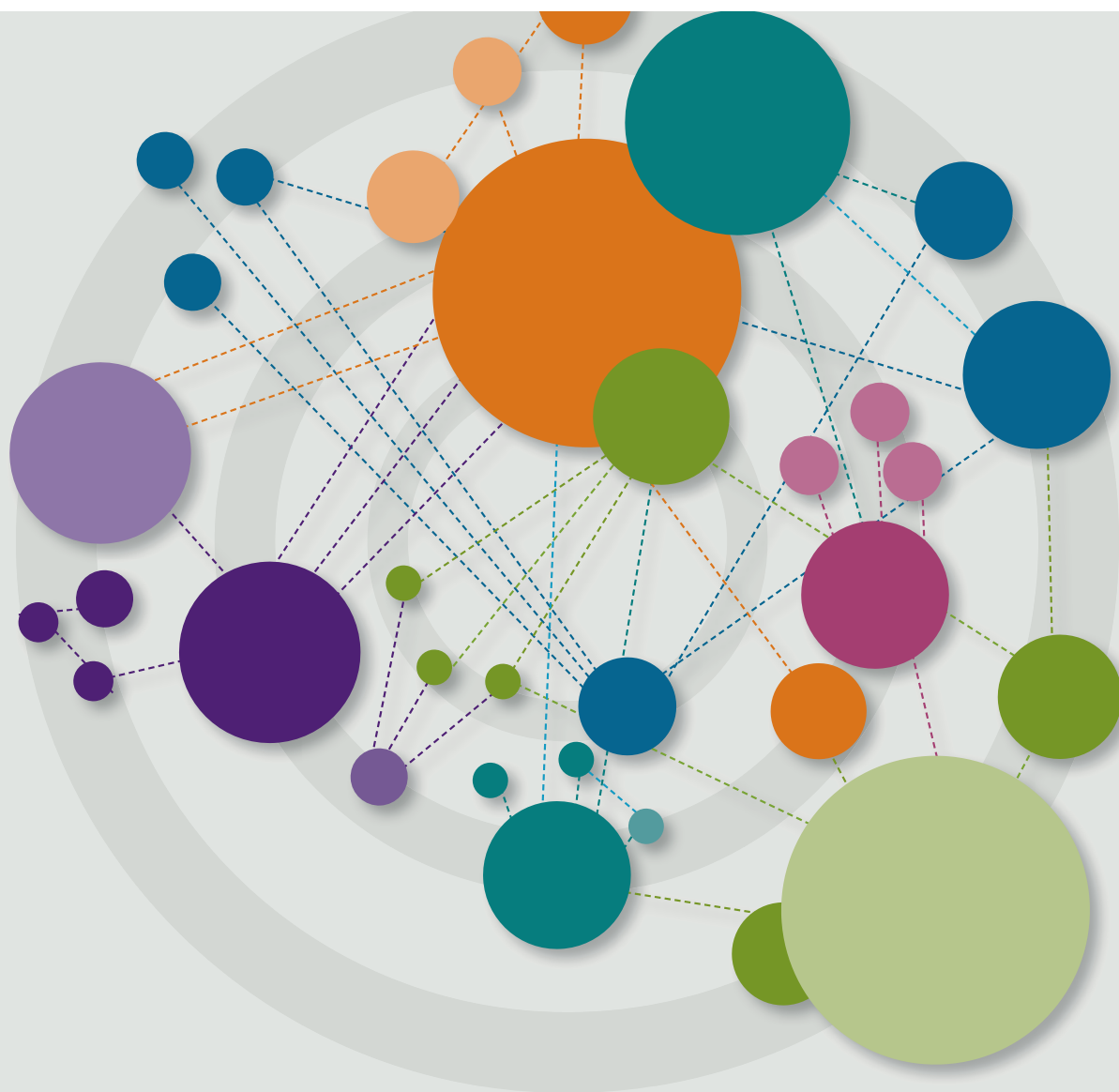




german  
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DEUTSCHE ZUSAMMENARBEIT



# Guide for Mapping the Entrepreneurial Ecosystem

Observe – Analyse – Visualise

Published by

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# **Guide for Mapping the Entrepreneurial Ecosystem**

**Observe – Analyse – Visualise**



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### List of abbreviations and acronyms

APS	Adult population survey
ANDE	Aspen Network of Development Entrepreneurs
BEEPS	Business Environment and Enterprise Performance Survey
DBR	Doing Business Report
DCED	Donor Committee for Enterprise Development
DMS	Document management system
GDP	Gross domestic product
GEDI	Global Entrepreneur Development Institute
GEM	Global Entrepreneurship Monitor
GIB	Green and inclusive business
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HR	Human resources
ICT	Information and communications technology
MENA	Middle East and North Africa
MSME	Micro, small and medium-sized enterprises
NES	National expert survey
OECD	Organisation for Economic Cooperation and Development
PPD	Public–private dialogue
PSD	Private sector development
SBA	Small Business Act
SDG	Sustainable Development Goals
TEA	Total early-stage entrepreneurial activity
WEE	Women’s economic empowerment
WEF	World Economic Forum

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# 1

## INTRODUCTION



# 1

## Introduction

### What is the relevance of the entrepreneurial ecosystem for development cooperation?

In recent years, the role of entrepreneurs and micro, small and medium-sized enterprises (MSMEs) has steadily gained importance in development cooperation. Being one of the driving forces for job creation, business innovation and green and inclusive growth, development cooperation seeks ways to support entrepreneurs and MSMEs in developing and emerging countries. In a majority of those countries, MSMEs account for a large share of national economic activity. In the light of this, MSMEs play a leading role in meeting the economic dimension of the Sustainable Development Goals (SDGs) launched by the United Nations in 2015.<sup>1</sup> In order to develop efficient supporting measures, it is essential to gain a holistic understanding of the environment in which entrepreneurs and MSMEs are operating; the so-called entrepreneurial ecosystem.

### What is the purpose of this guide?

This guide leads the reader through the process of observing, analysing and visualising the entrepreneurial ecosystem – meaning the entrepreneurs' environment including the surrounding institutions, actors and prevailing culture – a process referred to as 'mapping'. Such mapping enables the exploration of gaps and constraints and facilitates decisions on measures that are most relevant to improve the entrepreneurial environment in a given context. It offers a practical and pragmatic approach that can produce results in a short period of time – ideally within **three to four weeks**. With this information at hand, effective interventions can be designed to stimulate entrepreneurship.

The guide offers a definition for the term 'entrepreneurial ecosystem' that is especially relevant and applicable in the context of development cooperation and more precisely the work of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in supporting the development of growth-oriented MSMEs<sup>2</sup> in developing and

emerging markets (→ see Chapter 2). According to this definition, the entrepreneurial ecosystem consists of **three elements**:

1. **the business environment and investment climate,**
2. **actors that are interacting with one another, and**
3. **an entrepreneurial culture and attitude towards entrepreneurial activity.**

This 'three-element approach' will help you not to lose track and to cluster the information in a useful and simple way.

The guide aims to be a **practical toolkit**. It therefore builds upon and combines existing instruments and approaches, such as the business environment and investment climate analysis or the Aspen Network of Development Entrepreneurs' (ANDE) *Entrepreneurial Ecosystem Diagnostic Toolkit*<sup>3</sup> and takes into account relevant tools from the GIZ management model *Capacity WORKS*<sup>4</sup>. It acknowledges new trends in research, such as the focus on behavioural insights and culture as influencing factors for entrepreneurial activity.

### How is the guide structured?

After presenting a definition of 'entrepreneurial ecosystem', the guide follows **five consecutive steps** to map the entrepreneurial ecosystem (→ see Chapter 3):

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

For each step, the guide describes in detail what has to be done and offers **practical tools**, such as a list of indicators, information on data sources and sample questions for structured interviews. The tools (see Annex) were devel-

1 Promoting inclusive and sustainable economic growth, employment, and decent work for all (SDG 8). Promoting sustainable industrialisation and fostering innovation (SDG 9).

2 Growth-oriented MSMEs can also be understood as 'small and growing businesses', which the Aspen Network of Development Entrepreneurs defines as commercially viable businesses with five to 250 employees that have significant potential, and ambition, for growth.

3 Aspen Network of Development Entrepreneurs, *Entrepreneurial Ecosystem Diagnostic Toolkit*, 2013.

Available at: [https://assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/FINAL%20Ecosystem%20Toolkit%20Draft\\_print%20version.pdf](https://assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/FINAL%20Ecosystem%20Toolkit%20Draft_print%20version.pdf)

4 Gesellschaft für Internationale Zusammenarbeit (GIZ), *Cooperation Management for Practitioners – Managing Social Change with Capacity WORKS*, GIZ, Eschborn, 2014.

## 1

oped in line with the three-elements approach: business environment and investment climate; interacting actors; culture and attitude. In addition, in some steps we offer hands-on examples on how the tools can be used or how the specific step can be conducted.

Furthermore, the guide puts a special focus on the fields of **women entrepreneurship** and **green and inclusive entrepreneurship** which are especially relevant for development cooperation as they have a profound potential to contribute to the SDGs.<sup>5</sup> Wherever possible and necessary, the guide provides tailored information and guidance for these two areas of the entrepreneurial sphere (additional information is marked in different colours: **green for green and inclusive entrepreneurship**, **blue for women entrepreneurship**). For example, the tool 'Guiding questions for structured interviews' (→see Tool 5, Annex) includes additional questions to assess the entrepreneurial ecosystem for women-led businesses as well as environmentally, socially and economically sustainable (green and inclusive) businesses<sup>6</sup>.

### Who is this guide for?

This guide explicitly addresses those implementing development programmes that are operating in, or intend to conduct activities in, the field of entrepreneurship and the promotion of growth-oriented MSMEs. These can be programmes from diverse areas, such as agriculture, biodiversity, information and communication technology (ICT) or energy. **The main target group though is those working on private sector development (PSD) programmes.** The guide is written as a practical tool for GIZ staff, but it can also be used by other development agencies that engage in entrepreneurship support.

The guide is considered to be a living document and will benefit from being applied and tested in various country contexts. Users are therefore explicitly encouraged to share their experience with the authors, who will continue to update the guide (→see Chapter 4). In a [DMS working group](#)<sup>7</sup> titled Entrepreneurial Ecosystem you will be able to access further tools and examples, which will be constantly updated and amended.

<sup>5</sup> For example: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life (SDG 5). Encourage companies [...] to adopt sustainable practices and to integrate sustainability information into their reporting cycle (SDG 12.6.).

<sup>6</sup> Further information on how to support green and inclusive businesses can be found in Gesellschaft für Internationale Zusammenarbeit (GIZ), Green and Inclusive Business Toolbox – Promoting Green and Inclusive Businesses in Development Cooperation Programmes, GIZ, Eschborn/Bonn, 2017. Available at: <https://mia.giz.de/qlink/ID=243434000>

<sup>7</sup> The DMS is GIZ's internal document management system. Only GIZ staff have access but access for external individuals is possible upon request. Please contact: [sv-wipo-pwf@giz.de](mailto:sv-wipo-pwf@giz.de)

The background is a solid dark blue. Overlaid on this are several large, overlapping circles in lighter shades of blue. A network of smaller circles, also in various shades of blue, is connected by thin, dashed white lines, creating a web-like structure. The number '2' is prominently displayed in a dark blue, sans-serif font within one of the larger circles.

# 2

**DEFINING THE  
ENTREPRENEURIAL ECOSYSTEM**

# 2

## Defining the entrepreneurial ecosystem

The concept ‘entrepreneurial ecosystem’ consists of two terms. The first term ‘**entrepreneurial**’ refers to MSMEs mostly in their starting and/or scaling phase. Entrepreneurship is often understood as a driver of innovation and productivity and as an engine for sustainable economic growth. In the classic sense, entrepreneurs are people who start businesses, hire labour, mobilise resources and ensure that their operational business keeps running. The Organisation for Economic Cooperation and Development (OECD)–Eurostat Entrepreneurship Indicators Programme’s conceptual definition of entrepreneurs is as follows:

*Entrepreneurs are those persons (business owners) who seek to generate value, through the creation or expansion of economic activity, by identifying and exploring new products, processes or markets.*<sup>8</sup>

In the context of development cooperation, it is important to acknowledge the distinction between the so-called ‘necessity-driven entrepreneurs’ and the ‘improvement-driven entrepreneurs’ (also called ‘opportunity-driven’).<sup>9</sup> You can use the guide for both groups, depending on the target group you select for your mapping (→see Chapter 3.1.2).

### 2.1. The elements of an entrepreneurial ecosystem

There are numerous definitions of what the entrepreneurial ecosystem is and how it functions. One of the most frequently used models was developed by Daniel Isenberg.<sup>10</sup> According to him, the entrepreneurial ecosystem consists of six domains: policy, finance, markets, human capital, support and culture.

Isenberg emphasises that every entrepreneurial ecosystem is unique as it develops under ideosyncratic circumstances. ‘They are geographically bounded but not confined to a specific geographical scale’<sup>11</sup>, which means that they can refer to a nation or be limited to smaller geographical

In natural sciences, ‘**ecosystems**’ are generally defined as a system, or a group of interconnected elements, formed by the interaction of a community of organisms with their environment. Like biological ecosystems, an entrepreneurial ecosystem consists of different elements, which can be individuals, groups, organisations and institutions that form a community by interacting with one another, but also environmental determinants that have an influence on how these actors work and interconnect; in entrepreneurial ecosystems, these can be laws and policies or cultural norms.

Neither biological nor entrepreneurial ecosystems can be created, designed or built by an outside actor. While this makes the term ‘entrepreneurial ecosystem’ hard to grasp, it does underline that entrepreneurship support programmes operate in complex and highly dynamic environments. For this reason, it is particularly important to take sufficient time to analyse and understand the ecosystem before designing interventions to support it.

areas, e.g. cities. In addition, there are examples of industry-specific ecosystems, but also ones that span various industries.

In this guide and for the purpose of mapping, the entrepreneurial ecosystem is defined as a product of **three elements**:

1. the surrounding environment, more precisely the business environment and investment climate,
2. its interacting actors, and
3. the evolving culture and attitudes.

---

<sup>8</sup> Organisation for Economic Cooperation and Development, Entrepreneurship at a Glance 2012, OECD, Paris, 2012.

<sup>9</sup> Global Entrepreneurship Monitor. Available at: <http://gemconsortium.org/>

<sup>10</sup> Isenberg, D., The entrepreneurship ecosystem strategy as a new paradigm for economic policy: principles for cultivating entrepreneurship, Babson Entrepreneurship Ecosystem Project, Babson College, Babson Park, MA, 2011.

<sup>11</sup> OECD, Entrepreneurial Ecosystems and Growth Oriented Entrepreneurship, OECD, Paris, 2014

# 2

**Figure 1: Isenberg's ecosystem domains<sup>12</sup>**

*Scale up™ Ecosystems for Growth Entrepreneurship*



12 Isenberg, D., The entrepreneurship ecosystem strategy as a new paradigm for economic policy: principles for cultivating entrepreneurship, Babson Entrepreneurship Ecosystem Project, Babson College, Babson Park, MA, 2011.

## 2

With this three-element approach, the guide focuses on the most relevant aspects of an ecosystem that can be tackled by PSD interventions, takes up the recent trend of emphasising the importance of culture and attitude (also in economic research, e.g. behavioural economics) and builds upon existing approaches, such as the business climate surveys. In addition to the three elements, the guide uses Isenberg's domains to categorise the actors of an entrepreneurial ecosystem. You will find a short description of each element in the following sections.

### 2.1.1. Business environment and investment climate

The **business environment**, as the Donor Committee for Enterprise Development (DCED) defines it, is 'a complex of policy, legal, institutional and regulatory conditions that govern business activity. It [...] includes the administration and enforcement mechanism established to implement government policy, as well as the institutional arrangements that influence the way key actors operate (e.g. government agencies)'<sup>13</sup>.

Functional areas of business environment reforms include:

- simplifying **business registration** and licensing procedures;
- improving **tax policies** and administration;
- enabling better **access to finance**;
- improving **labour laws and administration**;
- improving the **overall quality of regulatory governance**;
- improving **land titles**, registers and administration;
- simplifying and speeding up **access to commercial courts** and to alternative dispute-resolution mechanisms;
- broadening **public-private dialogue**; and
- improving access to **market information**.

The business environment is a subset of the **investment climate**, which takes a broader view of a country's competitiveness. As part of the investment climate, the DCED differentiates between seven domains:

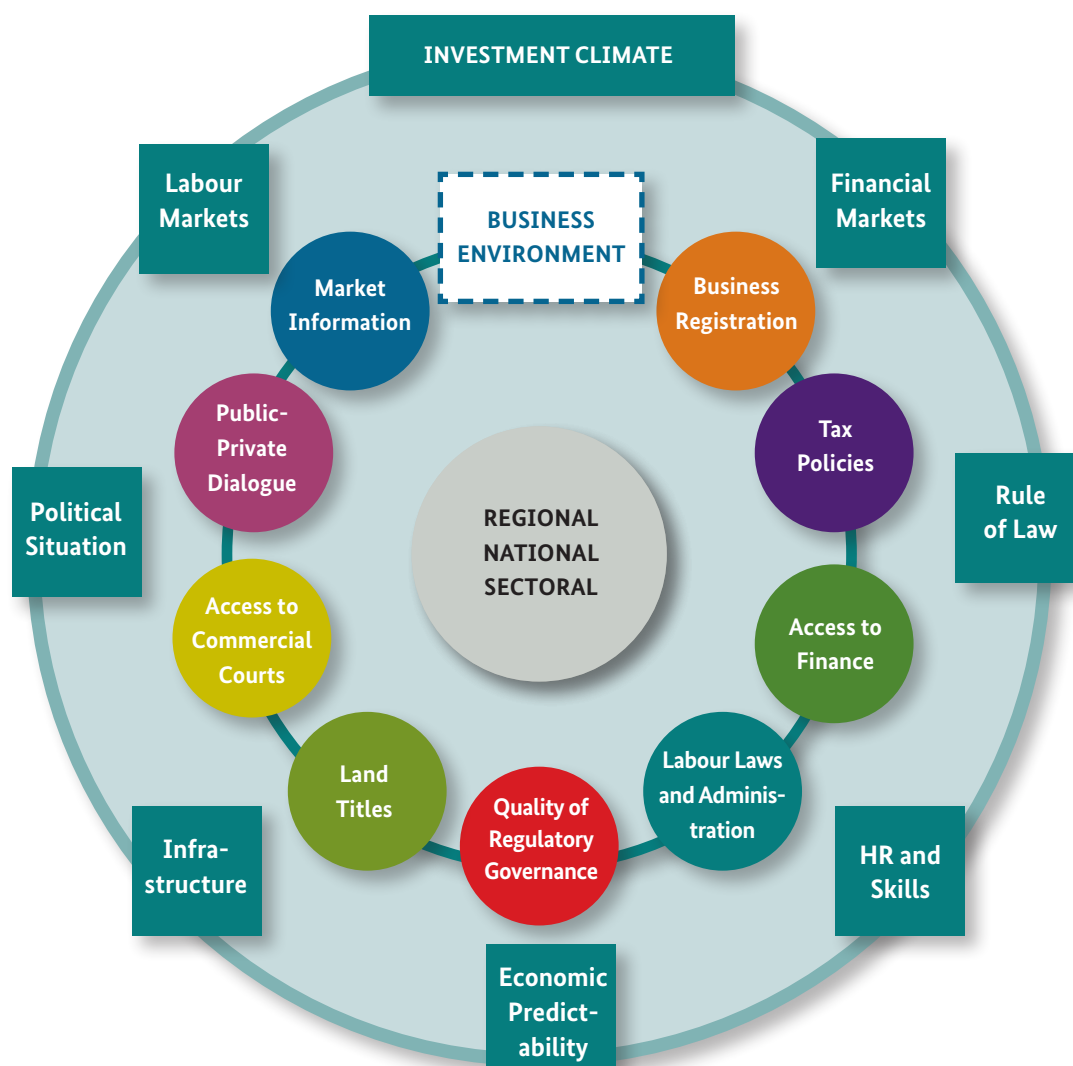
- **financial markets**, which include access to finance, financial regulations, etc.;
- the **rule of law**, meaning legal rights which can, for instance, inhibit corruption or regulate the business registration process;
- **human resources (HR) and skills**, e.g. the technical and vocational education and skills of actors, etc.;
- **economic predictability**, meaning the overall macro-economic stability and growth path;
- **infrastructure**, meaning the technical structures, e.g. roads, telecommunication, energy;
- **political situation**, which ensures planning security and increases risk tolerance among MSMEs;
- **labour markets**, meaning the availability of skilled workers and sufficient matchmaking between the work supply and the work demand.

Both the business environment and the investment climate influence an entrepreneurial ecosystem and have to be taken into account in its analysis. For the mapping, it is recommended to mainly focus on the business environment, as this is more likely to be the area that can be tackled in the framework of a PSD programme. In addition, the mapping should take a closer look at the most relevant – being the ones that could be targeted with interventions – investment climate components, which from the perspective of a PSD programme would be: **economic predictability, political situation and labour market**. You can assess the business environment and investment climate on various levels – on the regional<sup>14</sup>, national, and sectoral level. To date, most analyses and reports mainly focus on the national level. Only a few analyses focus on cities. However, this is changing, as more and more cities are starting to promote themselves as 'entrepreneurial hubs' (e.g. Berlin).

<sup>13</sup> Donor Committee for Enterprise Development, Supporting Business Environment Reforms – Practical Guidance for Development Agencies, 2008. Available at: <https://www.enterprise-development.org/wp-content/uploads/DonorGuidanceEnglish.pdf>.

<sup>14</sup> In this guide, the term 'regional' refers to a sub-national, geographical region (e.g. the 12 governorates of Jordan), not a supranational geographical region (e.g. Sub-Saharan Africa).

## 2

Figure 2: The business and investment climate according to the DCED<sup>15</sup>

The *Doing Business Report* (DBR) published annually by the World Bank is one of the most established benchmark reports focusing on the business environment on country level. Its basis is a set of indicators that measure the costs that derive from regulation, such as starting a business (measured in number of days and number of procedures) or dealing with bankruptcy. The data the DBR provides on country level is useful when it comes to assessing this element of a country's ecosystem.

A well-known benchmark report, the World Economic Forum's (WEF) *Competitiveness Report*, not only takes into account existing policy, rules and regulations, but also other factors that influence a country's competitiveness such as the macroeconomic environment (inflation, government debt, government budget balance), the market size or health and primary education. Therefore, it is a suitable source to use when you plan to analyse the broader investment climate.

<sup>15</sup> Donor Committee for Enterprise Development, *Supporting Business Environment Reforms – Practical Guidance for Development Agencies*, 2008. Available at: <https://www.enterprise-development.org/wp-content/uploads/DonorGuidanceEnglish.pdf>.



## 2

Classic business climate surveys often neglect to take a closer look at which actor is doing what, which capacities they possess, and how they interact with each other. However, this is an important aspect to consider in order to fully understand the entrepreneurial ecosystem. Therefore, this guide takes up the issue as part of ‘interacting actors’, the second of the three elements.

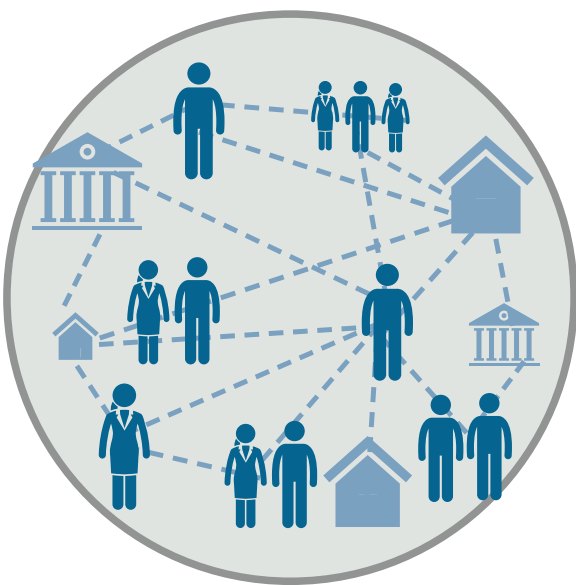
### 2.1.2. Interacting actors

An entrepreneurial ecosystem provides a stage for a variety of actors that influence the conduciveness of a place towards entrepreneurship by different means. This is why many ecosystem mapping approaches look at the actors and their roles in the ecosystem. It is important to know which actors either constrain or foster entrepreneurial activity and whether there are any relevant actors missing.

The actors can be

1. **individuals**, such as business founders or investors;
2. **organisations**, meaning a social unit of people set up and managed to achieve specific goals or serve certain purposes (e.g. companies, universities, banks); or
3. **institutions**, which are – in a sociological sense – long-standing and stable patterns of behaviour which guide humans (e.g. *values, family, religion*)<sup>16</sup>.

**Figure 3: Actors: individuals, organisations and institutions**



Rather than merely finding out whether all types of actors are present in an ecosystem and whether they engage, enable or hinder entrepreneurs, you want to analyse their capacities and their interconnectedness. Whereas some individuals and organisations are interconnected through collaboration, mutual support or other relationships, others solely coexist or are unaware of each other's existence. According to the GIZ management model *Capacity WORKS*, collaboration among individuals, organisations and institutions depends on various factors, including:

- **Benefits:** all cooperating partners expect a benefit for themselves;
- **Transaction costs:** the results achieved by the cooperation cover the associated costs;
- **Synergy:** the cooperation partners are able to create new potential for all by using their individual strengths.<sup>17</sup>

A mapping of the entrepreneurial ecosystem illustrates the actors' roles, which indicates their importance and the interconnectedness between them. There are various visualisation methods that can be used to assess the entrepreneurial ecosystem's actors element, e.g. their geographical distribution or mapping them according to the different stages of a business (from ideation to growth and scale) (→ see Chapter 3.3.2.). Yet another point to keep in mind when observing the actors' element, is that an actor's role and importance can change over time.

*Capacity WORKS* assumes that the role and the behaviour of actors is mainly determined by their genuine interest and their position within an ecosystem, but also recognises that they are influenced by rules and norms. This is what leads us to the third element of the ecosystem approach: the entrepreneurial culture and attitude.

### 2.1.3. Entrepreneurial culture and attitude

The culture of a society has a large impact on the entrepreneurial ecosystem. It affects individuals' attitudes towards entrepreneurship and therefore the likelihood of becoming an entrepreneur. In development co-operation, it is increasingly recognised that culture and attitude, alongside social protection schemes, are important factors that determine a country's level of entrepreneurship.

<sup>16</sup> Sociology Guide, Social Institutions [web page], 2017. Available at: <http://www.sociologyguide.com/basic-concepts/Social-Institutions.php>

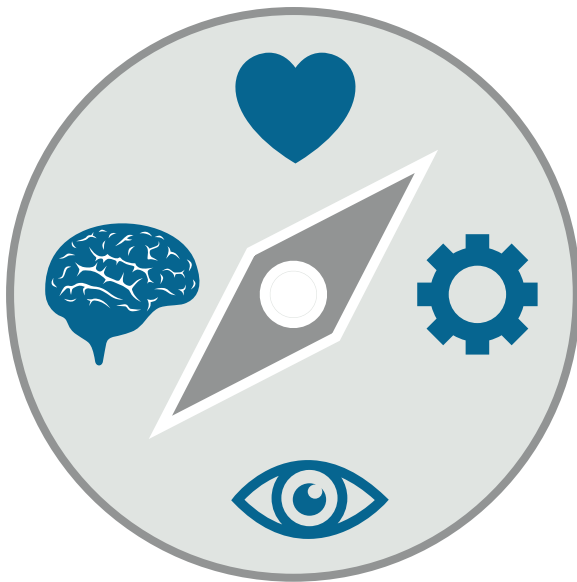
<sup>17</sup> Gesellschaft für Internationale Zusammenarbeit (GIZ), Cooperation Management for Practitioners – Managing Social Change with Capacity WORKS, GIZ, Eschborn, 2014.



## 2

Economic research has moved away from the neoclassical thinking that only inputs, such as labour, land and capital, determine the success of an economic system, but increasingly emphasises the role of human beings as decisive determinants of economic performance.<sup>18</sup> This is why the guide focuses on the entrepreneurial culture and attitude as the third element.

**Figure 4: Culture and attitude**



Some of the relevant questions to pose when assessing how open a society is to entrepreneurship include:

- Are **behavioural patterns** favourable for entrepreneurship?
- Is the society open towards entrepreneurship-related characteristics such as networks or innovation?
- Is starting a new business a **desirable career choice**?
- Do the **media** promote entrepreneurship through stories of new and successful businesses?
- Are MSMEs with experience of failure judged by society?
- Conversely, do successful entrepreneurs have a high level of status and respect?

The Global Entrepreneurship Monitor (GEM), which has evolved into a central reference in entrepreneurship studies globally, provides information on these questions.<sup>19</sup> GEM collects primary data on entrepreneurial attitudes through interviews with a minimum of 2,000 adults and around 30 expert interviews in each country. It is therefore a unique source of primary data on the entrepreneurial culture and attitude in a country. If GEM does not provide recent data for the country of interest, you can conduct your own interviews with colleagues and ecosystem actors to collect answers to the above-mentioned questions (→see Chapter 3.2.).

### 2.1.4. Assembling the three elements

The three components

1. **business environment and investment climate,**
2. **the interacting actors, and**
3. **culture and attitude form the entrepreneurial ecosystem.**

As Figure 3 illustrates, the business environment and investment climate form the legal, administrative and regulatory framework in which the actors (individuals, organisations and institutions) interact with each other. There is a constant interplay between the business environment and investment climate and the actors, which determines both the exact framework's design as well as the actors' interactions; therefore, all actors are mutually dependent. The third component, culture and attitude, constantly resonates with the business environment and investment climate and the actors' interaction.

As you will see when conducting your ecosystem mapping, there are overlaps between these three elements. Looking at the ecosystem from these different angles will help you discover the main challenges that entrepreneurs face and the potential entry points for interventions. It will also simplify the process of sorting and categorising information, as during the desk research phase you might run the risk of getting lost in the plethora of data. For each of the elements, there are different approaches to collecting and analysing data (→see Chapter 3.2. and Chapter 3.3.).

<sup>18</sup> Hwang, V. W., *The Rainforest: How 'Chicago Thinking' Explains Silicon Valley*, The University of Chicago Law School, Chicago, 2012.

<sup>19</sup> Since 1999, a consortium of universities has conducted the annual GEM reports. GEM has representatives – commonly academic or research institutes – in each country. These 'national teams' are responsible for the local data collection and for reporting the findings. In 2017, the GEM report covered 65 economies worldwide. The whole project is overseen by the UK-based Global Entrepreneurship Research Association. For more information, see <http://www.gemconsortium.org/>

## 2

Figure 5: The three elements of the entrepreneurial ecosystem



## 2.2. The functioning of an entrepreneurial ecosystem

When mapping the entrepreneurial ecosystem, you will concentrate on the factors that influence the conduciveness of a given context towards entrepreneurial activity, such as the existence of support schemes for entrepreneurs or the attractiveness of entrepreneurship as a career choice. These factors are the **determinants of an entrepreneurial ecosystem**. If you want to look into the actual performance of an ecosystem or the impact it has, you need to focus on a different set of measures. Ideally, an entrepreneurial ecosystem contributes to a positive economic impact, e.g. successful new businesses, new jobs, increases in income. To assess the **entrepreneurial ecosystem's performance**, it can be helpful to study and monitor the following performance indicators:

- birth and death/survival rate of new businesses
- entrepreneurial activity among the population
- registration of new businesses
- jobs created by new businesses
- exports by new businesses
- investments secured by new businesses (loans and equity)

Useful data sources can be the national level statistics or the OECD's publication *Entrepreneurship at a Glance*<sup>20</sup>. However, many relevant entrepreneurial activities most likely take place in the informal sector. Hence, data availability is limited and qualitative judgements by experts need be taken into account.

<sup>20</sup> Organisation for Economic Cooperation and Development, *Entrepreneurship at a Glance 2012*, OECD, Paris, 2012.  
Available at: [http://www.oecd-ilibrary.org/industry-and-services/entrepreneurship-at-a-glance-2012\\_entrepreneur\\_aag-2012-en](http://www.oecd-ilibrary.org/industry-and-services/entrepreneurship-at-a-glance-2012_entrepreneur_aag-2012-en)

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# 3

**FIVE STEPS TO MAPPING  
THE ENTREPRENEURIAL ECOSYSTEM**

## 3

## Five steps to mapping the entrepreneurial ecosystem

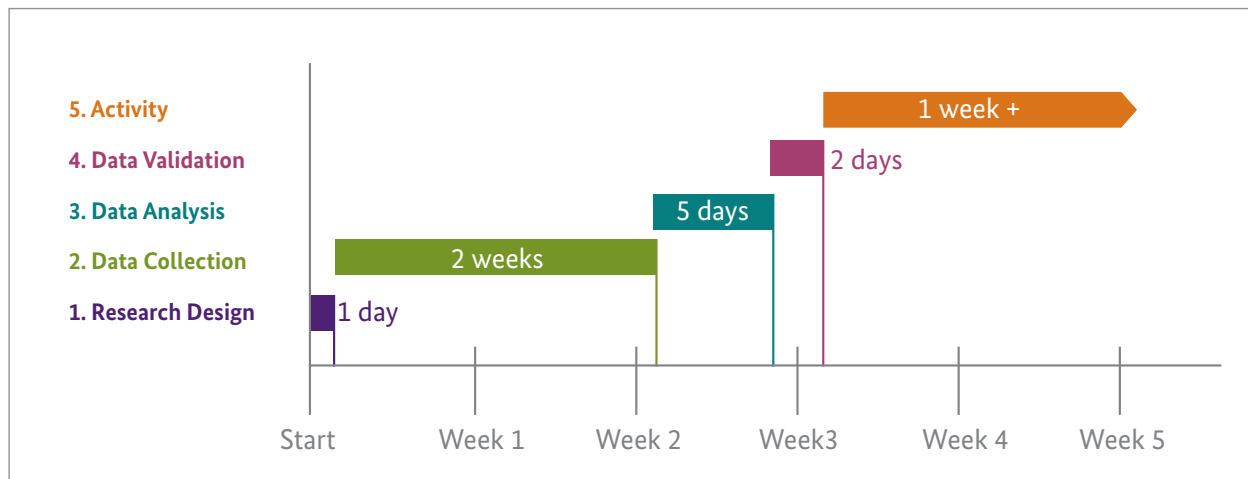
The process of observing, analysing and visualising the entrepreneurial ecosystem in a given context is a 'mapping'. With a mapping, you can take a closer look at each of the elements (business environment and investment climate, actors, culture and attitude), grasp their specific characteristics (e.g. business laws, supportive institutions, cultural traits) and assess their role and function as well as their interplay within an entrepreneurial ecosystem. This eventually allows you to uncover gaps and constraints that newly designed PSD interventions should focus on.

With its distinct focus on entrepreneurship, the scope of an ecosystem mapping goes beyond the common GIZ country analysis as part of a project planning/appraisal mission (Prüfmission). A GIZ context analysis (Kontextanalyse) is usually insufficient to identify concrete project partners and activities for entrepreneurship support. A thorough observation and analysis of the entrepreneurial ecosystem will require more time than a planning mission team typically has at its disposal. Nonetheless, the context analysis can serve as a valuable basis for a comprehensive mapping.

In this section, each step is presented by describing its objective and suggesting a process by which it can be carried out. In addition, all steps contain a number of tools that you might want to use when conducting your mapping. Whenever applicable, the guide contains special advice on **green and inclusive entrepreneurship** and on **women entrepreneurship** (additional information is marked in different colours: **green for green and inclusive entrepreneurship**, **blue for women entrepreneurship**).

The time and effort required for a mapping exercise depends on its scope; therefore, it is not advisable to provide a universal, detailed timeline. However, to meet the reality of project practitioners and programme planning practice, you should aim at **around four weeks** for the overall mapping exercise. The following timeline can be used for your orientation and planning:

Figure 6: Entrepreneurial ecosystem mapping timeline



## 3

Table 1: Overview of tools and examples

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

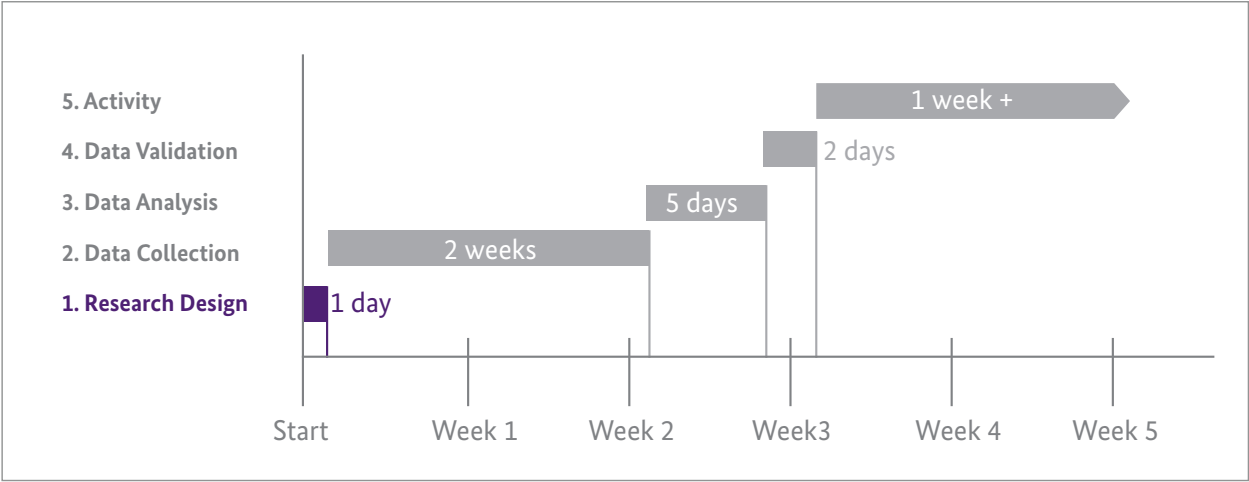


# 3 // Step 1

## 3.1. Research design – What and how to map?

SHORT DESCRIPTION	
<p>The research design is the operational framework of the mapping process. If you conduct the mapping together with a (local) partner, it is helpful to invest time in discussing the research design to ensure the mapping provides the expected results. In general, a research design comprises six components:</p> <ol style="list-style-type: none"><li>1. Scope of the mapping</li><li>2. Target group</li><li>3. Research question</li><li>4. Methods of data collection</li><li>5. Comparative values</li><li>6. Expected results</li></ol>	
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.

Figure 7: Timeline – Step 1



# 3 // Step 1

The first step of the mapping process is to elaborate and agree on a research design that clearly defines all the steps to be taken throughout the mapping process. A well-prepared and comprehensive research design is essential to ensure that the mapping will run smoothly and in a timely manner. Ideally, the design should provide sufficient detail and instructions that anyone at any time could repeat your mapping in the given context.

It is advised to conduct the mapping in **cooperation with partners** for several reasons: First, partners can contribute additional capacities such as skills, know-how, knowledge of informal institutions and culture and attitude which is rarely written down, valuable networking connections or funding. Second, partners might have their own interest in the mapping and can therefore be a driver in bringing the mapping project forward and extending its reach. Third, partners can take over and continue the mapping when the programme's term ends. Potential partners could be, for instance:

- Government bodies
- Universities and research institutions
- Business service providers
- Development agencies
- Established companies
- Banks and other investors

If you decide to implement the mapping with partners, you should include them right from the beginning and discuss the research design with them in a meeting or a short workshop. This way, you can ensure effective resource planning and a clear understanding of the expected outcomes. In the following sections, you will find information on which aspects you will have to consider when developing your research design framework.

## 3.1.1. Scope of the mapping

With the mapping exercise, you will observe the entrepreneurship scene in a given context. This context needs to be refined according to your research interest. The most common context is a country. However, it is also possible to choose different or additional criteria, such as:

- **Geographical focus:** you can map a specific region or even a city. Just be aware that in many cases data are only available on country level.
- **Sector-specific focus:** e.g. a specific business sector such as ICT or agriculture.
- **Thematic focus:** you can also choose to focus the mapping on a topic; common examples are **green and inclusive business** or **women entrepreneurship**.

The scope will determine the time and resources you will need for the mapping exercise. Therefore, it is difficult to provide details on the time and overall costs.

## 3.1.2. Target group

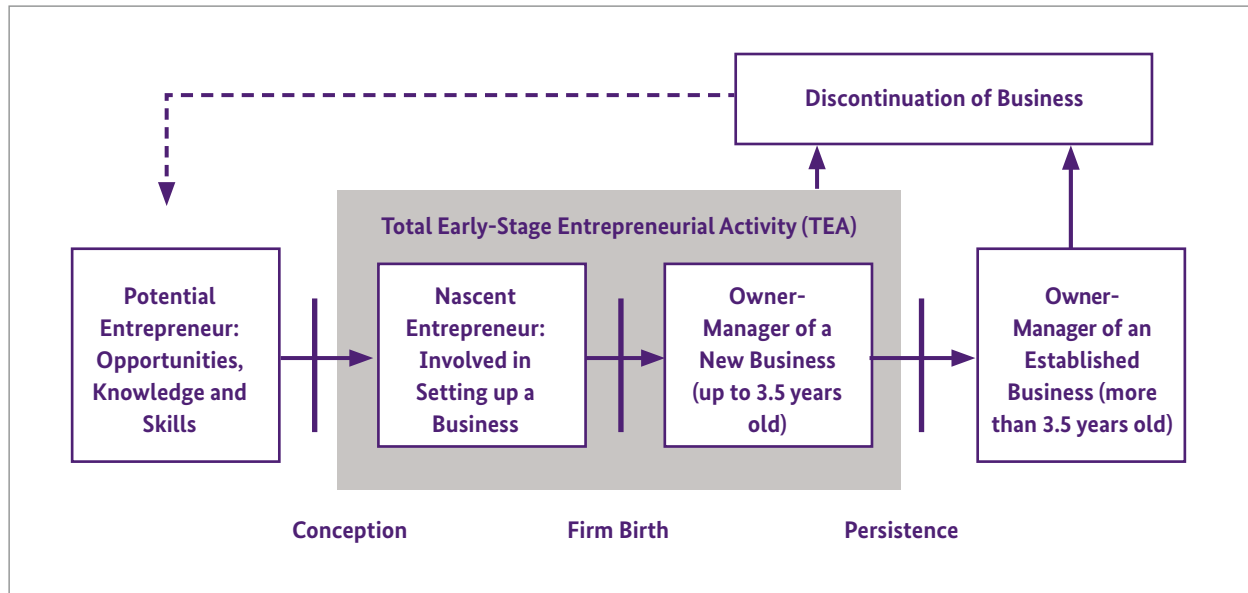
When defining the target group you specify who you want to observe in the entrepreneurship scene. The term 'entrepreneur' or 'entrepreneurship' can cover a wide range of people and types of businesses. To avoid misunderstandings and to keep a clear focus it is important to define and agree upon a definition with all parties involved in the mapping. Be clear about what type of entrepreneurship you mean by looking at business development phases (e.g. starting or scaling phase) or the business motivations (e.g. opportunity or necessity-driven entrepreneurs). This will also depend on your programme's overall objective. For example, if your programme aims to create income opportunities for young people, you will focus on youth entrepreneurship.

You can also build on existing definitions and concepts. For example, GEM counts all business activities that have been operating for less than 3.5 years for its index *Total Early-Stage Entrepreneurial Activity* (TEA).<sup>21</sup>

21. Global Entrepreneurship Research Association, GEM Global Report 2016/17, 2017, p. 15. Available at: <http://gemconsortium.org/report/49812>

# 3 // Step 1

Figure 8: GEM definition of total early-stage entrepreneurial activity<sup>22</sup>



### 3.1.3. Research question

The research question sets the tone for your whole mapping endeavour. The most basic question you could ask is ‘How does the entrepreneurial ecosystem look like?’ If desired, you can be more precise and focus only on the constraints or only on the opportunities for entrepreneurs; most commonly the constraints for entrepreneurs will be at the centre of attention, as these are the entry points for the interventions you are planning. When posing your research question try to keep the following factors in mind:

- **Relevance:** Who might be interested in the topic besides you? Has the question been answered before?
- **Feasibility:** Given your time and resources, is the scope of your question manageable? You might want to adjust the scope of your research according to your resources.
- **Clarity and simplicity:** Try to formulate the question as simply as possible to avoid confusion and additional work.

### 3.1.4. Methods of data collection

After defining what you would like to look at, you will need to decide on the methods that you will use to gather the necessary information for your ecosystem assessment. Typically, the information you gather will come from various sources. Following this guide’s methodology, it is suggested that you use multiple means of data collection in a sequenced approach in order to produce the most comprehensive results.

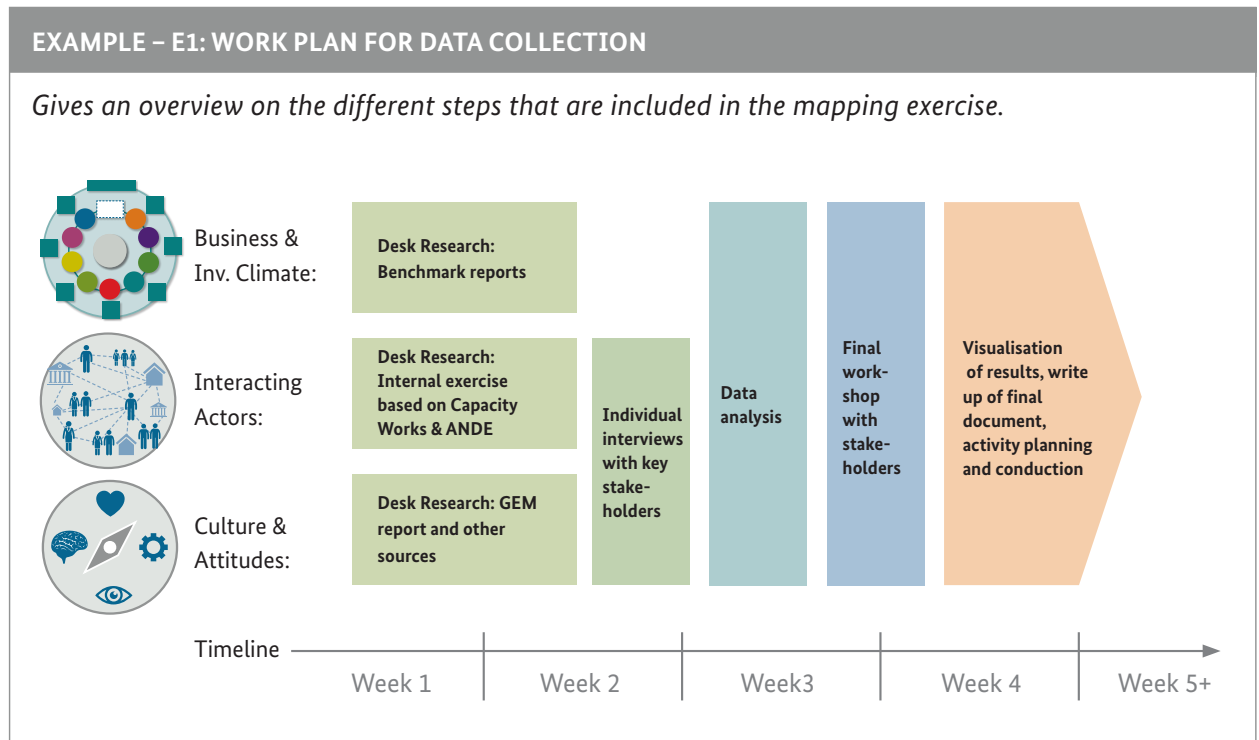
The desk research phase is rather a standard procedure (→see Chapter 3.2.1.). But when it comes to collecting primary data, the methods of data collection become more diverse. In general, you will need to allow for at least one week of primary data collection (focus groups, surveys, interviews) to be able to gather sufficient information for a meaningful analysis. The element of the ecosystem for which you will rely most heavily on primary data will be ‘culture and attitude’, as there is little data to be found in international benchmark reports. However, you will never have enough time to collect all the information you would like, as the entrepreneurial ecosystem is so complex.

Once you have decided on the methods of data collection, you need to prepare a work plan (→see example E1, next page). You can use it to inform all your partners about the next steps.



# 3 // Step 1

Figure 9: Work plan for data collection



### 3.1.5. Comparative values

To assess the state of entrepreneurship in your desired context you will need to compare it with something. A comparison allows you to put things into perspective and to assess indicators in a realistic manner. Hence, you need to consult comparative values to come to sound and informative results. The most common and most obvious comparison is between countries. However, you can also choose other criteria. Such as:

- Size of the economy
- Geographical proximity
- Structure of the economy
- Trading partners or major competitors
- Best performing states.

If you choose other countries as benchmarks, you should stick to the same country selection for comparison throughout the entire mapping and be clear about the selection criteria you have used. An effective way of selecting your country sample for comparison is by discussing it with your local partners in a kick-off workshop.

Your local partners will know with whom they compete or to which good-practice examples to refer. Another interesting approach is a comparison of a given context over time, which reveals how the ecosystem has developed. For this longitudinal proceeding a clear research design is especially important, as detailed instructions are needed to repeatedly observe the variables over time.

### 3.1.6. Expected results

Part of the research design is agreeing on the format of the results and what you will use them for. The findings of the mapping should serve as basis for designing future development cooperation interventions and other activities that aim to stimulate entrepreneurship. Other expected results could be additional products such as a map of the ecosystem's actors. Make sure that everyone involved in the mapping process shares the same understanding as regards to the outcome and the use of the outcome. You will find examples on what the expected output could look like in the [DMS working group](#) Entrepreneurial Ecosystem Mapping'.

# 3 // Step 1

Figure 10: Summary research design

## EXAMPLE – E2: RESEARCH DESIGN SUMMARY

*Present the core information on your research design on one PowerPoint slide.*



Scope of mapping:

- Geographic: capital city
- Topic: green and inclusive business models
- Business phase: starting and scaling up



Research question:

- What are supportive structures and constraints for entrepreneurs who follow a green and inclusive business model in the capital?



Target group:

- Entrepreneurs and small and growing businesses:
- with green and inclusive business models
  - who are located in the capital
  - with growth ambitions



Comparative values:

- Other big cities in the same country
- Other capital cities in the same region
- Capital cities of other countries



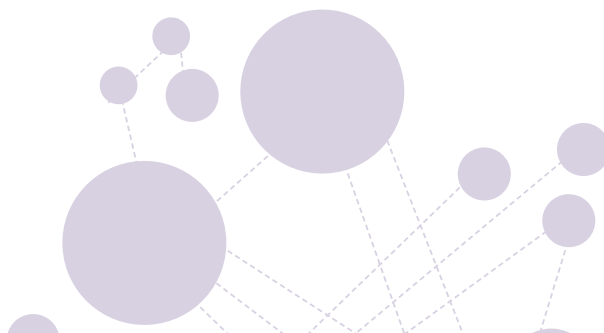
Expected Results:

- Apply sound methodology for ecosystem mapping for GIZ
- Overview of the entrepreneurial status-quo & support structures
- Indication of where additional efforts in terms of development cooperation are needed and how future project activities should be designed



Methods of data collection:

- Quantitative: benchmark reports, local statistic offices
- Qualitative: semi-structured interviews



# 3 // Step 2

## 3.2. Data collection

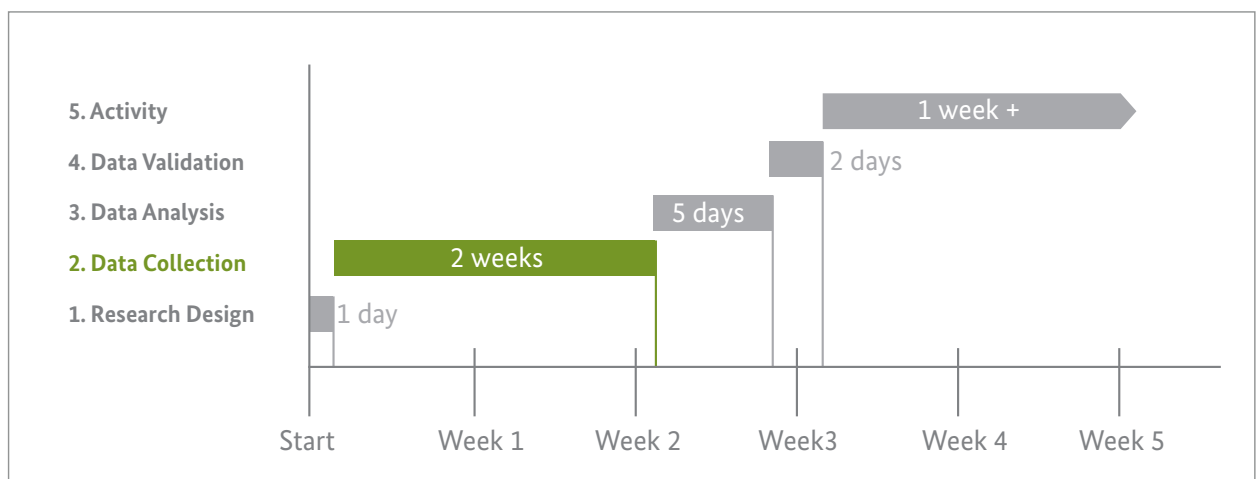
### SHORT DESCRIPTION

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 you collect primary data 'on the ground'. The three-element approach (business environment and investment climate, actors, culture and attitude) will help you to manage the large amount of information and to collect only relevant information.

It is recommended that you use both qualitative and quantitative data in order to get the most accurate and complete results. Interviews and focus group discussions are necessary to collect first-hand information. Further, we recommend using recent data and those from trustworthy sources to ensure the accuracy and the relevance of the findings; this is especially important if the mapping will serve as basis for designing development cooperation interventions.

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

Figure 11: Timeline – Step 2



## 3 // Step 2

### 3.2.1. Secondary data collection: desk research

As a general rule, it is recommended to begin with a desk research phase and to collect secondary data. Start with the broader picture and then dig deeper into the details of an ecosystem. If you perform the mapping in a country you are not familiar with, take your time to look at the overall economic situation of the country (e.g. growth rate, trade balance, private and government consumption, investments and savings, share of sectors, total unemployment rate, number of enterprises per size of company). Especially for the next steps of your mapping, it is important to know about the structure of the economy.

A helpful source of data could be the Economist Intelligence Unit (EIU) *Country Reports*.<sup>23</sup>

Moreover, economic benchmark reports such as the DBR or the GEM can serve as sources for quantitative data and country comparison. They are a suitable starting point to gain an understanding of the investment and business environment. If you are looking for more detailed information, you could consult the country's national statistics bureau or country reports prepared by international organisations or donors.

Figure 12: Benchmark reports

TOOL – T1: OVERVIEW BENCHMARK REPORTS	
Doing Business Report – World Bank	
A list of suggested benchmark reports including short descriptions you can use during the desk research phase. Make sure that you understand the scope and the methodology of the reports you use, as especially composite indices can lead to misjudgements. The complete list (→see Annex, Tool 1.)	
<b>Aim</b>	Measuring business regulations that enforce/constrain business activities ('cost of doing business').
<b>Methodology</b>	<p>Survey consisting of a questionnaire which asks for regulations in the following areas:</p> <ul style="list-style-type: none"> <li>• starting a business</li> <li>• dealing with construction permits</li> <li>• getting electricity</li> <li>• registering property</li> <li>• getting credit</li> <li>• protecting minority investors</li> <li>• paying taxes</li> <li>• trade across borders</li> <li>• enforcing contracts</li> <li>• resolving insolvency</li> <li>• labour market regulation</li> </ul>
<b>Countries</b>	190 economies (2017)
<b>Frequency</b>	Annually
<b>Level</b>	National and sub-national for some countries
<b>Pros</b>	Very comprehensive dataset, large reach, high frequency, well-established, full datasets available. Clear focus on business regulation. Covers areas relevant for entrepreneurship such as registration and bankruptcy.
<b>Cons</b>	Considers market liberation as unconditionally desirable – the more liberal the higher the ranking; does not fully support a social market economy – e.g. strict dismissal protection = lower ranking
<b>Link</b>	<a href="http://www.doingbusiness.org">www.doingbusiness.org</a>

<sup>23</sup> The Economist Intelligence Unit. Available at: <http://www.eiu.com/home.aspx>. The EIU reports are also accessible through the GIZ intranet for free.

## 3 // Step 2

Depending on the previously defined mapping scope, you could also use sectoral benchmark reports, such as WEF's *Travel and Tourism Competitiveness Report*<sup>24</sup> or the *Global Information and Technology Report*<sup>25</sup>.

In this phase, the biggest challenge is to not get lost in the huge amount of information, indicators and comparisons. It might help you to keep in mind the three-elements approach of the ecosystem (business environment and investment climate, actors, culture and attitude) in order to stay on track. To focus on indicators that are most relevant for entrepreneurs, this guide provides the tool 'Table of indicators and data sources' (→see *Tool 3, Annex*). For a good general overview, you can also use a scorecard (→see *Chapter 3.3.1.*) in which you display the collected data from benchmark reports.

The data collected during the desk research phase will help you to prepare for the second phase, the primary data collection. You will be able to identify possible barriers (and opportunities) for entrepreneurs within the three elements of the ecosystem, which you can discuss with your interview partners (or focus groups) to verify the information. If you discover information gaps, these are the areas you will have to focus on during your interviews.

### 3.2.2. Primary data collection: survey, focus group discussion or interviews?

Primary data collection complements the findings from the desk research and secondary data. A survey, semi-structured interviews or focus group discussions can be used to collect primary data on the perception of stakeholders regarding the conduciveness of an entrepreneurial ecosystem. A survey, interviews or focus group discussions should therefore follow a period of intensive desk research in order to identify gaps in the information available from reports and statistics and to focus on collecting missing information that is relevant for the ecosystem analysis.

When choosing the appropriate method of data collection, you need to carefully consider what information you would like to collect, as well as your available resources (time and budget). The description below provides an overview of which method fits best which circumstances.

#### Semi-structured interviews

A semi-structured interview is an interview method that is half way between a quantitative survey and an unstructured conversation. It is used to gather focused and qualitative textual data. Semi-structured interviews are carried out by an interviewer with the help of a questionnaire with open questions. When the interviewee indicates interesting points, the interviewer has the possibility to ask additional questions and record more detailed answers. Semi-structured interviews are particularly useful for collecting information on people's opinions or experiences, which makes them especially useful in mapping exercises.<sup>26</sup>

24 World Economic Forum, *The Travel and Tourism Competitiveness Report 2017*, WEF, Geneva, 2017. Available at: <https://www.weforum.org/reports/the-travel-tourism-competitiveness-report-2017>

25 World Economic Forum, *The Global Information and Technology Report 2016*, WEF, Geneva, 2016. Available at: <https://www.weforum.org/reports/the-global-information-technology-report-2016>

26 For more information on semi-structured interviews, see tools4dev, *How to do semistructured interviews*, 2014. Available at: <http://www.tools4dev.org/wp-content/uploads/how-to-do-semi-structured-interviews.pdf>



# 3 // Step 2

Figure 13: Conducting interviews

## TOOL – T2: TIPS ON CONDUCTING INTERVIEWS

### 1. Find your interview partners

- Identify key informants who are explicitly important for the ecosystem. Do some quick online research and/or ask colleagues who are familiar with the local entrepreneurial scene. You can also ask your interview partners who else they think you should talk to ('snowballing').
- Ideally, you will interview at least one member of each actor's category. Based on the preliminary desk research results you should have an idea which actors play a role in the local entrepreneurial ecosystem in each category. Depending on your research question and research design, you might not need to speak to representatives from every category mentioned below.

### 2. Scheduling the interviews

- **How long?** Keep the interview time to a maximum of 60 minutes.
- **When?** Schedule the interviews with reasonable time in advance and ideally at a time of the interviewees' convenience. Depending on the local culture, availability at short notice might be a problem; in other cultures, it is common to operate at short notice only.
- **How many?** Make sure that you plan enough time for each interview, considering also the time you need to travel from one place to another (traffic might be a problem) and the time for preparation and follow-up. As a rule of thumb a maximum of four interviews per day is a realistic aim.
- **Where?** Choose a place that is comfortable for the interviewee. This might be their office, a coffee shop, their home, a co-working space, etc. Keep in mind that observing the location might reveal some extra information about the interviewees. If possible, you can also invite the interviewees to your workplace, which saves time and resources.

### 3. Conducting the interviews

- **Introduction:** Introduce yourself and your endeavour and let the interviewee know how long the conversation will take. You can use an overview slide, summarising the aim and the research design.
- **Confidentiality:** Explain the level of confidentiality: will you record the interview, take notes, or translate it? Make sure the interviewees are fully informed about what will happen to the information they provide.
- **Timing:** As time is limited, it might not be possible to ask all your questions; instead try to focus on the key aspects the interviewee is well informed about.
- **Questions:** You should try to ask open-ended questions (How? Why? What? In your opinion, etc.) that encourage lengthy and descriptive answers and avoid leading questions and those which have a strong positive or negative association. If the interviewee does not give descriptive answers, prepare more precise sub-questions for things you are particularly interested in.
- **Ending:** Encourage the interviewee to ask questions and leave time for this. Repeat in brief what you will use the information for and which information was especially relevant. Check again that you have all the personal information you need including contact details.
- **After the interview:** Review the interview responses and make additional notes if needed.

**For more information:** Oxfam GB, Conducting semi-structured interviews, 2012.

Available at: [https://itp.nyu.edu/classes/fungus/interview\\_technique/conductingInterviews.pdf](https://itp.nyu.edu/classes/fungus/interview_technique/conductingInterviews.pdf).

## 3 // Step 2

As regards to the actors that constitute an entrepreneurial ecosystem, you can cluster them into different (sub-) categories, following Isenberg's definition of an ecosystem (see also ANDE's *Entrepreneurial Ecosystem Diagnostic Toolkit*<sup>27</sup>). When planning your interviews, you can use these categories to make sure that you gather information from the different types of stakeholders to capture the various perspectives. Depending on your research design, you might not need to speak to representatives from every category.

Following the overall structure, this guide provides the **tool 'Guiding questions for structured interviews'** (→see *Tool 5, Annex*) for the three elements (business environment and investment climate; actors; culture and attitudes). As you will most likely have limited time for each interview, you will need to decide on either a focus area in which the desk research has yielded little or contradictory results, or the most relevant questions for each area. During the desk research phase, you will already have identified some key challenges and opportunities that entrepreneurs face in the ecosystem. You should concentrate on these and adapt your interview questions accordingly.

### TOOL – T3: TABLE OF INDICATORS AND DATA SOURCES (→see Annex)

**Table 2: List of actors**

TOOL – T4: LIST OF ACTORS IN AN ENTREPRENEURIAL ECOSYSTEM – CATEGORIES					
FINANCE	SUPPORT	POLICY	MARKETS	HUMAN CAPITAL	MEDIA
<ul style="list-style-type: none"> <li>• Banks</li> <li>• Microfinance institutions</li> <li>• Financial technology companies (including crowdfunding platforms)</li> <li>• Cooperative financial institutions</li> <li>• Development finance institutions</li> <li>• Venture capital funds</li> <li>• Equity investors</li> <li>• Public capital market</li> <li>• Angel investors</li> <li>• Corporations</li> <li>• Foundations</li> </ul>	<ul style="list-style-type: none"> <li>• Incubators</li> <li>• Accelerators</li> <li>• Industry associations/networks</li> <li>• Business service providers (including legal and accounting services)</li> <li>• Mentors</li> <li>• Business plan contests and conferences</li> <li>• Co-working spaces</li> </ul>	<ul style="list-style-type: none"> <li>• National/regional/state government</li> <li>• Local government/administration</li> <li>• Regulators</li> <li>• Government agencies</li> <li>• Central bank</li> <li>• Public-private dialogue (PPD) mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic/international corporations</li> <li>• Marketing platforms (including e-commerce, advertisement, online platforms and trade fairs)</li> <li>• Consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Universities</li> <li>• Market-driven research institutes</li> <li>• Technical training institutes</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• TV</li> <li>• Social media</li> <li>• Blogs</li> <li>• Podcasts</li> <li>• Role models</li> </ul>

27 Aspen Network of Development Entrepreneurs, *Entrepreneurial Ecosystem Diagnostic Toolkit*, 2013.  
Available at: [https://assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/FINAL%20Ecosystem%20Toolkit%20Draft\\_print%20version.pdf](https://assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/FINAL%20Ecosystem%20Toolkit%20Draft_print%20version.pdf)  
[https://assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/FINAL%20Ecosystem%20Toolkit%20Draft\\_print%20version.pdf](https://assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/FINAL%20Ecosystem%20Toolkit%20Draft_print%20version.pdf)

# 3 // Step 2

TOOL – T4: LIST OF ACTORS IN AN ENTREPRENEURIAL ECOSYSTEM – CATEGORIES

FINANCE	SUPPORT	POLICY	MARKETS	HUMAN CAPITAL	MEDIA
<b>Green and inclusive entrepreneurship</b>					
<ul style="list-style-type: none"> <li>• Impact investors</li> <li>• Crowdfunding platform</li> <li>• Government programmes for GIB (grants)</li> </ul>	<ul style="list-style-type: none"> <li>• Social and ecological business service providers</li> <li>• Civil society organisations</li> <li>• Donor programmes</li> </ul>	<ul style="list-style-type: none"> <li>• GIB-specific PPD mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Standards and certification systems</li> <li>• (Online) marketplaces for sustainable products</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership programmes for entrepreneurs with GIB models</li> </ul>	<ul style="list-style-type: none"> <li>• Social media network for GIBs</li> <li>• Green and inclusive entrepreneurs role models</li> </ul>
<b>Women entrepreneurship</b>					
<ul style="list-style-type: none"> <li>• Venture fund for women-led businesses</li> <li>• Microfund for women</li> <li>• Government programmes for WEE (grants)</li> </ul>	<ul style="list-style-type: none"> <li>• Women entrepreneurs organisation</li> <li>• National association of women business owners</li> <li>• Donor programmes</li> </ul>	<ul style="list-style-type: none"> <li>• WEE-specific PPD mechanism</li> </ul>		<ul style="list-style-type: none"> <li>• Leadership programmes for women</li> </ul>	<ul style="list-style-type: none"> <li>• Social media network for women entrepreneurs</li> <li>• Female entrepreneur role models</li> </ul>

## 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 purpose can be to collect information on people's opinions, beliefs, attitudes, motivations and perceptions or identify needs and test ideas. The **advantages** of focus group discussions are that they allow a range of opinions to be shared on a topic and thereby explain phenomena that a survey or interview might not uncover.<sup>28</sup> They are a method for gathering information with a fast, flexible and economical approach: they can be handy to collect information from entrepreneurs, and to cover different sectors, sizes and development stages. As you will have limited time for interviews, you might otherwise not

be able to get the viewpoint from many different types of entrepreneurs. Focus groups can also be of particular value for the area 'actors' as they reveal information about the relationships and ways of communication and collaboration. However, focus group discussions also have some **limitations**: not everyone might share information as openly in a group as they would in a one-to-one interview situation. To tackle this problem, focus group discussions can be combined with other data collection methods, such as semi-structured interviews.

One way of **setting up a focus group** is by category of actor (e.g. entrepreneurs, service providers) or by defining a key challenge you would like to gather information on.

<sup>28</sup> For more information on Focus Group Discussions, see Overseas Development Institute, Research and Policy in Development – Focus Group Discussions. Available at: <https://www.odl.org/sites/odi.org.uk/files/odiassets/publications-opinion-files/7074.pdf>



## 3 // Step 2

In any case, the first step is to clearly formulate a problem statement or a hypothesis that you would like to put up for discussion. Take your time to prepare your questions and sub-questions thoroughly, as unclear or biased questions can decrease the quality of responses and data. This will also help to identify the right people to invite. Generally, the number of participants should be between four and 12 in order to have a dynamic discussion. When selecting the participants, you should consider certain criteria, such as gender and age. Consider that women

might participate in a different way in a mixed-gender group than they would in a women-only group. It is the moderator's role to ensure that active participants do not over-power subdued participants during the discussion.

Altogether, a focus group discussion should not take more than two hours. The discussion must be documented thoroughly, so you should have at least two people running the focus group discussion: a moderator and an assistant for the documentation.

### TOOL – T5: GUIDING QUESTIONS FOR STRUCTURED INTERVIEWS (→see Annex)

Figure 14: Agenda for focus group discussions

### TOOL – T6: AGENDA FOR FOCUS GROUP DISCUSSIONS

#### What to prepare?

- Formulate questions or hypotheses
- Simple and short
- Clear wording
- Open questions (to avoid 'yes' or 'no' answers)
- Unbiased
- Find moderator and assistant for documentation
- Keep the logistics simple: find a venue, arrange equipment (laptop, flip chart, etc.)

#### Agenda

Plan for around two hours for a focus group discussion

1. Welcome and introduction of moderator (and assistant)
2. Explain the background (purpose, topic, why participants were chosen)
3. Set the ground rules (e.g. will the discussion be recorded)
4. Pose the opening question
5. Sequentially introduce further sub-questions to the group
6. Pose the exit question
7. Summarise results and thank participants



## 3 // Step 2

### 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. Although a survey can deliver very useful insights, it is a very costly and time-consuming method of data collection.

Two of the most comprehensive surveys focusing on entrepreneurship are the GEM's Adult Population Survey (APS)<sup>29</sup> and the World Bank's Enterprise Survey<sup>30</sup>. The GEM APS is conducted on an annual basis, but not available for all countries. The World Bank Enterprise Surveys are available for around 135 countries, but not conducted in a high frequency. The advantage of these two surveys is that you can compare the country of interest with others

using exactly the same indicators – a helpful exercise when it comes to analysing and interpreting the data. During the desk research phase you will therefore be able to use results from existing surveys to benchmark your data.

If you decide to conduct a survey yourself, the APS and the Enterprise Surveys are good examples to follow regarding the overall methodology (sampling, data analysis, etc.). You can also find a detailed description on how to run an ecosystem survey in the ANDE *Entrepreneurial Ecosystem Diagnostic Toolkit*.

In practice, in the context of a GIZ project you will most probably opt against conducting a survey and go for either (semi-) structured interviews or focus groups to gather additional data and verify the secondary data collected in advance.

<sup>29</sup> Available at: <http://www.gemconsortium.org/data/key-aps>

<sup>30</sup> World Bank, Enterprise Surveys – What Businesses Experience, 2017. Available at: <http://www.enterprisesurveys.org/>.

# 3 // Step 3

## 3.3. Data analysis

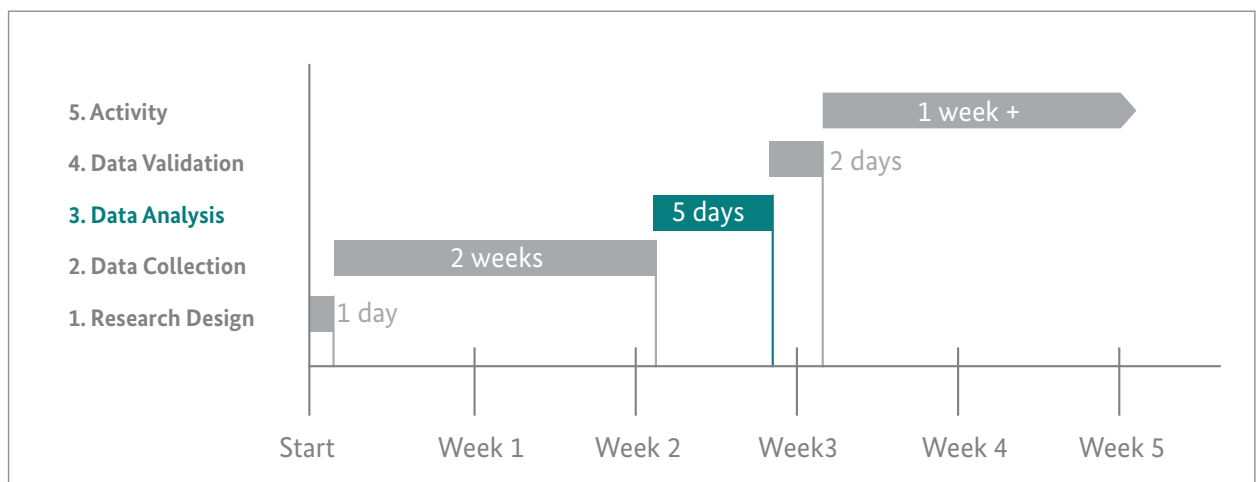
### SHORT DESCRIPTION

After collecting the data, it can be organised and interpreted in the light of the previously defined research focus and questions. Data analysis can also entail cleaning the data. It is suggested to analyse and clean data stepwise for each of the elements of the entrepreneurial ecosystem.

After carrying out the data analysis one should have a good idea of what the ecosystem looks like, its strengths and weaknesses and how the elements are interconnected. Furthermore, efficient support structures as well as gaps and constraints in the ecosystem can be identified. Based on this information and as part of the analysis, the ecosystem can be visualised using a variety of approaches.

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

Figure 15: Timeline – Step 3



## 3 // Step 3

### 3.3.1. Analysis – Business environment and investment climate

The data you will have collected so far on the business environment and investment climate will range from anecdotal information from the interviews (e.g. an entrepreneur complaining about a specific regulatory barrier, such as high import duty on a product s/he needs) to hard data from the international benchmark reports. For the information from interviews, it will be important to crosscheck with other stakeholders and experts to determine whether this is an individual opinion or indeed a gap or challenge in the ecosystem.

For the hard data, the most relevant comparative values are the comparisons with other countries/regions/cities and across the years. The comparison across time provides you with information on trends as regards to the development and progress of an ecosystem.

There are different levels on which you can analyse the data. You can either pick out single indicators or you can look at the indices and country rankings as a whole. One possibility to display information on general trends is by preparing a scorecard or dashboard on international rankings. A scorecard is a data visualisation tool that provides an at-a-glance measure of progress (→see Tool T7, below).

**Table 3: Scorecard for international benchmark reports**

TOOL – T7: SCORECARD FOR INTERNATIONAL BENCHMARK REPORTS								
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
Global Entrepreneurship Monitor	45/68	40/68	38/66	38/66			-5	Global Entrepreneurship Research Association

### 3.3.2. Analysis – Actors

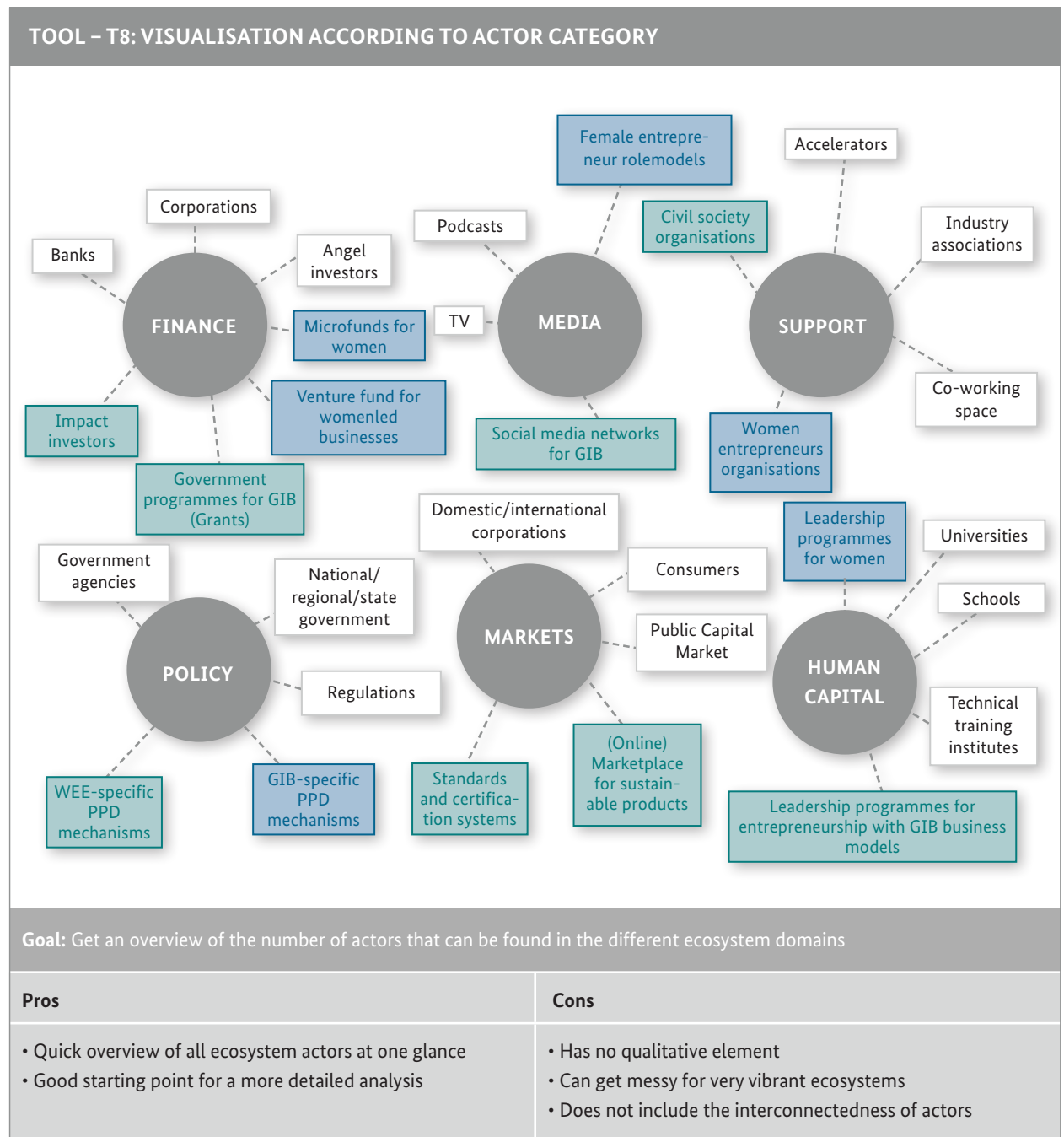
Data on actors can best be analysed and interpreted through visualisations. Depending on the scope and the focus of your mapping, there are various ways to present the findings. In this section, we present a number of common visualisation examples and outline the pros and cons for each example.

#### Ecosystem visualisation according to actor categories

The most basic visualisation of ecosystem actors is to cluster them according to the domains as defined by Isenberg (finance, support, policy, markets, media, human capital →see Chapter 2.1.2.). Use bubbles in one colour for each category and then connect them to boxes in another colour listing the actors' names. This will allow you to quickly gain an overview of the number of actors per category and make it easy to grasp whether any actors have been forgotten. However, there is no qualitative element to this visualisation, i.e. having a large number of actors for one category does not necessarily mean that the market is saturated or that the services are of good quality.

# 3 // Step 3

Figure 16: Visualisation according to actor category (simplified schematic representation)



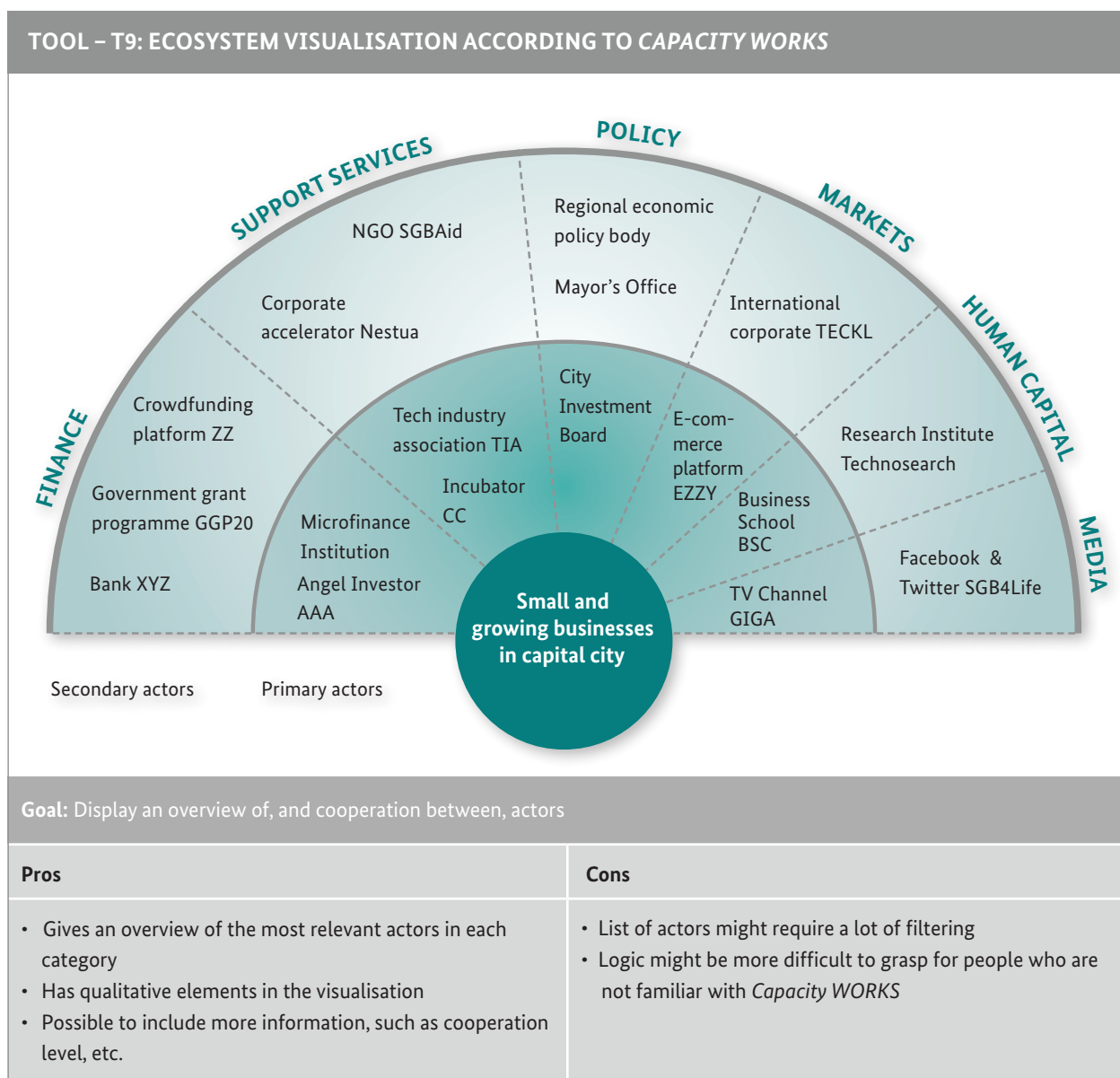
# 3 // Step 3

## Ecosystem visualisation according to *Capacity WORKS*

You can also use the *Capacity WORKS* visualisation method – the stakeholder map. GIZ projects usually map relevant actors according to whether each stakeholder is deemed to be a primary or a secondary stakeholder to the project. It enables the viewer to get an overview of the most essential actors. With a little twist, we can adapt it to our ecosystem perspective. To do so, we will order the stakeholders according to whether they are primary

or secondary stakeholders for the target group which we have defined for our mapping, e.g. small and growing business, women entrepreneurs. Of course, this will entail filtering the overall list of actors so that you only list the most important ones. If you want to go one level further, you can also include additional information in this visualisation, such as the level of cooperation between the actors. *Capacity WORKS* provides more information on this.<sup>31</sup>

Figure 17: Visualisation – *Capacity WORKS*



<sup>31</sup> The document is available for GIZ employees free of charge at <http://star-www.giz.de/starweb/giz/pub/servlet.starweb?path=giz/pub/pfm.web&r=26291&id=web-bi>. See p. 131.

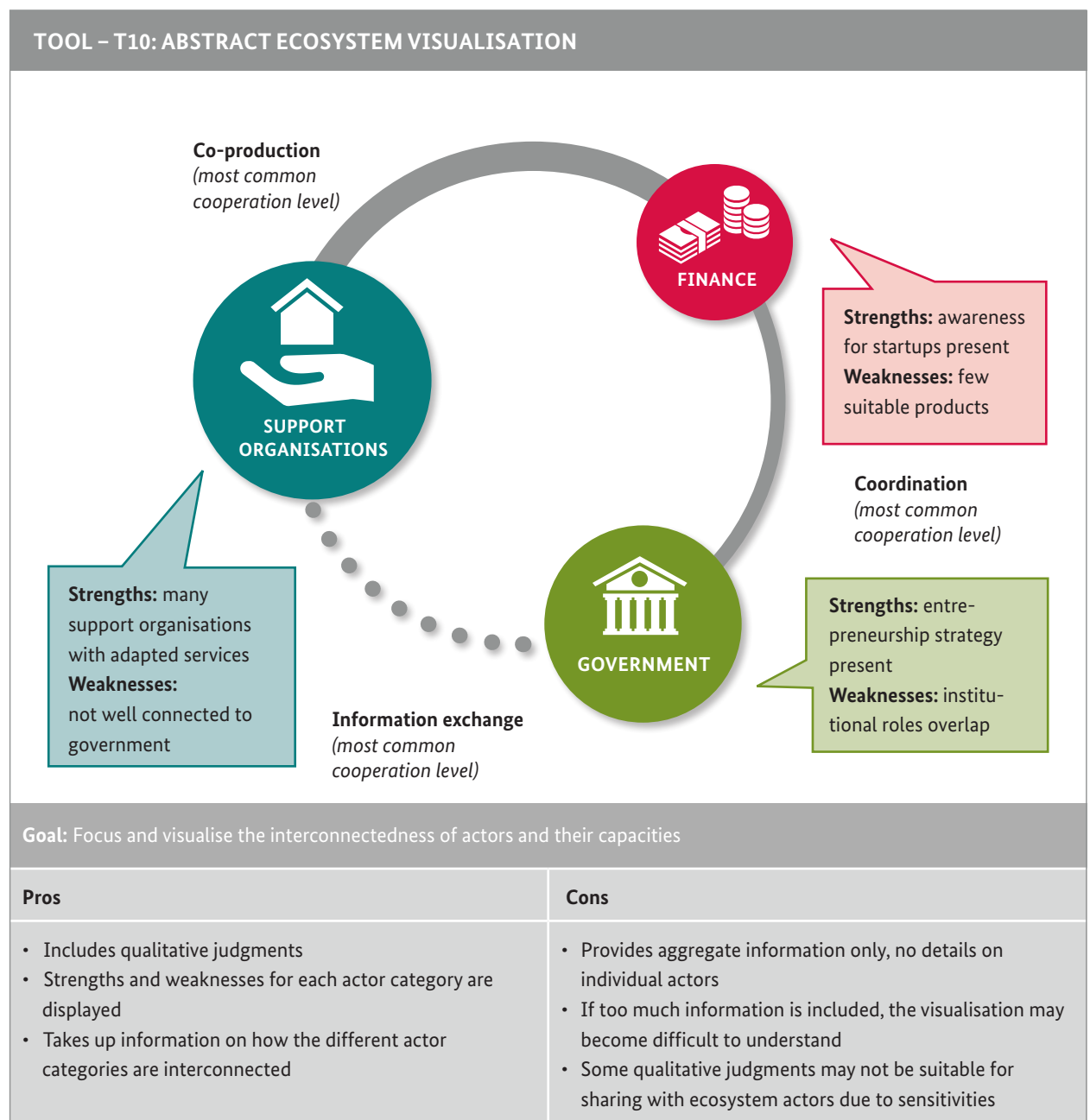
# 3 // Step 3

## Abstract ecosystem visualisation

An abstract ecosystem visualisation builds on the two methods described above. It allows you to combine an overview of ecosystem actors and their capacities with their connections to each other. With this method, you use bubbles to represent actor categories where their relative size indicates the number of actors for each category. You may use colour to highlight whether you deem interventions, such as capacity development, necessary for each

actor (e.g. from red to green). In short text boxes, you can indicate the main strengths and weaknesses for each actor category. Based on the categories of *Capacity WORKS*, you can indicate the intensity of collaboration between actor categories (from co-production or co-ordination to simple information exchange). Please note that it is also possible to focus only on specific actor categories according to the likely project focus, for example.

Figure 18: Visualisation – Abstract



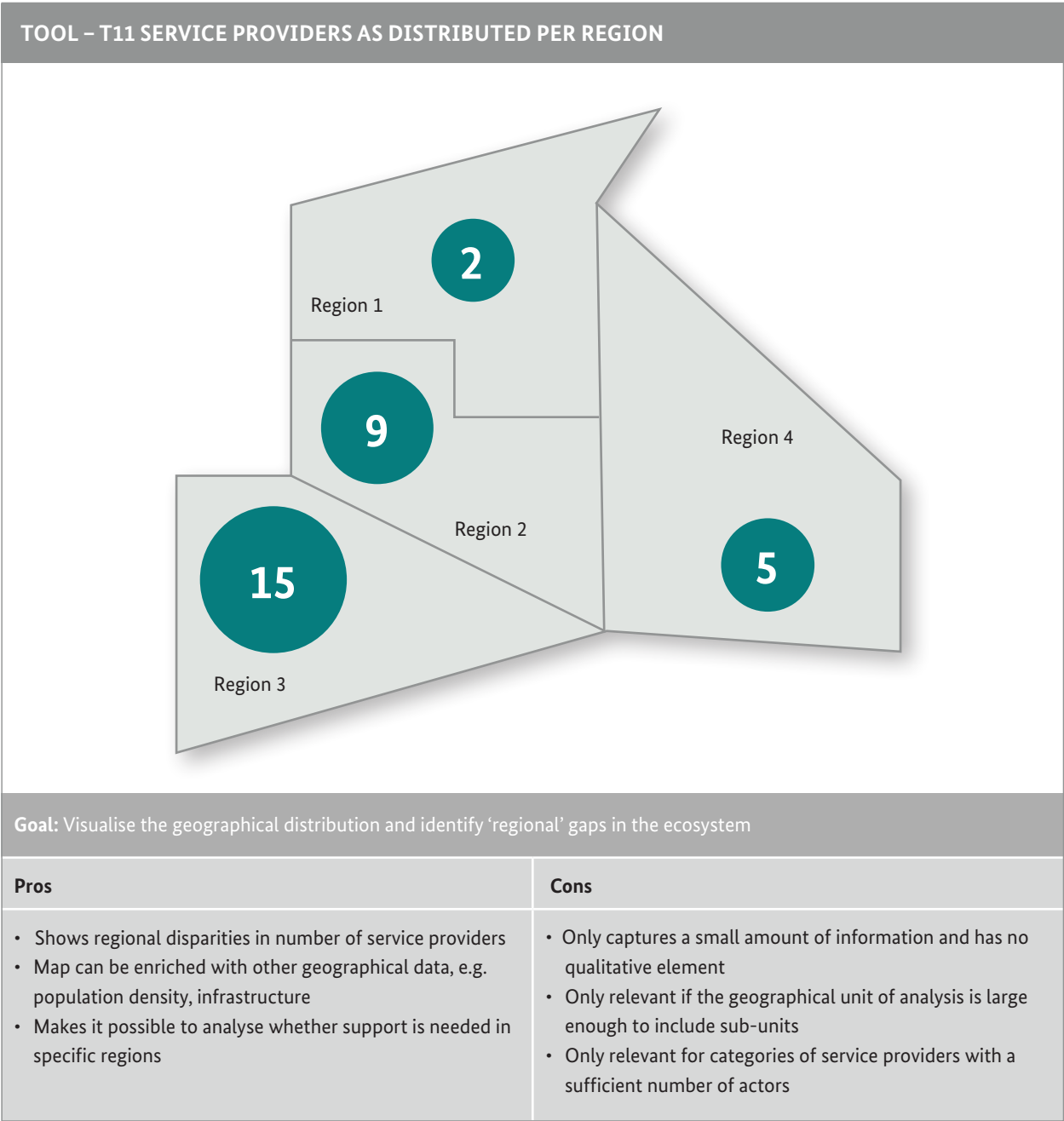
# 3 // Step 3

**Service providers according to region**

If you would like to visualise the offers of service providers for your target group that are present in the ecosystem, you can rely on a representation according to geographical entities, e.g. regions or cities. It is easy to do as you only need a map of the geographical unit under analysis and an indication of the numbers of service providers for

each sub-unit. This will allow you to compare aggregate numbers, for example, between different regions or cities and to help you see where support is most needed. You can do this visualisation exercise for whichever type of service provider or support structure you like, e.g. financial service providers, business development services.

**Figure 19: Visualisation – Regional**





# 3 // Step 3

## Service providers according to business phase

Similar to the method described above, you can also map service providers according to the business phases they cater their services to, e.g. idea phase, start-up phase, early stage, later stage, growth stage and mature stage. To do this,

you set up a table with the business phases on the horizontal line and the sub-types of service providers on the vertical column. Then you plot service providers along the horizontal axis for each actor. The advantage is that you take a business-centric visualisation of ecosystem offers.

Figure 20: Visualisation – Business phases

TOOL – T12: SERVICE PROVIDERS ACCORDING TO BUSINESS PHASES						
	IDEA	STARTUP	EARLY	LATER	GROWTH	MATURE
Crowd-funding			← Crowd-funding Platform 2 →			
	← Crowd-funding Platform 1 →			← Crowd-funding Platform 3 →		
Microfinance		← Microfund 1 →				
		← Microfund 2 →				
		← Microfund 3 →				
(Micro) equity Fund			← Microequity Fund 1 →			
Venture Capital		← Venture Fund 1 →		← Venture Fund 2 →		
			← Venture Fund 3 →	← Venture Fund 4 →		
			← Venture Fund 5 →			
Grants	← Grant Donor 1 →			← Grant Donor 2 →		
					← Grant Donor 3 →	
Loans		← Bank 1 →		← Bank 2 →		
					← Bank 3 →	
Goal: Identify gaps in the ecosystem according to the different phases of entrepreneurial activity following a business-centric view						
Pros			Cons			
<ul style="list-style-type: none"><li>Categories can be defined in a flexible manner, e.g. very detailed sub-categories of actors/ service providers can be mapped</li></ul>			<ul style="list-style-type: none"><li>Gets messy if too many programmes exist</li><li>Has no qualitative element as regards the actors’ capacities</li><li>Can only be used for the category ‘services providers’</li></ul>			

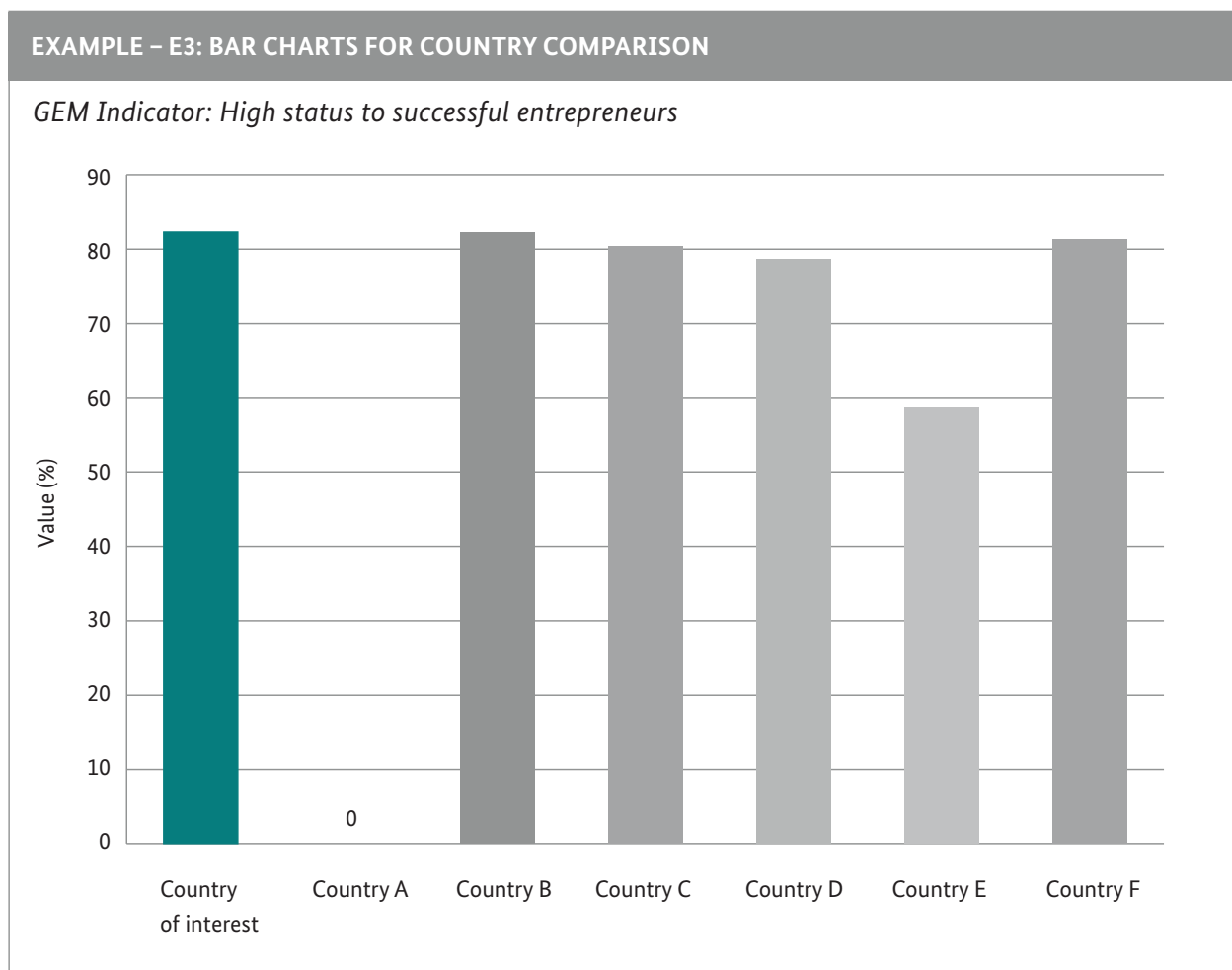
## 3 // Step 3

### 3.3.3. Analysis – Entrepreneurial culture and attitude

Concerning the element ‘entrepreneurial culture and attitude’, you will have 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, as this type of analysis will help you to identify the cultural specificities regarding entrepreneurship. One of the simplest ways of visualising such a country comparison is using bar charts.

Figure 21: Bar chart for country comparison



### 3.3.4. Analysis – Summary of observations

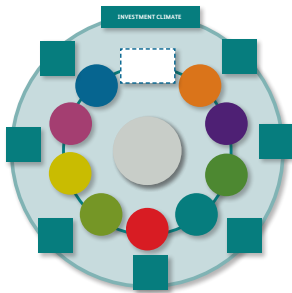
An easy way to capture the essential information from the hard as well as the soft data analysis is by formulating hypotheses and clustering them according to the three-

element approach (business environment and investment climate, actors, culture and attitude). Such a list can be very helpful in the next step, the data validation. Below is an example of such a summary with example hypotheses.

# 3 // Step 3

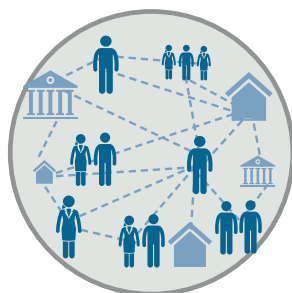
Figure 22: Summary of hypotheses

## EXAMPLE – E4: SUMMARY OF HYPOTHESES



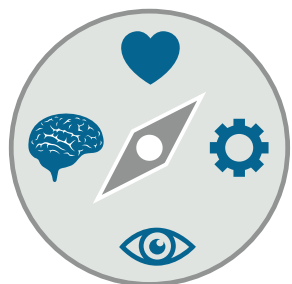
Business environment and investment climate

- No national strategy for entrepreneurship in place or not known to the players of the entrepreneurial ecosystem
- Business registration is a constraint to entrepreneurs, as regulation requires a business to own a physical space in order to register
- For young firms, tax administration is a severe obstacle
- There is no formal PPD mechanism in place and entrepreneurs lack a channel for communicating with the public sector
- No regulatory framework for crowdfunding in place
- Informality rate in women-led businesses is particularly high



Interacting actors

- Entrepreneurs are overwhelmed by the complexity and fragmentation of the offer in business development services and training
- No clear alignment between donors and support organisations
- Support organisations mainly cover the capital city, no support in the regions
- Lack of skilled asset managers prevents an increase in equity finance
- Business angels are present, but became more risk averse
- No connection to the international/regional impact investing scene
- Women entrepreneurs organisation lacks experience in advocacy work and is not well connected to other business service providers



Entrepreneurial culture and attitude

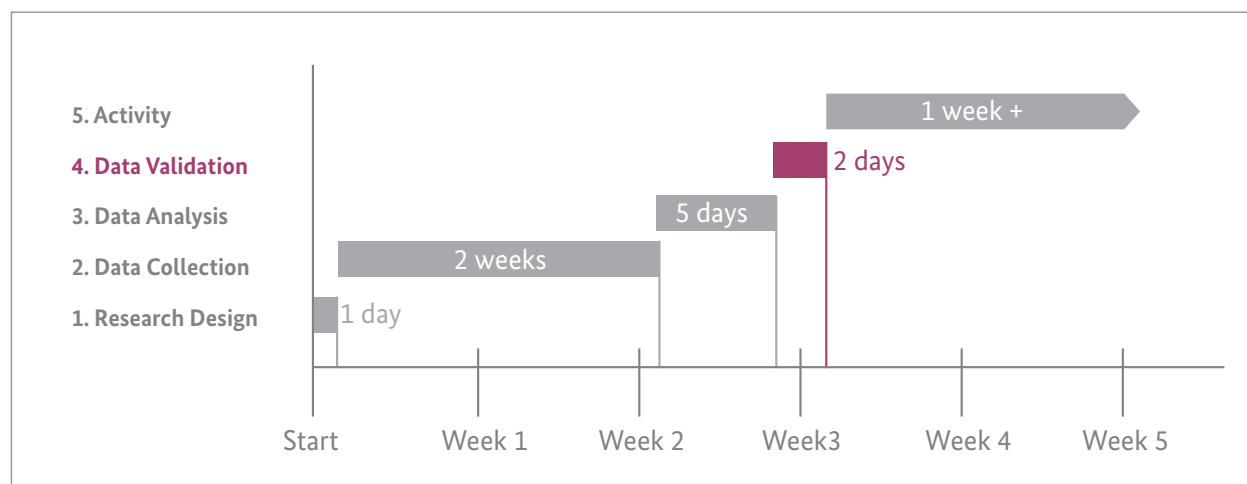
- Public sector jobs are considered safer and more prestigious, but entrepreneurship as a desirable career choice ranks relatively high
- High status of entrepreneurs in the society has decreased in the past years
- Media attention is high and especially due to competitions for entrepreneurs there are also quite a few role models to be found in society
- The fear of failure prevents many from starting their own business
- The concept of social business is not widely known and the role of businesses in delivering public goods is perceived as difficult
- The role of women as entrepreneurs in society remains unclear, as only a very low percentage of the female population engages in entrepreneurial activity

# 3 // Step 4

## 3.4. Data validation

SHORT DESCRIPTION	
<p>Before using the work for project planning or publishing, it is recommended that you get the work reviewed, ideally by both, internal colleagues and actors from the field. 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. You can either ask experts to review the work individually or you can organise a peer review workshop. The advantage of a workshop is that feedback is communicated without a time delay.</p>	
Goal	Get the results verified and/or falsified by other experts
Estimated time	Two days
Tools and examples	Tool – <b>T13</b> : Checklist for validation workshop Example – <b>E5</b> : 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.

Figure 23: Timeline – Step 4



After you have analysed the data and formulated hypotheses as regards to the entrepreneurial ecosystem and the main research question, you need to validate your findings. In general, there are two main ways of getting the data validated: either by

1. sharing your conclusions **in writing** with colleagues and stakeholders and asking for comments, or
2. by presenting your preliminary findings to colleagues and **stakeholders at a workshop**. Choosing the right method is often a question of time and resources.

## 3 // Step 4

### 3.4.1. Data validation in writing

#### How to prepare the information for validation?

Make sure that you present your findings in a clear and compelling way. Instead of presenting them in a long report, you could even opt for summing up your main hypotheses about the ecosystem using PowerPoint slides. It

can also be useful to share your visualisations with experts to see if you have presented the information correctly.

You should structure the findings to align with the three elements that you used for the data collection (business environment and investment climate, actors, culture and attitude).

**Figure 24: Slide – Presenting the hypotheses (actors)**

#### EXAMPLE – E5: PRESENTING THE HYPOTHESES (ELEMENT: ACTORS)

##### *Hypotheses – Element Actors*



##### **Hypothesis 1**

There is currently a **confusing range of non-financial services** for entrepreneurs. Unused synergies and room for collaboration and peer-learning between different actors.

##### **Hypothesis 2**

The **regional dimension**: Ecosystem evolves around the capital. Services need to be extended, especially to rural areas.

##### **Hypothesis 3**

The **international dimension**: There are already links to the international community, but these links could be strengthened (international, competitions access to finance).

##### **Hypothesis 4**

There might be an oversupply as regards support to entrepreneurs **in a very early stage** but less support when it comes to the next stages. Need to create 'graduation programme' for financial and non-financial services.

#### **Whom to send it to?**

The number of people you will ask for written feedback should on the one hand not be too small, as you cannot expect everyone to take the time to comment. On the other hand, you should limit the number to an amount that you will be able to manage. Most probably, you will send your results to all the stakeholders that have taken the time to be interviewed. In addition, you can use the validation phase to further include experts that you were not able to include in your interviews. Make sure that you cover all the categories of actors of an entrepreneurial ecosystem (finance, support, policy, markets, human capital, and media).

#### **What to do with the feedback?**

The feedback you will get on the hypotheses is essential, as you will use it in the next step to decide on your own interventions with which you will support the ecosystem. As you will ask many different people, you might end up with conflicting viewpoints. For example, one entrepreneur might feel that the regulatory burden is particularly high for small businesses whereas the government representative emphasises the government's success in reducing red tape. In this case, make sure you ask a (possibly unbiased) third party or collect further information before making a final assessment.

## 3 // Step 4

### 3.4.2. 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. The typical components and structure of a validation workshop are as follows:

- Short presentation of your research design including your research focus/question and data sources
- A clear, simple and compelling presentation of the key findings (hypotheses)
- Discussion of hypotheses with and between stakeholders
- Preliminary analysis of the findings and the assessments and setting the focus (ranking identified gaps and challenges)
- Summary and proposition of possible next steps

#### Whom to invite?

Most probably, your invitation list will include the stakeholders that you interviewed. You should also invite those interview partners that you contacted but who could not make the time for an interview. The workshop is an opportunity for them to still contribute to the mapping. Make sure that you gather different opinions by inviting a broad range of stakeholders and be sure that minority groups are present and think about including them adequately into the discussion during the workshop.

#### 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. This way you can avoid lengthy feedback loops.

It also allows for amendment or adjustment of your assessments by all members. When discussing the findings you will naturally talk about the findings' implications on the ecosystem. At this point, you can already ask participants to rate the identified challenges according to their importance and the possibilities to overcome the barrier that prevents entrepreneurship from flourishing. In consequence, the workshop can also give impetus for potential interventions, which you will design in the subsequent step (→ see Chapter 3.5.).

Another advantage is that the ecosystem stakeholders get to meet each other in person; therefore, a workshop holds networking opportunities – not only for the members but also for you. This way you will provide room for stakeholders to exchange and maybe even set the basis for future collaboration. You should, however, keep in mind that within a group there are hierarchies and other structures (gender, age etc.) that can influence the way that individuals participate in a group discussion. It is the facilitator's role to ensure that all participants get the chance to express their opinion.

Figure 25: Checklist for validation workshop

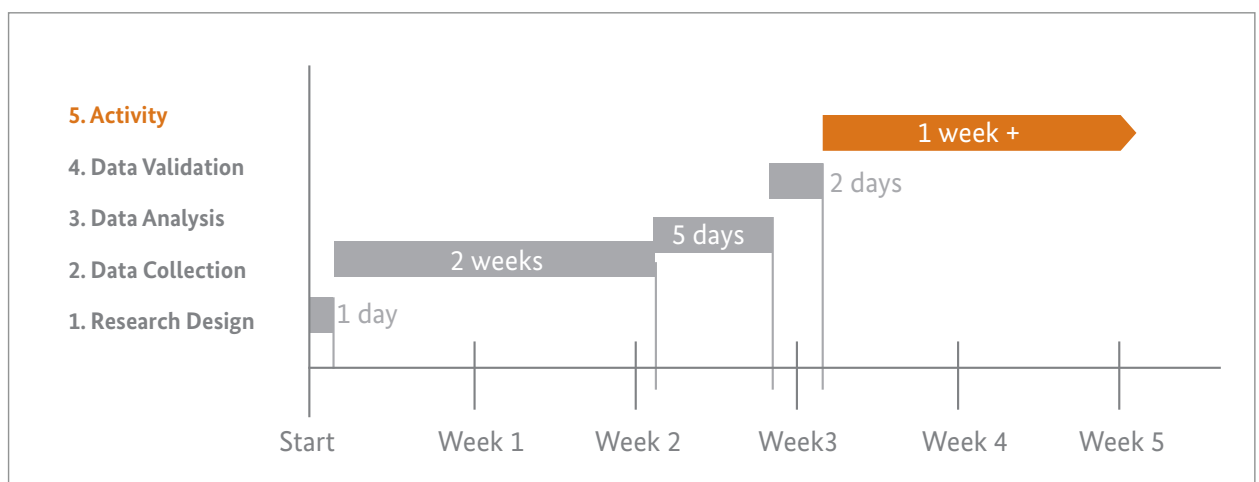
TOOL – T13: CHECKLIST FOR VALIDATION WORKSHOP	
<b>What to prepare?</b> Presentation including: <ul style="list-style-type: none"> <li>• Brief introduction of speakers</li> <li>• Agenda</li> <li>• Workshop objectives</li> <li>• Reminder on research design</li> <li>• Reminder on interview questions and research focus</li> <li>• Testing and validating hypotheses</li> <li>• Activities ahead and next steps</li> <li>• Discussion questions</li> </ul>	<b>Workshop event:</b> <ul style="list-style-type: none"> <li>• Logistics               <ul style="list-style-type: none"> <li>– Venue</li> <li>– Room set-up</li> <li>– Catering</li> </ul> </li> <li>• Required supply, equipment and materials, e.g.:               <ul style="list-style-type: none"> <li>– Laptop, hard copies of presentation and agenda, projector, name tags, flipchart, speakers, workshop evaluation sheet</li> <li>– Translation services, if needed</li> </ul> </li> <li>• In-time invitation of participants</li> </ul>

## 3 // Step 5

### 3.5. From mapping to activity

SHORT DESCRIPTION	
<p>The outcome of the mapping exercise can be used in various ways, including:</p> <ol style="list-style-type: none"> <li>1. as a starting point for better stakeholder collaboration in the mapped area;</li> <li>2. as a basis for the development of a strategy to promote entrepreneurship;</li> <li>3. to design interventions; or</li> <li>4. to monitor changes in the entrepreneurial landscape, as mapping an entrepreneurial ecosystem over time allows you to track its development and predict future trends and anticipate changes.</li> </ol>	
<b>Goal</b>	Make use of the mapping results to improve the entrepreneurial ecosystem
<b>Estimated time</b>	One week (+), to take the step from mapping to activity
<b>Tools and examples</b>	<p>Tool – <b>T14</b>: PPD handbook, entrepreneurship strategy examples, performance indicators</p> <p>Tool – <b>T15</b>: European Commission’s Small Business Act principles</p> <p>Tool – <b>T16</b>: Performance indicators</p> <p>Example – <b>E6</b>: From challenges to goals to possible interventions</p>
<b>What could go wrong?</b>	The results need to be ‘internalised’, especially when the mapping has been done by external experts.

Figure 26: Timeline – Step 5



Once you have the results of the ecosystem mapping, you might think you have reached your goal. Quite the oppo-

site is the case – now is when the real work starts. There are various ways in which you can make use of the results.

## 3 // Step 5

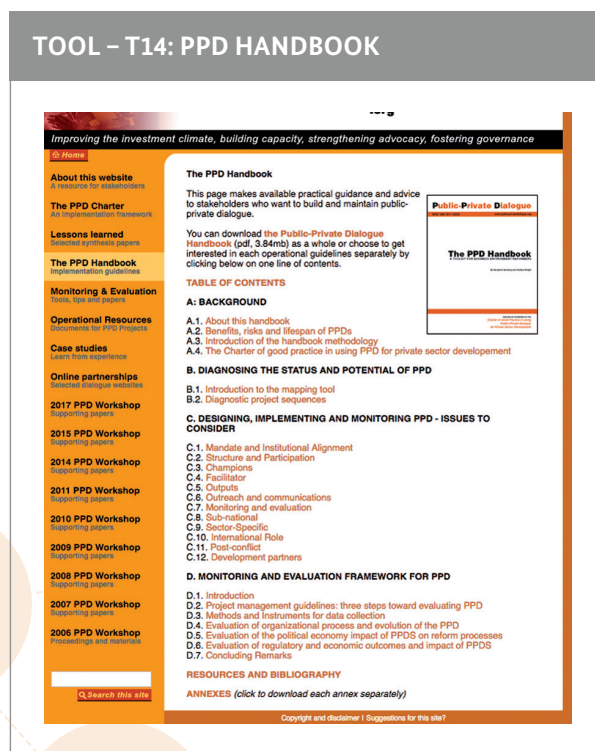
### 3.5.1. Initiating stakeholder dialogue

There are many ways to engage in a stakeholder dialogue, ranging from informal meetings to institutionalised Public Private Dialogue (PPD) platforms. During the research phase, you will have looked into the exchange mechanisms that already exist. If you have discovered a lack of stakeholder collaboration and exchange, the mapping process may serve as a starting point to initiate a long-term process of dialogue. Your role might be to serve as facilitator and the mapping results as first input for an in-depth discussion. To learn more about how to initiate and manage PPD mechanisms, please refer to the PPD handbook<sup>32</sup>, which explains in detail how to design, implement and monitor a PPD mechanism.

### 3.5.2. Design own interventions

The main reason to map the ecosystem is that you would like 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 that you identified by validating or falsifying your hypotheses, following the three-elements approach (business environment and investment climate, actors, culture and attitude) and formulate goals. For each of the goals there could be many interventions that would contribute to reaching it. As a first step, you should collect your ideas for possible interventions and capture them in an overview table.

Figure 27: Screenshot of the PPD Handbook<sup>33</sup>





32 Herzberg, B. and Wright, A., The PPD Handbook, 2006. Available at: <http://www.publicprivatedialogue.org/tools/>

33 Ibid.



# 3 // Step 5

Figure 28: Examples for possible interventions

EXAMPLE – E6: FROM CHALLENGES, TO GOALS, TO POSSIBLE INTERVENTIONS		
<div>  <b>BUSINESS ENVIRONMENT AND INVESTMENT CLIMATE</b> </div>		
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"> <li>• Introduce the EU's Small Business Act for Europe principles (see Tool 15)</li> <li>• Introduce electronic services for tax payers</li> </ul>
There is no insolvency law or procedures in place	Enhance the procedures for bankruptcy and resolving insolvency	<ul style="list-style-type: none"> <li>• Collect international good-practice examples as regards to entrepreneurial-friendly bankruptcy laws</li> <li>• Provide assistance in elaborating the resolution plan and settlement agreements in bankruptcy cases</li> </ul>
No legal form for social enterprises	Introduce a legal form for social enterprises	<ul style="list-style-type: none"> <li>• Provide policy advice on legal form to the Ministry</li> <li>• Conduct a stakeholder roundtable on legal form</li> </ul>
Informality rate in women-led businesses is particularly high	Increase formalisation rate of women-led or women-owned businesses	<ul style="list-style-type: none"> <li>• Conduct an information campaign</li> <li>• Set up support scheme for women-led businesses (pull-factor for formalisation)</li> </ul>
<div>  <b>INTERACTING ACTORS</b> </div>		
Challenge	Goal	Possible Interventions
No financial services provided to entrepreneurs in the growth phase	Improve the access to finance for entrepreneurs in the growth stage	<ul style="list-style-type: none"> <li>• Conduct a detailed gap assessment</li> <li>• Build up advisory services on international financing sources</li> </ul>
No business development services available in the region	Improve access to business advisory services in the region	<ul style="list-style-type: none"> <li>• Build up remote advisory services</li> <li>• Support business organisations setting up offices in the region</li> </ul>
No advocacy for green and inclusive entrepreneurs	Ensure legal and regulatory barriers are communicated to government	<ul style="list-style-type: none"> <li>• Develop capacities of an organisation that assumes the role of advocate for green and inclusive business</li> <li>• Set up a Green and Inclusive Business Roundtable</li> </ul>
No association for women-led businesses	Set up an association for women-led businesses	<ul style="list-style-type: none"> <li>• Support the organisational development</li> <li>• Conduct training for employees of the association</li> </ul>

# 3 // Step 5

## EXAMPLE – E6: FROM CHALLENGES, TO GOALS, TO POSSIBLE INTERVENTIONS



### ENTREPRENEURIAL CULTURE AND ATTITUDE

Challenge	Goal	Possible Interventions
Out of fear of failure, many people refrain from starting their own business	Introduce a 'second chance' mentality	<ul style="list-style-type: none"> <li>• Support local organisations in setting events where entrepreneurs share their experience of failure</li> <li>• Conduct an information campaign</li> </ul>
The concept of green and inclusive business is not well-known in society	Increase awareness for green and inclusive business models in society	<ul style="list-style-type: none"> <li>• Organise an ideas competition for green and inclusive business models</li> <li>• Publish articles in the media on green and inclusive businesses</li> </ul>
Starting your own business is not perceived as a good career choice for women	Raise awareness and attractiveness of entrepreneurial career for women	<ul style="list-style-type: none"> <li>• Develop and implement entrepreneurship training for female university students</li> <li>• Identify role models</li> </ul>

To decide on which interventions to implement, you will have to consider your available resources as well as the time you have for implementation. You can use the summary to discuss the possible interventions with your partners during a workshop.

### 3.5.3. Strategy for entrepreneurship promotion

Your mapping of the entrepreneurial ecosystem may also serve as the starting point for the development of an entrepreneurship strategy. A strategy sets out the vision of what the ecosystem should look like in the future and defines the measures to employ to get there. 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, from developed as well as developing countries**. Examples from European countries are the [National Policy Statement on Entrepreneurship in Ireland 2014](#) or the [Norwegian Government Entrepreneurship Plan](#). 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.

For **green and inclusive entrepreneurship promotion**, there might even be separate strategies at the national level. Green entrepreneurship promotion is in some cases also taken up as part of a country's green growth strategy (see, for example, the [Green Growth Strategy for Chile](#)). The same holds for **women entrepreneurship**, as for example the Strategy of [Women Entrepreneurship Development in the Republic of Croatia](#).

Another helpful framework for strategy development is the Small Business Act for Europe and its ten principles. These principles cover the three elements (business environment and investment climate, actors, culture and attitude) and can serve as basis for a strategy outline. In addition, the [European Commission's Entrepreneurship 2020 Action Plan](#) can serve as good-practice example.

## 3 // Step 5

Figure 29: SBA principles

TOOL – T15: EUROPEAN COMMISSION'S SMALL BUSINESS ACT (SBA) PRINCIPLES	
<b>SBA 10 principles:</b>	
Principle 1.	Create an environment in which entrepreneurs and family businesses can thrive and entrepreneurship is rewarded
Principle 2.	Ensure that honest entrepreneurs who have faced bankruptcy quickly get a second chance
Principle 3.	Design rules according to the 'Think Small First' principle
Principle 4.	Make public administrations responsive to SME needs
Principle 5.	Adapt public policy tools to SME needs: facilitate SME participation in public procurement and better use state aid possibilities for SMEs
Principle 6.	Facilitate SME access to finance and develop a legal and business environment supportive to timely payments in commercial transactions
Principle 7.	Help SMEs to benefit more from the opportunities offered by the Single Market
Principle 8.	Promote the upgrading of skills in SMEs and all forms of innovation
Principle 9.	Enable SMEs to turn environmental challenges into opportunities
Principle 10.	Encourage and support SMEs to benefit from the growth of markets
(see: <a href="https://ec.europa.eu/growth/smes/business-friendly-environment/small-business-act_en">https://ec.europa.eu/growth/smes/business-friendly-environment/small-business-act_en</a> )	

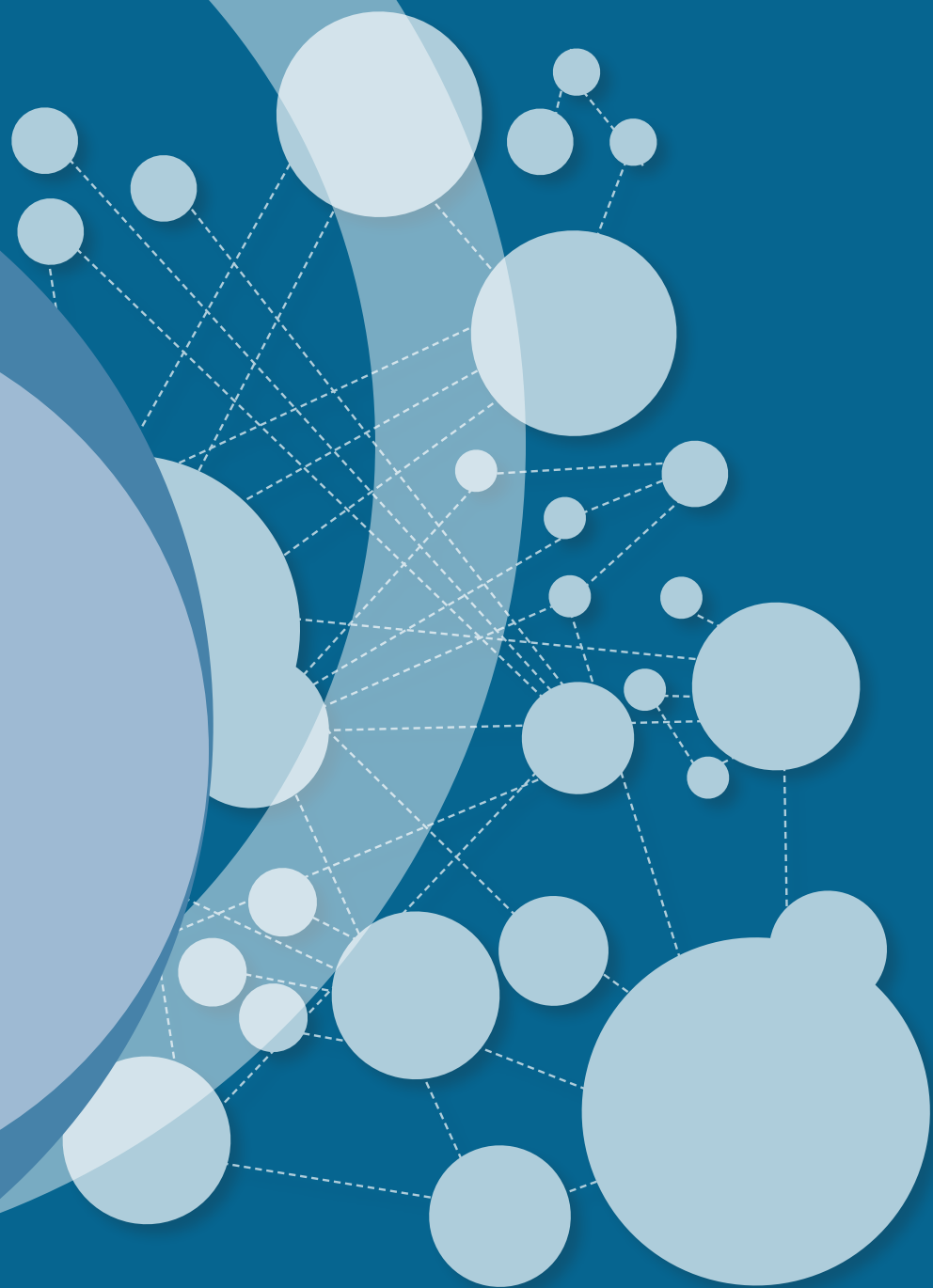
### 3.5.4. Monitor changes in the ecosystem

The ecosystem mapping exercise can also serve as a baseline for monitoring future changes in the ecosystem. One simple way to monitor change is using the selected indicators (see Chapter 3.2.) and update the tables every year. These indicators, however, are focused on the ecosystem determinants. 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.

Figure 30: Performance indicators

TOOL – T16: PERFORMANCE INDICATORS	
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

# 4



**OUTLOOK AND FUTURE OF THIS GUIDE**

## 4

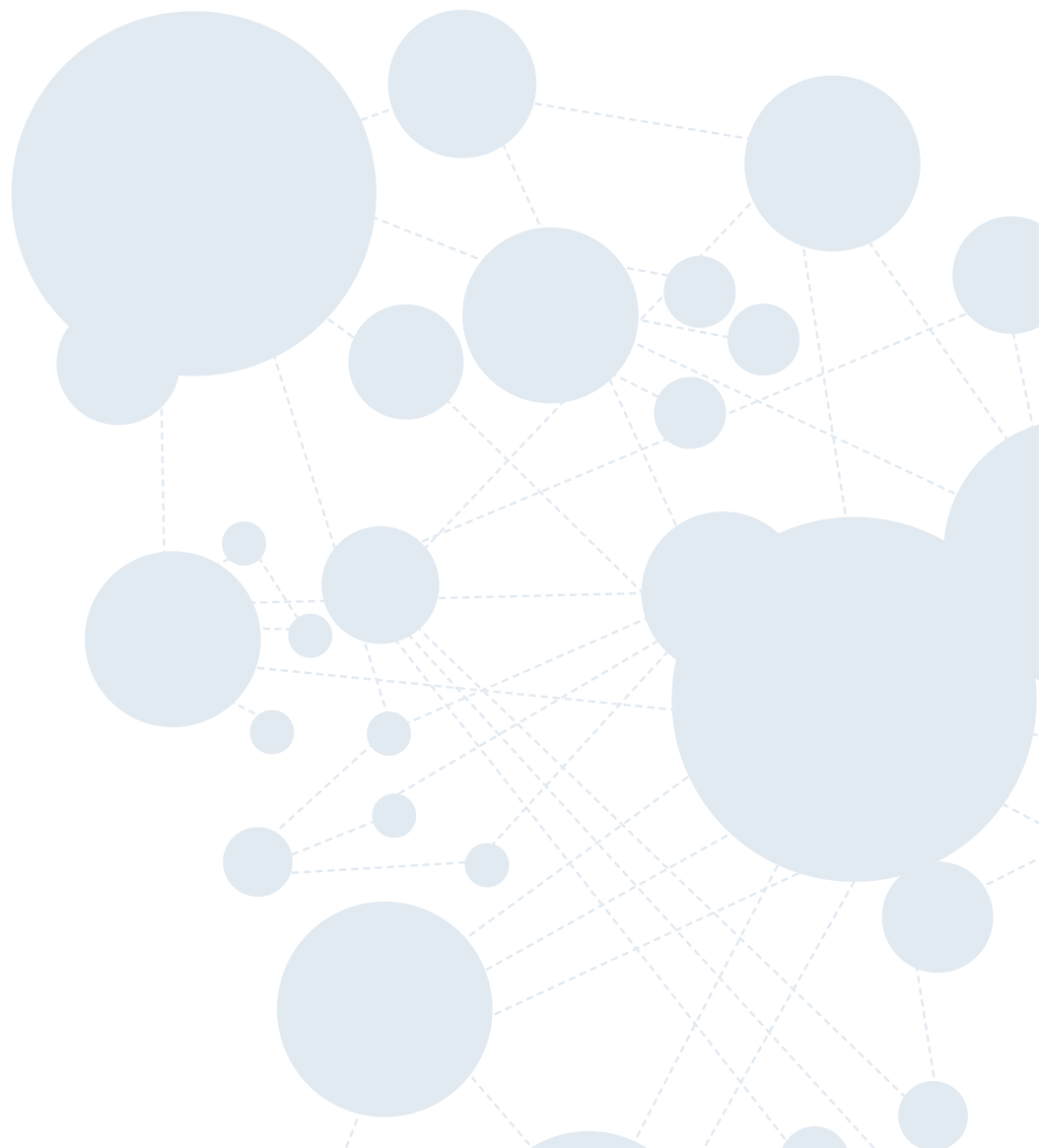
## Outlook and future of this guide

The *Guide for Mapping the Entrepreneurial Ecosystem* aims to serve as a helpful tool in the endeavour of conducting an ecosystem mapping. It is seen as a living document that is going to be updated with experience from projects.

This first version has been prepared by the Sector Programme Sustainable Economic Policy and Private Sector Development, on behalf of the German Federal Ministry for Economic Cooperation and Development. It is based on existing guides and a pilot exercise in Jordan, jointly conducted with the team of the Responsible and Inclusive Business Hub Middle East and North Africa (MENA) and the GIZ Employment Promotion Programme in Jordan in July 2017.

The guide is seen as a work in progress and the Sector Programme Sustainable Economic Policy and Private Sector Development would like to explicitly encourage you to share your suggestions for changes or ideas for additional tools. Any ideas and comments are more than welcome. It is our aim to collect mapping examples from different countries and facilitate the sharing of experience between colleagues. To collect information and update tools on a continuous basis, a [\*DMS Working Group\*](#) has been established.

If you have questions or suggestions, please contact us using the following email address: [sv-wipo-pwf@giz.de](mailto:sv-wipo-pwf@giz.de)



A large, stylized number '5' in a dark blue color is centered within a light blue circle. This circle is part of a series of three concentric circles in varying shades of blue, all set against a solid dark blue background.

5

**ANNEX**

A network diagram located in the bottom right corner of the page. It consists of numerous light blue circles of different sizes, representing nodes. These nodes are interconnected by a web of thin, white dashed lines, creating a complex, interconnected pattern.

## Annex – Tools

### TOOL 1 – OVERVIEW BENCHMARK REPORTS

Doing Business Report – World Bank	
<b>Aim</b>	Measuring business regulations, which enforce/constrain business activities ('cost of doing business').
<b>Methodology</b>	<p><b>Survey consisting of a questionnaire which asks for regulations in the following areas:</b></p> <ul style="list-style-type: none"> <li>• starting a business</li> <li>• dealing with construction permits</li> <li>• getting electricity</li> <li>• registering property</li> <li>• getting credit</li> <li>• protecting minority investors</li> <li>• paying taxes</li> <li>• trade across borders</li> <li>• enforcing contracts</li> <li>• resolving insolvency</li> <li>• labour market regulation</li> </ul>
<b>Countries</b>	190 economies (2017)
<b>Frequency</b>	Annually
<b>Level</b>	National and sub-national for some countries
<b>Pros</b>	Very comprehensive dataset, large reach, high frequency, well-established, full datasets available. Clear focus on business regulation. Covers areas relevant for entrepreneurship such as registration and bankruptcy.
<b>Cons</b>	Considers market liberation unconditionally as desirable – the more liberal the higher the ranking; does not fully support a social market economy – e.g. strict dismissal protection = lower ranking
<b>Link</b>	<a href="http://www.doingbusiness.org">www.doingbusiness.org</a>



## TOOL 1 – OVERVIEW BENCHMARK REPORTS

Competitiveness Report – World Economic Forum	
<b>Aim</b>	<ul style="list-style-type: none"> <li>• Assessment of the competitiveness landscape of 140 economies</li> <li>• Providing insight into the drivers of their productivity and prosperity</li> </ul>
<b>Methodology</b>	<p>Measures the set of institutions, policies, and factors that set the sustainable current and medium-term levels of economic prosperity.</p> <p>Twelve pillars of competitiveness:</p> <ol style="list-style-type: none"> <li>1. Institutions</li> <li>2. Infrastructure</li> <li>3. Macroeconomic environment</li> <li>4. Health and primary education</li> <li>5. Higher education and training</li> <li>6. Goods market efficiency</li> <li>7. Labour market efficiency</li> <li>8. Financial market development</li> <li>9. Technological readiness</li> <li>10. Market size</li> <li>11. Business sophistication</li> <li>12. Innovation</li> </ol>
<b>Countries</b>	144 economies (2017)
<b>Frequency</b>	Annually
<b>Level</b>	National
<b>Pros</b>	Useful to get an overview on the economy's competitiveness compared to other countries. Claims to be the most comprehensive assessment of national competitiveness worldwide.
<b>Cons</b>	Very broad range of indicators, no focus on entrepreneurship. Not all of the pillars are relevant for an ecosystem mapping. Some indicators measure facts, such as domestic market size, that cannot be changed through interventions.
<b>Link</b>	<a href="http://reports.weforum.org/global-competitiveness-report-2015-2016/">http://reports.weforum.org/global-competitiveness-report-2015-2016/</a>



## TOOL 1 – OVERVIEW BENCHMARK REPORTS

Global Entrepreneurship Monitor – Global Entrepreneurship Research Association	
<b>Aim</b>	<ul style="list-style-type: none"> <li>• Tracking rates of entrepreneurship across multiple phases</li> <li>• Assessing entrepreneurs' characteristics, motivations and ambitions and societies' attitudes towards entrepreneurial activities</li> <li>• Enhancing the understanding of the entrepreneurial phenomenon</li> </ul>
<b>Methodology</b>	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.
<b>Example</b>	The PSD Programme in Georgia has facilitated the inclusion of Georgia in the GEM report. For more information please contact: <a href="mailto:rati.anjaparidze@giz.de">rati.anjaparidze@giz.de</a>
<b>Countries</b>	65 economies (2017)
<b>Frequency</b>	Global GEM report: annually National reports: varying Specific topic reports: varying
<b>Level</b>	National
<b>Pros</b>	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).
<b>Cons</b>	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.
<b>Link</b>	<a href="http://www.gemconsortium.org/report">www.gemconsortium.org/report</a>

Entrepreneurship at a Glance – OECD	
<b>Aim</b>	Informing policy design through the development of policy-relevant indicators is at the core of the OECD–Eurostat Entrepreneurship Indicators Programme, and much attention is paid to responding to information needs.
<b>Methodology</b>	<i>Entrepreneurship at a Glance</i> is based on the OECD <i>Structural Business Statistics</i> , the OECD <i>Business Demography Indicators</i> and the <i>Timely Indicators of Entrepreneurship databases</i> . It features an opening section on recent trends in entrepreneurship, discussing new data on enterprise creations and exits, bankruptcies and self-employment.
<b>Countries</b>	OECD member states (except Greece and Ireland) and 12 additional countries
<b>Frequency</b>	Annually
<b>Level</b>	National
<b>Pros</b>	Clear focus on entrepreneurship. Data from national statistical departments. Very reliable source.
<b>Cons</b>	The indicators do mostly cover performance indicators (birth rate, death rate), less so the determinants of an entrepreneurial ecosystem.
<b>Link</b>	<a href="http://www.oecd.org/std/business-stats/entrepreneurship-at-a-glance-22266941.htm">http://www.oecd.org/std/business-stats/entrepreneurship-at-a-glance-22266941.htm</a>

## TOOL 1 – OVERVIEW BENCHMARK REPORTS

The Global Innovation Index – Cornell, SC Johnson College of Business; INSEAD; WIPO	
<b>Aim</b>	<ul style="list-style-type: none"> <li>• Capturing the multi-dimensional facets of innovation</li> <li>• Measuring factors which influence it and the impacts of entrepreneurship on the economy</li> <li>• Measuring and understanding which economies and regions respond best to the challenges of innovation</li> </ul>
<b>Methodology</b>	<p>Indicators computed by national statistical offices; some indicators are established components of regular data collection. Indicators in seven pillars:</p> <ul style="list-style-type: none"> <li>• Institutions</li> <li>• HR and research</li> <li>• Infrastructure</li> <li>• Market sophistication</li> <li>• Business sophistication</li> <li>• Knowledge and technology outputs</li> <li>• Creative output</li> </ul> <p>Each pillar is divided into three sub-pillars, and each sub-pillar is composed of two to five individual indicators. Hard data from international sources (World Bank, UN) and survey data from the WEF's Executive Opinion Survey</p>
<b>Countries</b>	127 economies (2017)
<b>Frequency</b>	Annually, since 2007
<b>Level</b>	National
<b>Pros</b>	Includes relevant special themes (e.g. agriculture in 2017).
<b>Cons</b>	Business sophistication and creative outputs are particularly interesting pillars, but for indicators in those areas there are no data available for many of our partner countries.
<b>Link</b>	<a href="https://www.globalinnovationindex.org/">https://www.globalinnovationindex.org/</a>



## TOOL 1 – OVERVIEW BENCHMARK REPORTS

Business Environment and Enterprise Performance Survey (BEEPS) – European Bank for Reconstruction and Development	
<b>Aim</b>	Providing information that enables a conducive business environment to be created, which can boost growth by establishing competitive and fair conditions for all businesses.
<b>Methodology</b>	<p>BEEPS is a firm-level survey (business owners and top managers) of a representative sample of an economy's private sector (stratified random sampling). It covers a broad range of business environment aspects: firm characteristics, gender participation, access to finance, annual sales, costs of inputs/labour, workforce composition, bribery, licensing, infrastructure, trade, crime, competition, capacity utilisation, land and permits, taxation, informality, business–government relations, innovation and technology, and performance measures.</p> <p>In most economies, the majority of firms are small and medium-sized, hence BEEPS over-samples large firms since they tend to be engines of job creation. Sector breakdown is usually manufacturing, retail, and other services.</p>
<b>Countries</b>	32 economies, mainly MENA and Europe (2012–2016)
<b>Frequency</b>	Irregular, the last round (BEEPS V) took place between 2012 and 2016
<b>Level</b>	National
<b>Pros</b>	Primary data collection. Contains information on the top three business environment obstacles for businesses. Differentiates between large businesses and SMEs.
<b>Cons</b>	Data collected irregularly, no year-on-year comparison possible. Only a limited number of countries is covered.
<b>Level</b>	Regional (e.g. MENA) and national
<b>Link</b>	<a href="http://ebrd-beeps.com/">http://ebrd-beeps.com/</a>

Enterprise Survey – World Bank	
<b>Aim</b>	To offer an expansive array of economic data on 127,000 firms (non-agricultural economy) in 139 countries. The data are presented in a variety of ways useful to researchers, policy-makers, journalists, and others.
<b>Methodology</b>	A firm-level survey of a representative sample of an economy's private sector. The surveys cover a broad range of business environment topics including access to finance, corruption, infrastructure, crime, competition, and performance measures.
<b>Countries</b>	139 economies (but not on an annual basis)
<b>Frequency</b>	Irregularly, in 2017 there are 10 country surveys under preparation
<b>Level</b>	National
<b>Pros</b>	Very useful as it presents the private sector's viewpoint and perception of the business environment. Also highly relevant for assessing the entrepreneurial ecosystem.
<b>Cons</b>	The frequency in which the data are collected is irregular (five years or more). Therefore, no year-on-year comparison is possible. It is an opinion-based survey (not facts), giving the private sector's perception.
<b>Link</b>	<a href="http://www.enterprisesurveys.org/">http://www.enterprisesurveys.org/</a>

## TOOL 1 – OVERVIEW BENCHMARK REPORTS

Venture Capital & Private Equity Country Attractiveness Index – IESE Business School and EMLYON Business School	
<b>Aim</b>	Determining the relative positioning of particular economies and regions as they stand in relation to their attractiveness for investment in venture capital and private equity assets.
<b>Methodology</b>	<p>The venture capital/private equity attractiveness of each country is computed by calculating a weighted average of country performance scores in the six key drivers:</p> <ol style="list-style-type: none"> <li>1. Economic activity</li> <li>2. Depth of capital market</li> <li>3. Taxation</li> <li>4. Investor protection and corporate governance</li> <li>5. Human and social environment</li> <li>6. Entrepreneurial culture and deal opportunities</li> </ol>
<b>Countries</b>	126 economies (2016)
<b>Frequency</b>	Annually
<b>Level</b>	National
<b>Pros</b>	Covers the area of business environment. Most relevant sub-index is the 'depth of capital market' component.
<b>Cons</b>	As with every index, it is important to look at what exactly the index contains to understand its value. Uses a variety of sources for the data (WEF, Doing Business, also national statistics). The sub-index on entrepreneurial culture mostly focuses on R&D and innovation and the ease of starting a business. Therefore, not a useful source of information for the culture and attitude element.
<b>Link</b>	<a href="http://blog.iese.edu/vcpeiindex/">http://blog.iese.edu/vcpeiindex/</a>

Bertelsmann Transformation Index (BTI) – Bertelsmann Foundation	
<b>Aim</b>	<ul style="list-style-type: none"> <li>• Analysing and evaluating the quality of democracy, market economy and political management in developing and transition countries.</li> <li>• Measuring successes and setbacks on the path towards a democracy based on the rule of law and a socially responsible market economy.</li> </ul>
<b>Methodology</b>	<p>The BTI analyses and evaluates whether and how developing countries and countries in transition are steering social change towards democracy and a market economy. Guided by a standardised codebook, country experts assess the extent to which a total of 17 criteria have been met for each country.</p> <p>BTI aggregates the results of the study of transformation processes and political management into two indices: the Status Index and the Management Index. The Status Index, with its two analytic dimensions of political and economic transformation, identifies where the countries stand on their path towards democracy under the rule of law and a social market economy. Focusing on the quality of governance, the Management Index assesses the acumen with which decision-makers steer political processes.</p>
<b>Countries</b>	129 economies (2017)
<b>Frequency</b>	Annually
<b>Level</b>	National
<b>Pros</b>	Good source for information on the investment climate.
<b>Cons</b>	Focus is on market economy in general, no special focus on entrepreneurship.
<b>Link</b>	<a href="https://www.bti-project.org/en/index/">https://www.bti-project.org/en/index/</a>

## TOOL 1 – OVERVIEW BENCHMARK REPORTS

GEDI Index – Global Entrepreneur Development Institute	
<b>Aim</b>	Providing a more complete understanding of economic development by capturing the contextual nature of business formation, expansion, and growth.
<b>Methodology</b>	Thirty individual-level and institutional-level dimensions are paired together into 15 pillars that are further divided into three main sub-indices: entrepreneurial environment, entrepreneurial ecosystem and entrepreneurial aspirations. In the 2017 report, GEDI introduced four measures of the digital entrepreneurial ecosystem.
<b>Countries</b>	137 economies (2017)
<b>Frequency</b>	Annually
<b>Level</b>	National, regional reports are also available as special editions (European Union)
<b>Pros</b>	Broad coverage of countries and comparability between countries. Extensive set of indicators on entrepreneurship. Specifically targets entrepreneurship. Highlight is the focus on the digital entrepreneurial ecosystem. Special reports on selected topics for further in-depth information.
<b>Cons</b>	Data are sourced from internationally recognised datasets, also the data from the GEM. In the cases where there is no data from GEM for a country, GEDI uses the data from a neighbouring country. Users have to make sure they understand what the different indices and sub-indices contain.
<b>Level</b>	<a href="https://thegedi.org/research/gedi-index/">https://thegedi.org/research/gedi-index/</a>

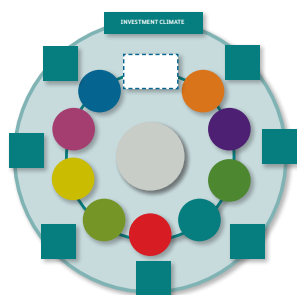
Global Green Economy Index – Dual Citizen LLC	
<b>Aim</b>	Measures how countries perform in the global green economy, signalling which countries are making progress towards greener economies, and which are not.
<b>Methodology</b>	The index is based on a perception survey and consists of four main dimensions: <ul style="list-style-type: none"> <li>• Leadership &amp; Climate Change</li> <li>• Efficiency Sectors</li> <li>• Markets &amp; Investment</li> <li>• Environment</li> </ul>
<b>Countries</b>	80 economies (2016), 50 cities (2016)
<b>Frequency</b>	Annually, since 2010
<b>Level</b>	National, as well as cities
<b>Pros</b>	Provides the reader with a good impression of how a country is perceived as regards its transformation process towards a green economy.
<b>Cons</b>	Important to keep in mind that this is a perception index, not 'hard data'.
<b>Link</b>	<a href="http://dualcitizeninc.com/GGEI-2016.pdf">http://dualcitizeninc.com/GGEI-2016.pdf</a>

## TOOL 1 – OVERVIEW BENCHMARK REPORTS

Female Entrepreneurship Index – Global Entrepreneur Development Institute (GEDI)	
<b>Aim</b>	Measuring the development of high potential female entrepreneurship worldwide.
<b>Methodology</b>	The Female Entrepreneurship Index framework pairs together individual-level and institutional-level variables into pillars. These contain three main sub-indices that measure the quality of: 1. the entrepreneurial environment; 2. the entrepreneurial ecosystem; and 3. women's entrepreneurial aspirations. GEDI's proprietary methodology captures the dynamic, interrelated nature of the pillars.
<b>Countries</b>	77 economies (2016)
<b>Frequency</b>	Annually, between 2013 and 2015
<b>Level</b>	National
<b>Pros</b>	Very comprehensive and hard data on the issue of women entrepreneurship.
<b>Cons</b>	The index has not been published for 2016, making a comparison over time difficult. Data are sourced from internationally recognised datasets, and the data from the GEM. In the cases where there are no data from GEM for a country, GEDI uses the data from a neighbouring country.
<b>Link</b>	<a href="https://thegedi.org/research/womens-entrepreneurship-index/">https://thegedi.org/research/womens-entrepreneurship-index/</a>

WEF Gender Gap Report – World Economic Forum	
<b>Aim</b>	Quantifying the magnitude of gender disparities and tracking their progress over time, with a specific focus on the relative gaps between women and men.
<b>Methodology</b>	The report features an index designed to measure and compare gender equality. Furthermore, it contains four sub-indices: economic participation and opportunity, educational attainment, health and survival, political empowerment.  For all sub-indices, the highest possible score is 1 (parity) and the lowest possible score is 0 (imparity), thus binding the scores between inequality and equality benchmarks. An unweighted average of each sub-index score is used to calculate the overall Global Gender Gap Index score.
<b>Countries</b>	144 economies (2016)
<b>Frequency</b>	Annually
<b>Level</b>	National
<b>Pros</b>	The most relevant sub-index for the entrepreneurial ecosystem mapping is the one on economic participation. The data used to construct the index come from international organisations.
<b>Cons</b>	The index and the sub-indices can serve as orientation. For a detailed analysis it is necessary to look in detail at how the indices are built up to know what they measure. In most cases they serve as proxies. No primary data collection.
<b>Link</b>	<a href="http://reports.weforum.org/global-gender-gap-report-2016/">http://reports.weforum.org/global-gender-gap-report-2016/</a>

## TOOL 3 – TABLE OF INDICATORS AND DATA SOURCES



Business environment						
Variable	Indicator		2016	2015	2014	Source
Business registration	Ease of starting a business index	Score 0–100				<a href="#">Doing Business Report</a>
		Rank				
	Procedures to legally start and operate a company	Number of procedures				<a href="#">Doing Business Report</a>
		Days per procedure				
		Costs % per capita				
		Minimum capital requirement (% of income per capita)				
	Ease of resolving insolvency index	Score 0–100				<a href="#">Doing Business Report</a>
		Rank				
	Percentage of firms choosing business licensing as biggest obstacle					<a href="#">World Bank Enterprise Surveys</a>
	Percentage of firms formally registered when they started operations in the country					<a href="#">World Bank Enterprise Surveys</a>
	Percentage of firms competing against unregistered or informal firms					<a href="#">World Bank Enterprise Surveys</a>
Tax policies	Ease of paying taxes index	Score 0–100				<a href="#">Doing Business Report</a>
		Rank				
	Percentage of firms visited or required to meet with tax officials					<a href="#">World Bank Enterprise Surveys</a>
	Percentage of firms choosing tax rates as biggest obstacle					<a href="#">World Bank Enterprise Surveys</a>

## TOOL 3 – TABLE OF INDICATORS AND DATA SOURCES

Business environment						
Variable	Indicator		2016	2015	2014	Source
Access to finance	Financial market development Index	Scale 0–7				<a href="#">WEF Competitiveness Report</a>
		Rank				
	Venture Capital and Private Equity Index	Score 0–100				<a href="#">IESE</a>
		Rank				
	Ease of getting credit	Score 0–100				<a href="#">Doing Business Report</a>
		Rank				
		Rank				
	Venture capital availability	Scale 0–7				<a href="#">WEF Competitiveness Report</a>
		Rank				
	Domestic credit to private sector by banks (% of GDP)					<a href="#">WB World Development Indicator Database</a>
Labour laws and administration	Microfinance gross loans, % GDP					<a href="#">Global Innovation Index</a>
	Percentage of firms identifying access to finance as a major constraint					<a href="#">World Bank Enterprise Surveys</a>
	Firms choosing labour regulations as biggest obstacle (%)					<a href="#">World Bank Enterprise Surveys</a>
Quality of regulatory governance	Labour market efficiency index					<a href="#">WEF Competitiveness Report</a>
	Government effectiveness, percentile rank (0–100)					<a href="#">World Bank, Worldwide Governance Indicators</a>
	Regulatory quality, percentile rank (0–100)					<a href="#">World Bank, Worldwide Governance Indicators</a>
	Senior management time spent dealing with the requirements of government regulation (%)					<a href="#">World Bank Enterprise Surveys</a>
Land titles	Quality of land administration index (0–30)					<a href="#">Doing Business Report</a>
	Ease of registering property	Number of procedures				<a href="#">Doing Business Report</a>
		Time required per procedure (calendar days)				
		Cost required per procedure (% of property value)				
	Percentage of firms choosing access to land as biggest obstacle					<a href="#">World Bank Enterprise Surveys</a>



## TOOL 3 – TABLE OF INDICATORS AND DATA SOURCES

Business environment						
Variable	Indicator		2016	2015	2014	Source
Access to commercial courts	Efficiency of legal framework in settling disputes	Score 0–7				<a href="#"><i>WEF Competitiveness Report</i></a>
		Rank				
	Rule of law	Score				<a href="#"><i>Global Innovation Index</i></a>
		Rank				
		Rank				
	Percentage of firms identifying court system as a major constraint (%)					<a href="#"><i>World Bank Enterprise Surveys</i></a>
PPD mechanism	Existence of a PPD mechanism focusing on entrepreneurship*					<a href="#"><i>PPD Evaluation Wheel</i></a>
	Existence of mission statement and capacity of participants to explain the mission statement (%)*					<a href="#"><i>PPD Evaluation Wheel</i></a>
	Existence of rules and regulations in the partnership, including formal mechanisms in place to balance power (equal participation of each stakeholder group)*					<a href="#"><i>PPD Evaluation Wheel</i></a>
Market information	Support services for SMEs and public procurement (on a scale from 0 to 5)					<a href="#"><i>SME Policy Index, OECD</i></a>
	Clear and targeted information for enterprises (on a scale from 0 to 5)					<a href="#"><i>SME Policy Index, OECD</i></a>

\* No data source available. Data needs to be collected via interviews or other means.

## TOOL 3 – TABLE OF INDICATORS AND DATA SOURCES

Investment climate						
Variable	Indicator		2016	2015	2014	Source
Economic predictability	Expected GDP growth (%)					<a href="#">WB World Development Indicator Database</a>
	Intensity of local competition	Score (0–100)				<a href="#">Global Innovation Index</a>
		Rank				
	Economic transformation	Score (0–10 best)				<a href="#">Bertelsmann Transformation Index</a>
		Rank				
Political situation	Political environment	Score (0–100)				<a href="#">Global Innovation Index</a>
		Rank				
	Political stability and safety / absence of terrorism and violence	Score (0–10 best)				<a href="#">Global Innovation Index</a>
		Rank				
	Political transformation	Score (0–10 best)				<a href="#">Bertelsmann Transformation Index</a>
		Rank				
	Percentage of firms identifying corruption as a major constraint					<a href="#">World Bank Enterprise Surveys</a>
Labour markets	Unemployment rate (%)					<a href="#">WB World Development Indicator Database</a>
	Efficient use of talent	Score (1–7 best)				<a href="#">WEF Competitive-ness Report</a>
		Rank				





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

\*\* If no GEM report available, data needs to be collected via interviews or other means.

Indicators for green and inclusive entrepreneurship						
Variable	Indicator		2016	2015	2014	Source
Business registration	Special legal form for inclusive businesses or social businesses is in place (no of companies registered)					Primary data collection
	Number of B-corps					<a href="#">B-corps Website</a>
Access to finance	Alternative finance transaction volume per capita					<a href="#">Cambridge Center for Alternative Finance – Benchmark Report</a>
	Total non-DFI impact investment	Number of deals				<a href="#">GIIN- Landscape for Impact Investing</a> ***
		Capital disbursed				
Tax policies	Tax incentive schemes for green and inclusive businesses					Primary data collection
Preferential procurement	Preferential procurement scheme for green and inclusive businesses					Primary data collection
PPD mechanism	Existence of a PPD mechanism for green and inclusive businesses					<a href="#">PPD Evaluation Wheel</a>

\*\*\* Coverage of report only sub-Saharan Africa

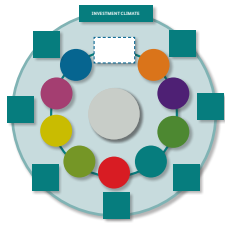
### TOOL 3 – TABLE OF INDICATORS AND DATA SOURCES

Indicators for women entrepreneurship					
Variable		2016	2015	2014	Source
Conduciveness of business environment for women entrepreneurs	GEDI Female Entrepreneurship Index (Rank)				<a href="#">GEDI Female Entrepreneurship Report</a> <a href="#">GEM Report</a>
	Female/male opportunity ratio				<a href="#">GEM Report</a>
	Female/male TEA ratio				<a href="#">GEM Report</a>
Legal environment for women entrepreneurs	Number of legal gender differences				<a href="#">World Bank Women, Business and the Law</a>
	Equal access to finance (Scale from 0 = same legal rights to 1 = no legal rights)				<a href="#">OECD Gender, Institutions and Development Database</a>
	Equal access to land (Scale from 0 = same legal rights to 1 = no legal rights)				<a href="#">OECD Gender, Institutions and Development Database</a>
Cultural perceptions of women entrepreneurs	Ability of women to rise to positions of leadership (Scale from 1 to 7)				<a href="#">WEF Gender Gap Report</a>
	Social encouragement of female entrepreneurship				<a href="#">GEM Womens Report</a>
	Social acceptability of female entrepreneurship				<a href="#">GEM Womens Report</a>

### TOOL 5 – GUIDING QUESTIONS FOR STRUCTURED INTERVIEWS

Background information interviewee	
Meeting date	
Meeting address	
Interviewee	
Category (Entrepreneur, Government, Support Organisation, etc.)	
Organisation	
Contact details	
Website	

## Business environment and investment climate



### Business environment

1. How would you assess the general regulatory environment for entrepreneurs (government effectiveness, etc.)?
  - a. What would you like to change?
2. From your perspective, which are the main challenges for entrepreneurs to register their businesses?
3. How do the legal framework and procedures for bankruptcy influence entrepreneurship?
4. How do the tax framework and procedures influence entrepreneurship?
5. Which type of finance is available for entrepreneurs?
  - a. What is your experience with it?
  - b. To what extent is the legal framework conducive for obtaining alternative forms of finance (crowdfunding, microfinance framework, credit information system, etc.)?
6. How do you think the legal framework influences entrepreneurs' decisions on hiring staff?
  - a. What would you change to make it more efficient?
7. To what extent do entrepreneurs have access to commercial courts?
  - a. What is your experience with accessing commercial courts?
8. In your opinion, how does land administration influence entrepreneurship?
9. What communication channels are in place for entrepreneurs to communicate regulatory challenges to the respective public sector actors?
  - a. What are your experiences with them?
  - b. How useful are they for your work?
10. What market information is necessary for entrepreneurs to facilitate the development of their businesses?
  - a. How/where can an entrepreneur access this information?
  - b. What are your experiences with accessing market information?

### Investment climate

11. What do you think are the main factors of the overall economic situation that influence entrepreneurial activity in your country (both in a positive and a negative way, e.g. GDP growth, macroeconomic instability, etc.)?
12. Do you know if there is a strategy in place to promote entrepreneurship?
  - a. To what extent is it a guiding document for all stakeholders?
  - b. Does it tackle the right things?
13. From your perspective, how does the political situation in the country affect the entrepreneurial ecosystem?
  - a. How would it be ideal?
14. In your opinion, how does the situation in the labour market affect entrepreneurial activities?

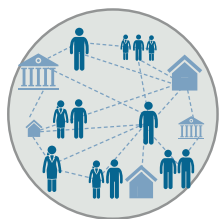
### Additional questions for green and inclusive businesses

1. To what extent does the government contribute to an enabling environment for green and inclusive businesses (policy framework in place)?
2. What are the specific regulatory challenges for green and inclusive businesses?
3. What regulatory barriers are particularly burdensome for green and inclusive businesses?

### Additional questions for women entrepreneurship

1. To what extent does the government contribute to an enabling environment for women entrepreneurs (policy framework in place)?
2. What are the specific regulatory challenges for women entrepreneurs?
3. What regulatory barriers are particularly burdensome for women entrepreneurs?

## Actors



1. What is your organisation's role in the entrepreneurial ecosystem?
2. In your experience, who is the most important person/organisation to contact if somebody (entrepreneur, support organisation, etc.) wants to gain access to the entrepreneurial ecosystem and relevant networks?
3. From your perspective, which are the most relevant actors in the local entrepreneurial ecosystem in terms of influencing entrepreneurial success in a significant way?
  - a. What do they do?
4. Do you think there are important players or services missing in the entrepreneurial ecosystem?
  - a. Do entrepreneurs have access to a range of adequate financial services (equity, grants, guarantees)?
  - b. Are there suitable incubation/acceleration programmes?
  - c. Are specialised business services, such as legal, tax or accounting services, offered?
  - d. Do entrepreneurs have a body representing their interests vis à vis the public sector and support organisations?
  - e. Are entrepreneurial education programmes available in schools, technical institutes and universities?
  - f. Is physical infrastructure, such as office space or maker spaces, available for entrepreneurs?
  - g. Are large corporations present that support entrepreneurs as part of their business activity or corporate social responsibility programmes?
  - h. Do the media report on entrepreneurs (success stories)?
5. Which formal/informal mechanisms are in place for stakeholder coordination?
6. How would you assess the intensity of cooperation between the stakeholders, ranging from information exchange to coordination and co-production?<sup>34</sup>  
How would it be ideal?
7. In your experience, which are the main barriers to effective interaction between actors?
8. How would you rate the entrepreneurial ecosystem's international connectedness?

### Additional questions for green and inclusive businesses

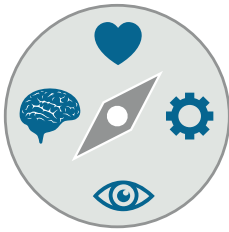
1. What financial and non-financial business service providers focus their services on the needs of green and inclusive businesses?
2. How open is the government to collaboration with businesses as regards environmental and social challenges?
3. How are the interests of green and inclusive businesses formulated and brought to the government's attention?

### Additional questions for women entrepreneurship

1. What financial and non-financial business services providers focus their services on the needs of women entrepreneurs?
2. How are the interests of women entrepreneurs formulated and brought to the government's attention?

<sup>34</sup> Gesellschaft für Internationale Zusammenarbeit (GIZ), Cooperation Management for Practitioners – Managing Social Change with *Capacity WORKS*, GIZ, Eschborn, 2014, p. 144.

## TOOL 5 – GUIDING QUESTIONS FOR STRUCTURED INTERVIEWS



### Entrepreneurial culture and attitude

1. What do you think is society's perception of entrepreneurship?
2. From your perspective, to what extent does society honour entrepreneurial success?
3. From your perspective, to what extent does society honour creativity and experimentation and recognise persistence?
4. How does society react to entrepreneurial failure?
5. From your experience, to what extent are people with entrepreneurial ideas or intentions hampered by a fear of failing or risk aversion?
6. How does society think about entrepreneurship as a career choice?
7. To what extent is entrepreneurial activity restricted to a certain ethnic/social/religious or age group of society?
8. From your experience, can an entrepreneur rely on strangers, friends and family to support her/him along the way, i.e. is it common to ask for help in the private and professional context?

### Additional questions for green and inclusive businesses

1. How is green and inclusive business entrepreneurship (social entrepreneurship) understood and valued by society?
2. What role in general does society foresee for the private sector when it comes to offering public goods (healthcare, education, etc.)?
3. How relevant are social and environmental challenges perceived to be by society and the business community?

### Additional questions for women entrepreneurship

1. Are there gender-specific societal/cultural barriers hindering women from starting their own business?
2. As a career choice, is becoming an entrepreneur equally attractive to men and women?



## EXAMPLES FOR GIZ ENTREPRENEURIAL ECOSYSTEM MAPPINGS

<b>Enablers for Change – A market landscape of the Indian social entrepreneurship (2012), GIZ India</b>	
Country and level of analysis:	India, national
Aim:	A market assessment on the incubators and impact investors (services, business models, geographical and service-related gaps)
Research design:	<ol style="list-style-type: none"> <li>1. online survey;</li> <li>2. desk research on a sample of 16 incubators and 33 impact investors; face-to-face interviews with 12 sector representatives;</li> <li>3. feedback received from participants at a multi-stakeholder roundtable workshop</li> </ol>
Available at:	<a href="https://www.giz.de/de/downloads/giz2012-enablers-for-change-india-en.pdf">https://www.giz.de/de/downloads/giz2012-enablers-for-change-india-en.pdf</a>

<b>Inclusive business in Mexico and Colombia – an overview of actors, ecosystems and business models (2015), GIZ Mexico and Colombia</b>	
Country and level of analysis:	Mexico and Colombia, national
Aim:	<ol style="list-style-type: none"> <li>1. Review case studies and models for inclusive businesses;</li> <li>2. review the ecosystems for inclusive businesses;</li> <li>3. highlight the opportunities and challenges for the promotion of inclusive businesses</li> </ol>
Research design:	<ol style="list-style-type: none"> <li>1. 20 semi-structured interviews;</li> <li>2. review of national and international publications about inclusive business;</li> <li>3. identification of cases which have received international recognition for their inclusive business model;</li> <li>4. review of sites specialised in inclusive business topics, corporate social responsibility and shared value identification of relevant actors and their involvement in the ecosystem</li> </ol>
Available at:	<p>Mexico: <a href="http://www.inclusivebusinesshub.org/wp-content/uploads/2016/11/IBAN_Landscapes_Mexico.pdf">http://www.inclusivebusinesshub.org/wp-content/uploads/2016/11/IBAN_Landscapes_Mexico.pdf</a></p> <p>Colombia: <a href="http://www.inclusivebusinesshub.org/wp-content/uploads/2016/11/IBAN_Landscapes_Columbien.pdf">http://www.inclusivebusinesshub.org/wp-content/uploads/2016/11/IBAN_Landscapes_Columbien.pdf</a></p>

## ENTREPRENEURIAL ECOSYSTEM MAPPINGS BY OTHER ACTORS

<b>Intelcap, #ClosingtheGapKenya – Update on Key Challenges for the ‘Missing Middle’ in Kenya, 2015, ANDE, the Dutch Good Growth Fund, EAVCA</b>	
Country and level of analysis:	Kenya, national
Available at:	<a href="http://www.eavca.org/Closing_the_gap.pdf">http://www.eavca.org/Closing_the_gap.pdf</a>
<b>Mapping the Social/Inclusive Business Field in Brazil, 2015, ANDE</b>	
Country and level of analysis:	Brazil, national
Available at:	<a href="http://www.whysgbs.org/mapping-the-ecosystem/">http://www.whysgbs.org/mapping-the-ecosystem/</a>
<b>Start-up Meter Ecosystem Index, 2016, enpact</b>	
Country and level of analysis:	Tunisia, city-level (Tunis)
Available at:	<a href="http://www.startup-meter.org/tunis/">http://www.startup-meter.org/tunis/</a>



## FOR MORE INFORMATION...

### **GIZ – Sector Project Sustainable Economic Policy and Private Sector Development**

If you have any questions regarding ecosystem mapping or need more advice, please do not hesitate to contact us at: [sv-wipo-pwff@giz.de](mailto:sv-wipo-pwff@giz.de)

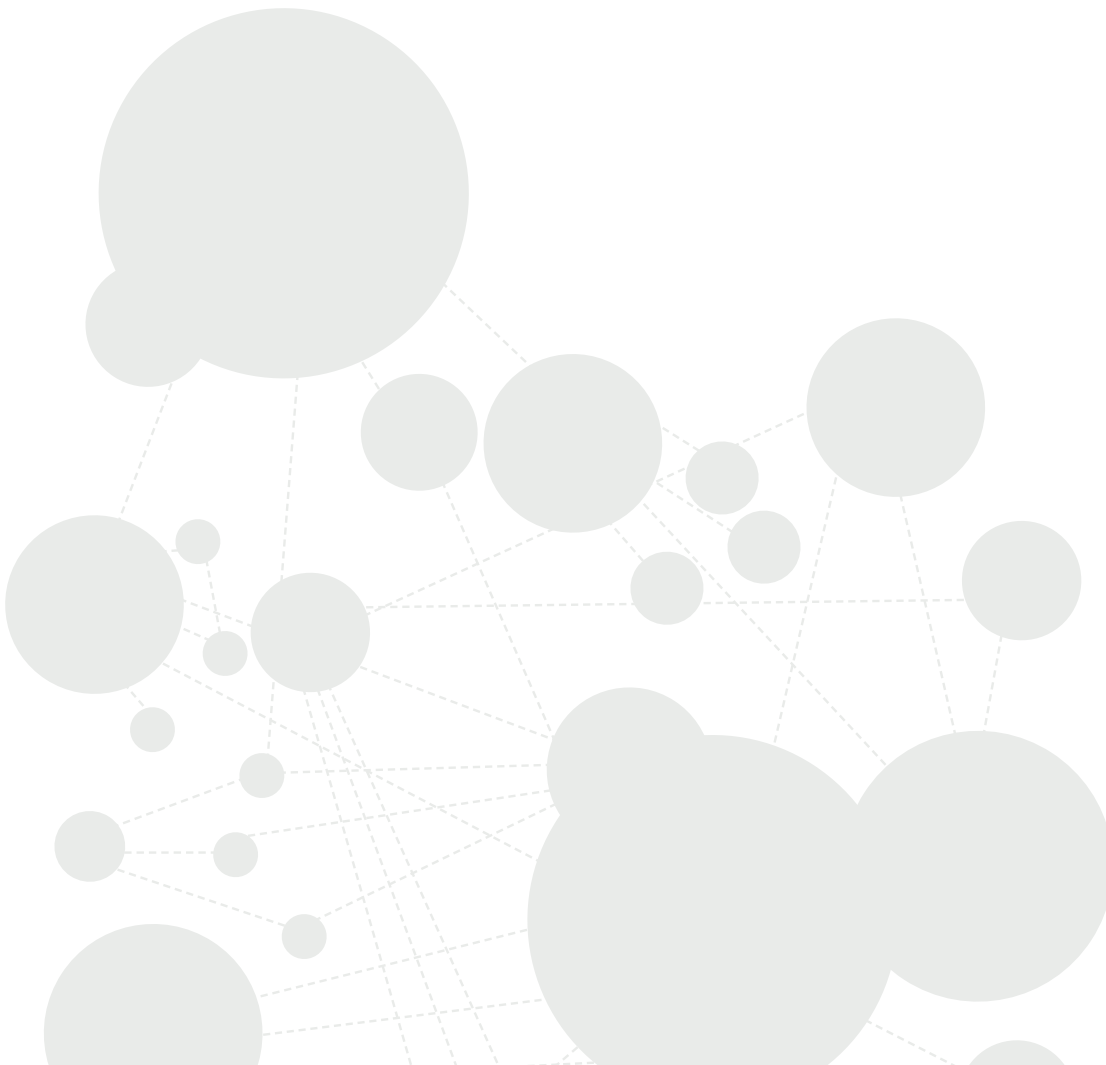
### **Aspen Network of Development Entrepreneurs**

The ANDE is a global network of organisations which promote entrepreneurship in emerging markets. Members include consulting firms, investors and foundations. The network's website is available at: <http://www.andeglobal.org/>

To get in touch with the network directly, please contact: Kate McElligott ([Kate.McElligott@aspeninstitute.org](mailto:Kate.McElligott@aspeninstitute.org)) at global level or for your regional chapter manager visit <http://www.andeglobal.org/?page=regionalchapters>

### **Donor Committee for Enterprise Development**

The DCED is a forum for learning about the most effective ways to create economic opportunities for the poor, in line with the SDGs – based on practical experience in PSD. Its website is the leading source of knowledge on PSD: <https://www.enterprise-development.org/>



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Sector Project Sustainable Economic Policy  
and Private Sector Development

Friedrich-Ebert-Allee 36-40	Dag-Hammarskjöld-Weg 1-5
53113 Bonn, Germany	65726 Eschborn, Germany
Tel. +49 228 44 60-0	Tel. +49 61 96 79-0
Fax +49 228 44 60-17 66	Fax +49 61 96 79-11 15

info@giz.de	info@giz.de
www.giz.de	www.giz.de

Authors  
Annabell Kreuzer, Katharina Mengede, Alexandra Oppermann, Mariella Regh

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Iris Christmann, Wiesbaden (cmuk)

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Adresses of the BMZ offices	
BMZ Bonn	BMZ Berlin   im Europahaus
Dahlmannstraße 4	Stresemannstraße 94
53113 Bonn, Germany	10963 Berlin, Germany
Tel. +49 228 99 535 - 0	Tel. + 49 30 18 535 - 0
Fax + 49 228 99 535 - 3500	Fax + 49 30 18 535 - 2501