

INNOVATION
FOR POLICY
FOUNDATION

2024

IMPACT
REPORT

<https://i4policy.org>



INNOVATION
FOR POLICY
FOUNDATION

“

*Across the bay of Kilifi,
the i4Policy team looks
towards new horizons.*

i4Policy Retreat, 2024



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Standing by Our Values

We are living through a world in crisis— escalating inequality, unemployment, and poverty in numerous countries, a deepening of humanitarian emergencies across the globe, and a growing climate crisis of planetary scale affecting every form of life as we know it. These urgent challenges, among others, highlight the stark failure of our current systems of governance to adequately respond to the scale and complexity of the issues at hand. At the same time, nationalist and authoritarian regimes are on the rise, exacerbating these crises and undermining democratic values and human rights globally.

As Marshall Ganz, Senior Lecturer in Leadership, Organizing, and Civil Society at the Kennedy School of Government, observes, the U.S. finds itself at a “rock bottom” moment in its democracy. Yet, such moments of crisis also present unique opportunities to catalyse meaningful change. Similarly, at a recent African leadership summit, Pura Mgolombane, Executive Director of Student Affairs at the University of Cape Town, spoke of their approach to teaching and learning through the “Pedagogy of Discomfort”—a philosophy that embraces challenge and discomfort as pathways to growth and transformation.

At i4Policy, we recognise the need for urgent change. The time has come to step into discomfort, to “be moved”, and to move away from transactional politics and policies and bring people to the heart of decision-making, grounding our actions in a values-driven approach.

Finding and nurturing sources of energy for positive change takes time and is a collective responsibility. It is in this context that we believe in the collective power of people, and focus our work on harnessing shared agency and intelligence to drive more resilient, inclusive, and collaborative societies. We work at local, national, and global levels to support governments, communities, and decision-makers, to leverage their lived experience, local knowledge, and expertise to develop solutions that are co-created with all affected stakeholders.

Our approach is driven by values—values that form the foundation of our work and guide our actions in this critical moment of democratic backsliding. In a time when political discourse is polarised and democratic principles are under threat, we remain committed to fostering collaboration, learning, and innovation to ensure that democracy, equity, and human rights are upheld. Our values are not abstract ideals; they are lived in every aspect of our work.

“
**Material
Change
takes place
when we
are in
discomfort.**

**Pura Mgolombane,
University of Cape Town**

Our Values



Integrity: We remain fair, non-partisan, and respect diverse perspectives. We are committed to being accountable for our actions and ensuring that our work adds value where it is most needed. We recognise our positionality and strive to use it responsibly and positively. In a world where ideological polarisation is often the norm, we choose to create spaces that allow for the respectful exchange of ideas, fostering dialogue over division.



Inclusivity: Our aim is not to speak for those who have been silenced but to create platforms for their voices to be heard and acted upon. We believe in the equality of rights for all and work to ensure that marginalised and underrepresented groups are included in decision-making processes. This is especially vital as we witness growing movements that seek to exclude rather than include. At i4Policy, we strive to challenge our own biases and act in a manner that is non-discriminatory.



Open-mindedness: We foster an environment where critical thinking is encouraged and where we can collectively question, challenge, and learn. It is not enough to merely accept the status quo—we must actively engage in continuous learning and growth, remaining open to new ideas, even when they challenge our previous assumptions.



Process-Focused: We prioritise the journey over the outcome. We do not impose predetermined solutions; instead, we equip people with the tools and frameworks necessary for collaborative decision-making. This approach allows for more sustainable and context-specific solutions, as we respect the agency of those involved and trust in their ability to shape outcomes that are in their best interest.



Collective Intelligence: We believe that the solutions to our shared challenges lie in collaboration and cooperation. We recognise that no single perspective can provide all the answers, and that only through inclusive, collective action can we achieve meaningful change. The crises we face require collective solutions—solutions that centre the voices of those directly affected.



Innovation: We challenge traditional ways of thinking. This commitment to innovation is crucial in a time when conventional responses are increasingly inadequate in addressing global crises.

i4Policy's New Strategic Direction



Our annual team retreat is always a cherished moment—a rare opportunity to step away from screens, come together in person, and reconnect as a team. But in 2024, this gathering in Mombasa, Kenya was even more significant. It marked our five-year anniversary and a pivotal moment of reflecting on our milestones, the transition after the departure of our founding director Jon Stever, and an ambitious roadmap for the future.

Over the course of an intense and dynamic week, we took stock of our biggest milestones, including the completion of three major projects—each the result of years of hard work and collaboration. These projects embody the core pillars of our new strategy: **Research & Development, Strategic Advisory, and Knowledge-Sharing**. We were also able to refine our Theory of Change which is included at the end of this Report.

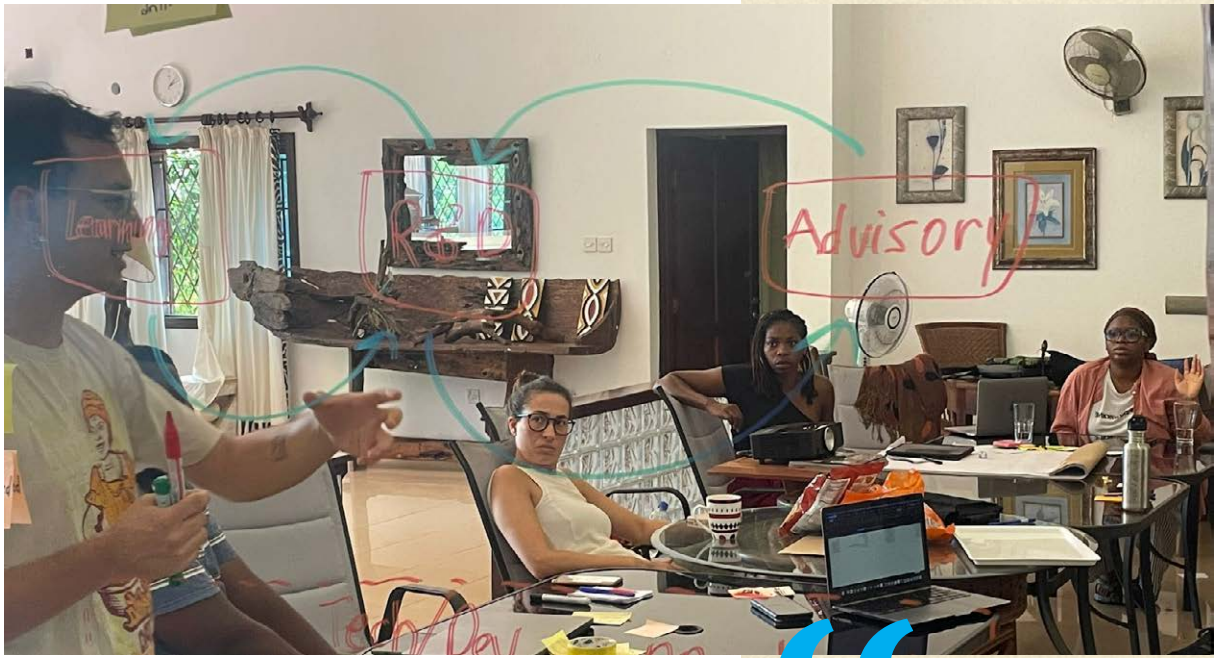
Reflecting on our milestones

The launch of the [Citizen Engagement Platform \(CEP\)](#) demonstrated the power of Research & Development in creating new tools that expand citizen participation in unprecedented ways. The Digital Innovation Policy Commons (DIPC) strengthened our Strategic

Advisory support for policymakers while allowing us to refine our approach to open Knowledge-Sharing through our [Entrepreneurship Policy Learning Series](#), a massively open online course (MOOC) hosted on our ecosystem.build platform. And through the African European Digital Innovation Bridge Network (AEDIB), we not only implemented our [ADDIS process](#) for participatory policy development across Africa and Europe but also transformed these learnings into an accessible online [Repository](#) to share with the world.

Beyond celebrating these achievements, our retreat marked a transitional moment for the organisation, with the departure of our Managing Director Jon Stever. We are deeply grateful to Jon for his vision, leadership, and dedication to building the foundation, and we look forward to carrying that legacy and his trust forward in new and evolving ways.





The changes sparked moments of deep reflection, which led us to fully embrace our co-director model of shared leadership and we piloted an organisation-wide collective decision-making framework. We believe that this inclusive approach will strengthen our decisions, deepen team commitment, and enhance transparency, sustainability, and collaboration. As we refine this model, we look forward to sharing our insights with other like-minded organisations. We also used our time together to craft a strategy and theory of change that will guide our next phase of impact. It was an energising and inspiring process—one that left us feeling more aligned, motivated, and excited for what's ahead.

In 2025, we are looking forward to applying our knowledge, expertise and tools to new challenges: applying the ADDIS process to support the development of Data Governance policies within the African Union, whilst further developing and utilising the CEP. We are excited to learn about new countries and contexts as we further deepen our work in entrepreneurial ecosystems across the continent and build on the participatory foundations we have laid over the last five years. And we hope to grow into new and exciting areas, through our Co>Gov Lab, Latin American connections, and beyond...



As we embrace our new strategic direction, I am inspired by the strength of our team and our shared commitment to shaping a future where governments and communities co-create policies that truly reflect the voices of the people.

**- Kamugisha Marius
(Art Lead)**

Meet Our Team



Tim
Co-Director
[LinkedIn](#)



Belinda
Co-Director
[LinkedIn](#)



Mike
Co-Director
[LinkedIn](#)



Maeva
Head of Advisory
[LinkedIn](#)



Sebastian
Head of R&D
[LinkedIn](#)



Louise
Head of Innovation &
Impact
[LinkedIn](#)



Aniya
Research and
Advisory Analyst
[LinkedIn](#)



Lincoln
Head of Tech
Development
[LinkedIn](#)



Ben
Full-stack
Developer
[LinkedIn](#)



Marius
Art Lead
[LinkedIn](#)



Belisa
Lead Instructional
Designer
[LinkedIn](#)

Our Year of Impact

This year we celebrate 5 years of growth and impact at i4Policy. Through dynamic partnerships and new initiatives, we have advanced our mission to democratize governance, empower individuals, and support entrepreneurial ecosystems globally.

We engaged over 32,800 individuals online and connected with more than 1,200 in-person through participatory policy-making in over 50 countries. This year has been about more than just numbers; it's been about creating meaningful connections and lasting impacts.

A key achievement in 2024 was providing accessible knowledge. Over 450 learners enrolled in our online entrepreneurship policy series, gaining insights to advocate for better policies. We also contributed to 17 conferences and conducted 11 workshops, engaging policy professionals, entrepreneurs, and thought leaders worldwide. These events allowed us to share knowledge and shape discussions on collective decision-making.

Our AEDIB | Net partnership led to the launch of our sixth online course, The Entrepreneurship Policy Process. We engaged policy professionals from 9 African countries in a 4-week training, fostering valuable knowledge exchange. Additionally, we codified our policy-making processes in the ADDIS methodology, available on DecisionThinking.org. This approach promotes inclusive, transparent policy-making. We also launched the African Entrepreneurial Ecosystem Index with the Allan Gray Centre for Africa Entrepreneurship and Utrecht University, helping assess and strengthen entrepreneurial ecosystems across Africa.

Our partnership with AUDA-NEPAD led to the Citizen Engagement Platform (CEP), a tool enabling local citizens to engage with policymakers. Looking ahead to 2025, we're excited to launch The Collective Governance Lab (Co>Gov Lab), a space for innovators to collaborate on new governance solutions, building on our successes to create even greater impact in the years to come.



A big thank you to my colleagues for their openness throughout this trip, and to the i4policy team for this exceptional training

**- Nafila Sangare,
Burkina Faso
(Course 6 participant)**



2024 Impact in Numbers



32,800+

Individuals engaged virtually through our online platforms



1,200+

Individuals engaged live and introduced to participatory policy-making methods



450+

Learners registered for our online entrepreneurship policy learning series



17

Conferences contributed to



11

Workshops conducted



4

Participatory policy processes



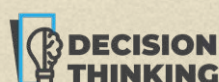
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Podcast interviews

2024 New Products and Initiatives



Course 6: The Entrepreneurship Policy Process



DecisionThinking.org – Democratising Governance Knowledge



INDEX: AEEI – Mapping Africa's Entrepreneurial Landscape



GVI: Governance Vocabularies Initiative – Connecting Global Governance Knowledge



The Global Governance Innovations Repository – A Hub for Decision-Making Excellence



New i4Policy Website – Celebrating 5 Years of Impact



Citizen Engagement Platform (CEP) – Your Voice, Africa's Future



The Collective Governance Lab - Co>Gov Lab



Special Flagship Projects Focus

In 2024, i4Policy successfully concluded two multi-year flagship initiatives that have transformed digital policy across Africa: the Africa European Digital Innovation Bridge (AEDIB) and the Digital Innovation Policy Commons (DIPC). These projects, supported by the EU Horizon 2020 research and innovation programme (AEDIB) and GIZ Make IT in Africa (Supporting DIPC), strengthened entrepreneurial ecosystems, empowered policymakers, and set new standards for participatory digital governance.

We Thank our Impact Partners:



AEDIB: Co-Creating Policy through Innovation

AEDIB focused on shaping a common African-European digital innovation ecosystem. i4Policy led efforts to empower policymakers through policy hackathons and peer-learning workshops. In Zambia, Zanzibar, and Portugal, our hackathons brought together 164 government and ecosystem leaders, fostering real-time policy co-creation. The peer-to-peer training workshops enabled 140 policymakers to exchange insights and apply best practices in digital policy reform. In addition a digital platform (decisionthinking.org) was set up to democratize access to governance knowledge and recognizing that knowledge and understandings about “good” governance exist all around the world. The EU project review report concluded that **“the project has delivered exceptional results with significant immediate or potential impact.”**

DIPC: Open Knowledge for Inclusive Entrepreneurship Policymaking

The Digital Innovation Policy Commons (DIPC) has redefined how digital policy knowledge is created and shared across Africa. Through ecosystem.build, we launched a Toolkit, Benchmarking Study, Policy Library, and the first-ever African Entrepreneurial Ecosystem Index (AEEI), a much-needed tool to assess and strengthen Africa's startup environments.

A massive open online course (learn.ecosystem.build) trained hundreds of policymakers in entrepreneurship policy, scaling our impact beyond in-person workshops. Additionally, demand-driven technical support in six African countries led to concrete policy advancements, including the adoption of Ivory Coast's Startup Act.



The partnership with i4Policy was one of the best investments we have made under the Make-IT project and its impact in terms of capacity building, knowledge sharing and policy support has been tremendous

- Matthias Rehfeld, Head of GIZ Make-IT Africa



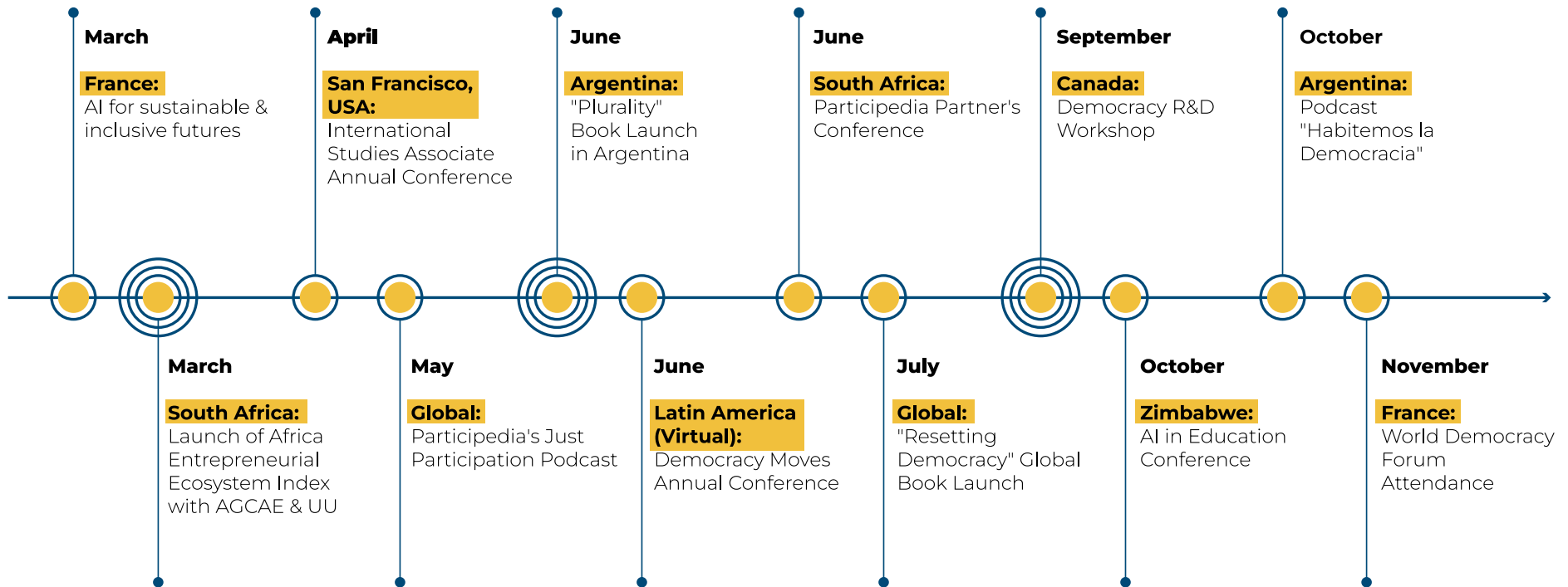
2024 Highlights

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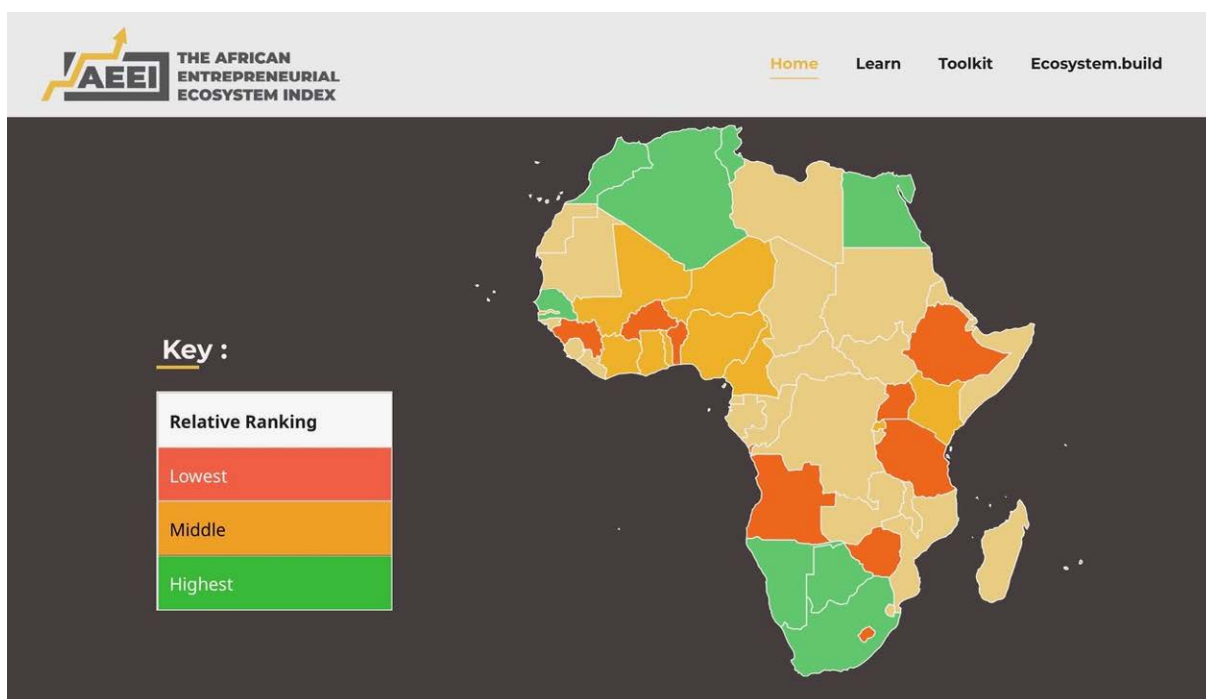
RESEARCH AND DEVELOPMENT

Research and Development Pillar Activity timeline

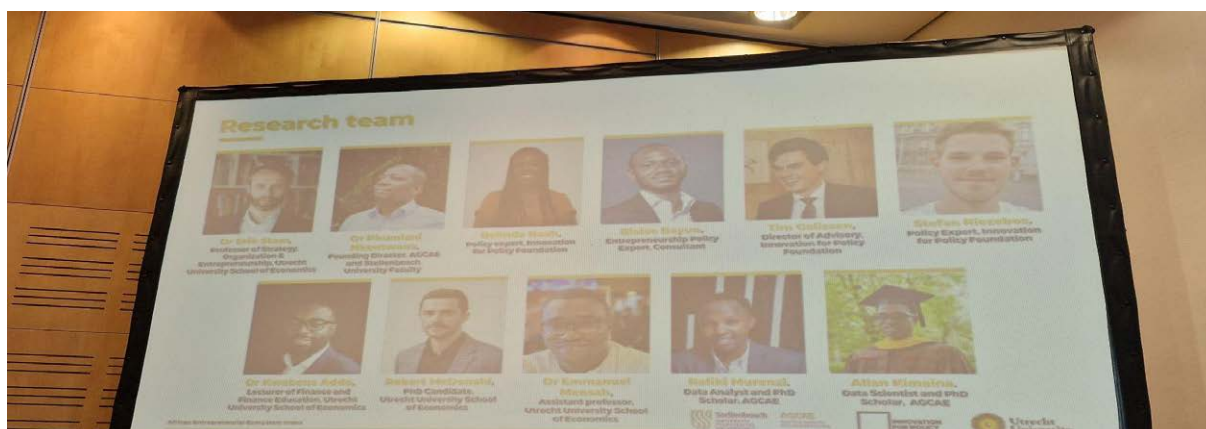




African Entrepreneurial Ecosystem Index Launch in South Africa



We launched the Africa Entrepreneurial Ecosystem Index (AEEI) at the Global Entrepreneurship Conference (GEC+Africa) in Cape Town in March 2024. Developed in collaboration with the Utrecht University School of Economics and Allan Gray Centre for Africa Entrepreneurship (Stellenbosch University), this index provides a structured way to evaluate entrepreneurial ecosystems, providing a single measure (score) to capture the multi-dimensional concept of an “entrepreneurial ecosystem” for African countries.



Designed to support policymakers, investors, and entrepreneurs, the AEEI uses seven challenge areas (governance, culture, support, finance, infrastructure, market access and human capital) to identify key areas for improvement within entrepreneurial ecosystems to foster sustainable development.

Data from 27 countries offer valuable insights into the diverse conditions for entrepreneurship across the continent. To see more please visit: <https://africa.ecosystem.build/>



“Plurality” Book Launch in Argentina



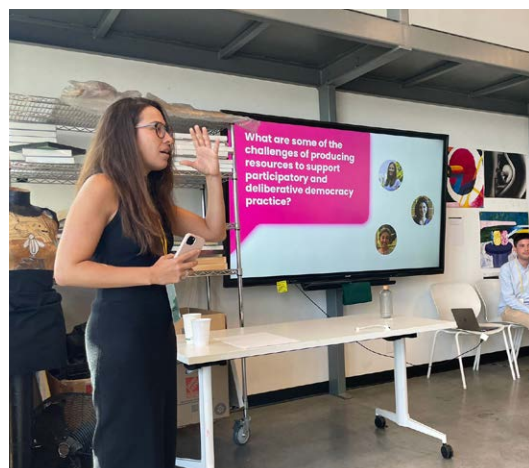
i4Policy co-hosted the conversation with Democracia en Red at the 25 June 2024 launch of the book “Plurality: The Future of Collaborative Technology and Democracy” in Argentina, where Sebastián Calderón, our Head of R&D, moderated a conversation with co-authors Audrey Tang, former Minister of Digital Affairs of Taiwan, and E. Glen Weyl.

This book offers key insights into diversifying global governance, presenting innovative approaches to addressing today’s complex crises. By integrating knowledge from multiple disciplines and diverse experiences, it plays a crucial role in reimagining governance for a more inclusive and democratic future. You can find the book here: <https://www.plurality.net/>



Democracy R&D Workshop in Canada

Louise Rasador, our Head of Innovation & Impact, hosted a workshop alongside Nikhil Kumar (People Powered), Nicole Armos (Simon Fraser University), and Brazilian facilitator Silvia Cervellini (Delibera Brasil) at the Democracy R&D Conference in Vancouver Canada on 20th September 2024. i4Policy contributed to discussions on strengthening deliberative democracy. The session explored ways to coordinate and enhance key resources, including guides, handbooks, databases, and platforms. Through a reflective workshop, participants examined strategies to optimise and democratize these efforts across the field.



The event also provided a platform for i4Policy to showcase their work with colleagues such as Participedia and the UM6P School of Collective Intelligence on the [Governance Vocabularies Initiative](#). This initiative seeks to redefine governance concepts and develop new frameworks for collective decision-making to address today’s global governance crisis.



Research and Development: Integrating insights

After five years of iteration and learning, the formalization of the ADDIS process and the DecisionThinking website have expanded our approach to participatory governance. What began as an effort to rethink governance has evolved into a strategy for embedding inclusive decision-making in critical policy areas—from agroforestry to data governance, and soon, the global governance of AI. These experiences are shaping a broader transformation in how participation is designed, scaled, and institutionalized.

In 2024, i4Policy reinforced its role in democratic innovation, ensuring participatory governance informs key discussions on AI, deliberation, and inclusive policymaking. At the Artificial Intelligence for Sustainable Futures Conference, we explored how participatory mechanisms can mitigate AI bias and ensure community-driven governance. Similarly, at the AI in Education Conference in Zimbabwe, we discussed the role of academic institutions in ethical AI development, drawing insights from Zimbabwe and Argentina.

We also deepened our contributions to deliberative democracy, amplifying voices from the Global Majority. Through the Just Participation Podcast and the Democracy Moves Annual Conference, we engaged young leaders in shaping inclusive policy debates.

The launch with partners from Extituto de Política Abierta of “Resetting Democracy: The South Side of Global Deliberation” further challenged Western-centric governance models and expanded discussions on participatory frameworks.

Where We’re Headed:

The past five years have built a strong foundation. Now, we are focused on scaling impact. Over the next year, we aim to expand participatory governance models in AI, agroforestry, and health, making them integral to decision-making frameworks. Through strategic partnerships, policy advocacy, and continued innovation, we are ensuring participatory governance becomes the global standard.

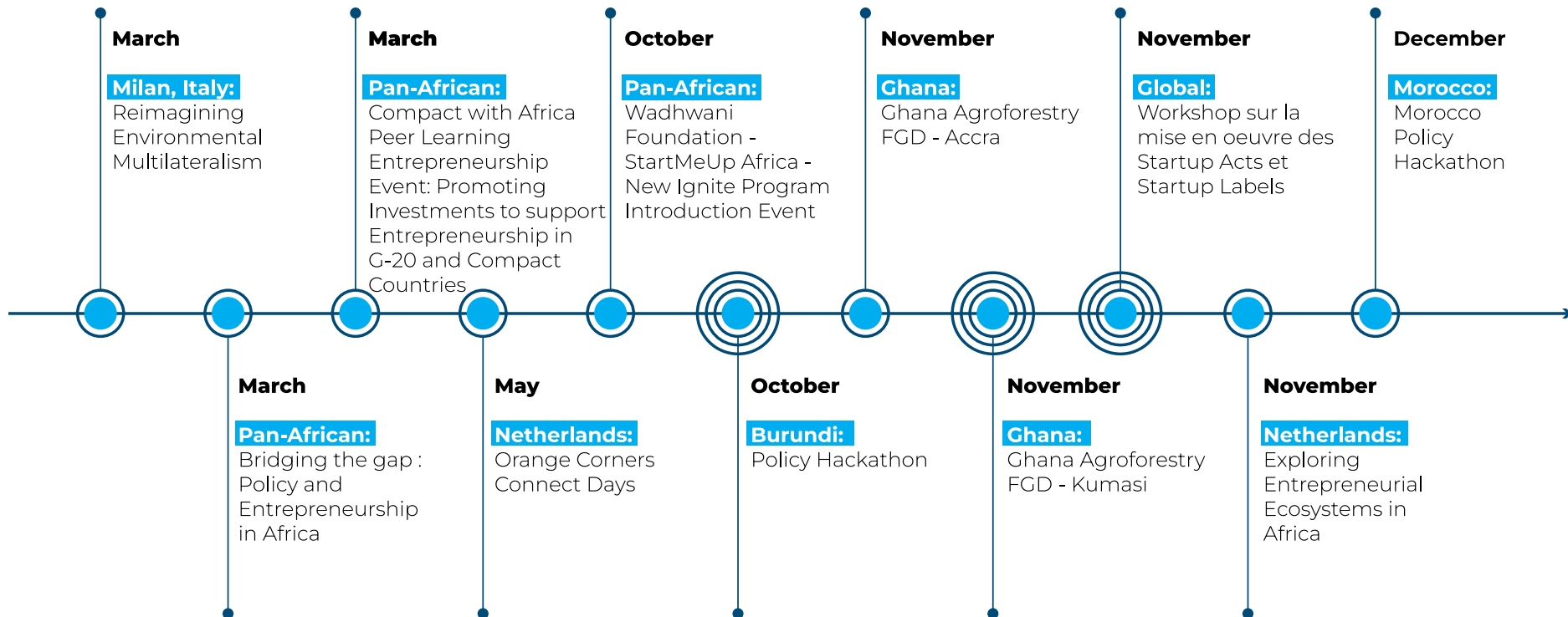


The world is changing, and we are experiencing a paradigm shift in international governance and geopolitics. We must reimagine tools, methodologies, and approaches to create more inclusive and diverse governance structures, going beyond those already explored.

- Sebastián Calderón (Head of R&D)



Strategic Advisory Pillar Activity timeline





Burundi Policy Hackathon



In early October 2024, over **100 stakeholders** from Burundi's entrepreneurial ecosystem convened for the Burundi Policy Hackathon in Bujumbura. Organised by i4Policy in partnership with the Netherlands Enterprise Agency (RVO) and Orange Corners, and supported by the Dutch Embassy, the event aimed to evaluate and enhance existing policies to better support startups and SMEs. Participants engaged in ecosystem mapping, problem identification, and policy solution development. The collaborative effort underscored a collective commitment to fostering entrepreneurship in Burundi, with plans to transform the co-created recommendations into actionable policies.



The Burundi Policy Hackathon was an eye-opening experience, especially during the problem identification and policy solutions generation sessions. It was incredible to collaborate with young entrepreneurs from diverse fields.

- Destine Dushime (Participant)



Workshop on Startup Acts in Francophone Africa



In November 2024, we hosted an online workshop addressing the challenges of implementing Startup Acts in Francophone Africa in collaboration with the Agence Française de Développement (AFD) and the International Trade Centre (ITC). Policymakers and ecosystem stakeholders from Senegal, Mauritania, Benin, and Côte d'Ivoire discussed key issues such as governance, communication strategies, digitisation, and application processes. The event emphasised the importance of clear accountability, well-resourced

institutions, and accessible digital platforms to ensure effective policy application. Participants highlighted the value of peer learning and called for ongoing collaboration to transform legislative frameworks into tangible support for startups.



Ghana Agroforestry Focus Groups

Focus group discussions with smallholder farmers, policymakers, private sector actors, and NGOs in Kumasi and Accra form the backbone of the *Agroforestry Development in Ghana: A Participatory Approach to Progress* report, developed by i4Policy in cooperation with RVO. These dialogues provided firsthand insights into the challenges and opportunities within Ghana's agroforestry landscape, shaping the report's key recommendations. Participants highlighted systemic barriers such as complex land tenure systems, policy fragmentation, and the narrow focus on cocoa-based agroforestry. By centring local voices, the report advocates for participatory governance and inclusive solutions across all ecological zones.





Strategic Advisory: Bridging Research and Practice



Smart Africa values the collaboration with i4Policy in co-developing relevant tools, resources and policy advisory to strengthen the entrepreneurial ecosystem in Africa

- Rym Jarou (Smart Africa)

While our R&D pillar focuses on creating methodologies and civic tech solutions, our Strategic Advisory pillar ensures their practical application in real policy cycles. By putting theory into action, we not only support change makers in implementing participatory approaches but also generate critical insights that inform continuous improvement. This feedback loop strengthens our methodologies, enhances their impact, and helps identify emerging knowledge gaps.

In 2024, we expanded on our previous efforts in implementing participatory policy processes within African entrepreneurial ecosystems. Our support and training contributed to key reforms in innovation and digital economies, particularly through the Startup Act initiatives in Nigeria and the Democratic Republic of Congo.

In 2024, we continued to build momentum in shaping participatory policy discussions across multiple regions, providing strategic advice to policymakers and communities. Our contributions spanned high-level conferences, workshops, and hands-on participatory processes. We facilitated Policy Hackathons in Burundi and Morocco, enabling co-created policy solutions through collaborative dialogue. In Ghana, we conducted focus group discussions on agroforestry, gathering

insights from diverse stakeholders to inform policy design. In addition we actively influenced entrepreneurship policy discussions at events such as Compact with Africa, Orange Corners Connect Days, and Wadhvani Foundation's StartMeUp Africa. We also hosted a workshop focused on fostering entrepreneurship across the continent, reinforcing our commitment to inclusive policy design.

Through these interventions, we advance participatory governance as an actionable reality. By embedding our methodologies in real-world policymaking, we ensure that inclusive, co-created policy solutions drive meaningful and lasting impact. The practical implications of our work provide valuable feedback, refining our methodologies and making them more effective, scalable, and responsive to the needs of policymakers and communities.





2024 Highlights

3



KNOWLEDGE
SHARING

Knowledge-sharing pillar Activity timeline





Train the advisors workshops

During an internal training for AFD (Agence Française de Développement), i4Policy introduced the Decision Thinking mental model, equipping development practitioners with practical strategies to reshape governance. Through interactive exercises, participants tested ways to integrate diverse perspectives into policymaking, refining their approach to more responsive and inclusive decision-making. This training reflects a growing movement within institutions to redefine how policies are crafted—placing those affected at the heart of the process.



2024 Participedia School on Transnational Democratic Innovations

The Participedia Summer School which took place simultaneously in Canada and South Africa, saw i4Policy guide 78 decision-makers, researchers, and practitioners through hands-on explorations of participatory governance tools. The Decision Thinking Workshop encouraged participants to rethink traditional policy design by experimenting with approaches that bring diverse voices into the process.

With perspectives spanning Canada, South Africa, and beyond, the sessions sparked fresh insights into how adaptive governance models can be used to address real-world challenges.





Launch of Course 6: The Entrepreneurship Policy Process



This practical online course provides a hands-on learning experience in designing, implementing, and monitoring impactful entrepreneurship policies.

We graduated a cohort of professionals from 9 African countries to help us shape this course. Congratulations!

To learn more visit: <https://learn.ecosystem.build/courses/course-6-the-entrepreneurship-policy-process/>

Citizen Engagement Platform (CEP)

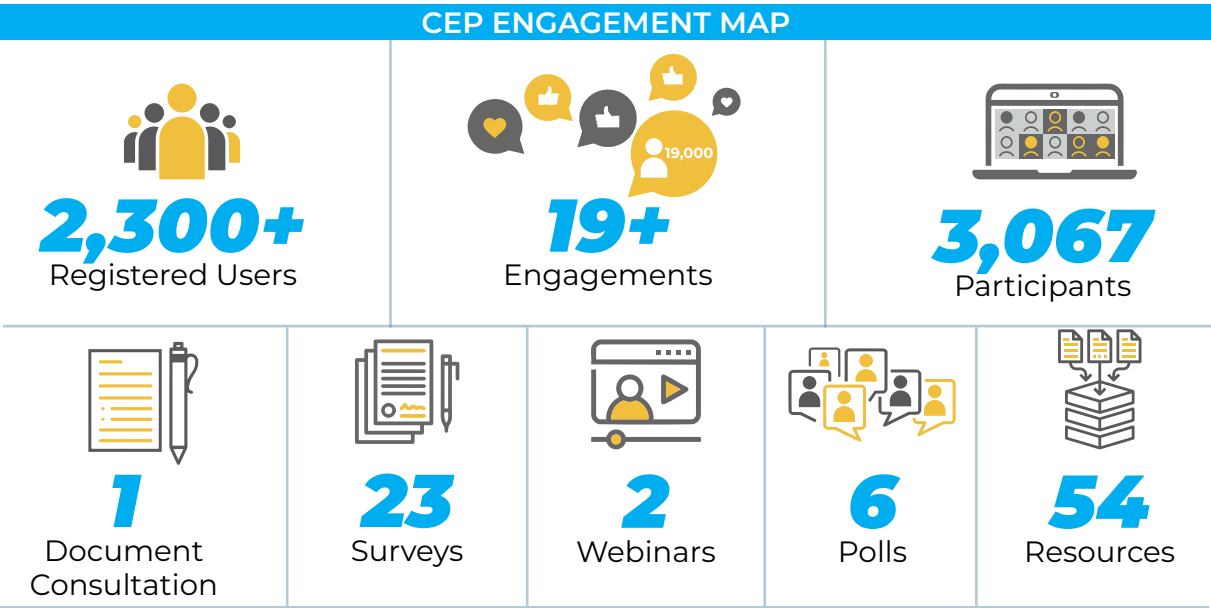
The Citizen Engagement Platform (CEP) empowers African citizens to actively shape the continent's future by enabling direct engagement with policymakers! Developed in partnership with i4Policy, GIZ, and AUDA-NEPAD.



CITIZEN
ENGAGEMENT
PLATFORM

There are already more than 2,300 registered users (Member states, Agencies, etc) utilising the platform.

Learn more here: <https://citizenengagement.nepad.org/>





Knowledge-sharing: From Insights to Practice



After the training we were able to develop an SME and entrepreneurship policy for the Ministry of Somalia.

We were able to learn a lot from the training. The key takeaways from the training is that the policy is now in place.

- Ecosystem changemaker

In 2024, i4Policy deepened its commitment to bridging top-down governance and bottom-up citizen engagement, equipping decision-makers with practical tools while expanding opportunities for those impacted by policies to engage in a meaningful way.

At the Civic Tech Innovation Forum, we showcased digital tools that make policymaking more inclusive, connecting institutions with the communities they serve. At the SADC Regional Experts Meeting, we contributed to policy discussions with decision-makers from 17 SADC countries, shaping frameworks for high-growth entrepreneurship.

Our knowledge-sharing efforts extended to universities, conferences,

and policy dialogues. At Utrecht University, we facilitated a training where students applied the ADDIS process to real-world cases, while the AEDIB Policy Workshop brought together our partners to strengthen dialogue on African-European digital collaboration. Finally, our French Benchmark Report Launched in Benin highlighted strategies to strengthen policy environments for startups and SMEs.

By transforming discussions into action, we continue to reinforce our commitment to co-creating the future—where policymaking is inclusive, responsive, and shaped by those it serves.



i4Policy Awarded - “Policy Initiative of the Year”



Ghana Digital Innovation Week (GDIW) held from 2-4 October 2024, was a galvanising moment for stakeholders in the tech and entrepreneurship ecosystem to meet, share and convene in Accra, Ghana. The week combined two powerful summits that contributed to a jam-packed innovation week -the Africa Startup Ecosystem Builders (ASEB) and African Summit on Entrepreneurship and Innovation (ASENTI) summits.

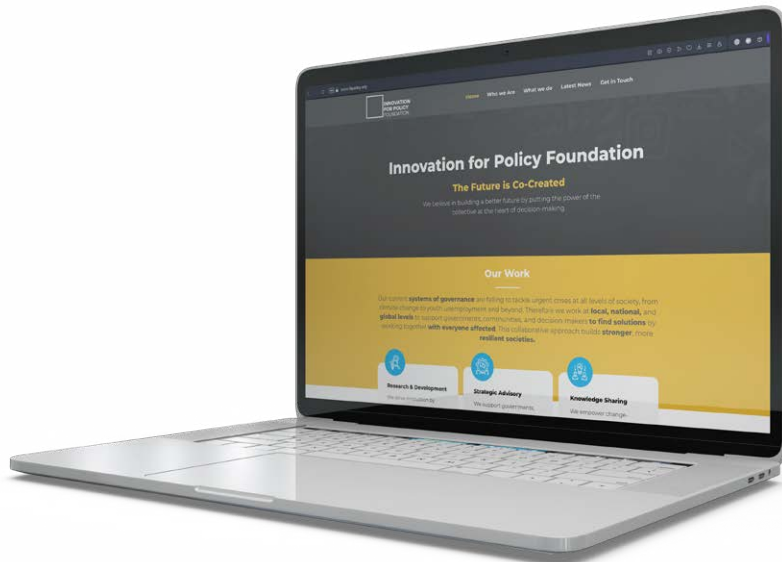
i4Policy was represented by Blaise Bayuo (Tech Founder and Innovation Specialist), who participated in several sessions. The ASEB awards evening was a highlight for many ecosystem players, including i4Policy who was recognised for a second time in a row.

Read more on our blog here: [i4Policy awarded “Policy Initiative of the Year” - Africa Startup Ecosystem Builders Awards and Summit, Ghana.](#)



2024 New Products and Initiatives

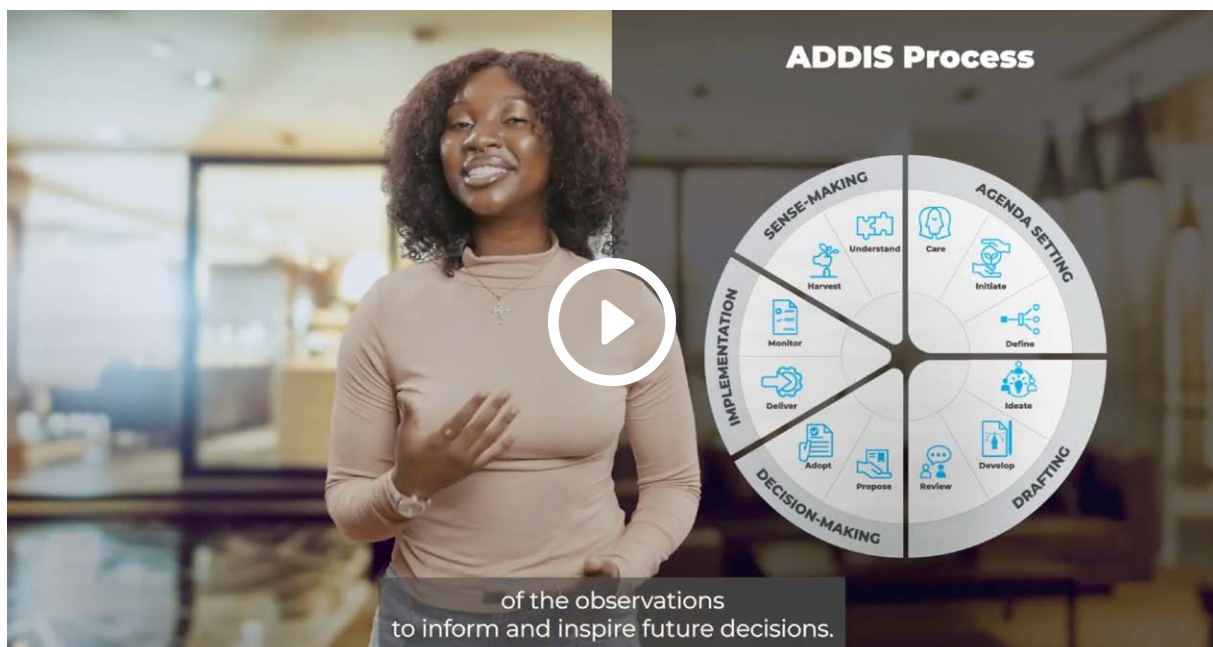
New i4Policy Website – Celebrating 5 Years of Impact



To mark five years since its formal incorporation, **i4Policy** has launched a new website! From its roots as a hashtag to becoming a foundation, i4Policy continues to pioneer governance innovation and policy co-creation.

Visit the website: <https://i4policy.org/>

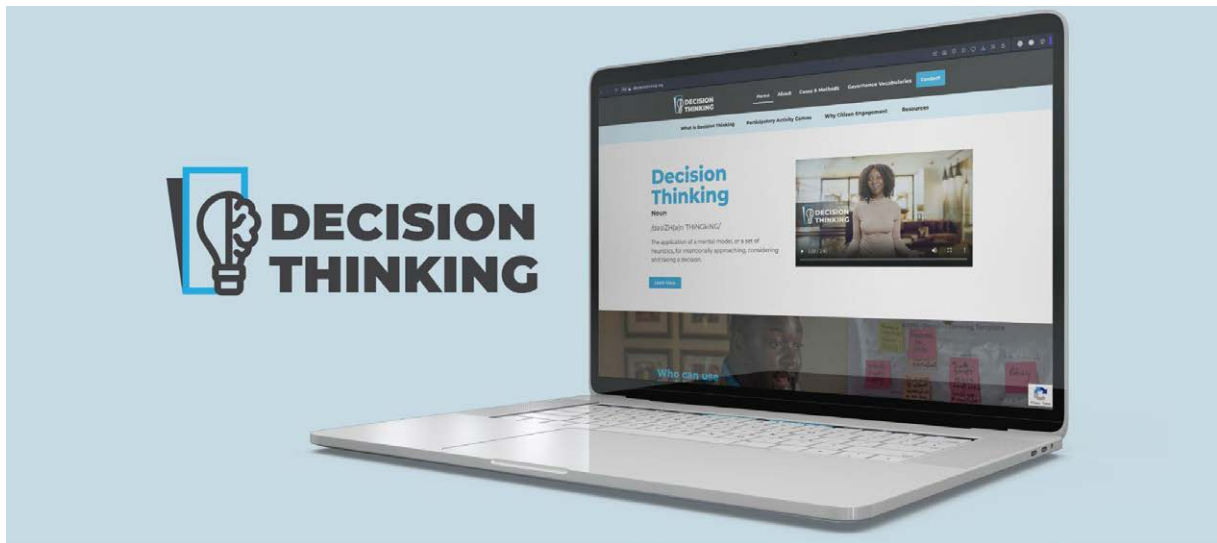
Course 6: The Entrepreneurship Policy Process



This course offers a practical framework for developing entrepreneurship policies through a participatory approach. It outlines essential steps to design, adopt, implement, and monitor policies that foster innovation and economic growth.

Get Started: <https://learn.ecosystem.build/courses/course-6-the-entrepreneurship-policy-process/>

DecisionThinking.org – Democratising Governance Knowledge



Decision Thinking makes governance knowledge more accessible, empowering individuals and organizations to make informed policy decisions.

Visit the website: <https://decisionthinking.org/>

INDEX: AEEI – Mapping Africa's Entrepreneurial Landscape

The **Africa Entrepreneurial Ecosystem Index (AEEI)** provides insights into the strengths and weaknesses of entrepreneurship conditions across African countries. By identifying key areas for improvement, AEEI supports the development of stronger, more sustainable entrepreneurial ecosystems.

Visit the website: <https://africa.ecosystem.build/>



Citizen Engagement Platform (CEP) – *Your Voice, Africa's Future*



The **AU Citizen Engagement Platform (CEP)** is where citizens drive Africa's future. Join CEP to engage with policymakers, share ideas, and co-create solutions for a better Africa. As CEP moves toward becoming a **Digital Public Good (DPG)** and open-source platform, we invite the community to contribute to its development.

Visit the website: <https://citizenengagement.nepad.org/>

The Global Governance Innovations Repository – *A Hub for Decision-Making Excellence*



The Global Governance Innovations Repository is a curated database showcasing innovative approaches to governance and decision-making. Rooted in Decision Thinking, the repository provides policymakers, academics, and activists with practical insights from diverse global contexts to enhance democratic processes and governance outcomes.

Visit the website: <https://innovation.decisionthinking.org/>

The Collective Governance Lab - Co>Gov Lab



At i4Policy, we have consistently reimagined governance, driving innovation with a commitment to values and transformative change. The Collective Governance Laboratory **co>gov lab** is the next bold step in this journey, empowering us to amplify our innovation capacity and impact. We created the co>gov lab to drive meaningful, real-world change by ensuring democratic innovations are not only groundbreaking but also practical and implementable. Through its unique methodology,

it creates the conditions for vital research, design, piloting, monitoring, evaluation, and to facilitate the dissemination of insights—ensuring that decision-makers, communities, and individuals are equipped with the tools to drive meaningful, lasting impact. Together, we can shape a future where governance is more inclusive, effective, and aligned with the needs of all.

Visit the website: <https://lab.i4policy.org/>

GVI: Governance Vocabularies Initiative – Connecting Global Governance Knowledge



Born from the **Governance Vocabularies Conference**, GVI brings together activists, academics, researchers, and governance practitioners to explore new models of governance. By connecting diverse perspectives, GVI aims to make governance knowledge more accessible and actionable worldwide.

Visit the website: <https://vocab.decisionthinking.org/>

Looking Ahead: Scaling Impact Through Participation

As we move into 2025, i4Policy is deepening its commitment to participatory governance, ensuring that policy solutions are co-created with the communities they serve. The year ahead is about scaling impact, refining approaches, and embedding participatory methodologies into key policy areas.

From transforming agroforestry policy in **Ghana**, to strengthening **Burundi's** entrepreneurial ecosystem, as well as working on a Startup Act in **Cabo Verde** - we are turning insights into action.

In Ghana, we are preparing to convene government, enterprises, and communities to co-design an action framework that sets a precedent for inclusive policymaking. Meanwhile, in Burundi, we will bring together key stakeholders to refine policy recommendations and foster institutional partnerships that support entrepreneurs and economic growth. And finally, we will be applying our ADDIS-methodology in Cabo Verde to strengthen its entrepreneurial ecosystem through an inclusive participatory policy process. We also welcome two i4Policy team members Blaise Bayuo (Policy & Data Expert) and Eveline Rodrigues (Legal & Policy Expert).

At the same time, we are advancing digital citizen engagement by evolving our Citizen Engagement Platform (CEP) into an open-source Digital Public Good. This shift will invite global collaboration to enhance participatory governance while ensuring the platform remains a robust tool for citizen-driven policy

influence. In parallel, we are leveraging the AU Citizen Engagement Handbook to design methodologies that make participation more inclusive and impactful, equipping decision-makers with the knowledge and tools to sustain democratic governance.

In our efforts to strengthen entrepreneurial ecosystems, together with our partners Utrecht University and Allan Gray Centre for Africa Entrepreneurship, we are working on an updated version of the Africa Entrepreneurial Ecosystem Index. This updated index, accompanied by a methodological paper, will provide deeper insights and a stronger foundation for data-driven dialogues and shaping policies that foster entrepreneurship across the continent.

Across all our initiatives, the common thread is clear: participation drives legitimate and sustainable change. By refining policy frameworks, strengthening digital tools, and fostering inclusive ecosystems, i4Policy is shaping a future where governance is truly co-created.

We invite you to connect with us at key events such as the Global Entrepreneurship Congress in Indianapolis in June and the Transform Africa Summit in Kigali in July. These gatherings will be invaluable opportunities to exchange ideas, collaborate, and strengthen the participatory policymaking movement.

Join us as we work together to shape the future of governance!



Get in touch with us

We invite you to interact with us! Consider the following questions ...

- How has i4Policy impacted your journey to co-creating the future?
- What are some of the ways in which we can strengthen or deepen our work in strengthening democracy?
- What changes would you like to see that would leave the world better than the one you inherited?

Share your ideas or blogs with us, and we would be happy to consider co-creating a feature blog on our [ecosystem.build blog!](#)

The future is co-created!

Visit us: <https://www.i4policy.org/>

Connect with us: community@i4policy.org

Annex: Our Theory of Change



To bring our vision and mission alive, we focus on reshaping policymaking and ensuring that people—not just institutions—have a real say in decisions that affect their lives.

- Belinda Baah (i4Policy, Co-Director)

During our year of reflection, we also managed to further develop our Theory of Change connecting our **Why** with our **Vision** and **Mission**.

Our Why



Most decisions today are made through disconnected, outdated processes that exclude those most affected, leading to policies misaligned with community needs and rising social disengagement. This creates a sense of powerlessness and erodes trust between decision-makers and the public.

At i4Policy, we advocate for participatory, inclusive decision-making to build social trust and improve decision quality. By using innovative tools for collective governance, we engage communities and create space for individuals to drive change, ensuring decisions are more relevant, effective, and contextually appropriate.

Our Vision

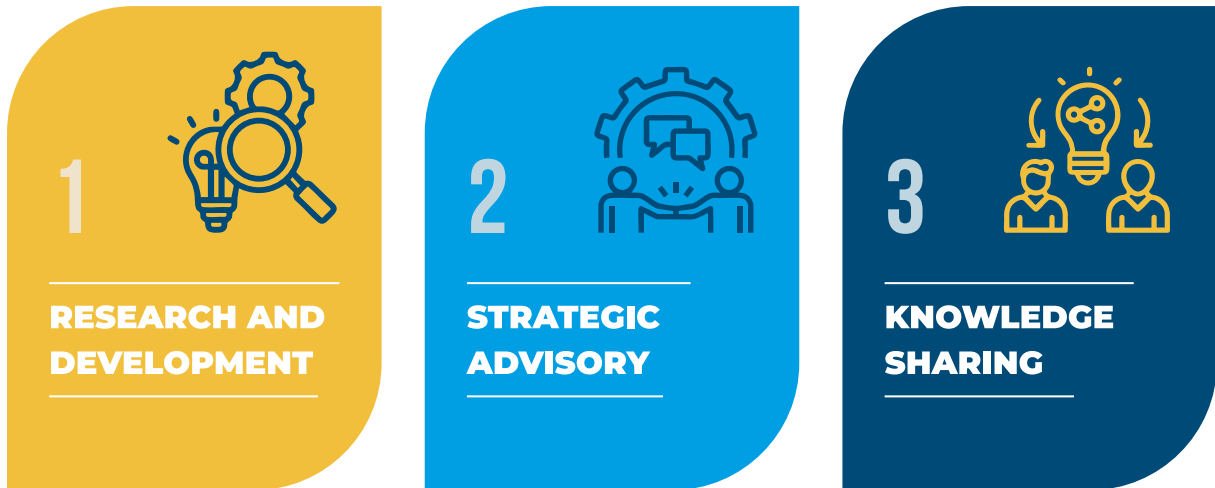
The Future is Co-Created!

Our Mission

We believe in building a better future by placing the power of the collective at the heart of decision-making.

We do this work through our three strategic pillars:

Our Strategic Pillars



Through these pillars, we develop tools, support policymakers, and equip changemakers with the skills to drive more inclusive, participatory governance.

Research & Development



We don't just study change; we design the tools and frameworks that drive it. Our research fuels democratic innovation, helping communities and policymakers collaborate more effectively.

One of these tools is our [ADDIS - Decision Thinking Framework](#), which enables citizens and decision-makers to shape policies together. We recently applied ADDIS to the agroforestry sector in Ghana to support the development of policies and approaches that enable inclusive decision-making in land and resource governance.

Our initiatives, such as the [Global Assembly](#), the [Governance Vocabularies Initiative](#), and the [Citizen Engagement Platform](#) (CEP), rethink how decisions are made, ensuring more participatory, transparent, and responsive governance at the national and international levels.

Strategic Advisory



We work with governments, international organisations, and civil society to embed inclusive, participatory decision-making into governance structures.

One area where we have consistently implemented participatory policy processes is in African entrepreneurial ecosystems, where we have provided training or supported dialogue and political processes in nearly every country on the continent. Notable examples are: Burundi, Rwanda, Senegal, Nigeria, Uganda, and the Democratic Republic of Congo, where our support and training led to key reforms in innovation and digital economies.

Knowledge Sharing



Through programmes like the Entrepreneurship Policy Learning Series and Decision Thinking, we've trained hundreds of changemakers worldwide, equipping them to apply participatory approaches across different policy areas.

We are bridging knowledge gaps and strengthening collective governance through access to cutting edge research, data and expertise through portals such as [Ecosystem.Build](#), where we're not only helping people engage in decision-making but giving them the tools to help shape their futures.

THEORY OF CHANGE

CHANGE AREAS

1



**RESEARCH AND
DEVELOPMENT**

2



**STRATEGIC
ADVISORY**

3



**KNOWLEDGE
SHARING**

OUTPUTS

Increased
adoption of
participatory
methods and
tools.

Individuals and institutions
adopt meaningful participation
and inclusion as the norm in
decision-making.

Enhanced skills
among policymakers
and community
leaders.

More responsive
and effective
governance.

Established
spaces and
moments for
collaboration.

Greater agency enables
individuals and
communities to shape
decision-making outcomes

IMPACTS



Everyone has a
say in decisions
that affect them.

Mutual trust between
decision makers
and those who are
affected by
decisions being made.



Better societal outcomes
across various domains
due to more inclusive
and innovative
decision-making.

MOONSHOT

We imagine a world where collective
decision-making is the norm, enabling
everyone to live a dignified life within a
society that supports their needs,
regardless of their background.

