

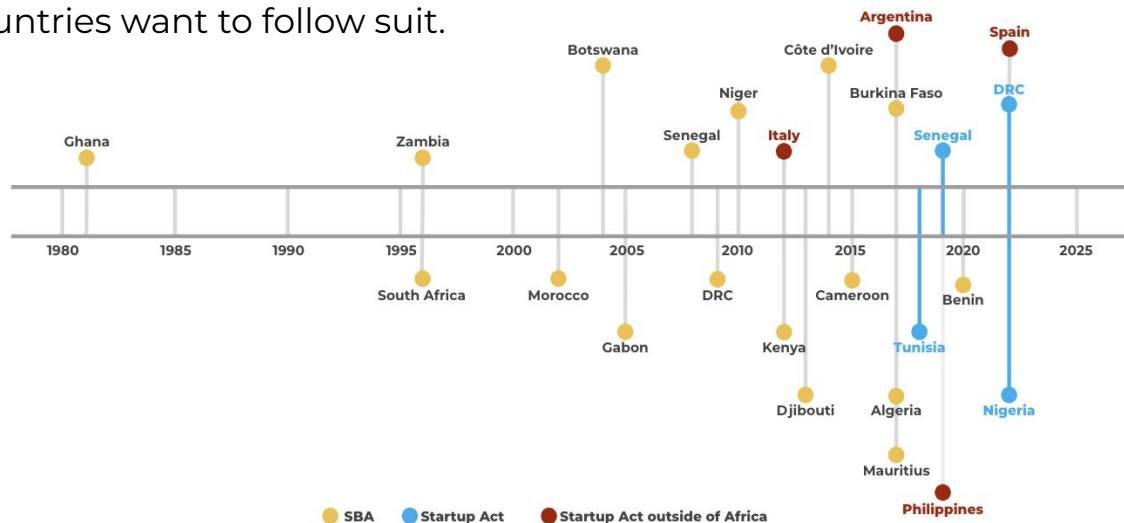
# GUIDE

## ON ENTREPRENEURSHIP & INNOVATION POLICY REFORM PROCESSES v1.0



# Context

- Fuelled by a youthful population, innovation and the emergence of “African Unicorns”, startups and entrepreneurship in Africa is capturing the world’s attention.
- Building on this momentum, African countries such as Tunisia, Senegal and Nigeria have implemented policies aimed at promoting the establishment, growth and impact of innovative startups - many more African countries want to follow suit.
- However, policy design challenges exist, given the heterogeneous nature of issues faced by digital entrepreneurs and innovation stakeholders.



# Purpose

- Driven by demand, the guide aims to support governments at any stages of developing policy mechanisms to support their entrepreneurship and digital innovation ecosystems
- This guide provides practical guidance and a clear framework to develop entrepreneurship policies through a participatory process. It is a step-by-step guide outlining key steps to successfully design, adopt, implement, and monitor entrepreneurship policies.
- The guide targets African policy/decision-makers who are involved in designing, implementing and monitoring entrepreneurship policies. This includes Government representatives from ministries, public agencies in charge of promoting digital entrepreneurship at the national and regional levels, as well as political leaders and legislators.

# Purpose

- This guide is building on existing tools and methodologies as well as recent policy research and analysis related to entrepreneurship and innovation policy development. The guide also builds on the key learnings from the experiences of African countries that have undergone this process.
- It is a living and evolving document to be enriched based on feedback and inputs from experts and practitioners in the policy development field. The guide shall be adapted to new needs and changes in the national or continental contexts.

# How to use the Companion Guide

- The guide is aiming to guide policymakers in the process of developing and implementing policies related to digital entrepreneurship.
- It serves as a companion, a **'guide on the go,'** designed to accompany you as you work on new legislation, such as a startup act, or other specific policy reforms.
- It is a set of activities or modules sequenced to guide the process of developing policies and reforms. You can choose your starting point based on where you are in the process of developing your policy and adapt the sequence and the steps to your national context.

# Overview of the Process

The guide is based on the ADDIS Decision Thinking approach and is divided into its five phases:

**Agenda setting:** A topic is identified and explored, specific issues and opportunities are defined and prioritised to come up with a plan.

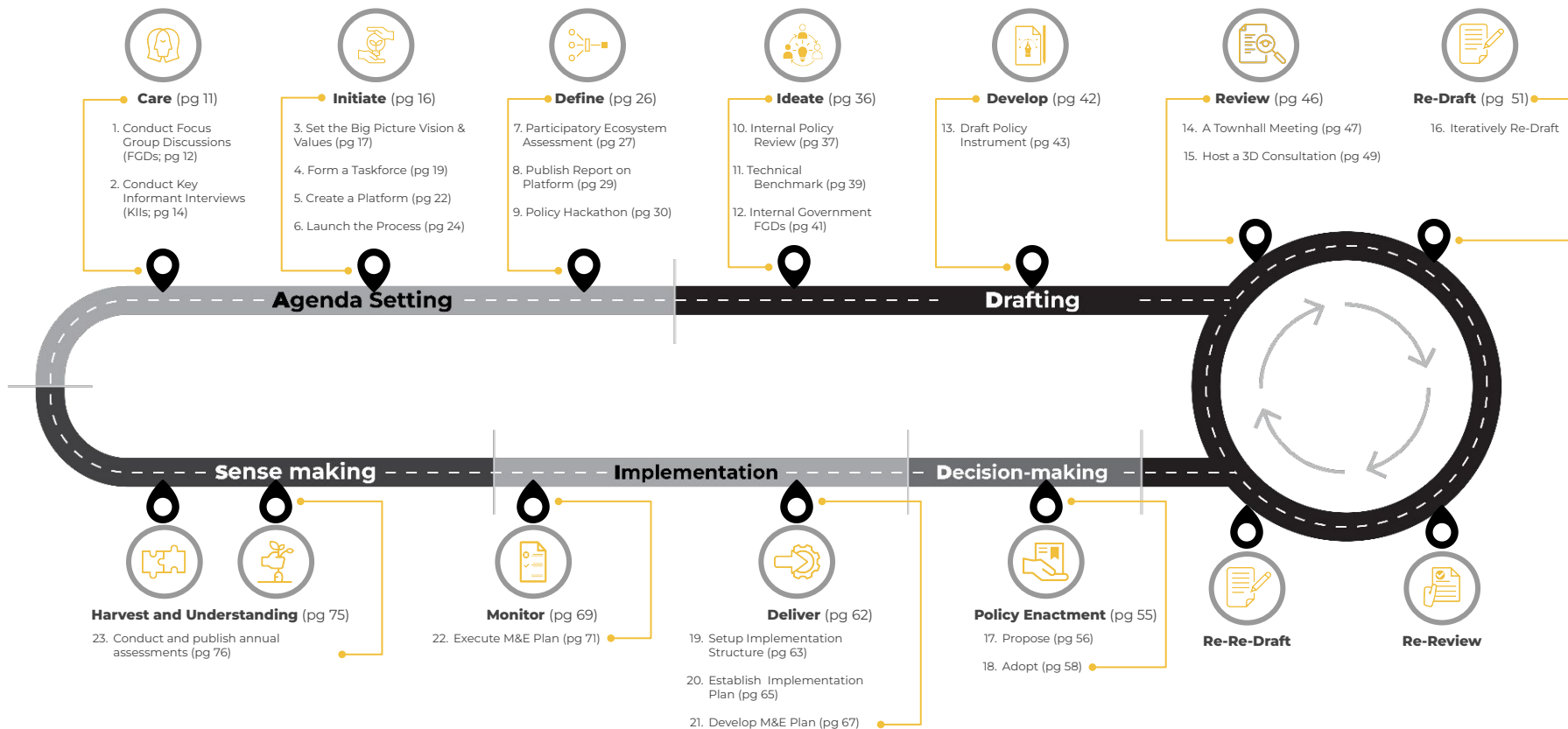
**Drafting:** Potential solutions are explored and developed into concrete proposals and decision instruments (such as, contracts, laws, policies, strategies, visions, constitutions, diagrams, etc), and refined through feedback.

**Decision-Making:** Decisions are proposed and then taken through relevant norms and processes.

**Implementation:** The phase in which decisions are put into practice and monitored.

**Sense-making:** Learnings are gathered, organised and understood to improve future decisions.

# Overview of the Process



# Introduction to the Guide

The Guide follows a number of Guiding Principles to support you throughout the policymaking process:

- **Participatory:** actively engages entrepreneurs, communities, and other stakeholders at the relevant points in the decision-making and implementation process.
- **Coordination:** Provides suggestions on who to involve and when: the policy development process requires coordination and collaboration among various stakeholders across the ecosystem.
- **Iterative:** allows for continuous refinement and improvement based on feedback and evolving circumstances including repeated engagement of ecosystem players to validate assumptions and uncover fundamental issues and design relevant policy interventions.
- **Modular:** a process that facilitates reflection, inclusivity and flexibility throughout the policymaking process

Maintaining constant communication and consultation with key stakeholders, including the entrepreneurship and innovation community, is crucial throughout the policymaking process to ensure that policies are effectively developed, implemented, and adhered to.



# PHASE 1: AGENDA-SETTING

A topic is identified and explored, specific issues and opportunities are defined and prioritised to come up with a plan.

# Agenda Setting: Introduction

Agenda setting involves **identifying and prioritising** issues to be addressed. During this phase, you'll pick a topic, bring together partners and allies, look into specific issues and opportunities, and decide which ones to focus on first to make a plan.

Understanding the importance of this step ensures **stakeholder alignment and nurtures consensus**, enhancing the likelihood of effective solutions.

Furthermore, agenda setting **facilitates transparency and inclusivity in decision-making**, fostering stakeholder buy-in and ownership.

This phase is all about learning how to agree on what the problem is.

Remember, it is **reflexive and iterative**, meaning you might pass through this phase more than once as more information is presented.

# CARE

An important step in defining the problem is 'caring,' which involves understanding the situation by empathising with the people and organisations affected by the process

# 1. Conduct Focus Group Discussions (FGDs)

FGDs are group interactions led by a facilitator to gather qualitative insights from stakeholders. They aim to support dialogue and exchange ideas on policy-related topics, informing the development of inclusive policies.

## Key Steps:

- 1 Define Objectives and Scope:** Clearly outline the goals and boundaries of the focus group discussions in relation to entrepreneurship policy-making.
- 2 Identify Participants:** Recruit a diverse range of stakeholders relevant to entrepreneurship, ensuring representation from various sectors and perspectives.
- 3 Develop Discussion Guide:** Create a structured set of open-ended questions and prompts to guide the focus group discussions effectively.
- 4 Facilitate the Discussion:** Lead the discussions in a supportive environment, encouraging active participation, and managing group dynamics.
- 5 Capture and Analyse Data:** Record the discussions using appropriate methods and analyse the data to identify key themes and insights.
- 6 Generate Actionable Insights:** Synthesise the findings into actionable recommendations to inform entrepreneurship policy-making decisions effectively.

# 1. Conduct Focus Group Discussions (FGDs)

## Output(s)

- **Documentation of stakeholder feedback:** including both positive insights and areas for improvement

## Outcome(s)

- **Insight into Citizen Perspectives:** Gain understanding of citizen views on the policy/law-making process.
- **Identify Participation Barriers:** Discover obstacles preventing citizen engagement.
- **Feedback on Policies:** Receive citizen feedback on proposed policies/laws for refinement.
- **Enhance Trust:** Build trust and transparency between citizens and policymakers.
- **Empower Citizens:** Empower citizens to actively shape laws, fostering civic engagement.

## Key consideration

- Choose a group that is representative of your target population
- Size of the group: ideally 10-15 participants
- Purpose of the focus group
- Location of the focus group

## Objective of the Activity

- **Learning** about participant's attitudes & opinions
- **Facilitate Discussion:** Focus groups aim to facilitate dynamic group discussions, allowing participants to interact with each other and build upon each other's responses. This collaborative environment can lead to richer insights and a deeper understanding of the topic
- **Test Concepts:** Focus groups are often used to test and refine concepts, prototypes, or marketing materials before they are fully developed or launched. Participants can provide feedback on preliminary ideas, helping to identify strengths, weaknesses, and areas for improvement.

## Key Stakeholders Involved

- Entrepreneurs and startups,
- Support organisations such as incubators, accelerators and co-working spaces
- Academic and research Institutions
- Investors and venture capitalists
- Government institutions

## 2. Conduct Key Informant Interviews (KIIs)

A key informant interview is a research method where a knowledgeable individual, often an expert or insider in a specific field or community, is interviewed to gather valuable insights and information on a particular topic or issue.

### Key Steps:

- 1 **Define Objectives and Scope:** Clearly establish the purpose and boundaries of the key informant interviews in relation to entrepreneurship policy-making.
- 2 **Identify Informants:** Select individuals with expertise and diverse perspectives relevant to entrepreneurship, ensuring representation from various sectors and roles.
- 3 **Develop Discussion Guide:** Prepare a structured set of open-ended questions to guide the interviews, encouraging in-depth discussions and insights.
- 4 **Conduct Interviews:** Facilitate interviews in a respectful and comfortable environment, allowing informants to freely share their expertise and perspectives.
- 5 **Transcribe and Analyse Data:** Transcribe interview recordings and analyse the data to identify common themes, patterns, and insights.
- 6 **Generate Actionable Insights:** Summarise key findings and recommendations derived from the interviews to inform entrepreneurship policymaking effectively.
- 7 **Follow-up and Engagement:** Follow up with key informants to seek feedback on the findings and engage them further in the policy-making.

## 2. Conduct Key Informant Interviews (KIIs)

### Output(s)

- **Documentation of stakeholder feedback:** including both positive insights and areas for improvement

### Outcome(s)

- **Identification of key themes:** Identify recurring themes, patterns, or challenges related to the policy.
- **Insightful Recommendations:** Generate recommendations or actionable insights for policy development and implementation.
- **Enhanced Collaboration:** Foster collaboration and partnerships between policymakers and ecosystem stakeholders.
- **Rich Data:** Obtain rich qualitative data that provides depth and context to the policy issue.

### Key consideration

- **Selection of Key Informants:** Identify individuals with relevant expertise, experience, and diverse perspectives
- **Data Analysis:** Plan for systematic coding, categorisation, and interpretation of interview data.
- **Time and Resource Management:** Allocate sufficient time and resources for conducting interviews, transcription, and analysis.
- **Feedback Mechanisms:** Establish mechanisms for providing feedback to participants and incorporating their input into the policymaking process.

### Objective of the Activity

- **Gather insights:** Obtain expert opinions, perspectives, and insights on the policy issue or topic.
- **Validate Information:** Confirm or validate existing data, research findings, or assumptions related to the policy.
- **Identify Stakeholders:** Identify key stakeholders, their interests, and potential impacts of the policy.
- **Enhance Participation:** Promote stakeholder engagement and involvement in the policy-making process.
- **Inform Decision Making:** Provide decision-makers with evidence-based information to inform policy development and implementation.

### Key Stakeholders Involved:

- Entrepreneurs & startups
- Industry experts
- Academics and research institutions
- Government representatives

# INITIATE

Launch the process with relevant collaborators and a clear vision



# 3. Set the Big Picture Vision & Values of the Process<sup>17</sup>

Policies that support startup and innovation ecosystems need to be integrated into an overall strategy with clear goals and objectives. These policies can fall under national strategies such as: Digital transformation strategy, innovation strategy, economic development and employments strategies.

## Key Steps:

- 1 Define the vision and goals of the process:** The vision should articulate what success looks like in terms of developing a vibrant entrepreneurial ecosystem. It might include goals such as increased job creation, innovation, economic growth, and social impact. Make sure the vision is aspirational yet realistic, and communicates a sense of purpose and direction.
- 2 Collectively identify and document common values:** Work with stakeholders to identify the core values that should underpin the process. These values might include principles such as inclusivity, equity, sustainability, innovation, transparency, and accountability. Discuss and prioritise these values to ensure they reflect the collective aspirations of the stakeholders involved.

# 3. Set the Big Picture Vision & Values of the Process<sup>18</sup>

## Output(s)

- Unified vision statement
- Values framework

## Outcome(s)

- Unified vision
- Collective understanding of the process
- Stronger advocacy

## Key Considerations

- Constantly emphasise the collective vision and values that guide the process
- Ensure space for the collective vision and values to be iterated throughout the process and as needed

## Objective of the Activity

- Align stakeholders
- Inspire action
- Create a framework that allows for flexibility and adaptation to changing circumstances while staying true to the overarching vision and values
- Define a clear and inspiring vision that outlines the desired future state or outcome.

## Key Stakeholders Involved

- Entrepreneurs and startups
- Government Officials
- Innovation Hubs
- Academics
- Community Leaders
- Civil Society Association

## 4. Form a Taskforce

An important component of the policy process, the role of the taskforce is to closely and inclusively coordinate the whole process of policy design ensuring that key ecosystem players are actively involved in the consultation and decision making.

### Key Steps:

- 1 Secure** the right level of reporting for the task force (directly to the sponsor)
- 2 Map** out the actors in your ecosystem
- 3 Identify** key players that need to be involved in the whole policy process from public and private sector and form the Taskforce
- 4 Set** clear objectives and modus operandi for the task force
- 5 Define** specific outputs and deliverables
- 6 Put in place** coordination mechanisms with the other organizations involved in the policy process

## 4. Form a Taskforce

### Output(s)

- A committee dedicated to overseeing and supporting the policymaking process

### Outcome(s)

- **Inclusive Policy Formulation:** Ensure that policies are developed through a collaborative and participatory process that includes input from diverse stakeholders.
- **Actionable Recommendations:** Generate practical recommendations for entrepreneurship policy reform
- **Improved Policy Implementation:** Enhance the likelihood of successful policy implementation by fostering stakeholder buy-in and ownership
- **Increased Stakeholder Engagement:** Promote ongoing engagement and collaboration among stakeholders beyond the initial reform process
- **Transparent, participatory law drafting process**

### Objective of the Activity

- **Identify Policy Priorities:** Assess the current state of entrepreneurship policy and identify areas for reform or improvement
- **Facilitate Collaboration:** Bring together a diverse group of stakeholders to share insights, exchange ideas, and collaborate on policy development.
- **Develop Recommendations:** Generate evidence-based recommendations for entrepreneurship policy reform based on input from stakeholders and best practices.
- **Build Consensus:** Foster consensus among stakeholders around proposed policy reforms to increase the likelihood of successful implementation
- **Promote Accountability:** Establish mechanisms for monitoring progress and holding stakeholders accountable for implementing agreed-upon reforms

## 4. Form a Taskforce

### Key Considerations

- **Representation:** Ensure that the task force represents a diverse range of perspectives, including different types of entrepreneurs, industries, and regions.
- **Transparency:** Maintain transparency throughout the process by clearly communicating objectives, timelines, and decision-making processes.
- **Communication:** Establish effective communication channels to keep stakeholders informed and engaged at each stage of the process.
- **Flexibility:** Remain flexible and adaptable to changing circumstances and stakeholder feedback throughout the policy reform process.

### Key Stakeholders involved

- **Government Agencies:** Responsible for crafting and implementing entrepreneurship policies, government agencies play a central role in the task force.
- **Entrepreneurs:** Representing the primary beneficiaries of entrepreneurship policies, entrepreneurs provide valuable insights into their needs and challenges.
- **Academic and Research Institutions:** Academic institutions contribute research and data-driven insights to inform policy development and evaluation.
- **Investors and Financial Institutions:** Investors and financial institutions provide funding and support to entrepreneurs and can offer insights into the financing landscape.

## 5. Create a Platform

A platform refers to a structured digital or physical environment that facilitates inclusive engagement, collaboration, and exchange of ideas among stakeholders involved in shaping and implementing entrepreneurship policies.

### Key Steps:

- 1 Define Goals and Needs:** Clearly outline platform objectives and stakeholder requirements.
- 2 Engage Stakeholders and Research:** Gather insights from stakeholders and research existing platforms.
- 3 Design User Interface/User Design:** Create intuitive interfaces based on stakeholder feedback.
- 4 Develop Functionality:** Build features supporting collaboration and engagement.
- 5 Test and Iterate:** Thoroughly test, gather feedback, and refine the platform.
- 6 Launch and Promote:** Roll out the platform and encourage active participation through promotion and support.

## 5. Create a Platform

### Output(s)

- A digital platform

### Outcome(s)

- Increased participation & engagement
- Transparency & accountability
- Collaborative problem solving
- Iterative & adaptive policy design
- Knowledge sharing & capacity building
- Empowerment & inclusivity

### Key Considerations

- **Define Goals & needs**
- **Engage stakeholders & research**
- **Accessibility:** the platform should be designed to be accessible to all participants, offering user-friendly interfaces, multilingual support, and accommodations for different levels of digital literacy to ensure equitable participation.
- **Design User Interface/User Design**
- **Develop Functionality**
- **Test & iterate**

### Objective of the Activity

- Engaging a diverse range of stakeholders
- Facilitating collaborative problem-solving.
- Increasing transparency and accountability.
- Achieving iterative and adaptive policy design.
- Sharing knowledge and building capacity.
- Empowering marginalized groups to contribute to policy decisions.

### Key Stakeholders Involved

- Entrepreneurs and startups
- Technology providers
- Government agencies

## 6. Launch the Process

Launching the policymaking process involves publicly sharing the initiation of the process and inviting more ecosystem actors to participate in the process

### Key Steps:

- 1 Leadership Commitment:** Ensure commitment and support from senior leadership within the government body to prioritise and champion the process.
- 2 Communication and Outreach:** Develop a communication and outreach strategy to raise awareness about the participatory process, its objectives, and how stakeholders can get involved.
- 3 Kickoff Event:** Host a kickoff event to officially launch the process.
- 4 Engagement Activities:** Organise workshops, focus groups, webinars, and [Townhall](#) meetings to gather input and feedback from stakeholders throughout the design/reform process.
- 5 Partnerships and Endorsements:** Forge partnerships with relevant organisations, and community groups to amplify the reach and impact of communications efforts.



## 6. Launch the Process

### Output(s)

- Public announcement of the launch of the policymaking process

### Outcome(s)

- Leadership commitment
- Shared understanding amongst the different stakeholders
- Validation from the ecosystem

### Key Consideration

- Inclusive communication
- Strong outreach

### Objective of the Activity

- Bring together the different stakeholders to publicly launch the policy process
- Ensure leadership commits to the process

### Key Stakeholders Involved







- The entrepreneurship and innovation community
- Government representatives/agencies
- Academic institutions
- Local and international media outlets

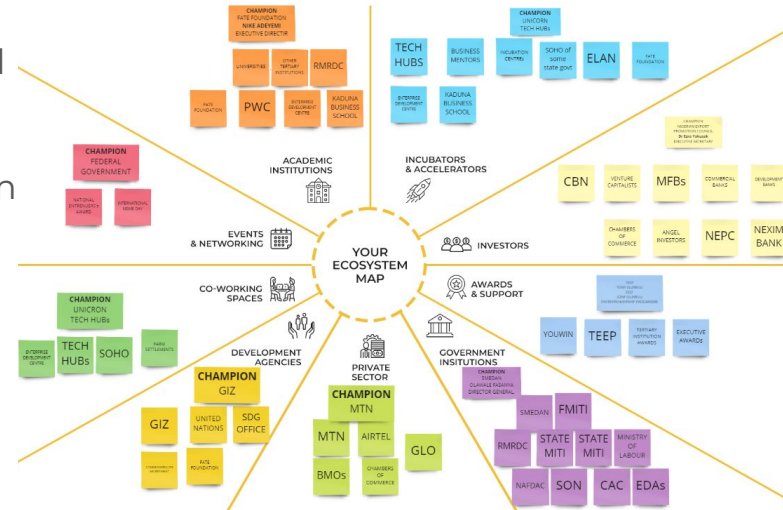
# DEFINE

Identify and prioritise the specific issues or conditions to be addressed

# 7. Participatory Ecosystem Assessment

A thorough diagnosis of the current barriers and challenges encountered by entrepreneurs is crucial to design effective interventions. Participatory approaches are instrumental in aligning expectations, facilitating prioritisation, and building a support base for policy reforms.

- 1  **Map** out the actors in your ecosystem
- 2  **Measure** using the best available data and compare yourself with relevant peers
- 3  **Talk** and harvest input from key ecosystem stakeholders
- 4  **Synthesise** and visualise your diagnosis
- 5  **Identify** current areas of reform
- 6  **Validate** your diagnosis in a whole-of-ecosystem validation meeting



# 7. Participatory Ecosystem Assessment

## Output(s)

- A detailed report of your ecosystem assessment

## Outcome(s)

- **Stakeholder Identification:** Through the assessment process, key stakeholders in the entrepreneurship ecosystem can be identified. This includes entrepreneurs, investors, policymakers, support organizations, educational institutions, and other relevant actors
- **Mapping of Resources and Support Services:** The assessment can help map out the resources and support services available within the entrepreneurship ecosystem.
- **Policy Evaluation:** Gauge effectiveness of existing policies.

## Key Considerations

- Engaging ecosystem players is crucial to validate assumptions and uncover fundamental issues and design relevant policy interventions
- A Toolkit and training, including a map to populate key actors in your entrepreneurship ecosystem and help identify Task Force Members, to guide and support working through the 6 key steps

## Objective of the Activity

- Effectively and efficiently enable feedback, refinement and improvement
- Embrace, embed and encourage meaningful participation and co-creation to develop context-specific policies
- A modular process that facilitates reflection, inclusivity and flexibility throughout

## Key Stakeholders Involved

- Entrepreneurs and startups
- Support organisations such as Incubators, accelerators and co-working spaces
- Academic Institutions
- Investors and venture capitalists
- Government institutions
- Development agencies
- Media and communication channels: journalists and media influencers/players can offer perspectives on how the ecosystem is portrayed in the public and its impact on perceptions and investment.

## 8. Publish Report of Assessment on Platform

### Output(s)

- Finalised published report
- Dissemination of the report through various channels

### Outcome(s)

- A deeper understanding of the needs, gaps, strength and weaknesses of the ecosystem.

### Key Considerations

- **Formatting and design:** format the report for online publication, ensuring that it is accessible, user-friendly, and visually appealing.
- **Language**
- **Accessibility:** ensure that the report is accessible to all users, including those with special needs

### Objective of the Activity

- Engage stakeholders
- Benchmark progress
- Build credibility
- Supports advocacy efforts





### Steps for the Activity

- **Finalise the report**
- **Select the appropriate platform:** could be an existing platform, social media, newspapers etc.
- **Obtain the necessary permissions**
- **Prepare metadata:** including a title, abstract, keywords, and categorization tags. This metadata helps users discover the report through search engines and browsing features on the publishing platform.
- **Add supplementary materials:** such as data tables, charts, graphs, or additional documentation.
- **Public outreach**
- **Monitor:** monitor the performance of the report. You can track metrics such as, page views, downloads and use engagement

# 9. Policy Hackathon

A Policy Hackathon is a generative, creative forum for understanding policy issues and co-creating solutions. It is a citizen-centered policy workshop that fosters a highly inventive environment, harnessing collective creativity to generate out-of-the-box solutions for identified problems while stimulating policy proposals with real-world impact.

## Key steps when conducting a Policy Hackathon:

- 1  **Set** goals and values
- 2  **Co-create** problem statements
- 3  **Brainstorm** solutions
- 4  **Draft** policy proposals



# 9. Policy Hackathon



## Key Considerations

- Establish clear **objectives and values** to guide the activity;
- **Co-create problem statements**, thereby collectively determining the challenges to be addressed;
- Engage in a collective, creative brainstorming process to **generate innovative solutions** collaboratively.
- It is important to note that government representatives should play an **observer role** during the hackathon.

## Key Stakeholders Involved

- Entrepreneurs and startups
- Academic and research Institutions
- Support organizations such as incubators, accelerators and co-working spaces
- Legal experts and advisors familiar with regulatory frameworks
- Industry experts
- Media outlets

### Zambia



+ 100 stakeholders present



+30 policy recommendations drafted



Hosted by 4 community innovation hubs

# 9. Policy Hackathon

## Output(s)

- **Draft policy proposals**, developed by stakeholders, drawing from their recommendations and issue definitions as a foundation.

## Outcome(s)

- **Innovative solutions** to complex challenges
- In depth **understanding of stakeholders' positions**
- **Increased transparency and trust:** Potential to increase trust in public institutions and policy processes, as it increases transparency and provides a secure environment for policy recommendations and suggestions.
- Depending on the level of inclusion and engagement, the hackathon can bridge the divide between the people that policies affect and the people that make policy, **strengthening networks among participants**, and enabling improved communication and collaboration in future policy initiatives

## Objective of the Activity

- Collective problem identification;
- Collective problem solving;
- Innovation;
- Collaboration;
- Public participation;

## Steps to prepare for the Activity

- Using your ecosystem map, identify participants
- Identify facilitators from within the ecosystem
- Identify venue that is accessible
- Send invitations well in advance to ensure participation
- Decide on the format most suitable
- Conduct your policy hackathon!



# RESOURCES - Agenda Setting Phase

- [Focus Group Discussions](#)
- Key Informant Interviews
- Big Picture Vision & Value Process
- Forming a Task Force
- [Creating a Platform](#)
- Launching the Process
- [Ecosystem Assessment](#)
- Publishing report of assessment on platform
- [Policy Hackathon Guide](#)

# PHASE 2: DRAFTING

Potential solutions are explored and developed into concrete proposals and decision instruments (such as, contracts, laws, policies, strategies, visions, constitutions, diagrams, etc), and refined through feedback.

## Drafting: Introduction

**Drafting** is the phase where policies are conceptualized and written. During this phase, **potential solutions are explored and transformed** into specific proposals and draft decisions (such as contracts, laws, policies, strategies, visions, constitutions, diagrams, etc.), which are then refined based on feedback.

This phase serves as **the bridge between problem identification and the implementation of solutions**, drawing on the expertise of different stakeholders to ensure that proposed solutions are not only **evidence-based and practical** but also directly address the needs identified during the "Agenda Setting" phase.

This is the time when various stakeholders join forces, drawing from their experiences to **brainstorm creative solutions and bring different perspectives to the table**. It's an opportunity to tap into our collective creativity and develop a solution that directly tackles the needs identified in the previous phase. Additionally, it's crucial to **involve those most affected by the policy being developed**, as their insights are invaluable in crafting effective solutions.

# IDEATE

to explore, brainstorm, benchmark and evaluate potential solutions

# 10. Internal Policy & Legal Framework Review

An internal review is where the current regulatory framework in relation to your policy goal are evaluated, gaps between existing policies and ecosystem needs analysed and any conflicting legislation to mitigate potential policy conflicts are identified. This step also aids in identifying strategies to align the policy with the country's context and specific circumstances, enables understanding of the policy instruments available and ensures the correct approach and mechanisms are adopted.

## Key Steps:

- 1 Analyse** relevant existing policies and legal texts and entrepreneurship policy specific legal texts (e.g., investment laws, IP laws, etc.)
- 2 Consolidate** information gathered from your Participatory Ecosystem Assessment, KIIs and FGDs
- 3 Triangulate** information to conduct a gap analysis, i.e., identify relevant gaps in legislation as well as what legislation exists that could or does address the needs and challenges identified by ecosystem stakeholders

# 10. Internal Policy & Legal Framework Review

## Output(s):

- A report detailing current legislation and identifying areas where the proposed policy could address gaps
- Clear identification of policy instruments available for implementation

## Outcome(s)

- Clarity on gaps and conflicts within the regulatory framework.
- Refined policy recommendations

## Objective of the Activity

- Assess the current regulatory framework in relation to the policy under review
- Analyse gaps between existing policies and ecosystem needs, and identify conflicting legislation
- Align proposed policies with the country's specific circumstances and context.

## Key Considerations

- Difficulty in navigating complex regulatory frameworks and identifying conflicting legislation
- Limited resources, including time, budget, and expertise, for conducting a thorough review.

## Key Stakeholders involved

Dedicated person(s) in charge of conducting and overseeing Review. For example:

- Policy analysts/experts
- Government officials/ Policymakers
- Legal experts

# 11. Technical Benchmark

A technical benchmarking exercise provides an opportunity to benchmark your ecosystem with international legal, regulatory and fiscal frameworks. This exercise allows you to determine the maturity of your ecosystem and enables an external assessment dimension to your ecosystem assessment.

## Key Steps:

- 1 Develop a framework** to conduct the technical benchmark. This should include:
  - Scope
  - Overarching methodology
  - Data collection and analysis approach
  - Areas of assessment
  - Resource availability
- 2 Execute your benchmarking assessment** using the developed framework
- 3 Compile and synthesise evidence gathered**, including new insights garnered and changes in perspectives potentially reached regarding your ecosystem

# 11. Technical Benchmark

## Output(s):

- A benchmarking report

## Outcome(s)

- Improved understanding of the maturity level of the ecosystem in comparison to international standards
- Recommendations and insight into comparable ecosystems

## Key Considerations

- Relevance of benchmark countries
- Selection of comparative frameworks and identification of best practices
- Comparability of metrics
- Data limitations

## Objective of the Activity

- Benchmark against international entrepreneurship frameworks
- Determine the maturity level of the ecosystem

## Key Stakeholders involved

- Dedicated person(s) in charge of conducting and overseeing technical benchmark. For example:
  - Policy analysts/experts
  - Academics/Researchers
  - Government officials/ Policymakers
  - Legal experts



## 12. Internal Government FGD

As defined on page 16 FGDs are group interactions led by a facilitator to gather qualitative insights from stakeholders. They aim to support dialogue and exchange ideas on policy-related topics, informing the development of inclusive policies.

**Objective:** In the context of this Guide, an internal Government FGD involves inviting relevant government officials to provide insight and feedback on the process and to develop and deliberate on proposed policy solutions. Note: Proposed policy solutions could be gathered through conducting a Policy Hackathon

### Key considerations

- Structured agenda and clear synthesis and presentation of information of the process so far, including draft policies
- Relevant, diverse and cross-departmental representation of government officials
- Mindful of participant dynamics

### Output(s):

- Summary report
- Iterated draft policy solutions

### Outcome(s)

- Broad government input on proposed policy solutions

# DEVELOP

to transform potential solutions into draft decisions

## 13. Draft Policy Instrument

Once potential provisions, measures and incentives are drafted, and technical benchmark conducted, the policymaking process focuses on categorisation, prioritisation, clearly articulating context-specific benefits to support the entrepreneurship ecosystem and the translation of technical measures into legal texts

### Key Steps:

- 1 **Remember** the strategic goals, objectives and vision developed to support the entrepreneurship ecosystem
- 2 **Build** on the information gathered during previous data collection processes (e.g., ecosystem assessment, focus group discussions and the Policy Hackathon)
- 3 **Categorise** measures according to their type (e.g., financial support), the needs they address (e.g., access to markets) and the stakeholders involved (e.g., entrepreneurs).
- 4 **Prioritise** each measure based on need and available resources
- 5 **Determine** which measures will be implemented, noting it is possible to postpone adoption to a later stage
- 6 **Translate** technical measures into legal texts, ensuring no conflicts with existing laws.

## 13. Draft Policy Instrument

The **Taskforce** takes the lead in supervising the drafting (including redrafting) and reviewing (including re-reviewing) of the law. Acting as a crucial intermediary between lawmakers and the public, it ensures that the concerns, feedback, and perspectives of all stakeholders are thoroughly integrated into the legislative process.

- 1 Negotiation of proposed legal measures across government and relevant ecosystem stakeholders
- 2 Taskforce validation of the first draft
- 3 **Review:** Taskforce oversees
- 4 Publish draft for public input
- 5 Host a first reading of the law with the ecosystem (e.g., Townhall)
- 6 **Redrafting:** Taskforce oversees
- 7 **Reviewing:** Taskforce oversees
- 8 Publish revised draft for public input
- 9 Taskforce identifies main questions facing the bill
- 10 Decentralised deliberative consultations
- 11 **Redrafting:** Taskforce oversees

# 13. Draft Policy Instrument

## Output(s):

- Draft context-specific entrepreneurship and innovation policies
- Documentation of the decision-making process, including rationale for prioritisation and categorisation

## Outcome(s)

- Enhanced clarity and coherence of the drafted provisions, measures, and incentives.
- Unambiguously written measures to ease implementation and compliance
- Clear regulations, rules and incentives alongside enforcement and compliance mechanisms

## Key Considerations

- Alignment with strategic goals, objectives, and vision for supporting the entrepreneurship ecosystem.
- Comprehensive use of information gathered from previous data collection processes.
- Balance between the needs addressed by the measures and available resources.
- Adherence to legal frameworks and avoidance of conflicts with existing laws

## Objective of the Activity

- Categorise and prioritise policy measures effectively to address identified needs.
- Ensure clear articulation of context-specific benefits to stakeholders.
- Translate technical measures into legally enforceable texts suitable for implementation.

## Key Stakeholders involved

- Policymakers and government officials responsible for policy formulation and implementation.
- Legal experts and advisors familiar with regulatory frameworks and legislative drafting.

# REVIEW

to review drafts for inputs and to then integrate feedback

# 14. A Townhall Meeting

A Townhall meeting is a public platform used to share a draft policy with interested and affected communities. A Townhall meeting fosters engagement, dialogue and provides an opportunity to gather public feedback and input into draft policies.

## Key Steps:

- 1 Form a planning committee
- 2 Clearly articulate the objectives of the Townhall meeting
- 3 Identify participants and develop an outreach plan
- 4 Determine the format of the Townhall (i.e., how will information be shared and feedback collected, will the session be held online, in-person, or hybrid, etc.)
- 5 Develop assets (e.g., presentation and feedback collection materials) and manage logistics (e.g., venue, participant invitations, etc.)
- 6 Conduct the Townhall meeting in a participatory manner to garner valuable insights

# 14. A Townhall Meeting

## Output(s)

- Refined policy based on feedback
- Enhanced community engagement and support
- A sense of ownership amongst those affected

## Outcome(s)

- Increased awareness of proposed policy
- Gathering diverse perspectives
- Identifying concerns and questions
- Clarifying misunderstandings

## Key Considerations

- Consider co-creating the agenda with ecosystem actors to increase participation and buy-in
- Select an accessible venue (or approach) and promote widely
- Ensure transparency in the process - let participants know how their feedback will be used

## Objective of the Activity

- Engage and invite affected community to contribute to policy formulation

## Key Stakeholders involved

- Policymakers involved in drafting policy
- Community members affected by the policy
- Experts with relevant insights to contribute to discussions



# 15. 3D Consultation

A 3D Consultation, also known as Decentralised Distributed Deliberative Consultation, is a structured process for engaging diverse groups in deliberations on specific issues or policies to gather informed opinions and feedback, fostering a more democratically engaged society through active stakeholder participation. The decentralised component means training local actors to be empowered to independently organise consultations.

## Key Steps:

- 1 **Develop a plan** that considers the specific context, objectives, and resource availability, as well as whether to engage and train local actors to host deliberative consultations in their communities.
- 2 **Get ready to execute the plan** through outreach and awareness-raising regarding the consultations.
- 3 **Engage key stakeholders in pre-consultation** to help build understanding and interest in the topics to be discussed. This could include the development of pre-event surveys and workshops.
- 4 **Hold the consultations**, ensuring a clear and structured process is followed, with an Introduction, a Consultative Session, and a Closing.
- 5 **Reflect and share**, pondering outcomes and lessons learnt, and disseminate results.

# 15. 3D Consultation

## Output(s)

- Follow-up publication
- Consultation records/report

## Outcome(s)

- Well-rounded, holistic, and robust decisions
- Informed deliberations, openness, accessibility and inclusivity

## Key Considerations

- Consultations must provide space for a wide range of perspectives to be shared
- The ability to deliberate is key - structured process conducive of discussions.
- Trained local facilitators to ensure all deliberations and decisions are adequately supported and captured

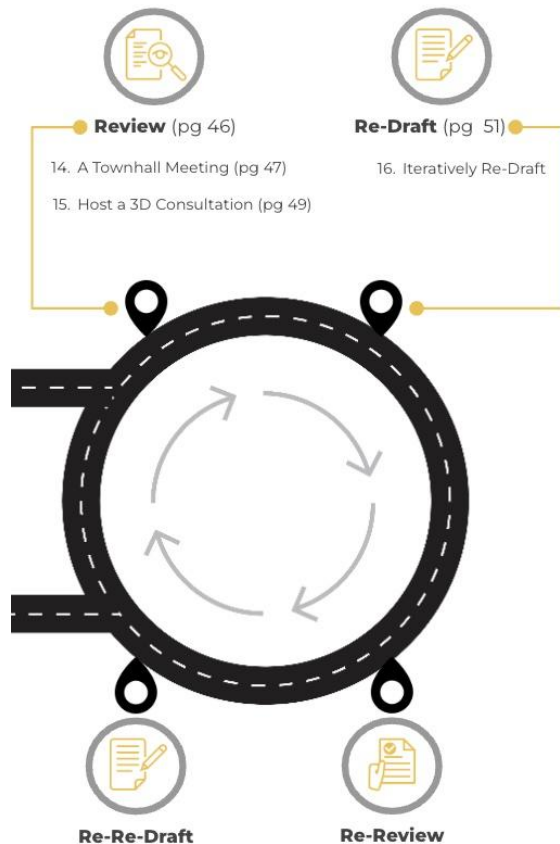
## Objective of the Activity

- Support and empower citizens to participate in policy-making processes
- Gather informed opinions and feedback from participants
- Integrate diverse viewpoints into the policy-making process
- Create a bridge between central decision-makers and a broader range of stakeholders
- Capacity building of local actors empowered to conduct deliberations

## Key Stakeholders involved

- Organisers
- Facilitators
- Speakers
- Participant

## 16. Iteratively Re-Draft, Re-Review...



It's crucial to involve as many relevant ecosystem stakeholders in finalising policies/law and subsequent implementation for legitimacy, effectiveness, and sustainability. Once draft policy proposal are concretely written it is important to:

- Review draft policy proposals
- Collect and embed feedback from a broad range of stakeholders through activities suggested (e.g., Townhalls, 3D Consultations, FGDs, etc.)
- Repeat review and redrafting steps

This will increase the likelihood of improved outcomes. This iterative process addresses concerns, incorporates feedback, and adapts to change, leading to policies better tailored to stakeholders' needs and more likely to achieve intended outcomes.

## RESOURCES - Drafting Phase

- Technical benchmark
- Internal Government Focus Group Discussion (FGDs)
- Drafting Entrepreneurship and Innovation Policies
- Benchmark Report
- Drafting a Law
- A Townhall Meeting
- [How to organise a 3D Consultation: A practical guide](#)

The **Citizen Engagement Platform (CEP)**, funded by German Development Cooperation (GIZ), spearheaded by AUDA-NEPAD, and built by i4policy, serves as a technology solution aimed at enabling citizen engagement activities across institutions and their target audience. Its main objective is to ensure the participation of African citizens in policy making processes by providing access to information and facilitating opportunities for interaction, exchanges, and ultimately co-creation of solutions and ideas with policymakers.

# PHASE 3: DECISION-MAKING

Decisions are proposed and then taken through relevant norms and processes.

# Decision-Making: Introduction

**Decision-Making** refers to the selection of the **best course of action from the options drafted**. During this phase, decisions are proposed and then taken through **relevant norms and processes**.

This phase is important because it **sifts through drafted proposals to select the one that best matches strategic goals and community values**, ensuring decisions are both beneficial and ethically sound. By evaluating each option's strengths, weaknesses, and potential impacts, this phase places **informed and transparent decision making** at the forefront, fostering stakeholder trust.

Adopting decisions through appropriate norms and processes further **ensures accountability and compliance**, laying the groundwork for **effective policy implementation**.

# Policy Enactment

Legislative instruments, such as laws, carry binding force and are prescribed, recognised, and enforced by implementation authorities. The implementation authority and the adoption of laws varies globally, depending on the country, legal system, and type of legislation.

Most countries around the world abide by one of two legal systems. Following colonisation many African governments retained the legal system of the country: Common Law (Anglophone countries) and Civil Law (French speaking countries). One of the most important implications of the different legal systems for entrepreneurship policy, is the terminology that is used.

There are a number of ways legislative instruments such as laws can be implemented. When it comes to innovation and entrepreneurship policies, one of two mechanisms are often adopted: a **Small Business Act** or **Startup Act**.

Which is selected is dependent on a number of factors including whether your country currently has either of these legislative instruments in its legal landscape, and if so, do they create incentives for your ecosystem or do they simply set up an institution? [i4Policy's 'Course 3: Understanding the legal side'](#) can support in decision-making here. It also contains information on **strategic instruments and concrete incentives** that often go hand-in-hand when drafting a law. Outputs from the Technical Benchmarking exercise will also inform this decision.

## 17. Propose

The 'Propose' step in Decision-Making involves presenting all available options and evaluating them thoroughly. It involves considering the potential impacts on the community and stakeholders, both positive and negative. Ultimately, this step ensures that the final decision proposed is the result of comprehensive analysis, ready for further deliberation and adoption.

### Key Steps:

- 1 Identifying the strength and weakness** of the different proposed decisions.
- 2 Identify/map** out how each proposal aligns with the strategic objective & values
- 3 Identify the potential impact** (both positive and negative) that the proposed decisions have on the community and stakeholders.



# 17. Propose

## Outputs:

- Recommendation of a final decision based on the analysis

## Outcomes

- Clear presentation of all options
- Comprehensive evaluation of each option
- Identification of potential positive and negative impacts
- Preparation of proposal for further deliberation and adoption

## Key Consideration

- Thorough understanding of the different options
- Criteria for evaluation
- Identify potential short term and long term impact
- Alignment with collective strategy and values
- Communication strategy to inform stakeholders of the proposals for their input if required

## Objective of the Activity

- Present all options thoroughly
- Evaluate options based on predefined criteria
- Formulate a well supported recommendation
- Prepare proposal documentation for review

## Key Stakeholders involved

- Decision makers and leaders responsible for final approval
- Members of the ecosystem affected by the decision
- Taskforce members & technical committee.

## 18. Adopt

The 'Adopt' step in Decision-Making is when we carefully evaluate options and say "yes" to a decision. It ensures the choice meets criteria, ethical, legal, and regulatory standards. We share the decision's rationale transparently with stakeholders, setting up measures for proper adoption. This boosts the decision's robustness, clarity, and successful implementation.

### Key Steps:

- 1 Identify** the criteria used to evaluate the final decision
- 2 Document and communicate** the decision making process and its rationale to the stakeholders
- 3 Develop processes and safeguarding mechanisms** to ensure that the decision adopted is ethical and in accordance with legal and regulatory standards.

# 18. Adopt

## Output(s):

- Adoption of the proposed policy

## Outcome(s):

- Clear acceptance of the proposed final decision
- Assurance that the decision meets established criteria and standards
- Transparent communication to the stakeholders about the rationale for the decision
- Establishment of measures for successful adoption
- Enforcement and compliance mechanisms

## Key Considerations

- Identify the criteria used to evaluate the final decision,
- Clarity in communicating rationale behind decisions and the benefits,
- Develop processes and safeguarding mechanisms to ensure that the decision adopted is ethical and in accordance with legal and regulatory standards.
- Development of implementation plans and measures

## Objective of the Activity

- Careful evaluation of chosen options against criteria and standards
- Confirmation of decision alignment with ethical, legal, and regulatory requirements.
- Transparent communication of decision rationale and implications
- Setting up measures and plans for successful adoption

## Key Stakeholders involved

- Stakeholders impacted by the decision
- Decision makers responsible for the final decision
- Communication team responsible for transparently sharing the decision rationale
- Implementation team

# RESOURCES - Decision-Making Phase

- [Development of an Operational Toolkit for African ICT Start-Ups and Innovation Ecosystems](#), Smart Africa Secretariat, (2022)
- [Nigeria Startup Bill](#) Case Study

# PHASE 4: IMPLEMENTATION

The phase in which decisions are put into practice and monitored.

# Implementation: Introduction

**Implementation** is the actual **application of the chosen solutions**. During this phase, decisions are put into practice and monitored.

The Implementation phase is like preparing your first meal after learning how to cook—it's where we take our carefully crafted policy ingredients and start cooking. But it's not just about following the recipe; we also have to taste as we go, adjusting the seasoning based on how it's coming together.

In decision making terms, this means establishing **key performance indicators** to gauge progress and **conducting regular evaluations**, adjusting strategies based on stakeholder input and environmental factors. This blend of **meticulous execution and adaptive monitoring** heightens the chance that the chosen solution achieves its intended outcomes.

# 19. Setup Implementation Structure

It is very important for the success of the implementation of the policy and/or policy reform to have an identified structure (could be an implementation committee, a public agency, a structure within a ministry, etc.) and give it, clearly and explicitly the mandate to manage and coordinate the implementation process. This structure should also be accountable for the expected results and outcomes of the policy reform.

## Key Steps:

- 1 Evaluate** the various implementation scenarios that could be considered based policy provisions
- 2 Select** the relevant implementation model
- 3 Map and assess** the various potential implementing structures and select the implementing structure
- 4 Clearly define** its mandate, scope of activities, KPIs and accountability chain

# 19. Setup Implementation Structure

## Outputs(s)

- A well defined and identified responsible organisation for policy implementation

## Outcome(s)

- Effective and efficient implementation model
- Efficient coordination between the various implementing stakeholders

## Key Considerations

- The right level of authority to facilitate coordination with the various agencies involved in the implementation
- Provision of the necessary financial and human resources and procedures for implementation
- A clear mandate and KPIs
- A well defined M&E framework

## Objective of the Activity

- Assess and identify implementation model and structure
- Define clear focal point and responsible organization for the implementation of the policies
- Assure responsibility and accountability for the expected outcomes

## Key Stakeholders involved

- Policy sponsor (politically)
- The Taskforce
- Ministries and public agencies



## 20. Establish Implementation Plan

Once the Implementing structure is established, roles and responsibilities assigned and desired outputs and outcomes agreed, an implementation plan including the budget aspect need to be put in place.

### Key Steps:

- 1 **Clearly identify** your outcome and **KPIs**
- 2 **Determine** the **operational responsibilities, resources** (human, financial and infrastructure), and **procedures**.
- 3 **Define** your implementation **timeline and major milestones** for the implementation plan in order to keep track of its progress
- 4 **Identify** relevant **stakeholders to be involved** in the implementation process.
- 5 **Set-up a clear and effective communication plan** internally and externally (stakeholders and general public)
- 6 **Identify risks** related to the policy and **how to mitigate** them

## 20. Establish Implementation Plan

### Output(s)

- A clearly defined implementation plan for the policy
- A budget for the implementation and a resource mobilisation plan

### Outcome(s)

- Clear roles and responsibility distribution
- Facilitated and transparent communication with stakeholders
- Visibility on the needs in terms of resources

### Key considerations

- Implementation should be considered and thought from the development phase
- Clear leadership and appropriate governance set-up
- Build capacity for successful and impactful implementation
- Involve relevant stakeholders from the beginning of the process
- Be flexible enough to adapt to the changes in the national context (and beyond)
- Resources can be not available immediately and on a regular and sustained basis through the implementation process

### Objective/aim of activity

- Address budgetary and programming requirements
- Allocate roles and responsibilities
- Facilitate communication and engagement of stakeholders

### Key Stakeholders involved

- Implementing structure
- Relevant public agencies
- Members of the ecosystem targeted by the policy

## 21. Develop M&E Plan

**Monitoring** is a periodic and routine process that is used to track the implementation and progress of your intervention. It is a periodic and routine process used to track the implementation and progress of your policy.

**Evaluation** is used to draw conclusions regarding the impact and efficiency of an intervention. It is conducted less frequently and is used to draw conclusions regarding the impact and efficiency of your policy. Together, they help assess which policies are working well and which are not, give insights into costs and benefits and ensure transparency and credibility.

It is essential to see M&E as an integral part of your policy process. Though there are several practical (e.g., resource constraints and prioritisation) and methodological challenges (e.g., a lack of data) to M&E, having a M&E plan is one of the best ways to mitigate these challenges.

Two core elements of an M&E plan should be clearly distinguished:

- **Monitoring Plan:** the monitoring plan describes which activities need to be monitored and evaluated (e.g., assigned responsibilities, timing, data collection approach and use)
- **Processes and Structure:** the processes and structure paragraph clarifies what resources will be required and where they will be committed.

# 21. Develop M&E Plan

## Core components of an M&E plan:

- 1 **Develop a Theory of Change (ToC) and Logical Framework** which includes activities, outputs, expected outcomes and goals
- 2 **Define Key Performance Indicators (KPIs)** i.e., SMART targets to assess both the current ecosystem level and the impact of your entrepreneurship-focused policy
- 3 **Select data collection methods** which can include qualitative (e.g., evidence from citizens and stakeholders) and quantitative (e.g., KPIs, statistical and administrative data) data.
- 4 **Define roles and responsibilities** clearly stating who is accountable for the M&E process and what other stakeholders (see: [ecosystem map](#)) need to be involved and in what capacity.
- 5 **Schedule and time** when and how data will be collected and by whom/which stakeholders.
- 6 Once data is collected, analysed and synthesised, **use evidence for policy iteration.** Consider how to present results and how to structure the decision-making process
- 7 **Allocate resources** (e.g., financial, skills required, time allocations for M&E activities) and include safeguards that these resources are used in an effective and efficient manner.
- 8 **Select stakeholders relevant to the M&E process** and detail how they will receive updates on process status and evidence collected, and their role in decision-making for potential policy adjustments

# 21. Develop M&E Plan

## Output(s)

- A robust M&E plan

## Outcome(s)

- M&E embedded into the policymaking process
- Ability to efficiently and effectively assess implemented policy

## Key Considerations

- Be cognisant of buy-in challenges to prioritising M&E. Remember, a well-executed M&E plan prevents uncertainty about the effectiveness of new policies introduced.
- Coordination is key - set aside enough time to facilitate smooth execution
- Prepare for resource constraints - start small if necessary and build when possible

## Objective of the Activity

- To develop an approach to effectively monitor and evaluate policies
- Embed accountability and transparency into the policymaking process
- Facilitate learning and continuous improvement in policy design and implementation.

## Key Stakeholders involved

- Diverse range of ecosystem stakeholders including but not limited to:
  - Relevant policymakers & government institutions
  - Entrepreneurs
  - Support organisations (e.g., incubators and accelerators)

# MONITOR

Track and assess implementation of a decision against its desired results.

## 22. Execute M&E Plan: Ongoing Monitoring

Once a Monitoring and Evaluation (M&E) plan is finalised, the **monitoring** aspect can begin. Remember, it is the periodic process used to track the implementation and progress of your intervention. The monitoring KPIs and other relevant data should be collected, monitored and analysed as per the timeline outlined in your M&E plan.



**Evaluations** are conducted less frequently (e.g., annually) than monitoring activities (e.g., monthly). Some or all of the data collected for monitoring purposes will also be used for evaluation purposes. So keep this in mind as you execute your **monitoring plan** and in anticipation of executing evaluations.

# RESOURCES - Implementation Phase

- [Development of an Operational Toolkit for African ICT Start-Ups and Innovation Ecosystems](#), Smart Africa Secretariat
- [Course 4: Measuring Success](#), i4Policy
- [Entrepreneurship Policy Toolkit](#), i4Policy
- [Citizen Engagement Platform](#), AUDA-NEPAD



# PHASE 5: SENSE-MAKING

Learnings are gathered, organised and understood to improve future decisions

# Sense-Making

**Sense-Making** involves evaluating and understanding the outcomes of the implemented solution, leading to insights that can inform future policy-making cycles. During this phase, learnings are gathered, organised and understood to improve future decisions.

The Sense-Making phase is where the outcomes of policy-making efforts are tracked, gathered and organised. Additionally all **feedback, successes, and lessons learned are reviewed**. This **reflective phase** is key because it turns **experience into wisdom**, ensuring that future policy decisions are not just based on intuition but are informed by **past actions and their impacts**.

Embracing this cycle of reflection and learning ensures that policies are always evolving and **becoming better** equipped to provide solutions that are increasingly effective and satisfying for the people it serves.

# HARVEST & UNDERSTAND

Gather insights from implementation and the overall Decision Thinking process and make sense of observations to inform and inspire future decisions.

## 23. Conduct Annual Assessment

An annual assessment consists of conducting an evaluation to measure the impact of an implemented policy. It involves the collection and analysis of relevant data to assess the effectiveness, efficiency, outcomes and impact of enacted policies, identifying strengths, weaknesses and areas for improvement.

### Key Steps:

- 1 Clearly define the objectives and purpose** of the assessment, including the approach and expected outcomes.
- 2 Develop an evaluation framework** that includes the scope, data and indicators that will be used for the assessment. This should be drawn from the [M&E framework](#).
- 3 Identify stakeholders** and relevant databases to source qualitative and quantitative information to inform the assessment.
- 4 Execute the evaluation framework** and develop a comprehensive report outlining the findings (e.g., strengths, weaknesses and opportunities, etc.)
- 5 Communicate results** in a transparent, easily understood and accessible way. This could be done in a [Townhall](#) to increase reach and feedback for future improvements

## 23. Conduct Annual Assessment

### Output(s)

- Annual assessment report
- Recommendations/action plan
- Performance metrics that can be developed (longitudinal data)

### Outcome(s)

- Evaluation of policy performance
- Identification of strengths and weaknesses.
- Enhanced accountability

### Key Considerations

- Data availability and quality .
- Stakeholder selection and engagement
- Evaluation methodology (appropriate tools, methods and techniques)
- Ethical considerations
- Resource allocation

### Objective of the Activity

- Assess impact of the policy
- Identify areas for improvement/change
- Inform decision-making
- Facilitate continuous improvement

### Key Stakeholders involved

- Policymakers involved in the development, enactment and MEAL of the policy
- Key ecosystem / community stakeholders
- Researchers and academics
- MEAL experts

# RESOURCES - Sense-Making Phase

- [Development of an Operational Toolkit for African ICT Start-Ups and Innovation Ecosystems](#), Smart Africa Secretariat
- [Course 4: Measuring Success](#), i4Policy
- [Entrepreneurship Policy Toolkit](#), i4Policy
- [Citizen Engagement Platform](#), AUDA-NEPAD

# Conclusion

This Guide serves as:

- A companion for policymakers, guiding them through the design, adoption, implementation, and monitoring of entrepreneurship and innovation policies.
- A dynamic, adaptable tool for policy development and as a "guide on the go," that supports decision-makers through all phases of policy-making, from agenda setting to implementation and sense-making.
- An evolving document that incorporates feedback and adapts to meet new challenges and contexts, to ensure its relevance and utility in fostering robust entrepreneurship and innovation ecosystems. If you have suggestions or feedback on how to improve the guide, or would like to contribute a case study for fellow policymakers, please write to us at: [guide@i4policy.org](mailto:guide@i4policy.org).

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