

Navigating Post-Genocide Growth

A Survey of Enterprise Governance and Resilience in Rwanda (2000–2026)

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ABSTRACT

Following a period of profound societal disruption, Rwanda has pursued an ambitious agenda of economic transformation. Enterprise governance is considered a critical lever for sustainable growth in this unique context, yet systematic research on its evolution and role in fostering resilience remains limited. This study aims to systematically map the governance structures, challenges, and adaptive strategies of enterprises operating in the post-conflict environment. It seeks to identify the key factors that contribute to organisational resilience and sustained growth. A stratified random sample of 450 registered enterprises was surveyed using a mixed-mode questionnaire. The instrument captured quantitative data on governance practices and qualitative data on strategic responses to institutional and market shifts. Data were analysed using descriptive and inferential statistics alongside thematic analysis. A strong positive correlation was identified between formalised board structures with independent oversight and self-reported resilience scores. Notably, 78% of firms exceeding sectoral growth averages had adopted hybrid governance models blending international standards with localised stakeholder engagement practices. Enterprise governance has evolved into a strategic resilience mechanism, directly supporting stability and growth in a transformative economy. The findings underscore the importance of contextual adaptation over rigid adherence to imported models. Policymakers should support governance capacity-building programmes that emphasise contextual fit. Enterprises are encouraged to develop boards with both sectoral expertise and deep community legitimacy. corporate governance, post-conflict recovery, organisational resilience, economic development, African business This paper provides the first comprehensive, longitudinal dataset tracking the maturation of enterprise governance and its explicit link to resilience in a post-genocide economy, offering a new framework for analysis in similar contexts.

Keywords: *Post-conflict reconstruction, Enterprise governance, Sub-Saharan Africa, Corporate resilience, Survey methodology, Economic transformation, Business environment*

Article Highlights

- Strong correlation found between formalised board oversight and enterprise resilience scores.
- Hybrid governance models emerge as strategic resilience mechanisms in post-conflict contexts.
- Contextual adaptation proves more critical than rigid adherence to imported governance frameworks.
- Survey of 450 enterprises provides first longitudinal dataset on post-genocide governance maturation.

Methodological Note

Stratified random sample of 450 registered enterprises surveyed via mixed-mode questionnaire, analysed with descriptive/inferential statistics and thematic analysis.

This study offers a new analytical framework for governance in post-conflict economies.

ABSTRACT-ONLY PUBLICATION

This is an abstract-only publication. The complete research paper with full methodology, results, discussion, and references is available upon request.

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