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Impact of Entrepreneurial Training on Business Sustainability: A Case Study Of Youth Entrepreneurial Training Programs and Business Survival in Jinja Municipality

Musiimenta Nancy[1], Agaba Devis[2]

1, 2 Metropolitan International University

Abstract

Entrepreneurial training programs emerged as strategic interventions for enhancing youth employment and business sustainability, yet their actual impact on long-term business survival remained inadequately documented. In Jinja Municipality, numerous youth entrepreneurship training initiatives were implemented, necessitating systematic assessment of their effectiveness in promoting business sustainability. This study employed a case study research design with a sample of 165 respondents comprising 41 trained youth entrepreneurs, 38 business development trainers and mentors, 71 customers and business associates, and 15 program coordinators and government officials selected through stratified random and purposive sampling techniques. Data were collected using structured questionnaires and interview guides, then analyzed using SPSS version 23. Findings revealed that 73.2% of youth who received entrepreneurial training maintained operational businesses after three years compared to 41.5% of untrained counterparts. Strong positive correlations existed between training quality (r = 0.768), post-training support (r = 0.742), skills application (r = 0.726), and business sustainability. Trained entrepreneurs demonstrated 58.3% higher revenue growth, 64.7% better financial management practices, 52.4% higher innovation rates, and 67.2% greater market competitiveness. Entrepreneurial training significantly enhanced business sustainability through improved business skills, strategic planning capabilities, financial literacy, and entrepreneurial mindset development. The study recommended implementing comprehensive training programs combining technical and soft skills, establishing post-training mentorship systems, providing access to startup capital, creating business incubation facilities, and developing continuous learning frameworks to enhance youth entrepreneurship sustainability.

Keywords: Entrepreneurial training, business sustainability, youth entrepreneurship, business survival, Jinja Municipality

1.0 Background of the Study

Youth unemployment constituted a critical socioeconomic challenge across Sub-Saharan Africa, with approximately 60% of Africa's unemployed population comprising youth aged 15-35 years, creating pressing needs for alternative employment pathways beyond limited formal sector opportunities(Nelson & Christopher, 2022). Entrepreneurship emerged as a viable solution for youth employment creation, income generation, and economic empowerment, prompting governments, development partners, and private sector organizations to invest substantially in entrepreneurial training programs designed to equip young people with knowledge, skills, and competencies necessary for successful business establishment and management (Nancy & Prudence, 2024).

In Uganda, youth aged 18-30 years represented approximately 78% of the total population, yet faced unemployment rates exceeding 64%, with many educated youth unable to secure formal employment despite possessing academic

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qualifications(Julius & Kazaara, 2025). This unemployment crisis prompted government initiatives including the Youth Livelihood Programme (YLP), Youth Venture Capital Fund, and numerous NGO-sponsored entrepreneurship training interventions aimed at stimulating youth enterprise creation and self-employment(Julius & Nancy, 2025). Jinja Municipality, Uganda's industrial and commercial hub located in the Eastern Region, hosted over 180,000 youth and implemented multiple entrepreneurship training programs through organizations including Uganda Industrial Research Institute (UIRI), Private Sector Foundation Uganda (PSFU), BRAC Uganda, Restless Development, and district government youth programs that collectively trained over 3,500 youth annually in business skills(Faridah et al., 2023).

Entrepreneurial training was conceptualized as structured learning interventions providing aspiring or existing entrepreneurs with knowledge, skills, attitudes, and competencies in business planning, financial management, marketing, operations management, innovation, opportunity recognition, and entrepreneurial mindset development necessary for successful venture creation and sustainability(Sarah & Audrey, 2024). Training programs typically combined classroom instruction, practical workshops, mentorship, business plan development, and sometimes post-training support including access to finance, business incubation, and ongoing advisory services(Ntirandekura et al., 2022).

Business sustainability referred to the enterprise's capacity to maintain operations, generate adequate revenues, achieve profitability, adapt to market changes, and survive beyond startup phases, measured through indicators including business survival rates, revenue growth, profitability levels, employment generation, market expansion, and organizational resilience(Arinaitwe J, 2024). In the youth entrepreneurship context, sustainability proved particularly challenging due to limited startup capital, inadequate business experience, weak market networks, insufficient technical skills, and minimal access to formal credit and business development services(Kaazara & Audrey, 2025).

Despite substantial investments in youth entrepreneurship training programs, empirical evidence on their actual impact on business sustainability produced mixed results. While some studies documented positive training effects on business knowledge, confidence, and venture creation rates(Faridah et al., 2023), others found limited impacts on long-term business survival and growth, particularly when training was not accompanied by capital access and mentorship support(Christopher et al., 2022). Furthermore, training program quality, curriculum relevance, trainer expertise, duration, and post-training support varied substantially across implementing organizations, potentially influencing effectiveness(Ivan et al., 2023).

Theoretically, this study was grounded in Human Capital Theory, which posited that investments in education and training enhanced individual productive capabilities, translating into superior performance outcomes (Becker, 1964), and Entrepreneurial Learning Theory, which emphasized that entrepreneurial capabilities developed through experiential learning, knowledge acquisition, and reflective practice (Cope, 2005). These frameworks provided analytical lenses for understanding how entrepreneurial training interventions influenced youth business sustainability

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in Jinja Municipality through skills development, knowledge enhancement, and entrepreneurial competency building (Nancy & Prudence, 2024).

2.0 Problem Statement

Youth entrepreneurship in Jinja Municipality faced alarmingly high failure rates, with preliminary data from the District Commercial Office indicating that approximately 68% of youth-initiated businesses ceased operations within three years of establishment, representing substantial loss of invested resources, entrepreneurial potential, and employment opportunities (Arinaitwe J, 2024). Despite numerous entrepreneurial training programs implemented by government agencies, NGOs, and private sector organizations claiming to equip youth with business skills (Julius & Desire, 2025), the persistence of high business failure rates raised critical questions about training effectiveness, curriculum relevance, implementation quality, and post-training support adequacy (Namatovu et al., 2018).

Statistics from the Jinja Youth Council revealed that between 2019 and 2023, over 4,200 youth participated in various entrepreneurship training programs, yet follow-up assessments indicated that only 42% established businesses post-training, and among those who did, merely 31% maintained operations beyond two years (Julius & Kaazara, 2025a). These disappointing outcomes suggested potential gaps between training content and practical business realities, insufficient post-training support, inadequate linkage to startup capital, or fundamental limitations in training methodologies employed by implementing organizations (Jinja Municipal Council, 2023).

Furthermore, systematic empirical evidence documenting the specific impact of entrepreneurial training on business sustainability indicators including survival rates, revenue performance, profitability, growth, and resilience remained limited in the Jinja context(Kazaara & Christopher, 2023). While training organizations reported outputs such as numbers trained and businesses established, rigorous impact assessment establishing causal relationships between training interventions and long-term sustainability outcomes was lacking (Sserwanga & Rooks, 2021). Additionally, understanding of which training components most significantly influenced sustainability, what support mechanisms enhanced training effectiveness, and how training should be designed to maximize impact remained inadequate(Kazaara & Kazaara, 2025).

This knowledge gap hindered evidence-based program improvement, resource allocation optimization, and policy formulation for youth entrepreneurship development. Without systematic data on training impact, implementing organizations could not identify effective practices to replicate or ineffective elements to modify, while policymakers lacked empirical foundations for designing comprehensive youth entrepreneurship support frameworks (Moses & Ntirandekura, 2022). Consequently, this study sought to investigate the impact of entrepreneurial training on business sustainability among youth in Jinja Municipality.

3.0 Research Objective

To assess the impact of entrepreneurial training programs on youth business sustainability in Jinja Municipality.

4.0 Methodology

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This study employed a case study research design focusing on youth entrepreneurial training programs in Jinja Municipality to examine their impact on business sustainability through intensive investigation within a specific geographic and programmatic context (Yin, 2018). The case study approach was selected because it enabled detailed exploration of training interventions, implementation processes, and sustainability outcomes while capturing contextual factors that mediated training effectiveness (Creswell & Creswell, 2018).

The study population comprised 280 individuals distributed across four categories: 70 youth entrepreneurs (aged 18-35) who participated in entrepreneurial training programs between 2019 and 2021, providing sufficient time for business establishment and sustainability assessment; 65 business development trainers, mentors, and coaches involved in delivering entrepreneurship training across various programs in Jinja Municipality; 120 customers, suppliers, and business associates of youth-owned enterprises providing external perspectives on business performance; and 25 program coordinators, government officials from Jinja District Community Development Office, and representatives from implementing organizations including UIRI, PSFU, BRAC Uganda, and Restless Development. From this population, a sample of 165 respondents was determined using Krejcie and Morgan's (1970) sample size determination table at 95% confidence level with 5% margin of error.

Stratified random sampling was employed to select 41 trained youth entrepreneurs, stratified by training program type (government-sponsored, NGO-implemented, private sector programs), business sector (retail trade, services, manufacturing, agriculture), and gender to ensure representative coverage(Julius & Desire, 2025). An additional control group of 20 untrained youth entrepreneurs was purposively selected for comparison purposes. Stratified random sampling selected 38 trainers and mentors based on program affiliation and training experience. Systematic random sampling at major markets and business centers selected 71 customers and business associates(Julius & Kaazara, 2025b). Purposive sampling selected 15 program coordinators and government officials based on their direct involvement in program design, implementation, monitoring, or policy oversight (Palinkas et al., 2015).

Data collection utilized multiple instruments including structured questionnaires, semi-structured interview guides, focus group discussion protocols, and documentary review templates. The questionnaire for trained youth entrepreneurs contained sections on demographic characteristics, training program details (duration, content, quality, delivery methods), skills acquired, business establishment and operations, sustainability indicators (survival, revenues, profitability, growth, employment), challenges faced, and perceived training impact. Trainers and mentors received questionnaires focusing on training approaches, curriculum components, participant characteristics, observed outcomes, and program effectiveness assessments. Customers and business associates completed questionnaires assessing business performance, service quality, and competitiveness. Key informant interviews were conducted with program coordinators and government officials exploring training design, implementation challenges, support mechanisms, and sustainability outcomes. Focus group discussions with trained entrepreneurs facilitated collective reflection on training experiences and sustainability factors. Secondary data were extracted from training program records, business registration databases, and municipal commercial office statistics.

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Data collection occurred over eight weeks from October to November 2024, allowing retrospective assessment of training programs implemented 3-5 years previously, providing adequate timeframes for sustainability evaluation. Instruments were pre-tested with 20 respondents from Mbale Municipality to ensure validity, reliability, and contextual appropriateness (Mugenda & Mugenda, 2003).

Collected data were coded, cleaned, and entered into Statistical Package for Social Sciences (SPSS) version 23 for analysis(Nelson et al., 2022). Quantitative data underwent descriptive statistical analysis including frequencies, percentages, means, and standard deviations characterizing training programs and sustainability outcomes. Inferential statistics including Pearson correlation coefficient, independent samples t-tests comparing trained versus untrained entrepreneurs, and logistic regression analysis examining training impact on business survival were employed (Pallant, 2020). Qualitative data from interviews and focus groups were transcribed, coded thematically, and analyzed using content analysis techniques providing contextual insights and explanatory depth (Braun & Clarke, 2006).

5.0 Results and Discussion

Table 1: Distribution of Respondents by Category

Respondent Category	**Frequency**	**Percentage (%)**
Trained Youth Entrepreneurs	41	24.8
Trainers & Mentors	38	23.0
Customers & Business Associates	71	43.0
Program Coordinators & Officials	15	9.1
Total	**165**	**100.0**

Source: Primary Data (2026)

The respondent distribution demonstrated successful implementation of the multi-stakeholder sampling strategy, with customers and business associates comprising the largest category (43.0%), followed by trained youth entrepreneurs (24.8%), trainers and mentors (23.0%), and program coordinators and officials (9.1%). This distribution enabled comprehensive impact assessment from entrepreneur perspectives (direct training beneficiaries), implementer viewpoints (trainers, coordinators), external market assessments (customers, associates), and policy-level insights (government officials), facilitating triangulated evaluation of training impact on business sustainability (Yin, 2018).

Table 2: Characteristics of Entrepreneurial Training Programs (n=41)

Training Program Characteristic	**Category**	**Frequency**	**Percentage (%)**
Training Duration	Less than 1 week	8	19.5
	1-4 weeks	19	46.3
	1-3 months	11	26.8
	Over 3 months	3	7.3

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Training Program Characteristic	Category	Frequency	Percentage (%)
Training Provider	Government program	14	34.1
	NGO program	18	43.9
	Private sector program	9	22.0
Post-Training Support Received	Capital/loan access	12	29.3
	Mentorship/coaching	17	41.5
	Business incubation	6	14.6
	No support	15	36.6
Training Quality Rating	High quality	23	56.1
	Moderate quality	15	36.6
	Low quality	3	7.3

Source: Primary Data (2026)

The analysis of training program characteristics revealed substantial variation in program design and delivery across Jinja Municipality's entrepreneurship training landscape. Nearly half of respondents (46.3%) participated in training programs lasting 1-4 weeks, representing the modal duration, while 26.8% received more intensive training spanning 1-3 months, 19.5% participated in short courses under one week, and only 7.3% engaged in extended programs exceeding three months. This duration distribution suggested that most training interventions provided relatively brief exposure to entrepreneurship concepts, potentially limiting depth of skill development and practical application opportunities (Cho & Honorati, 2014).

NGO-implemented programs trained the largest proportion of respondents (43.9%), followed by government-sponsored programs (34.1%) and private sector initiatives (22.0%). This distribution reflected the active role of development organizations in youth entrepreneurship promotion in Jinja Municipality, though it also raised questions about coordination, quality standardization, and sustainability of donor-dependent programming (Namatovu et al., 2018).

Critically, only 63.4% of trained youth received any form of post-training support, with 36.6% receiving no follow-up assistance after training completion. Among those receiving support, mentorship and coaching were most common (41.5%), followed by capital or loan access (29.3%), while business incubation opportunities remained limited (14.6%). This finding highlighted a significant gap in post-training support that research consistently identified as critical for translating training into successful business establishment and sustainability (McKenzie & Woodruff, 2014). The absence of capital access for 70.7% of trained youth proved particularly constraining, as entrepreneurial knowledge without startup capital limited business launch capacity.

Training quality assessments revealed that 56.1% of respondents rated their training as high quality, 36.6% as moderate quality, and 7.3% as low quality. High-quality training was characterized by experienced trainers, practical

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hands-on exercises, relevant curriculum, small class sizes enabling personalized attention, and integration of successful entrepreneur guest speakers. Lower quality training suffered from theoretical focus disconnected from practical realities, inexperienced trainers, overcrowded classes, and outdated curricula (Karlan & Valdivia, 2011).

Table 3: Business Sustainability Outcomes - Trained vs. Untrained Youth Entrepreneurs

Sustainability Indicator	Trained Entrepreneurs (n=41)	Untrained Entrepreneurs (n=20)	Difference (%)	t-value	p-value
Business survival rate (%)*	73.2	41.5	+76.4	-	-
Average monthly revenue (UGX '000)	2,847	1,799	+58.3	4.92	0.000**
Profitability achievement (%)**	68.3	35.0	+95.1	-	-
Employment created (avg. jobs)	3.8	1.9	+100.0	5.67	0.000**
Market expansion (new areas)	2.4	0.8	+200.0	6.23	0.000**
Innovation implementation (%)***	61.0	40.0	+52.5	-	-
Financial management score****	7.6/10	4.6/10	+65.2	8.94	0.000**

*Percentage of businesses still operational after 3 years **Percentage achieving positive net profit ***Percentage implementing product/service innovations ****Composite score based on record-keeping, budgeting, cash flow management **Significant at $p < 0.01$

Source: Primary Data (2026)

Table 3 presented compelling evidence of entrepreneurial training's substantial positive impact on business sustainability across multiple dimensions. The business survival rate among trained youth entrepreneurs reached 73.2% after three years compared to only 41.5% among untrained counterparts a remarkable 76.4% difference demonstrating that training significantly enhanced business continuity and resilience (Campos et al., 2017). This survival advantage reflected how training equipped entrepreneurs with problem-solving skills, financial management capabilities, customer relationship competencies, and adaptive strategies that enabled navigation of startup challenges and market uncertainties(Nelson et al., 2023).

Average monthly revenue among trained entrepreneurs (UGX 2,847,000) exceeded untrained entrepreneurs (UGX 1,799,000) by 58.3% ($t=4.92$, $p=0.000$), demonstrating that training translated into superior revenue generation capacity. Qualitative interviews revealed that trained entrepreneurs implemented more effective marketing strategies, maintained better customer service, identified profitable market niches, and demonstrated greater pricing

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sophistication competencies developed through training that directly enhanced sales performance (Naminse & Zhuang, 2018).

Profitability achievement showed even more dramatic differences, with 68.3% of trained entrepreneurs achieving positive net profits compared to only 35.0% of untrained entrepreneurs a 95.1% difference. This profitability gap reflected not only higher revenues among trained entrepreneurs but also superior cost management, inventory control, and resource optimization skills acquired through training. Trained entrepreneurs demonstrated better understanding of fixed versus variable costs, break-even analysis, pricing strategies, and expense minimization techniques (Karlan & Valdivia, 2011).

Employment creation demonstrated training's broader socioeconomic impact, with trained entrepreneurs generating an average of 3.8 jobs compared to 1.9 jobs among untrained entrepreneurs ($t=5.67$, $p=0.000$). This 100% difference in employment generation indicated that entrepreneurial training produced enterprises capable of scaling beyond sole proprietorships, creating meaningful employment opportunities for other youth and contributing to broader unemployment reduction (International Labour Organization, 2020).

Market expansion achievements showed trained entrepreneurs establishing presence in an average of 2.4 new market areas beyond their initial location, compared to 0.8 for untrained entrepreneurs ($t=6.23$, $p=0.000$). This geographic expansion capability reflected strategic planning skills, market analysis competencies, and growth orientation fostered through training that enabled entrepreneurs to identify and penetrate new markets (Cho & Honorati, 2014).

Innovation implementation rates reached 61.0% among trained entrepreneurs compared to 40.0% among untrained counterparts, indicating that training cultivated innovative mindsets and problem-solving orientations that translated into product improvements, service innovations, process enhancements, and business model adaptations (Namatovu et al., 2018).

Financial management scores revealed perhaps the most substantial impact, with trained entrepreneurs scoring 7.6 out of 10 compared to 4.6 for untrained entrepreneurs ($t=8.94$, $p=0.000$)—a 65.2% difference. Financial management capabilities including systematic record-keeping, cash flow monitoring, budgeting, financial planning, and separation of business and personal finances proved critical for sustainability, and training demonstrably enhanced these competencies (McKenzie & Woodruff, 2014).

Table 4: Correlation Between Training Components and Business Sustainability (n=41)

Training Component	Business Survival	Revenue Performance	Profitability	Employment Creation	Overall Sustainability
Training duration	0.542**	0.498**	0.521**	0.467**	0.557**
Training quality	0.768**	0.734**	0.751**	0.689**	0.785**
Trainer expertise	0.687**	0.654**	0.672**	0.623**	0.709**
Practical exercises	0.712**	0.743**	0.698**	0.671**	0.756**

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Training Component	Business Survival	Revenue Performance	Profitability	Employment Creation	Overall Sustainability
Business plan development	0.693**	0.721**	0.734**	0.687**	0.734**
Post-training mentorship	0.742**	0.687**	0.719**	0.698**	0.761**
Access to startup capital	0.781**	0.823**	0.798**	0.756**	0.839**
Skills application rate	0.726**	0.769**	0.742**	0.704**	0.785**
Overall Training Effectiveness	**0.794**	**0.812**	**0.807**	**0.763**	**0.844**

**Correlation is significant at the 0.01 level (2-tailed)

Source: Primary Data (2026)

The Pearson correlation analysis revealed strong positive correlations between overall training effectiveness and all business sustainability indicators, with the strongest correlation existing between training and the composite sustainability index ($r = 0.844$, $p < 0.01$). This indicated that approximately 71.2% of variance in business sustainability could be explained by training effectiveness ($r^2 = 0.712$), providing robust statistical confirmation that entrepreneurial training constituted a critical determinant of youth business sustainability in Jinja Municipality (Campos et al., 2017).

Examining specific training components, access to startup capital demonstrated the strongest correlations across most sustainability indicators, particularly with revenue performance ($r = 0.823$) and overall sustainability ($r = 0.839$). This finding confirmed that while training provided essential knowledge and skills, capital access remained critical for translating competencies into operational businesses and achieving sustainability. Training alone, without financial resources for business establishment and growth, proved insufficient for maximizing sustainability outcomes (McKenzie & Woodruff, 2014).

Training quality showed consistently strong correlations with all sustainability dimensions ($r = 0.689$ to 0.785), demonstrating that well-designed, expertly delivered training with relevant content significantly outperformed low-quality interventions. Quality elements including experienced trainers, appropriate curriculum, adequate duration, practical orientation, and participant engagement directly influenced learning outcomes and subsequent business performance (Karlan & Valdivia, 2011).

Skills application rate measuring the extent to which entrepreneurs actually implemented learned competencies in their businesses demonstrated very strong correlations with sustainability indicators ($r = 0.704$ to 0.785), suggesting that training impact depended not merely on skill acquisition but on actual utilization of learned capabilities. This highlighted the importance of practical, relevant training that equipped entrepreneurs with immediately applicable skills rather than theoretical knowledge with limited practical utility (Cho & Honorati, 2014).

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Post-training mentorship exhibited strong correlations with sustainability (r = 0.742 to 0.761), confirming that ongoing guidance, coaching, and problem-solving support after training completion significantly enhanced business establishment success and survival rates. Mentorship provided personalized advice addressing specific challenges, emotional support sustaining entrepreneurial motivation during difficulties, and accountability mechanisms encouraging plan implementation (Namatovu et al., 2018).

Practical exercises during training showed strong positive correlations (r = 0.671 to 0.756), indicating that experiential learning approaches including business simulations, case studies, market visits, and hands-on projects enhanced skill development and retention more effectively than lecture-based methods. Business plan development as a training component correlated strongly with profitability (r = 0.734) and overall sustainability (r = 0.734), as the planning process developed strategic thinking, financial projection capabilities, and systematic business conceptualization that guided successful implementation (Naminse & Zhuang, 2018).

Table 5: Key Challenges Affecting Training Impact and Business Sustainability (n=41)

Challenge Category	Entrepreneurs Affected n (%)	Severity Rating* Mean (SD)
Insufficient startup capital	37 (90.2)	4.63 (0.59)
Limited access to markets	32 (78.0)	4.12 (0.87)
Inadequate post-training support	28 (68.3)	3.98 (0.91)
Competition from established businesses	35 (85.4)	4.27 (0.76)
Lack of business premises/space	26 (63.4)	3.74 (0.96)
Difficulty accessing credit/loans	33 (80.5)	4.19 (0.82)
Limited business networks	29 (70.7)	3.86 (0.88)
Gap between training and practice	22 (53.7)	3.51 (1.02)
Family/social pressures on business resources	24 (58.5)	3.67 (0.94)

*Severity rated on 5-point scale: 1=Not severe, 5=Extremely severe

Source: Primary Data (2026)

Despite entrepreneurial training's positive impact, trained youth entrepreneurs faced substantial challenges that constrained business sustainability. Insufficient startup capital emerged as the most pervasive challenge, affecting 90.2% of entrepreneurs with the highest severity rating (M=4.63). Even well-trained entrepreneurs struggled to establish or grow businesses without adequate financial resources for inventory, equipment, premises, and working capital. This finding underscored the critical need for integrated interventions combining training with capital access mechanisms (McKenzie & Woodruff, 2014).

Competition from established businesses affected 85.4% of trained youth (M=4.27), as new entrants faced experienced competitors with established customer bases, supplier relationships, economies of scale, and market knowledge. Training partially addressed this challenge by developing competitive strategies, but market entry barriers remained

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substantial (Schoof, 2006). Difficulty accessing credit and loans constrained 80.5% of entrepreneurs (M=4.19), as financial institutions considered youth entrepreneurs high-risk borrowers lacking collateral, credit histories, or proven business track records, effectively excluding them from formal credit markets despite training credentials (Sserwanga & Rooks, 2021).

Limited market access affected 78.0% of trained entrepreneurs (M=4.12), manifesting as difficulty identifying customers, accessing distribution channels, establishing supplier relationships, and penetrating established market networks. Training provided marketing skills but could not automatically generate market connections and customer bases that required time, networks, and reputation to develop (Namatovu et al., 2018).

Inadequate post-training support affected 68.3% of entrepreneurs (M=3.98), reflecting that most training programs provided limited or no follow-up after course completion. Entrepreneurs faced implementation challenges, unforeseen problems, and motivation difficulties that ongoing mentorship and support could have addressed, yet support systems remained weak or non-existent (Cho & Honorati, 2014).

6.0 Conclusions

This study conclusively established that entrepreneurial training significantly and positively impacted business sustainability among youth in Jinja Municipality. The substantial differences in business survival rates (73.2% vs. 41.5%), revenue performance (58.3% higher), profitability (95.1% higher achievement), and overall sustainability between trained and untrained entrepreneurs provided compelling evidence that training interventions enhanced youth entrepreneurial capacity and business viability. Strong correlations between training effectiveness and sustainability outcomes ($r = 0.844$, $p < 0.01$) confirmed training's critical role in developing entrepreneurial competencies, business management skills, and strategic capabilities necessary for navigating startup challenges and achieving long-term sustainability (Campos et al., 2017; Naminse & Zhuang, 2018). However, training impact was significantly mediated by program quality, post-training support availability, startup capital access, and skills application rates, indicating that comprehensive entrepreneurship support systems combining quality training with mentorship and financing produced optimal sustainability outcomes.

7.0 Recommendations

Training organizations should develop integrated curricula combining technical business skills (financial management, marketing, operations) with soft skills (leadership, communication, resilience), practical components (business plan development, market analysis, financial projections), and experiential learning (business simulations, market visits, entrepreneur shadowing). Training should extend to 2-3 months minimum to enable adequate skill development and practice (Karlan & Valdivia, 2011).

Government and implementing organizations should create formalized mentorship frameworks pairing trained youth with experienced entrepreneurs or business advisors for minimum 12-month post-training periods. Mentorship should

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provide regular consultations, problem-solving support, accountability mechanisms, and emotional encouragement critical for implementation success (Namatovu et al., 2018).

Training programs should be explicitly linked to financing mechanisms including revolving loan funds, matching grants, equipment leasing arrangements, or guarantor systems that enable trained youth to access startup capital. Blended models combining training graduation with conditional capital disbursement should be piloted and evaluated (McKenzie & Woodruff, 2014).

Jinja Municipal Council in partnership with private sector should establish youth business incubation centers providing subsidized workspace, shared equipment, business development services, networking opportunities, and market linkage support that reduce startup costs while providing enabling environments for new ventures (Cho & Honorati, 2014).

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