



BIC Africa

Online Training - 2023

Proven Models and Engaging with Investors

Session 1: Introduction to Incubation and Ecosystems

Supported by the European Union & Implemented by EBN



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**BIC
AFRICA**
AFRICAN BUSINESS INCUBATOR COMMUNITIES

Objectives

The course is designed to provide incubators with an opportunity to connect with incubation and innovative entrepreneurship experts and among themselves

- **To learn about proven models and strategies of setting up and running business incubators, including how to engage with investors**

A total of four sessions

- **Session 1: Introduction to Incubation and Ecosystems – 29 November 2023**
- Session 2: Business Model Canvas – 4 December 2023
- Session 3: Engaging with Investors (1) – 6 December 2023
- Session 4: Engaging with Investors (2) and Interactive Business Case – 13 December 2023

BIC Africa

Online Training 2023

Session 1: Introduction to Incubation and Ecosystems - 29 Nov

Session 2: Business Model Canvas - 4 Dec

Session 3: Engaging with Investors (I) - 6 Dec

Session 4: Engaging with Investors (II) and Interactive Business Case - 13 Dec

Time: 2:00pm to 6:00pm (EAT)
Location: Zoom

Designed by the BIC Africa Virtual Training Centre.

JOIN US!



Meet the Expert Trainers



Francesca Natali

*Board Member at META Group
and Managing Director of META*



Susana Seabra

*Manager in Private Sector Area
of SPI*



Douglas Thompson

*Manager of the International Area
of SPI*



Lorenzo Valeriani

*Senior Expert at META Group and
EIC*



Francisco Rocha

*Senior Consultant in the
International Area of SPI*



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Session 1 - Introduction to Incubation and Ecosystems

Agenda

- *2pm – 2.15pm: Part A: Introduction to the BIC Africa project*
- *2.15pm – 3.00pm: Part B: Setting the scene and challenges for business incubation*
 - Identification of main barriers and challenges for entrepreneurship and business incubation
 - Identification of topics and questions of interest
- *3.15pm – 4.30pm: Part C: Ecosystem development*
 - Introduction to ecosystem mapping and building
- *4.45pm – 6.00pm: Part D: Mentoring programmes*
 - Design and implementation of a mentoring programme

Session 1 - Introduction to Incubation and Ecosystems

Douglas Thompson is the Manager of the International Area at Sociedade Portuguesa de Inovação (SPI), responsible for the development and implementation of SPI's international strategy. With knowledge and experience of implementing sector evaluations and studies, he has implemented many capacity building and support services in the EU and globally, and worked in international research and innovation collaboration and partnerships around the world.



Francisco Rocha is a Specialist Senior Consultant in the International Area of Sociedade Portuguesa de Inovação SPI, with a focus on providing services and training in innovation management and SME development, for clients funded through development agencies (World Bank, Inter-American Development Bank, African Development Bank) and the European Commission.



Part A: Introduction to the BIC Africa project



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The European Business and Innovation Centre Network (EBN)

www.ebn.eu

- Since its inception in 1985 as an **EC-funded pilot project** EBN pursues its mission to support business innovation centers' & incubators, represent our shared goals, bridge network actors, and use business innovation to inspire and implement solutions for regional economic and sustainable development.
- We do so through the design, development, collaboration, and delivery of a **wide range of technical business support services and quality assessment and certification products** under the EU|BIC brand, within its licensing association EBN.
- Our EU|BIC service offering covers nearly every activity that can be performed in a **complex spectrum of entrepreneurial innovation support**, including incubation, acceleration, internationalisation and access to funding, using a community building approach and strengthening the networking component.



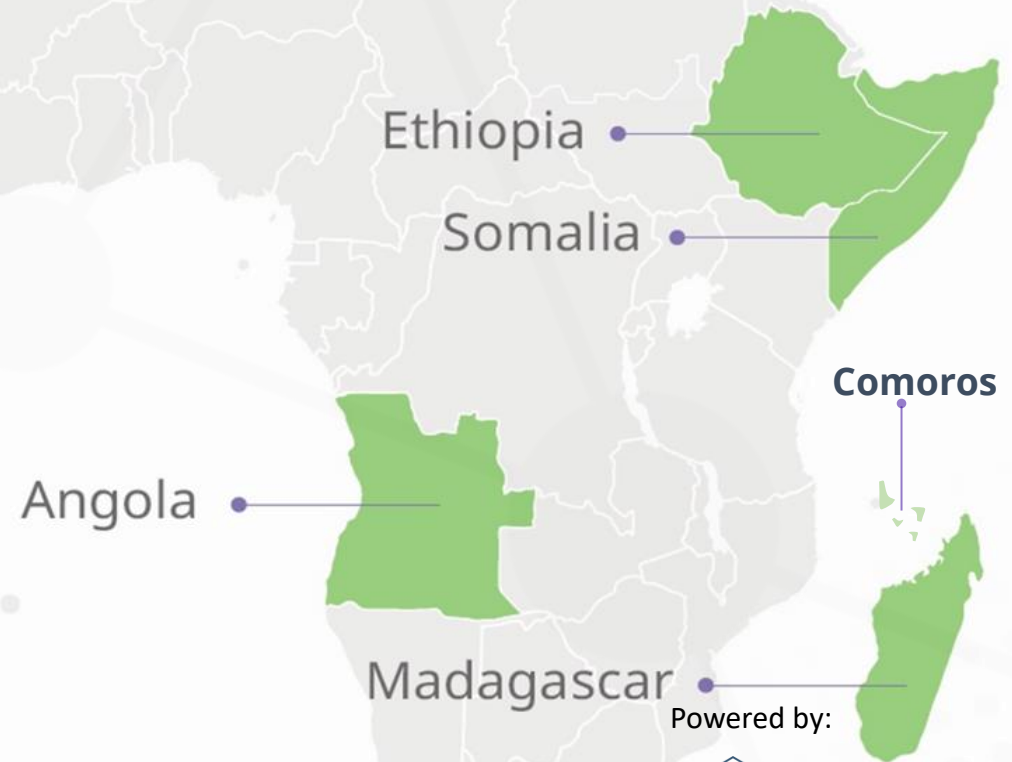
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EU Programme 'Support to Entrepreneurship and MSME creation (Business Incubators)'

- **5 country projects, establishing and consolidating business incubators – fostering decent job creation and sustainable livelihoods:**
 - Angola (IFC).
 - Comoros (UNIDO)
 - Ethiopia (SEQUA).
 - Madagascar (UNIDO).
 - Somalia (UNIDO).
- **A regional network with dedicated capacity building and networking support, while providing softer networking services to the wider incubation ecosystem in the region:**
 - BIC Africa (EBN).



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Supporting business incubation, building innovation bridges and fostering inclusive, decent job creation, via partnerships between the African and the European continent.



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BIC Africa Beneficiaries

- **Direct and indirect beneficiaries:**

- Entrepreneurship Ecosystem Actors (EEAs) -> BIs, investors, policy makers, etc.

- **Final beneficiaries:**

- Entrepreneurs, SMEs and start-ups.

Target Group A	Target Group B	Target Group C
<i>Direct Beneficiaries</i>	<i>Final Beneficiaries</i>	<i>Indirect Beneficiaries</i>
Business Incubators	Entrepreneurs, SMEs, and Start-ups	Enablers i.e., policy makers, business angels, universities, EU delegations

Network Services and Support for the Country Projects

BIC Africa
African Business Incubator Communities



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BIC Africa Network Services and Support for the Country Projects

- Supporting country projects in **ecosystem mapping**, co-designing robust **methodologies for selection of incubators** for country programmes and **supporting the evaluation** of candidates (incubator selection).
- **Network meetings** (virtual and physical) to facilitate **best practise exchanges** between the implementing partners and providing relevant **updates from and synergies with EU initiatives** (e.g. the Team Europe Initiative).
- Sharing of **opportunities for incubators** in the 5 countries – e.g. connections and links to other projects of potential interest for incubators, tech hubs and their client companies.
- **Network programmes** such as the Acceleration Programme for Women Entrepreneurs, supporting women business owners across all sectors and business types through a combination of live training modules, coaching sessions, exercises and a mentoring programme with women experts from Africa and Europe.



BIC AFRICA

BIC AFRICA
Africa Annual Meeting 2022

button

Source: HDMI
Signal
Display Help, press the

BIC Africa Service Offer for BIs in Africa – in support of the country projects

- **Facilitating capacity building and skill development** through a dedicated working group and an annual capacity building programme.
This includes a Virtual Training Centre, 5 National and 2 African on-site Boot Camp Trainings.
- **Making a better connection** between European and African innovation hubs to develop intercontinental collaboration, as well as Inter-African collaboration between the BIs.
This includes Soft-Landing Services and Staff Exchange Programme.
- Ensuring that **quality standards are respected** in all supported incubators through the Quality Certification Label. *This includes BIC Africa Certification Programme.*
- Support with **benefiting from exchanges and cooperation** with other initiatives
This includes Connection with Diaspora and Networking activities.
- **Awareness Raising** about the needs and challenges faced by incubators and advise decision-makers
- Support with **exploring business opportunities** and public/private investment opportunities with local and European initiatives and companies



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BIC
AFRICA

RAMA
BY ETHIO
ADDIS ABABA

Highlights - BIC Africa Main Activities in Europe / Online

- **European Bootcamp**, a 2-day event was held on the 29th and 30th of November 2022 in Brussels for staff of 16 business incubators selected by the country projects, to providing them with insights and inputs by experts on incubation and innovation trends, and connections with European stakeholders.
- **Soft Landing for Business Incubator managers** from African incubators to spend a week at a quality-certified business innovation centre (EU Business Innovation Centre, EU | BIC).
- Annual online **Acceleration Programme for Women Entrepreneurs** from the BIC Africa target countries and for others from other Sub-Saharan African countries.
- **Virtual Training Centre programme** in coordination with the country projects: practical sessions for launching and managing a business incubator.
- **Meet the Innovator** online sessions, consisting of presentation of success stories by innovators from the diaspora communities of the five Countries and networking opportunities, each session focusing on a different sector.



Highlights - BIC Africa Main Activities in Africa

- **Annual Gathering and Steering Committee meeting** with all implementing partners, DG INTPA and EU Delegations. 1st meeting was held in Ethiopia on the 17th of November 2022, and the 2nd meeting took place on the 26th of October 2023 in Nairobi, Kenya.
- **5 National bootcamps** in collaboration with the country projects, focusing on the challenges and opportunities specific to each country, involving local and international experts active in the region.
- **2 African bootcamps** in coordination with the country projects, gathering all business incubators to providing them with expert insights and inputs on incubation and innovation trends, and relevant sectorial approaches and funding programmes.
- **Staff Exchange programme**, between BIs of the Country Projects to spend between four to six days at another BI, to a give first-hand experience of its management, structure, and activities.



Session for the business incubators to break the ice and to present themselves and their challenges and expectations for the Bootcamp

eubic
Connecting Business Innovation Leaders

BIC AFRICA
The regional network supporting business incubators

RAMADA

BIC Africa Promotion Support

- **The Regional Network promotes the activities and results of the 5 country projects:**
 - **Multiplying the dissemination activities** of the country projects, i.e., by sharing their updates and success stories via the website, social media, newsletters, events, etc.
 - **Organising joint events** and delivering other dissemination activities (publications, etc.) with the country projects when required.
 - **Collaborating with other pan African incubator networks** and initiatives and supporting major events promoting entrepreneurship (e.g., AU Youth Pavilion at the Intra-African Trade Fair, AfriLabs Annual Gathering), communicating about the country projects.
 - **Promoting the country projects** at events in Europe and Africa (e.g., EDDs, EU-Africa Business Forum, EBN Annual Congress, EiA Congress, etc.).



BIC Africa Newsletter Issue 5 - July 2023



Meet the BIC Africa Online Acceleration Programme for Women Entrepreneurs 2023 Cohort



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BIC Africa Quality label for business incubators

The Programme has launched the **BIC Africa Quality label** for business incubators for the 5 pilot countries and will potentially expand to other countries across Africa afterwards:

- Taking advantage of the **EBN expertise in incubator certification** throughout Europe and beyond.
- Building on the **experience and collaboration of the implementing partners** of the five country projects.
- Ensuring that **quality standards are respected** in all supported incubators.
- Providing **assurance to entrepreneurs** with regard to the services they can access through the incubators.
- Contributing to **attract investors and funding to the client companies** supported by these quality-certified incubators.



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The BIC Africa Team at EBN



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Part B: Setting the scene and challenges for business incubation

Douglas Thompson



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Setting the Scene - BIC Africa Diagnostic and Stakeholder Mapping Report



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Published in February 2023

<https://bic-africa.eu/wp-content/uploads/2023/02/D2.1-Mapping-of-relevant-stakeholders-donors-and-initiatives.pdf>



BIC Africa Report – Introduction

- Mapping and characterization of 393 public, private and non-profit initiatives in Africa, 45% of which are located in the four target countries of the report – *Angola, Ethiopia, Madagascar and Somalia*
- Activities are focused on promoting entrepreneurship within the continent, including accelerators, associations/networks, coworking spaces, incubators, incubators-accelerators (combined), investors and access to finance (A2F) organisations, other service providers, programmes/projects, start-up competitions, and university-based incubators

393

Public, private and non-profit
initiatives analysed

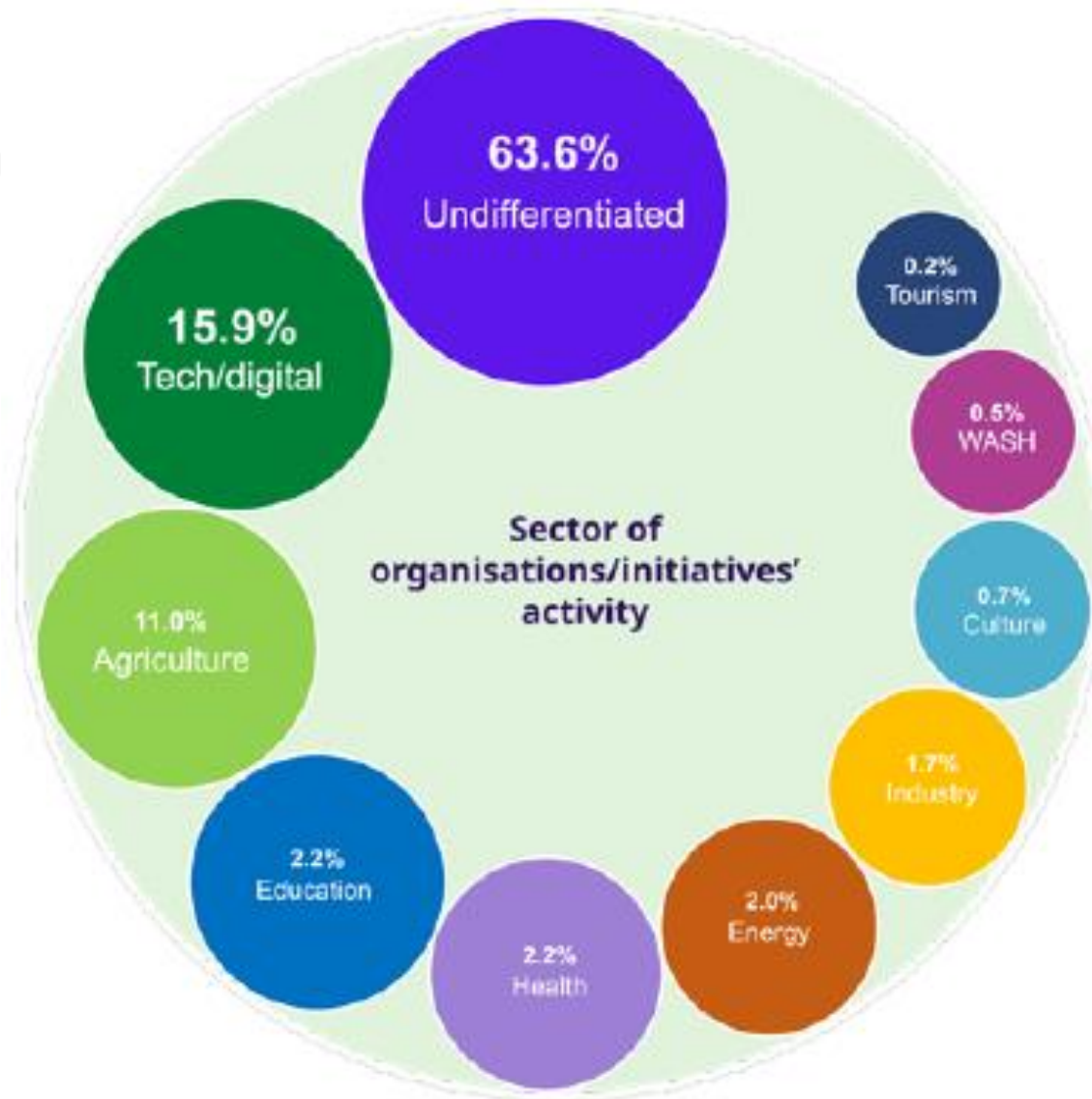
45%

45% are located in the target
countries (Angola, Ethiopia,
Madagascar, and Somalia)

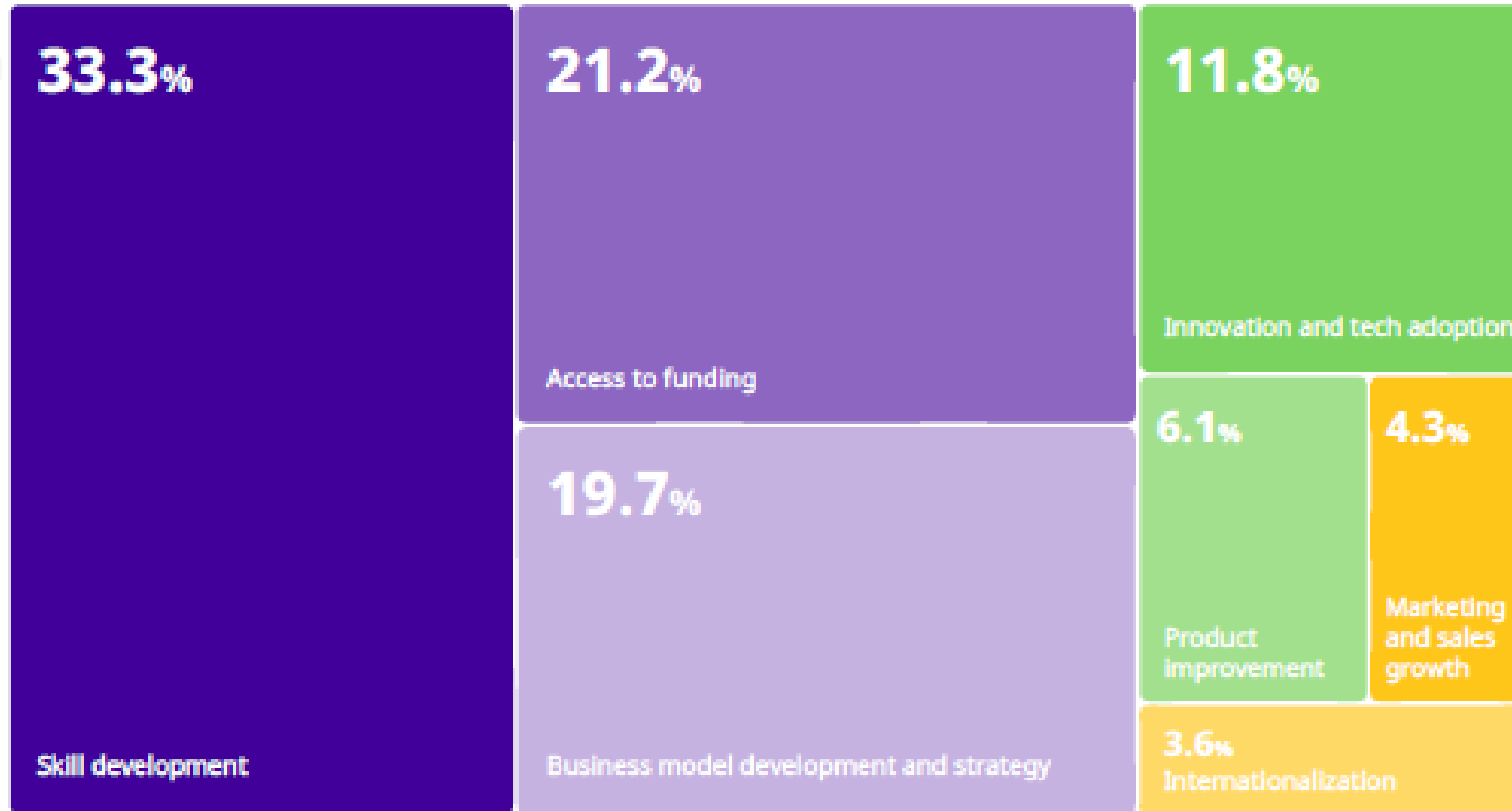
BIC Africa Report – Categories of entities identified



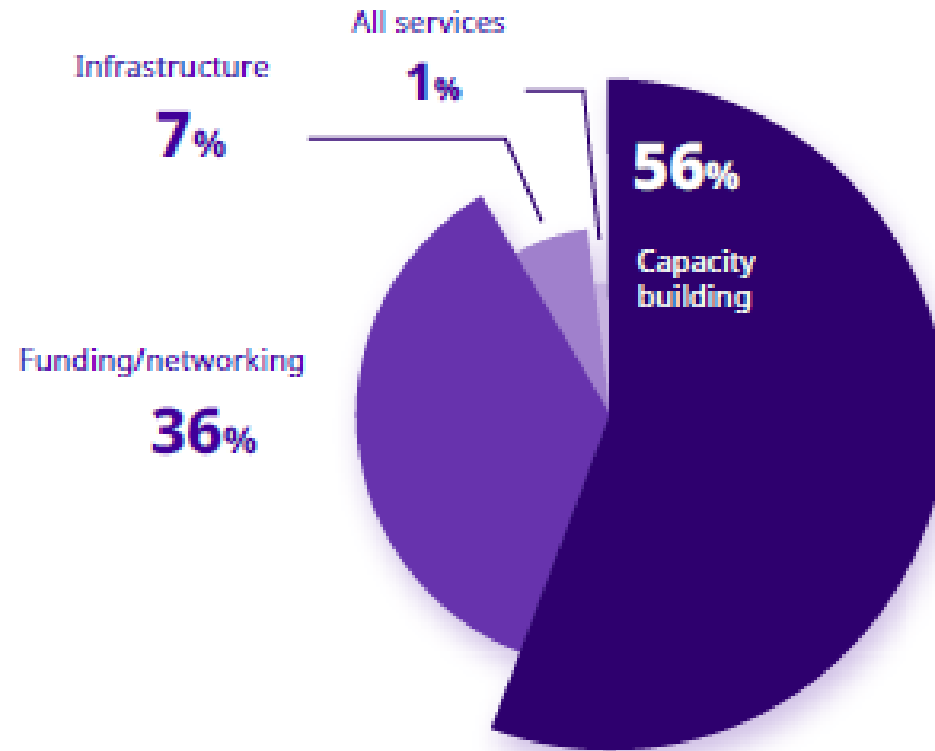
BIC Africa Report – Market sectors



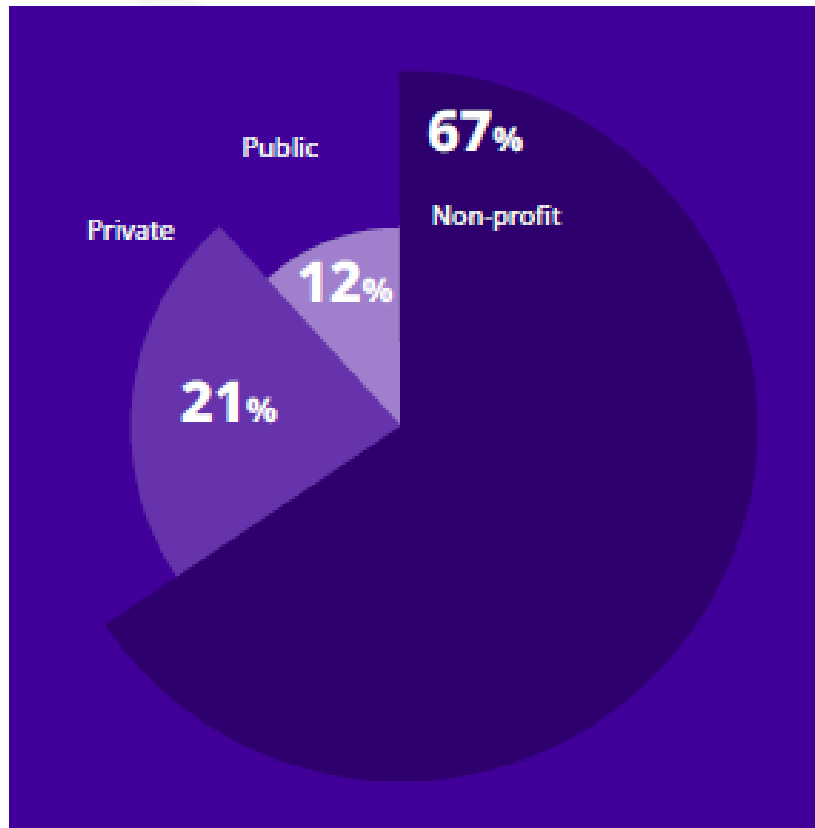
BIC Africa Report – Main business orientation



BIC Africa Report – Main services provided



BIC Africa Report – Governance model



Programmes and projects (78%) represent the biggest share of non-profit organisations/initiatives.



Accelerators (18%) represent the most common type of private organisations/initiatives, followed by coworking spaces and incubators (17%).



University-based incubators (31%) represent the most common type of public organisations/initiatives.

BIC Africa Report – Locations



BIC Africa Report – Country-level analysis

Somalia

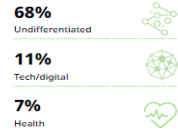


Somalia has a population of 16.3 million people. The country has seen rapid urbanization, a growing use of digital technologies, as well as investment in the energy, education and health sectors, which supports economic growth and job creation. Growth in 2019 reached 2.9%, evidencing the end of a prolonged period of economic and institutional challenges. The country ranks 98th in Startupblink global start-up ecosystem index, and further details about its entrepreneurial ecosystem are presented below:

Prevailing type of organisation/initiative:



Sector focus of organisation



Ethiopia



Ethiopia has a population of 117.8 million as of 2021 of which 57% is aged between 15 and 64 years old. The country has experienced a stable growth, with the Ethiopian start-up ecosystem ranked 105th globally in the Startupblink global start-up ecosystem index. The main conclusions about Ethiopia organisations/initiatives operating and supporting the development of the entrepreneurship ecosystem are as follows:

Prevailing type of organisation/initiative:



Main business orientation of organisation/initiative:

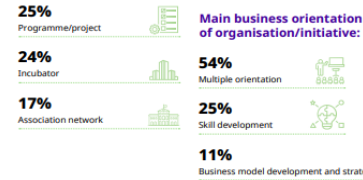


Madagascar



Madagascar is the fifth largest island in the world, with 28.4 million inhabitants as of 2021, with 57% being between 15 and 64 years old. It has considerable natural resources and its economic growth accelerated over the last five years, reaching an estimate 4.8% in 2019. Its start-up ecosystem ranks 114th in the Startupblink global start-up ecosystem index. The main conclusions on the Malagasy entrepreneurship ecosystem are as follows:

Prevailing type of organisation/initiative:



The majority of the organisations/initiatives opt for a multipronged approach when providing support to the entrepreneurship ecosystem, considering they are undifferentiated sector (52%), have multiple business orientations (48%) and provide multiple services (44%).

Sector focus of organisations/initiatives:



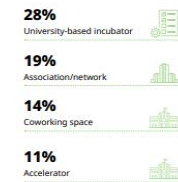
For Madagascar, the prevailing type of organisations/initiatives

Angola



Angola has a population of 33.9 million as of 2021 of which 49.3% is aged between 15 and 64 years old. The country has experienced strong growth in recent years, with the Angola start-up ecosystem ranking 115th globally in the Startupblink global start-up ecosystem index. The main conclusions about Angola organisations/initiatives operating and supporting the development of the entrepreneurship ecosystem are as follows:

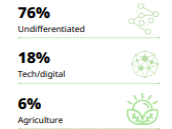
Prevailing type of organisation/initiative:



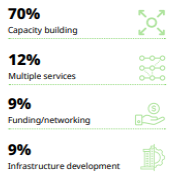
Main business orientation of organisation/initiative:



Sector focus of organisations/initiatives:



Most common services provided:



In Angola, university-based incubator is the prevailing type of organisation/initiative. The majority of these are not differentiated by sector, the businesses tend to be focused on skill development, with capacity building being the most common type of service offered.

Setting the Scene – the Global Entrepreneurship Monitor (GEM)

Global Entrepreneurship Monitor (GEM)

The screenshot shows the GEM website homepage with a dark blue background. At the top left is the GEM logo and the text "Global Entrepreneurship Monitor". A navigation menu at the top right includes "ABOUT", "IMPACT", "NEWS", "RESEARCH", "DATA", and a highlighted "TEAM LOG IN" button. The main content area features a large white text block: "THE WORLD'S FOREMOST STUDY OF ENTREPRENEURSHIP SINCE 1999", with a "FIND OUT MORE" button below it. To the right is a video player with the text "Join us. Form a GEM National Team in your country" and the GEM logo. Below the video are three article cards: "NEW GEM 2021/2022 GLOBAL REPORT: ENTREPRENEURS WORLDWIDE IDENTIFYING OPPORTUNITIES", "GEM 2021/22 WOMEN'S ENTREPRENEURSHIP REPORT: FROM CRISIS TO OPPORTUNITY", and "GEM IS LOOKING FOR NEW NATIONAL TEAMS". Each card has a "READ MORE" button.

Global Entrepreneurship Monitor (GEM)

- GEM is the **largest independent study of entrepreneurship in the world**;
 - Its main aim is to **analyse the relationship between the level of entrepreneurship and economic growth**, as well as **determine the conditions that stimulate or block the entrepreneurial dynamic** in each of participating countries/regions;
 - GEM began in 1999 and has published annually. In 2022 it included 50 economies;
- Its research provides valuable insights on how to **best foster start-ups and entrepreneurship to propel growth and prosperity**
 - **GEM's approach is the same throughout the world**, facilitating detailed international comparisons
 - **GEM's historical global dataset is extremely comprehensive**, with well over 2 million observations across over a hundred economies. It is an invaluable resource for researchers and has made a significant academic contribution
- <https://www.gemconsortium.org/>

Main components of the GEM studies

- **Adult population survey**
 - Early-stage entrepreneurial activity
 - Entrepreneurial attitude
 - Entrepreneurs' aspirations
- **National Experts' Evaluation**
 - Framework Conditions of entrepreneurship and support to start-ups



What are Framework Conditions (FCs)?

- GEM describes and assesses an economy's entrepreneurial ecosystem against nine Framework Conditions (FC)
- These FCs, derived from two decades of research and experience, are the key influencing factors on the support to and impact of new business activity
- The state of these FCs can encourage, constrain or completely discourage either the setting up of new businesses, or the development of new startups into established businesses
- These can provide key-drivers for start-ups





Framework Conditions considered in GEM

The following are the **main nine framework conditions** considered in GEM:

1. Access to entrepreneurial finance
2. Government policy (support and relevance / taxes and bureaucracy)
3. Government entrepreneurship programmes
4. Entrepreneurial education at school and post-school
5. Research and development transfer
6. Commercial and professional infrastructure
7. Ease of entry: market dynamics / market burdens and regulations
8. Physical infrastructure
9. Social and cultural norms



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Questions addressed by FCs

A1. Entrepreneurial Finance Are there sufficient funds for new startups?

A2. Ease of Access to Entrepreneurial Finance And are those funds easy to access?

B1. Government Policy: Support and Relevance Do they promote and support startups?

B2. Government Policy: Taxes and Bureaucracy Or are new businesses burdened?

C. Government Entrepreneurial Programs Are quality support programs available?

D1. Entrepreneurial Education at School Do schools introduce entrepreneurship ideas?

D2. Entrepreneurial Education Post-School Do colleges offer courses in starting a business?

E. Research and Development Transfers Can research be translated into new businesses?

F. Commercial and Professional Infrastructure Are these sufficient and affordable?

G1. Ease of Entry: Market Dynamics Are markets free, open and growing?

G2. Ease of Entry: Burdens and Regulation Do regulations encourage or restrict entry?

H. Physical Infrastructure Is this sufficient and affordable?

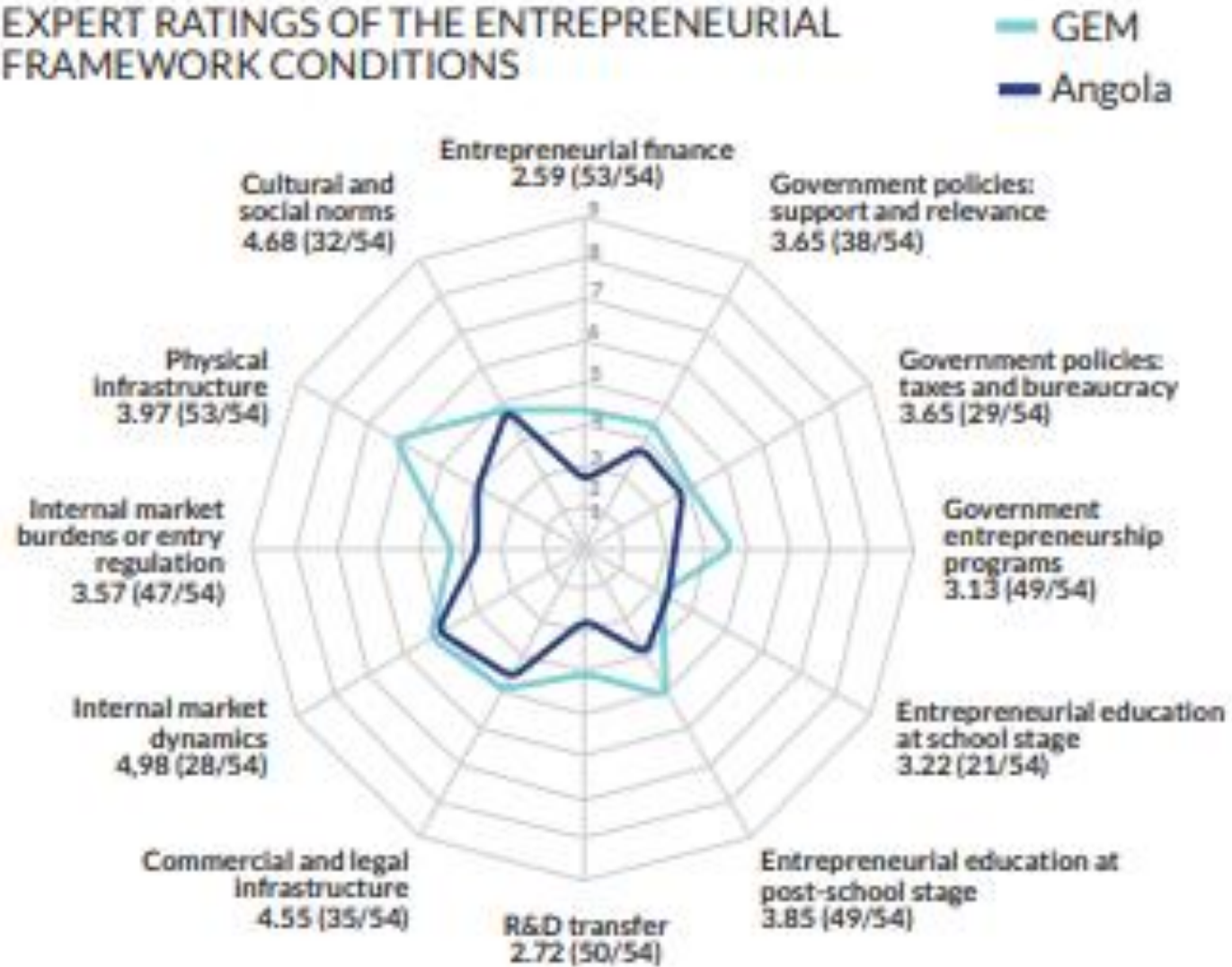
I. Social and Cultural Norms Does culture encourage and celebrate entrepreneurship?



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Example results - Angola

EXPERT RATINGS OF THE ENTREPRENEURIAL FRAMEWORK CONDITIONS



EFCs scale: 1 = very inadequate insufficient status, 9 = very adequate sufficient status
Rank out of 54 recorded in brackets

“

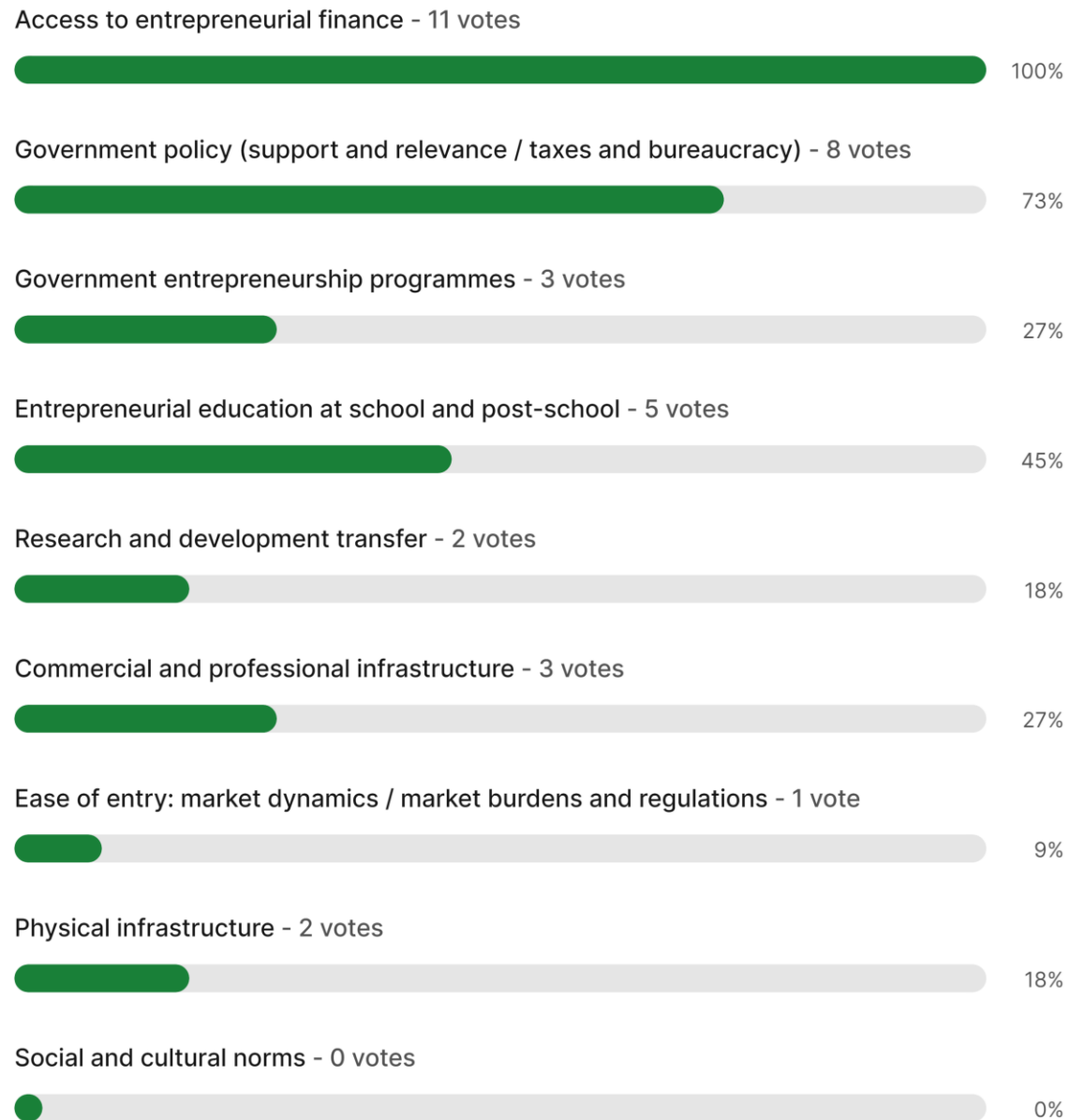
Question 1: What are the most relevant framework conditions that incubators can impact in your country?

Please select the 3 most relevant



<https://app.sli.do/event/sBbL26esRv33tLsmCdtv5T/embed/polls/58930911-e4c9-459b-82fb-2915cdc71db5>

What are the most relevant framework conditions that incubators can impact in your country?



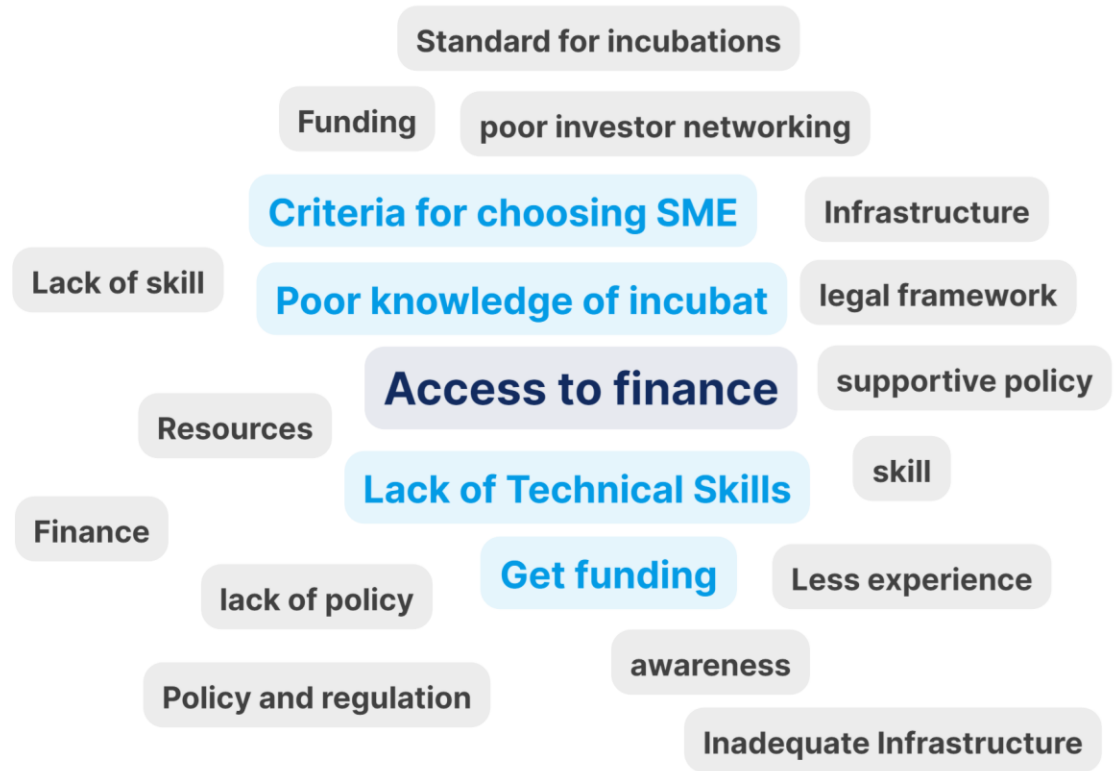
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Question 2: What are the main challenges and barriers that exist for incubators in your country – please identify up to three biggest challenges and barriers?



<https://app.sli.do/event/sBbL26esRv33tLsmCdtY5T/embed/polls/257e0603-ce7a-46ed-a6df-444902bbc716>

What are the main challenges and barriers that exist for incubators in your country – please identify up to three biggest challenges and barriers?



Part C: Ecosystem development

Francisco Rocha



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Mapping to improve incubators' capacity to identify opportunities for partnerships and creation of new businesses and services

Mapping to improve incubators' capacity

FIVE STEPS TO MAPPING THE ENTREPRENEURIAL ECOSYSTEM

- Guide for Mapping the Entrepreneurial Ecosystem: GIZ, 2018
 - [giz2018-en-guide-mapping-entrepreneurial-ecosystem.pdf](#)

Aims to provide a practical and pragmatic approach that can produce results in a short period of time – ideally within three to four weeks

- To help design effective interventions to stimulate entrepreneurship
- Idea is to provide a practical toolkit

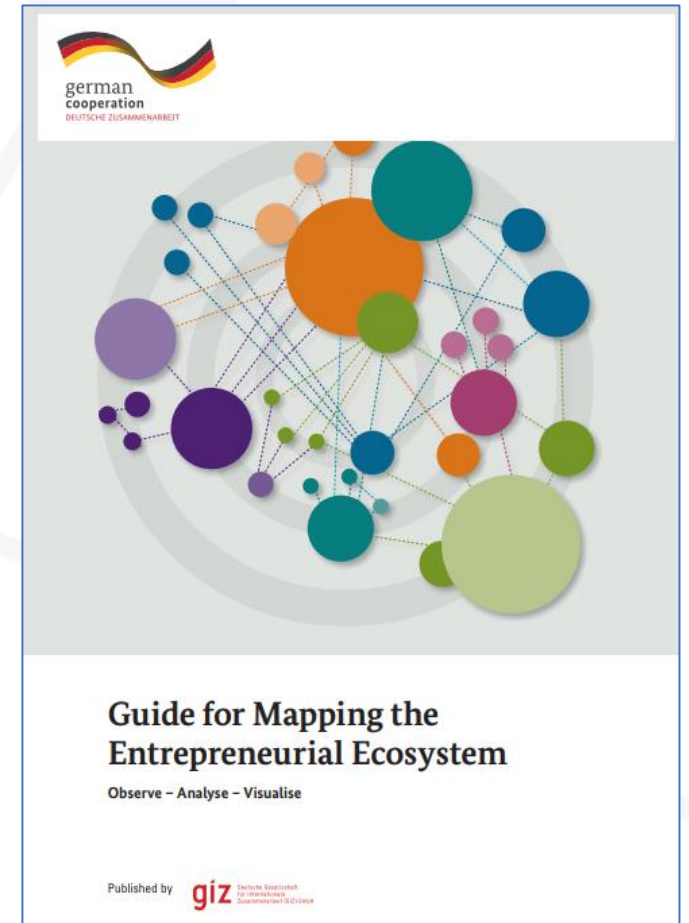
In this session – provide an introduction to the guide and how to map the entrepreneurial ecosystem (step)

Mapping to improve incubators' capacity

FIVE STEPS TO MAPPING THE ENTREPRENEURIAL ECOSYSTEM

1. Research design
2. Data collection
3. Data analysis
4. Data validation
5. From mapping to activity

The guide targets those implementing development programmes that are operating / intend to conduct activities in the field of entrepreneurship and the promotion of growth-oriented MSMEs



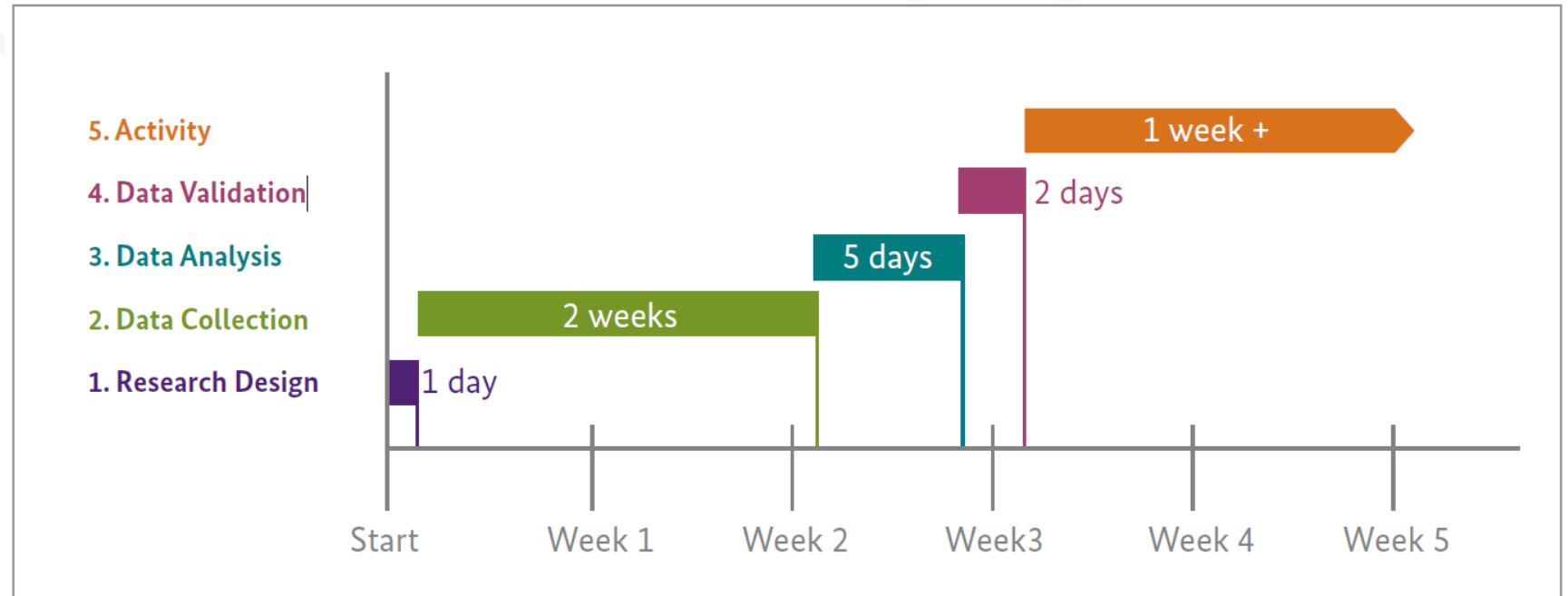
STEP	TOOLS AND EXAMPLES
1. RESEARCH DESIGN	Example – E1: Work plan for data collection
	Example – E2: Research design summary
2. DATA COLLECTION	Tool – T1 : Overview benchmark reports
	Tool – T2: Tips on conducting interviews
	Tool – T3: Table of indicators including links to data sources
	Tool – T4: List of actors in an entrepreneurial ecosystem
	Tool – T5: Guiding questions for structured interviews
	Tool – T6: Agenda for focus group discussions
3. DATA ANALYSIS	Tool – T7: Scorecard of international benchmark reports
	Tools – T8–T12: Visualisation methods (various)
	Example – E3: Bar charts for country comparison
	Example – E4: Summary of hypotheses
4. DATA VALIDATION	Tool – T13: Checklist for validation workshop
	Example – E5: Presenting the hypotheses
5. FROM MAPPING TO ACTIVITY	Example – E6: From challenges, to goals, to possible interventions
	Tool – T14: PPD Handbook
	Tool – T15: European Commission Small Business Act principles
	Tool – T16: Performance indicators

FIVE STEPS TO MAPPING THE ENTREPRENEURIAL ECOSYSTEM



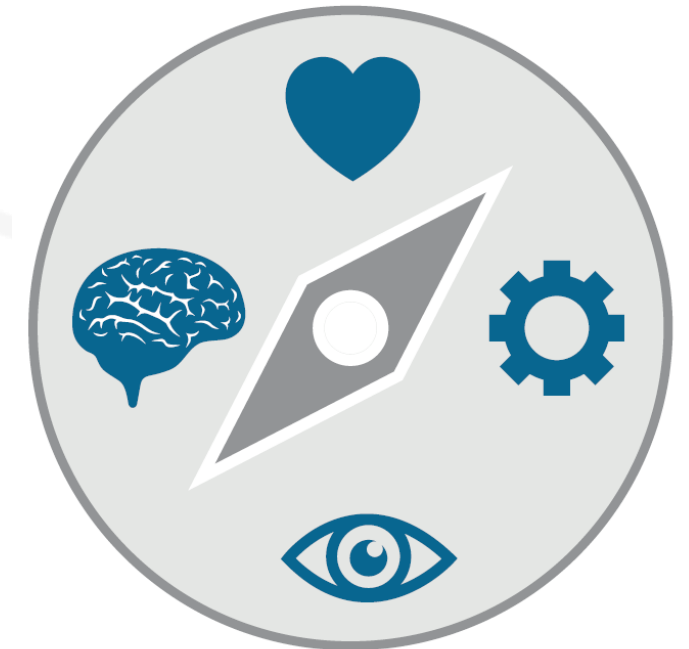
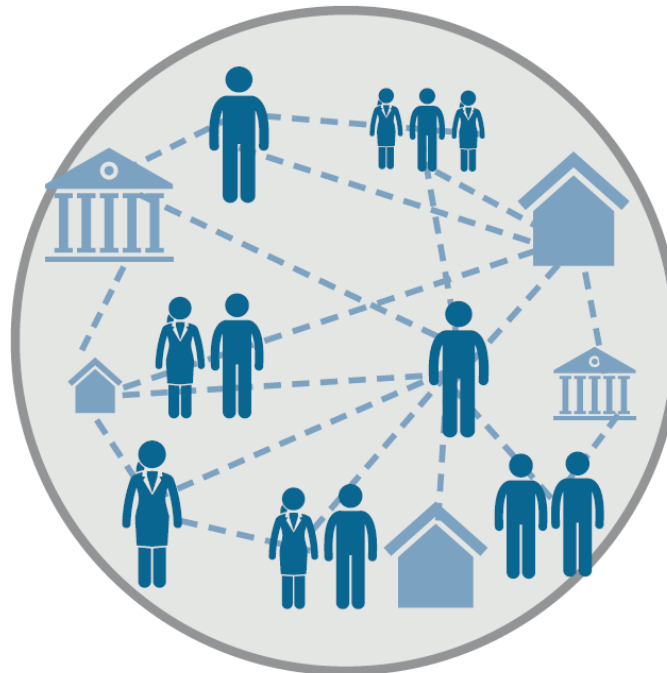
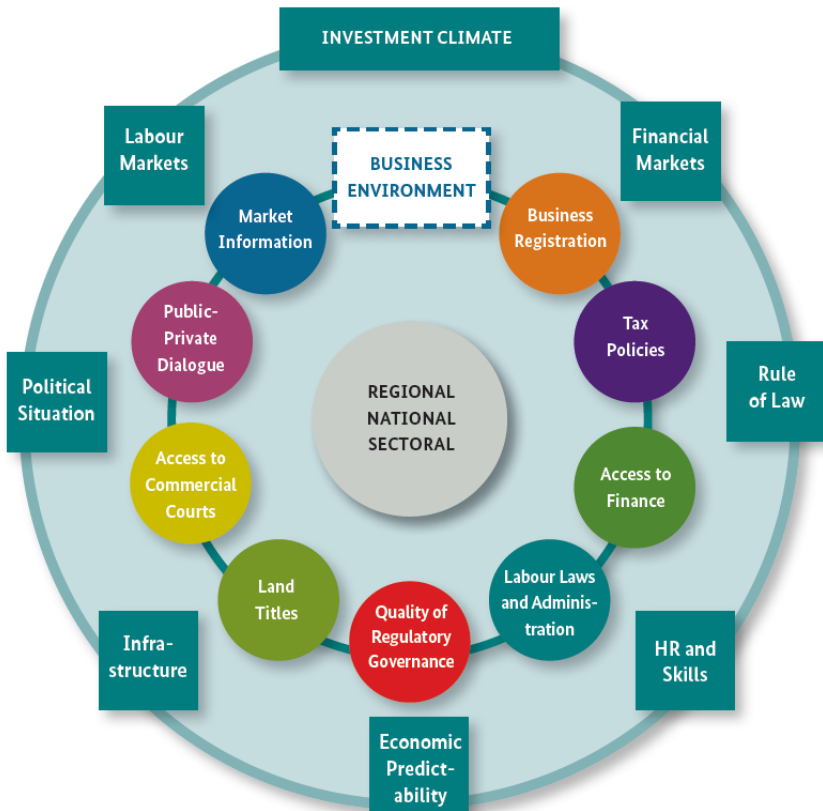
Entrepreneurial ecosystem mapping timeline

The overall mapping exercise should take **around four weeks** – it is dependent on the mapping exercise scope, so it is not possible to provide a standard detailed timeline.



The elements of an entrepreneurial ecosystem

- In the guide and for the purpose of mapping, the entrepreneurial ecosystem is defined as a product of:
 1. the surrounding environment, more precisely the **business environment and investment climate**;
 2. its interacting **actors**;
 3. the evolving **culture and attitudes**.



Step 1 – Research Design

- The research design is the operational framework of the mapping process.
- In general, this step comprises the following six components:
 1. Scope of the mapping
 2. Target group
 3. Research question
 4. Methods of data collection
 5. Comparative values
 6. Expected results

Goal	Create a clear roadmap for the mapping process.
Estimated time	One day
Tools and examples	Example – E1 : Work plan for data collection Example – E2 : Summary research design
What could go wrong?	Diverging expectations from different partners regarding the final output of the mapping.

Step 1 – Research Design

Research Design Summary - Example



Step 2 – Data collection

- The data collection can be divided into a first phase of desk research and the **use of secondary data** and a second phase in which **primary data is collected**.
- It is recommended to use both qualitative and quantitative data.
 - **Secondary data collection: desk research**
 - **Primary data collection: survey, focus group discussion or interviews**

Goal	Gather useful information for the data analysis
Estimated time	Around two weeks for desk research and primary data collection
Tools and examples	Tool – T1 : Overview benchmark reports Tool – T2 : Tips on conducting interviews Tool – T3 : Table of indicators and data sources Tool – T4 : List of actors in an entrepreneurial ecosystem Tool – T5 : Guiding questions for structured interviews Tool – T6 : Agenda for focus group discussions Example – E3 : Bar charts for country comparison
What could go wrong?	Getting lost in the large amount of information or not finding any relevant data in the relevant international reports.

Step 2 – Data collection

- **Secondary data collection: desk research**
 - It is recommended to begin with a desk research phase and to collect secondary data.
 - Helpful sources of data that can serve as basis for quantitative data and country comparison include:
 - Economist Intelligence Unit (EIU) Country Reports;
 - Doing Business Report (World Bank);
 - Competitiveness Report – World Economic Forum;
 - Entrepreneurship at a Glance – OECD;
 - GEM.

It is important to use tools that summarise the collected information

Step 2 – Data collection

- **Secondary data collection: desk research**

Example of Tools - benchmarking reports

Global Entrepreneurship Monitor – Global Entrepreneurship Research Association	
Aim	<ul style="list-style-type: none">• Tracking rates of entrepreneurship across multiple phases• Assessing entrepreneurs’ characteristics, motivations and ambitions and societies’ attitudes towards entrepreneurial activities• Enhancing the understanding of the entrepreneurial phenomenon
Methodology	GEM collects primary data through an APS of at least 2,000 randomly selected adults in each economy and through a National Expert Survey interviewing around 40 national experts.
Example	The PSD Programme in Georgia has facilitated the inclusion of Georgia in the GEM report. For more information please contact: rati.anjaparidze@giz.de
Countries	65 economies (2017)
Frequency	Global GEM report: annually National reports: varying Specific topic reports: varying
Level	National
Pros	The GEM works with primary data collection and covers areas that are not covered by any other benchmark report, such as the entrepreneurial intention of a selected society. Clear focus on entrepreneurship. GEM is used as data source for other global indices (such as GEDI).
Cons	GEM works with national teams that prepare the national reports. The quality of national reports varies. The coverage changes frequently as some national teams drop out or others just recently started collecting data for their country.
Link	www.gemconsortium.org/report

Step 2 – Data collection

- Secondary data collection: desk research

Example of Tools - relevant indicators and data sources

Business environment					
Variable	Indicator	2016	2015	2014	Source
Access to finance	Financial market development Index	Scale 0–7			WEF Competitiveness
		Rank			
	Venture Capital and Private Equity Index	Score 0–100			IESE
		Rank			
	Ease of getting credit	Score 0–100			Doing Business Report
		Rank			
		Rank			
	Venture capital availability	Scale 0–7			WEF Competitiveness Report
		Rank			
	Domestic credit to private sector by banks (% of GDP)				WB World Development Indicator Database
Microfinance gross loans, % GDP				Global Innovation Index	
Percentage of firms identifying access to finance as a major constraint				World Bank Enterprise Surveys	

Entrepreneurial culture and attitude					
Variable	Indicator	2016	2015	2014	Source
Entrepreneurship is a good career choice**	Rate (% prevalence rate in 18–64 population)				Global Entrepreneurship Monitor
	Rank				
Frequent stories about successful new businesses in the media**	Rate (% prevalence rate in 18–64 population)				Global Entrepreneurship Monitor
	Rank (among MENA)				
Successful Entrepreneurs have high status and respect in the country**	Rate (% prevalence rate in 18–64 population)				Global Entrepreneurship Monitor
	Rank				

Business environment					
Variable	Indicator	2016	2015	2014	Source
Access to commercial courts	Efficiency of legal framework in settling disputes	Score 0–7			WEF Competitiveness Report
		Rank			
	Rule of law	Score			Global Innovation Index
		Rank			
Percentage of firms identifying court system as a major constraint (%)				World Bank Enterprise Surveys	

Step 2 – Data collection

- **Primary data collection: survey, focus group discussion or interviews**
 - **Semi-structured interviews** - Semi-structured interviews are carried out by an interviewer with the help of a questionnaire with open questions. Semi-structured interviews are particularly useful for collecting information on people's opinions or experiences. The guide provides relevant examples of such questions.
 - **Focus group discussions** - A focus group discussion consists of gathering a small group of people for a structured and moderated discussion to collect in-depth information (qualitative data) on a specific topic. The focus group allows a range of opinions to be shared on a topic and thereby explain phenomena that a survey or interview might not uncover.
 - **Survey** - A (quantitative) survey involves asking a large number of people the same series of questions in order to obtain statistically robust data on a specific topic. It is mostly used to collect data on the entrepreneurs' perception of the entrepreneurial ecosystem. Two of the most comprehensive surveys focusing on entrepreneurship are the GEM's Adult Population Survey (APS) and the World Bank's Enterprise Survey.

“

Question 3: What data collection methods have you used / are using the most for mapping your ecosystem?



<https://app.sli.do/event/beKrgazTSsVLzLcVK425zS/embed/polls/dab245af-b5bd-4561-9274-d48470aafdc4>

What data collection methods have you used / are using the most for mapping your ecosystem?

Semi-structured interviews - 6 votes



Focus group discussions - 7 votes



Survey - 14 votes



Desk research - 8 votes



Step 3 – Data analysis

- After collecting the data (Step 2), it can be organised and interpreted in the light of the previously defined research focus and questions. It is suggested to analyse data according to each of the three elements of the entrepreneurial ecosystem:
 - **Business environment and investment climate**
 - **Actors**
 - **Entrepreneurial culture and attitude**
 - **Summary of observations**

Goal	Use the data to formulate hypotheses about the ecosystem and as a basis for decision-making
Estimated time	Five days
Tools and examples	Tool – T7 : Scorecard of international benchmark reports Tools – T8–T12 : Visualisation of the actors dimension (various) Example – E3 : Bar charts for country comparison Example – E4 : Summary of hypotheses
What could go wrong?	You might realise that important information is missing for your analysis.

Step 3 – Data analysis

Business environment and investment climate

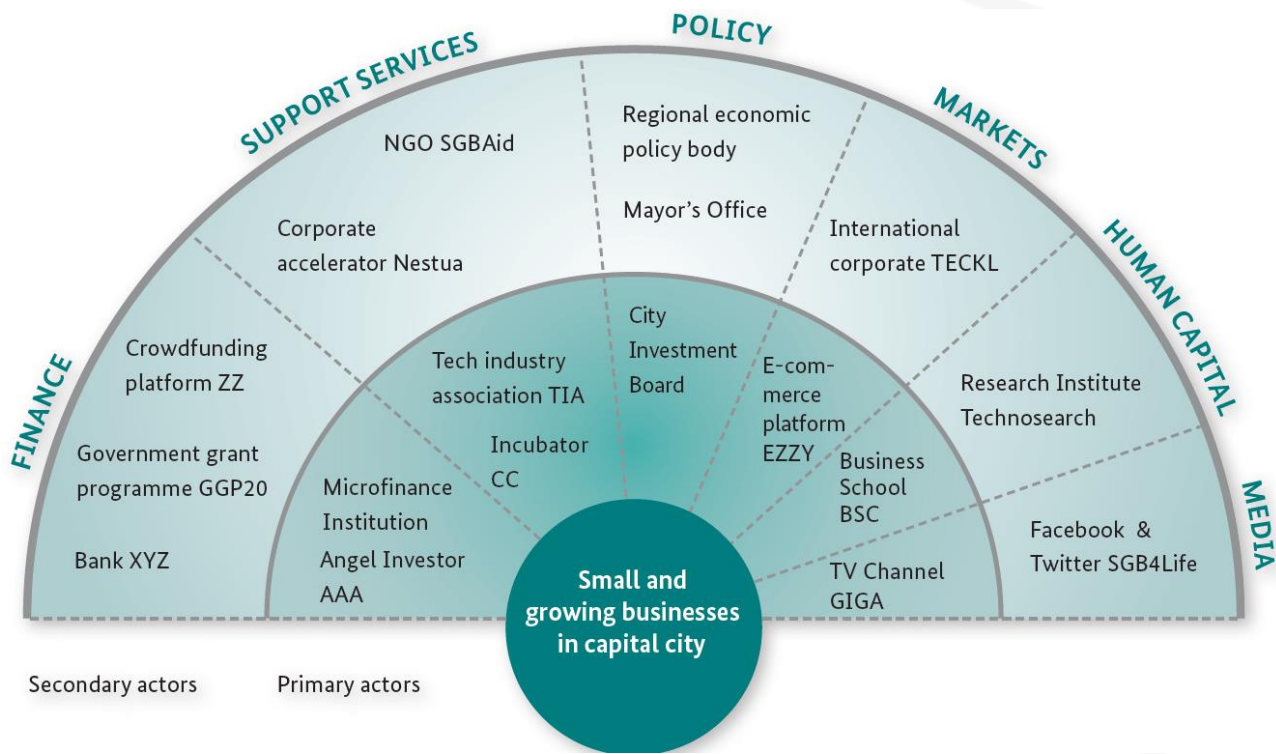
- Data will range from interviews (e.g. an entrepreneur complaining about a specific regulatory barrier) to hard data from the international benchmark reports.
- For the countries/regions/cities hard data, the most relevant comparative values are the comparisons with other and across the years – example below:

Benchmark reports	2016 Rank	2015 Rank	2014 Rank	2013 Rank	2012 Rank	2011 Rank	Latest Change	Source
Global Competitiveness Report		65/140	58/144	58/148	58/144	47/142	-7	WEF
Ease of Doing Business Report	47/189	64/189	39/189	36/185	40/183	49/182	+17	World Bank
Global Innovation Index		34/141	30/143	27/142	28/141	28/125	-4	World Intellectual Property Organisation

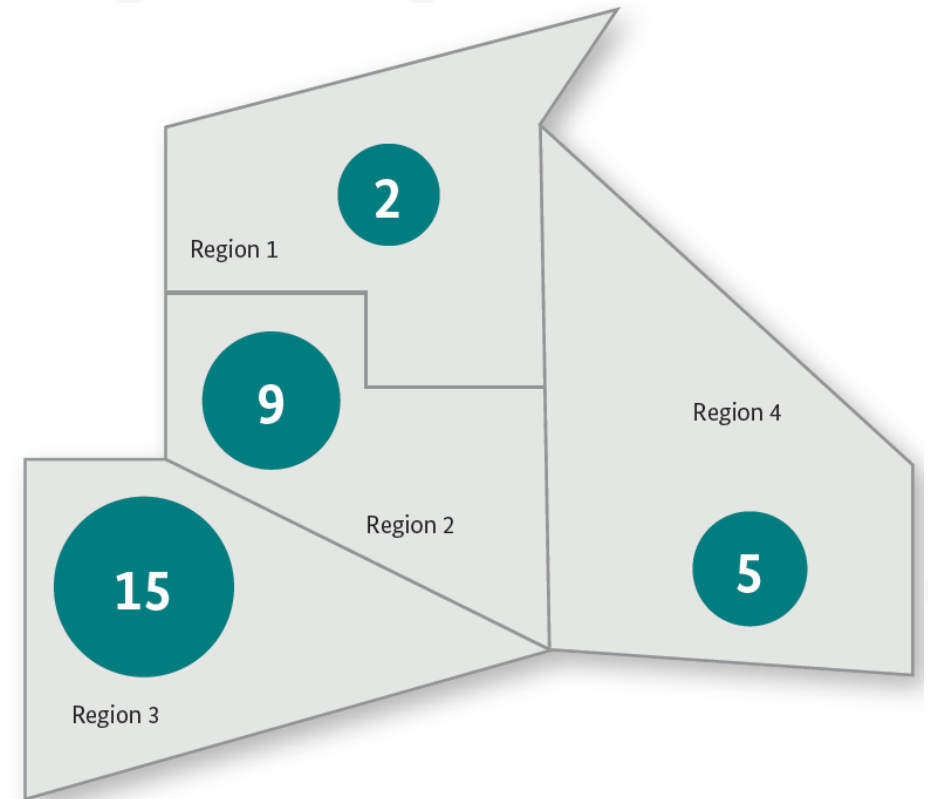
Step 3 – Data analysis

Actors

- Data on actors can best be interpreted through visualisations. Some examples:



ECOSYSTEM VISUALISATION ACCORDING TO *CAPACITY WORKS*

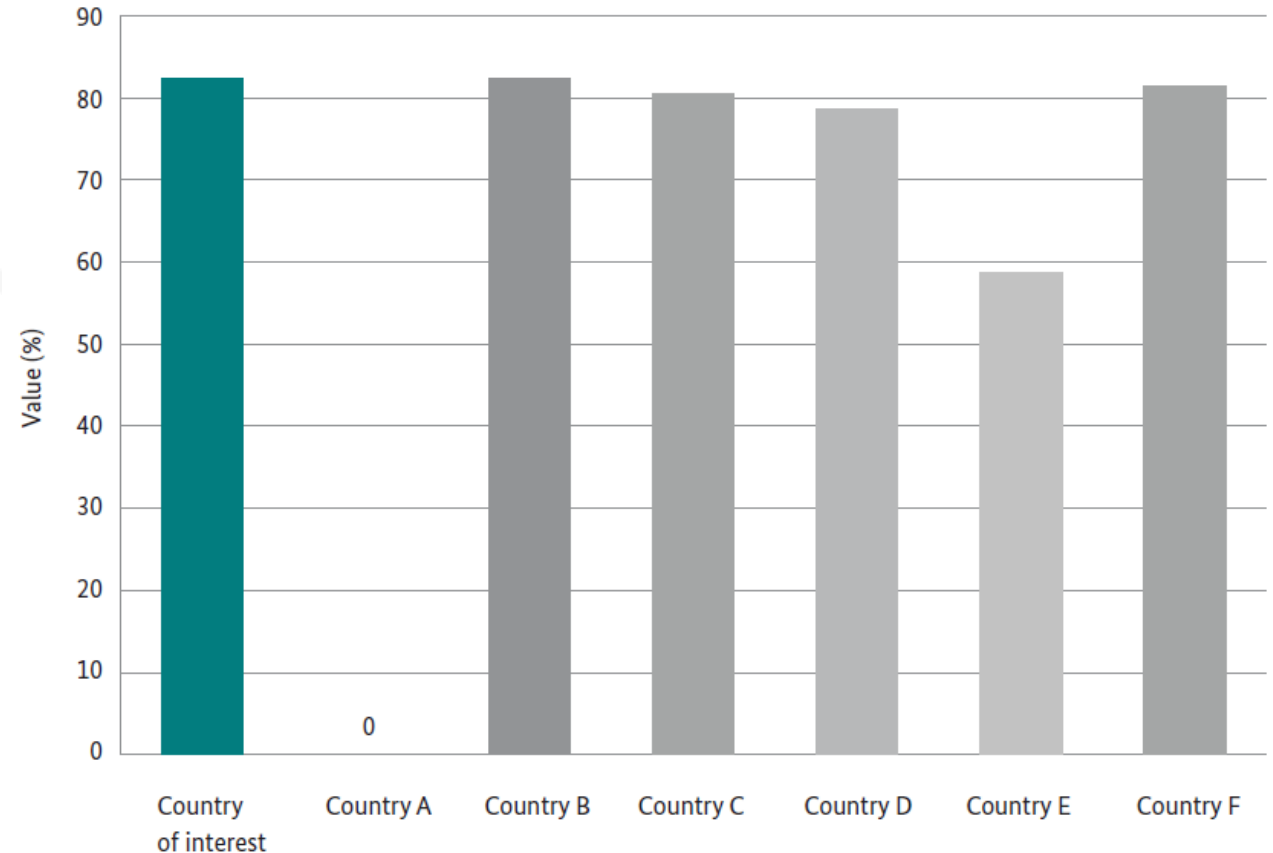


SERVICE PROVIDERS AS DISTRIBUTED PER REGION

Step 3 – Data analysis

Entrepreneurial culture and attitude

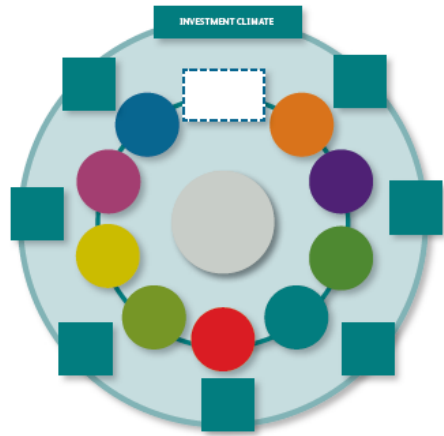
- Concerning entrepreneurial culture and attitude, it is relevant to analyse both qualitative primary data collected through interviews, and secondary data as provided by reports such as the GEM. For the hard data, **a useful perspective for the analysis is the country comparison.** One of the simplest ways of visualising such a country comparison is using bar charts.



Step 3 – Data analysis

Summary of observations

- An easy way to summarise information from the hard and soft data analysis is by **formulating hypotheses and clustering them** according to the three element approach: business environment and investment climate, actors, culture and attitude.



Business environment and investment climate



Interacting actors



Entrepreneurial culture and attitude

Step 4 – Data validation

- It is recommended that the work done is validated, ideally by both internal colleagues and actors. This can help to reveal possible mistakes or verify the findings. Furthermore, it can be helpful in getting advice and new input on why and how to improve the current presentation format.
- There are two main ways of getting the data validated: either by
 1. **Sharing the conclusions in writing with colleagues and stakeholders and asking for comments,**
or
 2. **By presenting the preliminary findings to colleagues and stakeholders at a workshop.**

Goal	Get the results verified and/or falsified by other experts
Estimated time	Two days
Tools and examples	Tool – T13 : Checklist for validation workshop Example – E5 : Presenting the hypothesis
What could go wrong?	You might need to be very diplomatic when presenting your results, as they can draw attention to shortcomings or a lack of capacity of specific actors from the ecosystem who might not like to hear it.

Step 4 – Data validation

- **Data validation in writing**
 - Present the findings in a clear and compelling way.
 - Summing up the main hypotheses about the ecosystem **using PowerPoint slides**.
 - It can also be useful to **share visualisations with experts** (Step 3) - the findings should be aligned with the three elements that were used for the data collection: business environment and investment climate, actors, culture and attitude.
 - **Whom to send it to?** The number of people to be asked for written feedback should not be too small, as not everyone will have time to comment.
 - **What to do with the feedback?** The feedback will be used the next step to decide on your interventions with which will support the ecosystem.

Step 4 – Data validation

- **Data validation workshop**
 - Holding a validation workshop is the most thorough but also the most costly and time-consuming method to check whether your hypotheses are correct.
 - **Whom to invite?** Most probably, the invitation list will include the stakeholders that were interviewed and interview partners contacted but were not available.
 - **Benefits of a workshop?**
 - First, a workshop gives room for instant feedback and the opportunity to discuss the findings in person and thus to eliminate possible uncertainties.
 - It also allows for amendment or adjustment of your assessments by all members.
 - Another advantage is that the ecosystem stakeholders get to meet each other in person.

Step 5 – From mapping to activity

- The outcome of the mapping exercise can be used in various ways, including:
 1. as a starting point for **better stakeholder collaboration** in the mapped area;
 2. as a basis for the **development of a strategy to promote entrepreneurship**;
 3. to **design interventions**; or
 4. to **monitor changes in the entrepreneurial landscape**, as mapping an entrepreneurial ecosystem over time allows to track its development and predict future trends and anticipate changes.

Goal	Make use of the mapping results to improve the entrepreneurial ecosystem
Estimated time	One week (+), to take the step from mapping to activity
Tools and examples	Tool – T14 : PPD handbook, entrepreneurship strategy examples, performance indicators Tool – T15 : European Commission’s Small Business Act principles Tool – T16 : Performance indicators Example – E6 : From challenges to goals to possible Interventions
What could go wrong?	The results need to be ‘internalised’, especially when the mapping has been done by external experts.

Step 5 – From mapping to activity

- **Better stakeholder collaboration** - During the research phase, there was an assessment of the exchange mechanisms that exist. If a lack of stakeholder collaboration and exchange was discovered, the mapping process may serve as a starting point to initiate a long-term process of dialogue.
- **Strategy for entrepreneurship promotion** - The mapping of the entrepreneurial ecosystem may also serve as the starting point for the development of an entrepreneurship strategy.
 - Two main success factors are that the strategy is 1) built on reliable information and 2) developed in collaboration with the whole set of ecosystem players.
 - There are a number of examples of entrepreneurship strategies – examples from developing countries are the “Integrated Strategy on the Promotion of Entrepreneurship and Small Enterprises in South Africa” or the “National Entrepreneurship and Innovation Plan in Ghana”.

Step 5 – From mapping to activity

- **Design own interventions** - The main reason to map the ecosystem is to identify entry points for your programmes' interventions.
- So how to get from observations and hypotheses to actual interventions?
 - The easiest way is to **take up the challenges identified** by validating or falsifying the hypotheses, following the three-elements approach and **formulate goals**. For each of the goals there could be many **interventions that would contribute to reaching it**.



BUSINESS ENVIRONMENT AND INVESTMENT CLIMATE

Challenge	Goal	Possible Interventions
For young firms, tax administration is a severe obstacle	Reduce administrative costs for start-ups and SMEs when paying taxes	<ul style="list-style-type: none"> • Introduce the EU's Small Business Act for Europe principles (see Tool 15) • Introduce electronic services for tax payers
There is no insolvency law or procedures in place	Enhance the procedures for bankruptcy and resolving insolvency	<ul style="list-style-type: none"> • Collect international good-practice examples as regards to entrepreneurial-friendly bankruptcy laws • Provide assistance in elaborating the resolution plan and settlement agreements in bankruptcy cases
No legal form for social enterprises	Introduce a legal form for social enterprises	<ul style="list-style-type: none"> • Provide policy advice on legal form to the Ministry • Conduct a stakeholder roundtable on legal form

Step 5 – From mapping to activity

- **Monitor changes in the ecosystem** - One simple way to monitor change is **using the selected indicators and update the tables every year.**
 - Indicators that better serve the purpose of monitoring the ecosystem are the performance indicators that focus on the **business demographics**, the **business development** and efficiency as well as **innovation** and **competitiveness**.

Examples of performance indicators

Business demographics	Trend of enterprise birth rate Trend of enterprise death rate Enterprises surviving a five-year period
Business development	Employment share of enterprise births High-growth enterprise shares by economic sectors
Innovation	Turnover from e-commerce Sales of new-to-market and new-to-firm innovations
Competitiveness	Direct foreign investment Exports

Main Takeaways

- The guide provides an **excellent database of tools and examples** you can use to map your entrepreneurial ecosystem.
- Each step needs to be **adapted to the context of the sector, region, and needs of the organization** developing the mapping.
- Good basis for **observing, analysing and visualising** the entrepreneurial ecosystem.
- Further tools and approaches might (and should) be included in the mapping process – **the guide is a living document.**

From ecosystem mapping to ecosystem building – a brief introduction

Ecosystem building is very much related to partnerships with national and international stakeholders.

A good practice is to always take into consideration:

- What is most useful to the entrepreneurs (bottom-up approach)
- The competitive landscape in the ecosystem

Note – this section draws on material developed for BIC Africa by Catherine Delevoye (TECHNOPORT, Luxembourg)

Focus on complementarity and follow-up activities

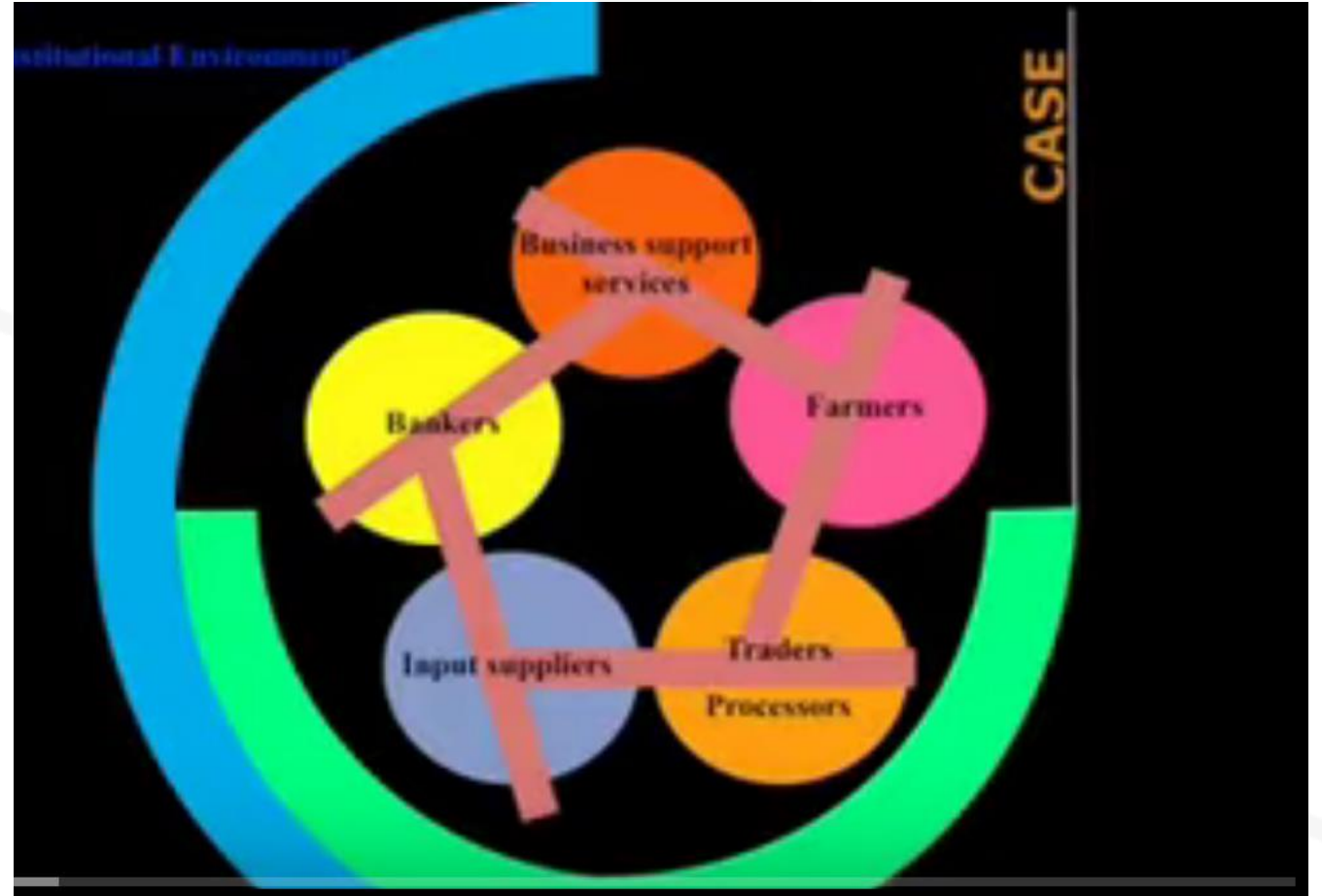
You should ideally cover the entire life cycle of the incubatees:

- Incubation: from the idea to the creation of the business + Acceleration services, working on scaling up and internationalisation

In terms of ecosystem building, acceleration is the most useful and powerful one as it is of most interest to corporates and private investors.

Tips: cover the entire value chain

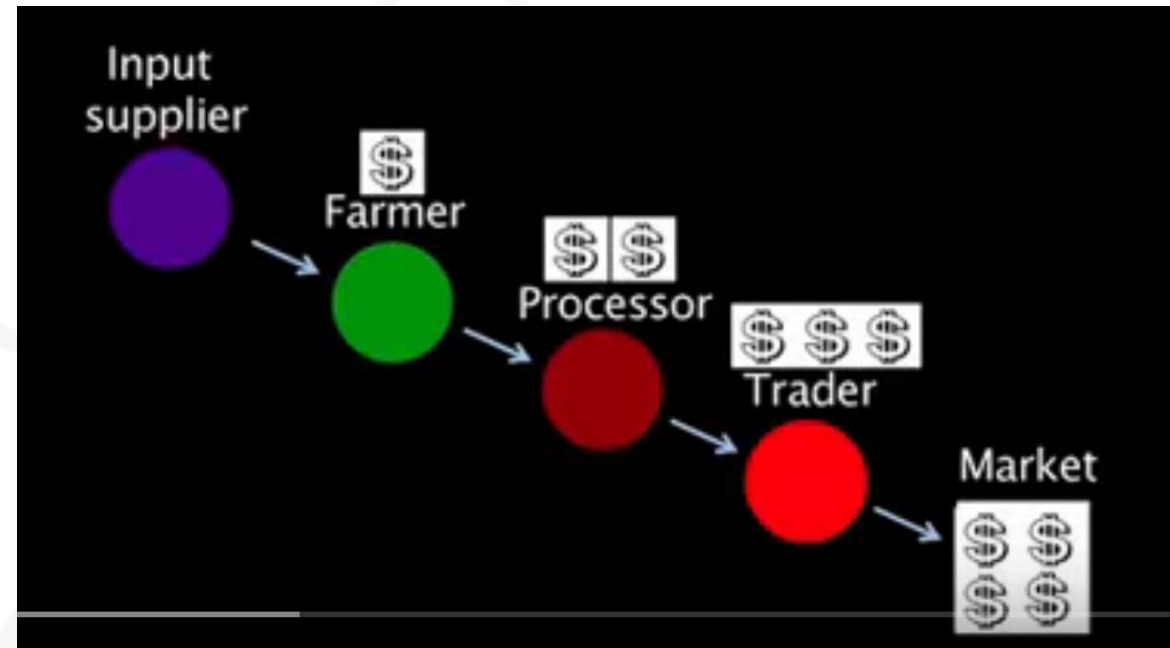
Consider the value chains of your entrepreneurs, trying to have in your own ecosystem the resources, raw materials, producers, traders and clients they need to be successful



Importance of covering the entire value chain

It makes your incubatees more profitable and sustainable with an easier path to market. It allows you to have revenues from a self-sustainable ecosystem.

Gives access to new / meaningful services that can be offered to the entrepreneurs, relevant in terms of trust-building (e.g. certification, business collaborations), a key challenge in a non mature ecosystem being the lack of trust.



Part D: Mentoring programmes

Douglas Thompson



BIC Africa is funded by the European Union.



What is a mentoring program?

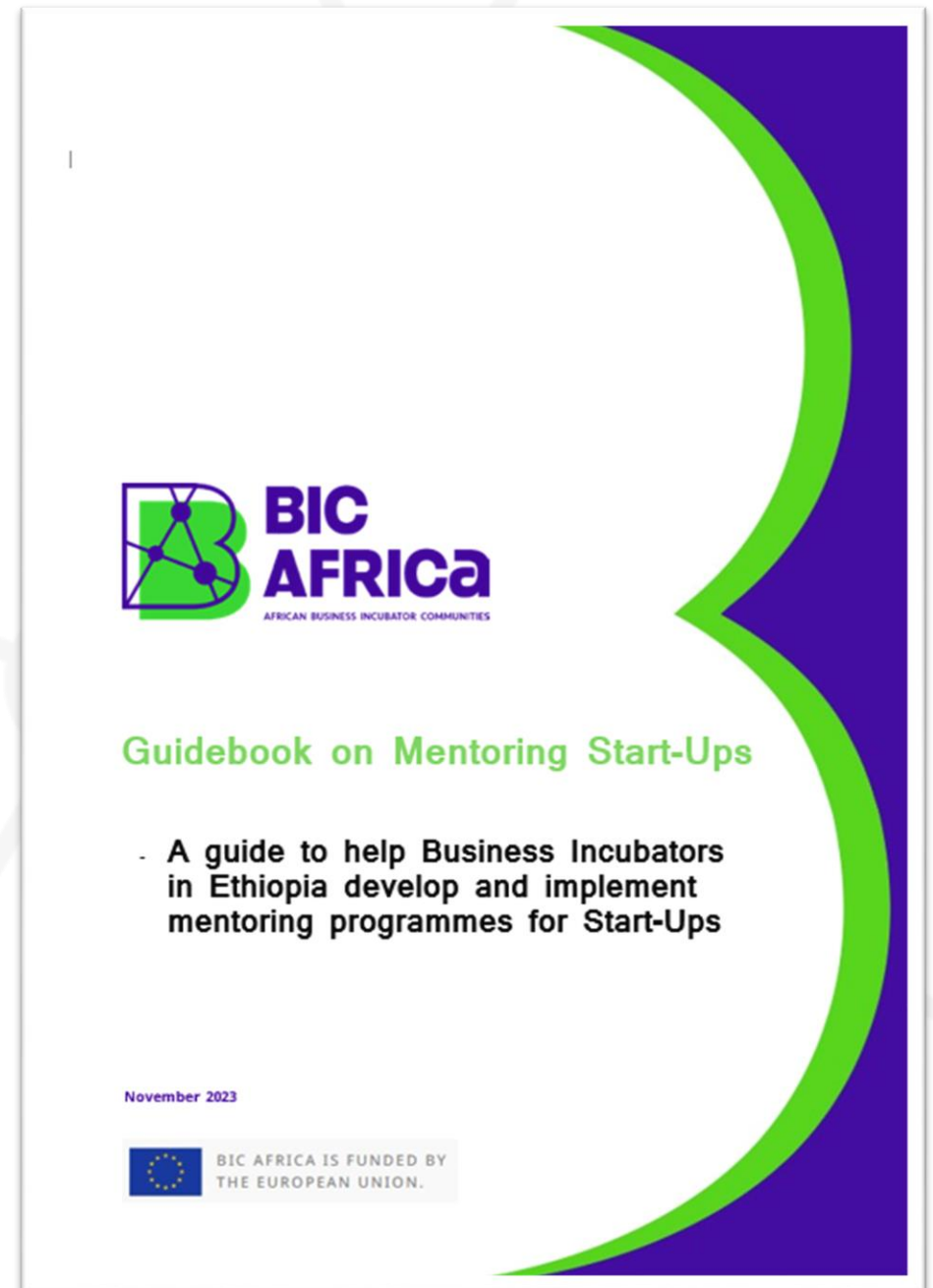
A mentoring programme is a structured initiative that pairs experienced individuals (mentors) with less experienced individuals (mentees).

Note – this section draws on material developed for BIC Africa by Arnaud Catinot, Axel Wion and Douglas Thompson in October 2023

- to be published in a *Guidebook on Mentoring Start-Ups* by BIC Africa

Mentoring programmes

Developed for BIC Africa by Arnaud Catinot, Axel Wion and Douglas Thompson in October 2023



Mentee, Mentor, Incubator

Mentor

- The experienced individual who provides mentoring to the mentee

Mentee

- The individual who receives mentoring to better perform its entrepreneurship journey

Incubator

- The structure which sets and run the mentoring program

“

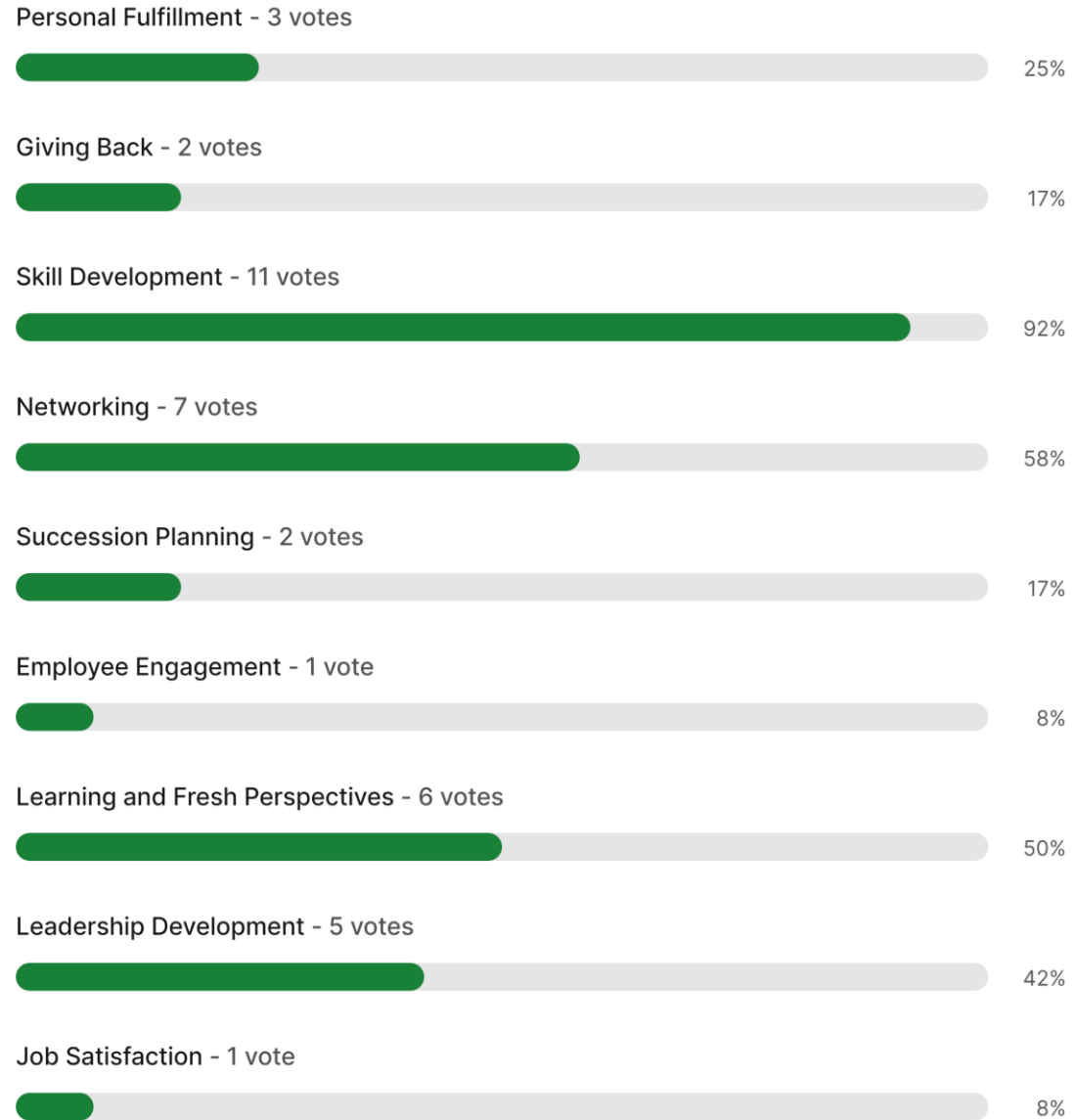
Question 4: What are the objectives of a mentoring programme run by an incubator?

Please select the 3 most relevant



<https://app.sli.do/event/eePWek26YMBFSofJqfxFzN/embed/polls/c438185b-7610-4eec-a741-b14c5fae856f>

What are the objectives of a mentoring programme run by an incubator?



Attract participants: Sourcing Mentors

- **The most common sources of mentors for incubators are partnering and sponsoring organizations, including:**
 - Government agencies and NGOs
 - Colleges and universities
 - SME service providers (accounting firms, law firms, consulting firms)
 - Financing sources (banks, equity funds, angel investors, investment groups/clubs)
 - Local businesses and corporations
 - Organizations for special groups (associations of engineers; trade associations, retired executives)
 - Professional volunteers
 - CEO's/senior management from young, dynamic companies

“

Question 5: Why do mentors engage in a mentoring programme?



<https://app.sli.do/event/eePWek26YMBFSofJqfxFzN/embed/polls/a9666219-5ee8-4960-b1f9-efc90fabf6bf>

Why do mentors engage in a mentoring programme?



Mentors engage for a variety of reasons.

- They may be seeking the psychological rewards that come from helping the incubator and its client companies.
- They may have a longstanding commitment to the local community and see the incubator as a vital part of economic and social development for the community.
- One or more mentors may have a personal relationship with a member of the incubator team and feel a strong sense of commitment to helping them succeed.
- In some cases partnering organizations ask employees to engage in mentoring within the incubator as a way to gain a public relations benefit as a contributing member of the community.
- In other cases the partnering organization is choosing to make an early stage investment in building a pipeline of future business and/or suppliers and also to being part of the incubator network.
- It is also possible that the mentor may establish an agreement with the mentee that will permit the mentor to take an equity position in the mentee's company.

“

Question 6: Should the incubator pay the mentors?



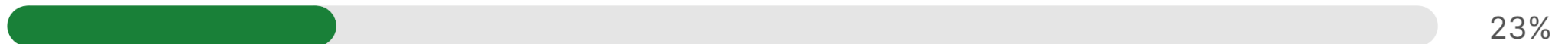
<https://app.sli.do/event/eePWek26YMBFSofJqfxFzN/embed/polls/fa71a618-7674-4520-a01c-03542b132f05>

Should the incubator pay the mentors?

Yes - Paying mode - 10 votes

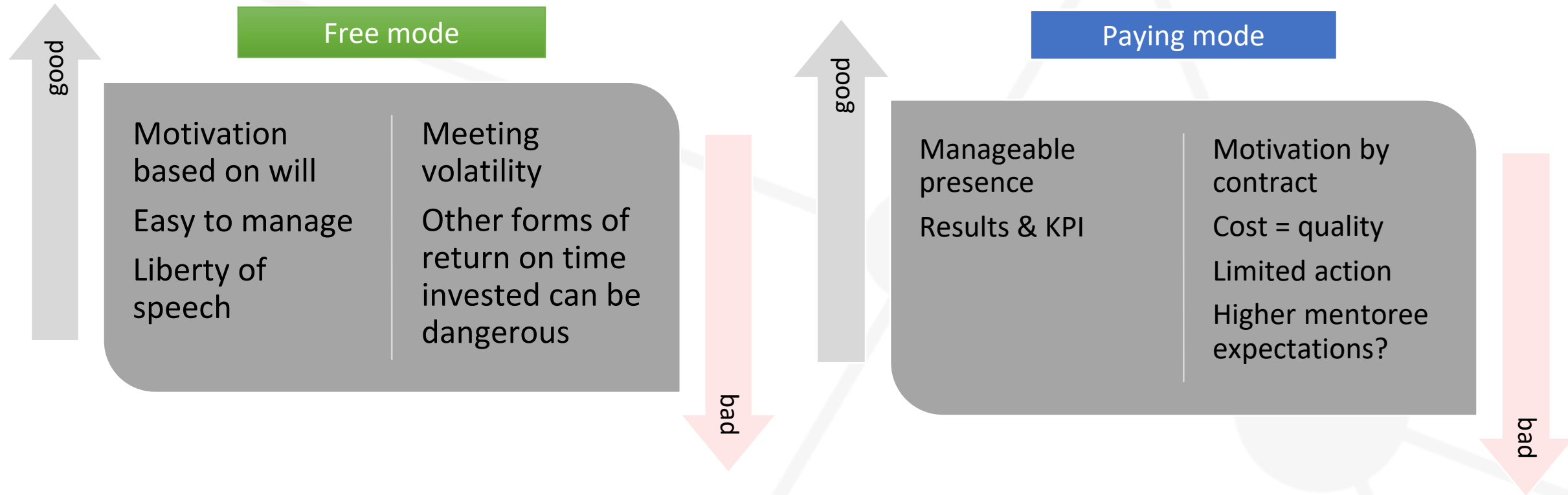


No - Free mode - 3 votes



slido

To pay or not to pay (the mentors)



Setting Out the Rules for Engagement

What is Expected from the Mentor?

- Ground rules are put in place to ensure the programme is run professionally and not unduly negatively influenced
- Mentors must respect the confidentiality of the information they receive – possible through a NDA
- Time constraints and limitations with respect to expertise of the mentor will be respected
- The mentor should anticipate that the incubator will monitor the mentoring engagement
- The mentor and the incubator manager should achieve a clear, mutual understanding of the benefits sought by the mentor and the extent to which the incubator can deliver them.
- The incubator manager should make it clear that the engagement of the mentor may be ad-hoc
- Frequency and regularity of interactions should be identified
- The mentor should inform the incubator manager if the mentor is feeling either under-utilized or over-utilized

Setting Out the Rules for Engagement

What is Expected from the Mentee?

- Be proactive, and take the initiative and responsibility for effectively engaging with the mentor
- Articulate clear and specific goals for the engagement and communicate them to mentor
- Suggest ways the mentor can help, and be willing to embrace new ideas
- Be sensitive to the mentor's time constraints
- Be committed to the process and show respect for the mentor's time
- Be willing to take risks, balanced with sensitivity to the firm's values and culture
- Seek guidance from other sources as well
- Respect confidentiality,
- Communicate problems or issues clearly and in a timely manner and be honest with the mentor about your own assessment of the mentoring process
- Openly discuss failures as well as successes and able to debrief failures and setbacks and celebrate successes

Setting Out the Rules for Engagement

What is Expected from the Incubator?

- Oversee the mentorship programme, ensuring that it runs smoothly and that the needs of both mentor and mentee are met
- Provide support and resources to enhance the mentorship experience
- Maintain communication with both mentor and mentee to address any issues or concerns that may arise
- Respect confidentiality of all involved
- Learn from the process for future mentorship arrangements

Setting Out the Rules for Engagement - Forms

Mentorship Agreement Form

Objective: Identify the set of rules between a mentor and mentee to ensure a clear understanding of their roles and responsibilities

Mentor: [Mentor's Full Name]

Mentee: [Mentee's Full Name]

Date: [Date]

Purpose of the Mentorship:

The purpose of this mentorship is to facilitate professional and personal growth for the mentee by leveraging the knowledge and experience of the mentor.

Roles and Responsibilities:

Mentor's Responsibilities:

1. Provide guidance, advice, and support to the mentee in areas related to [Specify areas of focus, e.g., career development, leadership skills, industry insights].
2. Share personal and professional experiences, as well as insights gained throughout their career.
3. Set clear expectations regarding communication frequency and availability.
4. Offer constructive feedback and suggestions for improvement.
5. Respect confidentiality and handle any sensitive information shared by the mentee with the utmost discretion.

Mentee's Responsibilities:

1. Actively seek guidance and advice from the mentor regarding the agreed-upon areas of focus.
2. Be punctual and respectful of the mentor's time during scheduled meetings or interactions.
3. Be open to feedback, constructive criticism, and suggestions for improvement.
4. Take initiative in the mentorship relationship, including setting goals and tracking progress.
5. Respect confidentiality and not disclose any sensitive information shared by the mentor.

Incubator's Responsibilities:

1. Facilitate and oversee the mentorship programme, ensuring that it runs smoothly and that the needs of both mentor and mentee are met.
2. Provide support and resources to enhance the mentorship experience.

3. Maintain communication with both mentor and mentee to address any issues or concerns that may arise.

Meeting Schedule and Communication:

- The mentorship will typically involve [Specify frequency, e.g., monthly] meetings, with additional communication as needed. The preferred method of communication is [Specify preferred methods, e.g., in-person meetings, video calls, email].

Duration of Mentorship:

- The mentorship will continue for a period of [Specify duration, e.g., 6 months or until mutually agreed upon termination].

Termination:

- Either party may terminate this mentorship at any time by providing notice to the other party.

Confidentiality:

- Both the mentor and mentee agree to maintain strict confidentiality regarding any sensitive information shared during the course of the mentorship.

Dispute Resolution:

- In the event of a dispute or disagreement between the mentor and mentee, both parties will make a good-faith effort to resolve the issue through open and respectful communication.

Mentor's Signature: _____ Date: _____

Mentee's Signature: _____ Date: _____

Incubator's Signature: _____ Date: _____



This agreement can serve as a foundation for a successful mentorship. It is a living document that can be reviewed and modified as necessary to ensure the mentorship remains productive and beneficial for both the mentor and mentee.

Setting Out the Rules for Engagement – Mentoring Canvas

It is beneficial to set out the rules for the interaction and engagement
These can be made formally in an agreement – the key is that they are clear for all
One method discussed in BIC Africa sessions is the “Mentoring Canvas”

There is no single widely adopted “Mentoring Canvas”

- This allows each partnership to update as they think appropriate from a base model

		<u>MENTOR</u>	<u>MENTEE</u>	<u>INCUBATOR</u>
Step 1: Matching	<i>Desired purpose of relationship</i>			
	<i>Current situation and capacity/skills to offer</i>			
	<i>Commitment - availability and resources</i>			
				
Step 2: Implementation Plan	<i>Agreed processes/activities</i>			
	<i>Agreed Objectives (KPIs)</i>			
	<i>Milestones (including end date of mentoring)</i>			
	<i>Administrative requirements</i>			
				
Step 3: Monitoring	<i>Issues identified in performance of mentoring</i>			
	<i>Mitigation actions</i>			

Mentor's Signature: _____

Mentee's Signature: _____

Incubator's Signature: _____

Date: _____

Communication phases

Before

During

After

Communication targets



Before the programme

- Select mentees
- Find mentors
- Source money

During the programme

- Make rules clear
- Keep engagement
- Achieve performance

After the programme

- Show success
- Thank people – give feedback
- Iterate

At all times : Build Trust

Standard communication plan (1/3)

Programme Introduction and Orientation

- Send out an email or announcement introducing the mentoring program's objectives, benefits, and key milestones.
- Schedule an orientation session to provide an overview of the program, expectations, and roles of mentors and mentees.

Matching Process

- Communicate the mentor-mentee matching criteria, process, and timelines to both mentors and mentees.
- Notify mentors and mentees of their assigned pairs through personalized emails or notifications.

Programme Kickoff

- Host a kickoff event, either in-person or virtually, to formally launch the programme and allow mentors and mentees to meet.
- Share an agenda and any materials that mentors and mentees might find useful for the kickoff.

Regular Check-ins

- Establish a regular communication schedule for mentors and mentees to touch base (e.g., bi-weekly or monthly).
- Provide templates for check-in agendas, goal-setting, and progress tracking.

Workshops and Webinars

- Promote relevant workshops, webinars, and events that align with the mentoring program's themes and objectives.
- Send out invitations and reminders for these events through email or a dedicated communication platform.

Standard communication plan (2/3)

Resource Sharing

- Regularly share articles, videos, tools, and resources related to entrepreneurship, leadership, and industry trends.
- Create a repository where mentors and mentees can access and contribute to these resources.

Feedback and Evaluation

- Send out surveys to mentors and mentees periodically to gather feedback on their mentoring experiences.
- Use the feedback to assess the program's effectiveness and make necessary improvements.

Recognition and Celebrations

- Celebrate milestones and successes of the mentoring pairs (e.g., completing a project, achieving a goal).
- Recognize mentors for their dedication and mentees for their growth and progress.

Peer Learning and Networking

- Encourage mentors and mentees to engage in peer learning and networking activities.
- Share information about networking events, meetups, and relevant community gatherings.

Program Closure and Continuation

- Communicate the end of the formal mentoring programme, highlighting achievements and opportunities for ongoing interaction.
- Encourage mentors and mentees to continue their relationship beyond the programme's formal duration.

Standard communication plan (3/3)

Feedback Loop with Stakeholders

- Keep programme stakeholders (incubator staff, management, sponsors) informed about programme progress and outcomes.
- Share success stories, challenges, and insights to demonstrate the programme's impact.

Ad Hoc Communication

- Establish a channel for mentors, mentees, and programme coordinators to communicate in real-time for urgent matters or quick questions.

Platform and Tools

- Consider using communication tools such as email, a dedicated mentoring platform, or collaboration tools like Slack.

Regular Reminders

- Send out periodic reminders about upcoming check-ins, events, and deadlines.

Feedback Loop with Program Coordinators

- Create a channel for mentors and mentees to provide feedback, ask questions, and seek support from programme coordinators.



Thank you !

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Thank you!

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