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Performance of Micro and Small Enterprises and Its Determinants: The Case of Hadiya Zone, Ethiopia

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Abstract
This study examined the benefit cost ratio of micro enterprise as related to financial flow and its management to measure the performance and identified the factors that influence the performance of micro enterprise in Hosanna town. All 174 micro enterprises from three sub-towns of Hosanna were included in the study and key informants from relevant government office were interviewed to collect necessary data on enterprises performance and determinant factors. Descriptive analyses of the data were computed to assess various characteristics of micro enterprises in the study area. According to the result obtained from benefit cost ratio analysis 71.8% of enterprises found in the study area survived whereas 28.2% failed. In addition, a regression model was used to identify the determinant factors that affected the performance of the enterprises. The results of the regression analysis showed that age of enterprises, age of operators, education level, number of employees, amount of initial capital, entrepreneurial skill, experience of manager, access to training and access to market were statistically significant at less than 1% significance level and had positive relationship with the performance of enterprises. Recommendations emanating from the study are to build up the performance of micro enterprises not only to survive in the business but also to transform into small, medium and higher level of enterprises. To improve the performance of enterprises beyond the impact of challengeable constraints, all concerned bodies should give high attention to update and initiate entrepreneurial skill by applying innovative training, ensure experience and best practice sharing system, allocate sufficient capital, upgrade education level attained and create alternative market demand, monitoring and evaluation of all benefit generated and costs incurred as well as effective utilization of employees to ensure successful operational performance of the enterprises.

Key words: Benefit cost ratio, performance, determinant factors.
JEL Code: D24, L1

I. Introduction

In overall economic development, a critically important role is played by micro and small enterprises in the developing world. The majority of the countries rely on the dynamism, resourcefulness and risk-taking of private enterprises to which; most micro and small enterprises belong to sustain the process and form the base for private sector led economic growth. Expansion and development of the sector increases agricultural productivity through providing agricultural inputs and creating demand for agricultural outputs. Thus, micro and small enterprises play a key role in stimulating other sectors of the economy such as trade, construction, services and agriculture as well as in reducing unemployment (ILO, 2006; Assefa, 2004).

In Ethiopia various development strategies were designed to pull country out of their problems of poverty and unemployment. One of the important strategies adopted was the micro and small enterprises development strategy. The Ethiopian government recognized the significance of this sector and showed its dedication to promote the micro and small enterprises development by the issuance of National Micro and Small Enterprises Strategy in 1997 and the establishment of the Federal Micro and Small Enterprises Development Agency. The promotion of this sector is justified on the grounds of enhancing growth with equity, creating long-term jobs, providing the basis for medium and large enterprises and promoting exports. The strategy puts a means to support the micro and small enterprises through the provision of infrastructure, financial facilities, supply of raw materials and training (Taye, 2008).

Micro enterprises pre-dominantly prevail in small towns while medium and large-scale enterprises dominate bigger towns and cities. The micro enterprise sector is particularly important for low-income, poor and women groups. In Ethiopia, like in any other developing countries, medium and large-scale manufacturing or service giving sectors due to state bureaucracies could not create enough jobs to absorb the ever increasing labor force, especially in urban areas. In such situations, micro enterprises may be reported to be source of livelihood for poor and unemployed people in both urban and rural areas (Fantahun, 2004).Consequently, many people have been forced into marginal activities in the informal sector as subsistence farmers, petty traders, and tiny handicraft producers with limited market scope. This conglomeration of informal and micro-enterprises is in need of significant upgrading if the Government of Ethiopia is to be successful in its efforts to reduce poverty and to strengthen the private sector as a creator of employment and economic growth(Adnan *et al*, 2011).

Micro enterprises are a special focus of the government, given that they comprise the large share of employment and economic growth. Micro enterprises, therefore, have a critical potential role in poverty reduction and economic recovery of the country. The efficacy of such interventions, however, depends on identifying the key problems and targeting the potentially successful entrepreneurs. The assessment of the performance of micro enterprises and determinant factors affecting the performance of micro enterprises is therefore essential. This study was carried out to assess the performance of micro enterprises and factors affecting the performance of micro enterprises in Hosanna town. Ethiopia is implementing various strategies to reduce poverty and unemployment. One of the poverty reduction strategies in least developing countries is micro and small enterprises development strategy. Micro and small enterprises were components of plan for accelerated and sustained development to end poverty (MoFED, 2006). The current Growth and Transformation Plan (GTP) has also given due attention to enterprises and states that micro and small enterprise development is the key industrial policy direction contributing to envisaged structural transformation of the economy. Furthermore, GTP states that overall objective and key government policy direction for micro and small enterprises is to expand the quality and quantity of micro and small enterprises (MoFED, 2010).However, it is hardly possible to think that all micro enterprises are successful in serving the purpose they are intended for. This is largely true that their performance is dependent on a number of factors, such as lack of training, lack of entrepreneurial skills, lack of security, lack of promotion, insufficient amount of startup finance, high cost of input, education, gender and managerial incompetence (Mukras, 2003; Mukras and Seemule, 2005). The challenges further include unfavorable legal and regulatory environments, in some cases, discriminatory regulatory practices, lack of access to markets, finance, business information, lack of business premises at appropriate rent, low ability to acquire skills and managerial expertise, low access to appropriate technology and poor access to quality business infrastructure (Assefa, 2004).

The updated information is likely to be very useful in the formulation of policies by Government, NGOs, donor agencies and other bodies interested in helping to shape and improve the performance of micro enterprises. Hence, this study was deemed to assess the performance of micro enterprises and determinant factors affecting

the performance of micro enterprises which have not been adequately studied in Hosanna town. Even though some studies on micro enterprises were done in different areas of the country like Addis Ababa and Hawassa which were specifically concern on the causes of enterprises failure and financial accesses for the growth of micro enterprises. In this study, the effort was made to assess the performance of micro enterprises and identify the determinant factors affecting the performance of micro enterprises in Hosanna town. The general objective of this study was to assess the performance and determinant factors affecting the performance of micro enterprises in Hosanna town. The specific objectives were: to assess the performance of micro enterprises in the study area and to identify factors affecting the performance of micro enterprises in the study area.

II. Research Methodology

II.I Descriptions of Study Area

This study was undertaken in Hosanna town. Hosanna town is located at a distance of 235 km away from the Ethiopian capital city, Addis Ababa, to south. The estimated total area of the town is 11,000 hectares. It is characterized by the type of climate with daily temperature ranging from 18^0c to 27^0c and is located 1900 meter above sea level. The total population of the town as per the national census of 2007 was estimated to be 161,690. The town is a capital of the Hadiya Zone. It is divided into 3 sub-towns and 8 administrative *kebeles*. Business activities and public sector employment are the dominant economic activities in the town. The residents of the town also practice urban agriculture in the peripheral areas of the town administration.

II.II Population of the Study

In Hosanna town, there were 174 micro enterprises in 3 sub-towns operating in 5 sectors. These enterprises created job opportunities for a total of 1,218 individuals. From those, 730 were men and 488 were women (Hosanna town micro and small enterprises development office). Because of small number of enterprises found in the study area, all enterprises were included in the study. Accordingly, managers of all of those 174 micro and small enterprises were interviewed. In addition, six key informants were included from government offices. The key informants were purposively selected from Hosanna town administration, Hosanna town micro and small enterprise development office, Hosanna town municipality, Hosanna town Omo-micro-finance branch office, Hosanna town trade and industry development office and Hosanna town women, children and youth office. Here purposive sampling was used because it lets the researcher directly select representatives of stakeholders that are mainly concerned with the issue being investigated (Jose and Expectation, 1993). The existing micro and small enterprises were operating in five major sectors in three sub-towns of the study area. These five major sectors are construction, manufacturing, urban agriculture, trade and service. In each sector different activities are included such ascoble stone and concrete brick in construction sector; garment, handcraft, metal and wood work in manufacturing sector; tea and coffee trade in trade sector; road cleaning, car washing, shoe polishing and beauty salon in service sector and seedling, fruit and vegetable plantation in urban agricultural sector.

Table 1: Sectors and activities of micro enterprises

Sectors of MEs	Activities of MEs	Number of MEs
Construction	coble stone and concrete brick	61
Manufacturing	garment, handcraft, metal and wood work	55
Urban agriculture	seedling, fruit and vegetable plantation	36
Service	beauty salon, shoe-shining, car washing and road cleaning	16
Trade	tea and coffee trade	6
Total		174

Source: Hosanna town micro and small enterprise development office (2013)

II.III Sources of Data and Method of Data Collection

The primary sources of data for this study were from the micro and small enterprise managers. Secondary sources of data were government offices and other relevant organizations. The primary data were collected from micro and small enterprises through semi-structured questionnaire. Moreover, key informant interviews were carried out using checklists prepared for the purpose of obtaining the qualitative information in order to supplement the primary data.

II.IV Methods of Data Analysis

The performance of micro and small enterprises was measured by computing the benefit cost ratio of the enterprises. The benefit cost ratio value was obtained by calculating the annual received benefits from the operation over different costs incurred. A multiple linear regression analysis was employed to identify determinant factors of enterprises' performance.

II.V Measure of the performance of micro and small enterprises

Performance: Performance is defined as act of performing or doing something successfully; using resources. Measure of performance of micro and small enterprises is used to the condition performing level of enterprises (GEM, 2004).The benefit cost ratio was employed to measure the performance of micro enterprises. The benefit cost ratio analysis estimates and totals up the equivalent money value of the benefits and costs of the enterprises.

$$\text{Benefit cost ratio} = \frac{\text{Annual total benefit}}{\text{Annual total cost}} \quad (1)$$

Where:

Total benefit: Total benefit is the sum of the benefits earned from performing different activities to sustain the business. The higher the total benefit of the enterprises the higher benefit cost ratio is likely to be. It is considered as the base or primary success of enterprises to exist in the business (Benjamin and Bonno, 2007).

Total cost: Total cost is made up of fixed costs and variable costs. Fixed costs are consisting of payments for rent and interest. Variable costs are comprising payments for electricity, water, telephone, wages for technicians and miscellaneous payments all summed up to total costs. If the total cost of enterprises ultimately increases more than total benefit of the enterprises, it results low benefit cost ratio of the enterprises. Uncontrolled operational costs and high non-returnable costs flow results in low performance of enterprises (Padachi, 2012).

II.VI Factors affecting the performance of micro and small enterprises

Following George *et al.* (1979), a multiple linear regression was used to analyze factors that affect the performance of micro and small enterprises as follows:

$$Y = f(X_1, X_2, X_3, X_4, X_5, D_1, D_2, D_3, D_4) \quad (2)$$

$$Y_i = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + D_1 + D_2 + D_3 + D_4 + \in_i$$

Where:

Y is performance

B_O is intercept constant

B_i is slope coefficient

X_1 is age of the enterprise

X_2 is age of the operator

X_3 is the highest educational level attained by the operator

X_4 is the number of employees in the enterprise

X_5 is the amount of initial capital of the enterprise

D_1, D_2, D_3 and D_4 are dummy variables representing entrepreneurial skill of operator, experience of managers, access to training and access to market, respectively. These dummy variables take the values 1, if the enterprises have; skilled operator, experienced manager, access to training and access to market and 0, otherwise.

$\in_i$Is error term

II.VII Variable Definitions and Working Hypotheses

Dependent variable

Benefit cost ratio: This represents the ratio value of total benefits gained from the annual sales of products and service delivered to annul total cost of enterprises incurred in operating different activities in the enterprises. Benefit cost analysis is a systematic process of calculating the overall monetary benefits and costs of enterprises. The factors that affect the performance of the enterprises in this study were analyzed by using benefit cost ratio as dependent variable, which is the base to identify the challenging factors of enterprises to exist in the business. Generally benefit cost ratio analysis is based on the principle that if the benefit cost ratio of the enterprises is greater than one, the enterprises performance is good (survived) and if the benefit cost ratio of the enterprises was less than one, the enterprises performance is bad /failed (Bouba, 2011).

Independent variables

Age of the enterprise (AOE): Age of enterprises refers to the duration of time that the enterprises stay in the business. This study considers the enterprises age from the period of establishment up to the time were data collected. Long period attendance of the enterprises in the business builds the performance of enterprises to stay in the business (Amyx, 2005). It is assumed in this study that the longer duration stays of the enterprises in the business result the good performance of the enterprises. The age of enterprise assumed to have positive influence on the values of benefit cost ratio of the enterprises. Therefore, the sign of the coefficient for the enterprises age was expected to be positive.

Age of the operator (AOR): The age of operators refers to the length of time that the operators have existed. This study considers the particular stage in entrepreneurs life ranges from 18-65 years of working age. According to Bonte (2009), there is feasible relationship between the age of operators and performance of the enterprises. Thus, age of operators assumed to have positive influence on the performance of the enterprises. Therefore, the sign of the coefficient for the operators' age was expected to be positive.

Educational level (EDL): The level of education attained by the operators of the enterprises is the attainment level of formal education .The level of education attained is likely to affect the levels of skills using which one may survive in the business (Wanjohi and Mugure, 2008). The level of education is therefore assumed to have positive influence on the values of benefit cost ratio of the enterprises. Therefore, the sign of the coefficient for the education level attained by the operators of enterprise variable was expected to be positive.

Number of employees (NOE): The number of employees associated in the enterprises is the total number of workers employed (Cetin, 2010). The number of employees in the enterprises should be determined by the size of the enterprises Islam and Siengthai (2010). It was assumed in this study that the number of employees in the enterprises indicates size of the enterprises as micro enterprises are labor intensive. The 5 to 6 number of employees with the size of enterprises assumed to have positive influence on the values of benefit cost ratio of the enterprises. The sign of the coefficient of the variable for the number of employees was therefore expected to be positive.

Amount of initial capital (AIC): Amount of start-up capital is amount of initial capital owned from different sources of initial capital for enterprises which is essential for enterprises to start the business (Islam and Siengthai, 2010). It is assumed in this study that the higher amount of initial capital of the enterprises the higher benefit cost ratio is likely to be. The amount of start-up capital inter into the business was expected to have positive influence on the values of benefit cost ratio of the enterprises. The sign of the coefficient of the variable for the amount of start-up finance was therefore expected to be positive.

Entrepreneurial skill (ERS): The micro enterprises operators are expected to have sufficient entrepreneurial skill in creation and modification of different products and services (Timo and Minna, 2009). Therefore, enterprises which have sufficient entrepreneurs were expected to have higher values of benefit cost ratio. The sign of the coefficient of the variable entrepreneurial skill was expected to be positive. It was measured as a dummy variable taking a value of one if the business operators have entrepreneurial skill and zero otherwise.

Experience of the manager (EXM): The experience of managers refers to the managers' knowledge or skill acquired over time. When the managers have the experience of being able to lead, inspire and champion followers, the enterprises have good performance (George, 2005). Because of this reason the experience of managers assumed to have positive influence on the performance of the enterprises. Therefore, the sign of the coefficient for the experience of managers was expected to be positive. It was measured as a dummy variable taking a value of one if the enterprises have experienced managers and zero otherwise.

Access to training (ATR): Access to training for enterprises refers to the facilitation of different trainings which assists the operators of the enterprises to perform in a suitable way. Capacity building trainings would better prepare enterprises to perform in the business they engaged (Benjamin and Bonno, 2007). Therefore, enterprises which have sufficient access of training are expected to have good performance. The sign of the coefficient of the variable access of training was expected to be positive. It was measured as a dummy variable taking a value of one if the enterprises have access of training and zero otherwise.

Access to market (AMK): Access to market refers to the availability of market demand for the particular commodity or service. Enterprises create different market access for their products and services insure the existence of market alternatives for their product. According to the findings of (Cacciolatti, *et al*, 2011) the higher level of market access results the greater level of enterprises performance. Thus, the sign of the coefficient of the variable access of market was expected to be positive. It was measured as a dummy variable taking a value of one if the enterprises have access to market and zero otherwise.

III. Results and Discussion

III.I Econometric Model for Analysis of Factors Affecting the Performance of Micro Enterprise

A multiple linear regression analysis was employed by using the benefit cost ratio as the dependent variable and age of the enterprises, age of the operators, educational level attained by the operators, number of employees in the enterprises, amount of initial capital of the enterprises, entrepreneurial skill of the operators, experience of managers, access to training and access to market. The result showed that 72.5% the variation in benefit cost ratio was due to independent variables included in the model. Therefore, the model was the best fit model for the data (Table 2). All of the explanatory variables were found to significantly influencing the performance of micro and small enterprises at less than 1% probability level.

Table 2: Result of regression analysis

Variable	Unstandardized coefficients	Standardized coefficients	t-statistic	P-value
Constant	63.693		2.927***	0.013
AOE	53.819	0.146	3.736***	0.000
AOR	45.061	0.100	2.836***	0.000
EDL	112.669	0.273	5.721***	0.000
NOE	21.033	0.029	2.523***	0.000
AIC	162.531	0.415	13.635***	0.000
ERS	270.785	0.501	18.359***	0.000
EXM	148.264	0.280	7.618***	0.000
ATR	87.251	0.204	4.914***	0.000
AMK	82.608	0.173	3.016***	0.000
Adjusted R^2= 0.725		P-value = 000	F-statistic = 28.346	

Source: model output, 2014: *** shows statically significant at 1% probability level.

The variables which were statistically significant in the model to predict the performance of enterprises are discussed as follows.

Age of the enterprises (AOE): The age of the enterprises was statistically significant at less than 1% probability level and had positive relationship with the performance of the enterprises. A unit increase in the enterprises the age of the enterprises would cause an increase in the benefit cost ratio (performance) of the enterprises by 0.146 units. Thus, long period existence of the enterprises in the business improves the performances of enterprises.

Age of the operators (AOR): The age of the operators was statistically significant at less than 1%probability level and had positive relationship with the performance of the enterprises. As indicated in the above table, a unit increase in the entrepreneurs' age increases the benefit cost ratio of the enterprises by 0.1 units. This could be due to the fact that an age increment of operator's was associated with increased experience, skill and knowledge development that enable the operators to manage the enterprises successfully.

Educational level of the operators (EDL): The educational level attained by the enterprise operators was statistically significant at less than 1% probability level had strong positive relationship with the performance of the enterprise. A unit increase in the education level of operator increases the benefit cost ratio of the enterprises by 0.273 units. In this study the operators with more education and training were more likely to be successful in the micro and small enterprise sectors. That is, the operators with higher education level and experiences have greater chances of succeeding than those without education and experiences.

Number of employees (NOE): The number of employees in micro and small enterprises was statistically significant at less than 1% probability level and positively related with the performance of enterprises. A unit

increase in the number of employees in the enterprises increases the benefit cost ratio of the enterprises by 0.029 units. This indicates that 5 to 6 number of employees in the enterprises with the work load and efficient use of working capacity of the operators in the enterprises improves the performance of enterprises.

Amount of initial capital (AIC): The amount of initial capital of enterprises during start-up of the business was statistically significant at less than 1% probability level and positively related with the performance of enterprises. The coefficient of variable indicates that a unit increase in the amount of initial capital of the enterprises increases the benefit cost ratio of the enterprises by 0.415 units. Thus, sufficient amount of initial capital capacitates enterprises to operate with full potential to run their business and hence facilitates good performing environment for the enterprises to survive and continue in the business. Similarly, the amount of initial capital of the enterprises to start the business was highly related with the performance of the enterprises and especially micro enterprises were challenged to have sufficient amount of initial capital to run their business could not succeed and exist in the business. And inadequate and costly of credit facilities and sources, shortage of working capital and high investment in fixed assets during start-up period have higher negative influence on enterprises performance.

Entrepreneurial skill (ERS): The entrepreneurial skill of the operators in the enterprises was statistically significant at less than 1% probability level and had positive relationship with the performance of the enterprises. Thus, enterprises associated with effective and efficient entrepreneurs in performing successful innovations have higher probability of having a good performance. Skilled operators are also one of the important determinants of an enterprises performance, since of availability highly skilled employees are associated with higher employees' productivity which would improve operational performance of enterprises. The appreciation and initiation of entrepreneurial skills of the operators by different trainings and best practice sharing is advantageous to promote the performance of the enterprises. On the same way, there were positive correlations among pro-activeness and enterprises operation with business performance. Effective entrepreneurship with skills and experiences will lead to a higher innovation as well as competitiveness in the business performance of micro enterprises.

Experience of the managers (EXM): The experience of the managers of the enterprises was statistically significant at less than 1% significance level and had positive relationship with the performance of the enterprises. This shows that enterprises managed by experienced managers have higher probability of having good performance. This agreements with the finding of George (2005) who stated that when the managers have experience of being able to lead, inspire and champion the followers, the enterprises have good performance and become successful in the business.

Access to training (ATR): Access to training for the enterprises in different aspects was statistically significant at less than 1% significance level and had positive relationship with the performance of the enterprises. That is the availability of access to training on different issues of the enterprises increases the chance of enterprises to have good performance in their business. Similarly, the existence of sufficient training access in building the capacity of enterprises provides them with high opportunity to have good performance.

Access to market (AMK): Access to market for the products and services of the enterprises was statistically significant at less than 1% significance level and had positive relationship with the performance of the enterprises. This indicates that enterprises which have larger market access for their products and services have higher probability of having good performance in the business. In the same manner the decisive decision making of enterprises good or bad performance is in the hand of market. So the existence of market access for the enterprises products and services can improve the performance of enterprises to exist in the business.

IV. Summary, Conclusion and Recommendations

This study was undertaken to assess the performance of micro and small enterprises and factors that affect the performance of enterprises in Hosanna town. For this end, the study examined relevant literature, the national micro enterprise development strategy and programs and carried out primary study to attain the intended objective. The study was mainly based on the operators of micro enterprises from all sectors of micro enterprise in Hosanna town. Accordingly, 174 micro enterprises and 6 key informants were included in the study. The study measured the performance of enterprises in terms of benefit cost ratio using which survived and failed micro enterprises were identified. A regression analysis was applied with benefit cost ratio as the dependent variable and age of the enterprise, age of the entrepreneurs, education level, number of employees, amount of

initial capital, entrepreneurial skill, experience of the manager, access to training and access to market as independent variables. The results showed that all variables were statistically significant at 1% probability level and had positive relationship with the performance of enterprises. Generally, the benefit cost ratio analyses result showed that 72% of micro enterprises had good performance and 28% of micro enterprises had bad performance to survive in the business.

V. Conclusion and Recommendations

Globally, there is an increased recognition of the important role played by micro and small enterprises in the economic development of a country. The role of micro and small enterprises in employment and income generation was increasingly recognized and has become a major playing field for policy makers and donors with dual objective of enhancing growth and development, food security and alleviating poverty. However, their performances to realize the intended goals are not as expected due to variety of factors which hinder their activities in the business. The good performance of micro and small enterprises in their filled of business was the result of generation of higher benefits from their business than costs incurred. As the findings of this study showed, more than one fourth of the enterprises found in the study area had bad performance when their performance were measured based on benefit cost ratio values of the enterprises. As the average benefit cost ratio value of each sector were indicates the enterprises which were engaged in construction was higher benefit cost ratio value and service sector had lower benefit cost ratio from all five sectors that the enterprises were engaged. There are a number of constraints identified by this study which hinder the performance of micro and small enterprises. These included: lack of entrepreneurial skill of the operators, low amount of initial capital to inter into the business, low experience of managers in overall managerial activity, low education level of the operators, limited access to training to initiate and capture knowledge, limited access to market to exchange their products and services, low age of enterprises stay in the business, low level attained age of operators and improper number of employees in the enterprises. To tackle the challenges of the above mentioned difficulties and to improve the performance of enterprises all enterprises and concerned bodies; financial institutions should provide sufficient loan prepared on the business plan of enterprises with effective and efficient repayment rate. Moreover, financial institutions should establish suitable alternative systems of saving with attractive interest rate to invite enterprises to follow the principle of save to invest in near future. Administrative bodies should give high emphasis to facilitate basic requirement to promote start-up and expiation of enterprises which brings high job creation and sustainability of enterprises in the business. Preparation of different market exhibitions which help enterprises to get market access and market linkages for their products and services as well as share good habits of work among them that leads enterprises to sustain in the business is essential. Micro and small enterprises should take different trainings to initiate and upgrade their entrepreneurial and managerial skills. They should convert part of their profit into investment capital to expand business and should not withdraw working capital to pay for their debt to the lending institutions. They should also work hard to have market demand linkage for their products and services and arrange the number of employees in the enterprises according to the size and work load in the enterprises. Even if the majority of enterprises found in the study area currently survived and run their business, the survival status of the enterprises is the primary and necessary condition to exist in the business, but it is not sufficient and satisfactory condition to transform them into medium and higher level of enterprises. High level of performance builds the capacity of enterprises to attain the intended goals of tangible reduction of unemployment, food insecurity and poverty alleviation. Therefore, concerned government authorities should strengthen their efforts in such a manner that a continuous follow ups and backstopping of enterprises is ensured until they can stand by their own and grow to the next level.

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