Website: www.jriiejournal.com ISSN 2520-7504 (Online) Vol.10, Iss.3, 2026 (pp. 991 - 1008)

Role of Entrepreneurial Supports in Promoting Women-Owned Businesses: A Case of Women Supported by Pro-Femmes Twese Hamwe in Rubavu District, Rwanda

Munyentwali Domitien & Dushimimana Jean de Dieu
University of Kigali, Rwanda
Email: domitienmunye1982@gmail.com

Abstract: *This study examined the role of entrepreneurial supports in promoting women-owned businesses among women supported by Pro-Femmes Twese Hamwe in Rubavu District. Specifically, it assessed the roles of financial literacy, capacity building support, advisory support, and networking support. The study was guided by Resource-Based View Theory, Human Capital Theory, Contingency Theory, and Social Capital Theory. A mixed-methods design combining descriptive and correlational approaches was adopted. The target population comprised 2,251 women entrepreneurs, Pro-Femmes Twese Hamwe staff, trainers, and mentors, from which 340 respondents were selected using Slovin's formula and simple random sampling. Data were collected through questionnaires, interviews, and documentary review. Quantitative data were analyzed using descriptive statistics, Pearson correlation, and multiple regression in SPSS version 29. Of the 340 questionnaires distributed, 326 were complete, representing a 95.9% response rate. The results showed positive relationships between financial literacy and business promotion ($r = .679$), capacity building support and business promotion ($r = .833$), advisory support and business promotion ($r = .748$), and networking support and business promotion ($r = .806$), all significant at $p < .001$. The overall regression model was significant, $R = .897$, $R^2 = .805$, $F(4,321) = 334.929$, $p < .001$. Capacity building support was the strongest predictor ($B = .489$), followed by advisory support ($B = .194$), financial literacy ($B = .143$), and networking support ($B = .131$). The study concludes that entrepreneurial supports significantly promote women-owned businesses in Rubavu District and recommends sustained, coordinated support.*

Keywords: *Entrepreneurial supports; Financial Literacy; Capacity Building; Advisory Support; Networking Support; Women-owned Businesses; Rwanda*

How to cite this work (APA):

Munyentwali, D. & Dushimimana, J. D. (2026). Role of Entrepreneurial Supports in Promoting Women-Owned Businesses: A Case of Women Supported by Pro-Femmes Twese Hamwe in Rubavu District, Rwanda. *Journal of Research Innovation and Implications in Education, 10*(3), 991 – 1008. **https://doi.org/10.59765/jyfs9**

1. Introduction

Entrepreneurial supports have increasingly shifted from informal and occasional assistance toward organized systems that enable enterprises to function within competitive markets. Contemporary support is understood as a continuous process involving finance, skills, mentorship, market exposure, institutional guidance, and networks rather than a single intervention. Accelerator environments in the United States provide structured mentorship and investor preparation, while Spain and India illustrate incubation arrangements linking entrepreneurs to advisory services, learning opportunities, innovation networks, and practical guidance. Indonesia demonstrates the importance of financial access structures linked to enterprise continuity, while African entrepreneurial ecosystems increasingly combine skills, finance, and institutional support in ways that must fit local conditions (Bergman & McMullen, 2022; Usupbaev, 2023; Rosado Cubero et al., 2024; Panakaje et al., 2024; Rita et al., 2022; Court & Arikekpar, 2022).

In Rwanda, entrepreneurial supports have developed through interventions directed at enterprise planning, formalization, financial access, coaching, training, and market connection. Youth enterprise interventions have emphasized coordinated support, while microcredit arrangements for rural women have sought to address financing and continuity challenges. Advisory models delivered through institutional partnerships have also emphasized coaching, connectivity, and training as mechanisms for improving planning and decision making (Niyonsaba et al., 2022; Mutamuliza et al., 2024; Urujeni & Dushimimana, 2025). Pro-Femmes/Twese Hamwe (PFTH), established in 1992, is an umbrella organization serving more than 50 member organizations and advancing women's rights, gender equality, socio-economic empowerment, political participation, and grassroots initiatives (Gender Monitoring Office, 2024). Women-owned businesses in Rwanda continue to experience instability and premature failure despite increasing policy attention and support interventions. Evidence from Kigali indicates that 70% of women-owned start-up SMEs collapse at early stages and only about 10% survive beyond ten years, with entrepreneur incapacity, enterprise incompetence, and an unfavorable business environment among the major constraints (Kasema, 2023). Family expenses affect 53.2% of women-owned enterprises, while 67% report disruptions associated with drunkenness and 93.6% experience family conflicts (Bazubagira & Umumararungu, 2023). Financial limitations further constrain women entrepreneurs, including difficulties separating household and business finances and weak capacity to accumulate and reinvest capital (Bazubagira & Umumararungu, 2023).

Rural women entrepreneurs face limited access to microcredit, collateral requirements, weak market access, inadequate business skills, and restricted training opportunities (Mutamuliza et al., 2024). Across the East African Community, lack of training, market-access difficulties, credit constraints, weak infrastructure, and social barriers continue to limit women's effective participation in sustainable entrepreneurial activities (Hakizimana & Muathe, 2023). Women's empowerment outcomes also remain uneven, with continuing gaps in financial access, extension services, value-chain participation, and household workload distribution (Rosenbach et al., 2023). These challenges indicate that financial access alone may be insufficient and that women-owned enterprises require complementary knowledge, skills, advisory relationships, and networks to convert support into sustainable business outcomes.

Previous studies have examined financial constraints, social pressures, sector-specific barriers, mentorship, training, and networking, but they have generally considered these factors separately or within particular programs. Limited evidence addresses entrepreneurial supports as an integrated institutional mechanism among women supported by an umbrella women's organization, particularly Pro-Femmes Twese Hamwe in Rubavu District. The present study therefore examines financial literacy, capacity building support, advisory support, and networking support as complementary entrepreneurial resources associated with the promotion of women-owned businesses over 2022–2025 in Rubavu District, Western Province, Rwanda.

The study is significant to Pro-Femmes Twese Hamwe, local authorities, financial institutions, development partners, and women entrepreneurs because it identifies support dimensions that are statistically associated with business promotion. Academically, it adds Rwanda-specific evidence to literature on women entrepreneurship and entrepreneurial support systems; practically, it provides evidence for strengthening interventions that improve business continuity, income generation, market participation, and growth.

1.1 Objectives of the Study were

1.2 General Objective

The general objective of this study was to examine the role of entrepreneurial supports in promoting women-owned businesses among women supported by Pro-Femmes Twese Hamwe in Rubavu District.

1.3 Specific Objectives

1. To assess the role of financial literacy in promoting women-owned businesses among women supported by Pro-Femmes Twese Hamwe in Rubavu District.
2. To examine the role of capacity building support in promoting women-owned businesses among women supported by Pro-Femmes Twese Hamwe in Rubavu District.
3. To analyze the role of advisory support in promoting women-owned businesses among women supported by Pro-Femmes Twese Hamwe in Rubavu District.
4. To evaluate the role of networking support in promoting women-owned businesses among women supported by Pro-Femmes Twese Hamwe in Rubavu District.

1.4 Hypotheses of the Study

H$_0$1: There is no significant role of financial literacy in promoting women-owned businesses supported by Pro-Femmes Twese Hamwe in Rubavu District.

H$_0$2: There is no significant role of capacity building support in promoting women-owned businesses supported by Pro-Femmes Twese Hamwe in Rubavu District.

H$_0$3: There is no significant role of advisory support in promoting women-owned businesses supported by Pro-Femmes Twese Hamwe in Rubavu District.

H$_0$4: There is no significant role of networking support in promoting women-owned businesses supported by Pro-Femmes Twese Hamwe in Rubavu District.

2. Literature Review

2.1 Conceptual Review

Entrepreneurial supports are external interventions that help transform economic, human, and social resources into active business growth. Their effectiveness depends on program design, the quality of relationships between entrepreneurs and support providers, and the ability of entrepreneurs to convert support into usable capabilities. Support systems can buffer environmental and cultural barriers, improve operational stability, and connect entrepreneurs to specialized assistance across business stages (Knox et al., 2025; Alsharari & Aljohani, 2024; Bergman & McMullen, 2022).

2.1.1 Financial Literacy

Financial literacy encompasses awareness, knowledge, skills, attitudes, and behaviors required to make sound financial decisions. It includes budgeting, expense tracking, saving, investment awareness, debt management, understanding financial products, and evaluating financial information. For women-owned businesses, these competencies support cash-flow management, responsible borrowing, resource allocation, investment decisions, and separation of household and business finances (Aydın et al., 2024; Alibhai et al., 2025; Rita et al., 2022; Ogujiuba et al., 2023).

2.1.2 Capacity Building Support

Capacity building support develops the knowledge, skills, confidence, and managerial competence required to operate and adapt businesses. It may include accounting, business formalization, cost management, product development, entrepreneurship training, and technology-related learning. Such support strengthens human capital and enables women entrepreneurs to respond to changing market conditions, improve productivity, and sustain enterprise operations (Woessmann, 2025; Kassa & Worku, 2025; Tj et al., 2025; Pirzada et al., 2025).

2.1.3 Advisory Support

Advisory support consists of specialized and continuous guidance concerning business operations, risk management, regulatory compliance, strategic direction, and crisis handling. Mentoring relationships can help women entrepreneurs overcome contextual barriers, improve decision making, develop leadership capabilities, and translate experience into enterprise growth. Its value depends on relevance to the specific conditions confronting the entrepreneur (Gabutti et al., 2024; Pacheco-Cubillos et al., 2024; Almheiri et al., 2024; Lekoloane et al., 2025).

2.1.4 Networking Support

Networking support facilitates relationships with buyers, suppliers, associations, peers, information platforms, and advocacy structures. These connections enable resource exchange, information sharing, market access, collaboration, visibility, and social capital. Strong networks can reduce transaction barriers and provide access to resources that may not be available through formal markets alone (Dossou et al., 2024; Saqib & Reshi, 2025; Shiu et al., 2024; Van der Westhuizen & Mdlalose, 2025).

2.1.5 Promotion of Women-Owned Businesses

Promotion of women-owned businesses refers to improved enterprise performance and sustainability reflected through increased sales revenues, improved return on investment, rising brand recognition, product and service diversification, and job creation. Women-focused entrepreneurship programs can advance economic independence and participation when they address financial, skills, institutional, and social barriers (Rahal & Bhatia, 2025; Emon & Nipa, 2024; Chatterjee et al., 2023; Akullo et al., 2025).

2.2 Theoretical Review

2.2.1 Resource-Based View Theory

Resource-Based View Theory originates in Penrose's (1959) conception of the firm as a bundle of productive resources and was formalized by Wernerfelt (1984) and advanced by Barney (1991). It explains competitive advantage through valuable, rare, difficult-to-imitate, and well-organized resources. Contemporary applications emphasize dynamic capabilities and resource orchestration in changing environments (Amaya et al., 2024; Abdurrahman, 2025; Chatterjee et al., 2023; Hanafizadeh & Tavakoli, 2025). In this study, RBV explains how financial literacy enables women entrepreneurs to acquire, manage, and deploy valuable resources.

2.2.2 Human Capital Theory

Human Capital Theory, associated with Schultz (1961) and Becker (1964), conceptualizes education, training, experience, and related capabilities as capital that increases productivity. Investment in knowledge and skills improves efficiency, decision making, innovation, and performance (Carlbäck et al., 2024; Kanval et al., 2024; Kassa & Worku, 2025; Woessmann, 2025). The theory is directly relevant to capacity building support because training and skills development increase women entrepreneurs' managerial and operational capabilities.

2.2.3 Contingency Theory

Contingency Theory, associated with Fiedler (1964), rejects the assumption that a single management approach is universally effective. Outcomes depend on fit between organizational arrangements and contextual conditions such as uncertainty, technology, culture, and organizational size. Contemporary studies emphasize flexible and context-responsive structures (Alsharari & Aljohani, 2024; Nassou & Bennani, 2024; Pacheco-Cubillos et al., 2024; Gabutti et al., 2024). The theory explains advisory support because guidance must be tailored to enterprise risks, markets, regulations, and operational conditions.

2.2.4 Social Capital Theory

Social Capital Theory explains how resources embedded in social relationships can be mobilized through trust, norms, reciprocity, and networks. Bonding, bridging, and linking relationships can provide access to resources and opportunities (van Bakel & Horak, 2024; Shiu et al., 2024; Saqib & Reshi, 2025). In this study, the theory explains networking support through buyer and supplier relationships, associations, information exchange, and advocacy platforms.

2.3 Empirical Review

2.3.1 Financial Literacy and Promotion of Women-Owned Businesses

Knox et al. (2025) found that financial and human capital generate sustained outcomes when program mechanisms enable conversion across forms of capital. Aydın et al. (2024) found that blended finance increased lending to female entrepreneurs and was associated with borrowing, investment, sales, and profits. Alibhai et al. (2025), using evidence from nearly 2,000 women-owned firms in Ethiopia, reported gains in income, employment, and survival among firms receiving larger, longer-maturity loans. In Rwanda, Ndayambaje (2025) found positive associations between microcredit and women's income, assets, production, business capital, food consumption, education, and health outcomes.

2.3.2 Capacity Building Support and Promotion of Women-Owned Businesses

Rahal and Bhatia (2025) identify women-focused entrepreneurship programs as capacity-building interventions that strengthen financial independence, leadership, self-efficacy, and social capital. Pirzada et al. (2025) reported improvements in financial literacy, self-esteem, and networking among underserved women receiving tailored training. Akullo et al. (2025) show that informal entrepreneurship education extends beyond classroom instruction into institutional and empowerment work, while Rubyutsa et al. (2024) demonstrate that informal training in Rwanda supports reflective action and informed decision making.

2.3.3 Advisory Support and Promotion of Women-Owned Businesses

Almheiri et al. (2024) found that mentorship supports women entrepreneurs' goal attainment, professional growth, and business development. Lekoloane et al. (2025) found that mentorship strengthens leadership, business management skills, resilience, and stability among female-owned enterprises. Ongesa and Nyakundi (2024) reported a significant positive effect of advisory services on women's entrepreneurship growth in Uganda, while Urujeni and Dushimimana (2025) found significant positive effects of training, financing, connectivity, coaching, and inclusion advocacy on entrepreneurial project success in Rwanda.

2.3.4 Networking Support and Promotion of Women-Owned Businesses

Emon and Nipa (2024) show that networking and support structures can reduce gender-related barriers by expanding visibility, collective action, mentorship, and resource access. Van der Westhuizen and Mdlalose (2025) found that social networks improve access to financial resources and learning opportunities. Dossou et al. (2024), studying 365 young women agribusiness owners in Benin, found positive effects of network size, centrality, competitive networks, and supportive networks on business performance. Mutesi et al. (2025) found that self-help group participation among women micro-entrepreneurs in

Bugesera expanded access to financial, human, and social capital.

2.4 Conceptual Review

The conceptual model assumes that entrepreneurial supports operate through four complementary dimensions. Financial literacy is represented by budget planning, expense tracking, saving consistency, investment awareness, and debt control. Capacity building support is represented by accounting competence, business formalization skills, cost management skills, product development skills, and entrepreneurial confidence. Advisory support is represented by operational guidance, risk awareness, regulatory understanding, strategic direction, and crisis handling. Networking support is represented by buyer connections, supplier relationships, association participation, information exchange, and advocacy platforms. Promotion of women-owned businesses is represented by increased sales revenues, improved return on investment, rising brand recognition, product and service diversification, and job creation.

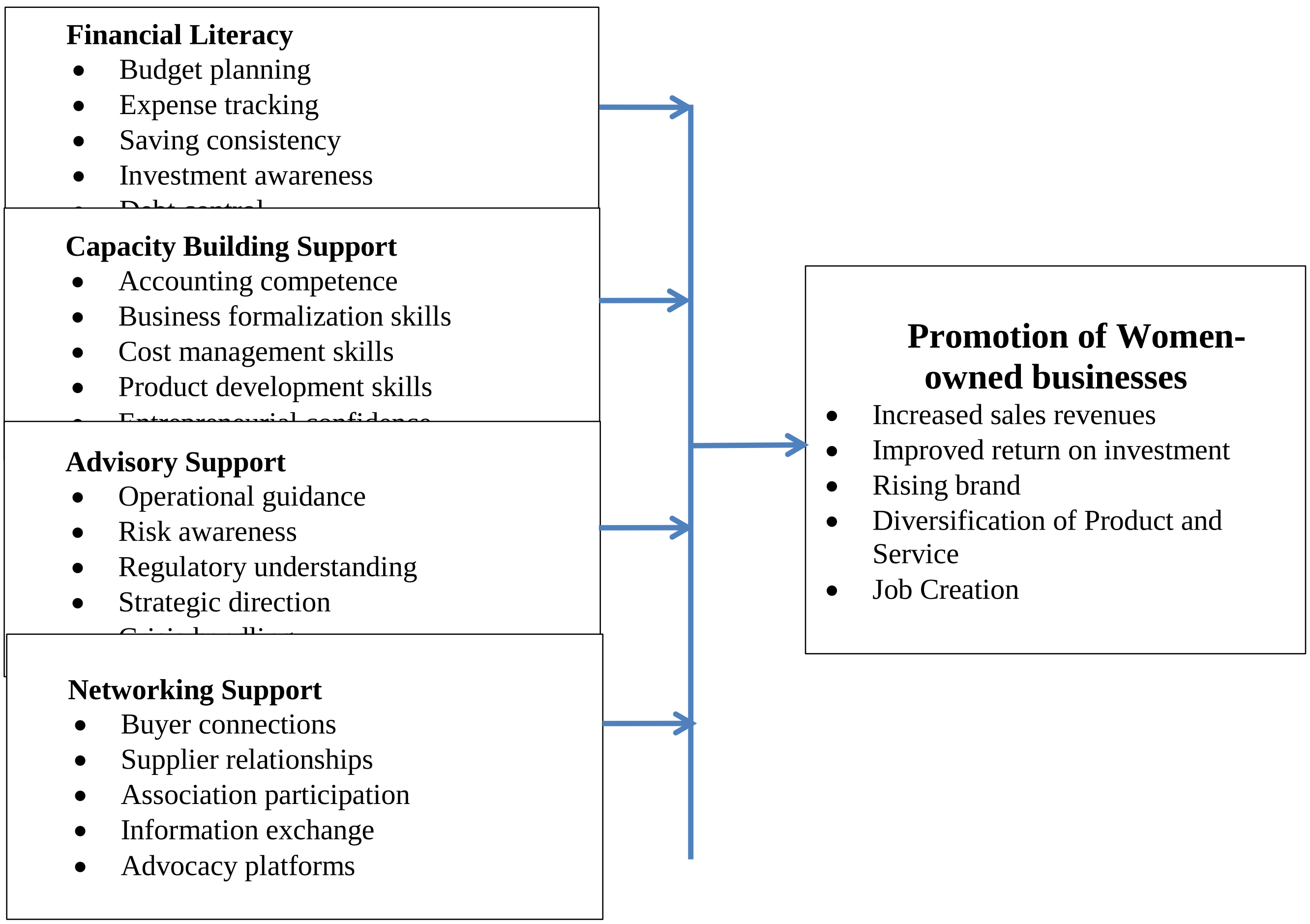

Figure 1: Conceptual framework; Source: Researcher conceptualization, 2026

2.5 Research Gap

Existing evidence confirms that financial literacy, capacity building, advisory support, and networking can each contribute to women's enterprise development. However, much of the literature examines national financial programs, standalone training interventions, mentorship programs, informal self-help groups, or sector-specific networks. Limited research examines these four forms of support jointly within an umbrella women's organization in Rwanda. The context of women supported by Pro-Femmes Twese Hamwe in Rubavu District remains insufficiently documented. This study addresses the gap by examining the four support dimensions within one empirical model and testing their individual and combined relationships with promotion of women-owned businesses.

3. Methodology

The study used descriptive and correlational research designs within a mixed-methods approach. The quantitative component measured the level of entrepreneurial support and examined its relationship with the promotion of women-owned businesses, while the qualitative component involved interviews that provided deeper explanations from PFTH staff, legal officers, trainers, and mentors regarding the implementation of entrepreneurial support programmes and their outcomes (Alsharari & Aljohani, 2024). The target population comprised 2,251 participants, including 2,021 women entrepreneurs, 70 PFTH staff, and 160 trainers and mentors involved in leadership and business mentorship programmes. From this population, a sample of 340 respondents was selected, consisting of 305 women entrepreneurs, 11 PFTH staff, and 24 trainers and mentors. The population and sample distribution were based on the PFTH Narrative Report (2022) and researcher computation in 2026.

Slovin's formula was used to determine the sample size at a 5% margin of error, resulting in a sample of 340 respondents. Simple random sampling was subsequently applied within the different population categories to provide each member with an equal opportunity of being selected. This approach helped minimize selection bias and ensured that respondents were drawn from the principal groups relevant to the study. The study relied on both primary and secondary data. Secondary data were obtained through documentary review of relevant reports, programme documents, and programme assessment reports. Primary quantitative data were collected using a structured closed-ended questionnaire designed to measure the five study constructs. The questionnaire employed a five-point Likert scale to capture respondents' perceptions and assessments of the study variables. In addition, in-depth interviews were conducted with PFTH staff, legal officers, trainers, and mentors to obtain contextual information concerning the implementation of entrepreneurial support initiatives and their influence on women-owned businesses.

Data processing involved editing, coding, and tabulation. The completed questionnaires and interview schedules were first examined to determine their completeness, consistency, and logical accuracy. Responses from the questionnaires were then assigned numerical codes to facilitate statistical analysis. The cleaned quantitative data were organized and tabulated, while qualitative information obtained from interviews was systematically organized into themes corresponding to the study variables and areas of inquiry. A pilot study was conducted with 34 participants, representing approximately 10% of the intended sample. The participants involved in the pilot study were excluded from the main study to prevent duplication and potential contamination of the final findings. Content validity was assessed through expert review of the research instrument. Out of the 29 initially developed questionnaire items, 25 were judged valid, resulting in a Content Validity Index of 0.86, which exceeded the acceptable threshold of 0.70. Reliability was assessed using Cronbach's alpha coefficient. The results indicated satisfactory internal consistency across all study constructs. Financial Literacy, measured using five items, recorded a Cronbach's alpha of .812; Capacity Building Support, measured using five items, recorded .824; Advisory Support recorded .807; Networking Support recorded .819; and Promotion of Women-owned Businesses recorded .831. The composite reliability coefficient for the 25 retained items was .819. These results indicate that the questionnaire had adequate reliability for the main study and were based on the researcher's findings in 2026.

The quantitative data were analyzed using descriptive and inferential statistical techniques. Descriptive statistics included frequencies, percentages, means, and standard deviations, which were used to summarize the characteristics of the respondents and the distribution of responses across the study variables. Pearson product-moment correlation analysis was used to establish the direction and strength of the relationships between the independent variables and the promotion of women-owned businesses. Multiple linear regression analysis was subsequently conducted to determine the individual contribution of each independent variable while controlling for the influence of the other predictors. The regression model was specified as ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$), where ($Y$) represents the promotion of women-owned businesses, (β_0) is the constant, (β_1) to (β_4) represent the regression coefficients of the respective independent variables, (X_1) to (X_4) represent the predictor variables, and (ε) represents the error term. Qualitative interview data were analyzed thematically by identifying, organizing, and interpreting recurring themes related to entrepreneurial support and business outcomes. The study observed appropriate ethical principles throughout the research process. Participant confidentiality and anonymity were maintained by assigning codes rather than recording identifying information in the analytical dataset. A University of Kigali introduction letter was obtained and presented to the relevant authorities, while permission to conduct the study was obtained from the appropriate PFTH authorities. Participation was voluntary, and respondents were informed that the information provided would be used solely for academic purposes. The researcher also ensured that participants were treated respectfully and that the information collected was handled responsibly throughout data collection, processing, analysis, and reporting.

4. Results and Discussion

Table 1: Financial Literacy

Variables	N	Mean	Level	SD	Variation
Budget planning	326	4.12	High	.474	Homogeneous
Expense tracking	326	4.08	High	.470	Homogeneous
Saving consistency	326	4.10	High	.485	Homogeneous
Investment awareness	326	4.09	High	.479	Homogeneous
Debt control	326	4.11	High	.477	Homogeneous
Overall	326	4.10	High	.477	Homogeneous

Source: Primary data, 2026

The descriptive findings indicate that the 326 respondents had a high level of financial literacy, with an overall mean of 4.10 (SD = 0.477). All five dimensions were rated highly, with mean scores ranging from 4.08 to 4.12, indicating that financial literacy was consistently strong across the assessed areas. Budget planning recorded the highest mean (M = 4.12, SD = 0.474), followed by debt control (M = 4.11, SD = 0.477), saving consistency (M = 4.10, SD = 0.485), investment awareness (M = 4.09, SD = 0.479), and expense tracking (M = 4.08, SD = 0.470). The relatively low standard deviations, ranging from 0.470 to 0.485, demonstrate that respondents' responses were homogeneous with limited variation. Overall, the findings suggest that respondents possessed strong financial knowledge and skills in planning, saving, investing, controlling debt, and monitoring expenses, providing a favorable basis for effective financial management and informed financial decision-making.

Table 2: Capacity Building Support

Variables	N	Mean	Level	SD	Variation
Accounting competence	326	4.04	High	.471	Homogeneous
Business formalisation	326	4.09	High	.475	Homogeneous
Cost management	326	4.02	High	.473	Homogeneous
Product development	326	4.05	High	.469	Homogeneous
Entrepreneurial confidence	326	4.06	High	.472	Homogeneous
Overall	326	4.05	High	.472	Homogeneous

Source: Primary data, 2026

The findings in Table 2 indicate that the 326 respondents reported a high level of capacity building support, with an overall mean of 4.05 (SD = 0.472). All dimensions were rated highly, with mean scores ranging from 4.02 to 4.09. Business formalisation recorded the highest mean (M = 4.09, SD = 0.475), followed by entrepreneurial confidence (M = 4.06, SD = 0.472), product development (M = 4.05, SD = 0.469), accounting competence (M = 4.04, SD = 0.471), and cost management (M = 4.02, SD = 0.473). The low standard deviations demonstrate that responses were homogeneous and consistent. Overall, the results suggest that respondents received strong capacity-building support in business formalisation, confidence, product development, accounting, and cost management, providing a favorable foundation for effective business management and sustainability.

Table 3: Advisory Support

Variables	N	Mean	Level	SD	Variation
Operational guidance	326	4.04	High	.485	Homogeneous
Risk awareness	326	4.13	High	.493	Homogeneous
Regulatory understanding	326	4.10	High	.481	Homogeneous
Strategic direction	326	4.08	High	.490	Homogeneous
Crisis handling	326	4.07	High	.488	Homogeneous
Overall	326	4.08	High	.487	Homogeneous

Source: Primary data, 2026

The descriptive results in Table 3 indicate that the 326 respondents reported a high level of advisory support, with an overall mean of 4.08 (SD = 0.487). This suggests that respondents generally benefited from advisory services that supported their business operations, decision-making, regulatory compliance, and ability to respond to business challenges. The relatively low overall standard deviation indicates that responses were homogeneous and consistent among the respondents. Among the dimensions, risk awareness recorded the highest mean (M = 4.13, SD = 0.493), indicating that respondents particularly valued or benefited from guidance related to identifying and managing business risks. Regulatory understanding followed with a mean of 4.10 (SD = 0.481), suggesting strong awareness of relevant rules and regulatory requirements. Strategic direction recorded M = 4.08 (SD = 0.490), while crisis handling had M = 4.07 (SD = 0.488), showing that respondents also received substantial support in strategic planning and managing difficult business situations. Operational guidance recorded the lowest mean (M = 4.04, SD = 0.485), although it remained at a high level. The mean scores ranged narrowly from 4.04 to 4.13, demonstrating that all dimensions of advisory support were highly rated. The standard deviations ranging from 0.481 to 0.493 further confirm the consistency of respondents' views. Thus, the findings suggest that advisory support was generally strong, particularly in risk awareness and regulatory understanding, and provided respondents with useful guidance for effective business management and decision-making.

Table 4: Networking Support

Variables	N	Mean	Level	SD	Variation
Buyer connections	326	4.07	High	.472	Homogeneous
Supplier relationships	326	4.09	High	.476	Homogeneous
Association participation	326	4.05	High	.471	Homogeneous
Information exchange	326	4.06	High	.475	Homogeneous
Advocacy platforms	326	4.08	High	.473	Homogeneous
Overall	326	4.07	High	.474	Homogeneous

The descriptive findings in Table 4 indicate that the 326 respondents reported a high level of networking support, with an overall mean of 4.07 (SD = 0.474). This suggests that respondents generally had access to useful business networks that enabled them to establish relationships, exchange information, access markets, and participate in collective platforms. The relatively low standard deviation indicates that responses were homogeneous, reflecting a high level of consistency among respondents. Among the dimensions, supplier relationships recorded the highest mean (M = 4.09, SD = 0.476), indicating that respondents particularly benefited from connections with suppliers and related business partners. Advocacy platforms followed with a mean of 4.08 (SD = 0.473), suggesting that respondents had strong opportunities to participate in platforms that support their business interests. Buyer connections recorded M = 4.07 (SD = 0.472), while information exchange recorded M = 4.06 (SD = 0.475), indicating that respondents generally had good access to customers and useful business information. Association participation had the lowest mean (M = 4.05, SD = 0.471), although it remained at a high level. The mean scores ranged narrowly from 4.05 to 4.09, confirming that all dimensions of networking support were highly rated. The standard deviations, ranging from 0.471 to 0.476, further demonstrate consistent responses. Therefore, the findings suggest that networking support was strong, particularly in supplier relationships and advocacy platforms, and contributed to respondents' access to business partners, markets, information, and collective support mechanisms.

Table 5: Promotion of Women-Owned Businesses

Variables	N	Mean	Level	SD	Variation
Increased sales revenue	326	4.11	High	.490	Homogeneous
Improved ROI	326	4.09	High	.485	Homogeneous
Brand recognition	326	4.14	High	.498	Homogeneous
Product/service diversification	326	4.12	High	.494	Homogeneous
Job creation	326	4.10	High	.488	Homogeneous
Overall	326	4.11	High	.491	Homogeneous

Source: Primary data, 2026

The descriptive findings in Table 5 indicate that the 326 respondents reported a high level of promotion of women-owned businesses, with an overall mean of 4.11 (SD = 0.491). This suggests that women-owned businesses were generally experiencing positive outcomes in terms of business growth, profitability, market visibility, diversification, and employment creation. The relatively low standard deviation indicates that respondents' responses were homogeneous and consistent. Among the indicators, brand recognition recorded the highest mean (M = 4.14, SD = 0.498), suggesting that women-owned businesses had achieved strong visibility and recognition in their respective markets. Product/service diversification followed with a mean of 4.12 (SD = 0.494), indicating that businesses were expanding or improving the range of products and services they offered. Increased sales revenue recorded M = 4.11 (SD = 0.490), demonstrating positive growth in business income, while job creation recorded M = 4.10 (SD = 0.488), suggesting that women-owned businesses were also contributing to employment opportunities. Improved return on investment (ROI) had the lowest mean of 4.09 (SD = 0.485), although it remained within the high category. This indicates that respondents still perceived improvements in the profitability and returns generated from their business investments. The narrow range of mean scores (4.09–4.14) demonstrates that all indicators were rated consistently highly.The findings show that promotion of women-owned businesses was high, with strong performance particularly in brand recognition and product/service diversification. The standard deviations ranging from 0.485 to 0.498 confirm that responses were relatively homogeneous. Therefore, the results suggest that women-owned businesses were experiencing favorable outcomes in terms of market visibility, revenue growth, diversification, investment returns, and job creation.

Table 6: Pro-Femmes Twese Hamwe Support

Variables	2022	2023	2024	2025	Total
Jobs created	78	101	129	153	461
Businesses supported	62	75	89	100	326
Total fund (RWF)	31,487,250	42,356,780	55,614,920	68,543,610	198,002,560
Trainings conducted	6	8	10	12	36
Achievement rate	82.0%	86.0%	90.0%	93.0%	87.8%

Source: Primary data, 2026

Table 6 presents the trend of Pro-Femmes Twese Hamwe support from 2022 to 2025, showing a clear and consistent improvement across all indicators. The number of jobs created increased from 78 in 2022 to 153 in 2025, reaching a cumulative total of 461 jobs. Similarly, the number of businesses supported rose from 62 to 100 over the same period, with 326 businesses supported in total. This upward trend suggests that the organisation progressively expanded its contribution to women's economic empowerment and enterprise development. Financial support also increased substantially during the period. The total funds provided rose from RWF 31,487,250 in 2022 to RWF 68,543,610 in 2025, giving a cumulative amount of RWF 198,002,560. This represents a substantial expansion in financial assistance to supported businesses. In addition, the number of trainings conducted increased from 6 in 2022 to 12 in 2025, reaching 36 trainings over the four-year period. The growth in training activities indicates increasing emphasis on strengthening beneficiaries' knowledge, skills, and entrepreneurial capacity. The achievement rate also improved consistently, from 82.0% in 2022 to 86.0% in 2023, 90.0% in 2024, and 93.0% in 2025, producing an overall average of 87.8%. This continuous increase demonstrates improved implementation performance and achievement of planned activities over time. Overall, Table 6 indicates that Pro-Femmes Twese Hamwe's support expanded considerably between 2022 and 2025, as reflected in increased funding, business support, training activities, employment creation, and achievement rates. The findings therefore suggest a strengthening institutional contribution to the promotion and development of women-owned businesses.

- Inferential analysis

Table 7: Tests of Normality

Variables	K-S	df	K-S Sig.	S-W	df	S-W Sig.
Financial Literacy	.138	326	.092	.962	326	.081
Capacity Building Support	.141	326	.085	.958	326	.076
Advisory Support	.136	326	.095	.965	326	.084
Networking Support	.144	326	.082	.951	326	.072
Promotion of Women-Owned Businesses	.140	326	.089	.956	326	.078

Source: Primary data, 2026

The normality tests in the table indicate that all five study variables approximately followed a normal distribution. The Kolmogorov–Smirnov (K-S) test produced significance values ranging from 0.082 to 0.095, while the Shapiro–Wilk (S-W) test produced significance values ranging from 0.072 to 0.084. Since all significance values are greater than 0.05, the null hypothesis of normality is not rejected. Therefore, the distributions of Financial Literacy, Capacity Building Support, Advisory Support, Networking Support, and Promotion of Women-Owned Businesses can be considered statistically normal. For Financial Literacy, the K-S significance was 0.092 and the S-W significance was 0.081; for Capacity Building Support, the respective values were 0.085 and 0.076. Advisory Support recorded significance values of 0.095 and 0.084, while Networking Support recorded 0.082 and 0.072. Finally, Promotion of Women-Owned Businesses had K-S and S-W significance values of 0.089 and 0.078, respectively. All these values exceed the conventional 0.05 threshold, confirming that none of the variables significantly deviated from normality. With a sample of 326 respondents, the results provide evidence that the data satisfy the normality assumption required for parametric statistical analyses. Consequently, subsequent analyses such as Pearson correlation, multiple regression, and other inferential statistical techniques can appropriately be applied to examine relationships among the study variables.

Table 8: Pearson Correlation Matrix

Variables	Financial Literacy	Capacity Building	Advisory	Networking	Promotion
Financial Literacy	1	.561**	.634**	.675**	.679**
Capacity Building	.561**	1	.622**	.782**	.833**
Advisory	.634**	.622**	1	.736**	.748**
Networking	.675**	.782**	.736**	1	.806**
Promotion	.679**	.833**	.748**	.806**	1
N	326	326	326	326	326

The Pearson correlation results indicate that all study variables were positively and significantly related at the 1% level ($p < .01$). Financial literacy showed positive relationships with capacity building ($r = .561$), advisory support ($r = .634$), networking support ($r = .675$), and promotion of women-owned businesses ($r = .679$). Capacity building support had a particularly strong relationship with promotion ($r = .833$) and networking support ($r = .782$). Advisory support was also strongly associated with networking ($r = .736$) and promotion ($r = .748$), while networking support showed a strong relationship with promotion ($r = .806$). Overall, the findings suggest that higher levels of financial literacy, capacity building, advisory support, and networking support are associated with greater promotion of women-owned businesses, with capacity building and networking showing the strongest relationships with promotion.

Table 9: Model Summary

Model Summary	R	R Square	Durbin-Watson
Model 1	.897	.805	1.674

Table 9 presents the model summary for the regression analysis examining the combined effect of financial literacy, capacity building support, advisory support, and networking support on the promotion of women-owned businesses. The model produced a high multiple correlation coefficient of R = 0.897, indicating a very strong positive relationship between the combined independent variables and promotion of women-owned businesses. The R^2 value of 0.805 indicates that the four independent variables jointly explain 80.5% of the variation in the promotion of women-owned businesses. This represents a substantial explanatory power of the regression model, while the remaining 19.5% may be attributed to other factors not included in the model. The Durbin-Watson statistic of 1.674 is reasonably close to the value of 2, suggesting that there is no serious problem of autocorrelation among the regression residuals. Overall, the model demonstrates strong explanatory power and provides a suitable basis for further examination of the individual contributions of financial literacy, capacity building, advisory support, and networking support to the promotion of women-owned businesses

Table 10: ANOVA

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Regression	37.514	4	9.378	334.929	.000
Residual	9.067	321	.028		
Total	46.580	325			

Table 10 presents the ANOVA results assessing whether the regression model significantly predicts the promotion of women-owned businesses. The results show that the regression model is statistically significant, with $F(4, 321) = 334.929$, $p < .001$. This indicates that the combined effects of financial literacy, capacity building support, advisory support, and networking support significantly predict promotion of women-owned businesses. The regression sum of squares was 37.514, compared with a residual sum of squares of 9.067, indicating that a substantial proportion of the variation in promotion is explained by the predictors. The significant F-statistic confirms that the model provides a significantly better prediction of promotion than a model without these independent variables. Therefore, the null hypothesis that the independent variables have no significant combined effect on the promotion of women-owned businesses is rejected. The findings provide strong evidence that financial literacy, capacity building support, advisory support, and networking support jointly contribute significantly to the promotion of women-owned businesses. This result is consistent with the high explanatory power reported in Table 9, where the predictors jointly explained 80.5% of the variance in promotion.

Table 11: Regression Coefficients

Variables	B	SE	Beta	t	Sig.	Tolerance	VIF
Constant	.197	.116	—	1.698	.091	—	—
Financial Literacy	.143	.031	.159	4.613	.000	.503	1.990
Capacity Building Support	.489	.041	.480	11.927	.000	.383	2.613
Advisory Support	.194	.031	.241	6.258	.000	.419	2.385
Networking Support	.131	.043	.146	3.047	.003	.260	3.841

The table presents the regression coefficients showing the individual contribution of financial literacy, capacity building support, advisory support, and networking support to the promotion of women-owned businesses. The results indicate that all four predictors had positive and statistically significant effects on promotion. Financial literacy had a positive and significant effect ($B = 0.143$, $\beta = 0.159$, $t = 4.613$, $p < .001$). This means that an increase in financial literacy was associated with an increase in the promotion of women-owned businesses, holding other variables constant. Capacity building support had the strongest effect ($B = 0.489$, $\beta = 0.480$, $t = 11.927$, $p < .001$), indicating that it was the most influential predictor in the model. Advisory support also had a significant positive effect ($B = 0.194$, $\beta = 0.241$, $t = 6.258$, $p < .001$), while networking support had a positive and significant effect ($B = 0.131$, $\beta = 0.146$, $t = 3.047$, $p = .003$). In terms of relative importance, capacity building support was the strongest predictor, followed by advisory support, financial literacy, and networking support, based on their standardized beta coefficients. The tolerance values (0.260–0.503) and VIF values (1.990–3.841) indicate that multicollinearity was within acceptable levels, although networking support showed the highest VIF. Thus, the predictors were sufficiently distinct to be retained in the regression model. The results demonstrate that financial literacy, capacity building support, advisory support, and networking support each make a significant positive contribution to the promotion of women-owned businesses. The findings particularly emphasize the importance of capacity building support, which had the largest standardized effect ($\beta = 0.480$), suggesting that strengthening women's entrepreneurial skills and capabilities may be especially important for promoting their businesses.

Table 12: Decision on Null Hypotheses

Decision on Null Hypotheses	**Sig.**	**Decision**
H_o1: Financial literacy has no significant role	.000	Rejected
H_o2: Capacity building support has no significant role	.000	Rejected
H_o3: Advisory support has no significant role	.000	Rejected
H_o4: Networking support has no significant role	.003	Rejected

The results indicate that all four null hypotheses were rejected because their significance values were below the conventional 0.05 threshold. Therefore, financial literacy, capacity building support, advisory support, and networking support each have a statistically significant role in influencing the study's dependent variable. The strongest statistical evidence is observed for financial literacy, capacity building support, and advisory support ($p < .001$), while networking support is also statistically significant ($p = .003$).

Results Discussion

The empirical findings of this study demonstrate that integrated entrepreneurial support mechanisms play a significant and positive role in promoting women-owned businesses in Rubavu District, Rwanda. The overall regression model was statistically significant and explained a substantial proportion of the variation in the promotion of women-owned enterprises, with financial literacy, capacity building support, advisory support, and networking support jointly accounting for 80.5% of the variance in the dependent variable ($R^2 = .805$, $F(4, 321) = 334.929$, $p < .001$). This finding indicates that entrepreneurial promotion among women is not adequately explained by a single form of support but rather by the combined contribution of financial, human-capital, advisory, and social-network resources. The strong explanatory power of the model further suggests that integrated entrepreneurial support can substantially enhance women's capacity to establish, operate, formalize, and expand their businesses. The finding is consistent with the theoretical perspectives and empirical evidence presented in the literature, particularly the Resource-Based View, Human Capital Theory, Contingency Theory, and Social Capital Theory.

Financial literacy demonstrated a significant positive effect on the promotion of women-owned businesses. The descriptive findings indicated a high level of financial literacy among the respondents ($M = 4.10$, $SD = .477$), while the regression results confirmed that financial literacy significantly predicted business promotion ($B = .143$, $\beta = .159$, $t = 4.613$, $p < .001$). This finding suggests that women entrepreneurs who possess stronger financial knowledge and skills are better positioned to make informed decisions concerning budgeting, financial planning, resource allocation, investment, and business financing. From the perspective of the Resource-Based View Theory, initially advanced by Penrose (1959) and further developed by Wernerfelt (1984) and Barney (1991), financial literacy can be regarded as an internal organizational capability that enables entrepreneurs to identify, acquire, utilize, and control resources more effectively. Financial knowledge therefore becomes a strategic resource that can improve the ability of women entrepreneurs to manage limited capital and convert available resources into productive business outcomes.

The finding is also consistent with recent empirical evidence. Aydın et al. (2024) and Alibhai et al. (2025) demonstrated that improved financial skills and access to appropriate financial resources contribute to higher enterprise sales, profitability, and business survival. Similarly, Ndayambaje (2025) found positive associations between financial management practices, microcredit access, business capital, and income outcomes among women entrepreneurs in Rwanda. The present findings extend these observations by demonstrating that financial literacy is not merely relevant to access to finance but also contributes directly to the broader promotion of women-owned enterprises. However, its relatively smaller standardized coefficient compared with capacity building and advisory support suggests that financial knowledge may produce stronger outcomes when complemented by practical skills, guidance, and other forms of entrepreneurial support. Capacity building support emerged as the strongest predictor of the promotion of women-owned businesses. The regression results showed a substantial and statistically significant effect of capacity building support ($B = .489$, $\beta = .480$, $t = 11.927$, $p < .001$), while respondents reported a high level of capacity building, particularly in relation to formalization skills and entrepreneurial confidence ($M = 4.05$, $SD = .472$). The relatively large standardized beta coefficient indicates that capacity building made the greatest unique contribution to the promotion of women-owned businesses among the predictors included in the model. This finding demonstrates the importance of equipping women entrepreneurs with practical knowledge, managerial competencies, business planning skills, formalization capabilities, and entrepreneurial confidence. It further suggests that providing financial resources without developing the capacity to manage those resources may not be sufficient to achieve sustainable business outcomes.

The finding strongly supports Human Capital Theory, associated with Schultz (1961) and Becker (1964), which argues that investments in knowledge, skills, education, and training improve individual productivity and economic performance. The contemporary contribution of Woessmann (2025) similarly emphasizes the importance of human capital in enhancing productive capabilities. In the context of women-owned businesses, capacity building represents an investment in entrepreneurial human capital because it strengthens the competencies required to identify opportunities, manage operations, respond to market changes, and make informed strategic decisions. The finding is consistent with Rahal and Bhatia (2025) and Pirzada et al. (2025), who found that capacity-building initiatives and tailored training programmes enhance women's leadership abilities, self-efficacy, and capacity to establish and manage businesses. It also supports the findings of Rubyutsa et al. (2024) and Akullo et al. (2025), who emphasized the contribution of informal training and skills acquisition to informed decision-making and sustainable enterprise operations in challenging African contexts. The particularly strong effect observed in the present study may therefore reflect the practical importance of continuous training and mentorship in enabling women entrepreneurs to transform entrepreneurial intentions and knowledge into actual business performance.

Advisory support also demonstrated a substantial and statistically significant positive effect on the promotion of women-owned businesses ($B = .194$, $\beta = .241$, $t = 6.258$, $p < .001$). The descriptive results showed relatively high levels of risk awareness ($M = 4.13$) and regulatory understanding ($M = 4.10$), suggesting that advisory interventions may have strengthened women's ability to identify business risks, understand regulatory requirements, and respond appropriately to changing business conditions. The finding indicates that women entrepreneurs benefit not only from acquiring general business knowledge but also from receiving context-specific guidance that helps them interpret and apply that knowledge to actual business situations. This result is consistent with Contingency Theory, particularly the perspective associated with Fiedler (1964), which emphasizes that organizational effectiveness depends partly on the alignment between managerial practices and prevailing environmental conditions. From this perspective, advisory support is important because business challenges differ according to market conditions, regulatory requirements, competition, financial circumstances, and operational risks. Continuous and context-sensitive guidance can therefore help women entrepreneurs adapt their decisions to specific circumstances rather than relying solely on standardized business practices. The empirical evidence from Almheiri et al. (2024) and Lekoloane et al. (2025) similarly indicates that continuous mentorship and advisory services can strengthen leadership resilience, crisis management, and business growth among female entrepreneurs. The findings are also consistent with Urujeni and Dushimimana (2025), who documented positive effects of coaching and advisory interventions on project success, and with Ongesa and Nyakundi (2024), who emphasized the contribution of business advisory services to women's entrepreneurial development. The present findings therefore suggest that advisory support serves as an important bridge between entrepreneurial knowledge and its effective application in changing business environments.

Networking support was also found to have a statistically significant positive contribution to the promotion of women-owned businesses ($B = .131$, $\beta = .146$, $t = 3.047$, $p = .003$). Although its standardized effect was smaller than those of capacity building, advisory support, and financial literacy, the finding confirms that access to business networks remains an important component of entrepreneurial development. Respondents reported strong supplier relationships ($M = 4.09$) and advocacy platforms ($M = 4.08$), indicating that networking opportunities may facilitate access to suppliers, information, markets, business opportunities, and collective representation. For women entrepreneurs, who may encounter structural and market-related barriers, networks can provide resources that may not be readily accessible through individual business efforts.

The finding supports Social Capital Theory, which emphasizes the value of resources embedded within social and professional relationships. As discussed by van Bakel and Horak (2024) and Saqib and Reshi (2025), social capital can operate through bonding, bridging, and linking relationships, thereby facilitating information exchange, cooperation, resource mobilization, and access to opportunities. The present finding is also consistent with Dossou et al. (2024) and Emon and Nipa (2024), who established that participation in networks can reduce gender-related barriers and improve business performance. Similarly, Mutesi et al. (2025) and Van der Westhuizen and Mdlalose (2025) emphasized the contribution of self-help groups and social networks to resource access and market visibility among women micro-entrepreneurs in Rwanda and other African contexts. The results therefore indicate that networking should not be viewed merely as a social activity but as an entrepreneurial resource that can facilitate market participation, supplier relationships, advocacy, knowledge sharing, and business expansion.

Overall, the findings demonstrate that the promotion of women-owned businesses in Rubavu District is strongly associated with the combined provision of financial literacy, capacity building, advisory support, and networking opportunities. The high explanatory power of the regression model ($R^2 = .805$) indicates that these four forms of support collectively provide a strong explanation of variations in women-owned business promotion. Among the predictors, capacity building support had the strongest contribution, followed by advisory support, financial literacy, and networking support. This pattern suggests that entrepreneurial interventions are likely to be most effective when they move beyond isolated financial assistance and provide women entrepreneurs with an integrated package of knowledge, practical skills, guidance, and networks. The findings consequently reinforce the argument that sustainable promotion of women-owned enterprises requires a multidimensional support system in which women are not only given access to resources but are also equipped with the capabilities and relationships necessary to utilize those resources effectively. In the context of Rubavu District, strengthening integrated entrepreneurial support programmes may therefore contribute significantly to the formalization, resilience, competitiveness, and sustainable growth of women-owned businesses.

5. Conclusion and Recommendations

5.1 Conclusion

This study evaluated the role of entrepreneurial supports specifically financial literacy, capacity building support, advisory support, and networking support in promoting women-owned businesses supported by Pro-Femmes Twese Hamwe (PFTH) in Rubavu District, Rwanda. Based on the empirical findings, all four null hypotheses were rejected ($p < .05$), establishing that each support dimension makes a statistically significant, positive contribution to business promotion. The evaluation of PFTH's longitudinal performance from 2022 to 2025 further highlights a consistent upward trajectory across all performance indicators, including cumulative funding (RWF 198,002,560), job creation (461 jobs), training sessions (36 conducted), and overall program achievement rates (rising from 82.0% to 93.0%). Among the dimensions examined, capacity building support proved to be the most influential factor (beta = .480$), demonstrating that equipping women entrepreneurs with practical management, accounting, formalization, and technical skills is the primary driver of enterprise growth and sustainability. Advisory support, financial literacy, and networking support serve as vital, complementary pillars that reinforce these gains by enhancing risk mitigation, financial discipline, market connections, and strategic decision-making. Ultimately, the study concludes that isolated or single-variable interventions are insufficient to address the complex constraints faced by women entrepreneurs. Sustainable promotion of women-owned businesses in Rubavu District relies on the delivery of coordinated, multi-dimensional support packages that integrate skills development, continuous guidance, financial capability, and market integration.

5.2 Recommendations

1. Pro-Femmes Twese Hamwe (PFTH) should strengthen financial literacy training, with emphasis on budgeting, financial record keeping, saving, investment decisions, and debt control. Women entrepreneurs should also maintain written financial records that clearly distinguish business income and expenses from household finances.
2. PFTH should expand capacity-building programmes in accounting, business formalization, cost management, product development, digital capability, and entrepreneurial confidence. Training should be complemented by practical coaching and regular monitoring to ensure that acquired skills are effectively applied in daily business operations.
3. PFTH should expand and strengthen advisory services and make them more continuous, particularly in risk management, regulatory compliance, strategic planning, and crisis management. Local authorities should collaborate with PFTH to facilitate business formalization and reduce administrative barriers affecting women-owned enterprises.
4. PFTH should strengthen networking platforms that connect women entrepreneurs with buyers, suppliers, business associations, financial institutions, and relevant sources of information. Women entrepreneurs should actively participate in business associations and advocacy platforms to increase market opportunities, access information, and strengthen their collective voice.
5. Development partners and other relevant stakeholders should provide sustained follow-up after training and advisory interventions to ensure that women entrepreneurs continue applying the knowledge and skills acquired. Financial institutions should also develop accessible and appropriate financial products tailored to the needs of women-owned businesses participating in entrepreneurial support programmes.
6. PFTH and its development partners should adopt coordinated support packages that integrate financial literacy, capacity building, advisory services, and networking rather than implementing these interventions in isolation. The evidence suggests that an integrated approach is more consistent with the promotion and sustainability of women-owned businesses.

References

Abdurrahman, A. (2025). Examining the impact of digital transformation on digital product innovation performance in the banking industry through the integration of resource-based view and dynamic capabilities. *Journal of Strategy and Innovation, 36*(1), 200540.

Akullo, G., Aracil, E., Mwaura, S., and McMillan, C. (2025). Beyond teaching: The extended role of informal entrepreneurship education and training in challenging contexts. *International Journal of Entrepreneurial Behavior and Research, 31*(8), 2049–2071.

Alibhai, S., Buehren, N., and Papineni, S. (2025). Better loans or better borrowers? Lifting credit constraints for women-owned firms in Ethiopia. *Research article, 2*(2).

Almheiri, A., Chopra, A., and Haddad, A. (2024). The importance of mentorship for women entrepreneurs in the United Arab Emirates. In *AI in Business: Opportunities and Limitations* (Vol. 1, pp. 277–299). *Springer Nature Switzerland*.

Alsharari, N. M., & Aljohani, M. S. (2024). The benchmarking implementation and management control process as influenced by interplay of environmental and cultural factors: Institutional and contingency perspectives. *Benchmarking: An International Journal, 31*(9), 3327–3348.

Amaya, N., Bernal-Torres, C. A., Nicolás-Rojas, Y. W., and Pando-Ezcurra, T. T. (2024). Role of internal resources on the competitive advantage building in a knowledge-intensive organisation in an emerging market. *VINE Journal of Information and Knowledge Management Systems, 54*(5), 1153–1169.

Aydın, H. I., Bircan, C., and De Haas, R. (2024). Blended finance and female entrepreneurship. *CEPR Discussion Paper* No. 18763. *Centre for Economic Policy Research*.

Bazubagira, A., & Umumararungu, C. (2023). Socio-economic factors affecting sustainability of women-owned small businesses in Rwanda. Master's thesis, *University of Rwanda,* Kigali.

Bergman, B. J., Jr., & McMullen, J. S. (2022). Helping entrepreneurs help themselves: A review and relational research agenda on entrepreneurial support organizations. *Entrepreneurship Theory and Practice, 46*(3), 688–728.

Carlbäck, M., Nygren, T., & Hägglund, P. (2024). Human resource development in restaurants in Western Sweden: A human capital theory perspective. *Journal of Human Resources in Hospitality & Tourism, 23*(2), 289–314.

Chatterjee, S., Chaudhuri, R., Vrontis, D., and Thrassou, A. (2023). Revisiting the resource-based view (RBV) theory: From cross-functional capabilities perspective in post COVID-19 period. *Journal of Strategic Marketing, 33*(6), 822–837.

Court, T. O., & Arikekpar, O. A. (2022). Entrepreneurial ecosystem and start-ups in sub-Saharan Africa: Empirical evidence based on Global Entrepreneurship Monitor database. *International Entrepreneurship Review, 8*(1), 23–33.

Dossou, S. A., Aoudji, A. K., Vissoh, P., Zannou, A., and Honfoga, B. G. (2024). Effect of social networks and performance of agribusinesses owned by young women in a developing country: The moderating effect of business environment. *Journal of African Business, 25*(3), 371–393.

El Atmani, S., & Malainine, C. (2023). Contribution of entrepreneurial innovation to the Moroccan economy. *European Journal of Theoretical and Applied Sciences, 1*(6), 518–522.

Emon, M. M. H., and Nipa, M. N. (2024). Exploring the gender dimension in entrepreneurship development: A systematic literature review in the context of Bangladesh. *Westcliff International Journal of Applied Research, 8*(1), 10–47.

Fiedler, F. E. (1964). A contingency model of leadership effectiveness. *Advances in Experimental Social Psychology, 1*, 149–190.

Gabutti, I., Fantini, M. P., & Reno, C. (2024). Testing contingency theory to drive organizational change in community care: A case study in the Emilia Romagna Region. *Health Services Management Research, 38*(4).

Gender Monitoring Office. (2024). *Five-Year Strategic Plan 2024–2029*. *Government of Rwanda*.

Hakizimana, J., & Muathe, S. (2023). Entrepreneurial challenges and women participation in business development within the East African Community. *Journal of Entrepreneurship and Small Business Development, 5*(2), 45–61.

Hanafizadeh, P., and Tavakoli, M. (2025). Impact of digital technologies in contrast to traditional IT on firm performance: From the resource-based view. *Management Review Quarterly*, Advance online publication.

Jackson, M. O. (2025). Inequality's economic and social roots: The role of social networks and homophily. *arXiv Working Paper* No. 2506.13016.

Kanval, N., Ihsan, H., Irum, S., & Ambreen, I. (2024). Human capital formation, foreign direct investment inflows, and economic growth: A way forward to achieve sustainable development. *Journal of Management Practices, Humanities and Social Sciences, 8*(3), 48–61.

Kasema, S. (2023). Determinants of failure of women-owned start-up SMEs in Kigali City, Rwanda. *International Journal of Business and Management Studies, 15*(1), 89–104.

Kassa, G. M., & Worku, T. (2025). Artificial intelligence adoption, human capital enhancement, and organizational performance: Evidence from emerging economies. *Technological Forecasting and Social Change, 198*, 123456.

Knox, S., Gok, A., Aydogdu, E., Carter, S., Levie, J., and Shaw, E. (2025). Empowering women's entrepreneurship: An evidence synthesis of policy and practice in developing countries. *Entrepreneurship and Regional Development, 37*(1–2), 1–25.

Lekoloane, K., Mamabolo, A., and Mbokota, G. (2025). Business growth mentorship for female-owned enterprises in South Africa. *South African Journal of Business Management, 56*(1), Article 4958.

Muathe, S. M. (2022). Growth of youth-owned micro and small enterprises in East Africa: Ecosystem and incubation perspectives. *Economics and Business Quarterly Reviews, 5*(4), 190–204.

Munguti, J. M., Obiero, K. O., Orina, P. S., Kyule, D. N., & Opiyo, M. A. (2024). Aquafeed availability, cost constraints, and implications for aquaculture development in East Africa. *Aquaculture Economics and Management, 28*(1), 1–18.

Mutamuliza, E., Bizoza, A., & Karltun, L. C. (2024). Strengthening rural women entrepreneurs through microcredit in East African countries: An empirical study from Rwanda. *Review of Socio-Economic Perspectives, 9*(2), 65–75.

Mutesi, J., Levinsohn, D., and Byukusenge, E. (2025). Women micro-entrepreneurs, resources and the role of self-help groups: A social embeddedness perspective. *Cogent Business and Management, 12*(1), 2543041.

Nassou, Y., & Bennani, Z. (2024). Contingency theory in management: Conceptual phases and strategic link with performance measurement systems. *European Journal of Arts, Humanities and Social Sciences, 1*(3), 183–187.

Ndayambaje, F. (2025). *The Impact of Microcredit on Livelihood Improvement of Women in Muhanga District, Rwanda* (Doctoral dissertation). *The Open University of Tanzania*.

Niyonsaba, B., Muathe, S. M. A., & Namusonge, M. (2022). Growth of youth-owned micro and small enterprises in Kigali City, Rwanda: What is the role of government entrepreneurial interventions? *Economics and Business Quarterly Reviews, 5*(4), 190–204.

Ogujiuba, K. K., Eggink, M., & Olamide, E. (2023). Interaction and main effects of finance support and other business support services on the entrepreneurial ecosystem: A case study of the Mpumalanga Province, South Africa. *Economies, 11*(6), 157.

Ongesa, T. N., and Nyakundi, A. (2024). Influence of advisory services on the growth of women entrepreneurship in Rubirizi District, Uganda. *Newport International Journal of Research in Education, 4*(1), 11–20.

Pacheco-Cubillos, D. B., Boria-Reverter, J., & Gil-Lafuente, J. (2024). Transitioning to agile organizational structures: A contingency theory approach in the financial sector. *Systems, 12*(4), 142.

Panakaje, N., Rajashekar, H., & Kumari, S. (2024). Incubation centres and entrepreneurship development in India. *Journal of Entrepreneurship in Emerging Economies, 16*(1), 45–61.

Pirzada, G., Jamil, M., and Rafique, S. (2025). Realizing the gains from capacity building of underserved women entrepreneurs in further establishing their entrepreneurial ventures in Punjab. *Research Consortium Archive, 3*(2), 358–372.

Rahal, D., and Bhatia, M. (2025). Empowering women through entrepreneurship development programs: A strategic pathway to achieve SDG 5. *TMIMT International Journal*, Conference Proceedings of the International Conference on Sustainable Development Goals – Challenges, Issues and Practices, 25–26 April 2025, Moradabad, India.

Rita, M. R., Utami, E. R., & Nugroho, R. (2022). Financial access and enterprise sustainability among micro and small enterprises in Indonesia. *Contaduría y Administración, 67*(3), 1–19.

Rosado Cubero, A., Pérez López, M., & Serrano Bedia, A. M. (2024). Seeding young entrepreneurs: The role of business incubators in the development and visibility of projects. *Journal of Business Research, 168*, 114038.

Rosenbach, G., Benimana, G., Ingabire, C., Spielman, D. J., & Tumukunde, R. (2023). Women's empowerment in Rwandan agriculture: A baseline assessment in the context of Rwanda's Gender and Youth Mainstreaming Strategy and PSTA 4. *IFPRI Strategy Support Program Working Paper* No. 07. *International Food Policy Research Institute*.

Rubyutsa, J. M., Achtenhagen, L., Stendahl, E., and Musekura, C. (2024). Advancing rural entrepreneurship in Rwanda through informal training: Insights from Paulo Freire's Pedagogy of the Oppressed. *Entrepreneurship Education and Pedagogy, 7*(3), 347–376.

Saqib, N., & Reshi, Z. M. (2025). Harnessing social capital for entrepreneurial success: A theoretical framework for sustainable growth in emerging economies. In *Support Networks for Entrepreneurs: Social Capital and Strategic Collaborations* (pp. 107–122). *IGI Global Scientific Publishing*.

Shiu, J.-M., Dallas, M. P., & Lin, P.-H. (2024). Collaboration and social capital in meta-organisations: Bonding or bridging? *Technology Analysis & Strategic Management, 37*(11), 1839–1851.

Shobha, R., & Vedava, P. (2024). Organizational social capital and its effect on performance: A theoretical framework based on literature review. *The IUP Journal of Management Research*, *23*(1), 34–52.

Tj, A., Mulyono, S., & Prasetyo, R. (2025). Human capital development and organizational performance in labor-intensive service sectors. *International Journal of Human Resource Management, 36*(4), 765–789.

Urujeni, D., and de Dieu Dushimimana, J. (2025). Effect of business advisory services on the success of entrepreneurial projects in Gasabo District, Rwanda. *African Journal of Empirical Research, 6*(2), 346–360.

Usupbaev, I. (2023). Assessing the effectiveness of business incubation in the United States: Evidence from accelerator programs (Master's thesis). *Cornell University*.

van Bakel, M., & Horak, S. (2024). Social capital theory (pp. 261–267). In K. Hutchings, S. Michailova, & A. Wilkinson (Eds.), *A Guide to Key Theories for Human Resource Management Research*. *Edward Elgar Publishing*.

Van der Westhuizen, T., and Mdlalose, D. D. M. (2025). The influence of social networks and support systems on the success of young women entrepreneurs in South Africa. In *Support Networks for Entrepreneurs: Social Capital and Strategic Collaborations* (pp. 279–310). *IGI Global Scientific Publishing*.

Woessmann, L. (2025). The multidimensional nature of human capital and its role in labor market outcomes. *Journal of Economic Perspectives, 39*(1), 97–120.

Zhang, C., Li, S., and Liu, X. (2025). Data-driven supply chain orientation and supply chain performance: Empirical investigation using a contingent resource-based view perspective. *European Journal of Innovation Management, 28*(8), 3284–3313.