



IDENTIFICATION OF STRATEGIES FOR SUSTAINABILITY OF SMALL SCALE BUSINESSES BY TERTIARY INSTITUTIONS' GRADUATES IN KWARA STATE NIGERIA

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Abstract

The study examined the strategies for sustainable development of small scale businesses by tertiary institutions' graduates in Kwara State Nigeria. Descriptive survey research design was used for the study. Two research questions and two hypotheses guided the study. The population of the study comprised all business educators at tertiary institutions which were 52 and 30 registered small scale enterprises, in Ilorin metropolis of Kwara State, making the population of the study 82 in number as at the time of the study. A structured questionnaire with 32 items was used to generate data from respondents. The instrument was validated by four business educators and four registered entrepreneurs in Ilorin metropolis of Kwara State. Mean and Standard Deviation were used to answer data related to research questions, while t-test statistic was used to test the two null hypotheses of the study at 0.05 level of significance. The findings of the study identified the strategies for sustainable development of small scale enterprises needed by tertiary Institutions' graduates in Kwara state. The study equally revealed the positive impacts accruable from sustainable development of small scale businesses. It was recommended among others that the government and stake holders should create awareness of the identified strategies and positive impacts accruable from sustainable development of small scale businesses, and also ensure that these strategies are impacted to entrepreneurs, particularly the young ones and those that just graduated from tertiary Institutions, through trainings, seminars and workshops, before encouraging them into entrepreneurship, so as to equip them with the necessary strategies needed to sustain their businesses, thereby making them succeed in the world of business.

Keywords: *Strategies, Sustainable development, Small scale businesses, Tertiary Institutions' graduates*

Introduction

The issue of empowering the Nigeria graduates through entrepreneurship development has taken the center stage of development discourse in Nigeria,



especially in the present face of economic crisis and increase in the level of graduates' unemployment scenario plaguing the present Nigeria society. According to Onyesom and Uwaifo, (2013), securing jobs after graduation in the early years in Nigeria after Independence was not a difficult task. The same authors observed that then, most tertiary institutions' graduates secured jobs in their final years in schools, and in some cases most of the students were given employment letters at the orientation camps, during the National Youth Service Corps (NYSC). So, getting jobs by then was not in any way, part of the problems of the youths. Today, the situation has changed; it is now apparently the opposite. The present, soaring rate of graduate unemployment has become source of worry to the graduates, their parents, relatives, all Nigerians and of course the government. It has become an economic, political, security and social problems in Nigeria, particularly among the young graduates; hence the present advocate by the government for entrepreneurship development at all levels of education in Nigeria. Nigeria as a nation has been working tirelessly since independence to achieve economic stability. Several policies and programmes such as Operation Feed the Nation (OFN), Structural Adjustment Programme (SAP), National Poverty Eradication Programme (NAPEP) etc. aimed at capacity building, have been introduced by both civilian and military regime since independence. The nation's philosophy of education believe amongst others, that education fosters the worth and development of the individual for the general development of the society. The national policy on education (2006), outlined the national philosophy and goals of education in Nigeria as follows:

- Inculcation of the right types of value and attitudes for survival of the individual and the Nigeria society and
- Acquisition of appropriate skills and the development of mental, physical and social abilities and competencies as equipment for the individual to live in and contribute to the development of the society.

The problem of Nigeria is not policy formulation, or initiating development, but the actual implementation. One of the major problems Nigeria has today is youth's over dependence on government for the creation of jobs. Osaseri, (2010) maintained that most of our youths and university graduates are waiting endlessly for the government to provide them with white collar jobs which are nowhere to be seen. Ofishe, (2010) stated that bags of fine certificates are no longer guarantee for immediate employment for jobs seekers. Sonaike, (2006) admonished that Nigerian youths should not wait for the government to provide jobs for them, rather they should sharpen their intellectual instincts and find means for themselves to survive in the



midst of the few opportunities available in the economy. The present Nigeria demands that youths should be creative, self-reliant and prepared to do any kind of small scale businesses to make their living. Uloko and Ejinkeonye, (2010) on their own parts stressed that unemployment is growing at a geometric progression especially with the present global economic meltdown.

Similarly all the education and economic programmes and policies initiated by the government failed because almost all of them were focused on providing the citizens with fishes without showing them how to catch the fishes. Therefore, the only surviving hope is the investment on skills acquisition for self-sustainability through entrepreneurship development that will ultimately lead to mass jobs creation. In short, when youths are empowered through the acquisition of strategies for sustaining their newly established enterprises, there is tendency for using these strategies in creating new avenues for wealth through the performance of various types of jobs. The youths are the engine house of any nation, therefore when the youths are empowered; the nation is empowered as well.

Seeing the pressing needs of making the youths managers of their own, the Federal Government through the Central Bank of Nigeria (CBN), in conjunction with the Centre for entrepreneurship Development and Research (CEDR) have been training and retraining unemployed and employed graduates, school leavers and the general public in both formal and informal set up so that they can become, not only self-reliant but also job creators.

This special ability to train new entrepreneurs according to Ngwu, (2010) facilitates the acquisition of start-up capital and nurturing of the new enterprises' center for Entrepreneurship Development and Research to the business community. People already in business are retrained to enhance the sustainability of their businesses through the acquisition of a lot of skills and also make their businesses profitable. Students are being molded to take their fate into their hands by becoming entrepreneurs even right in the school. The Center targets the eradication of poverty in Nigeria in recognition of the basic essence of the National Economic Empowerment Strategy (NEEDS) of the federal Government of Nigeria.

Sustainability is the process of people maintaining change in a balanced environment, in which the exploitation of resources, the direction of investments, the orientation of technological development and Institutional change are all in harmony and enhance both current and future potentials to meet human needs and aspirations, (United Nations' General assembly '48., 2005)



It is the process of living within the limits of available physical, natural and social resources in ways that allow the living system in which humans are embedded to thrive in perpetuity. It also entails collating the many strategic goals, intuitive and practices that will guide the youths towards sustainability leadership. It maintains that individuals should play major roles in developing current environmental and social circumstances. It holds that the people of today along with future generations must create solutions and adapt to it.

Sustainability of small scale enterprises infer remedies to the present unemployment problem in Nigeria, because it provides the youths with practice oriented knowledge and strategies required in specific occupations. It instills into scholars, self-confidence, self-awareness, good work habits, problems solving, critical thinking, punctuality, reliability, team work and leadership traits, etc. With this, the tertiary Institutions' graduates can help the nation, and be delivered from all facets of the present unemployment problems through their involvement in self-employed enterprises, and the sustainability of such enterprises as graduates

Small scale business is that which employs small number of workers. Such enterprise is generally privately owned and operated by sole proprietorship, corporation, or partnership etc. Small scale enterprise embrace all profit-oriented, economic or commercial activities carried out by individuals or group of persons as means of livelihood. The size of the company may be big when taken by itself, yet small when compared with other companies in the same industry. Okoh, (2010), defined small scale enterprise using the following parameters: size of the investment, financial measures and economic impacts.

The U.S. small business administration, (2009) stated that the small scale enterprises generally have fewer than 500 employees within a 12 month period in non-manufacturing industries. Such company must consider any individual on its payroll as an employee. In Australia, a small scale enterprise is one that has fewer than 15 employees on payroll as defined by fair work act. The small business act for Europe stated that small scale enterprises are those that have 250 employees or less. Small scale enterprises in Asian countries generally have 100 or fewer employees or less.

In some countries, the definition of small scale enterprise is bound by financial measures such as net profits, statement of financial positions, the value of assets and annual sales. In the United States, for example, a non-manufacturing small scale enterprise is the one that does not earn more than \$7 million in a year. Financial measure can vary by industry, as annual receipts may be higher for industries that have higher overhead costs to operate.



While larger enterprises employ many individuals, small scale enterprises in the United States account for nearly half of the gross domestic products. Small-scale enterprises help stimulate local economies by providing local individuals with jobs, as well as products and services to community members. Moreover, such enterprises help diversify and grow their respective industries, as many women and minorities make significant contributions to small scale businesses in the world. When there is a rise in small scale enterprise, countries may see reforms as basic rights. For example, some parts of the United States, now allow sole proprietorship without employee to have access to group health care.

Tertiary Institutions are those Institutions that offer education beyond the Secondary level, especially at the Colleges, Polytechnics and Universities. Tertiary Institutions can only be effective in Nigeria, if it alleviates societal problems and promotes the satisfaction engendered by the acquisition of skills. The roles Tertiary Institutions' graduates play in the management of small scale enterprises cannot be overlooked as these enterprises are recognized as the most reliable tools for socio-economic growth, (Alade , 2001).

Idleness has dragged many Nigerian youths to indulge in advanced crimes like kidnapping, militancy, drugs/child trafficking, advanced fee frauds, prostitution, armed robbery, cultism etc. Ofishe, (2010) admonished that when the mind and soul are kept busy, there is no room for devilish ideas to penetrate or possess the body. For Nigeria, Kwara State inclusive, to be ranked as one of the world's economic magnets, Igbokwe (2006), Osaseri (2010), Agetue and Nnamdi (2010); maintained that, government should stop paying lip service to education and economic policies developed by experts, but should release adequate funds and materials for successful initiation and implementation of these policies. Those entrusted with implementing the policies should make judicious use of the whole monies/materials and not to divert them for their selfish and in

Statement of the Problem

Inspite of the existence of other business schools in providing qualified personnel in managing small scale enterprises, it is often argued that the rate of fraud and errors in organizations today are on the increase. As a result of this, most of the present graduates make little or no attempt to establish small scale businesses of their own, despite the abundant business opportunities and the enormous skills they have acquired in schools, (Igwe, 2009). Instead, they continue to besiege ministries and



government offices in search of white collar jobs that are either extremely few in supply or even non-existent. Experience and interaction with small scale business owners in Kwara State, revealed that lack of strategies for sustaining small scale businesses, among others are major problems and challenges faced by graduates of tertiary Institutions (young entrepreneurs), and as a result, those that established businesses of their own could not stand the test of time. This is sad as nobody plans to fail in any business

According to Okoh, (2010), the conversion of ideas into business is what every graduate of tertiary Institutions should aim at in the present economic crisis in Nigeria and it is also essential to transform ideas into products or service that are in demand by identified market segments and also to improve on such ideas for sustainable development of such businesses. Better decision making is also needed by these graduates of tertiary Institutions by identifying the right strategies for the sustainability of their businesses. The idea can be in respect of experiences gained or knowledge possessed through formal or informal learning systems in entrepreneurship education.

The question now is, since lack of strategies for sustainable development of these small scale enterprise are among major problems and challenges faced by young tertiary Institutions' graduates in the management of small scale businesses, what then are the strategies needed by these young tertiary Institutions' graduates for sustaining their small scale businesses? Current realities of the Nigeria situation have summed up to provoke a discourse of this nature (strategies for sustainable entrepreneurship development) because our educational system and experiences have completely proved to be inadequate in preparing its beneficiaries for the increasing difficulties associated with the present fast changing world. All these observations call for solutions so as to help small scale enterprises operate at full capacities without folding immediately and to improve the standard of living of our young unemployed graduates by encouraging them into entrepreneurship development, hence the need for the present study

Research Question

The following research questions guided the study:

What strategies do respondents consider acceptable for sustainability of small scale businesses among tertiary Institutions' graduates in Kwara state?.



What positive impacts accrue from sustainability of small scale enterprises in Kwara State?.

Research hypotheses

The following null hypotheses guided the study and were tested at 0.05 level of significance:

Male and female respondents do not differ significantly regarding the strategies they consider effective for sustainability of small scale businesses among tertiary Institutions' graduates in Kwara State

Male and female respondents do not differ significantly regarding the positive impacts accruable from sustainability of small scale enterprises in Kwara State

Methodology

This study adopted the survey descriptive design, and was conducted in the following tertiary institutions offering business education in Kwara State as can be seen in the table below The population of the study consisted 52 business education lecturers in the mentioned tertiary institutions below and 30 owners of registered small scale enterprises in Ilorin metropolis of Kwara State, Nigeria as at the time of the study

Table 1: *Tertiary Institutions and number of Business Educators in Kwara State, Nigeria, including small scale Entrepreneurs used for the study*

S/N	Name of Institutions	Business Educators/Entrepreneurs
1	Kwara State University, Malete	11
2	University of Ilorin, Kwara State	5
3	Kwara Sate Polytechnic, Ilorin	10
4	Kwara State College of Education, Ilorin	9
5	Al-hikma University, Ilorin, Kwara State	4
6	Land Mark University, Ilorin, Kwara State	3
7	Grace Land Polytechnic, Offa, Kwara State	6
8	Kwara State College of Education, Lafiaji, Kwara State	4
9	Registered Entrepreneurs in Ilorin metropolis used for the study	30
Total		82

Source: Field survey 2019



Data for this study was collected by means of a questionnaire developed by the researcher titled “Questionnaire on identification of strategies for sustainability of Small Scale Businesses by Tertiary Institutions' Graduates' (ISSSSBTIG) with five point likert rating scale of Strongly Agreed, Agreed, Undecided, Disagreed and Strongly Disagreed. Section A of the questionnaire contains 2 items on personal data of respondents, while section B contains 15 items on the strategies for sustainable development of small scale enterprises by tertiary institutions' graduates' in Kwara state, and section C contains 17 items on accruable impacts of sustainability of Small Scale Businesses by Tertiary Institutions' Graduates in Kwara State, Nigeria. The reliability of the instrument was done using Cronbach Alpha Measure of internal consistency and the reliability co-efficient was 0.72, indicating a high reliability. The researcher administered the questionnaires with 8 research assistants within two weeks of administration. Mean rating and standard deviation were used to analyze data related to research questions while t-test statistics was used to test the two null hypotheses of the study at 0.05 level of significance. Items with mean score of 3.50 and above were considered relevant for the study, while items with mean score below 3.50 were considered not relevant for the study. A null hypotheses was rejected when the observed p-value was greater than or equal to the alpha level, (0.05) and retained when the observed p-value was less than alpha level of 0.05.

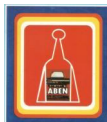
Results of the Study

Research Question 1

What strategies do respondents consider acceptable for sustainability of small scale businesses among tertiary Institutions' graduates in Kwara state?

Table 2: *Strategies respondents considered acceptable for sustainability of small scale businesses among tertiary Institutions' graduates in Kwara state*

S/N	Item	SA	A	UD	D	D	X	Decision
1	Provision of adequate fund & facilities by the government, philanthropic individuals non-governmental organizations (NGOs)	30	26	4	0	0	4.40	SA
2	Linking the beneficiaries of entrepreneurship training to sources of credit by the government	40	20	0	0	0	4.60	SA
3	Exposing beneficiaries by tertiary Institutions to more business opportunities to exercise creative freedoms	32	20	3	3	3	4.20	SA



5	Exposing the beneficiaries by stake holders/government to higher self-esteem and a greater sense of control over their own businesses.	32	20	3	3	3	4.20	SA
6	Government to stop paying lip service to education and economic reform policies developed by experts.	42	18	1	1	1	4.40	SA
8	Government representatives to tell themselves the truth by not denying the public their rights. Those entrusted with disbursement of monies, should make judicious use of all the resources entrusted to them and not to divert them for selfish and personal uses.	28	30	1	1	1	4.40	SA
10	Intensive monitoring of projects by economic reform implementers should be carried on to ensure that the beneficiaries of funds actually embark on the projects for which the funds were released. Putting embargo on the importation of foreign items that can be produced in the country, so as to enable the youths to start producing such products.	32	20	3	3	3	4.20	SA
11	Encouraging and promoting the exportation of local made goods.	53	6	1	0	0	4.92	SA
12	Giving subsidies to entrepreneurs by the government to boost the production of locally made goods	42	13	2	2	1	4.60	SA
13	Regular supply of information to entrepreneurs on the latest business and economic development.	42	13	2	2	1	4.60	SA
15	Intensive mass mobilization/ enlightenment programmes like seminars, workshops, conferences, bonanzas etc. on small scale enterprises management. Provision of interest free loans by the central banks to youths to start up their own businesses.	41	14	1	2	2	4.50	SA
	Provision of adequate infrastructural facilities by the government, like good road network, pipe borne water, electricity to boost production, reduce cost and quicken the distribution of goods to the markets.	39	14	2	3	2	4.40	SA
		48	10	1	1	0	4.75	SA
		45	15	0	0	0	4.75	SA
		46	12	0	2	0	4.70	SA

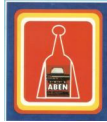


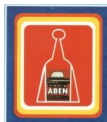
Table 2 listed 15 possible strategies that could help in sustainable development of entrepreneurship. The respondents agreed that all the 15 items are strongly accepted strategies capable of boosting the sustainability of entrepreneurship development in Kwara State.

Research Question 2

What positive impacts accrue from sustainability of small scale enterprises in Kwara State?.

Table 3: Respondents' responses on accruable impacts from sustainability of small scale enterprises in Kwara State.

S/N	Item	SA	A	UD	D	D	X	Decision
1	Increase in self-employment of youths and adults (reduction in unemployment)	32	22	2	3	1	4.35	SA
2	Rapid economic, human and national development	40	15	1	2	2	4.50	SA
3	Improved standard of living of the masses	40	15	1	2	2	4.50	SA
4	Reduction in crime and societal vices	51	8	0	1	0	4.81	SA
5	Development of rural and urban areas	44	10	3	2	1	4.35	SA
6	Reduction in rural migration	44	10	3	2	1	4.35	SA
7	Decongestion of urban areas	44	10	3	2	1	4.35	SA
8	Encouraging young graduates into production action	38	16	2	3	1	4.45	SA
9	Equipping youths with business and other managerial skills that will help them meet up with societal challenges	34	23	1	1	1	4.46	SA
10	Encouraging innovations in the midst of scarce resources.	38	18	2	1	1	4.51	SA
11	Giving everyone the chance to participate in public assignment by performing their civic responsibilities.	30	22	4	2	2	4.26	SA
12	Promoting intergeneration equity by meeting the needs of present generation without endangering those of future generation	28	24	4	2	2	4.23	SA
13	Making youths effective and efficient in resource management	58	2	0	0	0	4.96	SA
14	Resuscitating idle resource to effective use through creativity and innovation applications	22	28	4	4	2	4.10	SA
15	Enhancing rapid development of the nation by placing her to the position of world economic magnet	48	10	1	1	0	4.75	SA
16	Making youths influential in the society	58	2	0	0	0	4.96	SA
17	Encouraging the establishment of many businesses by the youths	32	22	2	3	1	4.35	SA



Data in Table 2 accepted all the items as, accruable impacts from sustainable development of entrepreneurship in Kwara State.

Test of Hypotheses

H₀₁: Male and female respondents do not differ significantly regarding the strategies they consider acceptable for sustainability of small scale businesses among tertiary Institutions' graduates in Kwara State

Table 4: Result of t-test analysis of male and female respondents regarding strategies they consider acceptable for sustainability of small scale businesses among tertiary Institutions' graduates in Kwara State

Group	N	Mean	SD	t-cal	Df	p-value	Decision
Male	44	3.40	0.29	-1.040	80	0.302	Not rejected
Female	38	3.48	0.37				

Source: Field Survey, 2019 P < 0.05

The data in Table 4 revealed that there are 44 and 38 male and female respondents respectively. The female had higher mean (X = 3.48; S.D=0.37) than male respondents (X= 3.40 SD= 0.29). Their responses are close to the mean as the standard deviations are very low. The table revealed that there was no significant difference in the mean responses of male and female business respondents regarding the strategies they consider acceptable for sustainability of small scale businesses among tertiary Institutions' graduates in Kwara State, (t₈₀ = -1.040 p<0.05) Therefore, the null hypotheses was not rejected. Their responses, though had a slight difference, between their mean responses with female respondents having higher responses, but the difference was not statistically significant (mean difference = 0.08).

H₀₂: Male and female respondents do not differ significantly regarding the positive impacts accruable from sustainability of small scale enterprises in Kwara State

Table 5: Summary of t-test of the significant difference in the mean rating of male and female respondents regarding the positive impacts accruable from sustainability of small scale enterprises in Kwara State

Group	N	Mean	SD	t-cal	Df	p-value	Decision
Male	44	3.29	0.29	0.215	80	0.829	Not rejected
Female	38	3.27	0.35				

Source: Field Survey, 2019 P < 0.05



The data in Table 5 revealed that there are 44 males and 38 female respondents respectively. The male respondents had higher mean ($X = 3.29$; $S.D = 0.29$) than female respondents ($X = 3.27$; $SD = 0.35$). Their responses are close to the mean as the standard deviations are very low. The table revealed that there was no significant difference in the mean responses of the male and female respondents regarding the positive impacts accruable from sustainability of small scale enterprises in Kwara State ($t_{80} = 0.215$, $P < 0.05$). Therefore, the null hypotheses that stated that there is no significance difference between the mean responses of male and female respondents regarding the positive impacts accruable from sustainability of small scale enterprises in Kwara State was not rejected. Their responses showed that male and female respondents do not differ significantly regarding the positive impacts accruable from sustainability of small scale enterprises in Kwara State (mean difference = 0.02).

Discussion of Findings

The study examined strategies needed by tertiary institutions' graduates for sustainability of small scale businesses in Kwara State. The findings of this study revealed that the only solution to too many economics/societal ills in our society today is making the masses self-employed through well established and sustainable entrepreneurship development using formal and informal means of training knowledge of entrepreneurship according to Adoniya (2008); Nwaogwugwu and Ugiagbe (2008); Anerua and Obiazi (2010); enables one to overcome the problem of unemployment and business challenges by being resourceful, ingenious, innovative and enduring. To Sonaike (2006), entrepreneurship makes our youths job creators, rather than job seekers.

From the findings in research question 1, in Table 2, it was evident that the identified strategies are needed for the sustainability of small scale enterprises in Kwara State. The findings collaborate with the findings of Oriazowanlan., (2013) who identified knowledge of seasonal fluctuation of goods; ability to determine the extent to which products will sell, knowledge of advertising and ability to determine what customers need among others as very important strategies needed for sustainability of small scale businesses.

Result of research question 2 in Table 3, revealed the positive impacts accruable from sustainability of small scale enterprises in Kwara State The finding is in line with Alade, (2001) and was supported by Igwe., (2009)., who stated that most business owners do not possess the right strategies for sustaining their businesses and



also are not aware of the positive impacts accruable from sustainability of small scale enterprises. Also these findings are in agreement with, Okoh., (2010), who pointed out that acquisition of strategies for sustainable development by managers of small scale enterprise enhance their business acumen and thereby making their businesses not fold up prematurely, thereby enjoying the positive impacts accruable from sustainability of small scale enterprises. With this, self-reliance of the masses will be reduced to the lowest level, together with various kinds of crimes/societal vices. To this effect, many people will become king makers. There will be rapid change and positive growth in the economy. Hence the country (Nigeria) will rise to the rank of one of the world's economic giants.

Hypotheses one (Ho_1) revealed that there was no significance difference between the mean responses of male and female respondents regarding the strategies needed for sustainability of small scale businesses. Hypothesis two (Ho_2), equally revealed that there was no significance difference between the mean responses of male and female respondents regarding the positive impacts accruable from sustainability of small scale enterprises.

Conclusion

From the study, a lot of strategies for sustainability of small scale enterprises have been identified. These strategies if put together would make tertiary institutions' graduates better prepared to contribute meaningfully to the success of the economy by being self-employed through the establishment of small scale businesses, and it will also ameliorate persistent collapse, of businesses among tertiary Institutions' graduates, in the present world of business. It is clear fact that small scale businesses are important for the development of the Nigeria economy, considering the present economic meltdown in Nigeria. These small businesses are liable to business failures if their owners do not have the necessary strategies needed to make them excel in the contemporary world of business. From the responses obtained in this research work, it was concluded that these strategies for sustainability of small scale businesses are needed by tertiary institutions' graduates for the management of small scale businesses in Kwara State. Therefore, stake holders at tertiary Institutions should ensure that these strategies are impacted to young ones, particularly those that just graduated from tertiary institutions, right from the inception of their various programs at tertiary Institutions, so as to equip them with necessary strategies needed to succeed in the world of business. This will go a long way in playing greater roles in business sustainability and economic development of the country.



Recommendations

Based on the findings of the study, the following recommendations were made:

To check the excessive crime/societal vices in our country, government should as a matter of urgency, mobilize competent entrepreneurship personnel to move round schools and communities using both formal and informal approaches to train and retrain youths and adults, literates and illiterates, to be creative, innovative, ingenious in risk taking and in business advancement.

The government and stake holders should create awareness of the identified strategies and positive impacts accruable from sustainable development of small scale businesses, and also ensure that these strategies identified are impacted/extended to entrepreneurs, particularly the young ones and those that just graduated from tertiary Institutions through trainings, conferences, seminars and workshops, before encouraging them into entrepreneurship, so as to equip them with the necessary strategies needed to sustain their businesses, thereby making them succeed in the world of business.

The success of every programme is adequate supply of funds. For sustainable entrepreneurship development to be achieved in Kwara state, the governments should release enough funds and materials to both the trainers and trainees to enable them apply and utilize all the relevant skills and knowledge needed for the programme.

All programs at tertiary institutions should be mandated to establish entrepreneurship study centers. The centers should be equipped with all the modern facilities which could enrich the students with practical skills needed for successful small scale business management.

Federal and State Government should provide basic facilities, equipment and material resources for the teaching/learning of entrepreneurship at tertiary Institutions to ensure effective training of tertiary Institutions' students as regards the establishment of small scale businesses among them.

Tertiary institution graduates should be grouped into teams at the beginning of their final year, with the responsibilities of developing products, markets and record the daily transactions and prepare statements of accounts at the end of the business periods and submit same to the coordinators of their entrepreneurial study centers before graduation, as this could lead them to effective management of small scale businesses on graduation.

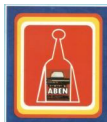
School authorities should always organize free workshops for students of tertiary institutions which will help to inculcate the necessary entrepreneurial strategies into the students.



Government should provide loan facilities to owners of all small scale enterprises and potential tertiary institutions' graduates who are willing to invest in small scale businesses.

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