

**EFFECTS OF BUSINESS INCUBATORS ON THE PROMOTION OF
SOCIO-ECONOMIC WELLBEING OF YOUNG ENTREPRENEURS IN
RWANDA**

**A CASE STUDY OF ART RWANDA - UBUHANZI INCUBATOR
(2019-2023)**

BY

MURENZI JOEL

ROLL NUMBER: 2021111061

**Thesis submitted in Partial Fulfillment of the Academic Requirement for the
Award of Master's Degree in Development Studies.**

KIGALI INDEPENDENT UNIVERSITY ULK

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DECLARATION

I, **JOEL MURENZI**, declare that this thesis entitled: **Effects of business incubator on the promotion of socio-economic wellbeing of young entrepreneurs in Rwanda. A case study of Art Rwanda - Ubuhanzi Incubator (2019-2023)**, Is my original work and has not been presented to any other Institution. No part of this research should be reproduced without the authors' consent or that of Kigali Independent University (ULK).

Student's Name: **JOEL MURENZI**

Sign _____ Date: _____/_____/2023

APPROVAL

I, Dr. RWABUTOGO Marcel, hereby certifies that this thesis entitled “**Effects of business incubator on the promotion of socio-economic wellbeing of young entrepreneurs in Rwanda. A case of ArtRwanda - Ubuhanzi Incubator (2019-2023)**”, was conducted by Mr. JOEL MURENZI, under my guidance and supervision as a partial fulfillment for the award of Master’s Degree in Development Studies.

Name: Dr. RWABUTOGO Marcel

Sign _____ **Date:** ____/____/2023

DEDICATON

TO

To Almighty God

To my lovely wife and my Daughter

To my Brothers and Sisters

To my Late Parents

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I am deeply grateful to the Lord God Almighty who has been with me throughout this project, if it was not for His love and mercy, it would not have come to completion. My immense gratitude and thankful heart are addressed to the Founder of Kigali Independent University (ULK), **Prof. RWIGAMBA BALINDA**, the Coordinator of the Master's program, all professors of the Master in Development Studies who provided to us fruitful lectures and classmate whom we collaborate to advance our studies. In a particular way, I am deeply grateful to my supervisor **Dr. RWABUTOGO Marcel**, who, despite his heavy responsibilities, accepted not only to supervise me but He also, and most important, guide me, provide scientific advices with an invariable atmosphere that enable to work confidently and completed successfully the present work.

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LIST OF ACRONYMS AND ABBREVIATIONS

BICs	: Business Innovation Centres
BIs	: Business Incubators
CNC	: Computer numerical control
EDCs	: Enterprises Development Centres
GDP	: Gross Domestic Product
ICs	: Incubation Centres
IP	: Intellectual Property
ICT	: Information and Communication Technologies
I/AF	: Incubation/Acceleration Facility
MIR	: Made in Rwanda Policy
MIT	: Massachusetts Institute of Technology
MOOC	: Massive open online course
NEP	: National Employment Programme o
NGOs	: Non-Governmental Organizations
NIRDA	: National Industrial Research and Development Agency
NST1	: National Strategy for Transformation (2017 -2024)
RWBuill	: Rwanda Build Program
SACBC:	: Southern African Catholic Bishops' Conference
SEDA	: Small Enterprise Development Agency
SMEs	: Small and Medium Enterprises
SMMEs	: Small, Medium and Micro Enterprise
SPSS	: Statistical Package for the Social Sciences
STEM:	: Science, Technology, Engineering, and Mathematics

UAE:	: United Arab Emirates
ULK	: Universite Libre de Kigali
UN:	: United Nations
WHO:	: World Health Organisation
%	: Percentage

OPERATIONAL DEFINITIONS OF TERMS

Business Incubation: Business incubation is a process aimed at supporting the development and scaling of growth oriented early-stage enterprises (Scaramuzzi, 2009).

Business skills: According to this study, business skills refers to the ideas an incubate gets from the incubator on ways of running and operating the business for its growth.

Entrepreneurship: This refers to the routine of beginning new associations or reviving full-grown associations, especially new organizations for the most part in light of recognized open doors (Onuoha, 2007). Schumpeter (1965) characterized "business people as people who abuse showcase opportunity through specialized or potentially hierarchical development".

Incubation Centers: This refers to the environment that supports new and innovative ideas.

Networking: This refers to a financial business movement by which gatherings of similar businessmen perceive, make or follow up on business openings (Osterle and Fleisch, 2001).

Youth: This refers to individuals of age between 16 – 30 (Rwandan National Youth Policy 2015). This age group includes young people who are transitioning from childhood and getting into the employment world.

ABSTRACT

Business incubation centers are considered as foundation of economic growth and development. They contribute to this by pulling together the entrepreneurial motivation of a new enterprise with resources usually available to new enterprises. To achieve this, the study was guided by the following specific objectives: to examine the effects of business skill training for promoting the wellbeing of Young Entrepreneurs, to determine the effects of financial support for promoting the wellbeing of Young, to find out the challenges faced by young entrepreneurs. This study used a sample of 126 people from young incubatees at ArtRwanda – Ubuhanzi Project. The research findings indicated that 79.3% of the respondents strongly agreed that the business skills training helped them to increase business knowledge and network which stimulated the feeling of valued person in family, community and country, 67.4% of respondents agreed that financial support and link with investors helped them to generate incomes, made saving, expanding their projects and increase in the number of employees. Furthermore, 59.5% of respondents and 39.6% respectively, strongly agreed that financial support helped them to increase of level of education and access to the healthcare (55.5%). 63.4% of respondents said to increased self-esteem and sense of belonging and increase of hope for the future respectively. This study also found the challenges faced incubatees while running their businesses as the majority (79.3%) of the participants indicated inadequate funding, 67.4% and 55% respectively indicated the challenges of high taxes and slow use of a technology, 59.5% and 71% of respondents strongly agreed that limited market to international market and lack or expensive raw materials remain a strong challenge. 63.4% of respondents agreed that Covid -19 pandemic slow down their businesses. This study recommends continued coaching for young entrepreneurs, establish easily accessible grants and regularize the taxes for startups to enable the artists to sustain their businesses.

Keywords: Business incubators-wellbeing-young entrepreneurs-Rwanda.

CHAPTER 1: GENERAL INTRODUCTION

1.0. Introduction

The government of Rwanda invest public monies in programs that assist small to medium-sized enterprises (SMEs) in order to create a variety of outcomes such as jobs, growth in number of SMEs, increased competition and increased wealth. Business incubation is one of the tools that government of Rwanda use and fund to assist in this development of youth entrepreneurship. In this way, The ArtRwanda – Ubuhanzi, a talent search and development incubator aims at identifying and supporting young and talented Rwandans within the creative arts industry for their wellbeing, generating income and creating income by extension. This chapter contains the background of the study, the statement of the problem, the objectives of the study, the research questions, the significance and the scope of the study as well as the structure of the research report.

1.1. Background of the Study

According to Aldrich and Zimmer (2011), incubation centers are one of the most important places in the world for generating money locally and nationally, creating jobs, and reducing overall poverty. Today, incubation centers play a crucial role in the economic growth and prosperity of a country. Business incubator gives entrepreneurs a platform to access crucial business data, know-how, networks, capital investments, and other resources essential to the creation and expansion of their businesses that might otherwise be out of reach, especially for the young (Ombagi, 2010). Business incubators have a proven record of accomplishment for accelerating company growth. About 23% of businesses in the UK acknowledge the impact incubators have on the success of their companies. More than 60% of business owners acknowledge the importance of incubators; the remaining 17% or so believe incubators have little or no impact on the expansion of their companies (Centre for Strategy and Evaluation Services, 2012). Incubators are thought to have supported more than 27,000 new businesses in America, generating an estimated \$17 billion in revenue annually (Knopp, 2014).

In most developed countries, international business incubators are regarded as the third generation of incubators. According to Harris and Gibson (2012), these incubators offer a wide range of support services for the development of creative businesses. The majority of these companies have impressive growth rates and revenue increases and are designed to conduct export operations. They link universities, research institutions, venture capital, and international collaborations. The

alignment of entrepreneurs support is the foundation of this incubation model, which is used in China, Korea, and Malaysia. However, Malaysian incubators have a slightly different model, which is exhibited by strong investment and quicker turnaround times in the hatching focuses (Harris and Gibson, 2012).

During the incubation period, business facilities are made available to the incubates at relatively at cheaper cost than what obtains in the market in addition to training facilities and capacity building workshops and seminars which encourage the young entrepreneurs grow their business into large enterprises and in some cases multinationals (Okpara and Wynn, 2007). The post incubation exercise is mostly to evaluate how the firm is fairing in the open market having enjoyed the facilities at the incubation centers for maximum of three years. This is important when measuring the impact of incubation within a society or nation as several studies have claimed that most incubated firms remains within the host community after graduation (Okpara and Wynn, 2007).

Business incubators promote innovation and youth entrepreneurship, supporting economic growth and competitiveness in SMEs (Regis *et al*, 2007). Youth entrepreneurship and incubation platforms help SMEs in technology innovation, education, and funding. These platforms consist of business support services, skills, and capital investment. Youth entrepreneurship involves idea generation, product/service development, resource gathering, venture initiation, successful business development, and profiting from business prospects.

In East African Countries, the business incubators have been considered as a remedy for the disadvantages that small and new firms encounter by providing numerous business support services, and they are useful in fostering technological innovation, entrepreneurship, commercialization and industrial renewal. For these reasons, East Africa countries have increasingly been engaged in establishing incubators (Akcomak, 2009). All incubation facilities aim to nurture and grow start-ups in order to reduce the failure rate and possibly reduce unemployment among the youth by stimulating economic development (Chandra and Fealey, 2009).

Despite the burgeoning business incubation centres, their effectiveness in stimulating growth of start-up remains unclear. Yet the majority of start-ups started every year fail within the first five

years globally and the majority of the business start-ups are not able to operate for more than one year (Ganamotse et. al., 2017).

The goal of incubation is to reduce the failure rate of business start-ups and to shorten the period and cost of establishing and growing a business. The growth of business start-ups is necessary for economic development and job creation (Nason and Wiklund, 2018; Bruneel et. al., 2012), and the desired growth is powered by incubators (Bruneel et. al., 2012). Incubators are bedrocks for infant businesses (Bruneel et. al., 2012; Wanklin, 2002); entrepreneurial infrastructure designed to offer support services to stimulate their growth through entrepreneurial ecosystem (Hong and Lu, 2016); incubation centres bring together an array of skills critical to support the growth of business start-ups; and source of financial support (Harper-Anderson and Lewis, 2018).

However, its value depends on how uniquely the support is dispensed to the business start-ups (David-West, Umukoro and Onuoha, 2018). Some of the factors considered for admission into the lab (incubator) include; having a good business idea cable of being scaled, availability of financial records, a team managing the business, and robust business proposal (Wanklin, 2002; David-West, Umukoro and Onuoha, 2018). However, entry barriers do exist which sometimes limit potential businesses from being incubated. Nevertheless, given their significant contributions, incubation centres are organised and run by both government and private enterprises.

In Rwanda like most developing countries, the challenge of unemployment has been growing. According to the National Statistics of Statistics (2017), 12.7 million out of the 14.6 million work drive were portrayed as underemployed with the staying 1.9 million individuals being transparently unemployed. 67% of the unemployed are the youth raising the need to address this (Government of Rwanda, 2005).

The Imbuto Foundation, a Local NGO, has been implementing Youth empowerment programs to help the country address the unemployment among young people and improve their wellbeing. One of the Program championed by Imbuto Foundation is to establish ArtRwanda – Ubuhanzi program that lead to establsishment of the incubator to nurture and grow businesses ideas of Youth in the creative industry. The ArtRwanda - Ubuhanzi is a nationwide talent search project implemented by Imbuto Foundation in collaboration with the Ministry of Youth and Culture. The project aims at identifying and supporting young and talented Rwandans within the creative arts industry. The competition consists of a televised nationwide search for creative youth in six

different categories (plastic arts, dance & music, fashion, acting & drama, cinematography & photography, and literature).

In its first phase, 587 young artists, from the six categories, were selected at Province Level. From these, the top 68 best artists were identified at the national level to attend the boot-camp and later competed for the final prizes. Six artists were finally selected as winners in each category winning 1,000,000 Rwf each, along with three best projects, winning seed funding of 10,000,000 Rwf, each.

All the 68 finalists started incubation program for almost 2 years . In view of this, this study analyzed the effects of business incubator on the promotion of the socio-economic wellbeing of Young Entrepreneurs in Gasabo District, Rwanda.

1.2. Problem statement

According to Burnett(2009) and Lish (2012), incubators are expected to nurture successful entrepreneurs at a micro level and support the socio-economic plans at a macro level when they are having the right services and enabling factors. As such, the developed countries have established the incubators as one of the innovative approaches to promoting socio-economic wellbeing of young entrepreneurs and create jobs away from corporate employment.

The main objective of the Business Incubation is to provide support the young entrepreneurs to start and scale their own businesses by and providing conducive environment, funding their business projects for creating employment, wealth generation and spurring a culture of innovation among the youth. The overall objective is to improving their wellbeing. In Rwanda, Business incubators were established as one of the innovative programs to implement the following Policies and Strategies: National Employment Policy of 2007as revised in 2019, National Employment Programme of 2014 (NEP),Entrepreneurship Development Policy of 2020 which replaces and builds on the achievements of the 2010 Small and Medium Sized Enterprise (SME) .

However, due to the novelty of the incubators in the country, few incubators have sustained their existence. Various challenges have been attributed to this high failure rate of incubators in Rwanda among them there is lack of clear legal frameworks, limited resources from the Government, Private Sector, development partners, poor coordination and dependency mindset among young entrepreneurs.

Indeed, there was no a comprehensive study conducted on tackling the status of business incubators in the Rwanda, to assess the success level from the perspectives of incubates for their short and long term expectations, identify challenges along with their expected roles in which it might support the socio-economic development plans in the Rwanda.

Art Rwanda – Ubuhanzi incubator is one of the incubator that has been supporting young entrepreneurs in Rwanda. In this context, this study aims to analyze the effects of ArtRwanda Ubuhanzi business incubator on the promotion of the socio-economic wellbeing of Young Entrepreneurs in Gasabo District, Rwanda and assess challenges faced by incubatees to provide strategic recommendations for policy makers, stakeholders and contribute to the knowledge in this field.

1.3. Research Objectives

According to Grawitz(2002),the objective of the research constitutes the research mission to attain any particular works. This research was conducted to test and show how the financial support, and business skill training promote youth entrepreneurship in Rwanda, with reference to Art Rwanda –Ubuhanzi Incubator located in Kimihurura Sector.

This research has two types of objectives: General and specific objectives.

1.3.1. General objective

The study seeks to analyze the effects of business incubator on the promotion of the socio-economic wellbeing of Young Entrepreneurs at Art Rwanda-Ubuhanzi Incubator.

1.3.2. Specific objectives

This study focuses on the following specific objectives:

- i. To examine the effects of business skill training on the promotion of the socio-economic wellbeing of Young Entrepreneurs at ArtRwanda –Ubuhanzi Incubator.
- ii. To determine the effects of financial support on the promotion of the socio-economic wellbeing of Young Entrepreneurs at ArtRwanda –Ubuhanzi Incubator.
- iii. To find out the challenges faced by young entrepreneurs from ArtRwanda –Ubuhanzi Incubator, while running their businesses.

1.4. Research questions

It is important for qualitative study to have research questions because they specify exactly what is to be investigated. They help the researcher to stay focused on what is to be directly investigated by the research. The questions facilitate the process of data collection, which was characterized by interviews, observations and studying of documents. Research questions are useful in keeping the research on things that are directly investigated or measured. They help to provoke answers in order to shed light on the broader topic (Hart, 2001).

Three research questions guided this study:

1. What are the effects of business skill training on the promotion of the socio-economic wellbeing of Young Entrepreneurs at ArtRwanda –Ubuhanzi Incubator?
2. What are the effects of financial support on the promotion of the socio-economic wellbeing of Young Entrepreneurs at ArtRwanda –Ubuhanzi Incubator?
3. What are the challenges faced by young entrepreneurs from ArtRwanda –Ubuhanzi Incubator?while running their businesses?

1.5. Scope of the study

According to Watson(1996), research on human activity and behavior cannot allow for complete description of all aspects of behavior or activity. In this context, every scientific study has to be limited in time, area and domain. This research was delimited in content, space and time the study is concerned with the domain of development studies.

1.5.1. Scope in Domain

The study was carried out in the domain of Development Studies where the modules of Development Policies and Planning and Development Theories were focused during this study. Specifically, on business skill training, financial support and wellbeing of Young Entrepreneurs in Gasabo District, Rwanda.

1.5.2 Scope in Space

The study was conducted in the City of Kigali, Gasabo District, Kimihurura sector where ArtRwanda –Ubuhanzi Incubator is located.

1.5.3. Scope in Time

The study covered a period of four years from 2019-2023. In 2019 is where Art Rwanda –Ubuhanzi Incubator center started its activities and the year 2023 is crucial because it is the period of data collection and were presented.

1.6. Significance of the Study

One of the problems facing youth entrepreneurship in Rwanda is that many interventions aimed at addressing youth unemployment are not working. The need arises to understand what makes programs for addressing youth unemployment not work. The study seeks to assess whether strategic partnership, financial support and training can change the situation and thus bring out some insights, which can be used for policy makers to promote youth entrepreneurship. This research finding is valuable to different parties and actors inside and outside Art Rwanda - Ubuhanzi Incubator located in Gasabo District, Kimihurura Sector.

To the Rwandan Economy, the research helps in examining suitable and attractive fields, which was targeted by the business incubators. This was done through finding out how good management skills, financial support and provision of links to strategic partners to promote youth entrepreneurship.

To policy and decision makers, the study is of value in formal institutions to adopt the best model of business incubation based on other successful models and frameworks implemented and adopt them in Rwandan entrepreneurs.

The study provides information to donors and supporters of the Rwandan economy to utilize and direct their funds toward sustainable economic development through encouraging new businesses and job creation.

1.7. Structure of Thesis

This study was organized into five chapters. Chapter one concerns the introduction of the study, background of the study, statement of the problem, research questions, objective of the study, scope of the study, significance of the study, and organization of the study. Chapter two contains key definitions and different kinds of literature both on the area which discusses various literatures, theoretical framework and key concepts as well as related conceptual framework. The third part, which is chapter three, comprises the research methodology. The research design and research

methods were explained in this chapter starting from description of the study area to how the collected data was analyzed. The chapter four is results and discussion. This chapter was mainly focus on analyzing and discussing the collected data in its logical order. Finally, the chapter five draw conclusions and provided recommendations for identified weakness.

CHAPTER -2: LITERATURE REVIEW

2.0. Introduction

A literature review according to Hager& Russo, A. (2019) is a broad, scholarly, comprehensive, in-depth, systematic and critical review of scholarly publications, unpublished scholarly print material, audio-visual material and personal communication. In this part, the researcher provides the relevant literature reviewed from books, dissertations, reports and internet advanced by different scholars and authors found as a helping material to the topic for providing enough and adequate information on the effects of business incubator for the wellbeing of young entrepreneurs in Rwanda. This chapter reviews the available literature on the role of business incubation in promoting youth entrepreneurship. It discusses the theoretical literature, empirical literature, theoretical framework and the conceptual framework.

2.1. Conceptual Review

The conceptual literature review focuses to categorize and describe concepts relevant to the study or topic and outline a relationship between them, including relevant theory and empirical research. It provides the definitions of terms from the topic, which are incubator, business incubator, wellbeing and young entrepreneurs.

2.1.1. Incubator

The concept of BIs has evolved over the last 50 years (Mutambi, 2010). The first BI was founded in 1959 in Batavia, New York, in the United States, but until the 1970s the concept was unique and the aim was to support start-up companies that needed guidance and venture capital to get their ideas off the ground (Lesakova, 2012; Soltanifar 2012), but the concept became widespread first during the 1980's. The core value proposition of the first generation of BIs was infrastructure and economies of scale. According to Bruneel et al., (2012) these incubators typically provided affordable office space leased in favourable conditions, with shared resources such as meeting rooms and private parking spaces. The second generation of BIs evolved later in the 1980's when technology firms became the corner stone for economic growth. These incubators' clients typically lacked business experience and marketing skills and, therefore, the value proposition of the BIs was extended into including knowledge-based services.

Bruneel et al., (2012) also noted that nurturing was typically a large part of the knowledge support and usually it covered both managerial and scientific areas of expertise. In the 1990's, networking with potential customers, technology partners, suppliers and investors became more essential for business survival. Consequently, the value proposition of the third generation of BIs was more focused on creating valuable networks for the tenants (Bruneel et al., 2012). According to some researchers, networking is the most important factor for the success of BI programs. Networks ease the acquisition of resources and specialized expertise's, provide learning opportunities, and allow new firms to build up legitimacy faster (Hansen, et al 2000).

2.1.2. Business incubator

Cullen et al., (2014) and Chirambo (2014) define BIs as a business development tool that is used to grow entrepreneurial venture by providing a platform for enterprises to build their businesses. Along the same lines, Lose (2016) and Ndabeni (2008) refer to BIs as organizations that provide and facilitate a protected environment to startup and existing businesses by providing a comprehensive range of shared services with the aim to minimize start-up failure. Hence, Masutha and Rogerson (2014) and Dubihlela and Van Schaikwyk (2014) point out that business incubation is one of the strategic tools for helping SMEs during their start-up period. These authors also point out that in both developed and a developing country, business incubation is viewed as a vehicle to reduce the high mortality of SMEs business.

Drawing from the foregoing definitions, BIs are mainly for the purpose of promoting and fostering the development of new and existing businesses (Mothibi, 2014; Lose et al., 2016). Masutha and Rogerson (2015) and Diedericks (2015) deduce that business incubators provide small businesses with technical and business consultancy services and targeted infrastructural support services. Therefore, the performance of the incubator should be measured based on the number of incubator's graduates and jobs created.

2.1.3. Entrepreneurs

This refers to the routine of beginning new associations or reviving full-grown associations, especially new organizations for the most part in light of recognized open doors (Onuoha, 2007). Schumpeter (1965) characterized "business people as people who abuse showcase opportunity through specialized or potentially hierarchical development". A young entrepreneur is a child or young adult who assumes risks to start and operate a business or who finds new ways to do business

better. They are the type of person who identifies and pursues opportunities without allowing risks to become barriers.

2.1.4. Youth

According to the United Nations (UN) definition, “youth” comprises young people aged 15–24 years inclusive (UN, 1992 as cited by O’Higgins, 2001), in practice however; the operational definition of youth or young people varies from country to country, depending on cultural, institutional and political factors. O’Higgins further observes that in many developing countries, Rwanda included, there is often no minimum school leaving age, as such standard labor force reporting can start as early as 10 years of age, and that this can undoubtedly have significant consequences for the early labor experiences of young people and can offset accurate statistics.

In Rwanda, youth defined as the population aged from 14 to 35 years before 2015. Since then, the new national youth policy revised youth age range to be 16 to 30 years. The priority of the Government of Rwanda for the youth is for future generation. Youth describes a distinct phase between childhood and adulthood or it refers to any productive age group between 15 and 29 years old (Noel, 2014).

2.1.5. Socio-economic wellbeing

Socio-economic wellbeing is a process that seeks to identify both the social and the economic needs within a community, and seek to create strategies that will address those needs in ways that are practical and in the best interests of the community over the long run. The general idea is to find ways to improve the standard of living within the area while also making sure the local economy is healthy and capable of sustaining the population present in the area. Socio-economic development occurs in neighborhoods in metropolitan areas, sections of smaller cities and towns, and even in rural settings (Sullivan et al, 2003).

According to WHO(2017), wellbeing is closely related to health and to the quality of life. Thus, the wellbeing exists within two dimensions, a subjective one and an objective one. This includes the life experience of an individual, but also the comparison of life circumstances with the social norms and values. The wellbeing is in relation to health and vice versa, it is a determinant of health, but also a result of it. Well-being has been defined as the combination of feeling good and functioning well; the experience of positive emotions such as happiness and contentment as well

as the development of one's potential, having some control over one's life, having a sense of purpose, and experiencing positive relationships.

2.1.6. Types of Incubators

There are multiple types of incubators, each with its own business model, funding source, motivations, and target markets. Classifying incubators has been approached in one of two ways: based on funding source or sponsor, or based on the incubator's goals. This section will start by exploring studies that use the funding source classification method followed by those that look more at the activities and objectives of incubators.

Peters et al. identify three different types of incubators: non-profit, university-affiliated, and for-profit incubators (Peters, Rice, and Sundararajan, 2004). Non-profit incubators are those that are mostly focused on creating and expanding local businesses. Their findings revealed that non-profit incubators are often publicly funded and as a benefit of this funding model, these incubators often have access to public resources including partnerships with local research institutions and may be able to offer subsidized rates to interested participants. Non-profit incubators were found to be the most successful of the three incubator types identified in their study meaning that graduates of a non-profit incubator were most likely to stay in business. University-based incubators are similar to non-profit incubators but are based at a local university, again giving them access to unique resources. University incubators may attract more students and faculty members from their local university perhaps resulting in more research focused ventures including professors spinning their research into a business venture.

For-profit incubators are also interested in acquiring equity in their associated startups and may use this as a pre-condition for collaboration. All three types of incubators offer similar services including training, networking, and consulting in all areas of expertise to startup firms (Peters, Rice, and Sundararajan, 2004). An alternative funding source-based classification scheme is Phillips' university, private, and hybrid incubators taxonomy (Phillips, 2002). University and private incubators receive their funding from local universities and private firms, respectively, while hybrid model incubators receive their funding from some combination of private and university sources. Some of these incubators serve exclusively high tech and research and development ventures while others are more open about the type of startups they work with. Services offered by these incubators include access to technical equipment, financial services,

and office space and related services. Grimaldi and Grandi use a similar classification of incubators, identifying public incubators and private incubators as the two major types (Grimaldi and Grandi, 2005).

Classifying incubators by their goals and intentions provides a picture of their many different goals. Perhaps the most basic type of incubator is a co-working space. Co-working spaces are public working spaces that invite like-minded individuals to come together while they work. By bringing together multiple individuals with somewhat similar interests, co-working spaces aim to encourage serendipitous encounters between entrepreneurs and others working on creative work (Moriset, 2014). The idea of co-working spaces draws upon the concept of a third space, taken from urban planning and geography. A third space is a location that is neither an individual's home nor workplace and therefore can be a place where they go to interact and be around others. Co-working spaces are gaining popularity, and while they began as mostly private institutions, local governments are seeing the value of such spaces and incorporating them into city plans (Moriset, 2014). Co-working spaces may be used by local entrepreneurs and creatives in a city or may also serve as a workplace for 'digital nomads', individuals who spend their time traveling and working remotely from coffee shops, co-working spaces, etc.

Services offered by co-working spaces are somewhat limited and mainly consist of a work area and an internet connection. Co-working spaces can be general spaces that welcome anyone or may be specialized and targeted at a more specific type of worker like artists or hi-tech entrepreneurs (Moriset, 2014). While co-working spaces are mainly found in western countries, they are slowly becoming more popular in developing countries including on the African continent.

Another more specific category of incubator is the 'hackerspace' or hardware-focused incubator. Although hardware (generally IT hardware) startups have traditionally been more difficult to launch than their software counterparts, recent innovations in rapid prototyping including 3D printers and other DIY hardware platforms have lowered their barriers to entry. A study looking at HCI innovation identified several different types of hackerspaces: those that serve as hardware startup incubators and those that are more like 'makerspaces' where individuals interested in working on hardware projects can find technical resources, like-minded individuals, and a workshop where they can work (Lindtner, Hertz, and Dourish, 2014). This

second type of hackerspace or makerspace is more like a co-working space than a more venture-focused incubator, albeit one with technical resources like 3D printers and other machining tools.

Another study that classifies incubators based on their objectives identified five distinct types: mixed incubators, economic development incubators, technology incubators, social incubators, and basic research incubators (Aernoudt, 2004). Mixed incubators are those that have more general criteria when selecting startups and ventures to work with and are mainly focused on the creation and launching of new businesses. Economic development incubators are directly interested in encouraging economic development in their communities and may undertake more development focused projects while at the same time attempted to create employment opportunities. Technology incubators, perhaps what are most commonly thought of as incubators, encourage high-tech entrepreneurship and startups. Social incubators work with social entrepreneurs to grow ventures that have a social bottom line. Finally, basic research incubators foster research within their communities and may be partnered with university faculty and other researchers.

In addition to the various types of incubators discussed here, business accelerators are another type of similar institution. Whereas incubators help guide ventures through their initial conception to launch, accelerators work with ventures that have already passed this phase and are ready to scale-up into slightly more mature businesses (Sepulveda, 2012). Accelerators provide advice to ventures in this scaling-up process including how to manage a larger organization, including new employees, as well as other operational and strategic aspects of each venture. In this sense, accelerators can be thought of as late-stage incubators.

2.1.7. Difference between a startup incubator and an accelerator

There is a slight difference between business accelerators and business incubators. Incubators and accelerators both prepare companies for growth. They both help firms grow by providing guidance to startups, advancing their business models and strategies, and grooming startups to become valuable in the eyes of investors (Zajicek, 2017). Also, both incubators and accelerators offer an environment of collaboration and mentorship (Zajicek, 2017).

An incubator helps you build your startup, meaning they're focused primarily on education and inspiration. Most startups that engage with incubators are young and looking to round out their

ideas, educate themselves on business best practices. Some might have launched and are still looking to firm up the foundation of their business (Sepulveda, 2012; Riggins, 2016).

Regardless of where you find yourself in that process, an incubator will help you lay the right foundation to start your business. Depending on the incubator you engage with, they provide a variety of services that may include: Networking opportunities or platforms, Office/working spaces, Mentorship, Educational programs, Investment/funding opportunities, Access to industry-specific tools or equipment.

Incubators are generally open-ended, and their key purpose is to help you build the groundwork for your business, whether that means fleshing out your ideas, finding collaborative partners or mentorship or seeking funding.

Accelerators: are organizations that offer a range of support services and funding opportunities for start-ups. They tend to work by enrolling start-ups in months-long programs that offer mentorship, office space and supply chain resources. More importantly, business accelerator programs offer access to capital and investment in return for start-up equity. Start-ups essentially “graduate” from their accelerator program after three or four months which means that development projects are time sensitive and very intensive (NIRDA, 1018)..

An accelerator is generally tailored for more mature start-ups. Accelerators provide focused programs to assist companies to scale up. Accelerators assume that a specific level of business knowledge and capability exists within the company receiving acceleration who can understand and implement recommendations (Sepulveda, 2012; Riggins, 2016).

In general, accelerators provide a highly focused three-to-four-month program where companies receive mentoring and guidance to build and/or upgrade their companies. After completing successful acceleration, companies are often graduated and promoted to interested investors and venture capital funds (typically post seed funding).

An accelerator, however, is geared towards businesses that have already been established to some degree - your groundwork has been laid, you’ve launched or will soon launch your business, and you’re looking to grow your business. Accelerators focus on scalability, looking to rapidly increase your customer acquisition on the assumption that you already have proof of concept. They’re focused, compact programs where you’ll work with a mentor and a group of peers to educate

yourself on best business practices through learning-by-doing. They'll teach you skills to help your business adapt to change, show you common pitfalls to avoid, and are packed with information that could take you years to figure out on your own. Accelerators are active, short-term learning experiences that culminate in a 'graduation'. There are specific skillsets and habits they aim to teach and instill by the end of the program.

The acceleration cycle (7 to 8 months) will offer the following services: self-diagnostic assessments (to assist start-ups and MSMEs with conducting a situation analysis to identify gaps and areas of improvement/support through the I/AF); assessment of current situation (to analyse the level of existing operations and highlight the gaps or areas of improvement in terms of management, production, machinery, etc.); lectures and workshops (to increase the entrepreneurs' knowledge and skill set); Building smart partnerships (through networking events, business-to-business collaboration, study tours, etc.); Business canvas workshops (to optimize the on-going business)' Product strategy workshops (to define important aspects of company products, such as goals and strategic opportunities, which help the teams involved in product development to set a strategic direction for the products and the business as a whole); Peer-to-peer learning (entrepreneurs enrolled into the I/AF will have an opportunity to learn from and inspire each other; they will be given the tools to design products and services and to brainstorm, research, and innovate); Provision of tailored guidance and trainings to entrepreneurs and managers (including trainings specifically designed to meet their needs for product and service development or delivery, such as health and safety trainings; improving business processes, e.g. sales and marketing management and marketing to top executives; finance for non-finance professionals, fundraising, etc.); Networking, matchmaking events, and participation in trade fairs.

This enables startups to share a space, as well as have access to a multitude of resources and peer feedback. Below is a table that illustrates the differences between business accelerators and incubators:

Table 2.1: Differences between Business Incubators and Accelerator

Incubators	Accelerators
Incubators help nurture businesses in their startup phase which allow them to develop.	Accelerators seek to help entrepreneurs hit the ground running.
Incubators provide start-ups with a shared operation space, networking opportunities, mentoring resources and access to shared equipment.	Accelerators work with start-ups that are able to demonstrate they are investible and rapidly scalable, willing to relocate to the town where the accelerator is housed for at least the duration of the program.
Incubators do not put time stamps on their support programs. Hence, participants are free to scale and expand at their own pace.	The emphasis among business accelerators is on rapid growth and a successful product launch.
Incubators support startups ideas to bring to the marketplace, with business model and direction to transition from innovative idea to reality.	Accelerators advance the growth of existing companies with an idea and business model in place.
Incubators do not traditionally provide capital to startups. They also do not usually take an equity stake in the companies they support.	Accelerators do invest a specific amount of capital in startups in exchange for a predetermined percentage of equity.
Incubators generally would not ask for equity in a company.	Accelerators bear a greater responsibility in the success of the start-up.
Incubators operate on an open-ended timeline. They focus more on the longevity of a startup and are less concerned with how quickly the company grows.	Accelerators operate on a set timeframe, which usually lasts three to four months. At the end of the program, startups receive the opportunity to pitch their businesses to investors.

Source: Riggins(2016)

2.1.8. Innovation Hubs

In African innovation ecosystems, innovation hubs are a component that play a critical role (Friederici,2016) (Chirchietti, 2017). In fact, several articles point out that iHub, in Nairobi is both the center of the innovation ecosystem (Mutua Mworira, 2016) and a self-contained innovation ecosystem itself (IBM,2013). This relationship between hubs and innovation ecosystems works both ways hubs are also affected by the ecosystems that they are a part of

(infoDev, 2014). Following Innovation Hub's success, when one thought of the Nairobi innovation ecosystem, their first thought was of iHub. But what are innovation hubs.

Sometimes also called tech hubs, innovation hubs are organizations that work with digital entrepreneurs to create startups, form connections, build skills, and generally promote innovation (Friederici, 2016)(Kelly & Firestone, 2016). Some researchers have identified several different types of hubs: cluster hubs(at a neighborhood-level), company hubs (at the organizational-level), and country hubs (at the national level) (de Beer, Millar, Mwangi, Nzomo, & Rutenberg, 2017); however, this study will focus what they refer to as company hubs. Within an innovation ecosystem, hubs act as important connectors between the various other actors and organizations and can also serve to connect different ecosystems with each other (infoDev, 2014).

Hubs provide space and other resources (like electricity and internet) for innovators and entrepreneurs to work on their ideas while at the same time promoting open innovation, collaboration, and knowledge transfer between members (Gathege and Moraa, 2013). In addition to enabling individuals to start businesses (often the way that hubs are evaluated), hubs aid in the development of human capital and taking a more holistic approach to their evaluation would also recognize the benefits they provide in other areas (Jiménez & Zheng, 2017). Hubs can provide a platform for communities of practice to form and mature, helping individuals to build their skills and assist each other (Zegura, Madaio, and Grinter, Beyond Bootstrapping: the Liberian iLab as a Maturing Community of Practice, 2015). In order for hubs to truly assist in the development of innovation ecosystems, they must identify the needs of the individuals who engage with them and understand what those individuals think about hubs (Chirchiatti, 2017).

Hubs can be differentiated in a variety of ways. Hubs pursue unique business models depending on their context. For example, in countries where there is more government support for promoting innovation, hub income might come from government sources, while other hubs might conduct events, trainings, or workshops for local partners as a funding source (Dev, 2014). Organizational characteristics like business models may also be a factor that individuals consider when deciding to join a hub (Marchant E. R., 2017). Potential hub members must also believe that a hub offers them relevant services and in general, it is important for hubs to consider how they differentiate themselves in increasingly crowded innovation ecosystems

(Cunningham P. , 2015). It is important for such programs, in both high-income and developing countries, to think about the unique aspects of the local context and pursue activities that fit local needs (Roberts, et al., 2017). Member perceptions of hubs can also affect their choice to join a certain hub (Jiménez and Zheng, 2017).

2.1.9. Entrepreneurship in Rwanda

The state of entrepreneurship in Rwanda has been improving, most notably in recent years. Most companies in Rwanda are young and micro. The World Bank. (2019) reported that in 2014, 90 percent of operating firms were still young, having been established after 2006. In 2011, 73 percent of all firms were micro-enterprises; in 2014, this number decreased to 65 percent. While the share of micro-enterprises is still high, this decline reflects an important growth in the number of small and medium-sized enterprises (SMEs) as compared to micro businesses. Moreover, between 2011 and 2017, the number of large firms with more than 100 employees more than quadrupled from 106 to 426, representing the maturing of the Rwandan market and increased opportunities for value chain integration for (NISR, 2011 and 2015). Rwandan companies are concentrated in the non-tradable sector. According to the 2017 Establishment Census, wholesale and retail trade, and accommodation and food services accounted for 77.8 percent of all firms. In 2018, the employment-to-population ratio was 46.0 percent; 2 percentage points higher than the one in 2017, which stood at 44.2 percent (Labour Force Survey Report 2018).

Rwanda has also witnessed the birth of several important entrepreneurship ecosystem enablers, such as business incubators and accelerators, which provide valuable support to start-ups. These incubators and accelerators are establishing themselves as platforms to help start-ups launch and grow, hosting cohorts of entrepreneurs ready to start and scale their businesses. These incubators and accelerators are becoming magnets for other key enablers such as business service providers (e.g.: accountants and business consultants); mentors and coaches; and, to a lesser extent, early stage investors, such as business angels. However, while small grants are often made available to entrepreneurs in partnerships between incubators and international donors, equity funding remains scarce and most start-ups cannot afford bank loans, making access to finance one of the key constraints to entrepreneurship.

Nevertheless, entrepreneurs still face several challenges to turn their ideas into sustainable high growth businesses that would propel Rwanda toward its vision for growth outlined in the NST1, Vision 2020, and Vision 2050. Access to knowledge and latest technologies is still restricted. Sound management practices and entrepreneurship training are not yet commonplace. Business support services are often not specialized enough to help entrepreneurs get to the next level. Access to finance, especially early equity investment, is highly limited. Cultural aspects, such as risk-aversion and a preference for a steady job over an entrepreneurial “adventure,” keep some of the brightest Rwandan minds from taking the start-up leap. In the Global Entrepreneurship Index 2018, Rwanda scored the lowest in risk capital, risk acceptance, process innovation, start-up skills, human capital, and technology absorption

Entrepreneurship Development Policy 2018 pointed out that despite substantial successes, which have been registered by the SME Development, Young entrepreneurs fell short of sustaining and scale their businesses. The Policy highlight the following key challenges in Entrepreneurship development:

Limited access to skills and know-how for existing and potential entrepreneurs that are necessary to effectively start and run a business; Limited business support system for entrepreneurs, including business consultants, mentors, incubators, and accelerators; Limited entrepreneurial ability to access the finance required for business growth from various sources, including equity, debt, and grants from public, private, and peer-to-peer sources; Non-streamlined tax requirements for newly established firms that increase business costs for new entrepreneurs; Limited access to domestic and export market opportunities for entrepreneurs; Limited entrepreneurial access to technologies and innovations required for business growth and productivity; Negative culture of entrepreneurship and limited access to business opportunities for women entrepreneurs.

2.1.10. Accelerators and Incubators in Rwanda

There has been a wide variety of research looking at innovation ecosystems and their ability to promote economic development. Innovation hubs play an important role in such ecosystems (Friederici, 2016). Hubs promote collaboration and connections between ecosystem stakeholders and provide a space for entrepreneurs to work on startups and other forms of innovation (de Beer, Millar, Mwangi, Nzomo, and Rutenberg, 2017). Furthermore, hubs can

impact individuals by helping to build technical skills and communities of practice (Jiménez and Zheng, 2017). The importance of hubs in innovation ecosystem is tied directly to their ability to work with individuals as they pursue innovative activities. However, despite the importance of individuals to hubs, surprisingly few studies have asked for their opinions.

In fact, many innovation ecosystem and innovation hub studies employ only an organizational unit of analysis at the expense of individual perspectives. Some researchers focus on entrepreneurial support organizations like hubs and their activities and outcomes. Studies have also used startups or ventures as their focus. Furthermore, innovation hub (or ecosystem) research that does include individual perspectives data is often based on data collected primarily from hub managers and not from the wide variety of other stakeholders that engage with hubs. While there are a few exceptions that were able to interview individuals besides hub managers (Friederici, 2016)), such studies usually focus their data collection on singular organizations like (Moraa, 2013) asking hub members questions about only that hub or (Chirchietti, 2017) asking startup founders about their experiences with the hub they are currently engaging with, rather than asking about their experience in the larger ecosystem.

Aspiring to become Africa's startup capital, Rwanda has managed to establish its startup ecosystem in a very short period. With the Ministry working on a startup act that is soon to be finalized, combined with increased financing and access to mentoring and technology, Rwanda presented a fantastic opportunity for aspiring entrepreneurs to launch their startups in the nation. Rwanda has compiled a comprehensive list of all incubator and accelerator programs in Rwanda, along with a short overview to help you find a suitable program. The incubators and accelerators in this list have been subdivided into applicability for startups in their 'ideation', 'launch', or 'growth' stages(Durst and Poutanen, 2013).

The main objective of the twin Incubation/Acceleration Facility (I/AF) is to improve the competitiveness of start-ups and companies in the wood value chain. To attain this objective, the I/AF offers a set of customized services for start-ups, companies and cooperatives from the wood sector including business advice, entrepreneurship and business management training, coaching and mentoring, access to technical infrastructure, technical assistance, market information services, marketing assistance, facilitation of financial and investment linkages as well as facilitation of linkages for technological upgrading(Durst and Poutanen, 2013).

With the formulation of a variety of business-friendly regulations, including the Investment Code, Tech-Enabled Innovation Policy, and Startup Act in place, Rwanda is bound to witness an increase in innovation and startup growth. As the ecosystem reaches its next growth stage, we should be able to see a growth of startup support programs which will hasten the country's digital transition.

2.1.10.1.DigiCenter,

DigiCenter, otherwise known as Digital Transformation Center, is a Rwandan-German initiative that aims to catalyze the development of impact-driven digital solutions in Africa. They offer consultancy services and training to local tech startups, as well as a modern working environment to foster innovation and collaboration. Their ecosystem-building and startup support programs include accelerators that provide startups with the opportunity to build and expand their businesses via management training, coaching, and mentorship.

2.1.10.2.Rwanda Build Program (RWBuild)

Rwanda Build Program (RWBuild) is a digital cluster for software startups in Rwanda with the ultimate goal of cultivating the culture of building software in Rwanda. Through their program, they assist startups in improving their development and commercial processes to launch their product. The program doesn't guarantee to fund, however, they do have some funding prospects for entrepreneurs and the program is free of charge.

2.1.10.3.Rwanda FinTech Hub

Rwanda FinTech Hub is an accelerator for Rwandan fintech firms designed to help them grow by addressing their skills, finance, market access, and regulatory concerns. The six-month program will help startups to become investment-ready and scale by providing various capacity-building training in both technical and business skills, opportunities for knowledge sharing and collaborations, and access to market and funding.

2.1.10.4.Norrskan House

Norrskan House Kigali is built on the former historic Ecole Belge, located right in downtown Kigali. It consists of repurposed classrooms, as well as a main building, which together form the largest hub for entrepreneurship on the continent. The place where you spend most of your time needs to be functional, adaptable and, not least, beautiful. That's why we've poured our hearts into

making this a space that you'll want to come back to every morning. Norrsken house Kigali is designed for all of your work needs. Whether you're looking for collaborative open environments or private space to focus, we got you covered.

In 2019, Swedish coworking space and investment fund Norrsken Foundation announced the launch of its first entrepreneurship hub outside the Scandinavian nation in Rwanda.

The center, located in Kigali, has finally opened up to the region, though it is happening in two phases. The first, which took place yesterday, will welcome 250 entrepreneurs. The second phase hopes to bring in over 750 additional entrepreneurs to the Norrsken House in Kigali by December 2022, the company confirmed to TechCrunch. The Kigali center is the first of 25 hubs the Norrsken Foundation plans to open globally over the next decade, according to founder Niklas Adalberth, the Klarna co-founder who left the unicorn fintech in 2016.

The foundation sees itself as “nonprofit, nonpolitical and nonpartisan” with a mission to help entrepreneurs solve the “world’s greatest challenges.” In addition to its coworking space in Stockholm, Norrsken runs an impact accelerator program and an impact VC fund of €130 million.

In Africa, alongside Norrsken House in Kigali, the foundation also manages an Africa-focused seed fund. While Norrsken mentioned in 2019 that its seed investments ranged from \$25,000 to \$100,000, with plans to make later-stage investments from \$100,000 to \$1 million, it did not give any update on its fund size this time. The organization only stated that it made a handful of investments into companies based in Rwanda, the two most recent ones being Viebeg Technology and PesaChoice.

2.1.10.5.kLab and FabLab

kLab and FabLab are two innovation hubs that are closely associated with the Rwandan government. Funded through a public-private-partnership, the two hubs are managed under the umbrella of the ICT Chamber, a part of the Rwandan Private Sector Federation. The two hubs are co-located in the Kacyiru

neighborhood in the Telecom House building, also home to Carnegie Mellon University – Africa at the time of this research.

kLab, short for Knowledge Lab, opened in 2012 and focuses on the ICT sector, specifically the software side. It aims to foster collaboration between entrepreneurs to promote skills development,

shorten the learning curve for startups, and connect potential team members. kLab membership is open to anyone and is free of cost. The hub is open 24/7 and provides workspace, electricity, and internet to individuals working on ICT-related projects. In addition, kLab hosts events for the ICT ecosystem including weekly talks, demo nights, hackathons, business plan competitions, and trainings. MOOCs and other online educational resources are promoted as learning tools to be used by members who need to improve technical (and sometimes non-technical) skills.

FabLab, on the other hand, is an ICT hardware-focused innovation hub (often called a makerspace). FabLab Rwanda is part of the FabLab network, based out of MIT. FabLab Rwanda was founded in mid-2016 through partnerships with several international development agencies and Government of Rwanda stakeholders. In addition to workspace, electricity, and internet, FabLab provides members with various rapid prototyping machines including 3D printers, laser cutters, circuit board printers, and a ShopBot CNC machine, also free of charge. FabLab members learn how to use these machines in order to create prototypes of their ICT hardware ideas. FabLab membership is overseen by the ICT Chamber and can be considered less open than kLab's. FabLab also hosts some events and trainings (but less frequently than kLab).

2.1.10.6. Impact Hub Kigali

Impact Hub Kigali is another innovation hub in the Rwandan innovation ecosystem. Part of the worldwide Impact Hub network, Impact Hub Rwanda was launched in August 2015 in a Kigali building called “the Office” (an office building that caters to the innovation ecosystem). Impact Hub Kigali has three main areas of focus: arts & culture, social innovation, and sustainable development & environmental sustainability. While none of these areas are explicitly focused on ICT, projects in any of the three areas may be ICT-based. Impact Hub Kigali has a paid co-working space that ecosystem members can pay to use. Additionally, located on the building's rooftop is a coffee shop that doubles as an event space for the Impact Hub community. Other organizations often use this space to host events related to innovation that are aimed at the Impact Hub community.

2.1.10.7. Inkomoko

Inkomoko is a Kigali-based NGO that works with small and medium enterprises in Rwanda. Inkomoko aims to teach business skills and make Rwandan SMEs more self-sufficient. Inkomoko consider themselves to be business experts rather than focusing on a particular sector and ultimately work with businesses in a variety of sectors. Inkomoko works with businesses in two primary ways: contracts with individual businesses and organizational partnerships with larger entities. Their traditional twelve- month package of services includes 10 hours per month of one-on-one consulting aimed at developing business plans, strategic priorities, financial models, and general business skills like accounting.

Consultants may also work with businesses to secure funding, depending on the needs of each. Organizational partnerships allow Inkomoko to work with larger organizations interested in promoting entrepreneurship and innovation. For example, a partnership with Bank of Kigali resulted in the Urumuri program, a sort of accelerator program that saw Inkomoko work with 50 selected businesses. Bank of Kigali wanted to focus this program on ICT innovation meaning that each of the 50 businesses was attempting to use ICTs in a novel way. These businesses received Inkomoko consulting services in a similar fashion to their traditional clients.

2.1.10.8. Art Rwanda-Ubuhanzi project

Under NST1, The Government of Rwanda intends to create 1,500,000 decent and productive jobs for economic development from various interventions and sub-sectors including creative arts as one of the growing and promising industries. In line with that, in August 2018, The Ministry of Youth, The Ministry of Sports and Culture and Rwanda Academy of Language and Culture in partnership with Imbuto Foundation, launched Art Rwanda-Ubuhanzi project, a program that aimed at identifying and supporting young and talented Rwandans within the creative arts industry for job creation.

Art Rwanda – Ubuhanzi Project has created a national reputation as a leader in talent detection and development programme in Rwanda. It supports Youth with exception talents in Rwanda from 6 categories within the creative arts industry, namely music & dance, plastic arts, fashion, acting & drama, cinematography & photography, and literature.

When the project started in August 2018, more than 5400 Youth from 30 Districts participated in the auditions. The panel of judges selected 587 talented youth at Province level and more than 140 top artists at national level. Now those 142 artists joined o are still benefiting the incubation programme where they are provided with facilities and professional support to build profitable businesses. Through competitions, 12 top individual winners representing all categories were awarded and 6 top categories with the best projects were each given 10 million RWF startup capital.

The Incubation programme has achieved three-stage professional development milestones. The first stage involved 1 month boot camp of entrepreneurship and business training for 142 top artists and took place in December 2019. The second stage involved provides artists with facilities, high end equipment and studio for mass production. In addition, Artists were coached and mentored by experienced coaches. The third intervention is access to market where ArtRwanda – Ubuhanzi artists were given an Art shop at Kigali Business Center to sell their products and generated incomes.

As a result of above mentioned trainings, facilities and exposure, ArtRwanda – Ubuhanzi Artists generated Rwf 55,500,000 from selling of their art products in exhibitions; and performed in national and international events, and campaigns. 88% of the incomes came Imbutu Foundation’s Health campaign named Baho neza integrated health campaign where Artists developed and disseminate in districts message of health behaviour through drama series, art portraits, shorts video, songs and poems that promote. The fact that Imbutu Foundation strategy is to educate engage and empower. By engaging Artists in Baho neza they have been educated and empowered on Adolescent and Youth Sexual Reproductive Health , HIV and family planning as well as early childhood development programme as the future parents.

Currently the top goals for the ArtRwanda – Ubuhanzi incubation programme was:

Access to facilities and equipment for efficiency of operations, the center offered the basic materials for the 6 categories, in order to ease production and commercialization. This center had one common space, which is outfitted with machinery for various types of artistic fabrication from Music, Cinematography and Photography studio, Fashion gallery, and Literature. In addition, the House had an exhibition room to sell artistic products. Through providing basic equipment for each category, exposure in various events and business development support, with the support of

the incubation programme coordinator, the ArtRwanda Incubation Center provided these creative entrepreneurs with an environment facilitating more opportunities for career advancement and profitable business, significantly reduce expenses for artists and increase their chances for success.

1. Access to capital: The funds for growth and expansion for the top 6 projects and top individuals per category, who were also linked to financial institutions to support their businesses

2. Access to markets and information: Under the coordination of the Incubation manager, the center facilitated sales (local and international), effective branding and marketing advice for the artists. As part of the incubation, the center organized exhibitions in public spaces as well as national and international meetings through advocacy of partner institutions.

3. Access to training and mentoring: Through partnerships, the artists were technically trained by industry experts, gain from internships and apprenticeship; and also acquire business/entrepreneurship related trainings in Rwanda or outside, for education and capacity building. To sustain these artists, they were also linked to mentors from the wide industry. On top of the practical skills, artists went through entrepreneurship classes administered by top professionals in the art and business community in topics such as promotional techniques, industry standards, legal issues, marketing and the protection and commercialization of the artworks;

The arts industry is handicapped due to the absence of coaches and mentors during the progression stage i.e. from amateur to professional stage. To address this challenge, Imbuto Foundation identified 47 skilled and experience coaches from 6 creative art categories recommended by RALC, to coach our artists. They also provide technical and professional support to ArtRwanda – Ubuhanzi artists and guide them until they graduate from the incubation programme.

The baseline survey conducted by DOT Rwanda on the 68 ArtRwanda – Ubuhanzi artists during the boot camp in December 2019, showed that only 17% of them could develop a business plan; less than 26% could develop a budget for their projects and only 25% knew where to find capital for their businesses. Other needs and gaps identified included: identification and access of market needs, their project value propositions, customer validation, negotiations, financial management, lack of knowledge on intellectual property and taxation.

In response to the above business gaps, a three-week intensive business and entrepreneurship training was conducted in partnership with DOT Rwanda. The training involved formal classroom

learning, field work where the innovators connected with potential customers and partners, as well as group coaching and tutoring. The training navigated through the cycles of ideation, prototyping, validating and developing effective business models.

4. **Access to policymakers:** The artists got the opportunity to dialogue with those who oversee the industry as well as the business sector.

2.2. Theoretical Review

Theoretical review brings understanding of the variable studied and the expected relationship with other variables under certain conditions. This study discussed Business Incubation Model, Network Theory, Communities of practice theory and Human Capital Development Theory as well as Communities of practice theory.

2.2.1. Business Incubation Model

Costa-David *et al* (2002) proposed a model containing the incubation process. According to him, business incubators operation can be demonstrated as a simple input output model. Stakeholders, resources by management, make the Inputs and business ideas put submitted by entrepreneurs. The outputs are successful incubate graduating with a successful enterprise and capacity to create wealth that affects both the local and national economies. Costa-David *et al* (2002) explains that the processes happens in between the inputs and outputs through the provision of incubator space and other support services to provide successful outputs, in this case successful incubate graduates.

Considering the dimension of operation, enterprises are selected that strictly meet the set criteria to target a particular pool of entrepreneurs. Particular entrepreneurs are advised to go through a 'pre-incubation' process, usually involving a mixture of training and business planning, prior to being admitted into to the incubator. The process of incubation typically brings together three types of business support services –business training, business mentorship, financial support and technology support. Internal and external networking constitutes the other basic features of the package (Costa-David *et al*, 2002).

Rouwmaat *et al* (2003) described the pre-incubation services provided by technology and other business incubators as a term used to describe the services given to potential entrepreneurs prior to launching their enterprises. These services are usually sequenced from proactive identification of entrepreneurs, assisting them prepare business plans and finally offering guidance on the steps

to form a new company. The pre-incubated entrepreneurs are typically offered office space with accompanying basic secretarial support (e.g. internet, printing) for a stipulated amount of time amid which they are relied upon to think of a marketable strategy.

The registration process for enterprises occurs after a successful pre-incubation period, when incubatees and nascent entrepreneurs have acquired necessary knowledge, skills, and expertise. This model helps explain how business incubators operate by investing in incubated firms and expecting specific output. The study aims to determine the role of inputs in producing successful enterprises, with over 80% of the enterprises indicating expansion after incubation.

2.2.2. Network Theory

The importance of a network of influencers or executive champions has been cited as one of the success factors for incubators. This is so because networking partners share experiences of both successes and failures such that incubators can learn. Networking is also important in opening up and widening market opportunities for incubatees and graduates. It is ideal to have networking partners from a wide range of countries. Networking in incubation is usually enhanced by joining local or international incubator associations. Hackett and Dilts (2004) indicate that it is important to recognise the key role that the entire incubator network plays in incubating new ventures. This network typically includes the incubator manager and staff, incubator advisory board, fellow incubatee companies and employees, local universities and university community members, industry contacts, professional service providers such as lawyers, accountants, marketing specialists, venture capitalists, angel investors, and volunteers. Pena (2004) asserts that the establishment of inter-organisational arrangements helps companies in overcoming survival barriers by benefiting venture companies from tangible and intangible assets of partners firms.

Cooper et al. (2012) note that business incubators strive to develop robust business and social networks to bring value to their resident companies in the form of intellectual and material resources. Sá and Lee (2012) state one of the central features of incubators is the provision of networking opportunities for tenants to establish collaborative relationships with other organizations.” In line with this reasoning, Hansen et al. (2000) note most business incubators provide office space, funding, and basic services. The better ones also offer an extensive network of powerful business connections, enabling fledging start-ups to beat their competitors to market.

2.2.3.Human Capital Development Theory

Adam Smith first fronted the human capital development in 1967 in the Wealth of Nations (Almendarez, 2013). This theory states that persons with higher knowledge and training are more likely to be efficient and productive. This also leads to increased worker remuneration. Human capital may have the same or more impact than financial capital (Jill, 2016).

According to Ployhart and Moliterno, (2011), persons with higher levels of knowledge and expertise tend to achieve greater success than those with low levels. Furthermore, skills such as management and training contribute to entrepreneurial success (Zimmerman and Chu, 2013). In addition, networking with society, managerial expertise, civic ties and adequate documentation are also determinants of successful entrepreneurs (Kara, Chu and Benzing, 2010; Tang and Hull, 2012). Knowledge relates to individual skills and ensures impeccable execution of duties.

According to Becker (1964), training will boost the entrepreneurial understanding of the industrial settings, adequate documentation and reporting about the entrepreneur's business and the urge for independence in the interests concerning human capital.

Kara et al. (2010), noted that the use human capital and its outcome results in good company image, ethics, charm, diligence, excellent interactions with customers and giving customers excellent products and services. These are key factors of entrepreneur success. Human capital includes the experiences, skills, decision making, capabilities, intellect, agreements, courage and being wise in terms of the company operations. Staff are key to the business venture according to the human capital development theory. Martin, McNally and Kay (2013) view human capital as the trained employees and includes entrepreneurs.

The theory proposition to this study is that for incubatees to be successful in their businesses, they need education, training and experience. This theory is linked to the study variable of factors affecting business incubation and in particular to entrepreneur competences.

2.2.4. Personality Trait Theory of Entrepreneurship

The personality trait theory of entrepreneurship can be traced back to the mid-18th Century (Abosedo and Onakoya, 2013). This theory states that entrepreneurs possess unique characteristics that predisposes them to succeed in business. These traits include risk taking, creativity and innovation, optimism and the likelihood to endure different difficult situations (Kerr, Kerr, and

Xu,2018).Entrepreneurs are described as individuals who sacrifice their time, money and reputation in the quest for business. Type One entrepreneurs are not afraid to fail and are distinct from other categories of entrepreneurs (Ness and Seifert, 2016).

Affect means to appeal to one's intuitions and perceptions while personality is one's charisma and identity. By considering affect and personality, this forms a basis for researchers. When affect and personality are put together, these result in an extra output, which is work ethic.The theory proposition to this study is that the incubate success is related to the characteristics of the individual, the startup, the environment and the process of venture creation. This theory is relevant to the study variable of factors affecting business incubation in terms of entrepreneurial traits.

2.2.5. Communities of practice theory

One theory referred to by several authors is communities of practice theory, generally attributed to Lave and Wenger (1991) and in the later work by Wenger (1998), in which is described the idea that learning or the acquisition of knowledge occurs in a social context, in that knowledge is shared amongst members of a group. Lave and Wenger combined three elements to define a community of practice: members identify as a community; there is activity and interaction between members of the community; and there are common resources, such as language (i.e. technical terms), routines, tools and stories (Wenger,1998). Wenger (1998) also suggested that communities of practice develop around an area of interest that matters to the individuals involved, something that gives members a sense of joint enterprise and identity.

2.3. Empirical Literature

Empirical literature in this study focuses on the effects of business network support on wellbeing of Young Entrepreneurs; effects of financial support on wellbeing of Young Entrepreneurs, management support and business skill training promote youth entrepreneurship in Rwanda.

2.3.1. Effects of Business Network on the promotion of socio-economic wellbeing of Young Entrepreneurs

According to Brooks, (1986), Networking involves encouraging business relationships to develop, Helps informal cross-fertilization of ideas, Helps entrepreneurs overcome the sense of isolation, and Helps lobbying for better business environment .Incubators may engage in network mediation with the purpose of compensating for the incubatees' lack of established entrepreneurial networks

(Peters et al., 2004). Mediation networks may provide information, knowledge and expertise that are vital for the survival of new ventures and may also reduce the uncertainty they experience (Collinson and Gregson, 2003). Networks can emerge between incubatees and external factors, such as potential customers, partners, employees, university researchers and financiers (Bollingtoft and Ulhoi, 2005; Clarysse et al., 2005; Hackett and Dilts, 2004).

Links to strategic partners either locally or internationally are particularly important to the development of youths' business skills because they create a platform for providing the much needed capital and transmitting essential business skills to incubates (LEA, 2013). Siwadi (2010) conducted a study in China and focused on identifying how skills on how to connect to partners influence entrepreneurs. He found that through links to strategic partners, success in the business could be significantly improved. This is occasioned by taking advantage of economies of scale and the lessening of expenses of operation eventually leading to competitiveness in the local and global market. This study did not lay emphasis on the youth and how incubation particularly affects youth entrepreneurship, which the current study aims to achieve.

A study by Hussain (2000) looked at the effect business incubation centers have on youth entrepreneurs in Egypt. The study found that links to strategic partners provided in business incubation centers comes with marketing support by way of providing access to fresh markets and marketing skills for upcoming entrepreneurs. They uplift the potential of local youths by increasing their ability to compete and preparing to handle the challenges of running enterprises. Regardless of these advancements, as indicated by Voisey, Gornall, Jones and Thomas (2006) there is negligible confirmation to show how hatched firms advantage from this experience and development experienced by business visionaries themselves, notwithstanding the way that much business writing on novel business development and improvement has been composed.

Ozkazanc-Pan and Clark Muntean (2018) conducted the qualitative analysis over the women entrepreneurs, required networking services to access the resources and investigated the impact of technology incubators and influencers to energize the access to resources. They conclude that women have less access to networking services as compared to men. In addition, they believe that entry to sectors as well as industry connections is vital for new business. Also, Njau, Mwenda, and Wachira (2019) stated that networking services have a positive influence on the sustainability of

entrepreneurs and new business entities. influence on the sustainability of entrepreneurs and new business entities.

Through networking, incubators will be able to share information gathered from both achievement and failure. Partner networks assist entrepreneurs and graduates to identify expanding marketing opportunities. These networks include universities, lawyers, accountants, market specialists, venture capitalists, investors, clients, and volunteers (Mbewana, 2007). This study will find out how Networking services have a positive and significant influence on wellbeing of Young Entrepreneurs.

2.3.2. Effects of Financial Support on the promotion of socio-economic wellbeing of Young Entrepreneurs

Bollingtoft and Ulhoi, (2005) reports that financial models for incubation revolve around rental and external services, subsidies, sponsorships, and deferred revenue. Financial support involves providing small-scale seed capital funds, Building networks of contacts and partners in the financial sector, providing the start-ups with advice on how to seek Angel capital financing and Venture capital financing. (Chinsomboon, 2000). To be profitable, or even be simply self-sustainable, business incubators should carefully design a revenue generation model containing more than one source, or stream, of revenue. Formal and informal venture capitals are complementary sources of funding for high tech new ventures. The access to Venture Capital Firms will encourage the growth of high-tech firms and will act as a catalyst for the creation of new products and services.

Kee, Yusoff, and Khin (2019) investigated that start-up capital support required for success. Rosa, Sukoharsono, and Saraswati (2019) elaborated that venture capital performs the function of supporter to provide the necessary funding for the incubators and other business entities. Wulan and Hermanto (2019) stated that BI plays a critical role in providing supportive funds for the establishment of funds. One major challenge for refugees with entrepreneurial intention is limited access to financial capital (Alrawadieh, Karayilan, and Cetin 2018). Xiao and North (2018) put emphasis on the allocation of BIs capital supports among incubates. They believe that it can be distributed in the form loan, grant, and equity.

Gozali et al. (2018) stated that entry, exit criteria, and financial services have a more significant impact on the relationship toward the performance of BIs. Sukhur and Bakar's (2018) study results

indicated that there are five factors contributing to the incubation performance of Malaysian technology incubators which are the incubator management team, services, incubatees' selection, funding, and networking services. Redondo and Camarero (2018) conclude that capital support provides a certain kind of self-confidence to incubators as well as incubators to perform more as compared to less support. They hold positive insights toward the capital support and growth of new ventures. Capital support has a positive influence on wellbeing of Young Entrepreneurs.

Kolkman (2011), on the other hand, identifies factors that influence the success of business incubation in Macedonia. These included incubator expertise, funders and stakeholders, selection and graduation. Factors relating to the process of incubation included tenant network, business network, financial network, coaching and training. Kolkman (2011) discovered that many companies were not growing despite being more than six months old under incubation. This was mainly due to lack of stakeholder support.

Verma, 2005; Elmansori, 2014; Sithole and Rugimbana, 2014). Thus, is it agreed that even highly promising entrepreneurs could not achieve success without sufficient financial support. Elmansori (2015) for instance, recommended providing financial services in the form of sourcing donations from the respective industry, government, and R&D centres for business incubators to succeed. However, the sponsors of those financial resources may have different objectives in terms of when to support.

In either case, incubators are considered a liaison between financial supporters and incubated entrepreneurs. Such a role by the incubators requires having experience in fund options with associated conditions, smart decisions for raising funds, and level of funds at different stages of entrepreneurs' businesses.

In the UAE context, Byat and Sultan (2014) argued that the UAE aims to build the innovation ecosystem through human capital, technological capital, and financial capital. In the financial capital aspect, the government seeks to promote and provide different kinds of the funds, such as government funds, venture/angel capital, and crowd investment. In the government fund, the researchers showed that the UAE government took the serious initiative to support innovation practices, particularly in STEM fields through government funds sources such as the Khalifa Fund. Byat and Sultan (2014) argue that venture capital funds are becoming more accessible in the UAE due to the positive economic environment. However, seed capital, angel investment,

and crowdfunding are scarce in business incubators. To enhance innovative entrepreneurial ideas, early-stage funds need to be increased. The resource-based view theory suggests that incubators in the UAE can increase their chances of success by providing more financial resources for incubated entrepreneurs. Therefore, this study will analyse the effects of financial resources as on wellbeing of Young Entrepreneurs.

2.3.3. Effects of Management Support on the promotion of socio-economic wellbeing of Young Entrepreneurs

Management advice involves helping incubates gain experience from successful entrepreneurs. It involves providing access to first-class business expertise, providing business consulting services when needed for specific problems, providing professional mentoring to help a company identify its problems and develop solutions, providing improvements of a company's business plan, providing coaching on business presentations to potential customers, financiers and venture capital firms (Chinsomboon, 2000). Such services are aimed at reducing the start-up's costs. Relating to business support, incubators' success is defined according to the success and expansion of the new businesses, namely their sustainability after the incubation period. Business management advice includes the provision of professional services such as accounting, legal advice for incorporation and taxation issues and formulating ownership and employee option plan structures (Bollingtoft and Ulhoi, 2005).

Like any other structured entity that has the mandate to realise, the human resources dedicated to managing and operating the business incubators is a critical factor to achieve its mission. Thus, it is important to have qualified and experienced human resources that that can drive an entrepreneurial journey from idea generation to commercialized products and services. Somsuk and Laosirihongthong (2014) defined human resources at business incubators as: "a business incubator's management team and staff whose unique talents and skills are vital to the business incubator success".

Business incubation involves providing services to incubatees such as work space, internet, printing, reception services and meeting rooms. Incubatees under business incubation benefit from services such as intellectual property and legal advice, business planning and get access to market information (World Bank Group, 2016).

According to several research studies, the role of human resources varies from assessing the entry and exit of entrepreneurs to operate the activities of the incubator, manage/deliver the services offered to entrepreneurs, and govern the incubator based on its mandate (O'Neal, 2005; Somsuk, Wonglimpiyarat, & Laosirihongthong, 2012; Bernier, 2000). Besides that, human resources at incubators can be classified into two categories. The first category is the permanent management team dedicated for implementing the strategy of the incubator and managing the daily operation, while the second category is the technical team, which could be either permanent, seconded, or outsourced. The technical team is usually considered subject matter experts in different phases of entrepreneurs' lifecycle such as having technical knowledge in business valuation or expertise in marketing products. In this regard, Lish (2012) argued that the level of knowledge transferred from the technical team to the incubated clients would determine the level of their success.

On the other hand, irrespective of incubation's type, the management team of incubators also plays an active role during different stages of incubation such as registering intellectual property rights, establishing start-ups and provide for the effective operation of start-ups. However, this entails having qualified and experienced personnel that went through such experiences and able to share it with incubated entrepreneurs. In this regard, Kamdar (2012) claimed the experienced management team of an incubator could play a critical role in sourcing useful support for incubated entrepreneurs.

In the UAE domain, and according to our knowledge, there are no studies discussed the importance of human resources for business incubators to succeed, as well as their expected impact on incubators' performance (based on resource-based view theory perspective). As such, human resources will be as assessed as one of the factors that may affect incubation's success in the UAE. Therefore, this factor will be defined as the availability level of qualified and experienced human resource personnel at the business incubator that manages the entrepreneurial journey from idea generation to commercialised products and services.

The success of an incubator programme depends on a competent and motivated management team (Masutha and Rogerson, 2014). The management team should have entrepreneurial and networking skills. They should set and monitor objectives and ensure that team members are incentivized in order to encourage performance (Khalid et al., 2012). In addition to this, by

recruiting enthusiastic staff members into the management team, business incubators increase the probability of achieving their targets. Management support has a positive influence on wellbeing of Young Entrepreneurs.

2.3.4. Effects of Business Skills Training on the promotion of socio-economic wellbeing of Young Entrepreneurs

Nichter and Goldmark 2009, point out that the focus of entrepreneurial training is to change perceptions, improve skills and empower entrepreneurs to recognize and take advantage of entrepreneurial opportunities. Levie and Autio (2008) also assert that training provides entrepreneurs with the mental capability that matches their respective skills with prospective entrepreneurial opportunities. In addition, Van der Sluis, *et. al.*,(2005) demonstrate that rigorous levels of entrepreneurial training lead to improved entrepreneurial results and an equally higher formation of startups enterprises. These associations echo with a global survey of entrepreneurs, who indicate that entrepreneurial training can provide impetus to tap into existing entrepreneurial opportunities and achieve success (Monitor Consulting Group 2012).

Karlan and Valdivia (2011), argues that overall self-discovery, entrepreneurial mindsets and business and skills needed for business start-ups and development such as book keeping, accounting, marketing, risk assessment and resource mobilization skills can be developed through training. On the contrary, Haase and Lautenschläger (2011), argue that particular aspects of entrepreneurial skills cannot be trained. In support of this argument, Akola and Heinonen (2006), recognize the "science" and the "craftsmanship" of business. The workmanship for this situation which includes creativity and innovative thinking, is not acquired by training, but through practical experience, and the science that entails business and management skills is obtained through training. However, a report by the World Bank (2010), suggested that mindsets and skills related to the "art" of entrepreneurship can be transmitted when training systems incorporate entrepreneurial skills with instruction methodologies.

Bjorvatn and Tungodden (2010) argue that while entrepreneurial training and business management both focus generally on enterprise development. Business management education traditionally moulds students to managed already established firms, on the contrary entrepreneurial training goes ahead of business education to zero in on the unique conditions entrepreneurs face. Vesper and McMullan (2009) argues that entrepreneurial training focuses

on not only empowering people with entrepreneurial skills but additionally creating aptitudes particular to making new items and services for business start-ups, growth and sustenance.

Rauch and Frese (2000) view entrepreneur success as relating to one's personality, objectives and environment. Successful entrepreneurs, are those who have more seed capital, are founders and have experience and education. Successful entrepreneurs are those that emanated from large firms and owned previous businesses. Choo, (2011) stated that successful entrepreneurs' experiences can be built upon by new entrepreneurs to enhance their chances of success.

Entrepreneur traits are critical for business and can act as a distinguishing factor for persons keen on succeeding in business (Astebro, Herz, Nanda and Weber, 2014). Kerr, Kerr and Xu (2018) state that studying entrepreneur traits and how they contribute to the success of these new and disruptive ventures has become a popular trend and has elicited curiosity all over the world. These authors also mention that entrepreneurs are receptive to dynamic situations and enjoy taking risks.

2.4. Impact of business incubators on the promotion of socio-economic wellbeing of young entrepreneurs

Bank and Kanda (2016) suggest that incubator managers must actively seek tenants interested in wellbeing of young entrepreneurs and that support must focus on activities in sustainability. A growing number of studies have established that the concept of incubation has enabled a number of developed countries to initiate business policies that support economic development and sustainable economic growth as the business incubators provides the light for youth to get schoolers to study results in major improvement in their education performance.

The role of entrepreneurship in nurturing growth in the economy has produced a robust stimulation in developing countries and the officials responsible for making (Salem, 2014). Nurturing a resilient business sector will result in the creation of new jobs and more business prospects across industries, which makes it critical for the economic growth of developing countries (Lam, 2018).

Access to business incubators can foster the creation of new jobs as it spurs prospective entrepreneurs to take advantage of the enabling conditions the infrastructure provision offers. For instance in many developing economies where the informal sector dominates, access to business

incubators can enable households to set up small firms that produce intermediate or final goods (and services) for the market. The role of the incubation system in the development and sustainable growth of the small and medium businesses is vital through entrepreneurship, innovation, and technologies. The innovation creates new jobs and economic development. The incubators are designed to promote entrepreneurship development and technological innovation at the small and medium enterprise level by nurturing a steady flow of successful productive enterprises after an incubation period of 3–5 years (Mahmood et al. 2015).

Even between researchers, entrepreneurship is seen as crucial to economic progress worldwide (Arokiasamy 2012; Carree and Thurik, 2010). However, researcher like Sautet (2013) claimed that the optimistic relationship of entrepreneurship is just witnessed in developed countries, while this influence was absent in the developing countries. Business incubators contribute to the improvement of health awareness by providing people with access to healthcare as they pay health insurance. Business incubators can dramatically improve the health of the young entrepreneurs in this respect, provide that access to better medical facilities.

However, Acs (2006) conclude that this was just because of differences in entrepreneurship types. He believes that requisite entrepreneurship does not affect economic growth and development; however, opportunity entrepreneurship has a crucial positive relationship. In addition, Edoho (2016) conclude that opportunity entrepreneurship stimulates the economic growth and development, generates jobs, and aids in scarcity easing. Ogutu and Kihonge (2016) investigated the positive and significant relationship between sustainable entrepreneurship and economic growth entrepreneurship growth.

2.5. Challenges faces the Business Incubators while running their businesses

The main challenges identified were lack of seed capital, lack of access to finances, competitors, inaccessibility to markets and inadequate business expertise. Both incubators and incubatees are in business and solving these challenges would be a win for both parties.

2.5.1. Access to qualified staff

According to Cullen et al. (2014), critical factors that contribute to the success or failure of business incubators include access to staff who are qualified in managing the functioning of incubators, and managing the growth of the incubated entrepreneur-owned enterprises. Without

experienced and qualified staff in incubator programmes, sustainable and quality services will be limited to entrepreneurs. Trade and Industry Minister Rob Davies acknowledged that five out of every seven small businesses in South Africa fail within one year and identified the lack of skilled staff as one of the chief impediments to growth (SACBC, 2014). This is despite the country numerous efforts to assist SMMEs. Furthermore, Gabcanova (2011) argues that staff are the greatest asset of an organisation. However, development and growth is one of the possible challenges facing human resources management. In line with this argument, it is vital for incubators to recruit staff that is knowledgeable in management, technical and consulting services in order to support entrepreneurs in growing successful enterprises.

2.5.2. Lack of entrepreneurial skills

Despite considerable evidence that entrepreneurial skills are critical for the success of every business incubator, Lalkaka (2002) argues that a significant portion of business incubators are unable to deliver services to entrepreneurs, and this can be partially attributed to the fact that the majority of staff do not come from an entrepreneurial background and have little business experience. One may also draw on the InfoDev (2010a) site that argues that most business incubators lack the skills to adapt to the needs of entrepreneurs and more often provide educational programmes based on what they can afford and not necessarily what the entrepreneurs need. Grimaldi and Grandi (2005) also point out that the management of most profit-oriented business incubators provide capital, knowledge, managerial skills, and day-to-day support to new ventures, while the management of most not-for-profit incubators usually act as intermediaries, and are not directly involved in new ventures. Grimaldi and Grandi (2005) add that very often incubator staff do not have the required financial and advisory skills to assist entrepreneurs to achieve their mission. Further obstacles are quality of mathematics and science education. A study conducted by the World Economic Forum (as cited in SACBC, 2014) ranked “South Africa last out of 148 countries for the quality of its mathematics and science education.

According to Alert (2014) the competitiveness and growth of 500 SMMEs in South Africa, reports that one of the chief impediments to growth is lack of skilled staff. Entrepreneurial skill is considered a significant contributor to ensure the success of small business. Considering the grievances of a number of small businesses, the researchers believe that recruitment of staff with

entrepreneurial skills will ensure well-developed and sustainable incubators as well as incubated entrepreneurs.

2.5.3. Access to advanced technology-based prototypes

Access to advanced technology-based facilities enhances the performance of business incubators. Lose and Tengeh (2015); Lose and Tengeh (2016) argue that a significant portion of business incubators in South Africa do not have access to intangible and tangible resources to demonstrate or to test a product. Thus, there is limited innovation and creativity for incubated entrepreneurs to complete the incubation programmes. Likewise, Ramluckan (2010), in a South African study, argues that incubators perform poorly in terms of delivering technological services to their clients. Overall, incubators should provide information on appropriate space and flexible leasing equipment facilities, and cost-effective ways to meet the needs of incubated entrepreneurs (Ndabeni, 2008; Lose and Kapondoro, 2020).

2.5.4. Luck of access to funding and sponsorship

The traditional approach used to assess the effectiveness of management of an incubator is looking at its ability to attract sponsors, raise funds, and provide services to incubates (Scaramuzzi, 2002; Tengeh and Choto, 2015). These researchers concur that most incubatees in developing countries are evolving, in business incubator programmes that rely on public funding. These programmes, however, face the challenge of limited funds when servicing survivalist entrepreneurs. In developing countries, the main public funders are the SEDA Technological Programme (STP) and Department of Trade and Industry (DTI) (Lose and Tengeh, 2015). Private business incubators do not normally get sponsorship and funding from these funders. As a result, private incubators depend on their own funds and sponsorships. Lose et al. (2016) found that universities and government/private agencies mostly fund universities and private incubators.

2.5.5. Geographical areas

Although business incubators aim to provide an environment conducive to business creation and growth, considerable evidence indicates that the wider environment for business development affects business incubators. For instance, it is extremely difficult to access all survivalist entrepreneurs, located in remote rural areas in Africa, especially when electricity

supply is limited. In line with this discussion, Buys and Mbewana (2007) recommend that business incubators should be located in environments where access to supporting infrastructure and scientific and technical knowledge is available.

2.5.6. Lack of commitment from entrepreneurs

The success of survivalist businesses depends largely on the commitment of the entrepreneurs. However, Rolfe et al. (2010) contend that only a handful of survivalist entrepreneurs are committed to growing capital and have the potential to flourish. These authors further claim that the objective of survivalist entrepreneurs, especially in developing countries, is to generate minimal income while they wait for job opportunities in the formal sector, hence, only a select few create viable businesses (Rolfe et al., 2010). Furthermore, Buys and Mbewana (2007) assert that the success of incubator programmes depends on the commitment of incubate entrepreneurs. The entrepreneur should be committed, be prepared to learn, and take calculated risks.

2.5.7. Government policies

There is substantial evidence that suggests that in developing countries, small businesses continue to struggle, and the success of incubator programmes depends on government policies. Government policies should support incubator programmes, not limit their funding, in order to fully support incubated entrepreneurs (Lalkaka, 2002; Buys and Mbewana, 2007). In line with this discussion, the South African government has created the Department of Small Business Development to reaffirm the importance of small business growth to developing countries' economy. Despite the country's ongoing efforts, though, small businesses continue to struggle. As a result, SACBC (2014) recommends that for the department to be effective in achieving its goals it must engage in substantive action to change the landscape for small businesses in developing countries.

2.5.8. Qualities of entrepreneurs

The qualities that an entrepreneur should have include passion for a product or service, vision, energy and drive, self-starting abilities, decisiveness, (calculated) risk taking, multi-tasking, resilience, focus, persuasiveness, and leadership skills (Buys and Mbewana, 2007). Furthermore, (Pandey (2006) add that entrepreneurial qualities include economic status of the

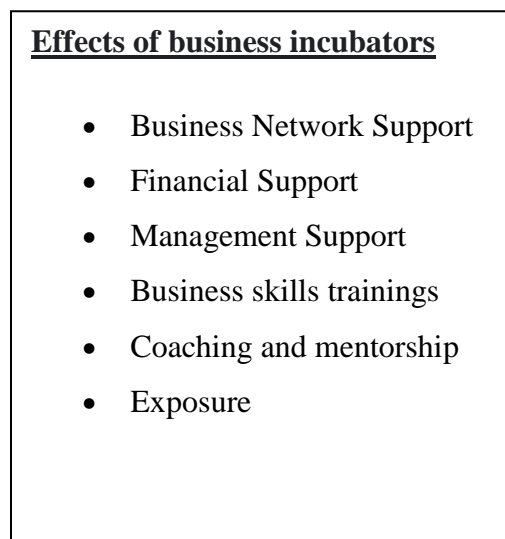
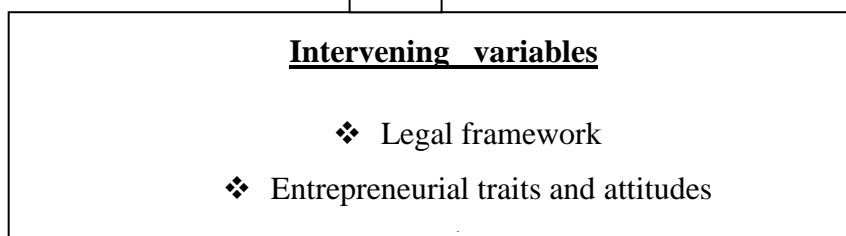
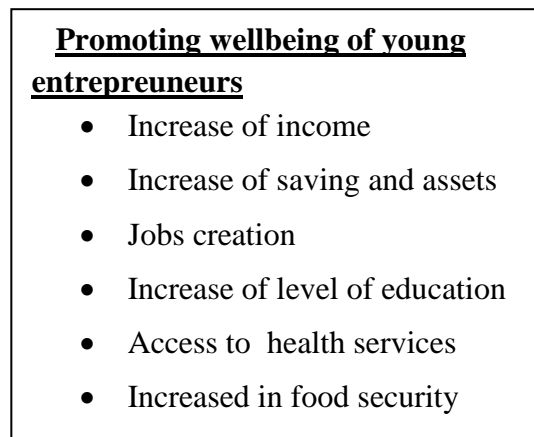
family, age, technical education/training, work experience, and internal locus of control. There is a correlation between the quality of an entrepreneur and the success or failure of an incubator programme. Buys and Mbewana (2007) share a similar view and believe that the success of an incubator programme is dependent on the quality of entrepreneurs enrolled for the programme. These authors add that the incubator should ensure that they recruit incubatees who have the desire to succeed, willingness to learn, and preparedness to take calculated risks.

2.5.9. Mentorship

According to Kirsty (2010), the success and failure of an entrepreneur depends on mentorship in the form of emotional support, funding, and friendship, which are crucial for the success of a business. Kirsty adds that entrepreneurs should look for mentors that are patient, tolerant of the possibility of failure, and have a long-term outlook. According to Lalkaka and Abetti (1999), culture shows a strong preference for organizational structure, evaluation modalities, and business strategies. The authors add that culture determines the structure and characteristics prevailing in firms and other organizations. Furthermore, Lalkaka ;Abetti (1999) state that culture (in the form of community and family) plays a major role in people taking up entrepreneurial activities and this determines the success and failure of small businesses globally. This view also possibly applies to South Africa. However, Rwigema and Venter (2004) argue that there is a lack of role models for black entrepreneurs in South Africa and believe that a significant number of black families encourage their children to work for a company or the government, rather than working for themselves. Nieman, Hough and Nieuwenhuizen (2003) add that having a role model increases the tendency of young people to become entrepreneurs.

2.6. Conceptual Framework

Kombo and Tromp (2006) defined a conceptual framework as a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. Conceptual model is a physical object with composition of concepts or variables used to help people to understand the subject the model represents. In order to uncover the effects of business incubator for the wellbeing of young entrepreneurs in Rwanda, the study shows key variables, which are presented by the figure, which are independent variables and dependent variables as, are intervened by intervening variable.

Figure 2.1: Conceptual Framework**Independent Variables****Dependent Variables**

Source: Researcher's design (2023)

Figure 2.1 depicts the conceptual framework, which shows the relationship between the independent and dependent variables. The independent variable was factors affecting business incubation. Financial support is also an independent variable, which is an input to the business. The indicators for financial support are investors and links to financiers through an incubation center. The inputs for management support are marketing training and HR training while indicators for business skill training are business plan development and record keeping skills. Network and social interaction in incubators, which help inputs as a form of strategic partnership in businesses to grow.

Over years, links to strategic partners has been used as a tool for business maintenance and youth business visionary help systems as vital apparatuses for financial improvement. The reason for these connections as further clarified by Erlewine and Gerl (2004) is to empower

youth entrepreneurial action in hindered territories by helping youth business people on increasing the wellbeing of young entrepreneurs.

2.7. Research Gap

A few studies have related business incubator and job creation /young entrepreneurship with none studied business incubators and wellbeing of young entrepreneurs in Rwanda which a case study entailing a desk study methodology employed the gap which this study intends to fill as this study intends to examine the effects of business incubators on the promotion of socio-economic wellbeing of young entrepreneurs in Rwanda, reference to ArtRwanda-Ubuhanzi Incubators(2019-2023).

CHAPTER -3: RESEARCH METHODOLOGY

3.0. Introduction

This chapter outlines the method in which the study was conducted. It includes the research design, target population and sampling, data collection, research quality, data analysis and ethical considerations.

3.1. Research design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose (Kothari,2008).This particular research is considered descriptive and regression research design. Both qualitative and quantitative methodologies of research design were used whereby the quantitative was applicable to quantify the number of young entrepreneurs offered by Art Rwanda incubator project while qualitative approach was used to assess their attitude and perception towards these services on promoting their wellbeing. The use of both methodologies also ensured that the data was effectively interpreted using the numbers, table as well as the narrative.

3.2. Study area

The incubation programme of ArtRwanda – Ubuhanzi is part of the implementation of the Government’s priorities under NST1, National Youth Policy, Culture and Creative Art strategy and is especially aligned with Imbuto Foundation’s 5 years strategy to support the sector and make it a major contributor to the socio-economic development of the country; generating income, creating jobs and addressing youth unemployment. The Incubation Center was established in Gasabo District, Kimihurura Sector.

Art Rwanda – Ubuhanzi project is a talent search and development project focusing on 6 categories of creative arts industry, namely music and dance, plastic arts, fashion, acting & drama, cinematography & photography, and literature. Imbuto Foundation implements it with the support of the Ministry of Youth & Culture and Rwanda Academy of Language & Culture. It started in 2018 and so far more than 140 top young artists from 5400 young people who auditioned at province level benefites Incubation program.

Becoming a professional artist requires space, equipment, coaching and business skills. For most artists, finding affordable studio space and equipment and mentors, has been a challenge. If an affordable space is found, the task of earning enough money to pay for the space and the most basic living expenses is exhausting and diminishes the artists' opportunities for creativity. Furthermore, we have observed that many artists who graduate from art school have not been taught the entrepreneurial and business skills required to establish and maintain sustainable careers in the arts. Unfortunately, without business knowledge, many artists find it impossible to make a decent living and are either discouraged from turning their art into a career. To address the business development for our artists to be competitive on the market, in 2019, the Ministry of Youth & Culture and Rwanda Academy of Language & Culture in partnership with Imbutu Foundation started the incubation programme to empower the 68 young talented Rwandans with facilities, entrepreneurship training to turn their talents into a viable business. The programme takes 12 months to graduate, and provides artists with an incubation center with equipment of 6 categories, for production, business and entrepreneurship training and a shop room to sell their products.

3.3. Research Population and Sample size

Gazzaniga, Heartherton and Halpern (2010) define a population as the group you want to know about and a sample as a subset of the population. To conduct this study, the population consisted of incubates all who went are still in Art Rwanda – Ubuhanzi Project incubation programmes. The study targeted 126 population includes ongoing and graduated incubates at Art Rwanda – Ubuhanzi (music and dance, plastic arts, fashion, acting & drama, cinematography & photography, and literature). Therefore, the estimated number of elements in the population for the quantitative part of the study was one hundred and twenty-six (126).

According to Grinnel and William(1990), a sample is a smaller group obtained from accessible population, this subgroup is carefully selected so as to be representative of the whole population with the relevant characteristics, This is assumed to be simple and quick in the selection yet it's well inclusive as every item has a chance of being selected to participate in the study. According to C Andrade(2020), identifies that when population is not large, no needs to sample. Therefore, the sample size is respondents 126.

Table 3.1: Sample Size Determination

Sample Category	Total Population
Incubates in music and dance category	34
Incubates in plastic arts category	23
Incubates in the fashion category	16
Incubates in the acting & drama category	21
Incubates in literature category	17
Incubates in the Cinematograph and Photograph	15
Total	126

Source: Field Data, 2023.

This study used a sample of 126 population includes current and graduated business incubates at Art Rwanda – Ubuhanzi Incubator.

3.4. Data Collection techniques

According to Grawitz (1979), techniques of data collection are tools used by the researcher to gather data from different respondents and other resources that are relevant to the study. The data was collected by using techniques like, questionnaire, documentary, interview and observation techniques as well as group discussions. The research was based on the collection of documentation, questionnaire, interview as well as observation.

3.4.1. Questionnaire

The data was gathered via a questionnaire. It is made up of open-ended and closed-ended questions (Mugenda,2003). In open or unstructured questions, responders can express themselves more fully, yet closed or organized questions are typically simpler to assess. The researcher picked the questionnaire because it allows him to collect a great quantity of data in a short amount of time. By providing a more standard approach to the question, a questionnaire provides greater compatibility while answering questions. The questionnaire was self-administrated and was physically delivered to the individuals who had been chosen for the quick feedback and filling and the respondents were given sufficient time to fill out the questionnaire.

In this study, data was collected through a drop and pick method where the questionnaires were delivered to the target population and collected after two hours. The researcher administered the whole process of data collection personally.

3.4.2. Documentation

According to Goode (1952), the documentation is always necessary for everyone who wants to realize research. It is a systematic search of any written document in relation with the domain of the research. This technique helped the researcher to elaborate an appropriate literature review using documents, reports, working documents and books of different kinds written on business incubators and job creation the internet was also one useful source of information for this study.

3.4.3. Interview

Having used the questionnaire with open-ended questions, it may seem irrelevant to also use interviews. Nevertheless, they are meaningful as the researcher wanted to deepen understanding with regard to topic under study. Interviews are thus justified on the grounds that they are suited for occasions where the questionnaire is not satisfactory. Qualitative interviews may be used either as the primary strategy for data collection or in conjunction with observation, document analysis or other techniques (Grawtz,1979).

The interview guides was also used where the researcher hold face to face interviews with the respondents using structured questionnaire used in the quantitative data collection, the researcher also conducted a selected number of key informant interviews with officers including managers and mentors of six categories: music and dance, plastic arts, fashion, acting & drama, cinematography & photography, and literature as they are directly involved in the business incubators.

3.4.4. Observation

According to Wilkins A. (2008), the technique of observation is a research technique to observe people, events, facts, objects, actions, and etc. Observational research is used to refer to several different types of non-experimental studies in which behavior is systematically observed and recorded. There are several different approaches to observational research including naturalistic observation, participant observation, structured observation, case studies, and archival research:

Art Rwanda – Ubuhanzi Project is the case study of this research as this technique helped the researcher to observe Rwandan youths who have creative talents need to be nurtured further, to reach their full potential, and to create a positive impact in the creative and socio-economic development of our country. The researcher also saw the need to address youth unemployment, which continues to be a serious issue, slowing down our national development. Through this project, the researcher, observed how ArtRwanda-Ubuhanzi project addressed these problems simultaneously among the Rwandan youth, while supporting the creation of jobs and generate incomes in the creative industry.

3.5. Validity and Reliability Tests

Validity relates to how well-founded and accurate a notion conclusion or measurement is in contrast to the real world. "Valid" is derived from the Latin word *validus*, which meaning "strong." The degree to which a measuring tool measures what it promises to measure is characterized as validity; in this situation, validity is equivalent with accuracy (Brains et al. 2011). Validity is a need for all sorts of investigations, according to Oliver (2010).

The consistency with which a research instrument generates the same results over time is referred to as its reliability. Multiple measurements on the same people are used to validate it. The precision of a single measurement and the capacity to follow changes in measurement over the course of a research are both harmed by low dependability. First, the researcher has to make sure that the right data sources are selected.

Second, the researcher has to make sure that participants answered the questionnaire as they see fit. This is explained by the fact that participants tend to give quick answers when asked for convenience. Finally, SPSS was utilized to conduct the analysis in order to determine the internal consistency of the study's observed items.

3.6. Data processing

After data collection, the researchers applied statistical methods necessary for the information to be processed for analysis. The researcher sorted out the questionnaires in order to separate those, which were answered, and those, which were not be well answered. Coding exercise was conducted in order to insert the data in the Tables. Descriptive statistics showing frequencies and percentages were also generated using this software.

3.6.1. Editing

Cochran (1997) argues that editing is the process whereby the completed questionnaire and scheduled are analysed in the hope of recording errors or deleting data that are obviously erroneous. Editing was made to check the completeness, accuracy, uniformity, eligibility and comprehensibility.

3.6.2. Coding

Coding is analytical process in which data, in both quantitative form (such as questionnaires results) and qualitative (such as interview transcripts) are categorized to facilitate analysis. Coding means the transformation of data into a form understandable by computer software. The classification of information is an important step in preparation of data for computer processing with statistical software. Descriptive statistics showing frequencies and percentages were also generated using this software.

3.6.3. Tabulation

Tabulation was done to establish a frequency distribution of the codes and then calculating the number and percentage of the codes. Each table was followed by explaining the nature of relationship between variables indicated in the tables. Tables were used in processing of data.

3.7. Data Analysis Methods

Content Analysis (CA) was used to analyze qualitative data by summarizing field data into themes based on objectives of the study. The quantitative data collected through the questionnaire was coded and analyzed using Statistical Package for Social Sciences (SPSS version 20) whereby descriptive statistics i.e frequencies and percentage were computed.

3.8. Limitations of the study

During data collection , the researcher faced those challenges :

The researcher faced the challenge of limited time because of working hours where the researcher was expecting to meet with the respondents in their offices as in day to day this research was much time demanding. However, the researcher used all efforts and sacrificed their time in leaving some responsibilities and could meet with the respondents during weekends or the researcher could use electronic questionnaires, it was intended that respondents would fill and return duly filled

questionnaires within a week. However, some respondents took up to three weeks to respond to the questionnaires after several follow-ups through phone calls.

The challenges experienced also included some of the respondents who did not complete the questionnaires at time, during the period of data collection it was very challenging to get some information in time because of the poor response of some of respondents (some respondents could not respond to the emails and mobile phone since these were used as the major means for data collection especially for those located outside of Kigali in the province). So it was difficult to reach them for face to face interviews. However, efforts was made to reach those in the office at Kimihurura for face to face interview. In addition, the researcher used mobile phone interview for those outside Kigali Office as per the list and contacts provided by Art Rwanda-Ubuhanzi project.

3.9. Ethical Consideration

According to the Ethics Codes of the American Psychological Association's (APA), several ethical standards have to be fulfilled when developing research studies. For instance, when collecting data from the targeted group, individuals should be freely participating while having the rights to reject or withdraw from the study without any obligations. Also, researcher are requested to inform the participants about the objectives of the study, their nature of participation, and any expected consequences. Thus, it is necessary to develop unspecified questions, for which exposure of responses would not affect their reputation, while respecting their privacy as well as the confidentiality of their views (Smith, 2003).

In this study, a covering letter explaining the research objectives and its importance were included in the adopted research methods (interview questions as well as survey questionnaires). Also, the covering letters was mentioned the expected time required to participate in the interview as well as in the survey questionnaire. Moreover, the covering letter has clearly stated that the responses would be treated confidentially and will be used for research analysis only. Finally, participants of interview sessions took their approval to record the interviews for the accuracy of collecting data. Second, the subjects and the researcher were all protected as no indirect or direct harm can be caused to them by the study. Participation is voluntary and informed consent is required. All data was anomy zed in order to protect the privacy of the participants. The participants come from different cultural backgrounds and are given complete autonomy in their behavior.

CHAPTER -4: PRESENTATION AND DISCUSSION OF FINDINGS

4.0. Introduction

This chapter presents the findings of the study and data analysis related to the effects of business incubators in Rwanda, with reference of ArtRwanda-Ubuhanzi incubator project and to investigate particular challenges that business incubators face in running projects after .The critical discussions linked to the study's theoretical framework are also provided in this chapter. The specific objective of this chapter is to present and discuss the research findings of the study. The findings were analyzed in relation to the objectives of the study and literature reviewed. Findings were derived from the questionnaires to the incubates and mentors. It attempts to analyze data generated from the study, which include qualitative and quantitative information collected from the respondents. This chapter gives a detailed presentation, interpretation and discussion of findings based on sequencing of the objectives of the study. It starts with the overall characteristics of respondents.

4.1. Identification of respondents

Following the previous chapters that highlighted the use of mixed methods, particularly quantitative and qualitative, the presentation and analysis of the quantitative data was done under the following headings: demographic information. The profile of respondents given in this section includes, gender, age group, educational background and experience of respondents. These features of the respondents are vital to the study. Profile of respondent's analysis was crucial since demographic factors affect respondent's social, economic and political behaviors hence they are tools in the analysis was of research objectives.

4.1.1. Gender distribution of respondents

Table 4.1 below indicates a variety of gender groups for respondents within the incubator in various Categories in the ArtRwanda Ubuhanzi Incubator who participated in this study.

Table 4.1: Gender distribution of respondents

Gender	Number of respondents	%
Male	102	80.9%
Female	24	19.1%
Total	126	100.0

Source: Field data,2023

The Table 4.1 indicates that the majority of the respondents tested are male making a percentage of 80.9% compared to their counterpart's females that make a percentage of 19.1%. It implies that male are more involve than female in business incubators in which has great importance in developing young entrepreneurs.

This was a guarantee to the researcher that views were collected from both males and females as the majority of respondents were male (80,9%). It implies that a larger number of males than females responded to the questionnaire. In their study, Botha et al. (2006:1) share similar views that previously disadvantaged designated groups, including women, in entrepreneurship activities are likely to negatively affect the involvement of females in entrepreneurial actions. Moreover, the fact that most females in South Africa nowadays go to highly paid jobs in the corporate sector may also be the case against venturing into small-business management. Hence, Gwija et al. (2014) advance the view that efforts should be made to narrow the gap between participation of males and females and the latter should be motivated to start small businesses. The number of males respondents being slightly bigger than their females counterparts was found useful to the study, since they were always more open and able to express views concerning the business incubators and wellbeing of young entrepreneurs.

4.1.2. Age distribution of respondents

Age are also important components for consideration in order to understand the composition of the respondents in this study. Gender consideration helps to determine whether and to what extent this study is gender sensitive. Table 4.2 cross-tabulates gender characteristics of the respondents.

Table 4.2: Age distribution of respondents

Age	Number of respondents	%
Less than 20	18	14.2
21 to 30	83	65.8
31 to 40	25	19.8
Total	126	100.0

Source: Field data,2023

The Table 4.2 shows the gender of respondents as the majority of respondents (65.8%) were in the age category of 20 to 30 years, followed by those between 30 and 40 years (19.8%) and 14.2% for respondents who were below 20 years .

The findings clearly show that young entrepreneurs are participating in the incubation programme as the target age of the program is between 18 -35 years old . It is clear that various age disciplines are seeking assistance from business-support structures. These results could be related to Masutha and Rogerson's (2014) findings that the average age of entrepreneurs was 35 years and older. In conclusion, the above respondents were entrepreneurs in the incubation programme and were grouped in three age categories: 20 or less; 20 to 30; 30 to 40.

4.1.3. Marital status of respondents

The study describes the distribution of respondents basing on the marital status. It is very important in this study to classify respondents according to their level simply because it determines the value of responsibility attributed to them as well as their chances of being involved in business incubators. The Table below shows that the distribution of respondents by their level of marital status .

Table 4.3: Respondents' marital status

Marital status	Number of respondents	%
Married	21	16.7
Single	105	83.3
Total	126	100.0

Source: Field data,2023

This table 4.3 gives the marital status of the respondents where 16.7% of respondents were married, 83.3% were single. The fact that a big part of incubates were single, It shows that they were young with energy and passion to grow their business talents. In addition, they were in a position to give credible information on the prevalent trends of business incubators and promoting the wellbeing of young entrepreneurs in Rwanda.

4.1.4. Education level of respondents

The study describes the distribution of respondents basing on the level of education. It is very important in this study to classify respondents according to their level of education simply because it determines the value of responsibility attributed to them as well the quality of responses they

provided in this study. The Table below shows that the distribution of respondents by their level of education.

Table 4.4: Respondents' level of education

Education	Number of respondents	%
Primary	30	23.8
Secondary	60	47.6
University	36	28.5
Total	126	100.0

Source: Field data, 2023

Table 4.4 shows the education levels of respondents. The majority of these respondents, 47.6% have attended secondary school, 28.5% of respondents have attended University level, while 23.8% attended Primary schools. This data indicates that knowing the level of our different respondent's shows us that the information collected hold the reality because the respondents had at least basic knowledge, they know to lead and count and can provide credible information related to business incubators. The researcher considered the highest levels of education in order to ascertain the right data collection tools to use in relation to the levels of literacy of respondents. This showed that majority of the respondents were well educated which implies that they were in a position to respond to the research question comfortably.

4.1.5. Respondents' attendance in other incubator before starting the business

The researcher wanted to know whether the respondents had been in any incubation in Rwanda.

Table 4.5: Rrespondents' attendance in other incubator before starting the business

To know whether the respondents were in other incubator before starting the business		
before starting the business	Number of respondents	%
Yes	4	3.1
Non	122	96.8
Total	126	100.0

Source: Field data,2023

The Table 4.5 mentioned whether the respondents had been in any incubator before starting their business as 96.8% of the respondents confirmed that they have never been in any business incubator. This implies that the incubates were fresh and new in the incubation program, which implies that ArtRwanda – Ubuhanzi incubator would have significantly impacted the young entrepreneurs in different categories.

Rouwmaat et al (2003) described the pre-incubation services provided by technology and other business incubators as a term used to describe the services given to potential entrepreneurs prior to launching their enterprises. These services are usually sequenced from proactive identification of entrepreneurs, assisting them prepare business plans and finally offering guidance on the steps to form a new company. The pre-incubated entrepreneurs are typically offered office space with accompanying basic secretarial support (e.g. internet, printing) for a stipulated amount of time amid which they are relied upon to think of a marketable strategy.

4.1.6. Period of the business operation

Incubates (young entrepreneurs) generally have a limited number of years in the incubation centres. The table below illustrates the duration of operations.

Table 4.6: Period of the business operation

Period of the business operation	Number Respondents	%
1-6 months	17	13.4
6-12 months	106	84.1
1 year+	3	2.3
Total	126	100.0

Source: Field data,2023

The results above indicate and categories the duration in which the respondents' businesses have been in the incubation programme. A majority (84.1%) of young entrepreneurs were in the incubation programme between 6 to 12 months, followed by 13.4 % of those who were between the 1-6 months, only 2.3% represented those that had been in the programme for 1 year and above yet the incubation program were planned for 12 months (1 years) but incubates have there in different period as shown above. It indicated that the young entrepreneurs had a limited number of years in the incubation centres. as the majority of our respondents (84.1%) were categorized between 6-12 months of trainings.

According to Scaramuzzi (2002), business incubators should seriously specify the time limits, and relating to business support, incubators' success is defined according to the success and expansion of the new businesses, namely their sustainability after the incubation period.

4.1.7. Knowledge and services gained from ArtRwanda – Ubuhanzi Incubator

All respondents were trained according to the category they are in, namely the six different Art categories (plastic arts, dance & music, fashion, acting & drama, cinematography & photography, and literature). The study examined the knowledge and services gained by incubated entrepreneurs. The table below illustrates services obtained by respondents in the incubation process.

Table 4.7: Services obtained from business incubators

Services obtained from business incubators	Number of Respondents	%
Coaching and mentorship by experts	80	63.4
Financial support	95	75.3
Working space and materials	126	100
Entrepreneurial skills and Networking	100	79.3

Source: Field data, 2023

The table 4.7 indicates the rating for the knowledge and services gained at ArtRwanda Ubuhanzi Incubator. Respondents were asked to rate skills and services they feel they most obtained, to determine where they stand after they have been trained and give integrated services of the incubator.

All the respondents (100%) stated that the most obtained service was providing them with working space and materials, followed by 79,3 who stated gained entrepreneurial skills and networking services and 75.3% of the respondents stated gained financial support, while 63.4% of respondents stated obtaining coaching and mentorship by expert in their respective categories.

Remarkably, the majority of respondents represents those who stated working space and materials, entrepreneurial skills and networking services and finance support as the most obtained service and gained knowledge, as mentioned.

One of respondents in the Acting and Drama argued:” *ArtRwanda Ubuhanzi –Incubator specifically was a space for learning and networking with others entrepreneurs. ArtRwanda-Ubuhanzi helped me in registering my business company with RDB and a certificate of operation was awarded. Coaches and Mentor, especially Didacienne Nibagwire, helped us to develop a bankable business project and equipped us with technics to pitch to donors and investors to won grant. In fact in 2011, I won 5 million YouthConnekt Initiative, since then my production capacity increased with sales and profits, but mostly I am happy I am now a tax payer!*”

The results of this study prove that business incubators provide a number of services to young entrepreneurs such as business support and technical support services to nurture and develop start-up firms (Ndabeni, 2008). The literature argues that for the past 15 years, South Africa has expanded its commitments to business incubation models as a strategic tool for ensuring the survival of SMEs (Masutha and Rogerson, 2014). Therefore, small business incubators as an emerging phenomenon in South Africa contribute positively to the development and sustainability within the entrepreneurial field.

4.1.8. The objectives of incubated business venture

The researcher wanted to know the expectations and why entrepreneurs partake the incubation. The following table highlights various business objectives that the incubated entrepreneurs had.

Table 4.8: The objectives of incubated business venture

The objectives of incubated business venture	Number of Respondents	%
Entrepreneurial skills	60	50
Income generation	80	63.4
Growth of business	95	75.3
Access to network	60	50
Financial support	100	79.3
Employment opportunities	100	79.3

Source: Field data, 2023

This table 4.8 highlights the objectives of incubated entrepreneurs as 79.3% of the majority of respondents said that they attended business incubators to look for financial support and employment opportunities respectively. The results illustrate that the respondents in this study

(75.3%) reported that their business venture objectives were business growth, followed by 63.4% stating their business objectives were income generation. The objectives of the business venture representing (50%) of their respondents were only driven by access to network and entrepreneurial and development skills respectively.

It implies that the objectives of the incubated SMEs were mostly to obtain self- development and to be self-sustainable which plays key important on promotion of the socio-economic wellbeing of youth entrepreneurship in Rwanda.

There has been a wide variety of research looking at innovation ecosystems and their ability to promote economic development. Innovation hubs play an important role in such ecosystems (Friederici, 2016).Hubs promote collaboration and connections between ecosystem stakeholders and provide a space for entrepreneurs to work on startups and other forms of innovation (de Beer, Millar, Mwangi, Nzomo, and Rutenberg, 2017).Furthermore, hubs can impact individuals by helping to build technical skills and communities of practice (Jiménez and Zheng, 2017). The importance of hubs in innovation ecosystem is tied directly to their ability to work with individuals as they pursue innovative activities. However, despite the importance of individuals to hubs, surprisingly few studies have asked for their opinions.

4.1.9. Rating the business training skills received at ArtRwanda- Ubuhanzi Incubation

Measure the tangible results of the business training skills received at Art rwanda- ubuhanzi incubation helped the researcher to identify the impact of business training skills for young entrepreneurs and the answers were mentioned in the following table.

Table 4.9: Rating the business training skills received at Art Rwanda- Ubuhanzi Incubation

Rating the business training skills	Number of Respondents	%
Less important	-	-
Moderate	1	0.7
Important	16	12.6
Very important	109	86.5
Not all	-	-

Source: Field data, 2023

The Table 4.9 shows the way the respondents rated the business training skills that the young entrepreneurs obtained at ArtRwanda-Ubuhanzi incubator as 86 % of the majority of respondents stated that the business training skills were very important to them while 12% indicated that the business training skills were important and only 0.7% of respondents emphasized that business training skills were moderate. However, no respondents nullify the importance of the respondents at all.

Salem (2014) also mentions that the business incubator programme is one of the most important tools for helping start-up firms to survive during the early stages in business. These results are in accord with Scaramuzzi's (2002) findings, which conclude, concerning incubation effectiveness that approximately 80% to 85% of incubated firms survive. To this end they suggest that incubators should be taken seriously.

One of respondents stated that: *I am 24 years old who supported by ArtRwanda- Ubuhanzi Incubator, personally, ArtRwanda- Ubuhanzi Incubator was a game changer that led me to fulfil some of my dreams. It helped me gain knowledge in my plastic arts profession and the business side of it , through trainings that involved professional plastic artists such as Bushayija Pascal, Birasa Bernard, Epa Binamungu etc. Through ArtRwanda, I was able to represent Rwanda in a festival in Angola, I wouldn't be where I am now without ArtRwanda-Ubahanzi Incubator”*.

Salem (2014) also mentions that the business incubator programme is one of the most important tools for helping start-up firms to survive during the early stages in business. These results are in accord with Scaramuzzi's (2002) findings, which conclude, concerning incubation effectiveness that approximately 80% to 85% of incubated firms survive. L. Nan-Lin, and W. Kun (2007) also outline that incubators are a most important and sound model in providing necessary skills and resources to start-up firms. To this end they suggest that incubators should be taken seriously.

4.2. Effects of business skill training on the promotion of the socio-economic wellbeing of Young Entrepreneurs at ArtRwanda- Ubuhanzi Incubator

In order to understand the extent to which the ArtRwanda-Ubuhanzi business skills trainings, five-point Likert scale measures ranging from 5: SA=Strongly agreed, A=Agreed, N=Neutral, D=Disagreed and SD=Strongly Disagreed , were used.

Table 4.10: Effects of business skill training on the promotion of socio-economic wellbeing of Young Entrepreneurs at ArtRwanda-Ubuhanzi.

Items	SA		A		N		D	
	Fi	%	fi	%	fi	%	fi	%
The business skills trainings has enhanced my income generation success	85	67.4	-	-	-	-	-	-
Business skills trainings helped to know how to communicate with partners	70	55.5	-	-	-	-	-	-
Business skills trainings helped me to expand my business to other branches	-	-	60	47.6	-	-	20	15.8
The business skills training which I was given changed and increased my saving targets	-	-	75	59.5	-	-	-	-
The business skills training helped me to increase in sales turnover	-	-	50	39.6	-	-	-	-
The business skills training helped me to increase employees and their management	-	-	70	55.5	-	-	-	-
The business skills training helped me to resume my education (level of education)	-	-	80	63.4	-	-	-	-
The business skills training helped me to access to the healthcare services	-	-	80	63.4	-	-	-	-
The business skills training helped me to increased self-esteem and sense of belonging	80	63.4	-	-	-	-	-	-
The business skills training helped me to increase feeling of valued person in family, community and country	-	-	50	39.6	20	15.8	-	-
Increase of hope for the future	100	79.3	-	-	-	-	-	-
The business skills training helped me to increase food security (nutrition)	-	-	40	31.7	-	-	-	-

Source: Field data,2023

Table 4.10 indicates the effects of business skill training on the promotion of socio-economic wellbeing of Young Entrepreneurs as 79.3 strongly agreed that the business skills training helped them to increase feeling of valued person in family, community and country, followed by 67.4% of respondents strongly agreed that the business skills trainings has enhanced their income generation to success, 55.5% of respondents strongly agreed that business skills trainings helped

to know how to communicate with partners, 47.6% of respondents agreed that business skills trainings helped them to expansion to other branches while 15.8% of respondents disagreed with the statement, the business skills training which is given has positive effect on increase of income and saving(59.5%), The business skills training helped me to increase in sales turnover(39.6%), the business skills training helped me to increase in the number of employees and their management(55.5%), the business skills training helped to increase of level of education(63.4%) and the business skills training helped me to access to the healthcare respectively. However, 39.6% of respondents agreed that the business skills training helped them to increase feeling of valued person in family, community and country while 15.8% of respondents were neutral with the statement. The business skills training helped me to improve nutrition as the young entrepreneurs, the majority ate twice or more per day with 31.7% of respondents.

Among those who reported having income generating activities, the average monthly income is around 250,000 Rwandan francs, where the respondent with the minimum income reported 60,000 Rwandan francs per month, the maximum income was one million Rwandan francs, and the total amount coming from all artists is around 11 million Rwandan francs on a monthly basis, the total annual revenues gained by Art-Rwanda ubuhanzi beneficiaries is around 43 million. The standard deviation suggests a big variation in earned income among respondents. Around 306 employments was created by Art-Rwanda ubuhanzi incubates beneficiaries.

It implies that among other gained opportunities artists reported that they got platforms to sell their products, gained more exposure, other training opportunities, gained more networks, and were able to attend and perform in events.

“Before auditioning for ArtRwanda-Ubuhanzi, I practiced fashion design but not as a profession - I had not yet figured out how I would start my own company. After auditioning in the competition, I became open minded and realized that I could turn my talent into a full time occupation. Business trainings I received through the programme helped me to establish my own fashion house, 'Maison Munezero', which is currently expanding because I was given the opportunity to sell my clothing products at Kigali Business Center.”

“I am musician and after joining Art Rwanda Ubuhanzi, my career changed. I can say they gave me all the support I needed as a young upcoming artist. I went through business trainings and had the opportunity to be a part of Baho Neza Integrated Health Campaign, which was organised by

Imbuto Foundation and the Ministry of Health in many districts of Rwanda. Personally, the campaign highly impacted me through the performances experience and the money I gained from them. I was able to build my own studio (JOS's FINEST) and finish my first album which is out now and is successful.”

Entrepreneurship and business training equipped artists with entrepreneurial and business skills enabling them to tap into their passions and develop the “business know how” to identify and create employment opportunities using their talents. They learnt how to engage in collaborative peer to peer learning, knowledge-sharing & lifelong learning; to develop and cultivate an entrepreneurial and growth mind-set; to articulate their business vision, services & products; to develop their business model canvas and business plans; branding and access to markets.

Referencing their business model canvas, the artists began developing their business plans. More coaching will be needed to complete, fine tune and operationalize their “business plans” and “expansion plans” to enter or expand their markets. The coaching activities and mentorship sessions focused on identifying and supporting a smooth implementation journey for the designed and tested projects.

Buyis and Mbewana (2007) differ by stating that the quality of incubated entrepreneurs could be determined in the criteria of selection as the success of the incubator depends on the incubated SMEs. The results could also be due to a lack of business skills and resources, which the incubated SMEs were looking for in order to gain independence and operate without nurturing from incubators (Grimaldi & Grandi, 2005).

4.3. Effects of financial support on the promotion of socio-economic wellbeing of Young Entrepreneurs at ArtRwanda-Ubuhanzi.

Advantage of financial support is that it can help to improve the chances of success. This is because it can give the business a better chance to get started and to grow. It can also help to reduce the risks associated with starting a new business. Finally, financial support can also help to create jobs, in this manner, the researcher wanted to know the effects of financial support as the answers were mentioned in The Table 4.11

Table 4.11: Effects of the financial support on the promotion of socio-economic wellbeing of youth entrepreneurs in ArtRwanda – Ubuhanzi Incubators

Items	SA		A		D	
	fi	%	fi	%	fi	%
Business financial Support helped me to set my capital shares which helped me to engage investors to sustain and scale my business	100	79.3	-	-	-	-
Business financial Support helped me to increase income and saving	85	67.4	-	-	-	-
Business financial Support helped me to developing and test new products on the market	70	55.5	-	-	-	-
Business financial Support helped me in increase in sales turnover	60	47.6	-	-	-	-
Business financial Support helped me business production and increase the number of employees	75	59.5	-	-	-	-
Business financial Support helped me to increase of level of education	50	39.6	-	-	-	-
Business financial Support helped me to access to the healthcare service by paying medical insurance	70	55.5	-	-	-	-
Business financial Support helped me to increased self-esteem and sense of belonging	80	63.4	-	-	-	-
Business financial Support helped to increase feeling of valued person in family, community and country	0	0	30	23.8	20	15.8
Increase of hope for the future	80	63.4	-	-	-	-
Business financial Support helped to improve nutrition	-	-	50	39.6	-	-

Source: Field data,2023

Table 4.11 mentions the effects of the financial support on promoting the wellbeing of youth entrepreneurship as 79.3% of the majority of respondents strongly agreed that business financial support helped in linking them with investors to support their project; 67.4% of respondents strongly agreed that business financial support helped young entrepreneurs to increase income and saving; 55.5% of respondents strongly agreed that business financial support helped young

entrepreneurs in developing other products and services, 47.6% strongly agreed that business financial support helped them in increase in sales turnover. However, 59.5% of respondents strongly agreed that business financial support helped young to increase the number of employees; business financial support helped me to Increase of level of education (39.6%), business financial Support helped me to access to the healthcare services (55.5%), 63.4% of respondents strongly agreed that business financial support helped young entrepreneurs to increased self-esteem and sense of belonging and increase of hope for the future respectively while 23.8% of respondents agreed that business financial support helped to increase feeling of valued person in family, community and country while 15.8% of respondents disagreed with the statement. Business financial Support helped to improve nutrition with 39.6%

One of participants strongly agreed that:” *I am fashion category; I dropped out University in 2017 because of lack of school fees. When I heard about ArtRwanda – Ubuhanzi in 2018, I decided to join the program. I emerged as finalists in the Fashion and joined ArtRwanda – Ubuhanzi Incubator. At the Incubator, they gave us space, clothes fabrics and experienced coaches to develop our talents and turn them into a business. During the incubation period, They requested every category to develop and pitch a business project, Our fashion category won \$10,000 as grant to scale up our projects. The grant we won helped me to expand my business and open a new workshop in Rubavu District targeting Goma market., I have been able generate income which helped me to pay my school fees and complete University studies few months ago, I am happy that every year I pay medical insurance to me and my family. Before Joining ARtrwanda – Ubuhanzi incubator, Life was somehow worse for me, I had no hope my future, and felt myself as useless in my family and society, But now things have changed, I am a business woman, I provided jobs to young people, I have role to play in my Family and pay taxes. Thanks to ArtRwanda – Ubuhanzi incubator that changed my life for good!Thank you Imbuto Foundation and DOT Rwanda - the training will take my business to the next level.*”

One of responded thanked ArtRwanda Ubuhanzi incubator for opening a selling point for them at KBC, He stated that” *A selling point was rented at Kigali Business Center (KBC). It serves as a showroom of the art works produced at the Incubation workshop and also generates income and revenues for us -artists; thus boosting our careers’ sustainability and job creation in the creative arts industry as two sales clerks were hired to co-manage showroom sales. They work in shifts to maximize sales and ensure that the selling point is open all days of the week.*”

It shows that Financial support involves providing small-scale seed capital funds, Building networks of contacts and partners in the financial sector, providing the start-ups with advice on how to seek Angel capital financing and Venture capital financing. Which plays key role in stimulating socio-economic wellbeing of young entrepreneurs in Rwanda

4.3.1. Access to funding from ArtRwanda-Ubuhanzi.

Business incubators promote innovation and youth entrepreneurship, supporting economic growth and competitiveness in SMEs. Youth entrepreneurship and incubation platforms help SMEs in technology innovation, education, and funding. These platforms consist of business support services, skills, and capital investment. Youth entrepreneurship involves idea generation, product/service development, resource gathering, venture initiation, successful business development, and profiting from business prospects. In this way, the researcher wanted to know whether the young entrepreneurs have been able to access any funding from any incubator and the answers from respondents were mentioned in Table 4.12.

Table 4.12: Access to funding from ArtRwanda-Ubuhanzi.

Had you been able to access any funding?	Number of Respondents	%
Yes	119	94.4
Non	7	5.6
Total	126	100.0

Source: Field data, 2023

The Table 4.12 mentioned whether the respondents had been able to access any funding from any incubator before starting their business as 96.5% of the majority of the respondents confirmed that they have been able to access funding or money from ArtRwanda Ubuhanzi Incubator. This implies that ArtRwanda Ubuhanzi Incubator provided funding support to the young entrepreneurs.

The business incubators have been considered as a remedy for the disadvantages that small and new firms encounter by providing numerous business support services, and they are useful in fostering technological innovation, entrepreneurship, commercialization and industrial renewal. For these reasons, East Africa countries have increasingly been engaged in establishing incubators (Akcomak, 2009). All incubation facilities aim to nurture and grow start-ups in order to reduce the

failure rate and possibly reduce unemployment among the youth by stimulating economic development (Chandra and Fealey, 2009).

4.3.2. Areas of the financial support benefited from ArtRwanda Ubuhanzi incubation

The main objective of the business incubators is to help the young entrepreneurs by stimulating economic development including business advice, entrepreneurship and business management training, coaching and mentoring, access to technical infrastructure, technical assistance, market information services, marketing assistance, facilitation of financial and investment linkages as well as facilitation of linkages for technological upgrading. In this manner, the researcher wanted to know the area of the financial support benefited from Art Rwanda –Ubuhanzi Incubation and the responses from respondents were identified in Table 4.13

Table 4.13: Areas of the financial support benefited from ArtRwanda Ubuhanzi incubation

Item	SA		D	
	fi	%	fi	%
Financial support helped to buy raw material	85	67.4	20	15.8
Financial support helped me to establish website and run social media for marketing	70	55.5	-	-
Financial support helped me in area of expansion to other branches	60	47.6	20	15.8
Financial support helped me in area of human Resource management	75	59.5	-	-
Financial support helped me in area of capital investment	50	39.6	-	-
Financial support helped me in area of increased production of create new products	70	55.5	-	-

Source: Field Data,2023

The Table 4.13 shows the areas of the financial support benefited from ArtRwanda Ubuhanzi incubation as 67.4% of the majority of respondents strongly agreed that financial support helped them to buy raw material while 15.8% of respondents disagreed with the statement. 55.5% of respondents strongly agreed that financial support helped them to establish website and run social media for marketing, 47.6% of respondents strongly agreed that financial support helped them in area of expansion to other branches, financial support helped me in area of human resources (59.5%), Financial support helped them in area of capital investment (39.6%),while 55.5% of

respondents strongly agreed that financial support helped them in area of increased production and create new products.

Another participant emphasized that *“My plan after these training sessions is to conduct deeper research to ensure that my business is in alignment with market needs. Afterwards, I will pitch my business to investors to affirm whether I am ready for investor support.”*

4.3.3. Rating the effects of financial support obtained at Art Rwanda-Ubuhanzi Incubators

Rating is one of indicators of effects of financial supports obtained at ArtRwanda –Ubuhanzi Incubators as mentioned in Table 4.14.

Table 4.14: Rating the effects of financial support obtained at Art Rwanda-Ubuhanzi Incubators

Rating the effects of financial support obtained at Art Rwanda-Ubuhanzi Incubators	A	
	fi	%
Very often	80	63.4
Often	70	55.5
Occasionally	50	39.6
Less Often	20	15.8
Not at all	-	-

Source: Field Data,2023

Table 4.14 indicates how often the young entrepreneurs were linked with investors, potential clients financial institutions as 63.4% of respondents agreed that very often ArtRwanda – Ubuhanzi incubator linked them investors, potential clients financial institutions while 55.5 % of respondents often, 39.6% of respondents stated occasionally and only 15.8% of respondents stated less often.

Another participant confirmed that: “ I was trained in Fashion category as this was my first business training, my expectations were to improve the way I do business and explore potential opportunities for partnership. You helped me to grow my business specifically on how to build a strong loyal relationship with my customers and investors. I am now planning to open new Toni Grace made in Rwanda fashion shops in 2 countries by link you gave me with Vision Jeneusse Nouvelle In Rubavu District.”

She added that *“Thanks to our facilitators, we have secured an advanced business understanding in the area of planning, organising, and evaluating. In short, we now have essential knowledge and tools to run our business activities. May God bless them.”*

4.4. Challenges faced by young entrepreneurs in running their business

In reviewing the literature on the challenges that incubators face from the perspective of incubates and program owners, this research found that there are some key challenges that incubators face which also affect young entrepreneurs running their businesses. The Table 4.15 shows such challenges.

Table 4.15: Challenges faced by young entrepreneurs in running their business.

Challenges faced by young entrepreneurs in running their business	SA		D	
	fi	%	fi	%
Inadequate funds to provide all needed materials	100	79.3	-	-
Lack of advanced equipment	55	43.6	-	-
High taxes	85	67.4	-	-
Slow of a technology business incubator	70	55.5	-	-
Poor mind-set for Made in Rwanda products	60	47.6	20	15.8
Lack of legal framework	75	59.5	-	-
Weak purchase power of clients and limited access to international market	75	59.6	-	-
Lack or expensive raw materials	90	71.4	-	-
Covid-19 pandemic	80	63.4	-	-
Inadequate management skills	70	55.5	-	-
Lack of Intellectual Property Protection	90	71.4	-	-

Source: Field data,2023

Table 4.15 shows the challenges faced by the incubator in the perspective of the young entrepreneurs in running their business. The results of this study illustrates that a majority (79.3%) of the participants indicated that funding is the major stumbling block for incubators to buy advanced materials and conduct study tour and exposure of the young entrepreneurs, followed by 67.4% who indicated that other challenges is high taxes because incubators provide trainings, do a production services and selling the products of the incubates, as illustrated above. Furthermore, 55.5% of respondents strongly agreed that slow use of technology in the business of incubator and inadequate managerial skills are another challenges faced by incubator in the view young entrepreneur’s respectively. Beside, 59.5% of respondents strongly argued that Lack of legal

framework is another challenge-faced incubator. Poor mind-set for Made in Rwanda products with 47.6%. Weak purchase power of clients (39.6%), 71.4% of respondents strongly agreed that lack or expensive raw materials and lack of intellectual property protection respectively. Addition, 63.4% of respondents strongly agreed that covid -19 pandemic was another challenge to the ArtRwanda –Ubuhanzi incubator them, inadequate managerial skills by the managers of the incubators is another challenge with 55.5% .

It implies that even if in Rwanda we have some business incubators but some young entrepreneurs are still facing a lot of challenges while running their businesses, to overcome those , the researcher provided some recommendation in the conclusion of this study.

4.4.1. Inadequate funding

The issues or problems faced by in the incubator is young entrepreneurs found that the major challenges or problems faced by young entrepreneurs were enough financial resources to provide advance equipments and finance every project of then incubates. As indicated by 79.3% of respondents in the above table as they are at sustaining stage of business life cycle in which they need more funds and Bank are not cooperative enough to provide loans for creative industry.

One participant stated: *“I really thank the ArtRwanda Incubator for different supports we were offered there, including the finance support which is not adequate as myself I have a big project of creating a studio in our village in order to promote those young talents as, I have already submit my project to the different partners, but up to now I am not yet get a response, am still waiting.”*

Some business incubation studies have considered accessing to fund sources as one of the networking activities, which will enable their incubated clients to raise fund for their projects. Sun, Ni, and Leung (2007) claimed that the networking capability of an incubator might facilitate other influential enabling factors such as accessing funding sources. In this regard, NBIA, (2007) supported this view as it reinforces the professional relationship with investors. In the GCC region, Alsheikh (2009) agreed with this view as it increases the sources of fund for incubated start-ups in order to select the best option based on available conditions.

According to the results of Sithole and Rugimbana (2014), the researchers argued that government can direct the financial resources for the benefit of incubated start-ups, mainly when there is a strategic benefit for the country. Also, Smilor (1987) agreed with this view; the researcher

suggested for local governments to dedicate some seed fund for initiating entrepreneurial ventures, which may incentivize other sources of funds to participate in the investment.

It implies that in order to set up their businesses after graduating from incubation, capital is required to buy the equipment, acquire space, pay the employees. However, it should be noted that capital goes hand in hand with financial management literacy. There is no amount of capital that can be enough for an individual to start a business. The youth therefore should be trained on financial management and fundraising so that they can be able to manage the little capital, they have. The youth should not have the mindset revolving around acquiring a lot of capital to set up a business because an individual can start small and make it big as long as he/she has been acquired financial management literacy.

4.4.2. High taxes

The taxes that are levied by the government are too high and this scares off the youth who have set up their own businesses as indicated by 67.4% of respondents. The government should address this issue because it is a matter of urgency.

It shows that the government should come up with a policy where new startups should be given enough grace period and moderate taxes according to how much he/she earns. This will help the youth who want to set up their own businesses because with the taxes reduced, the youth in private businesses will be able to make profit without any worry about the taxes. However, the increase in tax rates can also reduce economic growth, as it reduces the incentives for work, investment, and entrepreneurship. It is widely known that governments needs to regularise taxes on business environment that supports entrepreneurship to grow and sustain, particularly in their first year of establishment that may influence the success of incubators.

4.4.3. Slow of a technology business incubator

Technology business incubator helps to increase of innovation for young entrepreneurs as 55.5% of the respondents argued that slow formation of technology impacted negatively the innovation of some products of young entrepreneurs in the ArtRwanda – Ubuhanzi Incubator. It was also seen as promoter of new technology and Innovation is understood as the commercially successfully introduction or implementation of a technical or organization innovation where young entrepreneurs brings new or improved systems which are important drivers of competitiveness.

A technology business incubator (or TBI) is a type of business incubator focused on organizations that help startup companies and individual entrepreneurs which use modern technologies as the primary means of innovation to develop their businesses by providing a range of services, including training, brokering

4.4.4. Poor mind-set for Made in Rwanda products

Domestic trading policies in Rwanda specifically Made in Rwanda Policy (MIR), aims at reducing Rwanda's trade balance deficit and supporting the Made in Rwanda enterprises (especially small and medium-sized enterprises) through various projects aimed at accompanying these enterprises in their activities. Changing the mindset on the use of Rwandan products is another priority under the Policy, from the estimated positive perception of 60% as shown in various reports to 100% in the near future.

In particular, MIR, first has brought together existing Government interventions under a clear policy framework, including amendments to the public procurement law to give 15% preference to local products, VAT exemption for raw materials and capital goods. The Made-in-Rwanda policy boosted local industrial contribution to the economic growth while promoting the brand of the Rwandan locally made products at the global stage, which will reduce the country's burden of relying on imports while promote locally made products from Rwanda.

Despite its contribution in boosting the industrial sector, there is still there is a poor mindset for Made in Rwanda products as the society still ignore the made in Rwanda with comparing those come from outside, and this has being stated by 47,6% of ArtRwanda – Ubuhanzi incubates. More research are needed to identify why and what needs to be done to reduce those biased perception of locally made products.

4.4.5. Limited access to the international market

On other hand, the results revealed that 59.5% of respondents have indicated that limited access to international market affected the success of the incubators, which is considered the low rate of clients. An interviewee from Literature category have mentioned that the international markets are dominating the local market due to the lack of incubation license in the list of authorised activities. Therefore, this situation minimised the entrance to a new or international markets, although the Rwanda is perceived as one of the best countries in the region for supporting young

entrepreneurship. The interview analysis has shown that establishing businesses and the operating expenses for start-ups in their first year are considered among the highest worldwide, particularly the cost of issuing visas and issuing trade licences. This business environment directed the entrepreneurs and start-ups to reside under free zones, which offers cheaper platforms to operate their businesses and sustain.

It implies that networking with targeted investors and customers as one of the enablers for incubators to access not only local but also international market. So, the survey results have shown that the incubators need to improve their networking with targeted investors and customers, particularly from the incubated entrepreneurs' category. This finding could be attributed to limited knowledge exposure of incubation management on the potential customers for their incubated start-ups. In addition, these findings reflect the networking capabilities with regards to reaching out with customers that could be interested in considering certain products and services offered by the incubated start-ups. This situation is quite critical as the incubators and their incubated start-ups have allocated many efforts and investment in order to be considered by respective customers. Thus, it is ideal for strengthening the networking between the incubators and their potential investors and customers in order to increase the chance of success for incubated businesses. Business incubation studies have also considered the networking activity of incubators that facilitates the accessibility to targeted clients.

4.4.6. Lack or expensive raw materials

The respondents equaled to 71.4% stated the difficulties to rely on importing raw materials with quality due to the landlocked natural position of Rwanda. Also young entrepreneurs stated that import materials from outside costs a lot and very expensive to materials to be delivered in different sites in Rwanda and bureaucracy at border posts and at the ports used by Rwandan traders are also a challenge bringing additional costs and delaying the speed of materials imported from young entrepreneurs to their activities

In Rwanda, there is insufficient of raw materials which is used by young entrepreneurs in Rwanda and some produced they come with poor quality according to international standards which make also young entrepreneurs Rwanda to import some materials from other countries. This is very expensive and takes time to be delivered on site.

4.4.7 Covid-19 lockdown

Covid-19 lockdown was another challenge met by the young entrepreneurs as it was stated by 63.4% of the respondents where from 22nd March, 2020, different serious measures against Covid-19 were imposed by Government of Rwanda included lockdown where every citizen were obliged to stay home and waiting for another instruction. Therefore, all kind of activities were stopped and it impacted negatively to young entrepreneurs Rwanda.

ArtRwanda – Ubuhanzi, is part of the creative arts industry initiatives that generate significant value in the Rwandan economy. The United Nations Educational, Scientific and Cultural Organization estimates that the sector represented 5.2% of Rwandan gross domestic product (GDP) in 2016. Data from the National Institute of Statistics of Rwanda confirm rapid growth, the industry grew by 36 times in 17 in 2016. Rwanda is increasing opportunities in the creative industries, as a country with rich cultural heritage and resources. In this view ArtRwanda Ubuhanzi is one of the leading initiative in the Culture and Creative Industry that supports Youth with art talents from grassroots and take them on the market Despite COVID 19 and Lockdown, the 2020-2021 ArtRwanda- Ubuhanzi Artists were coached and mentored in the incubation programme and supported financially the 68 artists to create art pieces and sell them to generate incomes .

4.4.8. Inadequate management skills

From the findings, the researchers found one major issue that could hinder the incubator from sustaining is limited skills of managers in term of creative meaningful partnership, fundraising and provide exposure the incubates. All of the participants mentioned that it was very difficult for them to penetrate the market, but the incubator can!

Another participant emphasized, *“The hardest challenge that I faced is promoting my songs album at TVs and Radio stations in Rwanda, because it requires budget or connection with journalist, I wanted to launching my album but I did not find any sponsors. Again lacking of professional music manager and strong music labels and producers continue to slow down music industry”*.

4.4.9. Supporting Intellectual Property Protection

The importance of intellectual property services as one of the enablers for incubations' success. Also, when intellectual property services have been investigated to identify their existence at current business incubators, the responses of the 71.4% of respondents have indicated that this

service is not highly available, particularly from the incubated entrepreneurs' in their specific category. Also, providing such services at incubators requires experienced individuals that can process the registration of the intellectual property and able to customize it based on the targeted market. Very few studies have addressed the incubators' support in registering and processing intellectual property protection services as one of the enablers for incubations' success.

It implies that government might play a leading role in managing such services by helping local incubators to register and commercialise their intellectual properties rights. However, the lack of awareness about intellectual property services has negatively affected the business collaborations within the community of young entrepreneurs in Rwanda.

According to Lish (2012), intellectual property protection services are considered as part of legal services that are provided by the incubators. Based on his study findings, the researcher showed that intellectual property found to be as one of the indicators for the incubators' effectiveness. Moreover, Elmansori (2014) found that the absence of managing intellectual property services was considered as one of the main six obstacles for enhancing innovation practices among SMEs in Libya.

CHAPTER -5: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This chapter summarizes the findings provided by respondents from the field towards the specific objectives of the study. The specific objectives of the study are to examine the effects of business skill training on the promotion of socio-economic wellbeing of Young Entrepreneurs in Gasabo District, Rwanda; to determine the effects of financial support for promoting the wellbeing of Young Entrepreneurs in Gasabo District, Rwanda and to find out the challenges faced young entrepreneurs while running their businesses.

5.1. Summary of findings

The theme of this study, which is “effects of business incubator for promoting the wellbeing of young entrepreneurs in Rwanda a case of ArtRwanda - ubuhanzi Incubator (2019-2023). In achieving this, the study sort to answer the following questions: What are the effects of business skill training on the promotion of socio-economic wellbeing of Young Entrepreneurs at ArtRwanda-Ubuhanzi? What are the effects of financial support on the promotion of socio-economic wellbeing of Young Entrepreneurs at ArtRwanda-Ubuhanzi? and what are the challenges faced by young entrepreneurs while running their businesses.

5.1.1. Effects of business skill training on the promotion of socio-economic wellbeing of Young Entrepreneurs at ArtRwanda- Ubuhanzi.

The research findings indicated that 79.3% strongly agreed that the business skills training helped them to increase feeling of valued person in family, community and country, followed by 67.4% of respondents strongly agreed that the business skills trainings has enhanced their income generation to success, 55.5% of respondents strongly agreed that business skills trainings helped to know how to communicate with partners, 47.6% of respondents agreed that business skills trainings helped them to expansion to other branches while 15.8% of respondents disagreed with the statement , the business skills training which is given has positive effect on increase of income and saving(59.5%), the business skills training helped me to increase in sales turnover(39.6%), the business skills training helped me to increase in the number of employees and their management(55.5%), the business skills training helped to increase of level of education(63.4%)

and the business skills training helped me to access to the healthcare services respectively. Beside, 39.6% of respondents agreed that the business skills training helped them to increase feeling of valued person in family, community and country while 15.8% of respondents were neutral with the statement. The business skills training helped me to improve nutrition as the young entrepreneurs, the majority ate twice or more per day with 31.7% of respondents.

5.1.2. Effects of financial support on the promotion of socio-economic wellbeing of young entrepreneurs at ArtRwanda- Ubuhanzi.

The research found that 79.3% of the majority of respondents strongly agreed that business financial support helped the in the link between the investors to support income generation; 67.4% of respondents strongly agreed that business financial support helped young entrepreneurs to increase income and saving; 55.5% of respondents strongly agreed that business financial support helped young entrepreneurs in developing other products and services 47.6% strongly agreed that business financial support helped them in increase in sales turnover.

Furthermore, 59.5% of respondents strongly agreed that business financial support helped young to increase in the number of employees; business financial support helped me to increase of level of education (39.6%), business financial support helped me to access to the healthcare(55.5%), 63.4% of respondents strongly agreed that business financial support helped young entrepreneurs to increased self-esteem and sense of belonging and increase of hope for the future respectively while 23.8% of respondents agreed that business financial support helped to increase feeling of valued person in family, community and country while 15.8% of respondents disagreed with the statement. Business financial support helped to improve their nutrition with 39.6% of respondents mentioned that.

5.1.3. Challenges faced by young entrepreneurs in running their business

The results of this study illustrates that a majority (79.3%) of the participants indicated that funding is the major stumbling block, followed by 67.4% who indicated that their challenges were high taxes , as illustrated above. Furthermore, 55.5% of respondents strongly agreed that slow of a technology business incubator and inadequate skills are another challenges faced by incubator. Beside, 59.5% of respondents strongly that limited access to the international market is another challenge by incubator. Poor mind-set for Made in Rwanda products with 47.6%. Weak purchase power of clients (39.6%),71.4% of respondents strongly agreed that lack or expensive raw

materials and lack of intellectual property protection respectively. However, 63.4% of respondents strongly agreed that covid -19 pandemic was another challenge to them, inadequate management with 55.5%.

5.2. Conclusion

The main objective of the study was to investigate the effects of business incubator on the promotion of socio-economic wellbeing of young entrepreneurs in Rwanda. Based on the findings, the study found that business incubators services helped incubates to gain business skills, accessing capital, scaled up their business and improved their mental and health status. After incubation period, now they see themselves as role model for their peers, they are supporting their family to have basic needs, they generate income, create jobs and paying taxes, they have hope for the future!

In regards to Entrepreneurship skills training, the study concluded that the entrepreneurship skills training that incubates received in ArtRwanda-Ubuhanzi Incubator was very informative and lead to enhanced entrepreneurial performance in revenues and business scalability. It also creates higher rates of enterprise formation. The study also concluded that coaching and financial supports were very important. This is because they help the train obtain abilities required for opening and dealing with a business, in equipping the entrepreneurs with the necessary skills to start, grow and eventually pitch their enterprises to acquire the right strategic partners. It found that Business Plan development support services, provision of management skills, provision of financial support and provision of links with regard to investors and customers were very important to the success of youth entrepreneurship. In other words, the art of entrepreneurship is actually transmittable.

On matters concerning financial support, the study concluded that incubation centers play a fundamental role in giving entrepreneurs an opportunity to access capital investment enabling them to produce efficiently and compete not only nationally but also globally. The finance is necessary throughout the journey of entrepreneurship from setting up the business growing it and eventually scaling up to compete at global levels. Financial support tends to help in riches improvement, amplification of benefit, expansion of degree of profitability of shareholders and fulfilling partners. The results of this study illustrates the main challenge faced by young entrepreneurs in sustaining their businesses such as inadequate funding is the major stumbling block, high taxes , slow of a technology business incubator and inadequate skills are another challenges faced young entrepreneur's respectively. Furthermore , limited access to international

market is another challenge faced young entrepreneurs. Poor mind-set for Made in Rwanda products and weak purchase power of clients, lack of expensive raw materials and lack of intellectual property protection respectively were also among the challenges faced the young entrepreneurs in Rwanda. In order to extend this work to gain deeper insights about the impact of business incubators in promoting the wellbeing of young entrepreneurs, this study recommends:

5.3. Recommendations

This section provides recommendations for various stakeholders, partners and Government of Rwanda based the research findings. The suggested recommendations are beneficial to management and future studies.

- To organize advanced trainings and coaching to enable the artists to fully comprehend the business models and business plans as well as expand their projects to international market
- To establish grants for the best art projects across all art categories to support the artists' recovery from COVID-19 consequences.
- To establish business incubator in District and remote area bring incubator service close to communities across the country.
- To reinforce family-based support models as families play an important role in the success of young entrepreneurs through family loans, positive social and emotional supports, and childcare in the case of young female entrepreneurs.
- To Link youth entrepreneurs with financial service providers offering loans and other relevant financial services.
- Tax exemptions for youths start-ups. The government should reduce the taxes that are levied on youth start-ups within both the private sectors and the nongovernmental organizations. This will keep them in business until maturity. However if the contrary is done, this will immediately throw those organizations out of businesses or be forced to lay off some of their workers in order to sustain the business. Government should also know that people in different businesses earn differently. Therefore taxes should be according to how much and when consistently a person earns.

5.4. Suggestion for Further Studies

- This study focused on examining the effects of business incubation in promoting the wellbeing youth entrepreneurship in Rwanda. This study was limited in scope to business training skills, financial support and challenges faced the young entrepreneurs. In this regard, the study was not exhaustive in all the factors that contribute to success of youth entrepreneurship. Therefore, scholars and academicians should carry out further studies on the same topic, however, focusing on other factors not considered by this study.
- This study also is limited in area of ArtRwanda Ubuhanzi Incubator, in this way, the researcher recommends to do a research on all other business incubators in Rwanda.
- It should also focus on the female and business incubators to find out why there is little number of females incubators than males as mentioned during interview with ArtRwanda Ubuhanzi, confirmed that there is little number of women in business incubatees.

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APPENDICES

GUIDE LETTER OF THE QUESTIONNAIRE**JOEL MURENZI****ROLL NUMBER: 2021111061****Kigali Independent University ULK****Masters of Development Studies (MDS)****Kigali,.....|.....|2023****Subject: Request for information by questionnaire**

Dear Sir | Madam,

For closing my studies of Masters in development Studies, I am conducting the research to the subject entitled “Effects of business incubator on the promotion of socio-economic wellbeing of young entrepreneurs in Rwanda. A case of art Rwanda - Ubuhanzi incubator (2019-2023). I ask you to provide me the information necessary on this subject while answering the questionnaire below. I guarantee you that your points of views will not be exploited except only for the purpose of academic research within the framework of this work.

Please accept, Sir| Madam, the expression of my distinguished feelings.

JOEL MURENZI

Instructions

1. You are kindly requested to answer this questionnaire
2. Do not indicate your name on the questionnaire
3. Your responses should be based on your experience
4. Tick where necessary and make comments where required
5. Tick what is applicable

SECTION A: Demographic Information**1. Gender of the respondent:**Male Female **2. What is your age group?**20 -29 30 -39 40-49 50 and above **3. Please indicate the highest level of education you have successfully completed.**Never attended school Primary education Completed Secondary school University degree

Other specify _____

4. Categories of respondentsMusicians and Dancers Plastic artists

- Fashion []
- Acting and drama []
- Cinematography, photography []
- Literature []

5. When did you establish your business?

- 12 months []
- 1-2 years []
- 3-4 years []
- 5+ years []

SECTION B: The questions examine the specific objectives of the study

1. To examine the effects of business skill training on the promotion of socio-economic wellbeing of Young Entrepreneurs in Gasabo District, Rwanda.

1.1. Prior to starting your business, had you been in any incubation?

Yes []

Non []

1.2.If Yes, what kind of services did you obtain from Art Rwanda incubator?.

- a).Networking services & Entrepreneurial Skills []
- b).Technical and business training services []
- c).Equipment and Material []
- d).Coaching and mentorship facilitation []
- e).Funding or financing []
- f).Providing working place []
- g).All of the above []

Other, please specify _____

1.3. How long have you been under the Art Rwanda Incubation Program centre?

Below 1 month []

a)1-2 months []

b)3-4 months []

c)5+ months []

1.4.What was your objective in attending Art Rwanda incubator?

a).Income generation []

b).Growth of my business []

c).Business []

e).Network []

g).Access to market []

h).Access to finance []

i).Other, please specify _____

1.5. How do you rate, on a scale of five, the business training skills that you receive in ArtRwanda Incubation?

a) Less important []

b) Moderate []

c) Important []

d) Very important []

d) Not at all []

1.6.If it is very important , what are the effects of business skills trainings provided at Art Rwanda incubator to the development of your business?

	Effects of Business skills trainings	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The business skills trainings has enhanced my Income generation success					
2	Business skills trainings helped to know how to communicate with partners					
3	Business skills trainings helped me to expansion to other branches					
4	The business skills training which is given has positive effect on Increase of income and saving					
5	I have communication skills for entrepreneurship which I have acquired in the ArtRwanda Incubation					
6	The business skills training helped me to Increase in sales turnover					
7	The business skills training helped me to Increase in the number of Employees and their management					
8	The business skills training helped to increase of level of education					
9	The business skills training helped me to access to the healthcare					
10	The business skills training helped me to Increased self esteem and sense of belonging					
11	The business skills training helped me to Increase feeling of valued person in family, community and country					
12	Increase of hope for the future					
13	Other ,specify					

2. To determine the effects of financial support on the promotion of socio-economic wellbeing of Young Entrepreneurs in Gasabo District, Rwanda.

2.1. Have you been able to access any funding from Art Rwanda incubator or its partners?

Yes []

No []

2.2. If yes, In which area does the financial support you got from incubation helped your business?

a) Advertising []

b) Marketing []

c) Expansion []

d) Human Resource []

e) Capital Investment []

f) Production []

2.3. How often would you require service provision such as links to investors, links to financiers, and capital through equity investment from incubation?

a) Very often []

b) Often []

c) Occasionally []

d) Less Often []

e) Not at all []

2.4. It is very often, what are the effects of the financial support on the promotion of socio-economic wellbeing of youth entrepreneurship?

	Effects of Business financial Support	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Business financial Support helped me in the link between the Investors to support my income generation					
2	Business financial Support helped me Increase of income and saving					
3	Business financial Support helped me in developing other products and services					
4	Business financial Support helped me in Increase in sales turnover					
5	Business financial Support helped me to increase in the number of employees					
6	Business financial Support helped me to Increase of level of education					
7	Business financial Support helped me to access to the healthcare					
8	Business financial Support helped me to increased self esteem and sense of belonging					
9	Increase feeling of valued person in family, community and country					
10	Increase of hope for the future					
11	Other					

3.To find out the challenges faced by Art Rwanda incubator on the promotion of socio-economic wellbeing of young entrepreneurs?

3.1.Do you face challenges in operating your business?

Yes []

No []

3.2.If yes, What type of challenges do you face in running your business?

	Challenges	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Lack of equipment's					
2	Lack of Government support					
3	Slow formation of technology business incubator					
5	Poor mind-set for Made in Rwanda products					
6	Limited market to international market					
7	Weak purchase power of clients					
8	Lack or expensive raw materials					
9	Covid-19 pandemic					
10	Others					

3.3. What recommendations would you make to the incubator management to improve on incubation program?

To Policy makers

To Partners and sponsors of ARrwanda ubuhanzi incubator

To Organiser of Artrwanda ubuhanzi incubator

To Coachers and Mentors

.....
.....

3.4. Do you have any additional comments you wish to make?

.....
.....

Thank you for your time and effort!!!!

SECTION C: Interview guide with Art Rwanda project partners

1. What is your position?

a).Director General []

b).Policy Maker []

c).Sponsor / Donor []

d).ArtRwanda Incubator Coordinator []

e).Mentor []

2. What is your relationship with Art Rwanda Incubator ?

3. Why did you invest/ support ArtRwanda Ubuhanzi incubator (Objectives/Purpose) .?

4. What kind of support did you provide (Policy advice, financial, Management ?

5. What are your most achievement in ArtRwanda Ubuhanzi Incubator/ Incubatees ?

6. What challenges do you see in the incubators ?

7. Do you have any Recommendations?

Thank you for your time and effort!!!!

SECTION D: Interview Guide with the Art Rwanda Managers

1. What is your position?

Director General []

Policy Maker []

Sponsor / Donor []

ArtRwanda Incubator Coordinator []

Mentor []

2. When was your enterprise established?

3. How many young entrepreneurs did you support so far and what is your selection criteria ?
Women and boys?

4. Briefly describe the nature/specialization of your enterprise?

5. What are services offered by your enterprise ?

Space Machine and equipment []

Business loan []

Business training []

Help in accessing finance []

Shared facilities []

Marketing assistance []

Networking activities []

6. Do you think that Art Rwanda incubator is useful in equipping youths with technical and entrepreneurial skills?

Yes []

No []

7..if yes , How important are the following support services in regard to the growth of youth entrepreneurship in Rwanda ?

- Provision of financial support []
- Provision of management skills []
- Provision of strategic Management Training []
- Business Plan development support Service []
- Provision of resource coordination skills []
- Provision of links with regard to Investors and customers []

8. What are the biggest challenges you face in providing incubation supports to young entrepreneurs?

- Inconsistency of stakeholder support []
- Lack of adequate financial resources []
- Lack of commitment of incubates []
- Lack of inappropriate location []
- Low number of women in incubator
- Other (please specify below) []

9.. How long does incubation period take

- 1-3 Months []
- 3-6 months []
- 6-12 Months []
- 12 Months and above []

10. Do you think that the incubation period was enough for the incubates ?

Yes []

NO []

If NO: How long do you think incubation program should be []

11. Do you have any recommendations would you make to improve the incubator?

Policy makers

To Partners and sponsors of ARrwanda ubuhanzi incubator

To Organiser of Artrwanda ubuhanzi incubator

To Coachers and Mentors

To the incubates

Thank you very much !!!