

MICROFINANCING AND DEVELOPMENT

OF WOMEN ENTREPRENEURS

IN RUBAVU DISTRICT,

RWANDA

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A Thesis

Presented to the School of

Postgraduate Studies and Research

Kampala International University

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Master of Business Administration

By:

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OCTOBER, 2011



## DECLARATION A

This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of higher Learning.

A handwritten signature in blue ink, appearing to read 'MAOMBI Emmanuel', is written above a horizontal line.

MAOMBI Emmanuel

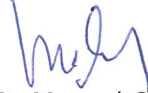
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I confirm that the work reported in this thesis was carried out by the candidate under my supervision".



Dr Manuel O. Sumil

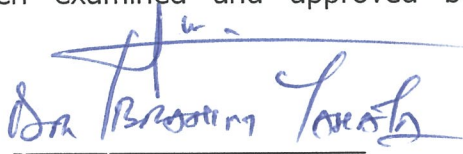
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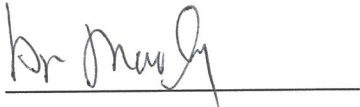
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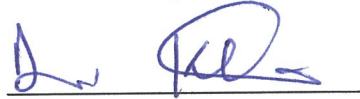
This thesis entitled "Microfinancing and Development of Women Entrepreneurs in Rubavu district, Rwanda", prepared and submitted by **MAOMBI Emmanuel** in partial fulfillment of the requirements for the award of a Master of Business Administration; has been examined and approved by the panel on oral examination.



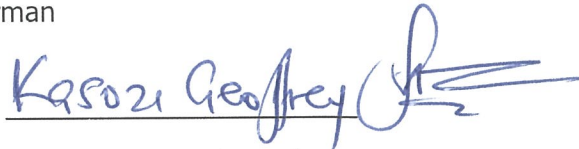
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## **DEDICATION**

To my parents NGABOYIMANZI Amiel and NYIRAKAMALI Esther,

To my brothers and sisters.

## **ACKNOWLEDGEMENTS**

Above all, researcher thanks God Almighty for his provision towards the accomplishment of this program in his life times.

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## **ACRONYMS AND ABBREVIATIONS**

MFIs	: Microfinance Institutions.
EDPRS	: Economic Development and Poverty Reduction Strategy.
NBR	: National Bank of Rwanda.
SMEs	: Small and Medium Enterprises.
GDP	: Gross Domestic Product.
MDGs	: Millennium Development Goals.
CDF	: Constituency Development Fund
NGOs	: Non Governmental Organizations
SPSS	: Statistical Package for Social Sciences

## **ABSTRACT**

This report is a result of an academic research entitled "Microfinancing and development of women entrepreneurs in Rubavu district". The main purpose of this study was to determine the degree of effectiveness of microfinancing in development of women entrepreneurs in Rubavu district. The study was guided by the three research questions. i) What is the extent of microfinancing in Rubavu district? ii) What is the level of development of women in Rubavu district? iii) Is there a significance relationship between the extent of microfinancing and the level of development of women entrepreneurs in Rubavu district?

A sample of 200 of women entrepreneur's clients of selected microfinance institutions (AGASEKE, CLECAM) in Rubavu district was selected from a target population of 400 women. Participants were selected through a simple random sampling process. A questionnaire addressed to women entrepreneur was constructed to gain more information to the subject. SPSS was used to analyze all data. The data were processed using frequency distribution, mean, interpretation, and Pearson's linear correlation coefficient.

It was discovered that through microfinance factors, women entrepreneurs have been able to make small business; their own assets, self-control, and make a positive change in income. Therefore, the researcher discovered that there is a significance relationship between the extent of microfinancing and the level of development of women entrepreneurs in Rubavu and rejected the null hypothesis. The study concludes that microfinance has a profound influence on the economic status, decision making power, knowledge and self worthiness of women. It recommends that MFIs should increase the amount of loan/credit given to women entrepreneurs in order to enable them to save more for their good business performance.

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## **CHAPTER ONE**

### **THE PROBLEM AND ITS SCOPE**

#### **Background of the study**

Women in the world play a crucial role in the economic development of their families and communities but certain obstacles such as poverty, unemployment, low household income and societal discriminations mostly in developing countries have hindered their effective development of that role. As such, most of them embark on entrepreneurial activities to support their families. Microfinance helps empower women from poor households to make this contribution. Microfinance – the provision of financial services to the poor in a sustainable manner utilizes credit, savings and other products such as micro insurance to help families take advantage of income generating activities and better cope with risk. Women particularly benefit from microfinance as many microfinance institutions target female clients. (Mayoux, 2000).

Rwanda like most other third world countries is faced with the central challenge to development and this is women development. Despite the ever increasing efforts to fight gender gaps in the development process, this seems not to budge and for current there has been renewed interest to fight against women backwardness, this time with a different approach that takes into account the ownership of process in most heavily indebted poor countries. In Rwanda, microfinance plays a crucial role in the development of the economy, and more broadly in the society as a whole. The role played by microfinance institutions has been reorganized and prioritized in government of Rwanda's medium term Economic Development and Poverty Reduction Strategy (EDPRS). It is now clearly understood that microfinance institutions (MFIs) do not merely help recipients of

loans; rather they have systematic effect that benefit a broad segment of Rwandan society (MINECOFIN, 2010).

Following the tragic event of 1994, a number of policies have been put in place to stimulate growth and alleviate poverty, these include; promotion of financial institutions, private sector development, human resource development, rural development and agricultural transformation, economic infrastructure development and many others.

Microfinance institutions play a vital role in the development process of women entrepreneurs through mobilization of saving from surplus agents and financing of economic activities and advance loans to deficit agents. Through this link, women groups and individuals are able to engage in different productive ventures and increase production and hence economic growth and development. For financial institutions to help the development of women entrepreneurs, they have based their operations on the following:

- Satisfactory or maximum profitability
- Increased growth rates in assets, sales, funds sources, or credit accounts
- Larger share of target markets
- Greater efficiency and productivity in the use of resource
- Greater diversification in services offered and in market areas served
- Minimization of risk exposure to the institution's net earnings, asset quality and long run viability (Peter, 1993).

### **Statement of the problem**

There is growing evidence that in the past decade, the number of women living in poverty has increased disproportionately to that of men. This is due to a host of socio-economic biases against women in both the market and non-market spheres of life. Efforts to document the extent of these biases and their implications for poverty among women are growing in Africa (Kiplata, 1998).

Alleviation of poverty, the core of all development efforts has shown that the many programmes of the poverty alleviation have not achieved the expected success. In spite of considerable improvement in the status of women, they still comprise the largest section of deprived population. Empowerment of women is seems as one of the most important means of poverty eradication. Lack of capital is serious constraint to the development of poor women in rural and urban areas who find little or no access to credit. Credit can help women take up from and allied activities such as independent small enterprises enable them to respond to the opportunity created by the process of development (Gomez, 2000).

The integrated living conditions survey for, June 2005, shows that women still have limited access to social and economic services compared to men. Women's literacy rate is estimated at 51.4% compared to 62.5% for men (Musana, 2010). Women constitute more than 80% of farmers but have limited access to, and control over, assets including land, markets, and credit. The country's Economic Development Poverty Reduction Strategy Paper (EDPRS), of 2007 highlights that 62% of female-headed households; survive under the poverty datum line as compared to 54% of male-headed households. With women comprising more than 54% of Rwanda's estimated 9 million population; greater gender equality and women's empowerment should be viewed as an imperative to the realization of the development goals articulated in Vision 2020 and to meeting targets of the Millennium Development Goals (MDGs) (Musana, 2010).

When women are fully involved in the development process the benefits can be seen immediately: families are healthier and better fed; their income, savings and investments go up. And what is true of one family is also true of communities, and in the long run, of whole countries. We must acknowledge that if the largest and most productive segment of our population (women and girls) is not prioritized in poverty reduction, with recognition of their crucial role as

partners in the fight against poverty, poverty in Rwanda will continue to have a female face and our efforts towards achieving sustainable development will remain in vain (Musana,2010).

In this regard, the Rwandan Government has taken upon itself the enviable task of mainstreaming women in the national development process, based on the notion that if you develop a woman you have developed a nation. A microcredit effort operated by Rwanda's central bank (NBR) focuses on making loans to women. Rwandan women who want to start up coffee shops, stores or agriculture business can apply at the countries banks for the loans (Gateneh, 2009).

On the other hand, Microfinance service is increasingly gaining recognition as effective way to enhance growth, reduce poverty and inequality. In particular, growing evidence shows that household members are no longer enjoying equal of fair benefits from the fruits of the household effort, and that some members indeed suffer from lower welfare and power imbalance, further justified microfinance as a powerful tool to change this unjust world. The service has therefore targeted especially women, who are often victims of existing structure, and has in the past few decades opened a lot of opportunities for poor women (2009).

### **Purpose of the study**

To determine the degree of effectiveness of microfinancing in development of women entrepreneurs in Rubavu district.

### **General objectives of the research study**

To establish the correlation between micro- financing and development of women entrepreneurs in Rubavu district, Rwanda.

### **Specific objectives**

- 1.To determine the profile of respondents in terms of education level, age

Category, gender, and the length of experience in microfinancing;

2. To determine the extent of micro -financing in Rubavu district, Rwanda;
3. To establish the level of development of women entrepreneurs in Rubavu District, Rwanda;
4. To determine if there is a significant relationship between the extent of micro-financing and the level of development of women entrepreneurs in Rubavu District, Rwanda.

### **Research questions**

1. What is the profile of respondents in terms of educational level, age category, gender, and length of experience in microfinancing?
2. What is the extent of micro-financing in Rubavu district?
3. What is the level of development of women entrepreneurs in Rubavu district?
4. Is there any significant relationship between the extent of micro-financing and the level of development of women entrepreneurs in Rubavu district?

### **Hypothesis**

There is no significant relationship between the extent of micro-financing and the level of development of women entrepreneurs in Rubavu district.

### **Scope of the study**

**Geographical scope:** this study has been carried out in Rubavu District in Rwanda. Rubavu is a district in Western Province, Rwanda. Its capital is Gisenyi, Rwanda's biggest beach resort and border city. The district lies on the shores of

Lake Kivu, around the city of Gisenyi, and just across the border from the Congolese city of Goma.

**Theoretical scope:** This study was guided by the theory initiated by an economist Adam Smith (1937) which postulates that "Money makes money. When you have got a little, it is often easy to get more. The great difficulty is to get that little". As adapted in this study, once a poor has received a microcredit, he or she can start a small business and shift from the poverty.

**Content scope:** This study determined the correlation between the extent of microfinancing and the level of development of women entrepreneurs; the study determined the profile of respondents, it determined also the extent of microfinancing and the level of development of women entrepreneurs in Rubavu District.

**Time scope:** this research recovered the period between 2009 and 2010.

### **Significance of the study**

The findings of this study shall be used in different way and by different people:

The research will help the researcher to gain a deeper understanding the evolution of micro-financing in the development of women entrepreneurs in Rwanda and particularly in Rubavu district.

The research findings will of more information to the national planners and policy analysts to help elaborate strategic policy frameworks that will enable adjustments of the financial sector especially Microfinance institutions in order to respond to the growth strategies of the economy.

This will benefit women entrepreneurs in Rubavu district to understand the conditions under which microfinance institutions facilitate them in their development process.

This study will aid government especially in view of the transfer funds as constituency development fund (C.D.F), women fund, and young fund.

The findings from this research shall be used by future researchers as future reference while conducting their own researches or other related topics.

### **Operational definitions of key concepts**

**Microfinance:** is the provision of financial services to low-income clients or solidarity lending groups including consumers and the self-employed, who traditionally lack access to banking and related services.<sup>7</sup>

**Microcredit:** is the extension of very small loans to those in poverty designed to spur entrepreneurship. These individuals lack collateral, steady employment and a verifiable credit history and therefore cannot meet even the most minimal qualifications to gain access to traditional credit. Microcredit is a part of microfinance, which is the provision of a wider range of financial services to the very poor.

**Entrepreneurship:** is the act of being an entrepreneur, which can be defined as one who undertakes innovations, finance and business acumen in an effort to transform innovations into economic goods.

**Development of women entrepreneurs:** is a process through which overtime sustained increase occurs in income (output) accompanied by significant structural changes that allow for high income distribution and large increase in individual economic well-being. And the rise in income must be evident through such changes in basic living conditions as improved nutrition and high nutritional

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Concepts, Ideas, Opinions from Authors/ Experts**

##### **A. Microfinance**

The history of the modern microfinance institution can be traced back to Bangladesh and the launch of Grameen Bank by Professor Muhammad Yunus in the late 1970s. Through Grameen Bank, Yunus was able to provide access to very small amounts of capital with no collateral requirements. Grameen provided this capital at a very low interest rate, which was almost unheard of when lending to the poor. (Ledgerwood & Victoria, 2006).

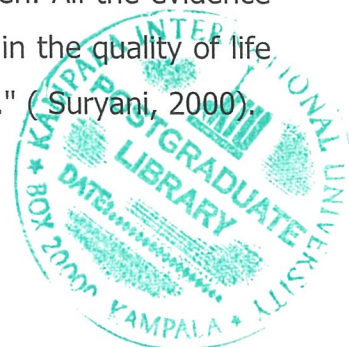
During the 1970s and 1980s, the microenterprise movement led to the emergence of nongovernmental organizations (NGOs) that provided small loans for the poor. In the 1990s, a number of these institutions transformed themselves into formal financial institutions in order to access and on-lend client savings, thus enhancing their outreach. Specialized microfinance institutions have proven that the poor are "bankable". Today, formal institutions are rapidly absorbing the lessons learned about how to do small-transaction banking. Many of the newer players in microfinance, such as commercial banks, have large existing branch networks, vast distribution outlets like automatic teller machines, and the ability to make significant investments in technology that could bring financial services closer to poor clients. Increasingly, links among different types of service providers are emerging to offer considerable scope for extending access (Yunus, 1975).

## **B. Development of women entrepreneurs**

Role of women in development has become increasingly an important issue in recent years and this has been due to the shift of emphasis away from equity concern to the recognition role of the productive roles women play and the contribution they can make to economic growth and development (UNIFEM, 2003).

Study after study has shown that there is no effective development strategy in which women do not play a central role. When women are fully involved, the benefits can be seen immediately: families are healthier and better fed; their income, savings and reinvestment go up. And what is true of families is also true of communities and, in the long run, of whole countries (World Bank, 2003).

Women are the Third World's powerhouse; they produce a staggering 60 percent of all food, run 70 percent of small-scale businesses and make up a third of the official labor force - in addition to caring for families and homes. Yet, their status rarely reflects this enormous and vital contribution. By any measure income, education, health, land ownership, legal rights or political power women get a raw deal. The poorest of the poor are usually women because discrimination cuts off their escape routes from poverty - education, health services, equal pay employment, access to land and finance. It is becoming increasingly clear, however, that there will only be sustainable development in the Third World when women play an equal part in decision making. No developing country can afford to ignore women's existing and potential economic contribution, or their pivotal role in determining the health and welfare of a nation's children. All the evidence points to one conclusion: economic growth and improvement in the quality of life for everyone is faster in areas where women's status is higher." (Suryani, 2000).



Augmenting rates of enterprise births in local areas and the facilitation of the development of new women-owned firms can have positive impacts on job creations, productivity growth, tax revenues, the availability of goods and services and the provision of positive role models. Entrepreneurship among women is important for local development and for economic development more broadly (OECD 2004).

### **Theoretical perspective**

This study was guided by the theory initiated by an economist Adam Smith (1937) which postulates that "Money makes money. When you have got a little, it is often easy to get more. The great difficulty is to get that little". As adapted in this study, once a poor has received a microcredit, he or she can start a small business and shift from the poverty.

Branch (2002), has explained that microfinance as a movement whose object is a world in which as many poor and near-poor households as possible have permanent access to an appropriate range of high quality financial services, including not just credit about also savings, insurance, and fund transfers. Those who promote microfinance generally believe that such access will help poor people out of poverty.

Micro Finance is term used to refer to the activity of provision of financial services to clients who are excluded from the traditional system on the account of their lower economic status. These financial services will most commonly take the form of loan (micro-credit) and micro-savings through some micro finance institutions will offer other services such as micro-insurance and payment services. Micro finance as the name suggests deals with small scale financial services provided to people who operate small enterprises (Marguerite, 2002).

## **Function of Microfinance**

Microfinance institutions provide many functions for some of the poorest people on the planet. According to Liew, J. (1997), the following are the main function of microfinance:

### **Provide access to cheap capital:**

The cheap capital can be used to start a business, expand a business or buy in bulk, allowing entrepreneurs to enjoy improved margin and higher profitability. Microfinance institutions don't only provide access to cheap capital; they also look to improve communities.

### **Group Lending**

No collateral and low interest rates seem like the way to high delinquency rates, but most microfinance institutions actually have lower default rates than major commercial banks. To help ensure repayment, many microfinance institutions require borrowers to form groups. These groups provide a support network for each other, and each member guarantees the debt for every other member. Doing so allows the microfinance institution to achieve two things: It creates an instant support group for when a borrower has a problem and it creates efficiencies for the bank when collecting the weekly payments.

### **Providing Education**

In addition to lending to groups, microfinance institutions also provide basic education on running a business and managing money. Quite often they will mandate that borrowing groups must complete the education before they are eligible for loans.

## **Emphasizing Women**

A lot of research has gone into the effects of lending to women. The research shows that lending to women is better for the broader community. It was observed that the profits a woman made as a result of the loan were more frequently invested back into her family. Women were more likely than men to use the proceeds to pay for an education for her kids, make improvements to the home or buy better quality food for the family(De Gobb, 2005)..

The other benefit of lending to women experienced by microfinance institutions around the world is the empowerment and the strides toward gender equality that have been achieved in the household and the local community (Branch,2002). Children of women microfinance borrowers also reap the benefits, as there is an increased livelihood of full-time school enrolment and lower dropout rates. Studies show that new incomes generated from microenterprises are often first invested in children's education, particularly benefiting girls. Households of microfinance clients appear to have better health practices and nutrition than other households. Microfinance therefore, makes a strong contribution to the realization of the Millenium Development Goals (De Gobb, 2005).

Microfinance therefore, provides the opportunity for entrepreneurs to start or improve business in order to make profit and improve business lives (Allen, 2008). The ability of women entrepreneurs to make use of the opportunity provided by microfinance factors to ensure enterprise development depends on their attitude to risk; that is their ability to access information and willingness to act on the information (Shane, 2003). Thus, credit, savings, training and social capital could have positive impact on opportunity for entrepreneurial activity of women entrepreneurs which could lead to business performance; depending on the entrepreneur's attitude to risk (Crisp & Turner, 2007). Opportunity for entrepreneur's activity in terms of new business or business expansion act as a link between microfinance factors and women entrepreneurs to generate income

(Brana, 2008). The discovery of business opportunity and the decision to exploit the opportunity leads to a search for external funds, and the acquisition of such funds again creates opportunity for entrepreneurial income-generating activity (Shane, 2003).

### **Connecting the World**

Microfinance institutions were originally founded to alleviate poverty and improve local communities. That mission hasn't changed, but due to the ever-present need for money to fund the microloans, some organizations have figured out a way to connect ordinary donors in the developed world with microcredit borrowers in the Third World. Kiva.org was one of the leading pioneers; it has created a platform that allows anyone to lend \$25 to an individual or group in need of capital. Lenders don't earn interest, but they do get progress updates along with the repayment of their money. For most people, knowing they helped change a life is worth forgoing the interest they could have earned elsewhere (Johnson, 19970).

### **Microcredit**

According to Jiggins (1989), Microcredit is the extension of very small loans to those in poverty designed to stimulate entrepreneurship. These individuals lack collateral, steady employment and a verifiable credit history and therefore cannot meet even the most minimal qualifications to gain access to traditional credit. Microcredit is a part of microfinance, which is the provision of a wider range of financial services to the very poor.

Microcredit is a financial innovation that is generally considered to have originated with the Grameen Bank in Bangladesh. In that country, it has successfully enabled extremely impoverished people to engage in self-employment projects that allow them to generate an income and, in many cases, begin to build wealth and exit poverty (Johnson, 19970).

Due to the success of microcredit, many in the traditional banking industry have begun to realize that these microcredit borrowers should more correctly be categorized as pre-bankable; thus, microcredit is increasingly gaining in the mainstream finance industry, and many traditional large finance organizations are contemplating microcredit projects as a source of future growth, even though almost everyone in larger development organizations discounted the likelihood of success of microcredit when it was begun (Johnson, 1997).

## **Entrepreneurship**

The term entrepreneur has defined by several authors. According to Anil (2003), an entrepreneur is an economic agent who plays a vital role in the economic development of a country. He is an individual with knowledge, skills, initiative, drive and spirit of innovation who aims at achieving goals. An entrepreneur identifies opportunities and seizes opportunities for economic benefit.

According to Gleewe (1990), entrepreneur is the person who bears risk, unites various factors of production; exploit the perceived opportunities in order to evoke demand, create wealth and employment.

### **Characteristics of entrepreneurs**

According to Anil (2004), an entrepreneur is a highly achievement oriented, enthusiastic and energetic individual, who has the following characteristics. Entrepreneurs are action oriented, highly motivated, an individual who takes risks to achieve goal.

- ✓ Entrepreneurs will have unwavering determination and commitment. They are creative and result-oriented. They work hard in return for personal and financial rewards.

- ✓ Entrepreneur accepts responsibilities with enthusiasm and endurance.
- ✓ Entrepreneurs have self-confidence; they are dedicated, setting self determined goals and markets for their ideas responding to existing market.
- ✓ Entrepreneurs are thinkers and does, planners and workers.
- ✓ Entrepreneurs can for see the future, as a salesman's persuasiveness, a financial talent for manipulating funds, as auditors' precision etc.
- ✓ Entrepreneur depends on the intelligence, imagination and strength of purpose of the individual.

Anyone who wants to become an entrepreneur can become one. All he or she has to do is keep an open mind, search, understand and analyze the implications of change all around. A systematic search for change will throw up many valuable innovations that are important to entrepreneurship (Bahemuka & Benjamin , 1996).

### **Economic importance of entrepreneur**

The foregoing discussion should make it clear that entrepreneurs are important to the country. According to Brandl (2000), there are four reasons why entrepreneurs play an important role:

- Entrepreneurs create job opportunities; Entrepreneurship is very important to give people jobs. In countries throughout the world, small business, especially in the informal sector, create more jobs than large companies;
- Entrepreneurs initiate the production process; they are responsible for producing goods and services. The entrepreneurs combine labor, capital, technology and raw material or components in the production process.

- Without entrepreneurship, natural resources would remain underground and underdeveloped.
- Entrepreneurs are catalysts who generate wealth and higher standard of living. This is the outstanding feature of the free market system compared with socialism.

**Table1. Entrepreneurial traits**

Several studies have attempted to identify entrepreneurial traits

High achievers
Moderate risk takers
Goal oriented
Creative thinkers
Effective communication
Technically competent

**Source:** Brana 2008

The figure above presents a behavior change profile of successful small business people. Obviously successful entrepreneurs must be high achievers, with enough inner drive to meet the daily challenges and frustrations of running small firms. Most entrepreneurs are not gamblers, but they are ready to assume moderate risks and they are very aware of potential failure. Successful entrepreneurs are goal oriented, which is important because a new venture must have a well designed planning system.

Many entrepreneurs start their own firms because jobs with other firms do not allow for individual creativity. In addition to thinking activity, small business owners must communicate effectively with customers and employees. The crucial

link in the communication process is the ability to emphasize, to put oneself in some else's position. Finally, successful entrepreneurs must understand their products or services. Constant study and training are often required of entrepreneurs if they wish to remain technically competent (Otero, 1999).

### **The concept of Women entrepreneurs**

Women entrepreneurs are defined as a group of women who initiate, organize and operate a business enterprise. Women are expected to innovate, imitate and adopt an economic activity to be called "women entrepreneurs" (Porter, 2005).

Women run most successful small business ventures in developing countries. However, there are many ways of enhancing women's access to markets and rendering their activities more effective. First conducting policy frameworks need to focus on removing the constraints that prevent rural women from embarking entrepreneurship.

Brana (2008), notes that women develop expertise through volunteer work and apply what they learn to profit making ventures. Others climb the corporate ladder but become disenchanted by bureaucracy and by limited opportunities for career development.

### **Factors which affect women entrepreneurs**

Despite the crucial role of women entrepreneurs in the economic development of their families and countries; it is, however, discovered that women entrepreneurs have low business performance compared to their male counterparts (Akanji, 2006), and this is caused by factors which normally affect entrepreneurial development. Such factors include lack of credit, saving, education or training, and social capital (Shane, 2003).

**Credit:** MFIS supplies credit to support purchase of goods and services, to finance capital investment. Investment increases the productivity of society's resources. Evidences from literature show that adequate credit aids entrepreneurship development (Gatewood & al., 2004). The result of such credit assistance to entrepreneurs, especially women, is often seen in improved income, output, investment, employment and welfare of the entrepreneurs . Credit had positive impact on business performance of entrepreneurs, income and wellbeing of women (Kuzilwa, 2005 ).

**Savings:** microfinance provides a profitable outlet for savings. Both individuals and institutions save to be able to consume more goods and services in future. Savings perform an essential economic function because they protect scare resources from producing goods and services for current consumption in order to invest for future consumption. Yet savings are needed to protect income act as security for loan and could be re-invested in the business (Akanyi, 2009). Savings as a microfinance factor enable people with few assets to save, since they could make weekly savings as well as contribute to group savings and such savings are mobilized by the microfinance institutions for further lending to other clients.

**Training:** Women entrepreneurs, especially in developing countries lack training (IFP/SEED, 2004) and entrepreneurial process is a vital source of developing human capital as well as plays a crucial role in providing learning opportunity for individuals to improve their skills, attitudes and abilities (Brana, 2008). Again, the effect of training on women entrepreneurs' performance, especially in developing countries, has not been adequately addressed(IFP/SEED, 2004). Taking cognizance of the peculiar situations of most women in developing countries in terms of poverty, low educational levels and other societal discriminations (Roomi & Parrot, 2008); training is a very important micro-finance factor for women entrepreneurs as it would provide the skills and experience needed for business (Akanji, 2006).

**Social capital:** social capital is vital for start-ups and growing firms and women entrepreneurs, especially in developing countries, lack social connections that are a source of information for access to microfinance factors. A gain, social capital has been widely measured and found to have positive impact on the development of women enterprises in developing countries (Ibru, 2009).

Micro-finance factors and enterprise development is vital to developing countries Rwanda inclusive due to her poor economic indices portrayed by low GDP growth rate, high population, high birth rate and, high poverty and high unemployment). In the light of this, the Rwanda government has encouraged women to form Women Cooperatives Societies, as groups, so as to access micro-finance factors for business activities or improvements. Such enterprises would serve as a tool for improving their quality of life in particular and economy of the country in general.

### **Related studies**

Several studies were related to this study and some researchers gave their opinions on microfinance in development of women.

Norman (1997), "*The role of Microcredit in Poverty reduction and Promoting Gender Equity.*" This paper looks at the role of microcredit in reducing poverty and promoting gender equity. It argues that the use of repayment and disbursement figures and aggregate data on income changes do not accurately reflect the impact of microcredit on social and gender relations. It recommends examining indicators beyond financial data and, over the long term, including disaggregated quantifiable data as well as qualitative information. It also identifies gaps in our understanding of impact and the need for more research.

Microcredit has proven its potential to generate results. However, these results are generally short-term and vary significantly among borrowers. In general, studies suggest the poorest benefit from microcredit, while the middle

and upper poor benefit the most. Women in particular face significant barriers to achieving sustained increases in income and improving their status, and require complementary support in other areas, such as training, marketing, literacy, social mobilization, and other financial services (e.g., consumption loans, savings). In fact, it is difficult to separate the impact of microcredit from that of other interventions. This paper identifies three key design issues.

First, microcredit produces stronger results in combination with other interventions. In the period following the Microcredit Summit, with a strong focus on credit-centered approaches and scaling up, it is important to examine the fullest range of program options and their impact on different segments of the community. NGOs should consider their capacity to implement microcredit programs, and may consider alternatives to direct provision of credit.

Second, we should look beyond microcredit to other financial services including (voluntary and accessible) savings. In the interest of the poorest and women in particular, there may be new possibilities when we view microfinance as a tool not only for income promotion, but income protection as well.

Third, maximizing impact requires that we understand the limitations of microcredit, work to improve programs, and, in some cases, offer alternatives for those excluded from microcredit programs, especially the poorest women.

Dr. George (2008). "*The Role of Microfinance in foresting Women Entrepreneurship in Kenya*". The main purpose of this study was to determine the impact of Microfinance funding on women entrepreneurship in Kenya. The study was guided by the three research questions. i) What policy and regulatory framework affect the participation of women entrepreneurs in microfinance programs? ii) What strategies are used by microfinance institutions to fund women entrepreneurs? iii) What is the impact of the microfinance programs on women entrepreneurs?

The research findings on the policy and regulatory framework revealed that the legal environment was generally hostile to the SMEs. The findings on implementation strategies revealed that the interest rates were too high compared to the market rates and that the loan repayment period was short. The findings on the impact of microfinance programs on women entrepreneurs also revealed that most beneficiaries in the study had expanded their businesses and increased their house hold income.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Research Design**

The study used descriptive research design. The researcher has used this type of design to describe quantitatively how micro finances affect the development of women entrepreneurs. The quantitative data have been obtained using structured questionnaires from women entrepreneurs who benefited microloans from selected microfinance institutions based in Rubavu district.

#### **Research population**

The target population was women entrepreneur's clients of MFIs based in Rubavu district. Total population of the area of study was 400 women categorized in different sector of activities such as: agriculture, art, trade and livestock.

#### **Sample size**

Ideally the whole population should be used to get information for research. However, it is not possible to investigate the whole population due to inadequate resources and time. A sample has been therefore deemed necessary. The immediate purpose of a sample is to increase the ability of generating the outcome of the population and to ensure that the sample includes all units of interest to the study. The sample size has been determined by using the sloven's formula to determine the minimum sample size:

**N**

**n =**  $\frac{N}{1 + N \alpha^2}$  Where n= number of sample, N= total population,

$\alpha^2$  = level of significance 0.05

**Table 2:**

**Sample size drawn from the whole population**

Respondents	Population		Sample
	Number	Proportion	
Agriculture	100	0.25	50
Petty trade	150	0.38	76
Livestock	90	0.22	44
Art	60	0.15	30
<b>Total</b>	<b>400</b>	<b>1.000</b>	<b>200</b>

**Source:** Author, 2011

## **Sampling procedure**

The target population of this study was 400 women entrepreneurs clients of selected microfinance (AGASEKE, CLECAM), operating in Rubavu District. To get the respondents size to participate in the study, a simple random sampling process was used, and a sample of 200 respondents was selected.

## **Research instrument**

### **Questionnaire**

This is data collection technique which consists of a set of questions to which one responds in writing. This technique helped researcher to gather data from respondent.

### **Validity and Reliability of the instrument**

The validity and reliability of this instrument was established by having it cross examined for approval by a research consultant, to ensure that the information they have generated is appropriate and consistent. Before going out to carry out the study, the researcher has first consult his supervisor, to make sure that these instruments will generate relevant information during the study. In addition, a pre-test was conducted in order test and improve on the reliability of the questionnaire. The content validity index was calculated from the formula below:

$$CVI = n/N$$

Where CVI: Content Validity Index

N: Total number of items in questionnaire

n: Number of relevant items in the questionnaire

$$CVI=08/09=0.9$$

The above expression indicates that the number of questions on the questionnaire, were above the required 0.7 scores. Hence, the instrument used was valid.

## **Data gathering procedures**

### **Before the administration of the questionnaire**

The research activity was started immediately when an introductory letter was secured from Kampala International University. Then the researcher reproduced more than enough questionnaires for distribution. Once contacts are made and questionnaire is responded, researcher was started a data analysis which was ended up with writing final research project.

### **During the administration of the questionnaire**

The respondents were requested to answer completely and not to leave any part of the questionnaire unanswered.

The researcher and assistants were emphasized retrieval of the questionnaire within three days from the date of distribution.

On retrieval, all returned questionnaire were checked if all are answered.

### **After the administration of the questionnaires**

The data gathered were collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

## **Data analysis**

Data analysis method was quantitative in nature and involved using descriptive statistics in terms of percentages and frequency distributions. SPSS

software was used as a tool for data analysis. The findings were presented in form of tables.

To interpret the responses of the respondents, the following values and interpretation were used:

<b>Mean range</b>	<b>Response mode</b>	<b>Interpretation</b>
3.26- 4.00	Strongly Agree	High
2.51-3.25	Agree	Moderate
1.76-2.50	Disagree	Low
1.00-1.75	Strongly Disagree	Very low

### **Ethical considerations**

To ensure that ethics is practiced in this study as well as utmost confidentially for the respondents and the data provided by them, the following were done: (1) coding of all questionnaires; (2) the respondents were requested to sign the informed consent; (3) authors mentioned in this study were acknowledged within the text; (4) findings were presented in a generalized manner.

### **Limitations of the study**

In the research, there are problems that the researcher faces which were handled the work of data collection. However, researcher finds means of overcoming such limitations.

- i. Fear of respondents to reveal the right information, while collecting data, many respondents feared to reveal the right information saying that the researcher was the one of Rwanda Revenue Authority

- employees, who wanted to know how much they earn so that they can increase the taxes. The researcher solved this problem by showing the respondents the university identity card and the recommendation letter from the university.
- ii. A major barrier to this study was the language. Many of the respondents could not express themselves in English. To solve this, researcher translated the questionnaire into Kinyarwanda in order to allow them a good understanding.
  - iii. Intervening or confounding variables which were beyond the researchers control such as honesty of the respondents and personal biases. To minimize such conditions, the researcher requested the respondents to be as honest as possible and to be impartial / unbiased when answering the questionnaires.

## CHAPTER FOUR

### PRESENTATION, DATA ANALYSIS AND INTERPRETATION

#### Profile of respondents

Respondents in this study were described in terms of age category, educational background, gender, and length of experience in microfinancing. Their responses were summarized using frequencies and percentage distributions as indicated in table 3 below.

**Table 3**  
**Profile of respondents**  
N=200

Profile of respondents	Category	Frequency	Percentage
Educational level	Primary level	100	37.5
	Secondary level	75	50
	University or college	10	5
	Formation/training course	15	7.5
	<b>Total</b>	<b>200</b>	<b>100</b>
Age category	Under 20 years	30	15
	20-29 years	54	27
	30-39 years	67	33.5
	40-49 years	27	13.5
	50+ years	22	11
	<b>Total</b>	<b>200</b>	<b>100</b>

Gender	Male	0	0
	Female	200	200
	<b>Total</b>	<b>200</b>	<b>100</b>
Length of experience in microfinance	1 to 2 years	50	25
	3 to 5 years	75	37.5
	6 to 8 years	20	10
	9 to 12 years	30	15
	13 years and above	25	12.5
	<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** researcher, 2011

The table 3 shows that the majority of women entrepreneurs in Rubavu have primary level education ( 50%), followed by those of secondary level with 37.5%, those of formation and training course come on the third position with 7.5% while the university level are 5%. This indicates that most women entrepreneur's clients of microfinance's in Rubavu have completed primary level education which cannot enable them to operate effectively in their business activities. A need of high education is encouraged to all women entrepreneurs if they want to be competitive on the market and are to be facilitated through financial services.

The results above show that most of women entrepreneurs have the age categorized between 20-29 (32.5%), are followed by those with age categorized between 30-39 (25%), the women with age categorized between 40-49 have 20% and those of under 20 years have 10.5 % while those with age between 50 and above have 12% ; This 54.1% shows the consideration of youth women in entrepreneurship business.

As indicated in table above, all the respondents are female (100%). According to the length of experience in microfinance, 25% of women

entrepreneurs have 1-2 years of experience, 37.5% have 3-5 years, 10% have 6-8 years of experience, 15% have 9-12 years, while 12.5% have 13 years and above of experience. These show that women entrepreneurs in Rubavu don't have enough experience in business; experience is needed in order to run their businesses effectively and competitively.

### **Extent of microfinancing in Rubavu District**

The independent variable in this study was microfinancing. The second objective of this study was to determine the extent of microfinancing in Rubavu District. For coming up this objective, the respondents were asked to describe how microfinance factors affected their businesses performance. The responses were analyzed using SPSS' summary statistics showing mean, interpretations and rank as indicated below.

**Table 4:**  
**Extent of micro financing**  
**(n=200)**

<b>Microfinance factors</b>	<b>Mean</b>	<b>Standard deviation</b>	<b>Interpretation</b>	<b>Rank</b>
Loan/credit	3.92	2.934	High	1
Social capital	2.38	1.262	Low	2
Savings	1.68	0.961	Very low	3
Training/upgrading skills	1.70	1.056	Very low	4
<b>Sub-total</b>	<b>2.42</b>	<b>1.55</b>	<b>Low</b>	
<b>Major source of money to start a business</b>				
Borrowed/got loan from microfinance	3.66	0.752	High	1
Borrowed from friends	2.52	1.165	Moderate	2

Savings from other business	1.80	0.970	Low	3
Savings over period of time	1.65	0.912	Very low	4
<b>Sub-total</b>	<b>2.40</b>	<b>0.95</b>	<b>Low</b>	

**Source:** Researcher, 2011

The results in the table4 indicated that the respondents rated the level of loan/credit to be high (3.92). The respondents stated that microfinance helps them to get credit without many conditions as it happened in traditional banks (commercial banks). The same respondents rated the level of social capital to be low (mean=2.38).The respondents said not having enough social connection which is a source of information for access to microfinance factors. The level of savings to be very low (mean=1.68). The respondents stated that the income they earned cannot enable them to consume (satisfy their needs) and save as they would like to save. The same respondents rated the level of training to be very low (mean=1.70). These women said even if they don't have enough time of training because of many household responsibilities, microfinance on the other hand doesn't organize regular trainings through which they can upgrade their skills.

As it is shown in the table 4 above, the respondents were asked a question on what was the major source of money they started business with. The respondents rated the level of savings over a period of time to be very low (mean=1.65). For this case, the respondents affirmed not being able to start business with savings because investment requires lot money while they earn a little income. The same respondents rated the level of savings from other business to be low (mean=1.80). These women stated not having other business generating revenue from which they can start a new business. The rate of borrowing from friends to be moderate (mean=2.52). For this case, some women stated that they have started business with money borrowed from their friends because as poor they

cannot get that from themselves. The same respondents rated the level of borrowing money from microfinance to be high (mean=3.66). These respondents said that they have started their businesses with money borrowed from microfinance because as poor women they don't have any other resources to start business with. So microfinance lends them in order to promote their activities and enable them to be competitive.

### **Level of development of women entrepreneurs in Rubavu District**

The dependent variable in this study was development of women entrepreneurs. The third objective of this study was to establish the level of development of women entrepreneurs in Rubavu District. For coming up this objective, the respondents were asked to describe how microfinancing has contributed to their development. The responses were analyzed using SPSS' summary statistics showing mean, interpretations and rank as indicated below:

**Table 5:**  
**Level of development**  
**(n=200)**

<b>Use of loan</b>	<b>Mean</b>	<b>Standard deviation</b>	<b>interpretation</b>	<b>Rank</b>
Investment	3.37	0.858	High	1
Expansion of own business	3.45	0.807	High	2
Education	3.14	1.013	Moderate	3
Debt repayment	1.92	1.213	Low	4
Health	1.84	0.932	Low	5
Consumption	1.74	0.894	Very low	6
<b>Sub-total</b>	<b>2.57</b>	<b>0.95</b>	<b>Moderate</b>	
<b>Change in financial standard</b>				

Increase in income	3.34	0.752	High	1
Decrease in income	1.69	1.019	Very low	2
Non-change	1.62	0.876	Very low	3
<b>Sub-total</b>	<b>2.22</b>	<b>0.88</b>	<b>Low</b>	
<b>Micro-finance benefit to women</b>				
Decision making power in house hold	3.24	0.956	Moderate	1
Self control	3.05	0.976	Moderate	2
Ability to make small business	3.26	0.899	High	3
Ownership of assets	3.35	0.911	High	4
<b>Sub-total</b>	<b>3.23</b>	<b>0.94</b>	<b>Moderate</b>	

**Source:** researcher, 2011

As it is indicated in the table 5 above, the respondents were asked a question on how they use loan received from microfinance in different area and how that loan changed their financial standard; the results were the following: the respondents rated the level of investment to be high (mean=3.37), expansion of own business to be high (mean=3.45), education to be moderate (mean=3.14), debt repayment to be low (mean=1.92). The same respondents rated the level of health to low (mean=1.84) and the rate of consumption to be very low (mean=1.74). These respondents stated that they cannot borrow money for consumption, health, education, debt repayment because they can't be able to repay it back. As entrepreneurs, loans borrowed are used to invest in new business activities or to expand their existing businesses which can generate for them some revenue.

As it is shown in the table5 above, the respondents were asked if loans received have changed their financial standard and how microfinance is it benefit to them.

The respondents rated the level of increasing in income to be high (mean=3.34), decrease in income to be very low (mean=1.74), and the level of non change to be very low (mean=1.62).The respondents affirmed that before starting business and joining microfinance they were non income (their financial standard was very low) but now they have improved more financially.

As indicated in table 5 above, the respondents rated the level of the decision making power in household to moderate (mean=3.24), level of self control to be moderate (3.05), ability to make small business to be high (3.26) and the level of ownership of assets to be high (3.35).

Microfinance services lead to women's empowerment by positively influencing women's decision-making power and enhancing their overall socio-economic status. By the end of 2006, microfinance services had reached over 79 million of the poorest women in the world (Mayoux2000). As such, microfinance has the potential to make a significant contribution to women development and promote sustainable livelihoods and better working conditions for women.

### **Relationship Between Micro-Financing and Development of Women Entrepreneurs in Rubavu District, Rwanda**

The fourth and last objective in this study was to determine if there is relationship between the extent of micro-financing and the level of development of women entrepreneurs in Rubavu district, Rwanda , for which it was hypothesized that the two variables are not significantly correlated. To test this hypothesis, Pearson's Linear Correlation coefficient (PLCC) was used. The summary of r-value of those variables is presented in table 7.

**Table 6**  
**Pearson's Correlations**  
**(n =200)**

Variables Correlated	r-value	Sig.	Interpretation	Decision on H <sub>0</sub>
Microfinance factors Vs Change in financial standard	0.909	0.000	Significant Correlation	Rejected
Microfinance factors Vs microfinance benefit to women	0.981	0.000	Significant Correlation	Rejected
Source of money Vs Change in financial standard	0.952	0.000	Significant Correlation	Rejected
Source of money Vs microfinance Benefit to women	0.936	0.000	Significant Correlation	Rejected

**Source:** researcher, 2011

The results in table 7 show that there is a significance relationship between the extent of micro-financing and the level of development of women entrepreneurs. For example, microfinance factors is significantly correlated with the change in financial standard ( $r=0.909$ ,  $\text{sig}=0.000$ ). Microfinance factors is significantly correlated with microfinancing benefit to women ( $r=0.981$ ,  $\text{sig}=0.000$ ). Source of money is significantly correlated with change financial standard ( $r=0.952$ ,  $\text{sig}=0.000$ ), and source of money is significantly correlated with microfinancing benefit to women ( $r=0.936$ ,  $\text{sig}=0.000$ ). Basing on these results, since the sig. value (0.000) was less than 0.05 (or 5%), which is the minimum required level of significance in social sciences. The research rejected the null hypothesis and affirmed that there is a significant relationship between the extent of microfinancing and the level of development of women entrepreneurs in Rubavu District.

**Table 7**  
**Regression Analysis between Micro financing and Development of**  
**Women Entrepreneurs**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,925 <sup>a</sup>	,855	,854	,306

a. Predictors: (Constant), source of money, microfinance factors

85.4% of the dependent variable is explained by the independent variables ( $r^2 = 0.854$ )

**Table 8**  
**Regression Analysis between Micro financing and Development of**  
**Women**  
**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,614	,067		9,123	,000
microfinance factors	,005	,029	,007	,164	,870
source of money	,894	,041	,920	21,998	,000

a. Dependent Variable: Development of women

Microfinance factors and source of money play an important role in development of women as shown by the standardized beta coefficient ( $B = 0.007$ ,  $B = 0.920$ )

## **CHAPTER FIVE**

### **FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **Findings**

##### **Profile of respondents**

The first objective of this study was to determine the profile of respondents in terms of age category, educational background, size of the company, sector of company and the objective of starting business. The results on this objective indicate that the majority of respondents (women entrepreneurs) 67% are aged between 30-39 years. Concerning educational background, a big number of respondents 50% have primary level; those of university level have 5%. Concerning gender, the results indicated that all the respondents 100% are female. According to the length of experience, results indicated that a big number of respondents 37.5% have 3-5 years experience in entrepreneurship.

##### **Extent of microfinancing in Rubavu District**

According to Ibru (2009), Microfinance the provision of financial services to the poor in a sustainable manner utilizes credit, savings and other products such as micro insurance to help families take advantage of income-generating activities and better cope with risk.

The findings of the study discovered that microfinance plays a crucial role in women activities; it provides to them different services such as savings, social capital, training and loan/credit in order to enable them a good business performance.

## **Level of development of women entrepreneurs in Rubavu**

According to Ibru (2009), women workers throughout the world contribute to the economic growth and sustainable livelihoods of their families and communities. Microfinance helps empower women from poor households to make this contribution.

The findings of the study discovered that microfinance is the key route of development of a country in general and women in particular. Through microfinance factors, women entrepreneurs have increased their income. In addition to that, they have been able to make small business, ownership of assets, self control and decision making power in house hold. However, microfinance is the key route of development of a country in general and women in particular

### **Relationship between the extent of microfinancing and the level of development of women entrepreneurs**

The findings of the study concluded that there is a significance relationship between microfinancing and development of women entrepreneurs. It was discovered that since the sig. value (0.000) was less than 0.05 (or 5%), which is the minimum required level of significance in social sciences. The research rejected the null hypothesis and affirmed that there is a significant relationship between the extent of microfinancing and the level of development of women entrepreneurs in Rubavu District.

## **Conclusion**

The purpose of this study was to determine the degree of effectiveness of microfinancing in development of women entrepreneurs in Rubavu district, Rwanda.

The foregoing analysis indicates that microfinance activities has a positive impact on the income , assets, occupation, savings, access to loans , bank connectivity, knowledge, self worthiness, and decision making level of the participants. Microfinance loan available and its productive utilization found to be having a profound role and impact on women development. Through factor analysis and correlation, the study empirically supports the positive relationship between the extent of microfinancing and the level of development of women, in congruency with the microfinance literature. The study attempts to contribute the microfinance literature by comprehending the current experience of using microfinance as a financial mediator for building up and augmenting women development. The empirical findings of the study suggest that microfinance has a profound influence on the economic status, decision making power, knowledge and self worthiness of women.

## **Recommendations**

The presence and the activities of microfinance have played an important role in the economy of Rwanda and women development in particular. However, they are still some constraints. In view of these the following policy recommendations have been made. These recommendations are directed to Rwandan Government and MFIs for the development of women entrepreneurs in Rubavu district, Rwanda:

Government should Expand the market for women entrepreneurs in Rwanda, by increasing the number of trade fairs and provide support for women

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## **APPENDICIES**

### **Appendix I:**

#### **Transimital letter for the respondents**

Dear Sir/Madam

Greetings ;

I am a candidate for Masters Student in Business Administration at Kampala International University with a thesis on "Microfinancing and Development of Women Entrepreneurs in Rubavu district, Rwanda. As I pursue to complete this academic requirement, may I request your assistance by being part of this study?

Kindly provide the most appropriate information as indicated in the questionnaires and please do not leave any item. Any data from you shall be for academic purposes only and will be kept with utmost confidentiality.

May I retrieve the questionnaires 2 weeks after you receive them?  
Thank you very much in advance.

Yours faithfully

---

MAOMBI Emmanuel

**Appendix II:**  
**Research instrument**

**Section I. Profile of Respondents**

**Q1.**What is your educational back ground?

Primary education ☐

Secondary education ☐

University or college ☐

Formation/training courses ☐

**Q2.**What is your age category?

Under 20 years ☐

20-29 years ☐

30-39years ☐

40-49 years ☐

50+yers ☐

**Q3.**What is your Gender?

Male ☐

Female ☐

**Q4.**How long are you working for your present business?

1 to 2 years	
3 to 5 years	
6 to 8 years	
9 to 12 years	
13 years and more	

## **Section 2. Extent of microfinancing in Rubavu District**

Direction: please respond to the questions flowing with your choice. Kindly use the written guide as;

SA : you agree with no doubt

A : you agree with some doubt

SD : you disagree with no doubt

D : you disagree with some doubt

Response code : SA=4; A=3; D= 2 ; SD=1

**Q5.**Did the following microfinance factors affect your business performance?

Microfinance factors	SD	D	A	SA
	1	2	3	4
Social capital				
Training				
Savings				
Credit /loan				

**Q6.**What was the major source of money you started this business with?

Major source of money to start business with	SD	D	A	SA
	1	2	3	4
Savings over period of time				
Savings from other business				
Borrowed/got loan from microfinance				
Borrowed from friends				

### **Section3. Level of development of women entrepreneurs in Rubavu**

#### **District**

**Q7.**How do you use the loan to meet your needs?

Use of loan	SD	D	A	SA
	1	2	3	4
Consumption				
Education				
Health				
Investment				
Debt repayment				
Expansion of own business				

**Q8.**How the loan changed your financial standard?

Change in financial standard	SD	D	A	SA
	1	2	3	4
Increase in income				
Decrease in income				
Non change				

**Q9.**Does microfinance benefits women entrepreneurs?

Microfinance benefit to women	SD	D	A	SA
	1	2	3	4
Ability to make small business				
Decision making power in household				
Ownership of asset				
Self-control				

**Appendix III:**  
**CURRICULUM VITAE**

<b>1. <u>Personal details</u></b>			
Family Name: MAOMBI		Nationality :Rwanda	
First Name: Emmanuel		District of Residence: RUBAVU	
Place and Date of birth:1980		Province: Western	
Father's Name: NGABOYIMANZI Amiel		E-mail address: maombiemma12@yahoo.fr	
Mother's Name: NYIRAKAMALI Esther		Telephone ( Mobile):+250788739468	
<b>2. <u>Higher Education</u></b>			
Name and address of University:  <b><i>Université Libre de Kigali (ULK), Kigali, Rwanda</i></b>	Attended From	Attended To	MAIN COURSE OF STUDY:  <b><i>Management</i></b>
	2001	2006	
	DEGREE OBTAINED:  <b><i>Bachelor's Degree</i></b>		
Name and address of University:  <b><i>Kampala International University (KIU), Kampala, Uganda</i></b>	Attended From	Attended To	MAIN COURSE OF STUDY:  <b><i>Master in Business Administration (Finance and Banking)</i></b>
	20010	2011	
	DEGREE BEING PURSUED  <b><i>Master Degree</i></b>		

<b>3. <u>Secondary Education</u></b>				
<b>Advanced Level</b>				
School	From	To	Certificate or diploma obtained	Main courses of study
College Adventiste de Rwankeri (CAR)	1996	2001	Professional Certificate of Secondary Education Level A2	Commerce and Accountant
<b>4. Ordinary Level</b>				
School Name		From	To	Main course of study
<b>Primary School</b>				
Ecole Primaire de NGOKO, DRC		1986	1993	

### **5. Other Courses**

5 days training in Proposal writing, fundraising and mobilization at Kampala International University

- 11<sup>th</sup> to 15<sup>th</sup> October, 2010: problem identification , formulation of hypothesis, setting of objectives, choosing appropriate research design, data processing, data analysis preparation of research proposal , writing the scientific research paper, examples of research planning, how to review literature, and abstracting guide and bibliographic citations in Kampala international university.
- 1<sup>st</sup> to 4<sup>th</sup>, March 2011: Exposure to professional skills in management consulting; competency, technical expertise, perspectives in consultancy,

behavioral roles of consultancy , defining expectations, consultant-client relationship clients, marketing and sales of professional services, guidelines to creating powerful proposal for clients.

## **6. Computer knowledge**

- Microsoft Word
- Microsoft Excel
- Internet
- Delta Bank

## **7. Languages**

1. Kinyarwanda (Mother Tongue)
2. French (Very good)
3. English (Good)
4. Swahili(Good)

H11  
M2969  
2011

I hereby certify that the information given in this CV is correct and complete to the best of my knowledge and beliefs. I thereby grant anybody a permission to conduct any reference checks and/or contact institutions mentioned herein to verify the correctness

Sincerely Yours

MAOMBI Emmanuel

Done at Kampala /16<sup>st</sup>/09<sup>th</sup>/2011



## Appendix IV:

### Introduction letter



Ggaba Road - Kansanga  
P.O. Box 20000, Kampala, Uganda  
Tel: +256- 41- 266813 / +256- 41-267634  
Fax: +256- 41- 501974  
E- mail: admin@kiu.ac.ug,  
Website: www.kiu.ac.ug

#### OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

May 16, 2011

Dear Sir/Madam,

#### RE: REQUEST FOR MAOMBI EMMANUEL MBA/42879/92/DF TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Business Administration.

He is currently conducting a field research of which the title is "**Micro financing and Development of Women Entrepreneurs in Rubavu District, Rwanda.**"

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan  
**Coordinator**  
Business and Management, (SPGSR)



"Exploring the Heights"

**Appendix V:**  
**Appointment letter**



AGASEKE BANK LTD  
GISENYI BRANCH

July 6, 2011

To: MAOMBI Emmanuel

RE: Your request

Dear Sir,

In response to your recommendation letter requesting for conducting your research in our organization; in this regard we are glad to inform you that you are allowed to conduct your research according to your topic "Microfinancing and development of women entrepreneurs in Rubavu District-Rwanda".

Best regards

Branch manager  
MURAGIJIMANA Jean Paul

A handwritten signature in dark ink, appearing to be 'MURAGIJIMANA', written over a horizontal line.

CLECAM WISIGARA  
GISENYI BRANCH

August 01, 2011

To: MAOMBI Emmanuel

RE: Your request

Dear Sir,

In response to your recommendation letter requesting for conducting your research in our organization; in this regard we are glad to inform you that you are allowed to conduct your research according to your topic "Microfinancing and development of women entrepreneurs in Rubavu District-Rwanda".

Best regards

Branch manager  
GISENYI

*RUSANGANA J. Baptiste*

