

Action Research for Enhancing Enterprise Governance and Resilience in Post-Genocide Rwanda (2000–2026)

Jean de Dieu Uwimana^{1,2}, Chantal Uwase Kayitesi^{2,3}

University of Rwanda | Rwanda Environment Management Authority (REMA) | Department of Advanced Studies, University of Rwanda

Correspondence: juwimana@yahoo.com

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ABSTRACT

Post-conflict economies face unique challenges in establishing robust enterprise governance to foster sustainable development and resilience. The Rwandan context, following the genocide, presents a critical case for examining how business structures and practices can be rebuilt to support national recovery and long-term stability. This action research study aimed to collaboratively develop, implement, and evaluate interventions to enhance corporate governance and organisational resilience within Rwandan enterprises. The objective was to identify and address systemic barriers to effective governance in this distinctive socio-economic environment. Employing a multi-cycle action research methodology, the study involved iterative phases of diagnosis, planning, intervention, and evaluation conducted in partnership with a cohort of domestic firms across sectors. Data were gathered through participatory workshops, in-depth interviews, and longitudinal analysis of organisational documents. A central finding was the critical role of trust-building mechanisms in governance efficacy, with approximately 70% of participant organisations identifying legacy social fractures as a persistent impediment to board cohesion and strategic oversight. Interventions focusing on structured dialogue and shared value creation were shown to significantly improve governance compliance and adaptive capacity. The research concludes that enhancing enterprise governance in post-genocide settings necessitates a deliberate, process-oriented approach that integrates technical governance standards with context-specific psychosocial healing and trust restoration. It is recommended that policymakers and development agencies support integrated governance programmes that combine formal compliance training with facilitated leadership dialogues. Enterprises should institutionalise reflective practices to continuously assess and strengthen relational foundations alongside governance structures. Action research, corporate governance, organisational resilience, post-conflict recovery, Rwanda, trust This paper provides a novel, longitudinal framework for implementing and assessing governance interventions in post-trauma economies, demonstrating how action research can directly inform national business policy and practice.

Keywords: Action Research, Enterprise Governance, Post-Conflict Reconstruction, Sub-Saharan Africa, Organisational Resilience, Sustainable Development

Article Highlights

- 70% of organizations identified legacy social fractures as a key impediment to board cohesion.
- Trust-building mechanisms are central to governance efficacy in post-genocide settings.
- A process-oriented approach must integrate technical standards with psychosocial healing.
- Longitudinal action research provides a novel framework for

Core Recommendation

Policymakers should support integrated programmes combining formal compliance training with facilitated leadership dialogues to restore relational foundations.

This study offers a longitudinal framework for governance intervention in post-conflict contexts.

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| post-trauma economies. | |
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