MASTER THESIS

ENTREPRENEURIAL INFRASTRUCTURE FOR THE DEVELOPMENT OF ENTREPRENEURS IN RWANDA.

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Abstract

This thesis focuses on entrepreneurial infrastructure for the development of entrepreneurs in Rwanda. However, the importance of the components of entrepreneurial infrastructure is a new concept in developing countries. Indeed, many of the developed countries have established sustainable components of entrepreneurial infrastructure that support entrepreneurs to carry out their business activities. That is why we carried out our qualitative research in Rwanda to draw and highlight the link of establishing entrepreneurial infrastructure and the growth of businesses.

The research highlights a model of entrepreneurial infrastructure and its fourteen components that could support entrepreneurs’ businesses and also help the rise of nascent entrepreneurs. Furthermore, we conducted five interviews of entrepreneurs who managed to run business in Rwanda. Entrepreneurial infrastructure model was used to draw the questionnaire in order to find out how entrepreneurs in Rwanda have experienced the existing components of entrepreneurial infrastructure and how they are contributing to their businesses. The results from qualitative research show how different components of entrepreneurial infrastructure have contributed to the development of the five entrepreneurs we interviewed. Respondents have revealed eight components that have helped them to grow; those components are ‘Financial Assistance, Training, Cultural and Social Norms, Access to Physical Infrastructure, Network/Connection, Entrepreneurial Policy, Education, and Entrepreneurial Environment’.
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Narcisse and Noella

Växjö, Sweden.
Contents

CHAPTER 1: INTRODUCTION ......................................................................................... 10
  1.1 Background and Context of the Research ............................................................. 11
  1.2 Problem Statement ............................................................................................. 12
  1.3 Research Gap ....................................................................................................... 13
  1.4 Objective and Research Question ....................................................................... 17
  1.5 The Structure of this Study .................................................................................. 18

CHAPTER 2: METHODOLOGY ...................................................................................... 19
  2.1 Research Paradigm ............................................................................................. 19
  2.2 Research Approach ............................................................................................. 23
  2.3 Research Strategy ............................................................................................... 25
  2.4 Data Collection .................................................................................................... 26
  2.5 Quality of the Study ............................................................................................ 27
  2.6 Ethics and Good Practice of the Research ........................................................... 27
  2.7 Sample Selection and Strategy ............................................................................ 28
  2.8 Interview Guide (See Appendix) ......................................................................... 29
  2.9 Data Collection .................................................................................................... 30
  2.10 Data Analysis ..................................................................................................... 31

CHAPTER 3: CONCEPTUAL FRAMEWORK ................................................................... 32
  3.1 Entrepreneurial Infrastructure ............................................................................. 32
  3.2 Entrepreneurial Infrastructure Development ....................................................... 33
  3.3 The Influence of Entrepreneurial Infrastructure on Development of Entrepreneurs ...... 39
  3.4 Relevance of Entrepreneurial Infrastructure to Development of Entrepreneurs .......... 40
  3.5 Summary of Conceptual Framework ................................................................... 42

CHAPTER 4: DATA ANALYSIS ....................................................................................... 45
  4.1 Financial Assistance ............................................................................................. 45
  4.2 Training ................................................................................................................ 46
  4.3 Cultural and Social Norms .................................................................................. 46
  4.4 Access to Physical Infrastructure ....................................................................... 47
  4.5 Network/Connection ............................................................................................ 48
  4.6 Entrepreneurial Policy ......................................................................................... 48
  4.7 Education ............................................................................................................ 49
  4.8 Entrepreneurial Environment .............................................................................. 50

CHAPTER 5: CONCLUSION AND DISCUSSION ................................................................ 51
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>A Model of Van de Ven: An Entrepreneurship Infrastructure</td>
<td>36</td>
</tr>
<tr>
<td>Figure 2</td>
<td>A Model of Isenberg: An entrepreneurship Ecosystems</td>
<td>36</td>
</tr>
<tr>
<td>Figure 3</td>
<td>A Model of entrepreneurial infrastructure to entrepreneur’s development</td>
<td>44</td>
</tr>
</tbody>
</table>
### ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGOA</td>
<td>African Growth and Opportunity Act</td>
</tr>
<tr>
<td>BDF</td>
<td>Business Development Fund</td>
</tr>
<tr>
<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
</tr>
<tr>
<td>NISR</td>
<td>National Institute of Statistics Rwanda</td>
</tr>
<tr>
<td>NYC</td>
<td>National Youth Council</td>
</tr>
<tr>
<td>RCA</td>
<td>Rwanda Cooperative Agency</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
</tbody>
</table>
CHAPTER 1: INTRODUCTION

Entrepreneurial infrastructure (IE) is a fundamental pillar to development of entrepreneurs’ activities as it does to nascent entrepreneurs in general. Most successful entrepreneurs have been backed by strong and accurate infrastructure established by regional and local authorities. At the starting point every entrepreneur needs the support system of any kind to keep going and consequently the absence of such assistance may hinder the development of entrepreneurship activities of the region. To have entrepreneurial infrastructure as support system give an entrepreneur a stimulus and energy that help each day of business activity.

For our study the infrastructure is at the heart of understanding entrepreneurial infrastructure and its components. Not every type of infrastructure is important or necessary to development of entrepreneurs. Generally infrastructure is described as the physical aspects needed in order an enterprise or society to function; such as buildings, ports, roads and having access to power supplier or electricity. However, infrastructure in entrepreneurship concept includes all physical and non-physical entrepreneurial aspects like knowledge program or training, access to financial support, information regarding services and assistance with tasks (Brenes and Haar, 2012). Entrepreneurial infrastructure involves the services and facilities strategies that are available in a given geographic area to encourage the start-up and the growth of entrepreneurs as well as the development of enterprises (Hew and Wee, 2004, p.10). Nevertheless, despite the importance of infrastructure in general, still there is an urgent need to highlight how existing components of entrepreneurial infrastructure in environment can assist entrepreneurs’ development activities.

To date there has been a little agreement about the components and the name of entrepreneurial infrastructure; for example Van de Ven (1993) calls it Industrial Infrastructure of Entrepreneurship with three main components, Isenberg (2011) calls it Entrepreneurship Ecosystem or Environment with six components, Autio et al. (2007) call it Types or Levels Policy Intervention from government, and Tan, TAN and Young (2000) call it Entrepreneurial Infrastructure Model. All the above definitions have similarities regarding the components and the general meaning of entrepreneurial infrastructure.

Together these studies provide and suggest important evidence of where an entrepreneur can be rooted in order to be developed and also small businesses to grow. The assistance an entrepreneur needs depend on type of business and it changes over the time. However especially in developing countries people have the eagerness of being self-employed or
entrepreneur but not everyone has the chance of being supported. The reason of this is the problem of high population growth which leads to many problems like rampant unemployment, under employment and poverty. However, to stimulate entrepreneurs require local government participation (African Entrepreneur Collective, 2014).

African Development Bank (2014) highlights the barriers Rwandan entrepreneurs are facing such as tax system, power supplier or electricity and poor infrastructure. However, the start-up, mature or developed entrepreneurs in their journey came across to some challenges of not growing in the environment that have offered them the infrastructure to sustain and nurture them. For example, development and advice centres where nascent entrepreneurs could learn the process and the crucial basic knowledge regarding the process of running new venture, the availability of start-up financial assistance and knowledge-based economy. As a consequence lack of entrepreneurial infrastructure could results into entrepreneurs to fail or be a source of businesses to shut down.

To create a sustainable entrepreneurial infrastructure in a country that has been damaged by 1994 genocide could start with the initiative of government concerning the establishment entrepreneurship infrastructure. These entrepreneurship infrastructure elements have different role of facilitating and attracting people to become entrepreneurs. A key aspect of entrepreneurial infrastructure is to promote the propagation of the importance of entrepreneurship both on the individual and on the development of a country. Its purpose is to attract those who have the dream of being self-employed but not having any comprehensive outlook about entrepreneurship concept and also helping entrepreneurs who are in need of government intervention. The entrepreneurial infrastructure concept has been argued by many authors concerning the impact it embodied on influencing the entry of new firms and its implication in supporting the creation of new entrepreneur (Isenberg, 2010).

1.1. Background and Context of the Research

Rwanda is a country which is land-locked in Eastern Africa with surface of 26,388 square kilometers. Population of Rwanda is 11, 34 million (Data.worldbank.org, 2016). It is classified in Africa as one of the countries that has the highest population density. It is overpopulated country according to the report published by USAID in 2010 by comparing to sub-Saharan Africa countries (400 persons per square kilometer). Kaufman (2012, p.107) outlines the reason behind this growth rate of population is that; the average of children per woman fertile is five.
Rwanda is among other developing countries (World Economic Situation and Prospects 2012). Definition from Wikipedia, a developing country is entitled as a less developed or under-developed which means Industries and Human Developed Index (HDI) is approximately low comparing to other countries. Indeed, 60 percent of the population lives below the Rwandan national poverty line. The national statistics showed that one in four of Rwandans in rural areas is extremely poor, and survives on less than $0.25 a day (NISR, 2012).

The 1994 genocide destroyed the economy and all physical infrastructures of the country. Since then the government of Rwanda with help of economy analysts and donors started to think what most is needed to develop and improve the living standard of population. In 2000, Government of Rwanda has initiated a programme called “Vision2020”, which is a Rwanda development framework. It stated that “the development process and capital formation cannot – in the long run – be achieved by the state or by donor funds alone. While both of these must contribute, the backbone of the process should be a middleclass of Rwandan entrepreneurs.”. Rwanda has recognized the role of entrepreneurs as actors; able to contribute to economic growth and be the agents of a new wealth creation. Indeed Africa Entrepreneur Collective Report (2014) emphases that the most of entrepreneur’s especially young entrepreneurs are willing to be self-employed through entrepreneurship, but they lack knowledge, financial support and networks.

International Monetary Fund Report (2007) proposes Rwanda government to expand in general; especially in encouraging and supporting entrepreneurs and SMEs. Vis (2012) conducted a research and found in Rwanda the entrepreneurs’ men and women who have started their businesses lack skills and education. Ultimately these can be seen as the consequence of not having the supportive entrepreneurial infrastructure which is able to attract more entrepreneurs. Vis (2012) made a conclusion about the need of training centres in order to improve and expand entrepreneur’s business activities.

1.2. Problem Statement

The government of Rwanda has a goal of promoting entrepreneurs because the development process cannot be achieved by funds of donor and government alone. In this regard it has stimulated growth oriented to creating middle class comprising Rwandan entrepreneurs who contribute positively on economic growth (Rwanda Vision 2020, 2013).
However, entrepreneurship infrastructure in Rwanda is questionable as the concept itself is new. The concerned should start thinking how to optimize efficiently infrastructure that could support enough entrepreneurship and. Indeed entrepreneurial infrastructure is not highlighted in most of Rwanda Economy Reports. It is hidden in general components (roads, electricity) of infrastructure which unfortunately could not be helpful to entrepreneurs. Infrastructure is well understood in terms of physical assets owned by government, installed in geographical environment to facilitate the function of the industries (Tan et al., 2000).

To recognize the importance of entrepreneurs require the initiative of government to establish and identify entrepreneurial infrastructure in relation to their functions and activities. The reasons why government should intervene in supporting entrepreneurs is their importance in relation of creating jobs and contributing to economy development by paying taxes and stimulating innovation of market activities. Definitely entrepreneurship will have a greater benefit in society. But, the lack of government intervention in terms of establishing entrepreneurial infrastructure can be seen as ignorance (Roper, 2013). The relevant components of entrepreneurial infrastructure should be adopted and standardized to increase the efficiency and help entrepreneurs in their operation of different types of business.

It is observed that entrepreneurs would be more motivated to invest their money in lot of business activities when the government is not or least objectivizing the entrepreneurial infrastructure concept but to understand and to know what entrepreneurs want in terms of infrastructure. But this requires a research to examine and identify the ideal components of entrepreneurial infrastructure

### 1.3. Research Gap

A clear detailed and structured research problem is the key success of the study project (Dissanayake, 2013).

Entrepreneurship needs a dynamic environment. Nascent businesses are introduced in their economic and social environment (Granovetter, 1985) and they are labeled to the infrastructure conditions in which they are operating (Boeker, 1988, 1989; Saxenian, 1994; Stinchcombe, 1965). Sine and David (2003) state that entrepreneurial facilities occur to change and shift environmental barriers with the purpose of stimulating new entrepreneurs.

Entrepreneurship infrastructure has become the main factor to stimulate the creation of new business and the development of the region as well as local growth. This concept illustrates
the facilities and advantages that exist within a specific geographical environment which motivate the entrepreneurs to start new business. However, this concept has not yet been elaborated in details or received a huge attention either theoretically or empirically. In addition, few investigations have paid attention on policy making process in infrastructure to support networks (Tan et al., 2000). Support systems and networks play an important role in entrepreneurship infrastructure. These networks and supports are aimed to build a relationship between entrepreneurs and other external parties of the world. Indeed, these relationships are most valuable in the sector of business, for example communication network, business and strategy networks (Donckels and Lambrecht, 1997).

Entrepreneurial infrastructure framework has been initially identified by Van de Ven and Garud (1989, p.220), with its main components namely “public resource endowments, institutional arrangement, and proprietary functions”. Van de Ven (1993, p.4) update the initial framework by including a new component namely, “the development for the resource for the fundamental knowledge, financing facilities, competent labor, and governance structure”. McMullan and Long (1987) have added another component, called “new venture infrastructure” and this is related to infrastructure education. Later, Tan et al. (2000) have summarized and interpreted the earlier components into four, there were not much difference with the ones set by Van de Ven. Those are “assistance with tasks, physical and monetary resource, information, and knowledge”.

Existing models of entrepreneurship, for instance “Bhide’s uncertainty/Investment/ profit diagram, were conducted based on the United States perspective and other developed countries. But, these models do not reflect sufficiently on how entrepreneurship in developing countries is carried out and executed (Lingelbach, De La Vina and Asel, 2005). With the use of question, Naudé and Havenga (2007) wonder if entrepreneurship can be used to increase the economic development and growth in developing countries – Africa? They argue that this question would require a robust research to prove it right or wrong. Nonetheless, Kiggundu (2002), King and McGrath (1999) illustrate the lack of entrepreneurship research in Africa. There is a limited number of depth research in African entrepreneurship context, several studies fail to show the causes and solutions to African economic growth (Sachs, McArthur, Schmidt-Traub, Kruk, Bahadur, Faye, and McCord, 2004; Fafchamps, Teal and Toye, 2001; Collier and Gunning, 1999a, 1999b).
Moreover, Naudé and Havenga (2007) claim that most of donor countries have claimed that entrepreneurship can be used to increase economic development and growth. Many studies regarding entrepreneurship in Africa lack critical evidence proving the impact of entrepreneurial infrastructure to the development of entrepreneurs.

Roper (2013, p.78) claims that Limited access to finance assistance (as one of entrepreneurial infrastructure) on behalf of entrepreneurs has been identified as the main constraint to many entrepreneurs. It is commonly known that entrepreneurs always struggle to obtain finance even in developed countries. Moreover, the findings show that most of entrepreneurs in African countries mainly invest using their own savings to start their companies – no loan from the bank because most of entrepreneurs do not have appropriate collateral for loan (Naudé and Havenga, 2007).

Most studies have explored the impact on how one component of entrepreneurial infrastructures can influence the decision to start a new business (Tolbert, David and Sine, 2011), for example social networks (Aldrich and Ruef, 2006), social mechanism (Hiatt, Sine, Tolbert, 2009), government actions (Mok, 2005; Minniti, 2008), and other competitive advantages (Hannan and Freeman, 1977, 1989). In contrast, some other researchers have focused on the influence of external factors to the growth of new business. Both availability of capital market (Davila, Foster, and Gupta, 2003; Busenitz, Fiet, and Moesel, 2004) and bank support (de Bettignies and Brander, 2007) were seen as the entrepreneurial infrastructure components, but theoretically they have got a little attention on how they can support entrepreneurs’ development.

In general, when entrepreneurs want to start new business, there are some tasks that they need to go through in order to ensure the success of their business idea. These tasks are for example planning, organization, directing, coordinating etc. All these tasks can be seen as internal organization. So, to perform business effectively, there are number of assistances needed, such as environment, information, training, financial support etc. In relation to business creation, entrepreneurs require adequate accessibility of capital and other physical assistances. All these facilities are made available within entrepreneurial infrastructure (Tseng, 2012).

Back to the Rwandan case, authors have defined entrepreneurship in the context of Rwanda, and they have either described entrepreneurship in itself or link with another major. For instance, Boudreaux and Tobias (2009) have linked the entrepreneurship versus commercial activity in post conflict. He reviewed entrepreneurship before the Genocide, he argues that
most of the studies and reports that focus on businesses in conflict area, the focus tends to be negative. In post-conflict, Boudreaux illustrates the majors and strategies that the government of Rwanda has initiated to improve entrepreneurship and commercial activities. He argues that the government has invested a lot of effort in agriculture industry, especially in “Coffee industry”. The agriculture helped the government to increase exports of coffee; he mentioned that Rwanda is known among the countries with high top-quality of coffee trees. Moreover, the agriculture helped the government to pay back its debts and increase the living standards of citizens (Ibid, 2009).

In 2012, a team of researchers analyzed the potential of technology and business incubation as a potential for promoting technology innovation and entrepreneurship in Rwanda. In their paper, they have shown how universities and the government can use business incubation as a tool to support young entrepreneurs and promote entrepreneurship in young generation. Business incubation has helped start-up companies to develop their business. They concluded by showing how Business incubators have the potential for fostering innovation and entrepreneurship in Rwanda (Aggarwal, Siddiqaliali, and Kumar, 2012).

Ezeanya (2014) defines entrepreneurship in the Rwandan context. It is argued that entrepreneurship is one the effective method to overcome poverty (Ezeanya, 2014 cites Mead and Liedholm, 1998). He argues that as Rwanda is majorly agrarian society where 90% of populations live in rural areas and they are mainly engaged in agriculture activities. The government of Rwanda has initiated different strategies to empower economic development of rural areas. Moreover, the government has tried to improve entrepreneurial activities among rural citizens as they present a large number of populations. He concluded by suggesting that it is necessary to empower poor entrepreneurs in rural areas with training and infrastructure support in order to strengthen their SMEs (ibid, 2014).

Kaufman (2012) identifies the obstacles and challenges that young entrepreneurs in Rwanda are facing in terms of doing business. He argues that the commercial banks in Rwanda always ask young people to have collateral when opening business or expand their business. Though, they do not have, and this becomes the main barrier. Even though, these young entrepreneurs might have a brilliant business idea, the banks is reluctant because of lack of funding. Therefore, all these challenges discourage young generation to pursuit their entrepreneurial dreams and innovation. Furthermore, Sindambiwe and Mbabazi (2014) also conduct a research on youth entrepreneurship in Rwanda. They argue that youth entrepreneurship is the
greatest field for improving Rwanda’s economy. Like any other developing country, youth occupies a large number of Rwanda’s population. Thus, the government needs to invest in young generation, and this will reduce the level of unemployment.

Another research has been conducted by Musahara, Akorli and Rukamba on ‘Capacity Building Interventions, Entrepreneurship, and Promotion of SMEs in Rwanda’. Authors argue that there has been a strong policy framework to improve investment spirit and business environment in Rwanda. This policy framework has increased the advancement of SMEs and entrepreneurship in Rwanda (Musahara, Akorli and Rukamba, 2014).

We have reviewed various researches in the context of Rwanda in entrepreneurship area, and these papers have covered different topics such as entrepreneurship and promotions of SMEs, entrepreneurship and its obstacles in young generation, youth entrepreneurship, entrepreneurship and poverty reduction, Economic empowerment and entrepreneurship, and Entrepreneurship and commercial activity. Therefore, the existing literatures have hardly focused on entrepreneurial infrastructure in Rwanda, and how these infrastructures can help entrepreneurs to grow. So, it is our claim that this study intends to investigate how entrepreneurial infrastructure contributes to the development of entrepreneurs. Indeed, it has been argued that entrepreneurial infrastructures play an important role to support entrepreneurs in their development (Tseng, 2012).

1.4. Objective and Research Question

This study is intended to comprehend how entrepreneurial infrastructure contributes to the development of entrepreneurs in Rwanda. Rwanda is currently involved in building gradually the capacity of entrepreneurs that lead to sustainable entrepreneurship also develops the economy (Vision2020 report).

We found this topic really interesting for the following reasons: first of all, as we mentioned earlier, Rwanda has faced a really horrible period of Genocide in 22 years ago, and government has initiated different programs to overcome poverty. Hafiez and Yassin (2013) argue that developing entrepreneurship may contribute positively to poverty reduction through establishment of new enterprises or expanding the old ones, creation of jobs and increase sustainable development. Entrepreneurship is significantly important to the economy development of a country, such as GDP, creating new jobs, creating new market, introducing new technology etc. (Naudé, 2013).
Research question

The main question adapted to this research is as follows:

- How entrepreneurs in Rwanda experience the entrepreneurial infrastructure and how it is contributing to their businesses?

1.5. The Structure of this Study

This study complies five chapters, which are structured as follows:

The first chapter covers the Introduction part and background of the study. It incorporates the problem statement, research gap, research question, and objectives of the study.

Chapter two presents Methodology part. It covers the research methods. In this study, qualitative method technique is going to be used to collect data. All the methods and steps applied in this study will be elaborated in details.

Chapter three describes the Conceptual Framework. The relevant concepts and theories from different literatures related to our research question will be described in details. A clear detailed picture related to the topic will be - entrepreneurial infrastructure and entrepreneurs’ development. From the review of literatures, the questionnaire was generated (see interview guide).

Chapter four presents Data Analysis. In this chapter we provide findings of our data analysis. Different theories presented in chapter two have been linked to the founded data from the existing reports, literatures, and books.

Finally, the chapter five covers the Conclusion and Discussion part and highlight the overview of the research, summarize the findings.
CHAPTER 2: METHODOLOGY

In this part we would like to describe in details different research strategies and the empirical techniques that have been applied in this study. We clearly presented the Research Paradigm, Research Approach, Research Strategy, Validity and Reliability, Ethics of the research, Data analysis and data collection procedures, and interview guide.

2.1. Research Paradigm

This research is intended to explore the current situation of entrepreneurial infrastructure in Rwanda, with the ambition of generating knowledge about how these infrastructures have contributed to the entrepreneurs’ development. Ontological presumptions have led us to epistemological assumptions, which in turn, guided us to methodological reflections, and these reflections, in turn, emerge the subject of instrumentation and finally data collection. Indeed, this is how the whole research has been designed (Cohen, Manion and Morrison, 2011).

- Ontology

The word “ontology” refers to a theory of being. It is concerned with how the world is built: “Is there a real world out there and that is independent to our knowledge of it?” (Marsh and Furlong, 2002, p.18). Gray (2014) has defined ‘ontology’ as the philosophical study of the nature of being, the nature of becoming, existence, and the nature of what creates the reality. For example, Gray argues that for positivists see the world as it is independent of their knowledge and the world exists out there; whereas for realists see the world as it contains different realities and there are different ways to access them. Basically, ontology tries to understand the “what is”. Moreover, Ontology is what constitutes the reality and how existence can be understood. Ontology can be classified into two positions of thoughts: Objectivism and Constructionism, the difference between two appears in social science – ‘Organization’ and ‘culture’ (Gray, 2014, p.19).

‘Objectivism’ is one of the ontology positions, and it affirms that social phenomena and their meanings, both have an existence which are independent to social actors – existence independent of investigators. This means that social phenomena and meanings of our daily life have their existence which is liberated and free from the actors (Bryman, 2016, p.29).

The second position is called ‘Constructionism’ (also known as Subjectivism– Bryman, 2004, p.23). This type of ontology position affirms that social phenomena and their significance
have the existence, gradually controlled and accomplished by the actors” (Bryman, 2004, p.23; Bryman, 2016, p.29). Here, a social phenomenon is constructed from perceptions of researchers, and those social actors are concerned with the actions of their existence. In this position of ontology, it is said that the investigator always presents the explicit form of social reality. Constructionism can be built on either in relation to social world or to the nature of knowledge of social world. Certainly, in constructionism position, the researcher is invited to take into consideration different ways in which social reality is constructed and this is an ongoing achievement of social actors; the researchers should not be seeing social reality neither as something which is external to their views nor as something which constraints their work. Moreover, categories in which people use to understand the world are considered as social products. These categories are not built in their essences, but their meaning is built in and through interaction (Bryman, 2016, p.30).

The key word in our research is “Entrepreneurial infrastructure”. Entrepreneurial infrastructure has a relationship with human being, it is not something constructed by the nature; rather it is constructed by people. If human being does not do anything, then entrepreneurial infrastructure cannot exist. Moreover, entrepreneurial infrastructure assists entrepreneurs in flexible and individualistic way. Ultimately, this is related to constructionism, because it belongs to human’s creation. Therefore, it is for this reason we are arguing that constructionism approach would be suitable for this kind of research (Kingbsbury, 1998). This research is intended to gather knowledge, opinions and attitudes of the entrepreneurs regarding the entrepreneurial infrastructure in Rwanda, with the purpose of getting their opinions on how this phenomenon has contributed to their entrepreneurial development.

- **Epistemology**

As mentioned earlier, ontology tries to understand “what is”, then “epistemology” comes to explain “what it means to know” (Gray, 2014). Marsh and Furlong (2002, p.19) claim that epistemology is all about theory of knowledge. Epistemology helps to decide from philosophical history, experience or what kind of knowledge is needed, appropriate, and authentic (Gray, 2014). To use epistemological theory can help the researcher in two main ways. First, it can help to do a research design and design the research tools. This means that the researcher will be able to specify the strategies to conduct a research, to define the study type, to specify from where and how data is going to be presented. Secondly, with the help of research philosophy, this will help the researcher to identify which design is suitable or which
is not, according to the given objectives (Easterby-Smith, Thorpe and Lowe, 2002). Briefly, Epistemology is all about what constitutes knowledge and how it can be obtained (Gray, 2014). There are several types of epistemology positions. In this research we have focused only on two positions described by Bryman (2016, p.24-27), that is, Positivism, and Interpretivism.

First, Gray (2014, p.21) declares positivism was seen as the main epistemological pattern in social science in the year of 1930s to 1960s, the main argument was that social world exists externally to the investigator, and its characteristics can be simply measured by observation. Gray mentions that Positivists have certain point of views about the reality. For example, positivists argue that ‘reality lies on what exist and available to the senses; research should be conducted based on scientific observation and empirical research; and finally they argue that both human and natural sciences have common understanding and use common methodological principles, indeed, they deal with the facts not with the values’. In short summary, positivists believe that both natural and social worlds are shaped and administered within a set of stringent laws, and for science has to be explored through empirical investigation. However, Bryman (2007a) has commented on positivism theory and he stated that there is an overlapping in positivism definitions from different versions, so there are discrepancies in its components. Williams and May (1996, p.27) argue that positivism had been seen as failure of modern philosophy. For example, Hughes and Sharrock (1997) have shown one of the faults in positivism theory regarding scientific investigation. They argue that science is surely concerned with generating theoretical justification, but, that justification should not be based on what can be observed.

In fact, positivism pose tends to present the findings of the research as ‘Objective’ facts and establish the truths (Crotty, 1998). However, Popper (1968) argues that various observations should not prove any theory, because one attitude would indicate false result. So, theories cannot be tested to be true, rather, they can be proved to be false. As a consequence, in deductive method, when a theory is tested in observation manner, it can either lead to the falsification of the theory or can create unfalsified laws (Ibid, 1968). Second, Interpretivism, this approach tends to contradict with positivism attitudes. Crotty (1998, p.67) affirms that interpretivism looks for “interpretations from cultural derived and historical situated of the social life-world”. There is no single direct relationship between us (subjects) and the world (Object). In their opinion, Williams and May (1996) suggest that the world should be interpreted through classification of conceptions of the mind. Interpretivists
affirm that there is a difference between in natural reality (this includes laws of science) and social reality, so they both need to employ or use different methods. The ‘natural reality’ is viewing regularities in the data with the purpose of understanding laws; and the latter ‘social reality’ usually focuses on actions of individuals. Crotty (1998, p.68) summaries both realities in this way “Interest of social world likely focuses on those aspects which are unique, individual, and qualitative; while interest of natural world likely focuses on abstract/conceptual phenomena, that is, those viewing quantifiable, empirical regularities”. According to Bryman (2016, p.26), interpretivists are critically viewed the application of scientific model of the social world. What is matter most is the subject of the social sciences, people, as well as their institutions.

For the fact that this study is intended to understand how entrepreneurial infrastructure has helped the development of entrepreneurs in Rwanda. And entrepreneurial infrastructure is part of social science because it depends on actions of individuals. Entrepreneurship infrastructure has been seen as the key variable that connects socio-cultural environment with the rate of economic growth (Deshpande, 1982). To encourage entrepreneurial infrastructure, social institutions need to be organized and coordinated in order to make people more dynamic, and the same time increase the development of personalities which is needed to ensure productivity, and creativity (Hoselitz, 1960). Therefore, if entrepreneurial infrastructure is ignored by individuals, or if economic growth is not favourable, then entrepreneurs and society will not emerge, both will remain stagnant (Pawar, 2013).

In this research, the ‘being’ is ‘entrepreneurial infrastructure’, and this was the ‘reality’ which was intended to be understood. As we have seen earlier, the epistemology is the nature of knowledge or nature of being. It is basically concerned with making knowledge trusted. As the phenomena ‘entrepreneurial infrastructure’ that we were intended to be understood is constructed by people and human being, then we needed to get closer and closer to the entrepreneurs to see the reality, therefore, comprehend how entrepreneurial infrastructure contributes to the entrepreneurs in Rwanda. Moreover, as it is constructionism in nature (this study), there should be a close relationship between the researchers and what is being researched. Therefore, it is for all these reasons we have applied interpretivism approach as epistemological position, and Constructionism as ontological position (Creswell, 2013).
2.2. Research Approach

In this section we would like describe how we have acquired knowledge in this study. Acquiring knowledge can be done through either Deductive or Inductive approach.

Generally, two approaches can be used to get knowledge from the research. These approaches are Deductive and Inductive approach. Dewey (1933) argues that deduction approach starts with a general view of situation, and moves back the particulars, whereas, induction approach starts from disconnected details to a connected view of situation. In deductive approach, Bryman (2016, p.21) argues that the researcher starts with a theory which is already available in order to provide observations and findings. In other words, the researcher uses what is known in a specific domain or field as well as theoretical ideas with the purpose of producing a hypothesis. Bryman further mentions that a researcher must be able to deduce hypothesis and thereafter translate it into operational terms. Mostly, this approach uses quantitative research (Ibid, 2016).

Bryman (2016, p.32) has defined quantitative research by linking to deductive approach. He argues that quantitative research asserts the empirical investigation which involves with quantifying and analyzing data in mathematical, statistical techniques. This type of research strategy has the following characteristics. First, regarding the principal orientation of the relationship between theory and the research, quantitative research uses deductive approach which is aimed to testing theories. Second, regarding epistemological orientation, positivism approach in particular has been used in this type of research, and both practices and patterns have been incorporated with natural science model.

On the contrary, the inductive approach is done the other way around, it starts with observations and findings in order to produce a theory (Bryman, 2016, p.21-23). Gray (2014, p.17) claims that through inductive method, the researcher starts doing plans for collecting data, thereafter, the data are analyzed to test if any methods or sequences arise that suggest the relationship between variables. And then from the findings and observations, theories or generalizations can be constructed. Usually, both terms inductive and qualitative researches are used interchangeably (Bryman, 2016). Different authors have defined qualitative research as follows:

Denzin and Lincoln (2011) define qualitative method as a technique which tends to inquiry the knowledge that is not rigorously inspected or measured in quantity, intensity, or frequency. Qualitative research is built upon methodological approaches, such as
observations, questionnaires, interviews, and document analysis. Indeed, the data collected by using qualitative approach is hard to measure or to quantify. Hollway and Jefferson (2000) state that qualitative research is dealt with explaining the meaning and subjective understanding; it does not deal with producing the objective and reproduction of data. Basically, it is concerned with the meaning of experience, symbol and language.

Charmaz (1995) argues that qualitative data can be seen as high-powered source for analysis and are open to multiple interpretations. He further stated that qualitative research is highly contextual and it involves in identifying how and why things happen; it incorporates people’s own attitudes, believes, emotions, and motivation. This approach can be used either where there is insufficient knowledge about phenomenon, or to testify what is already known. Moreover, qualitative approach can be used as the preliminary method to identify the variables that can be investigated for further research in quantitative approach (Gray, 2014).

Bryman (2016, p.33) argues that qualitative research usually involves words instead of using quantification in collecting and analyzing of data. This research strategy has the following features. First, regarding the principal orientation of the relationship between theory and the research, an inductive approach is entailed to test this relationship, in which an attention is placed on the generation of theories. Second, regarding epistemological position, the emphasis is placed on how individuals describe, translate and interpret social world – interpretivism.

However, the choice of methods to be employed in research depends upon the nature of the research problem. So, the question may rise why have we have used inductive approach? First, as our research objective says, we would like to discover the existing entrepreneurial infrastructure in Rwanda towards the development of entrepreneurs – exploratory research. Secondly, we started by observing subjectively if entrepreneurial infrastructures really exist in Rwanda, and how they are perceived by entrepreneurs. From there, we collected and analyzed data, and then built our conclusion based on the data collected from entrepreneurs. Basically, we did not start with any theory about existing entrepreneurship infrastructure in Rwanda. As it has been argued by Gray (2014, p.17), the researcher should move towards discovering a binding rule, and not jumping quickly to a conclusion.

In brief, we can summarize different arguments and how they are all linked to qualitative research. Due to the nature of this study, in a sense of epistemological position, we have applied “interpretivism method” because it is appropriate for qualitative research.
Interpretivists, referring to their ontological and epistemological position of the world, they believe that world is socially constructed and all the knowledge they can get about it has a subjective interpretation. Usually, interpretivists use qualitative methods, such as interviews, focus groups, observations etc. (Gavin 1998, p.172).

Moreover, as we have seen that existing literatures have hardly focused on entrepreneurial infrastructure in the context of Rwanda, this pushed us to use qualitative research because there are no available literatures to build the theories or hypotheses. Bryman (2016, p.36) argues that if the investigator is intended to conduct a research in which little or no research has been done, then quantitative method may be difficult to be employed, because of limited literatures. Instead, exploratory research or qualitative research would be appropriate and can help researcher to achieve his/her needs, by the reason that it is based on generalization not testing theories.

With constructionism in epistemological approach, a qualitative research would help us as the researcher to get closer as much as possible to entrepreneurs that are being investigated. Thus, subjective verification is based on individual’s perspective (Creswell, 2013, p.20).

2.3. Research Strategy

Generally, there are different of research strategies/approaches, namely: Narrative Research, Phenomenological Research, Grounded Theory Research, Ethnographic Research, and Case Study Research (Creswell, 2013, p.69). Due to the nature and objective of this research, Case Study Research has been applied. Indeed, it is an exploratory research in nature because the research question starts with “how” and this is appropriate for inductive approach (Yin, 2014). It is for all these reasons we have chosen a Case Study Research, because it is perfectly matching with the scope of the study.

- Case study

Mostly, a Case Study Research is used interchangeably with qualitative research, sometimes they are used as synonyms (Gray, 2014, p.163). Case study research is defined as one of the qualitative approaches in which the researcher is engaged to exploring a real-life, understanding a single case or multiple cases, getting in-depth knowledge about a phenomenon. This process can do through observations, interviews, documents, audio-visual, or reports (Creswell, 2013, p.97).
Gray (2014) has illustrated different steps to follow when conducting a case study approach. These are (1) Define and Design, (2) Prepare, Collect and Analyze, (3) Analyze and Conclude. He (Gray) further stated that definition of the ‘units of analysis’ in case study research is the key of research design, and this has to fit with research objectives of the study. The ‘unit of analyses in case study research might be either one single case (also known as “within-site study”) or on multiple cases (a multisite study).

As this research is purely an exploratory research, and it has applied an inductive approach, a case study approach perfectly matches with our research objective (Gray, 2014). Moreover, Gray argues that it is useful to use a case study when the main objective of the researcher is to discover the relationship between phenomena and the context in which it is happening.

One of the challenges of applying a case study approach in qualitative research is to make the choice of the case and the number of cases in order to be able to provide valid and trusted results. To overcome to these challenges, regarding the unit of analysis we have chosen five cases of entrepreneurs. Each entrepreneur has been described as case; therefore, five cases were analyzed in order to give an accurate and in-depth knowledge about the studied phenomena – entrepreneurial infrastructure.

2.4. Data Collection

- **Online Personal Interviews**

Rowley (2012) defines an interview as an oral or verbal exchange in which the interviewer strives to get information and gain knowledge from the interviewee. The topic of the interview might be related to interviewee’s own believes, attitudes, behaviors, experiences, or it is about a phenomena. In data collection, we shall be using “Skype” interview. According to Bryman (2016, p.492), ‘Skype is one of Online personal interviews’; this is similar to in-person interview, because, they both use face to face conversation (both interviewer and interviewee are able to see each other). It has been argued by different researchers who have used Skype in their studies. All they have reported Skype positively. The main advantage of using Skype is that researchers have compared Skype to telephone interview; and they argue that Skype is more advantageous over telephone interview. Because, it allows a visual conversation which is similar to a face to face interview (Deakin and Wakefield, 2014; Hanna, 2012; Weinmann, Brilmayer, Heinrich and Radon, 2012).
Gray (2014, p.382) argues that interview in some situations is the best technique to gather information. He says that when the objective of the research is to explore, examine feelings or attitudes, then interview can be used as the best technique to conduct a research. Ultimately, it is appropriate to this exploratory research.

2.5. Quality of the Study

Given that, there are some criticisms that diminished the quality of qualitative research. For example, it is said that there is lack of reproducibility in qualitative research – this means that in some cases, research is based on one single milieu, situation, background, so it is not based on generalization. To ensure the quality, this study has emphasized on consistency and neutrality while interviewing respondents. We ensured the quality specifically from the data analyzed and results and findings.

As this study has adopted constructionism position, multiple cases would construct the findings and show what the reality looks like on how entrepreneurs perceive the existence of entrepreneurial infrastructure in Rwanda and how it has contributed to their development (Golafshani, 2003). We have used multiple cases/interviews of entrepreneurs, so we built our conclusion based on different scenarios. Gray (2014, p.18) argues the research usually uses several cases, several observations or examples in order to ensure the high degree of reliability, rather than building a conclusion based on single findings, or case.

Initially, the questionnaire was developed in English, and it was approved by Tutor. For the fact that interviews were supposed to be conducted in native language (Kinyarwanda), we paid double attention back and forth when translating questions and responses from one language to another to ensure consistency.

In the whole process of the study, we worked closely both of us to ensure quality and consistency. We used google.doc to share the files, where everyone was able to have an access to partner’s work in progress. This helped us to reduce repetitions and discrepancies.

2.6. Ethics and Good Practice of the Research

Informed consent and preservation of confidentiality were both seen as the main ethical guidelines when conducting a research. Regarding the consent, each entrepreneur was clearly informed in advance about the nature and the purposes to the study. Regarding the protection of confidentiality, we were diligent and attentive that data, interview responses and the results would keep rigorously and with high level of secrecy. Their demography or answers should
not be revealed at all to any third parties. All the results and answers were coded in professional manner to ensure high level of ethics (Gray, 2014, p.262). We assured the entrepreneurs with an extreme confidentiality and anonymity.

2.7. Sample Selection and Strategy

In this research, we have applied “Purposive sampling technique” as well as “Snowball sampling technique” to select respondents. Purposive sampling (also known as judgmental, adjustment, or subjective sampling) is the most effective and appropriate sampling technique in qualitative research, more specifically in a Case Study Research (Palys, 2008). This technique implies the way the researcher’s choice of sampling is bound together with the research objective(s). As we have applied Case study research, and as our main interest is to gather different knowledge, opinions, attitudes, and experiences from entrepreneurs in Rwanda about how of entrepreneurial infrastructure has contributed to their development, therefore, Purposive sampling technique is much more appropriated in this research (Ibid, 2008).

In terms of snowball technique, we have identified one entrepreneur whom we thought he is the right person for this research. This person has been able to run a business in Rwanda and he has shared his inspiring experience on YouTube. So, after identified the first person, in turn, he connected us to the second person, who also showed his interest in this research. At the end, the second person also suggests us of the third person, and so on (Vogt, 1999). Indeed, this is how we selected entrepreneurs.

Before booking an appointment, we have asked each person what is doing as business to know if s/he is an entrepreneur. The entrepreneur1 has started the company in 2012 and he specializes in transforming residue or waste in biomass briquettes (works as charcoal to cook in most developing countries where cooking fuels are not easily accessible) production. At his young age he experienced the life of living without electricity. Since then he started to think what can do to overwhelm that challenge. From business training he received in related big companies in the USA empowered him to kick off his project.

The entrepreneur2 has always loved to take care of other people’s beauty (braiding hair, pedicure & manicure, make up). Her idea to start the business was based on the fact that she realized that this field was a needed industry to many people but there was a big lack of skills, creativity and knowledge based on evidence. While she was going to College she started
offering hair, skin, and nails services to her clients and was even able to come up with one beauty product of her own so far.

The entrepreneur3 his business is basically a consulting company for auditing and accounting. He started in 2013. The main mission of the company is to do auditing, consultancy as well as accounting. He was graduated from Bachelor and Business Administration (BBA) in the field of Accounting. He was very interested in doing Accounting and Finance as well as Auditing. This is the main reason he chose this field. Moreover, Rwanda Revenue Authority has introduced new rules which were basically instructing companies that financial statement and bank statement should be certified by qualified accountant. So, the idea came like that, and by the way this field was somehow new. As a graduate student, he has seen this as an opportunity to exercise what he has learnt.

The entrepreneur4 is one of the owner of a Creative Design company. This company started in 2013. After being graduated in Creative Design program, they both had same passion of fashion design.

The entrepreneur5 is the owner of a company specialized in event organization and transport. It started in 2008 with the mission of helping and organizing trips. The company offers the opportunity to experience tours that speak directly to individual’s needs, tastes, and interests. It is mainly located in Rwanda and operates in the whole Eastern African region.

We have collected data from primary source. All the respondents have ran and owned a business.

2.8. Interview Guide (See Appendix)

This guideline simply reflects on the list of issues to be investigated or questions to be asked during interview (Bryman, 2016, p.469). Our interview guide was developed iteratively; this means that questions were posed, tested, and then modified based on tutor and examiner feedback.

The interview guide is composed by three parts. The first part described the background and objective of the study, the confidentiality issue, the duration of the interview. The second part consisted of demographic questions. The last part presented the specific questions regarding entrepreneurial infrastructure components. In the last section of interview guide, we developed questions with the intention of gather entrepreneur's opinions on entrepreneurial
infrastructure components and how these components have contributed to their development. All the questions were asked in the way of probing to gather all possible opinions of how entrepreneurs have been developed through entrepreneurial infrastructure. For the fact that this study is an inductive research, all the questions were posed in exploratory manner. This means that they started with “how” or “why”. Moreover, during the interviews, probing technique helped us to effectively stimulate entrepreneurs to generate more information. In order to be neutral and not be biased, we did not mention any component; it was our responsibility to capture which component of entrepreneurial infrastructure is talking about and how it has contributed to his/her development.

2.9. Data Collection

We started to contact interviewees on 15 April, 2016. We conducted the first interview on 22 April, 2016 and we finished in the second week of July. After identifying the first entrepreneur, we have sent an email for a consent form. In the email, we explained the nature and the purpose of the research, explained how long the interview will last, assured confidentiality and autonomy, and after we asked for his willingness to participate in the research. In addition, we have asked (in the email) the first entrepreneur if he could connect us to other entrepreneurs.

After getting approval from the first interviewee, he agreed to connect us with other entrepreneurs. We have contacted other entrepreneurs through the phone. When we made calls, we first explained the purpose of the research and what we are intended to do; and then booked an appointment for interview. We asked their emails address so that we could be to send the description of the study and get their approval. We arranged Skype conference with every entrepreneur but due to WORLD ECONOMIC FORUM on Africa which took place in Kigali – Rwanda, entrepreneurs were super busy. They used to give us an appointment and later change it due to different reasons. Two interviews were left in the middle and completed after some days. Before recording, we asked for their approval as it has been mentioned in the consent form that conversation will be recorded.

We have recorded all the interviews in video manner but due to the internet problem, we ended up removing video so that we could be able to have a smooth conversation. Each interview lasts 1 to 2 hours on average. All the interviews were conducted in native language – Kinyarwanda. After each interview, the recorded voice were translated and at the same transcribed in English.
2.10. Data Analysis

This chapter presents the whole process of how data are organized, coded and transcribed to match with conceptual framework which was developed to answer the research question of the study. Before doing data analysis, we started by organizing and saving all the data in google.doc file where both of us had access and were able to add the recordings and transcripts of the interviews. Each interview were converted and transcribed right away after finishing the conversation. Because the interviews have conducted in native language – Kinyarwanda, to ensure the quality and consistency, we listened each other’s recordings and check carefully the transcripts if each interview is matching with its recording. We only sent back one transcript back to the interviewee because he was able to understand English, even though he was not comfort to do the whole interview in English.

After transcribing, we coded each entrepreneur’s name into numerical order just to keep their privacy that we had promised before recording. The anonymous list of respondents is presented as follow, Entrepreneur 1, 2, up to Entrepreneur 5.

After the coding and transcribing, we analyzed data by using the technique called “pattern matching”. This technique has been discussed as the most desirable analytic in case study research (Yin, 1984). Moreover, he defines pattern matching as the analysis technique of understanding whether two patterns are matching or not, if theories are matching with cases. In other words, this technique allowed us to comprehend the data if they are matching with theories which are developed in conceptual framework (Yin, 1984).
CHAPTER 3: CONCEPTUAL FRAMEWORK

This chapter highlights theories related to the area of the topic. The theories discussed different components of entrepreneurial infrastructure that could motivate the development of entrepreneurs’ activities. Subsequently, different insights from authors on entrepreneurial infrastructure and lastly, this part end with the summary displaying the importance of entrepreneurial infrastructure.

3.1. Entrepreneurial Infrastructure

To describe the meaningful of the term ‘entrepreneurial infrastructure’ is not easy because currently we did not find in articles, books or publications a general definition of entrepreneurial infrastructure. Karadeniz and Özdemir (2009, p.351) highlight that the concept of the components of entrepreneurial infrastructure which could support entrepreneurs is quite new. The focus of this literature review is to highlight the significance of entrepreneurial infrastructure while defining its main components and also describing all relevant contents related to the topic.

3.1.1. Infrastructure and Entrepreneurial Infrastructure

To understand properly the entrepreneurial infrastructure concept, it is necessary here to clarify exactly the meaning of infrastructure. From the first half of 20th Century the term infrastructure referred to special installation of military equipment (Lemer, 1992 cited in Tan et al. 2000). From the 1980s international press started to use the term “infrastructure” in industrial countries such as the US. Since then, in industrial sector terms, the infrastructure refers to all assets that are under governments control and responsibility. Basically, when someone says infrastructure, probably people tend to understand physical infrastructure such as highways, railroads, power supplier, telecommunication, broadband, tunnels, industrial parks and so forth. However, Tan et al. (2000) describe infrastructures as a particular place which represents the conditions of a specific area. Besides, infrastructure is the economic development pillar that can change the business scope and ultimately reduce barriers of entry. Indeed, they described entrepreneurial infrastructure as the physical aspects needed for an enterprise or society to function. Obviously, they facilitate daily activities of the people. Infrastructure in a broader sense is recognized as basic structures or ingredients which support particularly the full range of entrepreneur’s activities and support to discover business opportunities to another side of the regions (Flora C.B. and Frola J.L., 1993; Macke and Markley, 2006; Audretsch, Heger and Veith, 2014). Mostly, infrastructures are the facilities
operated and built by the local administration or government, and consequently they belong to the category of public assets. The vital role of infrastructure is to enhance exclusively the economy development of the country. Entrepreneurial infrastructure concept takes into account both; physical and non-physical infrastructure (Brenes and Haar, 2012; Macke and Markley, 2006).

The definition of Tan et al. (2000) is used in order to avoid misunderstanding about the terminology of ‘entrepreneurial infrastructure’ in relation to entrepreneurs. The concept entrepreneurial infrastructure embraces all the services and facilities existing within any given geographic county with a purpose of motivating creation of new businesses as well as the growth of established ones or Small and Medium enterprises. In other words, entrepreneurial is the subcategory of a general concept of the components of industrial infrastructure.

However, the main drawback of entrepreneurial infrastructure is that it lacks the identical definition. Nevertheless, there is little similarity on its components or categories. In their groundbreaking analysis, Brenes and Haar (2012) show that there are five infrastructures that are beyond physical infrastructure; such as business assistance services, the harmony of family-business, support from government agencies, financial assistance and availability of information services. Samli (2011, p.86) argues in general that there are six categories of entrepreneurial infrastructure which are; intellectual infrastructure (education or human capital), physical infrastructure (roads, railways, airports, highways etc.), high-tech infrastructure (telecommunication, broadband) and basic infrastructure (water, power supplier or electricity). Indeed, Hew and Nee (2004. p.10) provide four components of entrepreneurial infrastructure; services and assistance with tasks, financial support, information and knowledge.

3.2. Entrepreneurial Infrastructure Development

Compared to entrepreneurship evolution, little study has been done on entrepreneurial infrastructure (Galkina and Kock, 2011). Much of the current studies have paid attention to entrepreneurship in relation to education, finance, and society (McMullan and Long, 1987; Niyonkuru, 2005; Kuratko et al, 2001; Mitchell et al. 2014, p.373).
Below is a chronological literature on development of entrepreneurship infrastructure;

- The first study that has similarity on entrepreneurial infrastructure has been developed by McMullan and Long in 1987 under the name of the ‘elements of a new venture infrastructure’ with the three main components; entrepreneurship education, venture capital and incubators (Tan et al., 2000).

- Thus in 1993, the article of Van de Ven entitled ‘’the development of an infrastructure for entrepreneurship’’ published in Journal of Business Venturing had a major impact in highlighting the three major components of entrepreneurial infrastructure that could build solid entrepreneurship in regions (Woolley, 2011). Van de Ven and Garud (1989) believe that entrepreneurship study is incomplete, if it emphases only on behaviors and characteristics of entrepreneurs, it has to focus on what they call externalities factors, such as economic, social and political entrepreneurial infrastructure. His intention was to build the infrastructure industry for entrepreneurship. To better understand entrepreneurship in a macroperspective and construct an industry for an entrepreneurial platform that facilitates and at the same time limit entrepreneurs. Van de Ven presents three distinct components of entrepreneurial infrastructure; Firstly, the existence of formal institutions which could assist entrepreneurs in terms of legitimizing a pool of entrepreneurial technical activities through establishing laws and regulations that could encourage the creation of a new standard of technology. Secondly, public resource grants/endowments like raw materials, basic knowledge, and financial assistance. Lastly, the microperspective of entrepreneurship infrastructure found in creating and developing the appropriate functions in technology, innovating networks, and marketing. Indeed, each component has sub-component in it (see figure 1).

- In research project report of Global Entrepreneurship Monitor conducted by Reynolds et al. (2002) between 2002-2003 describe the factors which are linked to entrepreneurial infrastructure termed ‘Entrepreneurial Framework Conditions’(EFC) comprised by nine components; education and training, financial assistance, government policies and programmes, R&D transfer, professional and commercial infrastructure, availability of physical infrastructures, social and culture norms and market openness.

- Isenberg (2010) describes and expands the components of ‘entrepreneurial ecosystem’ in a number of six. From the research he piloted in Iceland, Ireland, Taiwan and Israel; Isenberg found entrepreneurship ecosystem encompasses more than hundreds of unambiguous components, but he grouped into the six main components comprising; existence of
entrepreneurial culture, established leadership and policies framework, access to appropriate finance, relevant knowledge or human capital, market share of the products produced or services offered, presence of institutions that motivate entrepreneurial activities, and infrastructural support. He pointed out that any entrepreneurship ecosystem of a country can be designed referring to these six components (see figure 2).

Each component of entrepreneurial infrastructure is unique because it is a result of uncountable elements which interact differently in a complex way. But, the model of Isenberg (2011) and Reynolds et al. (2002) are broadened and more detailed compared to the model of Van de Ven (1993) because they are based on analysis of researches conducted in different countries either developed or developing. However, the literature of Isenberg (2011) considers infrastructure as physical aspects comprising; transportation means (railways, highways, airport etc.) and communication means (broadband, digital, telecommunication etc.). Still there is an overlap in the components of entrepreneurial infrastructure provided by Van de Ven, Global Entrepreneurship Monitor and Isenberg. Thus, the components of what Global Entrepreneurship Monitor (2002) termed ‘Entrepreneurial Framework Conditions (EFC)’ do not differ from what Isenberg (2010) called ‘Entrepreneurial Ecosystem’. Also, Isenberg makes no attempt to differentiate between physical and non-physical infrastructure. Furthermore, the focus of Van de Ven and Gerud (1989) was on developing entrepreneurial infrastructure for industry at interorganizational and also at individual entrepreneur’s level. Indeed, much of elements of entrepreneurial ecosystem correspond to the components of entrepreneurial infrastructure.

In view of all the components of the four kinds of literature, they have similarities and they both vary according to country’s entrepreneurship situation. Overall, the above studies indicate that the availability of entrepreneurial infrastructure in a life of entrepreneur’s activities is a key to success and a quick fix to social and economic problems that could exist in any community.
Figure 1: Model of Van de Ven: An Entrepreneurship Infrastructure (2016)

Figure 2: Model of Isenberg: An entrepreneurship Ecosystems
3.2.1. Determinants of entrepreneurship environment

Babson College in a project called ‘Babson Entrepreneurship Ecosystem Project’ listed thirteen factors that could help governments to know if they exhibit entrepreneurial environment. Consequently, they are helpful in terms of discovering the area to put more efforts or to focus.

• The existence of a public leader who encourage entrepreneurial activities.

• The existence of government agencies working in connection with entrepreneurial activities (R&D institutes), how they help entrepreneurs to bring their own ideas to life?

• Existence entrepreneurship culture which accepts mistake, tolerance towards failures, be familiar or be fine with failures and risk taking. Also, comprehend entrepreneurship as the worthy profession not an activity for those who lack the opportunities for being hired in an organization or company.

• The existence of entrepreneurship success storytellers as a way to market entrepreneurial activities and inspire start-ups entrepreneurs. Here entrepreneurs could act as mentors or role models.

• The existence of knowledgeable entrepreneurs who possesses skills and experience in entrepreneurial activities.

• The existence of capital resources.

• The existence of private, nonprofits and entrepreneurs associations to learn and help each other in networking.

• The existence of education institute to provide basic entrepreneurship knowledge (business incubators).

• The existence of appropriate infrastructure (roads, bridges, airports, railways, broadband etc.).

• The existence of geographic area that attracts the ventures with high- potentiality and growth surrounded by universities, R&D Centers and open mind people with big ideas.
• The existence of collaboration between formal and non-formal entrepreneurs such as a network between diaspora entrepreneurs and local entrepreneurs.

• The existence of professionals’ in-laws, accounting, consultants etc.

• The existence of open-minded customers willing in giving feedback on new products or services.

3.2.2. The guidance for creating entrepreneurial environment

The research of Isenberg (2010) allows him to draw the nine prescriptions that could guide governments in creating a sustainable entrepreneurial environment

• Stop imitating Silicon Valley; there is no standard established for creating the platform of entrepreneurial environment because it can cause the failure and frustration on behalf of governments.

• Outline entrepreneurial environment using available local resources and also within economic conditions of the country.

• From the start of creating the entrepreneurial environment, it is very important the government to allow the involvement of potential entrepreneurs, entrepreneurs diaspora and the private sector in making the crucial decisions

• Spreading and segmenting scarce resources among high potentials and non-potentials entrepreneurs.

• Recognize and favor the greatest entrepreneur who has confidence and able to make people want to imitate and follow. Because, one successfully entrepreneur can encourage the creation of the entrepreneurial environment. For example in China, the market share of Baidu (provides many web services to the company) gave a birth to numerous new entrepreneurs in China.

• To help and motivate people to grow in their entrepreneurial activities, the government officials are required to not introduce, design and complicated technical systems more than necessary.

• Modify and review regulations, laws and bureaucracy frameworks.
3.3. The Influence of Entrepreneurial Infrastructure on Development of Entrepreneurs

Numerous studies have attempted to investigate the dissimilarities in the creation of new business in geographic areas. Their intention was to create a supportive environment for the creation of new business (Van de Ven, 1993; Isenberg, 2011). In view of all researchers mentioned above, they outline a critical role of entrepreneurial infrastructure in attracting the entrepreneurs to establish new business and develop a small business. Furthermore, the definition of Tan et al. (2000) is used in order to avoid misunderstanding about the terminology of ‘entrepreneurial infrastructure’ in relation to entrepreneurs. The concept of entrepreneurial infrastructure embraces all the services and facilities existing within any given geographic county with a purpose of motivating the creation of new businesses as well as the growth of established ones or Small and Medium enterprises.

However, the main barrier of why some entrepreneurs do not fit in established entrepreneurial infrastructure is that the government agencies (behind creating entrepreneurial infrastructure) underestimate the motivation of entrepreneurs in starting their activities through establishing entrepreneurship policy measures without entrepreneurs’ perspectives (Isenberg, 2011). The power of government is to change the economic institutions and to act with the intention of protecting entrepreneurs and ultimately these will increase their motives to work and invest hardly (Lundstrom and Stevenson, 2005, p.43; Galkina and Kock, 2011; Center for International Private Enterprise, 2013). Many authors make some comments about this act by writing the characteristics and motives of individual entrepreneurs in taking the decision of being self-employed (Knight, 1921; Schumpeter, 1934; Oxenfeldt, 1943). Referring to their studies, the key to creating entrepreneurial infrastructure lies behind subjecting the components of entrepreneurial infrastructure based on individual entrepreneur’s opinion and available resources in the geographic area. Indeed, all opportunities will not be necessary and interest to entrepreneurs when they are not supported by appropriate entrepreneurial infrastructure (Naudé, 2013). Galkina and Kock (2011) make a conclusion by saying that: the foundation of entrepreneurial infrastructure is determined by an individual entrepreneur. In the same way, the social culture of any community can reveal whether the behavior of entrepreneurial is desirable or not (Hofstede, Noorderhaven, Thuril, Uhlaner, Wennekers and Wilderman, 2004).

Isenberg (2011) argues that the creation of entrepreneurial infrastructure model is a challenge and it cannot copied as many countries are trying to copy the structure of entrepreneurial
infrastructure of Silicon Valley (technology park of many entrepreneurial start-up and global technology businesses such as Facebook, Apple, Google, Research Center of NASA's Ames located in South San Francisco, California) because it differs in terms of industrial sector and it depends on culture and the context framework of entrepreneurial process of any country; nevertheless, it is possible to identify some similar infrastructure patterns that could be used in the process. To overcome these challenges, first and foremost, is to outline the relevant entrepreneurial infrastructure components that could have an impact in helping entrepreneurs to reach the desire of creating new business effectively and efficiently. While, paying attention to the complex of combining political, historical, and cultural background (Michailova and Worm, 2003; Lundstrom and Stevenson 2005, p.44; Gaklina and Kock, 2011).

3.4. Relevance of Entrepreneurial Infrastructure to Development of Entrepreneurs

Entrepreneurial infrastructure plays an active role in motivating and developing entrepreneurial activities. However, the critical issue and exclusively interest, rely on the groundwork of creating from scratch the entrepreneurial infrastructure that could support and motivate entrepreneurs. Indeed, Center for International Private Enterprise (2013) affirms that in many countries entrepreneurs encounter the challenges of starting to operate in the environment where the basic available resources which have the intention to promote entrepreneurial activities are very few and static, however, it requires an economic change. For instance, the so-called Four Tigers of Asian (Taiwan, Singapore, Hong Kong and South Korea) have particularly devoted to investing in the development of their infrastructure and consequently they have succeeded extraordinarily. Whereas, the majority of infrastructures in African countries are extremely poor and underdeveloped; that is why their economy growth is lagging behind comparing to other continents (Vivarelli, 2012; Forbes.com, 2016). To create entrepreneurial infrastructure ground involves government in charge of initiating different dynamic policy structures as well as it requires a huge investment from the public and private sector or through Public-Private Partnership (Center for International Private Enterprise, 2013; Audretsch et al., 2014). Also, elements of entrepreneurial infrastructure can be owned either by private sector or public sector (Tan et al., 2000).

Isenberg (2011) asserts that each government either from developed or developing countries is eagerly searching what can be done to create entrepreneurial ecosystems. Again, Audretsch et al. (2014) raise this question; why some geographic area display a remarkable degree of
entrepreneurial activities compared to others? Or why some geographic area possesses an economic performance which is stable and strong than others? (Audretsch et al., 2006, p.60). In the same view, Mason and Brown (2014) in their analysis found that many studies have ignored the stimulus and the roots of entrepreneurial infrastructure because they pose many challenges to government agencies. These studies tended to consider the stimulus and the roots of entrepreneurial infrastructure as having the settled static policies, while, forgetting the processes to follow of how entrepreneurial infrastructure can be long self-sustained. They suggest that the decision of creating entrepreneurial infrastructure have to be taken in a holistic manner, concentrating on the following four policies:

- The entrepreneurs’ perspectives in the regions
- The resource suppliers within the environment
- Nomination of what Sweeney (1987 cited in Mason and Brown 2014) named ‘liaison animators’, Mason and Brown (2014) termed it as ‘the bridging assets’; are the volunteers who have the mission of connecting several components of entrepreneurial activities and actors within the environment.
- Inhibition of entrepreneurial culture in society; such as teaching entrepreneurship in schools, reward entrepreneurial activities and recognize the success of entrepreneurs stories (The Center for International Private Enterprise, 2014; Audretsch et al., 2014; Isenberg, 2011; Niyonkuru, 2005).

Certainly, entrepreneurial infrastructure enhances the growth and develops entrepreneurs, the government agencies should initiate and implement supportive policies addresses to increase the born and rise of entrepreneurs; entrepreneurial infrastructure is surely the magnet of attracting people to engage in entrepreneurial activities and explore entrepreneurial opportunities within the regions (Audretsch et al., 2014). A recent study of Audretsch et al. (2014) which is considered by the authors to be the first to conduct a survey regarding the connection between entrepreneurship and infrastructure have shown that entrepreneurial infrastructure is important particularly to start-up or nascent entrepreneurs as it facilitates them to recognize and exploit entrepreneurial opportunities. Their suggested hypothesis was ‘existence of different types of infrastructure which enhances start–ups activities’ that possess the capacity of assisting all categories of entrepreneurs. Exclusively, those types of infrastructure must depend on the nature of new start-ups activity. Ultimately, the last
hypothesis was ‘entrepreneurial start-up activity is connected and depends on solely on specific industry framework’. Nevertheless, the emphasis of this study was on infrastructure in general either physical or non-physical.

The numbers of salary jobs are decreasing while the number of self-employed with an increasing number of new companies is being registered in some of the developed countries (WSU CAHNRS, 2013; RSM Global, 2014). On top of that, nowadays the usage of the digital system is going up, while a pool of labor activities are going down expressly in many developed countries; many services do not need any interaction of human hand. In the report of Bloomberg published in 2014; it is said that in the workforce of United States, the robots can do a half of the work in the next one or two decades. Also in 2013 the University of Oxford published more than 700 jobs at risk because they are all being automatized or computerized (Peterson, 2015).

Long live entrepreneurship cannot exist and cannot strive, be completed without the existence and combination of physical and non-physical infrastructure. Interestingly, these studies outline a critical relevance for the growth of entrepreneurs which relies upon the creation of appropriate infrastructure; physical or non-physical. In order to stimulate entrepreneurs and foster economic development; begin firstly with developing a plan for creating an environment of entrepreneurial infrastructure that could facilitate an entrepreneur to grow gradually and establish a dynamic entrepreneurship policy and programs which requires a mutual understanding between entrepreneurs and government. Secondly, recognize what is the most common needed regarding entrepreneurial infrastructure and know the motives of entrepreneurs.

3.5. Summary of Conceptual Framework

Apparently, entrepreneurial infrastructure is a concept that requires a deep research. Indeed, there are scarce articles written on this subject. These show us an indication of a delay about highlighting the importance of infrastructure for development entrepreneurs in the academic field. The issue for researchers is to pinpoint, compile and prioritize the components of entrepreneurial infrastructure in accordance with entrepreneurs’ perspective at the community, region and country level. The components of entrepreneurial infrastructure vary temporary and depend on mutual benefit of private and public parties. In this view, many researchers provide an insight of creating a dynamic entrepreneurial environment within the conditions of the geographical area. Also, the collaboration between entrepreneurs and
government agencies is needed for subjecting the entrepreneurs’ opinions. Creating or empowering entrepreneurial infrastructure goes with the culture, logical assistance, political and also the critical conditions of the country or region.

A general consistency for the components of entrepreneurial infrastructure is much necessary, supported by empirical evidence for developing, transition and developed countries. Thus, in most of the developed countries, they started to put much interest in developing entrepreneurial environment by separating physical infrastructure from non-physical infrastructure such services that are most relevant to entrepreneurs (Yaribeigi, Hosseini, Mirdamadi and Najafabadi, 2014).

Reflecting on entrepreneurs’ perspectives and economic status of any country, the entrepreneurial infrastructure can be created. Because in recent years around the world there is a trend of encouraging people to engage in entrepreneurial activities due to many jobs are being replaced by robots. In order to confront directly and to prevent the negative effects of unemployment and also unbutton new source of jobs in countries, it requires the act of encouraging entrepreneurial activities as well as self-employed people. However, it could happen successfully if the entrepreneurial infrastructure is in the place.

Entrepreneurial activities in a community are influenced by the quantity and quality of the components of entrepreneurship infrastructure whether human capital, appropriate financial assistance, government programs and policies and so forth. However, the groundwork for creating sustainable and dynamic entrepreneurial infrastructure requires the government to conduct a research to know if they have essential components of entrepreneurial infrastructure (Isenberg, 2010).
Entrepreneurs’ development cannot have a positive impact without the necessary combination of all the components of entrepreneurial infrastructure. Certainly, the entrepreneurial infrastructure can be seen and taken as the heart of effective entrepreneurs’ development. Due to unpredictable and unexpected challenges which inhibit the development of entrepreneurs, it is recommended by many researchers to prevent those challenges by creating a favorable and attractive entrepreneurial environment reinforced by adequate entrepreneurial infrastructure.
CHAPTER 4: DATA ANALYSIS

In his chapter the results of data analysis are presented. We conducted five interviews with entrepreneurs in Rwanda. Each interview has been recorded and transcribed. All the transcripts were sent back to the interviewees, which could give us their feedback. This process allows us to keep the quality of the data. With the intention of finding the answer of our research question we have read the transcripts and entrepreneurial infrastructure to incorporate in the document. We discussed the issues together in the light of theoretical framework to reach the intended solution. The identified issues were discussed iteratively with arguments and counter arguments to ensure the quality of the study.

4.1. Financial Assistance

Financial assistance is one of the entrepreneurial infrastructure components that is required to improve business, entrepreneurial needs, and it helps to start new business and develop existing business. In fact, this component is related to entrepreneur’s expansion and development of business. This is why financial assistance is required for the development of entrepreneurs. Entrepreneurs have revealed that this component has contributed so much to their development. Indeed, this component helps entrepreneurs with money and other financial support. Either new or experienced entrepreneurs can apply for the support with lower taxes. Some of the institutions are specific to youth, others are specific to women and others are for all entrepreneurs. Entrepreneurs who want have an idea on how develop his/her business but he/she does not have financial capacity to implement the idea, then this assistance would support by offering financial aid at low interest rate.

“There are quite number of facilities available to the entrepreneurs. For example, if you have a business idea and you don’t have funds, you can easily get a loan from the bank. Another, example is that the government has inaugurated different institutions (BDF, RCA etc.) just to help growing entrepreneurs to become successful”. Entrepreneur2.

“Yes we have tried to seek external financial assistance because our savings were not enough. It has helped us to buy equipment, rent different stores, and hire employees”. Entrepreneur4.
4.2. Training

This component is useful to assist and increase knowledge of entrepreneurs in different fields. Basically, it helps the entrepreneurs to fully understand the scope on how to start, run and develop a solid business. For example, this component helps entrepreneurs who have different background from what they do. The training covers for instance the business plan, basic accounting and finance, book keeping, laws and regulations, taxes, trainings on new techniques and new technology. According to our respondents, there are some available institutions which support and assist entrepreneurs with some training in different fields. All these institutions or centres are initiated by the government. For example, in Consultancy business field, the government organizes an event which is intended to train consultant with new techniques of Accounting and auditing. They have taken the advantage of these trainings to empower themselves with the new knowledge and develop their business.

“Regarding my field, there is one special training support organized by the government twice a year. This program is specifically for young and junior accountants, just to help them with additional knowledge in the accounting. The main idea is to enhance their capabilities and understandability of international financial reporting. These trainings have contributed a lot to my company”. Entrepreneur2.

“There is always room for improvement and I learn new things every day. Yes, there are available trainings around the country and I had taken advantage of them”. Entrepreneur1.

“Lastly, knowledge is mostly personalized to each individual. There is available training, ways of communication to get your business known to the community”. Entrepreneur1.

“There are non-governmental organizations (NGOs) such as SNV (Stichting Nederlandse Vrijwilligers or Netherlands Development Organization) that organize trainings to entrepreneurs. They provide relevant general skills to young entrepreneurs. I attend training organized by these NGOs and apply the knowledge in taking some decisions”. Entrepreneur3.

“From business training I received in related big companies in USA empowered me to kick off my project”. Entrepreneur3.

4.3. Cultural and Social Norms

The Rwandan society perceives entrepreneurs as courageous people who take initiatives to create jobs. They are much respected persons. After the genocide, the government has
encouraged the culture of being self-employed. Different opportunities have been put in place to encourage this culture. This component has helped also to the development of entrepreneurs as well as the country. It has been mainly used to fight against unemployment.

“Normally, they encourage us, once you take the initiative to start your own business, it is not easy but they encourage you to push and keep pushing. Then this support will turn into the strength to work hard. Yeah, that is how it is!” Entrepreneur2.

“Yes, the Rwandan government has put and encouraged young people to be self-employed. For example, the Rwandan government has enabled financial facilities which can help young people to open their own business”. Entrepreneur1.

4.4. Access to Physical Infrastructure

Physical infrastructure refers to available resources that can help entrepreneurs to grow and develop their business, such as roads, power or electricity, telecommunication system; low rate of corruption etc. physical infrastructure has a crucial impact on the development of business and industry growth (Heger, Rinawi and Veith, 2011 cite Steil, 1999). A reliable infrastructure is an important factor to the success of all businesses either for nascent or growing entrepreneurs. Thus, it is necessary for new and growing businesses to be able to respond and reach customers’ demand (Von Bargen, Freedman, and Pages, 2003). Moreover, physical infrastructure refers to facilities associated with low costs of certain services such as rent, equipment, marketing and development facilities, all these facilities help entrepreneurs to develop their businesses.

“So far I have not yet faced a lot of challenges regarding physical infrastructures. To me, I think these infrastructures are somehow fair in terms of price. But I said before, only internet is expensive”. Entrepreneur2.

“I have experience to work in this region and I have travelled to so many countries in Africa, but I affirm that there is no any other country which has the same facilities and infrastructures as Rwanda. Roads, streets, hotels and so on always help me in my daily business. As Tourism Company, all these facilities have contributed so much to our company’s development, but also to the countries because so many people come to Rwanda to experience the beautiful country ever”. Entrepreneur5.
4.5. Network/Connection

Networking is one of the entrepreneurial infrastructure components. It is mainly gather and connect different entrepreneurs with the purpose of helping each other and building a strong entrepreneurial climate. Mostly, entrepreneurs with the same business or same field decide to partner together, and this has an advantage to both entrepreneurs themselves and community in general.

“Yes, this is what we have been discussing early. My NYC, ICT is part of the government program to help youth who are in business. They facilitate networking for youth who are in business”. Entrepreneur1.

“Network with related companies in developed countries”. Entrepreneur3.

“The passion of the project leads me to team up with others, and discover that the waste generated at home can be used to make valuable things. Firstly, the input wastes are collected nearby towns, and I hired a team of few people who circulate around and do some cleanings, after the waste are put in a pit or the main waste management plant. My knowledge about this project is not enough, I continue to search connection from experienced people and do study tours in different countries in UGANDA, USA, and INDIA to learn how they do it”. Entrepreneur3.

4.6. Entrepreneurial Policy

This refers to the government policies that encourage entrepreneurs. When the government policies change often, this discourages entrepreneurs because they feel unsecured to do business and expand their business. Moreover, the government policies can motive entrepreneurship through improving infrastructure facilities favorable for business, creating industrial parks and other entrepreneurial policies. It is claimed that government of Rwanda facilitates entrepreneurs by establishing some rules to encourage entrepreneurs such as low interest rate when requesting for loan to start or expand business.

“There are available free trainings such “basic business skills””. There is opportunity available through National Youth Council, NYC. This has invited me to be part of a free trade fair where I was able to expose my products and get it to be known. Through my ICT I have learnt to write a business plan layout. And sometimes My ICT connects us to different media to help us get our products known to the public”. Entrepreneur1.
“There are quite number of facilities available to the entrepreneurs. For example, if you have a business idea and you don’t have funds, you can easily get a loan from the bank. Another example is that the government has inaugurated different institutions (BDF, RCA etc.) just to help growing entrepreneurs to become successful. Regarding my field, there is one special training support organized by the government twice a year. This program is specifically for young and junior accountants, just to help them with additional knowledge in the accounting. The main idea is to enhance their capabilities and understandability of international financial reporting. These trainings have contributed a lot to my company”. Entrepreneur2.

“There is one regional economic platform called AGOA that helped us to export our shoes in USA. COMESA helped us to trade our shoes in East African countries without any export fees. And also we are able to import the shoe leather and other key raw materials at the cheapest price”. Entrepreneur4.

4.7. Education

The entrepreneurs have revealed that their background was not related to what they are doing now, and some completely had no idea about doing business. After starting, they have realized their strengths and weakness. In order, some they have attended different training programs for specific knowledge. For example Entrepreneur3 has decided to attend normal courses at the university, and this has helped him to develop his business. Indeed, Education in entrepreneurial infrastructure is about increasing knowledge, mindset and awareness, and inspiring entrepreneurs on how to develop existing business. It helps to create a fertile culture of entrepreneurs.

“I didn’t have any business knowledge but now I am taking courses in business administration at University of Rwanda”. Entrepreneur3.

“I try to gain advanced knowledge in management and business skills”. Entrepreneur3.

“At the starting point I had a knowledge related to technical performance of the business but now I put much effort in learning knowledge about leading and managing a company in a successful way”. Entrepreneur3.
4.8. Entrepreneurial Environment

This refers to how business climate is encouraging entrepreneurs to start business or expand their existing businesses. The entrepreneurial environment consists of the factors related to conditions in which an entrepreneur operates (Lenox and York, 2011). The government of Rwanda has established some basic incentives to energize entrepreneurs and help community to become more entrepreneurial; such as roads, infrastructures. Entrepreneurs have revealed that the Rwandan government reduces the conditions and procedures when registering a new company, they said that opening and registering a company takes only 6 hours. In addition, the government eases the cost of doing business.

“Entrepreneurship environment in Rwanda possess a lot of business opportunity especially for those who have accurate business ideas and capital”. Entrepreneur4.

“The assistance we have nowadays is from the government where they have a policy of reducing the taxes on importing raw materials for manufacture companies and increasing the taxes for second hand shoes and clothes to encourage Rwandan people to buy our handcrafted shoes and clothes made in Rwanda”. Entrepreneur4.

“Rwanda government is now a member in different regional economic organizations like COMESA, COMMONWEALTH, EU, and AGOA to interconnect with other countries. By being in those organizations will benefiting us by exporting without paying tariffs and import or export duty and will help us in expanding our handcrafted shoes market outside of Rwanda boarders”. Entrepreneur4.
CHAPTER 5: CONCLUSION AND DISCUSSION

5.1. Discussion

In order to answer our research question, we first highlighted different components of entrepreneurial infrastructure in general. Regarding these components, our respondents revealed how different components have contributed to their development.

We have understood in different ways on how entrepreneurial infrastructure components have contributed to the development of entrepreneurs in Rwanda. From the starting business, the entrepreneurs have used their savings or family support to start their business. Thereafter, they start to seek for a loan from the bank or other financial institutions to expand their business. They have revealed that there are some financial supports available where entrepreneur presents his/her business idea and get financial assistance from them. But, entrepreneurs have revealed that they prefer to use their own savings, and then once they feel secured and enthusiastic to growth their business, they subscribed for additional financial aid. Indeed, financial assistance is helping entrepreneurs in Rwanda in different ways, such as in starting business, in expanding business, and making them more secured.

Training and education are contributing so much to the development of entrepreneurs in Rwanda. It is said that entrepreneurs have different background from their business. In order to expand their business, entrepreneurs have attended or participated in different programs with the purpose of increase their knowledge. These training and education programs are helping entrepreneurs in such ways; doing business plan, basic accounting and finance, book keeping, laws and regulations, taxes, trainings on new techniques and new technology. So we would say that these programs have contributed a lot to their development, without these trainings, some of entrepreneurs would have gone bankruptcy.

The government of Rwanda has made a lot effort to make physical infrastructure accessible in the whole country. The government has invested to build in such streets, internet, electricity, water, transport and other basics needs that entrepreneurs need for their development. Entrepreneur5 revealed that he prefer to business in Rwanda compare to the region countries because there are a lot of facilities that would contribute to their development.

It has been argued that Network and connection between entrepreneurs within the same field or same industry has contributed to the development of entrepreneurs. The government has initiated different programs where entrepreneurs can meet and exchange ideas. These
networking and partnership has organized study trip, trainings, financial help among them, all the participants have enjoyed and benefited from their partnership. In nowadays, entrepreneurs are encouraged to also form small Network and cooperative, so that they can help each and growth together.

Regarding entrepreneurial policy, the government of Rwanda has modified and adapts policies in favor to entrepreneurs. These policies have the ambition to encouraging nascent entrepreneurs as well as encouraging the existing entrepreneurs to develop their businesses.

In addition, the government has encouraged business environment in Rwanda, and that is entrepreneurial environment. Entrepreneurs mentioned that they enjoy the climate and other incentives that have been established to contribute to their growth.

5.2. Contributions

This study covers the components of entrepreneurial infrastructure that contribute to the development of entrepreneurs. The findings will be valuable to entrepreneurs, the government and scholars. It will give knowledge to nascent and existing entrepreneurs about different support and assistance that they can get. It will help entrepreneurs where to look for support, or what to do if they need assistance. In addition, the results would help the government to understand how it can adjust the existing policies in favor of entrepreneurs. Furthermore, it will help scholars to understand the impact and contribution of entrepreneurial infrastructure to the development of entrepreneurs. With the help of entrepreneurial infrastructure framework provided in this study, it can help the authorities to evaluate themselves to know if they have such components or not.

5.3. Limitations of the Study

The nature of this study has involved some of unavoidable limitations even if it has been carefully conducted and reached its intended aims.

First and foremost, this research was conducted to Rwandan entrepreneurs far from where we are; entrepreneurs living in Rwanda (Africa) while we are studying in Sweden (Europe). This has been an issue to us in terms of getting the entrepreneurs who fulfill all the criteria to participate in our research. Second, because we used Skype there was a problem of network which is very slow and has discourage the interests and motivation of some participants to do interview with us. Third, the qualitative research has been conducted in Kinyarwanda
language (official language of the participants) which means that it was difficult for us to translate our questionnaire; questions and answers from English to Kinyarwanda verbally and vice versa. Four, the availability of the respondents was a problem because some of them cancelled on the agreed appointment. The last, due to the nature of the study our conceptual framework has covered a lot of components of entrepreneurial infrastructure, but the analysis only includes eight components.

5.4. Further Research

It is further suggested that future research should be conducted in depth to investigate all the available entrepreneurial components in the whole region of Rwanda. This study has covered only entrepreneurs who live in capital city – Kigali; it would be good to include entrepreneurs from rural areas in the future research. In addition, a rigorous descriptive research using surveys can provide more empirical insights about what is really given to support entrepreneurs.

5.5. Conclusion

In this study, we have carved out a model of entrepreneurial infrastructure components and entrepreneurs’ development. It is claimed that entrepreneurs cannot develop their businesses within the environment which is not supporting them. This study contributes to the knowledge on how entrepreneurs can be supported by the entrepreneurial infrastructure to develop and expand their business.

This study also found that the overall components of entrepreneurial infrastructure and support mainly initiated by the Rwandan government are not well known by every entrepreneur we interviewed. Therefore, it is advisable that the government should make these components well known, so that entrepreneurs can use them whenever they need a specific support or assistance.
CHAPTER 6: REFERENCES


Vis, C., 2012. "Educating Women Entrepreneurs In Kigali, Rwanda". Master Thesis. University of Amsterdam,


APPENDIX

Interview Guideline

Dear Sir/Madam,

We are students pursuing Master’s in Entrepreneurship programme at Linnaeus University in Sweden. We are currently conducting an academic research thesis. Our main objective is to explore the current situation of entrepreneurship infrastructure in Rwanda to the development of entrepreneurs. The research question and objective has been approved by our Tutor and Program Coordinator Erik Rosell.

For our thesis project, we are very interested in interviewing entrepreneurs who managed to run a business in Rwanda. The data and results will be used for academic purpose and will be kept confidential. We assure you the high level of secrecy and confidentiality. We can also assure you that none of your information will be delivered to any third parties. We would like also to emphasize that your participation is voluntary, so if answering some of the questions makes you uncomfortable, please let us know. You have the right to skip a question or to stop your participation.

Initially, the questionnaire was developed in English, and it was approved by our Tutor. For the fact that interviews will be conducted in native language – Kinyarwanda, we made two versions available (Kinyarwanda and English). This interview will last 1:30 to 2 hours. We would like to thank you for participation.

Regards,

Noella and Narcisse
I. Demographic questions

Name of the respondent:

Age:

Gender:

Education background (Education level):

II. Interview guide

1. When did you start doing business/owning your company? Historical background of the firm?
   (a) Where and how have you got your business idea? Is it from your family/society?

   (b) Where did get your company’s funds or capital?

   (c) Did you have significant business knowledge before starting your business? For example: financial statements, cash flow analysis

   (d) How would describe and link the previous knowledge you had with the business you are running?

   (e) How your background knowledge/skills have contributed to your business? Are they enough? Or you always feel that you need additional knowledge?

2. How the available facilities (see the figure to help him if he does not know any clue about those facilities: cash, trainings) have contributed to the development of your entrepreneurial activities? Is it easy in Rwanda to have access to those facilities? If yes do you know if they are adequate to develop your business?

3. In your perspective how Rwandan community perceive entrepreneurs?
   Do you think Rwandan culture is encouraging people to be self-employed (entrepreneur)?

4. How would you describe the problems and challenges (taxes, lack of support, knowledge ….) you are facing as an entrepreneur on daily basis that may affect negatively your business? And how have you tried to overcome those problems?
5. Are you aware or recognize the existence of any assistance around you?
   (a) If yes, would you describe what kind of assistance is that? And how it has contributed to your business development?

6. Have you ever tried or thought to get any external financial assistance?
   (a) If yes, why you seek for external financial assistance? How it has helped you to the development of your business?

7. Is there any entrepreneurship policy/program from government which has helped you in your business?
   (a) If yes, how has contributed to the growth of your business?

8. From your opinion are available physical infrastructures enough (electricity, transport, roads, bridges, water supply, telecommunications, broadband and so forth) to facilitate development of entrepreneurship in Rwanda?
   (a) How different types of established physical infrastructure are in connection with your business activities? What is lacking in infrastructure?
   (b) Are they fair (expensive or cheap) according to your perception? Would you describe how did they affect your working capital?

9. How would you describe entrepreneurship environment in Rwanda? Does it motivate you? Are Small companies and big companies having the same business opportunities on market?
   a) How business environment has contributed to your business development? In terms

10. Where do you feel you need more support for developing your business?

11. Any other comments?

Thank you!