that stakeholders in the livestock sector of the Ministry of Food and Agriculture, particularly the District Veterinary Officers have a key role to play in training poultry farmers in the Dormaa Municipality on vaccination. The result in figure 4.5 is also consistent with Akorsah-Darteh (2012) assertion that there are multiplicities of factors which need to be addressed as far as entrepreneurship training for poultry farmers are concerned including unfair competition from subsidized poultry producers from advanced countries, lack of funds and credit, and inadequate knowledge in poultry management. Additionally, the major relevant areas of training as noted by the respondents are also similar to Jothilakshmi, Krishnaraj and Sudeepkumar (2011) empirical studies in India that noted



desi chicken and turkey farming, finance, marketing, disease control, management and feeding as the most preferred areas for training.

On the other hand, it was quiet surprising that the respondents did not see the relevance of entrepreneurship training in labour relations and human resource skills of employees as well as business law and tax since these are some of the major challenges faced by many poultry farmers as indicated by Akorsah-Darteh (2012). Financing of one's business being one of the major areas of training that is relevant to the growth of the SMEs is contradictory to Amoabeng (2011) empirical finding that farmers have acquired skills in financial management through workshops and periodic capacity building seminars on financial management. However, the findings are consistent with Amoabeng (2011) assertion that the use of effective financial management practices has been minimal among SMEs including poultry farmers. It is also deduced that the respondents are unable to write business plans because of their lack of the business and marketing skills that may not allow them to put together viable business proposals as observed by King and McGrath (2002).

4.4 The Perception of Poultry Farmers on Entrepreneurship Training

The results revealed that majority (85.5%) of the farmers admitted that entrepreneurship training was very important for the performance of poultry farmers. It is important to note that none of the farmers either did indicate that entrepreneurship training was less important or unimportant for the performance of poultry farmers. This means that all the poultry farmers admitted that entrepreneurship training was important for the performance of poultry farmers. Therefore, it can be deduced that entrepreneurship training improves the performance of SMEs over time and that entrepreneurial skills are



really of importance in the business world, especially for entrepreneurs as indicated by Smith and Perks (2006).

In the context of this current study, it became apparent that business and entrepreneurial skills are important for the sustainability and profitability of the businesses of the respondents. The major reasons cited by the respondents in relation to the importance of entrepreneurship training in impacting on the performance of poultry farmers include:

Through entrepreneurship, many farmers are equipped with the relevant skills in producing quality chickens. One of the respondents indicate:

“We learn to know. If you don’t learn, how will you know?”

Therefore, one of the respondents recommended that:

‘Those who have already taken the lead in poultry rearing must transfer their skills to other people’

Entrepreneurship training (ET) has enhanced the productivity and has also led to increase in the sales of chickens among poultry farmers. One of the respondents indicated:

Through practicalising the knowledge so far acquired from entrepreneurship training, I have been able to increase the size of my poultry farm

Entrepreneurship has reduced the cost of rearing poultry because the lessons learnt from such training are applied which eventually helps one to manage the poultry and control disease.



Similarly, the study sought the views of the respondents as to whether or not there is any positive correlation between training for entrepreneurs and poultry farmers success.

It was observed that majority (84.9%) of the farmers strongly agreed that there is a positive correlation between training for entrepreneurs and poultry farmers success. In other words, all the respondents agreed that there is positive correlation between training for entrepreneurs and poultry farmers success. Thus, it can be deduced that entrepreneurship training has a positive impact on poultry farmers' success. As entrepreneurship training enhances the performance of poultry farmers, it is more likely to ensure poultry farmers' success. This finding is consistent with Ladzani and Van-Vurren (2002) that there is a positive relationship between training for entrepreneurs and a firm's success. Thus entrepreneur's initiatives and skills are significant determinants of success Kuene (2008). It became clearly evident that skills acquisition through entrepreneurship training can provide a long lasting solution to the survival battle of the SMEs.

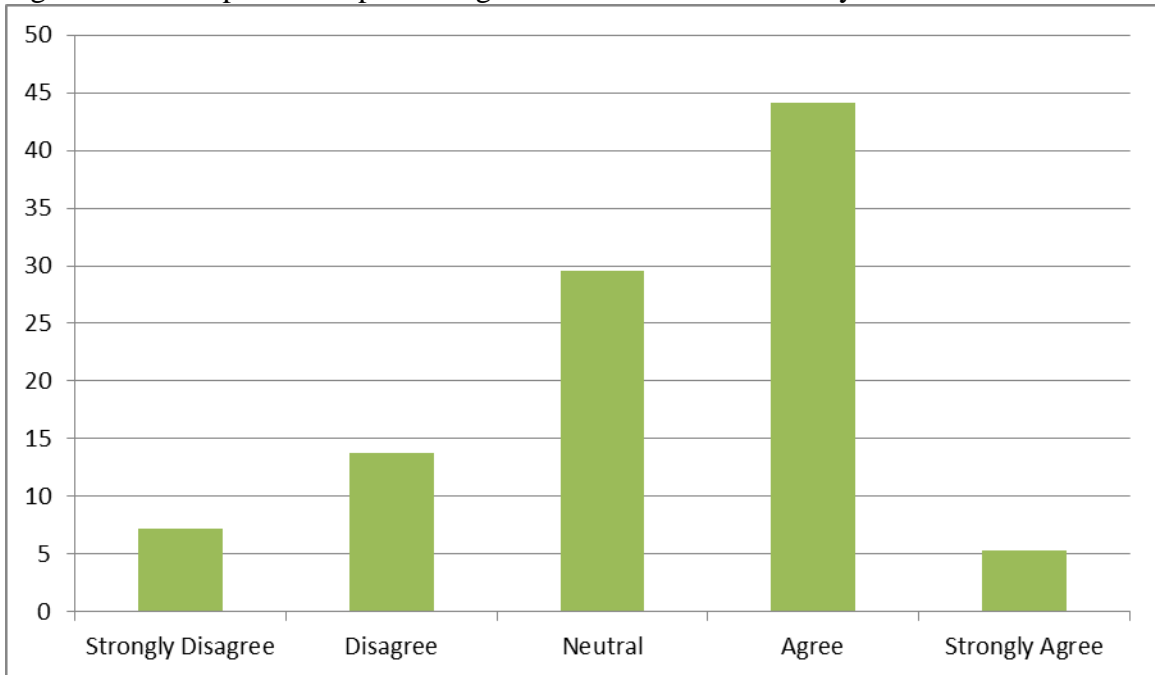
Furthermore, the study examined the extent to which the respondents agreed or disagreed that entrepreneurship training results in reduced failure rates, increased profits and growth of poultry farmers. It was unveiled that majority (70.4%) of the respondents strongly agreed that entrepreneurship training results in reduced failure rates, increased profits and growth of poultry farms. This finding is consistent with the view of the majority of the respondents who indicated that entrepreneurship training is important for the performance of poultry farmers and those who agreed that there is positive relationship between training for entrepreneurs and poultry farmers success. This meant that entrepreneurship training is an essential tool that can assist poultry farmers to gain



competitive edge as noted by Aragon-Sanchez, Baba-Aragon and Sanz-Valle (2003). Aragon-Sanchez identified entrepreneurship training as a tool to assist enterprises in the creation of sustainable competitive advantages based on their human resources.

In addition, the study examined the views of the respondents on the effects of entrepreneurship training on the growth of poultry farmers. Firstly, the study examined the views of the respondents on whether entrepreneurship training improves the performance of poultry farming over time. The results are presented in figure 4.6

Figure 0:6: Entrepreneurship Training and Performance of Poultry Farmers over time



Source: Field Survey, 2014.

The results revealed that most (49.4%) of the respondents agreed that entrepreneurship training improves the performance of poultry farming over time while 21% of the



respondents disagreed. Generally, the result gives an indication that entrepreneurship training improves the performance of poultry farming over time. This is consistent with Amoabeng (2011) empirical studies that concluded that entrepreneurship training has led to an expansion in the poultry industry in the Dormaa Municipality.

The study further examined the views of the respondents who have benefited from entrepreneurship training whether or not entrepreneurship has broadened the poultry farmer's ability to recognize and exploit economic opportunities for poultry production.

The results are showed in Table 4.7

Table 8: Entrepreneurship training that broadened Abilities and Opportunities for Poultry Production

Response	Frequency	Percentage
Strongly Disagree	4	5.7
Disagree	1	1.4
Neutral	31	44.3
Agree	9	12.9
Strongly Agree	25	35.7
Total	70	100.0

Source: Field Work 2014

Although most of the respondents (48.5%) agreed that entrepreneurship training has broadened their ability to recognize and exploit economic opportunities for poultry production, the proportion which was unsure about this was equally higher (44.3%). The



later could be attributed to the mode of the organization of entrepreneurial trainings. Most of them stated that, the models used in the organization of such trainings are woefully beyond their comprehension. One of the respondents mentioned that;

‘As illiterate as I am, I don’t expect the officials to teach me how to write business proposals and plans with the aim of sourcing for funds to expand my businesses.

To him, literate farmers should be the target of such ‘theories and concepts.

Furthermore, although most economists agree that entrepreneurship is a necessary ingredient for stimulating economic growth and employment opportunities as noted by Holden (2011), the respondents have been unable to effectively use entrepreneurship training to recognized and exploit economic opportunities for poultry production. This could be explained by the limited opportunities available for the respondents to participate in entrepreneurship training.

The study also explored whether or not entrepreneurship has helped the poultry farmers to acquire skills in the use of techniques, in the analysis of business situations, and in the synthesis of action plans. The results are showed in Table 4.8.

Table 9: Help of SSPFs in entrepreneurship training to acquire skills in Analysing business situations

Response	Frequency	Percentage
Strongly Disagree	3	4.3
Disagree	19	27.1
Neutral	14	20.0



Agree	25	35.7
Strongly Agree	9	12.9
Total:	70	100.0

Source: Field work 2014.

An assessment of the results showed that over 40 percent (48.6%) of the respondents indicated that entrepreneurship has helped them to acquire skills in the use of techniques, in the analysis of business situations, and in the synthesis of action plans while 31.4 percent disagreed. Generally, it can be deduced that entrepreneurship has somehow helped the poultry farmers to acquire skills in the use of techniques, in the analysis of business situations, and in the synthesis of action plans. However, there is the need to train poultry farmers on the need for improved poultry technologies that are capable of raising the agricultural production of farmers as indicated by Cheeke (2002).

In addition, the study examined the views of the respondents on whether or not entrepreneurship has encouraged new start-ups of other poultry farmers and other entrepreneurial ventures with the results shown in Table 4.9. This question was answered by all the respondents since it was applicable to both those who have and have not benefited from entrepreneurship training.



Table 10: Entrepreneurship has encouraged new Start-ups of other Poultry Farmers

Response	Frequency	Percentage
Disagree	13	8.6
Neutral	12	7.9
Agree	75	49.3
Strongly Agree	52	34.2
Total:	152	100.0

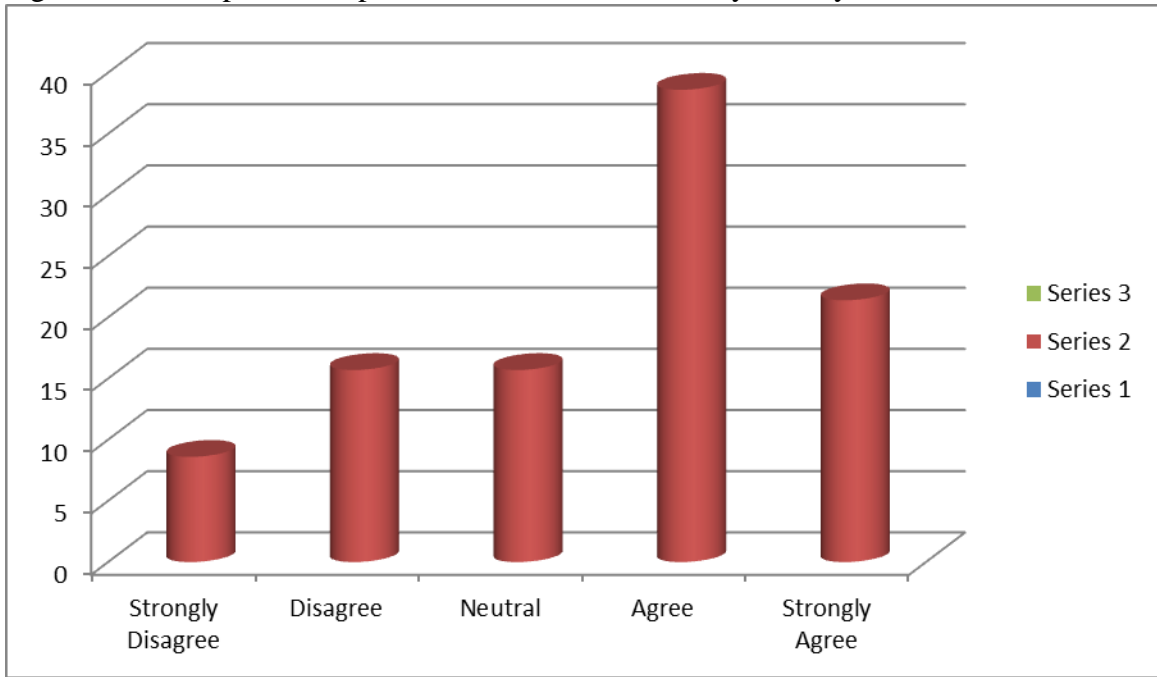
Source: Field Work 2014

Over 80 percent (83.5%) of the respondents agreed that entrepreneurship has encouraged new start-ups of other poultry farmers and other entrepreneurial ventures. This implies that the adoption of the concept of entrepreneurship training has facilitated new start-ups of other poultry farmers and other entrepreneurial ventures. This finding is consistent with the previous finding that entrepreneurship has attracted people into poultry production.

With regard to the effect of entrepreneurship on the size of businesses, the study examined whether or not entrepreneurship has increased the size of the respondents' poultry farms. The results are showed in figure 4.7



Figure 0:7: Entrepreneurship has increased the Size of my Poultry Farm

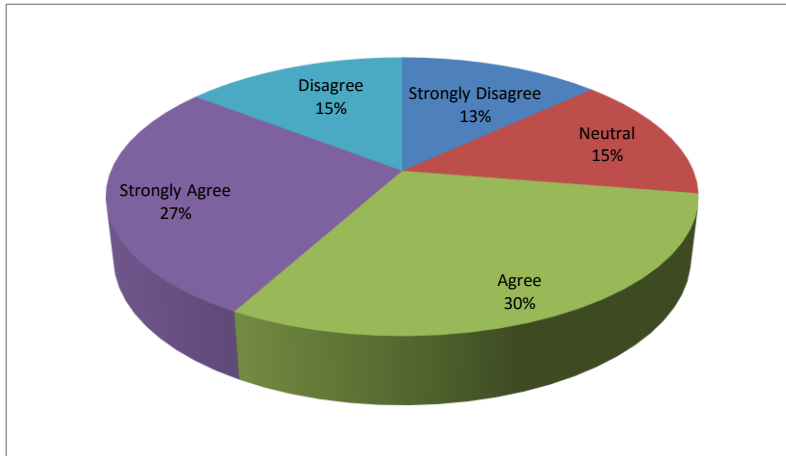


Source: Field Work 2014

Majority (60.0%) of the respondents indicated that entrepreneurship has increased the size of their poultry farms. This could be explained by the fact that entrepreneurship has helped poultry farmers to acquire skills in the use of techniques, in the analysis of business situations, and in the synthesis of action plans. This gave an indication that entrepreneurship training could have a positive effect on the adoption level of the improved management practices of the farmers as noted by Ezeibe, et al (2014). Finally, the study examined whether or not entrepreneurship has improved the poultry farmers' productivity and increased sales. The results are showed in Figure 4.8



Figure 0:8: Entrepreneurship has improved my productivity and sales

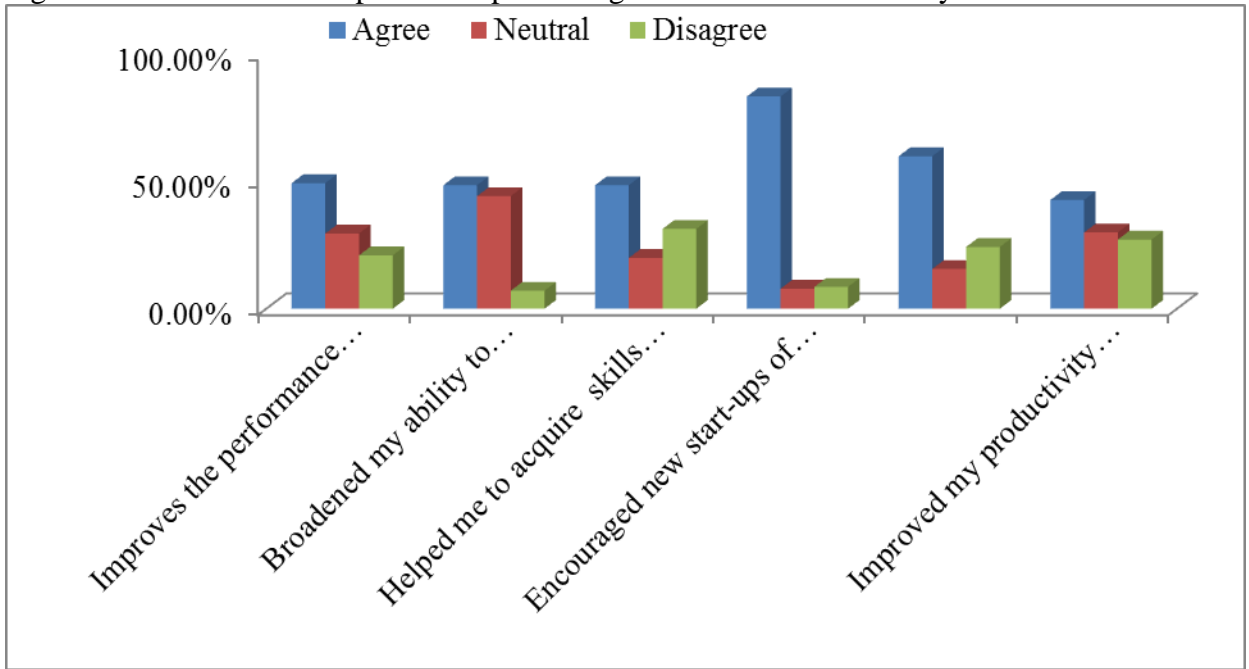


Source: Field Survey, 2014

Less than half (42.8%) of the respondents agreed that entrepreneurship has improved their productivity and increased sales. Relating this result to the previous finding on entrepreneurship training improving the performance of the respondents, it can be deduced that although entrepreneurship has increased the performance of the respondents, the respondents have not been able to use the concept of entrepreneurship to increase their sales. Figure 4.9: shows a graphical description of the aggregation of the effects of entrepreneurship training on the growth of poultry farmers.



Figure 0:9: Effects of Entrepreneurship Training on the Growth of Poultry Farmers



Source: Field work 2014

Generally, it is noted in Figure 4.9 that the most prevalent ways in which entrepreneurship has positively impacted on the growth of poultry farmers was encouraging new start-ups of other poultry farmers and other entrepreneurial ventures, followed by increasing the size of poultry farmers' farms. On the other hand, the least areas in which entrepreneurship has positively impacted on the growth of poultry farmers was in the area of entrepreneurship helping to acquire skills in the use of techniques, in the analysis of business situations, and in the synthesis of action plans

4.5 Challenges Confronting Small Scale Farmers in Benefiting from Entrepreneurship Training in the Dormaa Municipality.

In this section, the study investigated the challenges that hinder small scale farmers in benefiting from entrepreneurship training in the Dormaa Municipality. However, before



exploring the challenges faced by the respondents in benefiting from entrepreneurship training, the study analysed the current status of the respondents' poultry business within the context of growth.

Figure 0:10: Description of Growth of Poultry Business in relation to current challenges faced by poultry farmers

Description	Frequency	Percentage
Generating very High Profit	14	9.2
Generating High Profit	35	23.0
Generating Low Profit	67	44.1
Generating very Low Profit	22	14.5
Not Generating Profit at all	14	9.2
Total	152	100.0

Source: Field Work, 2014.

Generally, the results in Table 4.10 indicate that a little over 90 percent (90.7%) of the respondents were generating profit while 9.3 percent were not generating profit at all. Although quit marginal, it was surprising to note that a segment of the respondents were not generating any profit yet still they were in business. Of those generating profit, more than half (58.7%) were generating low profit while 32.0 percent were generating high profit.

The result in Table 4.10 is consistent with the Doman Municipality Agriculture Office (2011) that poultry production has sharply declined over the past three years. This is



explained by the following reasons as indicated by the respondents. The business is able to generate at least what is needed to cover cost. According to one of the respondents:

As compared to farming crops, this business ensures that there is always money in your pocket.

The business is able to provide at least the basic needs for the uptake of the respondents/

One of the respondents indicated:

With this business, you can go to buy whatever you need even on credit because, you have the assurance that at the end of the day, you would be able to pay back

Additionally, it can be concluded that although the respondents perceive entrepreneurship has having impact on their performance, the low profit being generated could be explained by the risky nature of the business. One of the respondents indicated:

I can currently boast of 130 birds. All have died so if you are not lucky... to me, it is not all that profitable.

The study also examined how the respondents would relate the growth of their businesses to the challenges confronting small scale poultry farmers in benefiting from entrepreneurship training in Dormaa Municipality. The results are presented in Table 4.11.



Table 11: Relating growth of Business to the Challenges Confronting SSPFs in Benefiting from Entrepreneurship Training

Relationship	Frequency	Percentage
Highly Linked	50	32.9
Somehow Linked	83	54.6
Unlinked	19	12.5
Total	152	100.0

Source: Field Work, 2014.

Majority (54.6%) of the respondents indicated that the growth of their business and the challenges confronting small scale poultry farmers in benefiting from entrepreneurship training are somehow linked, while 32.9 percent were of the view that the challenges and the growth of their businesses were highly linked. This gives an indication that there are significant challenges confronting the growth of SMEs in poultry farming as indicated by all (100.0%) the respondents. In this regard, there is the need to develop programs with incentives for the local entrepreneurs to use regional and global trade as a possibility to enlarge their markets and make efficient use of economies of scale in production as suggested by FAO (2013).

To this end, the study further inquired from the poultry farmers the challenges they encounter in an effort to benefit from any entrepreneurship training. The following major challenges were noted.

Who to contact for the solution to a problem or challenge



Unwillingness to deliver support by extension officers

Risky nature of the business... all the birds can die in a matter of hours

Inadequate monetary resources.

Specifically, the study explored whether or not the poultry farmers consider factors such as resources, relevant knowledge in poultry management and educational background when they want to take risks and move the business to a bigger scale. In their responses, majority (73.7%) of the respondents indicated that they want to take risks and move their business to a bigger scale but they do not have the resources. In addition, most (48.7%) of the respondents indicated that they want to take risks and move their business to a bigger scale but they do not have relevant knowledge in poultry management. However, majority (63.2%) of the respondents disagreed that they want to take risks and move their business to a bigger scale but they are uneducated. Generally, the result implies that the lack of resources and lack of relevant knowledge in poultry management discourage the poultry farmers from taking risks and moving their business to a bigger scale as compared to the educational background of the respondents.

In relation to the literature, the above assertion by the respondent's results differed from Akpomi (2008) that most business individuals or small scale business personnel do not take as important the concept of entrepreneurship because most small scale business persons do not want to take risks in relation to the business. However, the results are consistent with Akpomi (2008) assertion that there are individuals that want to take risks and move their business to a bigger scale but they do not have the resources and knowledge. Additionally, the result in Table 4.11 gives the indication that the



respondents have effectively used the resources at their disposal to realize the opportunities that they have identified as noted by Hisrich and Peters (2002). The study also sought to examine respondents view on the problems of entrepreneurship development among poultry farmers. Table 4.12 shows the results.

Table 12: Problems of entrepreneurship development among poultry farmers

Problems	Frequency	Percentage
Lack of Adequate Financial Support for Poultry Farmers	35	23.0
Absence of Entrepreneurial Courses in the Curriculum of Educational Institutions	30	19.7
Lack of Effective Training Programmes on Entrepreneurship	26	17.1
Ineffective Motivational Programmes on Entrepreneurship	24	15.8
Instability of Government Policies on Entrepreneurship Training for Poultry Farmers	19	12.5
Lack of Research on Entrepreneurship Problems	10	6.6
Absence of Effective Management Information System (MIS)	8	5.3
Total	152	100.0

Source: Field work, 2014.



The results showed that the highest proportion of the respondents (23.0%) cited the lack of adequate financial support for poultry farmers as a problem of entrepreneurship development among poultry farmers followed by the absence of entrepreneurship training (19.7%) in the curriculum of educational organization. Generally, it can be deduced from the results in Table 4.12 that there are a multiplicity of factors which have accounted for the decline of the domestic poultry industry as indicated by Akorsah-Darteh (2012).



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

This chapter presents a summary of the major findings from the study, the conclusions and recommendations as well as directions for future research. Thus, this chapter focuses on the implications of the findings from the study for policy making and future research.

5.1 Summary

This study explored the impact of entrepreneurship training on the growth of small scale poultry farming with specific focus on the effect of entrepreneurship training on the profitability of small scale poultry farmers in Dormaa Municipality, the opportunities for small scale poultry farmers in Dormaa Municipality to engage in entrepreneurship training, and the challenges confronting small scale poultry farmers from benefiting from entrepreneurship training in Dormaa Municipality. Data for this study was obtained using structured questionnaire. In all, 152 poultry farmers participated in the study. Quantitative data was analysed using the Statistical Products and Service Solutions (SPSS), version 18.

With regard to the first objective of the study which focused on the opportunities for small scale poultry farmers in Dormaa Municipality to engage in entrepreneurship training, the following major findings were noted.

The extent to which farmers look out for opportunities to enhance poultry production, take risk investment and then benefit from or suffer for the outcome is low.



An opportunity for small scale poultry farmers to engage in entrepreneurship training is less available.

Generally, majority of the poultry farmers have never benefited from any entrepreneurship training.

Entrepreneurship training on vaccination would be most relevant to the growth of the respondents' businesses, followed by entrepreneurship training on building network of entrepreneurs and how to finance business.

With regard to the second objective of the study which focused on the effect of entrepreneurship training on the growth of small scale poultry farmers, the following major findings emerged:

Entrepreneurship training was very important for the performance of poultry farmers.

There is positive correlation between training for entrepreneurs and poultry farmers success.

The most prevalent ways in which entrepreneurship has positively impacted on the growth of poultry farmers was encouraging new start-ups of other poultry farmers and other entrepreneurial ventures and increasing the size of poultry farmers' farms.

The least areas in which entrepreneurship has positively impacted on the growth of poultry farmers was in the area of entrepreneurship helping to acquire skills in the use of techniques, in the analysis of business situations, and in the synthesis of action plans



In relation to the third objective of the study which focused on the challenges confronting small scale farmers from benefiting from entrepreneurship training in the Dormaa Municipality, the following were found:

Generally, the respondents generated low profit from their businesses.

The growth of the respondents' business and the challenges confronting small scale poultry farmers in benefiting from entrepreneurship training were somehow linked.

There are significant challenges for SMEs in poultry farming in the Municipality to benefit from entrepreneurship training.

The lack of adequate financial support for poultry farmers and the absence of entrepreneurship training in the curriculum of educational organization were significant challenges entrepreneurship encounter in benefiting from entrepreneurship training

5.2 Conclusions

This study concluded that opportunities for small scale poultry farmers in the Dormaa Municipality to engage in entrepreneurship training are inadequate. Generally, majority of the poultry farmers have never benefited from any entrepreneurship training. The major aspects of entrepreneurship training that would be relevant to the growth of poultry business in the Dormaa Municipality include entrepreneurship training on vaccination, building network of entrepreneurs and how to finance business among others.

On the other hand, entrepreneurship training is important for the performance of poultry farmers since the study noted of a positive correlation between training for entrepreneurs



and poultry farmers success. Entrepreneurship training for poultry farmers in the Municipality has resulted in reduced failure rates, increased profits and growth of poultry farmers. The most significant effect of entrepreneurship on the poultry farmers was that entrepreneurship has increased the size of their poultry farms.

However, the study concluded that there are significant challenges for SMEs in poultry farming in the Municipality to benefit from entrepreneurship training. The major problem of entrepreneurship development among poultry farmers was the lack of adequate financial support for poultry farmers. The study also concluded that the poultry farmers want to take risks and move their business to a bigger scale but they do not have the resources and relevant knowledge in poultry management.

5.3 Recommendations

Based on the major findings from the study, the following recommendations are made for policy making:

Promoting entrepreneurship training and skill development programmes

Regular entrepreneurship training programmes should be organised for the poultry farmers in the Dormaa Municipality to equip them with the requisite skills and existing best practices in poultry management. Thus, stakeholders such as the Ministry of Food and Agriculture, Ghana National Association of Poultry Farmers and National Board for Small Scale Industries among others should organise regular training programmes and workshops for the poultry farmers.



In this regard, there is the need for these stakeholders in the poultry industry need to collaborate effectively to ensure that comprehensive entrepreneurship training programmes are designed to ensure that training programmes suit or address the training needs of the poultry farmers.

5.4 Determining the Training needs of the Poultry Farmers.

To determine the training needs of the poultry farmers in the Dormaa Municipality, the Ghana National Association of Poultry Farmers in the District should organize regular meetings with the poultry farmers to give them the opportunity to discuss the challenges they encounter in the management of their poultry. Thus, the inputs of the poultry farmers will help determine their training needs so that entrepreneurship training programmes or workshops will be designed to suit the training needs of the farmers. The inputs of the poultry farmers will help design relevant programme contents and select the appropriate resource persons for training programmes.

5.5 Financial Support for Entrepreneurship Training.

Financial support is needed to ensure that entrepreneurship programmes are organised for poultry farmers in the Dormaa Municipality. Without adequate funds, state agencies such as the National Board for Small Scale Industries which is mandated to offer business advisory or support services to small scale industries is less likely to perform this function or expand its scope of work to benefit other small scale industries like poultry farmers. In this regard, government of Ghana should ensure that there is timely allocation of funds to National Board for Small Scale Industries and other state agencies. Private organisations, particularly food manufacturing companies that use poultry products as



raw materials for production should provide financial assistance to support entrepreneurship training for poultry farmers. In other words, the study recommends that manufacturing companies that depend on poultry products for their production have a corporate social responsibility to support programmes or initiatives such as entrepreneurship training for poultry farmers that will help boost the growth of the poultry industry in Ghana. Therefore, providing financial assistance to support entrepreneurship training for poultry farmers should form a core part of the corporate social responsibilities of food manufacturing companies.

5.6 Membership of an Association of Poultry Farmers.

Apart from benefitting from entrepreneurship training through personal initiatives and family and friends, poultry farmers could benefit from entrepreneurship training because they belong to an association of poultry farmers. The ways in which poultry farmers who belong to an association of poultry farmers could benefit from entrepreneurship include:

During meetings, poultry farmers could get the opportunity to discuss the challenges they encounter in their poultry management among themselves. Thus, poultry farmers who have encountered such challenges before would be able to help. This creates a platform for sharing ideas and acquiring skills and knowledge in poultry management from other poultry farmers.

People who are new in the poultry industry and belong to an association of poultry farmers could learn from group members who have been in the poultry industry for a longer period. During meetings, experience poultry farmers could share their challenges with the new ones and how they overcame the challenges in order to make their poultry



business successful. Thus, the study recommends that association of poultry farmers should organize mentorship programmes where new poultry farmers could get the opportunity to learn from experienced and successful poultry farmers.

It creates opportunities to expand business networks by networking with other poultry farmers. Thus, poultry farmers in the Dormaa Municipality should join an association or interest group of poultry farmers if such an association exists in the Municipality and create one if there is none.



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APPENDICES

EFFECTS OF ENTREPRENEURSHIP TRAINING AND THE GROWTH OF SMALL SCALE POULTRY FARMING WITH SPECIFIC FOCUS ON POULTRY FARMERS IN DORMAN AHENKRO IN THE BRONG AHAFO REGION

QUESTIONNAIRE FOR SMEs (CHICKEN FARMERS)

Dear Respondent

This questionnaire has been designed purely for academic purpose. It has been designed to explore the impact of entrepreneurship training on the growth of Small Scale poultry farming with specific focus on the effect of entrepreneurship training on the profitability of small scale poultry farmers in Dormaa Ahenkro Municipality, the opportunities for small scale poultry farmers in Ahekro to engage in entrepreneurship training; and the challenges confronting small scale poultry farmers from benefiting from entrepreneurship training in Dormaa Ahenkro Municipality.

You have been identified as one of the most trusted owners of chicken farmers to respond to the issues to your best of ability. You are however assured that information provided to complete this study will be treated with the strictest confidentiality.

Thank you in advance for your participation.



INSTRUCTION: Please supply answers and tick where appropriate

SECTION A: Socio-economic background

- 1) Gender..... Male Female
- 2) Age.....
- 3). Educational background... a) First Degree b) Second degree c) HND
- d) Secondary e. Basic f. None
- g) Specify if others.....

SECTION B: PROFILE OF BUSINESS.

4. Kindly indicate the kind of chicken farming you are engaged in.....
5. For how long have you been engaged in this business?
6. How many chickens do you have currently?
7. On the average, how much income do you make from the farm monthly?.....
8. How did you obtain the knowledge and skills to start-up a poultry farm?

SECTION C: The Opportunities for Small Scale Poultry Farmers in Dormaa Ahenkro Municipality to Engage in Entrepreneurship Training

9. To what extent do you usually look for opportunities to enhance your poultry production, take risks to invest in the opportunities and then benefit or suffer for the outcome?





- Very large extent
- Large Extent
- Low Extent
- Very low extent
- Not at all

10. How would you describe the opportunities for SMEs poultry farmers to engage in entrepreneurship training?

- a. Highly available
- b. Somehow available
- c. Less available
- d. In available

11. Kindly give reasons for your choice of answer in question 10

12. Have you ever benefited from any entrepreneurship training?

- a. Yes
- b. No

13. How many times have you benefited from any entrepreneurship training if any?

14. If Yes from question 11 and 12, kindly indicate the following:

- i. Who was the organizer of the training programme?.....

ii. Who was the financier of the program?.....

iii. What was the content of the programme?

15. Which of this entrepreneurship training would be very relevant to the growth of your business?

How to write a business plan;

How to finance your business;

How to manage growth

How to position your business in the market place

How to market and promote your business

The type of business you should set up, i.e. sole proprietorship, corporation, etc. and the pros and cons of each type of business

Business law and tax

Labour relations and human resources skills should you decide to hire employees

Building a network of other entrepreneurs which can provide much needed support

Poultry housing and brooding management

Vaccination

Bio-security

Broiler diseases



Specify if others.....

SECTION D: Effect of Entrepreneurship Training on the Profitability of Small Scale Poultry Farmers in Dormaa Ahenkro Municipality

16. How would you rate the importance of entrepreneurship training on the performance of poultry farmers?

- a. Very important b. Important c. Less Important unimportant

17. Kindly give reasons to your choice of answer in question 16

18. There is a positive correlation between training for entrepreneurs and poultry farmers success

- a. Strongly disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

19. Entrepreneurship training results in reduced failure rates, increased profits and growth of poultry farmers

- a. Strongly disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

20. Kindly indicate in your view on the effect of entrepreneurship training on the growth of poultry farmers where 1= strongly disagree (SD), 2= Disagree (S), 3= Neutral (N), 4= Agree (A), 5=strongly disagree (SD).





Variables	Scale				
	SD	S	N	A	SA
	1	2	3	4	5
Entrepreneurship training improves the performance of poultry farming over time					
Entrepreneurship has broaden my ability to recognize and exploit economic opportunities for poultry production					
Entrepreneurship has help me to acquire skills in the use of techniques, in the analysis of business situations, and in the synthesis of action plans					
Entrepreneurship has encouraged new start-ups of other poultry farmers and other entrepreneurial ventures					
Entrepreneurship has increased the size of my poultry farm					
Entrepreneurship has improved my					

productivity and increased sales					
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SECTION E: Challenges Confronting Small Scale Poultry Farmers from Benefiting From Entrepreneurship Training in Dormaa Ahenkro Municipality

21. How would you describe the growth of your business?

- a. Generating very high profit b. generating high profit c. Generating Low profit d. Generating very low profit e. Not generating profit at all.

22. Kindly give reasons to your choice of answer in question 21

23. How would you relate the growth of your business to the challenges confronting Small Scale Poultry Farmers from benefiting from entrepreneurship training in Dormaa Ahenkro?

- a. Highly linked
- b. Somehow linked
- c. Unlinked

24. Are there any significant challenges for SMEs in poultry farming in the Dormaa Ahenkro to benefit from entrepreneurship training?

- a. Yes b. No c. Not Sure

25. Kindly give reasons to your choice of answer in question 24



26. What challenges if any do you encounter in your effort to benefit from any entrepreneurship training?

27. I want to take risks and move the business to a bigger scale but:

I do not have the resources? a. Yes b. No c. Not Sure

I do not have the relevant knowledge in poultry management? a. Yes b. No c.
Not Sure

I am uneducated? a. Yes b. No c. Not Sure

28. Kindly indicate in your view on the problems of entrepreneurship development among poultry farmers. You may tick more than one

Instability of Govt. policy in entrepreneurship training poultry farmers

Lack of adequate financial support for poultry farmers

Absence of entrepreneurial courses in the curriculum of educational organization

Ineffective motivational programmes on entrepreneurship

Lack of effective training programmes on entrepreneurship

Absence of effective management information system (MIS)

Lack of research on entrepreneurship problem

SECTION F: RECOMMENDATIONS



29. What relevant recommendations can be made to enhance entrepreneurship training among poultry farmers?

THANK YOU FOR YOUR TIME AND CONSIDERATION



**IMPACT OF ENTREPRENEURSHIP TRAINING ON THE GROWTH OF
SMALL SCALE POULTRY FARMING WITH SPECIFIC FOCUS ON POULTRY
FARMERS IN DORMAA AHENKRO IN THE BRONG AHAFO REGION OF
GHANA**

INTERVIEW GUIDE FOR KEY INFORMANTS

Dear Respondent

This study has been designed purely for academic purpose. It has been designed to explore the impact of entrepreneurship training on the growth of Small Scale poultry farming with specific focus on the effect of entrepreneurship training on the profitability of small scale poultry farmers in Dormaa Ahenkro, the opportunities for small scale poultry farmers in Ahekro to engage in entrepreneurship training; and the challenges confronting small scale poultry farmers from benefiting from entrepreneurship training in Dormaa Ahenkro.

You have been identified as one of the most trusted key informant to respond to the issues to your best of ability. You are however assured that information provided to complete this study will be treated with the strictest confidentiality.

Section A: Background information

For how long have you been working with the poultry industry in the Municipality? ...

What role do you play specifically in relation to poultry production in the Municipality?

Section B: The Opportunities for Small Scale Poultry Farmers in Ahenkro to Engage in
Entrepreneurship Training



How would you describe the opportunities for SMEs into poultry production in the Municipality to engage in entrepreneurship training?

What are the entrepreneurship training programmes for poultry farmers in the Municipality if any?

Section C: Effect of Entrepreneurship Training on the Profitability of Small Scale Poultry Farmers in Dormaa Ahenkro Municipality

How would you describe the impact of entrepreneurship training on the growth of poultry farmers in the Municipality?

In what specific ways had entrepreneurship training impacted on the performance of the poultry industry in the Municipality?

Section D: Challenges Confronting Small Scale Poultry Farmers from Benefiting From Entrepreneurship Training in Dormaa Ahenkro Municipality

How would you describe the challenges confronting the poultry industry in benefiting from entrepreneurship training?

In your view, what are the major challenges confronting the poultry industry in benefiting from entrepreneurship training?

