

Establishing a strong Entrepreneurial Ecosystem

A look at the dynamics of collaboration,
entrepreneurship-development programs and
emigration desires in Abuja, Nigeria

Ivo van der Horst

Master Thesis

515103

Erasmus University, Rotterdam

Erasmus School of Social and Behavioural Sciences

Governance of Migration and Diversity

Public Administration

First reader: Asya Pisarevskaya

Second reader: Maria Schiller

August 8, 2019

26,880 words

[this page is left blank intentionally]

Table of contents

- Summary.....5
- 1.1 Introduction.....6
 - Context and case selection9
- 2. Theoretical Framework..... 11
- 3. Research Design..... 20
 - Research question and method introduction 20
 - Operationalisation 21
 - Hypothesis..... 23
 - Methods..... 24
- 4. Results and analysis 32
 - Perspectives 33
 - Results of the migration dimension..... 47
 - Limitations 50
- 5. Discussion..... 51
 - Perspectives: group-specific desires 51
 - The dynamics of collaboration 53
 - Nigerian culture, society and educational system 56
 - The migration dimension..... 58
 - Entrepreneurship in Abuja..... 60
- 6.1 Conclusion 64
 - Policy recommendations..... 70
 - Future research..... 72
- References..... 73
- Appendices 79

List of tables and figures

Figure 1 – Conceptual model A..... 8, 19, 21, 24

Figure 2 - Dynamics of collaboration in an EE 11

Figure 3 - Q-sort used in this research..... 28

Figure 4 - Conceptual model B..... 46

Figure 5 - Conceptual model C..... 49

Figure 6 - Components of the entrepreneurship-migration system..... 51

Figure 7 - Conceptual model D 62

Table 1 – Sources of the selected statements..... 25

Table 2 – Overview of the categories of statements..... 26

Table 3 – Overview of the selected statements 26

Table 4 – Overview of the participant categories..... 27

Table 5 – Overview of the factor loadings 33

Table 6 – Crisbsheet perspective 1 35

Table 7 - Crisbsheet perspective 2..... 37

Table 8 - Crisbsheet perspective 3..... 39

Table 9 - Crisbsheet perspective 4..... 41

Table 10 - Crisbsheet perspective 5 42

Table 11 – Overview of perspective distinctiveness 44

Table 12 – Overview statements that display mutual consensus..... 45

Table 13 – Correlation between perspectives 46

Table 14 – Overview of EDP-migration related results..... 47

Table 15 – Overview of the concourse (1-60)..... 80

Table 16 - Overview of the concourse (61-115) 81

Table 17 – Overview of the participants 82

Table 18 – Overview of Z-scores per statement..... 83

Table 19 – Overview of bipolar perspective 6 84

Summary

Youth unemployment is a big challenge for many African governments. Stimulating youth-entrepreneurship by setting up entrepreneurship-development programs (EDPs) seems to be a promising way forward. For these youth-led ventures to be successful, the wider entrepreneurial ecosystem (EE) needs to be enabling and supportive. Studies have shown that a truly collaborative atmosphere, i.e. openly sharing of ideas, contacts and experience among the actors involved, will improve the wider EE. The extent to which ecosystem actors successfully collaborate depends on the mutual 'dynamics of collaboration'. This entails the community mix, community sense, expectations, network management and ways of getting together.

Youth-entrepreneurship is increasingly seen by western governments as a modern way to carry out development support. The political dimension herein is of great importance: these governments often support EDPs based on the assumption that it will result in a decreased desire to emigrate from Africa. Abuja is an arena in which youth unemployment, EDPs and high emigration flows are all existing, therefore this city was selected as the case for this research.

This paper investigated two relationships. First, the relationship between the dynamics of collaboration among the stakeholders of the EE in Abuja, and the effect this has on the strength of the wider ecosystem. This has been done by conducting Q-methodology with 32 diverse stakeholders, to gain a deeper understanding of their different perspectives about collaboration dynamics. The second investigated relationship is between EDPs and youth's desire to emigrate from Nigeria. The same participants were invited for online interviews.

Five groups of stakeholders have been found, all with distinct preferences and views. They are framed as the complaining; displeased but eager; isolated; optimistic; and autonomous stakeholders. All agree that the current EE is not enabling enough, partly due to unhelpful policy but also due to inadequate collaboration dynamics. Stakeholders agree that the community mix is unbalanced, the sense of community should increase, getting together must be facilitated more and network management must improve. Currently, the ecosystem is described to be a collection of 'unconnected silos'. As a result, the strength of the wider EE is obstructed.

Consequently, this hinders the ventures of the Nigerian youths and their personal economic perspective as well, which was found to be an important factor in the entrepreneurship-migration system as well. The findings show that EDPs do not simply lead to more desire or less desire to migrate. For some, EDPs lead to more attachment and/or income, others will be exposed to opportunities abroad, and will have gained the confidence to take the leap and migrate through EDP-involvement. Altogether, the current dynamics of collaboration in Abuja are not contributing to the establishment of a *stronger* entrepreneurial environment. This paper concludes that separate interventions are ineffective. Instead, a city-wide entrepreneurship strategy is needed that dictates a series of interlocking interventions.

1.1 Introduction

Youth unemployment in Africa

Each year, twelve million youths enter the workforce of Africa, but annually only three million formal jobs are created. By 2050, Africa's youth will have doubled to 830 million. In Africa, Nigeria is the most populous country, with over 190 million inhabitants. Half of them are below 24 years. Of these youths, 67% are either unemployed or underemployed (Betcherman and Khan, 2015). The lack of jobs leads to poverty, crime, apathy, hopelessness and social instability. Other than this, does it also lead to forced migration (African Development Bank, 2015). Following the advice of organisations such as the OECD and the World Economic Forum (Mason & Brown, 2014), governments in their pursuit of control, have embraced the concept of youth-entrepreneurship as a new economic development strategy.

Entrepreneurship-development

In 2015 the Dutch government came up with their own interpretation of a youth entrepreneurship-development program (EDP), as political pressure rose when migrants entered the Netherlands during the 'refugee crisis' (UNHCR, 2018). The 'Local Employment for Development in Africa' (LEAD) program was constructed in record time. The overall objective of the LEAD program is to generate 17,000 economically sustainable jobs in seven African countries. LEAD is implemented by four different alliances of NGOs that make use of a wide range of activities like providing business and social skills training, give mentoring and support startup incubators. However, essentially LEAD is an anti-immigration policy as it is aimed at reducing the root causes of migration in fragile states (Dutch Ministry of Foreign Affairs, 2015).

Besides the Dutch government, other countries are now also getting involved in entrepreneurship-development programs in Africa. Examples are the Swiss, German, French and Canadian governments (Kew, 2015; BMZ, 2016; Burkhalter, 2017).

Governance and collaboration in Nigeria's entrepreneurial ecosystem

For these new young Nigerian entrepreneurs to be successful, their businesses need to be enabled and supported by the so-called entrepreneurial ecosystem (EE). This concerns the wider social and economic environment that affects any entrepreneurial effort. In such an EE, many different actors are situated, including startups, knowledge institutions, investors, policymakers and corporates (Klijn, Steijn & Edelenbos, 2010).

The literature on theories like governance networks and entrepreneurial ecosystems theory extensively emphasizes the necessity of collaboration and cooperation within such networks of stakeholders (Bathelt et al., 2004; Klijn, Steijn & Edelenbos, 2010; Stam, 2018). Considering the variation of involved stakeholders in such a network, the meaning of 'collaboration' needs to be interpreted in a broad sense, namely as the sharing of knowledge,

expertise, experience, information and contacts (van der Veer, 2016). It is therefore broader than just two companies forming a partnership.

Any effort to support the youth of Nigeria through EDPs will be affected by the state of the EE where it is situated in. Despite the advice given by scholars, many organisations and reports indicate a lack of collaboration among the involved actors in the EEs of Nigeria (ANDE & Oxfam, 2018). In this paper, collaboration, and its coordination, facilitation and culture are joined in one term: 'the dynamics of collaboration'. This relates to the community mix, community sense, mutual expectations, getting together, as well as the network management of all stakeholders involved (Bathelt et al., 2004; Klijin, Steijn & Edelenbos, 2010; Emerson et al., 2011; Feld, 2012; Stam & Spiegel, 2016). As mentioned earlier, these dynamics of collaboration are not harmonized in Abuja. Therefore, the full potential of the Nigerian startup development programs in general, and the businesses of the young entrepreneurs in specific is not being achieved today (VC4A, 2018).

Entrepreneurship-development and migration

The insufficient 'dynamics of collaboration' in the Nigerian ecosystem will also affect the extent to which migration aspirations of young Nigerians increase. The Dutch Ministry expects youth's emigration aspirations to relate to the quality of the entrepreneurial development programs in which there are involved (EDPs). A higher quality of EDPs would decrease their desire to migrate, they assume (Dutch Ministry of Foreign Affairs, 2015). Scholars are now critiquing this assumption. They argue that people from a poor country will be willing to migrate sooner rather than later when they are provided with economic and human development (De Haas, 2007).

Societal Relevance

Over the past three decades, various Nigerian governments have evolved policies and programmes that are aimed at supporting small and medium scale enterprises (SMEs). Despite all efforts, the unemployment rate has remained high, with youth unemployment rates over 50% (IMF, 2013). Earlier research has emphasized the importance of collaboration in the entrepreneurial environment of Nigeria, but it has also shown that this is lacking now (VC4A, 2018). As for today, literature that addresses the dynamics of collaboration between state and non-state actors with different societal backgrounds in the context of an entrepreneurial environment of a less developed country is missing.

Aim of research

Finding ways to future-proofing and increasing the resilience of the Nigerian economy is desirable since many of their youths are expected to be unemployed or underemployed in the future. Youth-entrepreneurship as an economic development strategy is gaining popularity and sounds promising. But, existing businesses as well as efforts to support new ventures, can only

succeed if the wider EE is enabling and supportive. Presently, it is unclear how the dynamic of collaboration between the involved stakeholders is contributing or undermining the strength of a city’s ecosystem. This relationship is conceptualised below, in figure 1 at the far left. The primary focus of this research is laid there, which is reflected in the main research question:

How does the dynamic of collaboration in Abuja, Nigeria, undermine or contribute to the establishment of a strong entrepreneurial ecosystem?

Different people will have different ideas about collaboration. It is certainly not something that can be forced upon anyone (Hanf and Scharpf, 1978). This research will thus depart from gaining a deeper understanding of the different perspectives that the relevant stakeholders hold. Therefore, the central research method is Q-methodology, which assists in exploring these.

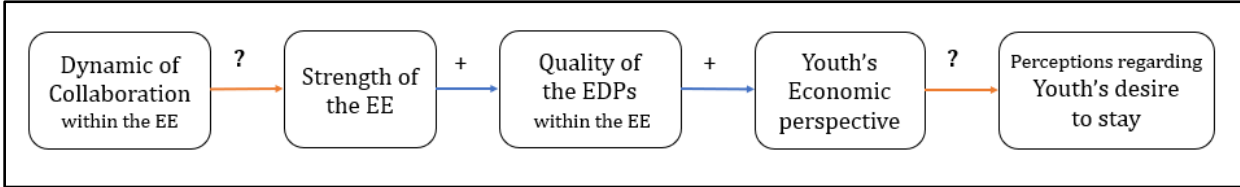


Figure 1 – Conceptual model A

In addition, it is unclear what the relationship is between the entrepreneurship-development programs (EDPs) in Nigeria, and the migration aspirations of the youths involved, as this is never well-researched. The magnitude of this paper does not allow to test for a causal relationship between EDPs and the aspirations to migrate. But, by understanding the way the stakeholders perceive youth’s potentially changed desire to migrate when being involved in EDPs, primary insights are collected that provide us with a better understanding about the dynamics that are at play. Therefore, the same participants that joined the Q-methodology were also asked about their perceptions about the relationship between EDPs and youth’s desire to stay or emigrate from Nigeria. This relationship is illustrated in figure 1 at the far right.

The two relationships that are being researched in this paper – the dynamic of collaboration and the strength of the ecosystem, as well as the relationship between EDPs and migration desires – are connected through three factors, in the following manner (figure 1): a harmonious dynamic of collaboration between the stakeholders in an EE will strengthen the state of this ecosystem. Consequently, this will positively affect the quality of the entrepreneurial development programs situated there, as new businesses benefit from an enabling business environment (Isenberg, 2010). Subsequently, this will improve the economic perspective of the Nigerian youth involved in such EDPs (Dutch Ministry of Foreign Affairs, 2015). Lastly, this will affect their desire to emigrate or stay (INCLUDE, 2015).

The case of this paper will be Abuja, which is the capital city of Nigeria and home to a handful of startup hubs. The earlier mentioned deficiencies regarding collaboration and coordination have been reported here (ANDE West Africa, 2018). Besides more insight in the abovementioned two relationships, this paper will also produce policy recommendations to help policymakers and NGOs in their aim to strengthen the EE and the place that EDPs take herein.

This paper starts with more detailed background information about the case of this research. Then, the theoretical framework is presented, which will offer theory that is relevant to the dynamics of collaboration-related dimension, as well as the migration-related dimension of this paper. After that, the research design is presented, before moving on to the results. Finally, all relevant findings are being discussed, before concluding the research.

1.2 Context and case selection

In this chapter, more detailed background information and insight into the context of this paper is offered. This will be discussed by going from general observations about Africa to more specific information about Abuja.

Africa and Nigeria in specific

Youth unemployment is a growing problem in many African countries. Of the 1.2 billion inhabitants, 50% is younger than 25 years and this proportion continues to grow considerably until 2045. Despite the growing economies in Africa, the market cannot provide jobs for the rising number of (young) workers (Igwe et al., 2013). Unemployment among young people is two to four times as high as among adults (Idam, 2014). Research has shown that unemployment leads to a lack of perspective for the young Nigerians, which is seen as an important reason for African youth to migrate illegally to Europe (OECD, 2014).

Africa's continent holds 54 countries, of which Nigeria is the largest economy in Sub-Saharan Africa with a population of around 190 million, which corresponds to 16% of Africa's total number of inhabitants. One-third of Nigeria's population is between 15 and 35 years old (Igwe et al., 2013), showing that youth unemployment is an urgent matter in this country. The country is highly dependent on oil and gas revenues (OC&C, 2018), but despite these abundant natural resources, the country is ranked as very poor because of underdeveloped human and economic resources. Corruption, inadequate infrastructure and policy discontinuity are marked as the main reasons for the current immature state of the economy (Igwe et al., 2013).

Stimulation of Entrepreneurship

Nigeria is known to have a vibrant entrepreneurial culture. Genuine functioning EEs have developed mainly in Lagos and Abuja, the two biggest cities (OC&C, 2018). These hubs of

entrepreneurial activity are still in their early stages with regards to the harmony between the social, cultural, political and economic attributes that might stir the development and growth of innovative new ventures. Despite all efforts that the government has taken, youth unemployment rates are still over 50% (IMF, 2013; Risenetworks, 2013). Lawrence (2016) stated that in 2011 more than half of the Nigerians were living below the poverty line of less than US-\$1 a day.

Doing business in Nigeria is not easy. The capacity of electricity only serves a small part of the population: at least half of the Nigerians have no electricity supply. Therefore, businesses often need their own generator to secure a reliable supply of energy. In addition, Nigeria is a diverse country with many languages and ethnic groups. The country's tribal heritage has implications for business as well: Nigerians tend to cluster around affiliate groups and known circles, which is known to be unhelpful for creating a collaborative atmosphere (OC&C, 2018).

Abuja and Lagos

Lagos is the main commercial centre of Nigeria, with a population of around 22 million. The population has almost doubled over the last ten years, as thousands of people arrive in Lagos each day, to seek a better life. The majority of startups and innovations in Nigeria come from this city. Of the top 100 tech startups in Nigeria, 77 are in Lagos.

Only seven come from the city of Abuja (OC&C, 2018). Abuja is the official capital city of Nigeria and is the second startup hub. This city is much smaller, with around 4 million inhabitants. It seats most of the Government Agencies, resulting in a public sector driven economy (VC4A, 2018). The city in general, but also the attention research has given to the city, is lagging. This might have to do with the fact that Abuja only recently became the capital of Nigeria, namely in 1991 (Igwe et al., 2013).

The earlier mentioned deficiencies regarding collaboration and coordination within the ecosystem have been reported upon widely already (VC4A, 2018), even though foreign-funded EDPs were recently established in Abuja (ANDE West Africa, 2018).

To conclude, Abuja is an interesting and relevant location to select for this research: youth-unemployment is high, EDPs are recently set in place, the city's ecosystem is upcoming, and available research has indicated a lacking dynamic of collaboration. This, in addition to the fact that the Dutch LEAD program is also being implemented in Abuja, increasing chances of getting in contact with relevant potential participants, makes Abuja both relevant and feasible to select as a case for this paper.

2. Theoretical Framework

In this chapter, the theoretical framework is constructed. The structure of this chapter is divided into four main parts. First, the different elements of the dynamics of collaboration within an EE will be investigated, by making use of governance network theory and entrepreneurial ecosystem theory. Figure 2, presented below, will be used as a base. Secondly, this chapter will present a literature review on the relation between migration and development programs. Thirdly, gaps in literature will be presented and, lastly, a conclusion is provided.

1. The dynamics of collaboration in an EE

The 'dynamics of collaboration in an EE' are modelled in Figure 2. It consists of several elements, that will be discussed in detail in this first subchapter.

First, entrepreneurial ecosystem theory will be presented to set the stage. This relates to figure 2: the EE is represented by the circle and contains different domains – like policy, finances and culture - that are pictured by the coloured areas. The ecosystem is inhabited by a diverse group of stakeholders, represented by the circles, triangles and squares.

Secondly, public administration theory will be presented to explain how stakeholders in a governance network collaborate (i.e. share knowledge, ideas, experiences and contacts). Their network is represented by (interrupted) lines between the stakeholders.

The last part of this first subchapter consults theory to explain the *dynamics of collaboration*, between stakeholders of a governance network, situated in an EE. These are illustrated in figure 2 through the arrows, that are connected to the (interrupted) lines.

Entrepreneurial Ecosystem Theory

1.1 The Entrepreneurial Ecosystem

In the 1980s and 1990s scholars like Pennings (1982), Dubini (1989) and Van de Ven (1993) developed the concept of an 'entrepreneurial environment' that would be able to explain the influence of regional economic and social factors on entrepreneurship. Later, other concepts were established, such as 'industrial districts' that focus on the interaction between the local people and big firms, or 'clusters' that explain the geographic concentration of connected companies, suppliers, and institutions. The 'regional innovation systems' theory, finally, refers to the knowledge spillovers that occur between knowledge institutions and innovative local firms (Stam & Spigel, 2016).

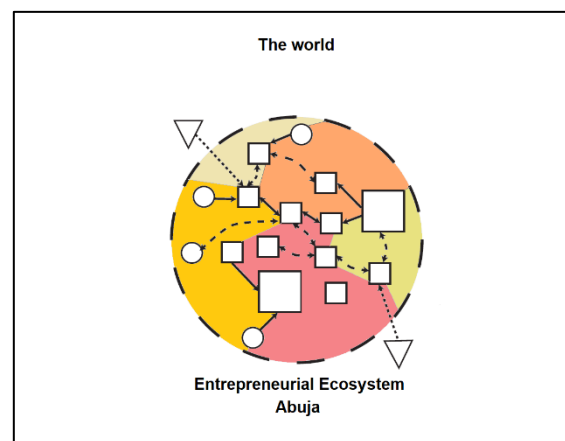


Figure 2 - Dynamics of collaboration in an EE
(Author, with inspiration from Spigel & Harrison, 2018)

The Entrepreneurial Ecosystem (EE) concept is different from the above, as it is mainly concerned with the establishment of an enabling environment for the fostering of entrepreneurship in itself. Isenberg (2010) has defined the EE as a set of interdependent actors and factors coordinated in such a way that they enable productive entrepreneurship within a territory. Spigel & Harrison (2016) describe entrepreneurial ecosystems as the union of social, cultural, political and economic attributes within a region which contribute to the development and growth of innovative new ventures and foster a supportive, risk-taking culture among nascent entrepreneurs and other actors. According to Stam and Spigel (2016), the focus of EE research is placed on the startup-entrepreneur rather than larger, more established firms.

The EE can be divided into five different domains (Isenberg, 2010). In this paper, we focus on the dynamics of collaboration, which is not inevitably connected to one of these domains. But for a better understanding of the wider context, they are briefly explained here. First, encouraging policy needs to be in place for any environment to be supportive and enabling. Procedures to start and end a business, hire employees and file taxes compose this domain. Besides policy, also finances need to be available without difficulty. This includes micro-loans, angel investors, venture capital funds and private equity. In addition, the area's culture should be supportive, like its societal norms concerning the tolerance of risks, mistakes and failure, but also with regards to ambition, drive and openness to experimenting. Fourthly, to do business the infrastructure should be decent. This relates to available means of transportation, but also relevant conferences, or the availability of fast internet. Lastly, human capital should be competent and bred by educational institutions in the area. The presence and interplay of these five domains serve as conditions for any healthy ecosystem (Stam, 2018).

The Entrepreneurial Ecosystem approach is not a finished concept yet and has received quite some critique throughout the years. Already in the nineties, Sayer (1992) has argued that the term has become a chaotic concept that is supported by little empirical evidence and only a few theoretical frameworks (Sayer, 1992). Stam (2018) argues that this situation is not very different from today. He asserts that even today, policy is often leading entrepreneurial ecosystem theory, rather than the theory informing policy and practice.

1.2 Stakeholders: The second part of the term 'entrepreneurial ecosystem', emphasizes that entrepreneurship takes place in an interactive community of interdependent actors: an ecosystem. An EE consists of five different types of stakeholders (Stam, 2018; Stam & Spigel, 2016). The key actors in an entrepreneurial environment are the entrepreneurs themselves. They are the individuals that create opportunities for innovation. Besides them, the government has an important role, as they offer support and are expected to be aware of the specific needs of the stakeholders in their city. A healthy and mature ecosystem also holds large established organisations and corporate businesses with departments and programs that are specifically set

up to encourage cooperation with promising new startups. Next to these three groups, also universities, or knowledge institutions in general, are vital in an EE. They produce scientific novelties that spread to nearby firms and act as training grounds for new generations of skilled entrepreneurs. Besides, they are a great resource for new startup talents. Lastly, investors are key, as they provide (new) businesses with means to grow, take risks, and innovative further (Stam, 2018; Stam & Spigel, 2016). Together, they form a community of stakeholders that are relevant to any ecosystem.

Public administration Theory

1.3 Network interactions: All stakeholders form one network in which interactions take place. The success and strength of an EE is a mutual responsibility of all parties involved, state as well as non-state actors. Together they form a network of interdependent actors, in which also decision-making and policymaking take place (Emerson et al., 2011). Public administration theory speaks about 'governance networks' in this regard. These can be defined as "more or less stable patterns of social relations between mutual dependent actors, which form around policy programs and are formed, maintained and changed through series of games" (Klijn, Steijn & Edelenbos, 2010, p. 1063).

Networks in this sense of the word refer to the fact that public policy-making and implementation occurs through a web of relationships between government, business and civil society actors. Governance networks therefore blur the boundary between state and society by facilitating co-governance and negotiated coordination (Kooiman, 1993) and bring together public and private actors in processes of collaborative governance. They cut across the distinctions between global, national and local levels of governance in the creation of multi-level networks (Bache and Flinders, 2004).

These networks of actors often develop out of a need to interact with each other (Klijn, Steijn & Edelenbos, 2010). Crucial thus to the emergence and existence of such networks are the dependency relations between the actors involved (Hanf and Scharpf, 1978). According to governance network theory, resource dependencies require actors to interact with one another and create more intensive and enduring interactions (Laumann and Knoke, 1987).

Aggregate of both entrepreneurial ecosystem theory and public administration theory

1.4 Dynamics of collaboration:

This paper revolves around the dynamics of collaboration within an entrepreneurial environment. Collaboration in this regard needs to be interpreted in a broad sense. Namely, as the act of sharing knowledge, expertise, experience, information, ideas and contacts (van der Veer, 2016). It is therefore broader than just two companies forming a partnership.

Governance network theory and entrepreneurial ecosystem theory have exposed five different elements which are brought together for the purpose of this research. They are elaborated upon in this subchapter.

When we consult existing researches about the situation in Abuja, we can conclude some things about the general dynamics of collaboration. Different organisations have researched the situation in Abuja recently (ANDE West Africa, 2018; ANDE & Oxfam, 2018; VC4A, 2018; OC&C, 2018). All reports conclude that collaboration between different types of stakeholders in the ecosystem of Abuja is lacking. All reports recommend investigating ways to increase the level of collaboration within Abuja's ecosystem. The reports are rather vague and one-dimensional with regards to how to do this concretely; these gaps are yet to be filled.

Different expectations

According to Klijn, Steijn & Edelenbos (2010), interaction between different (types of) stakeholders can result in different, or even opposing, expectations. Due to the different perceptions that actors hold, it can be difficult to achieve outcomes that are mutually agreed upon. Conflicts about, for example, the nature of a problem or the desired solution, can be major impediments to achieve purposeful outcomes.

The community of Abuja is also very diverse, with regards to types of stakeholders (VC4A, 2018), as well as ethnicity (OC&C, 2018). Throughout these considerations the first hypothesis can be drawn:

- a. *Different stakeholders of the EE in Abuja will have different perceptions regarding their personal desire and devotion to collaborating, as well as the perceived conditions deemed necessary to do so. Therefore, their mutual collaboration is hampering.*

Community mix

Collaborations emerge quicker and become more fruitful when suitable parties find each other. Sometimes, such a combination is found between actors that are truly different from each other. According to Stam and Spigel (2016), a thriving ecosystem depends on a diverse and well-connected community of start-ups and entrepreneurs, along with investors, advisors, mentors and supporters. Besides this, a solid presence of effective and well-integrated accelerators and incubators is vital too. It is thus important for an entrepreneur to be surrounded by a group of people that is active in all sectors and areas of expertise.

According to literature (VC4A, 2018), Abuja's ecosystem is relatively young. The community mix might therefore be composed in such a way that collaboration is currently hindered. Throughout these considerations the second hypothesis can be drawn:

- b. *The mix of the community, i.e. the ratio between the different stakeholders, is unbalanced. In addition, actors that occupy additional roles, like mentoring and advising, are missing, as well as a solid presence of effective and well-integrated accelerators and incubators.*

Community sense:

Besides expectations and the community mix, stakeholders of an ecosystem need to be motivated, engaged and committed as well (Emerson et al., 2011). Besides, collaborative actions are more likely to be implemented if a shared sense of purpose, trust and commitment is identified. This can be achieved through repeated interactions with engaged stakeholders, which will eventually foster trust, mutual understanding and internal legitimacy (Emerson et al., 2011). Trust increases over time as parties “work together, get to know each other, and prove to each other that they are reasonable, predictable, and dependable” (p. 13).

Abuja is known to have a vibrant entrepreneurial culture. But it is also a diverse country with many languages and ethnic groups (OC&C, 2018). Abuja’s sense of trust, commitment and engagement might be lacking. Throughout these considerations the third hypothesis is drawn:

- c. *A strong community sense is lacking; not all stakeholders are sufficiently engaged, trusting and committed, leading to hampering collaborations and a lack of aligned goals, interests and purpose.*

Network Management

According to governance network theory, collaborative action will be difficult to accomplish if shared goals and an operating rationale for acting are not made explicit. Since cooperation and the coordination of goals and interests do not happen automatically, it is necessary to steer interactions within networks. The desired outcome is often impossible without network management, which is described as the effort to govern processes and initiate and facilitate interaction processes (Gage and Mandell 1990; Kickert et al. 1997; Agranoff and McGuire 2001).

In Abuja, collaboration including the facilitation of interaction is said to be lacking (ANDE & Oxfam, 2018). Proper management of Abuja’s network might be of explanatory value.

Throughout these theoretical considerations the fourth hypothesis can be drawn:

There is no dedicated party (‘conductor’) that takes the lead and initiates and/or facilitates the interaction processes, therefore impeding the dynamic of collaboration.

Getting together

The dimension of location plays a role as well, since certain geographical areas are more innovation-rich than others. Research by Florida (2014), who mapped venture activities, has shown that high tech development, start-up activity and venture investment have recently begun to shift to urban centres and to close-in, mixed-use, transit-oriented, walkable suburbs (Florida, 2014). Accordingly, urbanity and density matter when it comes to entrepreneurship. Even in our digital era, the direct physical environment of people and businesses seems to be increasingly significant.

According to Stam (2018), for innovation and knowledge sharing to occur, informal interaction is of great importance as well. Another prerequisite is the supply of many events that are organised for the community to connect and engage (Feld, 2012). By offering multiple ways to meet with each other and by promoting face-to-face interactions, knowledge spillovers can be facilitated. These need to be facilitated as they rarely occur spontaneously (Bathelt et al., 2004).

Abuja's ecosystem is not as productive as it could be (VC4A, 2018). When collaborating, events and appropriate places to meet are essential. Since the ecosystem is quite young and underdeveloped, 'getting together' might be underdeveloped. Throughout these considerations the fifth hypothesis can be drawn:

- d. Events and appropriate places for the community to connect and engage in-person are lacking. Since this is vital for knowledge spillovers to occur, I expect the dynamic of collaborations to be hindered.*

2. Migration and development

Besides theory on the dynamics of collaboration in an EE, the theory about the dimension of EDPs and their influence on migration aspirations is consulted too. The Dutch LEAD program fund EDPs from, among others, Oxfam Novib, Spark, Hivos and SOS Children's Villages. According to the Dutch Ministry of Foreign Affairs themselves, the LEAD program is aimed at reducing the 'root causes' of migration in fragile states (Dutch Ministry of Foreign Affairs, 2015). According to Johan Veul, head private sector development at the Dutch Ministry of Foreign Affairs, by investing in entrepreneurship development, the Dutch government hopes to not only keep "Africans in Africa", but also to stimulate the economic development in these countries (J. Veul, personal communication, March 13, 2019).

In Africa, the LEAD program aims to reduce poverty, since this would increase the desire to migrate. By helping young Africans to start a business or by helping existing companies to grow, support is given to create jobs and sustainable income. This way, young people are offered perspective, which theory says is crucial to invest in your own community (INCLUDE, 2015).

Eventually, “the expectation is that this will contribute to decreased migration and a lowered risk of radicalization and conflict” (Dutch Ministry of Foreign Affairs, 2015, p.5). The LEAD program should therefore be seen as an anti-immigration policy.

Besides the Dutch government, many other countries are now also getting involved in entrepreneurship-development programs in Africa. A few examples: the Swiss government promotes youth entrepreneurship in the Middle East, Northern Africa and Southern Africa (Burkhalter, 2017); the German government supports youth entrepreneurship in Kenya and Nigeria (BMZ, 2016); the French government accelerates youth entrepreneurship in Tunisia, South Africa, Kenya and Ivory Coast (Proparco, n.d.). The Canadian government is funding programs in no less than nine countries: Angola, Botswana, Ghana, Malawi, Namibia, Nigeria, South Africa, Uganda and Zambia (Kew, 2015). As for today, the global landscape of business incubators and accelerators, in- and outside of Africa, is growing and changing at a high speed.

The effectiveness of these programs is relatively understudied though. From studies that have been conducted, the results can be considered as quite positive; youth employment development seems to benefit the involved youth (Brixiová, Ncube & Bicaba, 2015).

Despite the assumptions of governments, scholars are critiquing the underlying notion that EDPs will stop migration (De Haas, 2007; Landau and Freemantle, 2019). According to them, economic- and human development provided to people in a poor country, which Nigeria is, capabilities and aspirations to migrate will increase. The rationale is as follows: as wealth increases, more people will have the resources to move, and, as education levels increase, more people become aware and exposed to the opportunities that are open to them outside of their own country. Simultaneously, they now also possess the skills necessary to take advantage of those opportunities (Skeldon, 2009).

De Haas (2007) advocates for the “migration hump” phenomenon, highlighting the effect that growing affluence will result in a changed desire to migrate. They argue that development support will increase migration flows, up until the economy reaches a certain level. Then, finally, migration aspirations will decline again.

The measure of this research is limited. For this reason, the relationship between EDPs and aspirations to migrate is not researched on causality. Instead, it will be investigated through the eyes of the ecosystem stakeholders of Abuja. Throughout these theoretical considerations the sixth hypotheses can be drawn:

- e. *The stakeholders foresee a rise of emigration aspirations when young Nigerians get involved in entrepreneurship-development programs, rather than a decline, because economic- and human development increases people's capabilities, resulting in elevated confidence of a successful outcome.*

3. Gaps in literature

The available literature portrays four gaps, that are yet to be filled. Three relate to the collaboration-dimension, and one relates to a gap of knowledge that relates to the migration dimension.

According to van Tulder and Fortanier (2009), goal alignment between different types of stakeholders in developing countries is very challenging, due to their different societal backgrounds. According to them, research that focusses on how to achieve alignment of perspectives between state and non-state actors in a developing country is still missing.

Regarding the entrepreneurial environment of Nigeria, according to INCLUDE (2015), academic research has rarely focused on truly understanding the mechanisms of collaboration within an entrepreneurship ecosystem. Research by the Aspen Network of Development Entrepreneurs (ANDE & Oxfam, 2018) on the ecosystem in Nigeria has reported a lack of collaboration among the involved actors. Academic research that offers insight into how to increase the level of collaboration in such a context is still missing. According to Stam and Spigel (2016), one of the largest policy challenges of EE theory is how state and non-state actors can support the development of a strong and well-functioning enabling business environment.

In addition, there is much that we still do not know about the relationship between migration and development. General development support in underdeveloped countries and its relationship to migration aspirations has been researched, be it not always in high detail. There is an ongoing debate in academia about the relationship between migration and development. A gap in the literature is present when it is about the relationship between migration aspirations of young people and EDPs (Landau and Freemantle, 2019).

4. Conclusion

To conclude, the literature highlights that entrepreneurship takes place in a community of interdependent actors. An EE consists of five different groups of stakeholders. Together they form a network of interdependent actors. These actors all work together; their collaborations – sharing of knowledge, expertise, ideas and contacts – are important for a strong EE, in which EDPs are situated and affected by. The ‘dynamic of collaboration’ concerns the stakeholder’s sense of community, their diversity, degree of interaction and getting together, as well as their network management (Bathelt et al., 2004; Klijn, Steijn & Edelenbos, 2010; Emerson et al., 2011; Feld, 2012). Also, research seems to indicate that investing and developing in a poor country, which Nigeria, migration aspirations increase rather than decrease. It is safe to say that EDPs do not automatically lead to a decreased emigration from Nigeria, while the Dutch LEAD program assumes so. The identified gaps in literature seem to indicate that more insight is desired on

how to increase collaboration between state and non-state actors with different societal backgrounds in an entrepreneurial-development context of a less developed country like Nigeria. In addition, the effect of entrepreneurship-development on emigration aspirations in this circumstance is also under-researched and therefore worth to include.

Based on subchapter 2.1.4 we can conclude that a harmonious dynamic of collaboration between the stakeholders in an entrepreneurial ecosystem will strengthen the state of its ecosystem. The question mark (figure 1, at the far-left) indicates the knowledge gap about which mechanisms and dynamic of interplay will lead to the most beneficial outcome.

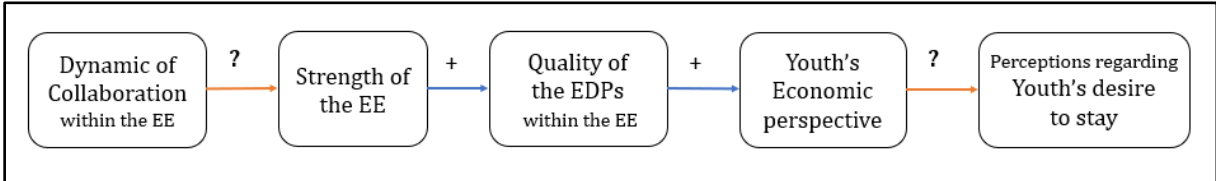


Figure 1 –Conceptual model A

The second relationship is indicated by Isenberg (2010) and his suggested five domains. According to him, any entrepreneurial (support) effort needs to be situated in an enabling environment. A stronger ecosystem will positively benefit the quality of the established EDPs. The connection between EDPs and migration is bridged by the factor of ‘perspective’ (INCLUDE, 2015); poverty leads to a lack of hope and future-perspective, which eventually will result in migration. Meanwhile, EDPs offer youth the necessary economic perspective which, foreign governments expect, will lead to a decreased desire to migrate. This last notion is based on ideas rather than evidence and is therefore included in this paper, indicated by the question mark at the far-right.

3. Research Design

This chapter is divided into several sections. First, the research question will be stated. Before moving to the sub-questions, a short introduction to the method will be presented to understand the origin of these sub-questions. Furthermore, the operationalisation of key concepts is presented, before an overview of the hypotheses is given. Then, a detailed explanation of the method will follow. Lastly, ethical considerations are presented.

3.1 Research question and method introduction

As the common idiomatic expression "it takes two to tango" illustrates: collaboration cannot be forced upon anyone. There needs to be a mutual need and a mutual benefit to any form of productive collaboration. Different people will have different perceptions on the need, meaning and intensity of a collaborative relationship. Therefore, this paper departs from an approach that is based on the perspectives of the stakeholders themselves.

To conduct a study that reveals the different perspectives (i.e. someone's personal experience, matters of taste, values and beliefs) of a certain entity, use can be made of Q-methodology. This technique is developed in 1935 by William Stephenson (Brown, 2008) and combines quantitative and qualitative data. The idea of Q-methodology is that a perspective must be understood from the subject itself. This is done by allowing the subject (the stakeholder) to respond to different statements about the topic, and then to analyse the positions (or responses) of these statements that the subject has expressed. The product of this method is a certain sum of different perspectives that are present (usually 4-6), including a layered understanding, with all its nuances, belonging to these views.

Research question and sub-questions

This research revolves around the question: *"How does the dynamic of collaboration in Abuja, Nigeria, undermine or contribute to the establishment of a strong entrepreneurial ecosystem?"*

There are several sub-questions involved:

1. What are the different perspectives on the dynamic of collaboration within the Entrepreneurial Ecosystem?
2. How do the different elements of the dynamic of collaboration undermine or contribute to the establishment of a strong entrepreneurial ecosystem?
 - a. Do the different expectations undermine or contribute to the establishment of a strong entrepreneurial ecosystem?
 - b. Does the mix of the community undermine or contribute to the establishment of a strong entrepreneurial ecosystem?
 - c. Does the 'community sense' undermine or contribute to the establishment of a strong entrepreneurial ecosystem?

- d. Does the network management undermine or contribute to the establishment of a strong entrepreneurial ecosystem?
 - e. Does 'getting together' undermine or contribute to the establishment of a strong entrepreneurial ecosystem
3. What is the relation between entrepreneurship-development programs and emigration aspirations of Nigerian youth, according to the stakeholders involved?

3.2 Operationalisation

The key concepts and relations are being operationalised in this subchapter. The earlier introduced conceptual framework (figure 1) acts as a framework for this chapter. The five boxes of the conceptual model are operationalised below.

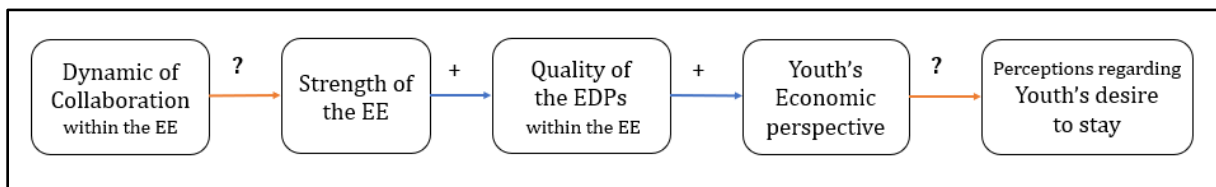


Figure 1 –Conceptual model A

The first box, “the dynamic of collaboration with the EE” consists of five elements, as explained in the theoretical framework. The first element is “*different expectations*”, operationalised by the number of different perceptions regarding their desire and devotion to collaborating (Klijn, Steijn & Edelenbos, 2010). Secondly, “*community mix*”, indicated by the composition of the community, i.e. the ratio between the different stakeholders in terms of scale (i.e. startups, scaleups, grownups and corporates in Abuja) and other additional roles (i.e. acting as a mentor/coach/advisor for young entrepreneurs) (Stam & Spigel, 2016). The third element that makes up the ‘dynamic of collaboration’ is “*community sense*”, which is operationalised as the extent to which people are engaged, trusting and committed, and their goals, interests, purpose are aligned (Emerson et al., 2011). Fourthly, “*network management*” is operationalised as the effort to govern processes and initiate and facilitate interaction processes (Agranoff and McGuire 2001), indicated by the presence or lack of a dedicated party (‘conductor’) that takes the lead and initiates and/or facilitates the interaction processes (Bathelt et al., 2004). Finally, the fifth element is named as “*getting together*”, and operationalised through the number of events and appropriate (digital as well as physical) places for the community to connect and engage in-person (Feld, 2012).

The second box, the “Strength of the Entrepreneurial Ecosystem” is operationalised as the extent to which social, cultural, political and economic attributes are in unity within a region that contributes to the development and growth of innovative new ventures (Spigel & Harrison, 2018). It contains three parts, namely the average amount of connections a stakeholder has (Katz & Wagner, 2014), secondly the extent to which knowledge, expertise, experience, info, contacts and ideas are being shared (van der Veer, 2016), and thirdly, the degree to which its domains (policy, finance, culture, infrastructure and human capital) are harmonized (Stam, 2018).

The third box, “the quality of the EDPs within the EE”, is operationalised as follows. First, EDPs can take place in a physical environment, but (partly) digital programs also exist. There are two types of approaches to be distinguished, namely incubators and accelerators. Incubator programs are typically fee-based and accept new ventures on a rolling basis, with an open-ended duration. Accelerator programs are geared toward growth-stage ventures and use a cohort-based model that runs for a fixed duration of time. In this paper, the quality of EDPs needs to be interpreted as the number of startups that are supported by these programs and that are experiencing growth (VC4A, 2018).

The fourth box, “*youth economic perspective*”, can be measured as the belief that the future will be better than today (OECD, 2014). Having a job and a healthy economy contribute to this (INCLUDE, 2015).

Lastly, the fifth box is “*youth’s aspiration to stay*” and operationalised as the desire to stay in Nigeria as opposed to emigrating to a place with better opportunities. In this paper, the perceived ‘migrating aspiration’ concerns the degree to which all types of ecosystem stakeholders expect youth to be willing to leave Nigeria (Dutch Ministry of Foreign Affairs, 2015).

3.3 Hypothesis

In this subchapter the hypotheses of this research are presented, which were derived from the theoretical framework. The first five expectations come from subchapter 2.1.4, the sixth expectation is derived from subchapter 2.2. Each hypothesis relates to a subquestion, i.e. subquestion 2a is related to hypothesis a, and so forth.

- a. Different stakeholders of the EE in Abuja have different expectations regarding their personal desire and devotion to collaborating, as well as the perceived conditions deemed necessary to do so. Therefore, the dynamic of collaboration is hampering.
- b. The community mix, i.e. the ratio between the different stakeholders, is unbalanced. In addition, actors that occupy additional roles, like mentoring and advising, are missing, as well as a solid presence of effective and well-integrated accelerators and incubators. Therefore, their dynamic of collaboration is obstructed.
- c. A strong community sense is lacking; not all stakeholders are sufficiently engaged, trusting and committed, leading to hampering collaborations and a lack of aligned goals, interests and purpose.
- d. There is no dedicated party ('conductor') that takes the lead and initiates and/or facilitates the interaction processes, therefore impeding the dynamic of collaboration.
- e. Events and appropriate places for the community to connect and engage in-person are lacking. Since this is vital for knowledge spillovers to occur, I expect the dynamic of collaborations to be hindered.
- f. The stakeholders foresee a rise of emigration aspirations when young Nigerians get involved in entrepreneurship-development programs, rather than a decline, because economic- and human development increases people's capabilities, resulting in elevated confidence of a successful outcome.

3.4 Methods

This subchapter explains the choice of methods. This research investigates two different relationships, and therefore holds two different approaches. Based on the earlier mentioned conceptual model (figure 1, placed below), choice and explanation of methods will be briefly justified, before going into further detail.

The first relationship (placed at the far left) will be researched through Q-methodology. The choice for this method follows from the following conception: collaboration cannot be forced upon anyone, so, there needs to be a mutual need and a mutual benefit to it. Different people will reflect differently upon their desired 'dynamic of collaboration'. This research therefore departs from gaining understanding in the different perspectives of the stakeholders involved, which can be done by Q-methodology.

The second relationship (at the far right) will be researched through semi-structured online-interviewing. The magnitude of this paper does not allow to test for a causal relationship between EDPs and the aspirations to migrate. But, by understanding the way the stakeholders perceive youths potentially changed desire to migrate when being involved in EDPs, first insights are collected that provide us with a better understanding about the dynamics are at play, providing assistance to direct future researches.

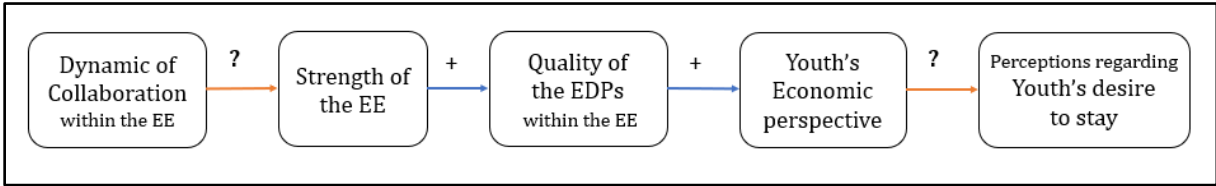


Figure 1 – Conceptual framework A

3.4.1 Dynamic of collaboration: Q-methodology

The goal of Q-research is to identify commonalities and differences in the viewpoints that exist in a certain culture. The focus lays on the quality of insight, not on quantity alone. Therefore small but diverse samples are more useful than large samples that hold high statistical power. A presumption within Q-methodology is that for any topic a limited number of distinct viewpoints exist (Brown, 1997). Therefore, a set of statements that accurately reflects the wide range of all opinions on a certain topic will reveal the existence of all possible viewpoints, when administered to a diverse group of respondents (Yeboah et al., 2016). Factor analysis is used to detect “shared modes of engagement, orientations or forms of understanding” (Watts & Stenner, 2000, p. 442). The results describe a population of viewpoints that exist in the cultural discourse, not a population of people.

Q-methodology is therefore not appropriate when the objective is to draw general conclusions about a particular population (e.g. “40% of Nigerian investors think that the youth are undereducated”) (Yeboah et al., 2016). In the past Q-methodology has been critiqued for being subjective and too dependent on the individual researcher's interpretation. But today, it is widely accepted as providing valuable data (Brown, 1997; Cross, 2005).

Elements of Q-methodology

Determining the concourse

The concourse is the total of all different possible views to a certain subject available in the literature, opinion pieces, interviews and presentations (Ligtvoet, 2015). Relevant keywords for this paper include knowledge sharing, innovative collaboration, EEs, Abuja, Nigeria, youth entrepreneurship, startup development programs, and facilitated interaction. The concourse of this research will be analysed by making use of policy documents from the Nigerian (local) government and reports from EDPs. Gaining access to these sources was possible because of earlier established contact with Oxfam Novib and the Dutch Ministry of Foreign Affairs.

Q-sample

After determining the full concourse, duplicate and identical statements are removed. The final selection of statements, the Q-set, is based on distinction and diversity. A Q-set is not meant to be inclusive of all possible views or responses, but rather to capture the essence of the concourse. This way, it was possible to cover the entire spectrum with only 31 statements (Ligtvoet, 2015). The five elements of ‘dynamics of collaboration’, inspired by the theoretical framework, are used as a base for the construction of a representative list of statements (table 2). The list of used statements can be found in table 3, placed on the next page. The statements are based on sources, of which several dozens were researched. The sources belonging to the selected statements can be found in table 1.

Table 1 - Sources of the selected statements

Source	Reference Number
Kandpal, 2015	1
Deeb, 2019	2
van der Veer, 2017	3
Spigel and Harrison, 2018	4
ANDE West Africa, 2018	5
VC4A, 2018	6
DRIFT and Kennisland, 2016	7
Steigertahl et al., 2018	8
Oxfam, 2018	9
P. Bamkole, personal communication, April 23, 2019	10
Stam, 2018	11

Table 2 - Categories of statements

	Category	Number of Statements
1	Expectations	9
2	Mix of the community	6
3	Community sense	6
4	Network management	4
5	Getting together	6
	Total	31

Table 3 - Overview of the selected statements

	Label	Statement	Source
1	Expectations	I am only open to collaboration with others if I benefit from it myself too	1
2		I am satisfied with the current state of the entrepreneurial ecosystem of Abuja	1
3		The extent to which ideas and experiences are shared between stakeholders is lacking in Abuja	2
4		The benefits of 'collaborating with everyone' are exaggerated: it's a bit hyped	3
5		Instead of more collaboration, an increased atmosphere of competition would stir venture growth more strongly	1
6		In developing the ecosystem, the government should have a facilitative role instead of a coordinating one	4
7		You can only be successful if you work together with others	1
8		I am open to sharing, borrowing and combining my ideas with others	3
9		Most entrepreneurship development programs are overvalued	6
10	Mix of the community	There are more than enough incubators and accelerators in Abuja	5
11		Many people are open to helping (other) young entrepreneurs for free, as a mentor/coach/advisor	6
12		The educational system of Abuja is firmly grounded in the entrepreneurial ecosystem	7
13		The ambitions, networks and professionalism of the different stakeholders in Abuja are often contrasting	8
14		There is a good balance between startups, scaleups, grownups and corporates in Abuja	7
15	The entrepreneurial community is a diverse group of people	6	
16	Community sense	I do not see the others here as competitors: we are in this together, we have a common purpose	7
17		Doing Business in Abuja is easy, 'strengthening' the ecosystem is unnecessary	6
18		We have an ecosystem, but we lack a 'community vibe'	3
19		The government shows strong leadership in improving and strengthening the entrepreneurial ecosystem	1
20		Many stakeholders in Abuja struggle to trust each other	2
21	Disappointment, frustration and conflict are common when collaborating in Abuja	2	
22	Network management	Improving the 'dynamics of collaboration' won't change the ecosystem of Abuja	3
23		I know many people, but genuinely diversifying my network is quite challenging	9
24		The entrepreneurial ecosystem lacks a 'conductor' that manages the facilitation of collaboration	10
25	Collaborations rarely emerge automatically; they need to be facilitated	1	
26	Getting together	Most stakeholders are only busy with themselves	7
27		We lack a decent (electronic) platform to encourage the exchange of knowledge, information and ideas	1
28		There are plenty of neutral events, hubs and places to informally interact and collaborate	11
29		Abuja is a place where unexpected collaborations and innovations occur almost naturally	7
30		More opportunities for face-to-face interaction would help me a lot in starting new collaborations	9
31		Instead of concentrating all activity in one city district, it's better to spread out entrepreneurial hubs and hotspots	3

P-sample

The P-sample is a sample of respondents who are theoretically relevant and expected to have clear and distinct viewpoints about collaboration within the ecosystem of Abuja (Brown, 2008). For a Q-study, a group of around 30-35 respondents suffices. Availability of respondents is evidently a condition for the research (Ligtvoet, 2015). At paragraph '1. Determining the *concourse*', explanation has been given regarding accessing documents that cover the *concourse*. The same route was used to invite participants: earlier established contact with Oxfam Novib in the Netherlands led to a contact in Abuja. Eventually, all 32 stakeholders can be traced back to this first contact - sometimes directly but often indirectly. To provide high variance in this exploration, respondents were sought in all five categories of stakeholders, as described in the theoretical framework. The biggest factor of selection was the diversity of the P-sample; a more diverse group will be more suitable and appropriate (Ligtvoet, 2015).

Eventually, 32 participants contributed to this research, of which many hold multiple roles. The occupations of the participants include, among others, CEO's of small startups as well as established businesses, founders of international organisations, managing partners of EDPs, National coordinators of Nigerian Government agencies, as well as bloggers, influencers, scholars and lecturers. For readability reasons, the brief overview of stakeholders (table 4) has split people with multiple roles, i.e. a person who is a businessman and has a knowledge-sharing role will contribute 0,5 at 'business', and 0,5 at 'knowledge institutions'.

Unfortunately, eventually no investors were able to find the time to fill in the full Q-sort. More information about the participants can be found in Appendix B.

Table 4 – Overview of the participant categories

<i>Type of stakeholder</i>	<i>Number of participants</i>
Startup entrepreneurs	9
Knowledge institutions	9
Policymakers	5
Businesses/corporates	9
<i>Total</i>	<i>32</i>

Q-sort

During the research, the respondents are presented with 31 statements which they must arrange in a grid. The grid that is used in this research can be found in figure 3 (next page). Because of the shape of the grid, which is always triangular, it is only possible for respondents to express a strong opinion to some statements. This means the respondent must make trade-offs. When the grid is filled with statements, each statement relates to every other statement. This

results in a big amount of data. The product per respondent is a Q-sort: a fully completed grid that represents the perspective of the respondent.

Software for Q-sorting

Sorting can be done in-person or through digital means. This research made use of digital means since the respondents are based in Nigeria and the researcher is based in the Netherlands. The software that will be used is called "Q-method Software".

This is an online tool that was developed recently by the University of Windsor, located in Ontario, Canada (2019). At the

end of the research, each participant was presented a link to a short survey. Here, an open question was presented: "Do you have any additional comments about the statements, or about the research in general?". In addition, two questions were asked about the migration element of this research. More info about this element can be found in this chapter at section "3.4.2: Semi-structured interview". After the first data-collection phase concluded, each participant was sent individual additional questions through email. Through this second phase of data-collection, it becomes possible to dive deeper into someone's perspective and thus gain a more complete understanding. This way, qualitative quotations were produced, that are very valuable in interpreting the perspectives of all stakeholders.

Factor analysis

The statistical analysis in Q-methodology is based on factor analysis. This is a statistical method that is used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. For example, it is possible that variations in 20 observed variables mainly reflect the variations in two unobserved, underlying, variables. Factor analysis searches for joint variations to find latent variables. It produces weights (called factor loadings) per respondent per factor (Watts & Stenner, 2012).

After the factor loadings are known, factor rotation will follow to create an ideal distribution of datapoint and factors. Currently, the most common factor extraction methods are centroid and principal component extractions and the common techniques for factor rotation are manual rotation and varimax rotation (Akhtar-Danesh, 2017). To define which data-points/respondents fit best in one of the factors/perspectives, the centroid-based clustering approach was used. Centroid-based clustering is a method in which each cluster is represented by a central vector, and the objects are assigned to the clusters based on minimized proximity. Also, factors have been manually rotated, to create an optimal distribution of data-points and axes/factors (Schmolck, 2014).

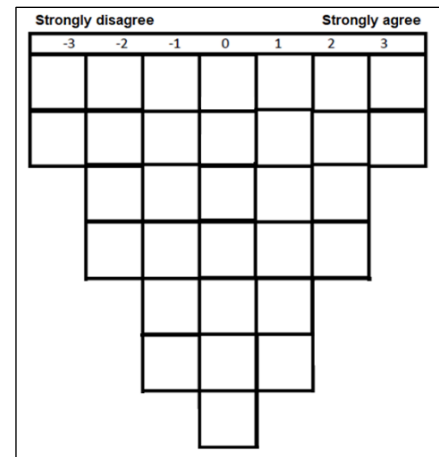


Figure 3 - Q-sort used in this research

The algorithm of Horst's method was used to determine which respondents load "unique significant" on one of the factors (Schmolck, 2014). This algorithm is not completely flawless, therefore the researcher has reflected upon the choice of the algorithm himself too, by using a formula that is known as 'Humphreys Rule' (Watts and Stenner, 2012). This formula describes a way to check if a respondent fits significantly into one of the factors and can therefore be marked into a perspective accordingly. The limit value is calculated based on the number of respondents. In our case, we have 32 participants, so Humphreys rule thus tells us for a respondent to be allowed to be placed in a factor, the limit value of a factor loading is: $2,58 \times (1 / \sqrt{32}) = 0,456$. Respondents with a factor loading higher than 0,456 will be included in their designated factor.

At the beginning of factor analysis, the researcher needs to choose between two methods to extract factors: Brown's method, where automatically seven factors are extracted, or Horst's method, where the researcher can decide this. Of the two methods, Horst's method makes use of stricter requirements (Schmolck, 2014). Therefore, this study has made use of Horst's method.

Q-research related data analysis

After all the interviews were conducted and the data was collected, the Q-sorts were analysed with the data-analysis software "PQMethod" (Schmolck, 2017). Consequently, factor analysis was conducted to find out how many fundamentally different "families" of Q-sorts can be identified, i.e. how many different perspectives the P-sample holds.

The persuasiveness of a perspective is based on certain criteria (Watts and Stenner, 2012). Here, the factor loadings are leading. These are:

1. *Each factor has an eigenvalue (EV) of at least 1*: when an extracted factor contains less than 1 EV, it has less variance than the q-sort itself and is thus insignificant;
2. *At least two respondents must score significantly at the relevant factor*: if a factor only contains 1 significant factor loading/participant, the entire perspective was deleted;
3. *The number of unmarked respondents*: a certain scenario/perspective is deemed more convincing when it contains a minimal number of unallocated respondents;
4. *The percentage 'cumulative explained variance' of the factors taken together*: how much significant extra variance does each factor add compared to a perspective with a factor less? This has been taken into account as well;
5. *The total eigenvalue of the factors taken together*: this value is a sum of the multiplication between the 'percentage cumulative explained variance per factor' and 'the number of participants that charges significantly high (> 0.50) per factor'.

Interpretation of the Q-research related data

When the number of different factors was determined, it became possible to interpret the factors and thus to understand the essence and meaning of a perspective. For each factor, certain statements will be characteristic as they express a distinct view. Some statements will be differentiating, and others will show agreement between all factors. By interpreting the factor loadings, based on the quantitative data but also based on the additional obtained qualitative data, factors can be explained and interpreted by creating different perspectives.

For the interpretation phase, 'factor arrays' were also used. These follow from the software and can be understood as to how the "ideal" respondent of a certain factor would sort the statements. With the information that followed from the factor arrays, a crib sheet per factor was then created to facilitate the factor interpretation. A crib sheet is an overview in which the statements are sorted into four categories. The first category contains the two items that are rated with +3 (strongly agree). The second category contains the two items that are rated with -3 (strongly disagree). In addition, there is a category where statements are placed that, compared to the other factors, were ranked higher, and a category with items that were ranked lower compared to the other factors.

As mentioned earlier, each participant was sent additional questions through email as well, that were based on their initial data input. This yielded valuable quotations, which were sorted and analysed based on the five categories of statements that have been chosen. Within these themes/categories, the qualitative data was analysed and classified based on the statements belonging to the specific categories.

3.4.2 The migration dimension: Semi-structured interviews

The second relationship that this paper investigates is the effect of EDPs on the desire to migrate or stay in Nigeria. As briefly mentioned in the afore subchapter, the same participants were asked about their views on this relationship. Through a survey that was presented right after the Q-sorting, participants were first asked a closed question, before an open one occurred. The closed question, with three options to choose from, was formulated as follows: *"Do you think entrepreneurship-development programs will [decrease / increase / have no effect] on the emigration aspirations of Nigerian youth?"*

Right after, they were asked: *"Why do the emigration aspirations of the youth involved in entrepreneurship-development [decrease / increase / have no effect], in your eyes? Please elaborate."* When deemed useful, participants were sent additional open questions through email. To analyse this data, for each of the three categories an open layer of coding was applied to find themes or topics that seemed relevant.

3.5 Validity, reliability and generalisability

To assure the value of this study, measures were taken regarding the validity, reliability and generalisability of the study. The validity of the research has to do with the "integrity of the conclusions that are generated" (Bryman et al., 2012, p. 47). Internal validity is about assuring that the causal relationships that are presented in the conclusion hold (Bryman et al., 2012). To guarantee internal validity, this research guarantees that all indicators were derived and compiled from previous executed research. External validity is concerned with the generalisability of the research "beyond the specific research context" (Bryman et al., 2012, p. 47). Therefore, the researcher has made use of literature to construct the statements. The final list of topics and questions were screened on ambiguity and clarity by a third party.

The level of generalisability relates to the specific and unique context of collaboration within the EE of Abuja. The results should not be limited to Abuja only, though. Indicators regarding the strength of the ecosystem and its internal dynamics of collaboration are coming from the literature that can be used to generalise. This paper researches whether these notions apply to the specific context of Abuja. In addition, the statements originate from the full concourse and are not purely limited to Abuja's context. Although selected on diversity, all invited participants reside in Abuja. Therefore, this paper does not allow for generalisation of findings outside of Abuja and will not be presented as such.

The level of reliability is about the question whether results are "repeatable" (Bryman et al., 2012, p. 46). Information about the selected case, the selected statements, the selected participants and its underlying rationale are provided to ensure replication is possible.

3.6 Ethical considerations

This research does not touch upon potential ethically problematic topics as they concern general notions on desired ways to collaborate. The research does include a question about migration, which might be more sensitive. Nevertheless, this should not pose any difficulties because this question relates to the expected migration aspiration of the general Nigerian youth. Participants might be Nigerian youngsters themselves, making it a more sensitive question. For this reason, the migration-related question is presented to the participants before the research itself started. This way, no one will be overwhelmed or taken by surprise. Each participant was asked for consent, and anonymity is secured.

In addition, the full research took place online. One's data can only be sent if the participant explicitly agrees to 'save data' or 'sent data'. This means that if a participant decides that he or she wants to stop participating in the research and therefore closes the browser window, no data will be sent and shared with the researcher.

4. Results and analysis

After the data was collected, the results were analysed. Five different perspectives have been extracted that are interpreted in this chapter. Besides differences, there are also topics that all stakeholders agree on, which are discussed in subchapter 4.3.6: 'Perspective-transcending'. In addition, data belonging to the migration element will also be presented and interpreted, namely in subchapter 4.4. More detailed information about the analysis and interpretation of the perspectives and migration-related data can be found in Appendix D. Besides an analysis of the Q-sorts, also an analysis on the migration-related data can be found in this chapter. Lastly, the limitations of this research are presented.

4.1 Data validation

Before the factor analysis belonging to the 'dynamics of collaboration' part is executed, the data must be validated. Eventually, 32 respondents have contributed to the data collection. The research has been executed online, meaning that the data is automatically validated, as it was only possible to finish the online form when all cells of the grid and the online survey were filled with input. As a result, the average of all grids is 0, and the standard deviations are the same everywhere, which indicates that the data is valid. The additional survey that participants had to fill in to contribute to the migration-related part of this paper was slightly more challenging. Eventually, 26 participants of the 32 shared (useful) results.

4.2 Factor analysis

Through PQMethod, six scenarios have been analysed, to ensure credible conclusions, namely 3, 4, 5, 6, 7 and 8 different factors are analysed. Based on the criteria that were presented in chapter 3.5, only the scenario with 5 different factors remains. The other scenarios did not make it, for the following reasons:

Scenario '8-factors' consists of two factors that only have 1 significant-loading respondent, and 7 unmarked respondents; Scenario '7-factors' has two factors that have 2 or less significant-loading respondents and 9 unmarked respondents; Scenario '6-factors' has one factor with only 2 significant-loading respondents; Scenario '4-factors' has two factors that only have 2 significant-loading respondents; Lastly, scenario '3-factors' has 8 unmarked respondents.

Scenario '5-factors' was most convincing, as it sustained all criteria. An overview of the factor loadings of each participant, for each of the five factors, can be found in table 5 (next page). As explained in Chapter 3.5, marking respondents into one of the factors has been done based on the limit value that followed out of Humphreys rule.

4.3. Perspectives

As indicated in 'Chapter 3: Research method', the factor arrays, cribsheets and qualitative data are used to arrive at a solid interpretation. The five perspectives that were extracted are presented and interpreted in this subchapter, in the following way: for each perspective, the cribsheet is presented. This sheet presents the Z-scores per statement, which is a standardized value that, in the case of this Q-study, lies between -3 and 3 (strongly disagree to strongly agree).

While interpreting a perspective, quotes of participants have been used. Here, (r1) stands for a quote made by respondent 1, and so forth. Quotes are always indicated by double quotation marks. Characteristic statements have also been used in-text, of which most will be in the cribsheet as well. In-text statements can be identified by their single quotation marks. An overview of the factor loadings can be found in table 5. More information about the analysis of the perspectives can be found in Appendix C.

Table 5 – Overview of the factor loadings

<i>r</i>	P1	P2	P3	P4	P5	<i>not marked</i>
2	0.5246X	0.0338	0.2042	0.3771	0.0367	
5	0.5706X	0.0611	0.2487	0.3518	-0.0627	
9	0.5062X	0.2336	-0.0073	-0.0142	0.0779	
15	0.4810X	0.2298	-0.0202	0.509	-0.0341	
16	0.4928X	0.215	0.3997	-0.0522	0.0824	
21	0.5007X	0.1813	0.3979	0.3181	-0.2026	
28	0.4863X	0.2788	0.2521	0.3888	-0.0839	
31	0.4594X	0.1933	0.3603	0.3395	-0.0692	
6	0.1207	0.9768X	-0.1031	0.1397	0.0327	
13	0.0086	0.5346X	0.4425	0.1936	0.228	
14	0.4517	0.4762X	0.2145	-0.1082	0.1078	
4	0.4794	0.207	0.5304X	-0.0173	0.2414	
10	-0.064	-0.1599	0.5482X	0.1335	0.1034	
11	0.1278	0.2191	0.6627X	0.352	-0.1075	
12	0.0837	0.065	0.6562X	0.6217	-0.0744	
17	0.2119	0.0223	0.6004X	0.4273	-0.2326	
19	0.3726	0.4166	0.5583X	0.133	-0.263	
24	0.1653	0.1007	0.5039X	0.2139	-0.0834	
27	0.2182	0.3013	0.5470X	-0.0554	0.1761	
3	0.1506	0.1246	0.3501	0.5477X	-0.2137	
7	0.4319	0.1854	0.0941	0.4943X	0.2209	
22	-0.0017	-0.0379	0.0134	0.4649X	0.4317	
23	-0.0334	0.0956	0.3334	0.6444X	0.0491	
25	0.1768	-0.0136	0.2018	0.5128X	0.3554	
29	-0.0032	0.2967	0.0582	0.6955X	-0.0332	
32	0.3954	0.2779	0.223	0.4814X	0.036	
1	-0.0326	0.2137	0.1051	0.2039	-0.7461X	
8	0.0153	0.3438	0.1455	0.2589	0.6370X	
18	0.0036	0.4039	-0.0414	-0.0031	0.6477X	
20	0.4419	0.2363	0.1664	0.0934	0.024	x
26	0.2921	0.3449	-0.2338	0.1116	0.11	x
30	0.1697	0.1271	0.4159	0.1811	0.0658	x

1. The complaining stakeholder

Eight respondents make up this perspective: r2, r5, r9, r15, r16, r21, r28, r31.

This group can be characterised by dissatisfaction and an awaiting attitude. They are certainly open to collaborating, for they agree with the notion that ‘you can only be successful if you work together with others’. But, according to them, ‘collaborations do not emerge automatically, they need to be facilitated’. To this group, it is important that collaborations are organised and facilitated for them, preferably by one ‘conducting party’. They agree that ‘more opportunities for face-to-face interaction would help a lot in starting new collaborations’. This would also contribute to the ‘lacking community vibe’, which they are experiencing now.

Overall, we can conclude that this group is quite unsatisfied (table 6): “businesses have to operate in a non-enabling environment” (r21). Besides, they show little motivation to take the lead. The group can therefore be framed as ‘the complaining stakeholder’. This stakeholder is mainly concerned about the conditions to do business and is less occupied with the actual dynamics that revolve around the act of sharing knowledge, ideas and experiences.

The complaining stakeholder has high expectations of the government: ‘the government should have a facilitative role instead of a coordinating one’ they state. Respondent 28 says that “it is the government that needs to make the environment enabling for the ecosystem to thrive in terms of favourable taxation, constant electricity, simplifying procurement processes and removing unnecessary bottlenecks in incurring business processes”. In addition, they also disagree that ‘the government shows strong leadership in improving and strengthening the entrepreneurial ecosystem’. As respondent 20 puts it: “The government must be the big brother to everyone, caring and ensuring the right environment that fosters wealth, and through which job creation emerges. We lack good leadership to drive the policies”. According to the complaining stakeholder, the government is responsible for the current bad state of the ecosystem. Most policies should therefore be improved as soon as possible.

For the situation to improve, departments of government and initiatives of stakeholders need to be connected more. As respondent 16 puts it, “in my opinion, the policy statements and the actions of government agencies and officials are more often than not, out of sync”.

The complaining stakeholder feels like there is too much isolation between initiatives and groups, hampering the community vibe and the potential of the ecosystem: “a community vibe comes off having the spaces to share and learn from one another. The ecosystem is there but it just a system of silos. There is a need to connect the ecosystem in a way that enhances greater cooperation to build bigger companies. Maybe this will happen in time, but the government should incentivize it more” (r21).

We can conclude that the complaining stakeholder feels like the entrepreneurial ecosystem is not strong. To establish a more fruitful ecosystem, collaboration in general, and the dynamic of collaboration between stakeholders in specific are not highlighted that much. To them, the strength of the entrepreneurial ecosystem is mainly shaped by the government, as they are responsible for the conditions to do business. According to the complaining stakeholder, the relationship between the dynamics of collaboration and the strength of the entrepreneurial ecosystem is minimal. In the theoretical framework we discerned five elements of the dynamics of collaboration. For the complaining stakeholder, the effect of 'network management' with regards to the strength of the EE is relatively dominant. As expected, the lack of a dedicated party that facilitates interaction processes might impede collaboration (*hypotheses d*), as this group highlights. Their main message is that an "enabling environment needs to be shaped by the government" (r21). Right now, this leadership is lacking immensely, they say. Until then, the complaining stakeholders waits for things to improve.

Table 6 – Cribsheet of Perspective 1

		<i>value</i>
	Items that are sorted with +3	
6	In developing the ecosystem, the government should have a facilitative role instead of a coordinating one	3
18	We have an ecosystem, but we lack a 'community vibe'	3
	Statements ranked <i>higher</i> compared to the other perspectives	
13	The ambitions, networks and professionalism of the different stakeholders in Abuja are often contrasting	2
24	The entrepreneurial ecosystem lacks a 'conductor' that manages the facilitation of collaboration	1
	Statements ranked <i>lower</i> compared to the other perspectives	
10	There are more than enough incubators and accelerators in Abuja	-3
19	The government shows strong leadership in improving and strengthening the entrepreneurial ecosystem	-3
16	I do not see the others here as competitors: we are in this together, we have a common purpose	0
	Items that are sorted with -3	
10	There are more than enough incubators and accelerators in Abuja	-3
19	The government shows strong leadership in improving and strengthening the entrepreneurial ecosystem	-3

2. The displeased but eager stakeholder

Three respondents make up this perspective: r6, r13, r14.

Looking at the cribsheet (table 7), we learn that the second group is unhappy about the current situation too. Like the first group, they have expectations from the government, but they are not as unsatisfied as group 1. Different from the complaining stakeholders, they are neutral about the statement that 'the government shows strong leadership in improving and strengthening the entrepreneurial ecosystem'. In general, they are milder than the complaining stakeholders. "The office of the Vice President has already launched a number of projects targeted at supporting and boosting Entrepreneurship like the 'Start-Up Nigeria' programme and a number of small- and medium enterprises-clinic events, amongst other programmes. They could definitely do more, particularly with providing amenities, but it's a good start" (r13).

This group expresses more emphasis on the value and need to collaborate with others. They are 'open to borrowing and exchanging ideas with others' and disagree with the statement that 'I am open to collaboration with others, (only) if I benefit from it myself too'. Therefore, this group can be framed as the displeased but eager stakeholder.

These eager stakeholders would like to collaborate much more than is happening right now. In specific, they want to get together much more. The 'community vibe not lacking', but there are just not enough 'neutral events, hubs and places to informally interact and collaborate'. Also, this group states that existing initiatives need to be connected more. According to respondent 16, "groups are pulling their own strings to create vibes around entrepreneurship. What has not happened so far is the harmonization of such efforts to 'light a bigger fire' and to create a robust ecosystem that will achieve more for all. Some operators prefer to do their own little thing in their small corners rather than joining forces with others to 'bake a bigger pie' for the benefit of the community". This causes the displeased but eager stakeholder to feel 'challenged in diversifying my network'. Many stakeholders lack ways to network among people that are not entrepreneurs but investors or policymakers for example.

When we relate these findings to the main- and subquestions, we can conclude that this group is looking for more opportunities to meet face to face. This was also expected: *hypothesis e* formulated lacking in-person interaction. In addition, the displeased but eager stakeholder thinks the community is close, but there are just no structures in place to benefit from it. This contradicts to *hypothesis c* (a strong community sense is lacking) but confirms *hypothesis d* (lacking network management). The current dynamic of collaboration is thus undermining the establishment of a strong entrepreneurial ecosystem, this group states.

Based on these findings, we can say that the displeased but eager stakeholders argue that the establishment of a strong ecosystem in Abuja is undermined due to lacking network management and a weak community sense. In general the displeased but eager stakeholder has high hopes but is a bit disappointed. The government should do more, they say. But besides displeased, they are also eager and positive about what can happen in the future, if only they would come together more often.

Table 7 – Cribsheet of Perspective 2

		<i>value</i>
	Items that are sorted with +3	
6	In developing the ecosystem, the government should have a facilitative role instead of a coordinating one	3
9	Most entrepreneurship development programs are overvalued	3
	Statements ranked <i>higher</i> compared to the other perspectives	
23	I know many people, but genuinely diversifying my network is quite challenging	2
	Statements ranked <i>neutral</i>, different from the other perspectives	
7	You can only be successful if you work together with others	0
	Statements ranked <i>lower</i> compared to the other perspectives	
25	Collaborations rarely emerge automatically; they need to be facilitated	0
18	We have an ecosystem, but we lack a 'community vibe'	-3
28	There are plenty of neutral events, hubs and places to informally interact and collaborate	-3
5	Instead of more collaboration, an increased atmosphere of competition would stir venture growth more strongly	-2
20	Many stakeholders in Abuja struggle to trust each other	-2
	Items that are sorted with -3	
18	We have an ecosystem, but we lack a 'community vibe'	-3
28	There are plenty of neutral events, hubs and places to informally interact and collaborate	-3

3. The isolated stakeholder

Eight respondents make up this perspective: r4, r0, r11, r12, r17, r19, r24, r27.

This third group feels mainly unconnected and isolated. Respondent 24 says: “Doing business in Abuja is tough and difficult”, illustrating their dissatisfaction about the current state of the ecosystem. This discontent is not reflected in their desire to work together, as they are keen to do so. They even strongly agree that ‘you can only be successful when you work together with others’. At the same time, they strongly experience ‘a lacking community vibe’. “The ecosystem tends to have people staying in their own respective silos. Some hub owners are very competitive” (r12). Others emphasize that the entrepreneurial environment needs to be enabling, in the future more than how it is today. Respondent 17 says: “Unless the ecosystem is well structured and regulated by both government and corporate stakeholders, the impact of entrepreneurship acceleration is not adequately evaluated”.

This might be the case because the stakeholders believe that there is a bad ‘balance between startups, scaleups, grownups and corporates in Abuja’. Respondent 19 even states: “The majority of startups in Abuja are even very early stage. Entrepreneurs in Abuja generally congregate around the same somewhat proven models in agriculture and finance. There aren't a lot of startups that are building unique solutions across various sectors” (r19). Besides a lack of creativity, the stakeholders of Abuja are also ‘not diverse enough’. Respondent 17 says: “There is a need to structure the entrepreneurship ecosystem to favour and accommodate more diverse start-ups”. Due to this unbalance, the community is not that open: “Due to our hierarchical structure, it's difficult to forge alliances and diversify my network” (r11).

Different from the unpleased but eager stakeholders, the isolated stakeholders feel like a strong community sense is missing. People are rarely ‘open to giving free advice and mentoring’. To them, the community in general is unconnected, because places to network, share and connect are missing: ‘unexpected collaborations and innovations do not emerge naturally’. Also, this group tells us that “ministries, departments and agencies work in silos, and find it difficult to collaborate. Innovation adoption is rare and there is lots of duplication going on” (r11).

For things to improve, the government as ‘a conductor to facilitate interaction’ is not the desired way to go. Like respondent 17 says. “I believe that collaborations occur, and should occur, naturally in the ecosystem. Government is already playing a role by regulating businesses, and they are doing a poor job at it”.

Disappointment and isolation thus prevail, while at the same time the isolated stakeholder is very open for more and stronger connections. They do not 'see others as competitors'; instead they 'experience a common purpose'. Respondent 11 says: "Our common purpose is to work together with other stakeholders collaboratively, to create a thriving entrepreneurship and innovation ecosystem".

To summarize and relate these findings to the main question and the subquestions: a strong community sense is missing and a lacking group dynamic cause this group to feel isolated and unconnected, while their desire to share ideas and experience is there. Not only are there not enough places to meet, like the unpleased but eager stakeholders say, but the current community mix is not allowing innovations and collaborations to happen as well. This relates to some of the earlier established hypotheses. Based on the perspective of the isolated stakeholders *hypothesis b* (an unbalanced community mix) can be confirmed, as well as *hypothesis c* (a strong community sense is lacking). In addition, *hypothesis e* (lacking places and events to engage) can be confirmed as well. In general, the current dynamic of collaboration is undermining the establishment of a strong EE, according to the isolated stakeholders.

Table 8 – Cribsheet of Perspective 3

		<i>value</i>
	Items that are sorted with +3	
7	You can only be successful if you work together with others	3
18	We have an ecosystem, but we lack a 'community vibe'	3
	Statements ranked <i>higher</i> compared to the other perspectives	
7	You can only be successful if you work together with others	3
	Statements ranked <i>neutral</i>, different from the other perspectives	
13	The ambitions, networks and professionalism of the different stakeholders in Abuja are often contrasting	0
28	There are plenty of neutral events, hubs and places to informally interact and collaborate	0
	Statements ranked <i>lower</i> compared to the other perspectives	
11	Many people are open to helping (other) young entrepreneurs for free, as a mentor/coach/advisor	-1
15	The entrepreneurial community of Abuja is truly diverse	-2
12	The educational system of Abuja is firmly grounded in the entrepreneurial ecosystem	-3
29	Abuja is a place where unexpected collaborations and innovations occur almost naturally	-2
	Items that are sorted with -3	
2	I am satisfied with the current state of the entrepreneurial ecosystem of Abuja	-3
12	The educational system of Abuja is firmly grounded in the entrepreneurial ecosystem	-3

4. The optimistic stakeholder

Seven respondents make up this perspective: r3, r7, r22, r23, r25, r29, r32.

This fourth group is energetic and optimistic. They are 'open to sharing, borrowing and combining ideas with others'. Like respondent 25 says: "I am optimistic, I believe there are so many opportunities out there for entrepreneurs to work together to exchange ideas and increase purchasing power". But the situation could still be more fruitful: "Today, there is a big need for entrepreneurs to collaborate and share more ideas to leverage the comparative advantages of one another to survive. Unfortunately, this is still lacking in Abuja" (r25).

The group is full of expectations about the future, it's just a matter of doing it, the optimistic say. Most things that are necessary for an atmosphere of sharing knowledge, experiences and ideas are already there. They agree that there are 'plenty of events, hubs and places to informally interact and collaborate'. The group emphasizes that it is important to stick together, and 'not seek a stronger ecosystem by creating a more competitive atmosphere'.

This does not mean everything is perfect. The 'balance between scaleups, grownups and corporates' is not right yet. But different for this group compared to the others, 'collaborating in Abuja is not characterised by disappointment, frustration and conflict'.

Like the other groups, also the optimistic stakeholder states that the existing events for stakeholders in Abuja are not interconnected enough. Respondent 25 says that "the structures are in place but the collaboration and interactions between these structures are limited. An increase in the interaction would lead to a more vibrant ecosystem". Network management can be key here. In addition, this group thinks that it would be good to 'spread out the activities in the area, instead of a concentration in all in one district'. Respondent 29 says: "The majority of the residents in Abuja do not live in the city centre. I believe that having hubs where most people live will have a more far-reaching impact on building a strong ecosystem".

To summarize: this group is optimistic and positive about the ecosystem of Abuja. They do desire better management of the network – better governance and facilitation of the interaction processes - to strengthen the ecosystem further. This relates to subquestion and *hypothesis d* (lacking network management), which can be confirmed according to this group. All other hypotheses describe various potential lacking collaboration-elements, but according to the optimistic stakeholders these cannot be confirmed. Overall, they say, the current dynamic of collaboration is genuinely contributing to the establishment of a strong entrepreneurial ecosystem.

Table 9 – Cribsheet of Perspective 4

		value
Items that are sorted with +3		
8	I am open to sharing, borrowing and combining my ideas with others	3
31	Instead of concentrating all activity in one city district, it's better to spread out entrepreneurial hubs and hotspots	3
Statements ranked higher compared to the other perspectives		
28	There are plenty of neutral events, hubs and places to informally interact and collaborate	2
Statements ranked neutral, different from the other perspectives		
6	In developing the ecosystem, the government should have a facilitative role instead of a coordinating one	1
Statements ranked lower compared to the other perspectives		
21	Disappointment, frustration and conflict are common when collaborating in Abuja	-1
14	There is a good balance between startups, scaleups, grownups and corporates in Abuja	-3
22	Improving the 'dynamics of collaboration' won't change the ecosystem of Abuja	-3
9	Most entrepreneurship development programs are overvalued	-1
Items that are sorted with -3		
14	There is a good balance between startups, scaleups, grownups and corporates in Abuja	-3
22	Improving the 'dynamics of collaboration' won't change the ecosystem of Abuja	-3

5. The autonomous stakeholder

Three respondents make up this perspective, of which one with a bipolar view: r1, r8, r18.

The last group can be characterized as autonomous. Collaboration is an option, but not a preferred one. They 'don't need others to be successful'. They will collaborate, share ideas, contacts and information, but only 'if I benefit from it myself'. A statement that characterizes this group comes from respondent 18, who said: "more people bring in more complexity". This explains why 'more opportunities for face to face interactions wouldn't help', and 'an electronic platform that encourages the exchange of knowledge, information and ideas' is also not something they desire. "I have had opportunities to collaborate with other people, but I noticed they don't have the same enthusiasm and vision I have for the business. Working with them may kill the business" (r18).

If sharing of ideas and experiences should occur, then it must be facilitated, this group says. Different from the other groups, the autonomous say that 'the government should have a managing role when developing the ecosystem, not just facilitating'. Regarding the community mix, this group says that the stakeholders are already 'a diverse group'. But, 'frustration and

disappointment are there' too, due to their mutual diversity. This leads to problems with trust as well: "Abuja is a complex hodgepodge. Conflict emerges with conflict of interests" (r8).

To summarize: this group can be characterised as autonomous and assertive. Their interest in collaboration and sharing of ideas and experience is very low, they can take care of themselves and are not that interested in others. When we relate these findings to the main- and subquestions, we need to conclude that this group is not exemplary for the paper's focus: collaboration in general, and the dynamics of collaboration between stakeholders in specific, is not that important for this group. The described expectations, coming from a 'collaboration point of departure' are therefore not that helpful. Collaboration is a non-issue for this group, therefore the establishment of a strong ecosystem is not related to it.

Table 10 – Cribsheet of Perspective 5

		value
	Items that are sorted with +3	
9	Most entrepreneurship development programs are overvalued	3
25	Collaborations rarely emerge automatically; they need to be facilitated	3
	Statements ranked <i>higher</i> compared to the other perspectives	
25	Collaborations rarely emerge automatically; they need to be facilitated	3
15	The entrepreneurial community of Abuja is truly diverse	2
21	21 Disappointment, frustration and conflict are common when collaborating in Abuja	2
19	The government shows strong leadership in improving and strengthening the entrepreneurial ecosystem	1
1	I am only open to collaboration with others if I benefit from it myself too	1
	Statements ranked <i>neutral</i>, different from the other perspectives	
17	Doing Business in Abuja is easy, 'strengthening' the ecosystem is unnecessary	0
3	The extent to which ideas and experiences are shared between stakeholders is lacking in Abuja	0
2	I am satisfied with the current state of the entrepreneurial ecosystem of Abuja	0
29	Abuja is a place where unexpected collaborations and innovations occur almost naturally	0
	Statements ranked <i>lower</i> compared to the other perspectives	
6	In developing the ecosystem, the government should have a facilitative role instead of a coordinating one	-2
30	More opportunities for face-to-face interaction would help me a lot in starting new collaborations	-2
27	We lack a decent (electronic) platform to encourage the exchange of knowledge, information and ideas	-3
7	You can only be successful if you work together with others	-3
	Items that are sorted with -3	
27	We lack a decent (electronic) platform to encourage the exchange of knowledge, information and ideas	-3
7	You can only be successful if you work together with others	-3

Bipolar view

Of the three respondents that make up this fifth perspective, respondent 1 holds a bipolar view. That means this respondent has a completely opposite perspective from the others of perspective 5. This respondent does not fit into the other groups, according to the factor analysis. Normally, this would mean that an additional perspective needs to be added and interpreted, as it is unique from the others. After having analysed the grid of respondent 5, the researcher had to conclude that it expresses incongruence, making it uninterpretable. Therefore, this sixth perspective is not included in the main text, but (counter-)integrated into perspective 5. More information about this analysis can be found in Appendix D.

6. Perspective-transcending results

Five different perspectives have thus far been interpreted. But this does not mean that the stakeholders of Abuja have differing opinions on every element that makes up the dynamics of collaboration within the EE. By zooming out, linkages between perspectives as well as the statements can be discovered and explained, in order to gain a deeper insight.

Opposing perspectives and statements

Table 11 (next page) shows an overview of perspectives that have been sorted based on the number of statements for which they have a uniquely distinctive score. This way an overview of 'alternatively-scored-statements' is constructed for each perspective. Accordingly, perspectives as well as statements can be compared based on distinctiveness.

For each statement, a cell is marked yellow when this perspective expresses a completely distinct view, compared to the other perspectives. Some statements do not have yellow marked cells, because these statements indicate a view that the groups are completely mixed about. These are placed at the bottom of the table. A darker colour of red indicates a broader mix of opinions.

Table 11 – Overview of perspective-distinctiveness

Category	Statement	P1	P2	P3	P4	P5
1 Expectations	4 The benefits of 'collaborating with everyone' are exaggerated: it's a bit hyped	0	-1	-1	-1	-1
3 Comm. Sense	16 I do not see the others here as competitors: we are in this together, we have a common purpose	0	1	2	2	2
2 Comm. Mix	14 There is a good balance between startups, scaleups, grownups en corporates in Abuja	-1	0	-1	-3	-1
3 Comm. Sense	18 We have an ecosystem, but we lack a 'community vibe'	3	-3	3	0	1
4 Network man.	25 Collaborations rarely emerge automatically; they need to be facilitated	2	0	1	1	3
1 Expectations	9 Most entrepreneurship development programs are overvalued	0	3	0	-1	3
2 Comm. Mix	11 Many people are open to helping (other) young entrepreneurs for free, as a mentor/coach/advisor	0	1	-1	1	0
2 Comm. Mix	15 The entrepreneurial community of Abuja is truly diverse	1	1	-2	0	2
4 Network man.	23 I know many people, but genuinely diversifying my network is quite challenging	0	2	1	-2	-1
3 Comm. Sense	21 Disappointment, frustration and conflict are common when collaborating in Abuja	0	0	1	-1	2
5 Getting together	28 There are plenty of neutral events, hubs and places to informally interact and collaborate	-2	-3	0	2	-1
1 Expectations	1 I am only open to collaboration with others if I benefit from it myself too	-1	-2	-2	0	1
1 Expectations	2 I am satisfied with the current state of the entrepreneurial ecosystem of Abuja	-2	-1	-3	-1	0
1 Expectations	3 The extent to which ideas and experiences are shared between stakeholders is lacking in Abuja	1	1	1	1	0
1 Expectations	6 In developing the ecosystem, the government should have a facilitative role instead of a coordinating one	3	3	2	1	-2
1 Expectations	7 You can only be successful if you work together with others	2	0	3	2	-3
3 Comm. Sense	17 Doing Business in Abuja is easy, 'strengthening' the ecosystem is unnecessary	-2	-2	-2	-2	0
5 Getting together	27 We lack a decent (electronic) platform to encourage the exchange of knowledge, information and ideas	1	1	0	1	-3
5 Getting together	30 More opportunities for face-to-face interaction would help me a lot in starting new collaborations	2	1	2	1	-2
5 Getting together	29 Abuja is a place where unexpected collaborations and innovations occur almost naturally	-1	-1	-2	0	1
2 Comm. Mix	10 There are more than enough incubators and accelerators in Abuja	-3	-1	-1	-1	-2
1 Expectations	8 I am open to sharing, borrowing and combining my ideas with others	1	2	1	3	1
4 Network man.	22 Improving the 'dynamics of collaboration' won't change the ecosystem of Abuja	-1	-1	-1	-3	-1
5 Getting together	31 Instead of concentrating all activity in one city district, it's better to spread out entrepreneurial hubs and	1	2	1	3	1
2 Comm. Mix	12 The educational system of Abuja is firmly grounded in the entrepreneurial ecosystem	-2	0	-3	-2	0
1 Expectations	5 Instead of more collaboration, an increased atmosphere of competition would stir venture growth more s	-1	-2	0	-2	0
5 Getting together	26 Most stakeholders are only busy with themselves	0	2	0	2	0
2 Comm. Mix	13 The ambitions, networks and professionalism of the different stakeholders in Abuja are often contrasting	2	-1	0	0	-1
3 Comm. Sense	19 The government shows strong leadership in improving and strengthening the entrepreneurial ecosystem	-3	0	0	-1	1
3 Comm. Sense	20 Many stakeholders in Abuja struggle to trust each other	-1	-2	2	0	2
4 Network man.	24 The entrepreneurial ecosystem lacks a 'conductor' that manages the facilitation of collaboration	1	0	-1	0	-2

Perspective 5 ('the autonomous stakeholder') has sorted 11 statements alternatively of which the other groups expressed to agree with each other. Of these 11 statements, six belong to the category 'different expectations', and three belong to the category 'getting together'. This means the autonomous stakeholders have the most isolated view from the other groups.

Perspectives can be observed through a lens of distinctiveness, but the same can be done for statements. There were four statements of which the stakeholders are completely mixed. The first statement concerns the '(dis)alignment of ambition and professionalism among stakeholders' (s13). In addition, the groups think dissimilar towards 'the (mis)leadership of the government' (s19), as well as the 'need and desire for a conductor' (s24). Lastly, the groups differ greatly in their view of the 'degree to which there is (dis)trust among stakeholders' (s20).

These findings relate to the earlier presented subquestions. There are multiple different perspectives to be distinguished, but one perspective is most distinctive: the autonomous stakeholder. The autonomous stakeholders are least interested in collaborating, and this can be explained by their relatively different expectations with regards to the desire and devotion to collaborate, which confirms *hypothesis a*: different expectations lead to hampering collaborations.

Consensus statements

Table 12 looks at the extent to which statements are sorted equally, i.e. express consensus throughout all perspectives of stakeholders. Consensus with regards to statements also provides remarkable insights. There are several statements of which all groups have expressed consensus. The five subgroups of statements are used to structure this paragraph.

Table 12 – Overview of statements that display high mutual consensus

	P1	P2	P3	P4	P5
High degree of consensus					
3	1	1	1	1	0
17	-2	-2	-2	-2	0
16	0	1	2	2	2
4	0	-1	-1	-1	-1
10	-3	-1	-1	-1	-2
31	1	2	1	3	1
Decent degree of consensus					
22	-1	-1	-1	-3	-1
14	-1	0	-1	-3	-1
26	0	2	0	2	0
8	1	2	1	3	1

With regards to *expectations of stakeholders*, we see that, generally, all stakeholders agree to be open to sharing, borrowing and combining ideas with others (s8), but they also agree that this is not happening enough right now (s3). The benefits of collaboration are also not exaggerated in the public view (s4), according to them. Stakeholders express similar views about the current *community mix* with regards to the lack of incubators and accelerators in Abuja (s10) and an unbalanced crowd of startups, scaleups, grownups and corporates (s14). With respect to the *community sense*, stakeholders generally experience a common purpose, instead of a competitive atmosphere (s16). In addition, they do also agree that doing business in Abuja is not easy at all (s17). The *network management* perspective is captured by the fourth category. Looking at table 19 we see that, generally, the stakeholders think that the ecosystem will strengthen when improvements are made to the current dynamic of collaboration between them (s22). Lastly, *getting together*: we can conclude that, generally, the stakeholders feel like most stakeholders are not that active in checking up on each other as they are only busy with themselves (s26), and that it would be better to spread out entrepreneurial hubs and hotspots to the wider Abuja area, instead of clustering it mainly in one city district (s31).

When we try to relate these findings of table 19 to the hypotheses, we have to conclude we cannot fully confirm or contradict them yet. Each hypothesis is made up of multiple statements, of which some groups of stakeholders express similar views, while other statements are sorted dissimilarly.

Consensus perspectives

Table 13 provides an overview of the correlations between factors. Here, we see that perspective 5 is indeed most distinct because it correlates least with the others. Perspective 1 correlates noticeable with perspective 3 and 4. Further, perspective 3 correlates in a reasonable manner with perspective 4. While interpreting perspectives, the emphasis has been laid at differences between perspectives, to recognize the full spectrum of different views, while acknowledging the overlap.

Table 13 – Correlations between perspectives

	1	2	3	4	5
1	x	0.3791	0.6458	0.5888	0.0201
2	0.3791	x	0.2218	0.3242	0.1798
3	0.6458	0.2218	x	0.6077	-0.0255
4	0.5888	0.3242	0.6077	x	0.11
5	0.0201	0.1798	-0.0255	0.11	x

Concluding on the different perspectives

The first subquestion relates to the different perspectives that exist with regards to collaborating in the EE. We can conclude this subchapter by stating that five different “families of views” can be extracted. All of them partly highlight different aspects that they value, desire, miss or expect when sharing knowledge, ideas, contacts, experiences and information. But there are also aspects that they mutually agree on, which relates the subquestion 2 (how do the different elements of the dynamic of collaboration undermine or contribute to the establishment of a strong EE?).

Since there are different elements to take into account, approaching this question based on the first translation of the results is not straightforward. Looking at the full picture, expectations seem to be not that divergent, but are also not aligned fully; the current community mix seems to be unbalanced; the community could be better; a dedicated party to facilitate the interaction processes misses; and events and structures are in place but seem to be unconnected.

Based on these findings it becomes possible to expand the conceptual model. By adding the perspectives, as well as the five elements that make up the dynamic of collaboration (figure 4). To answer the raised questions more thoroughly, a deeper analysis is required, which will be presented in the next chapter.

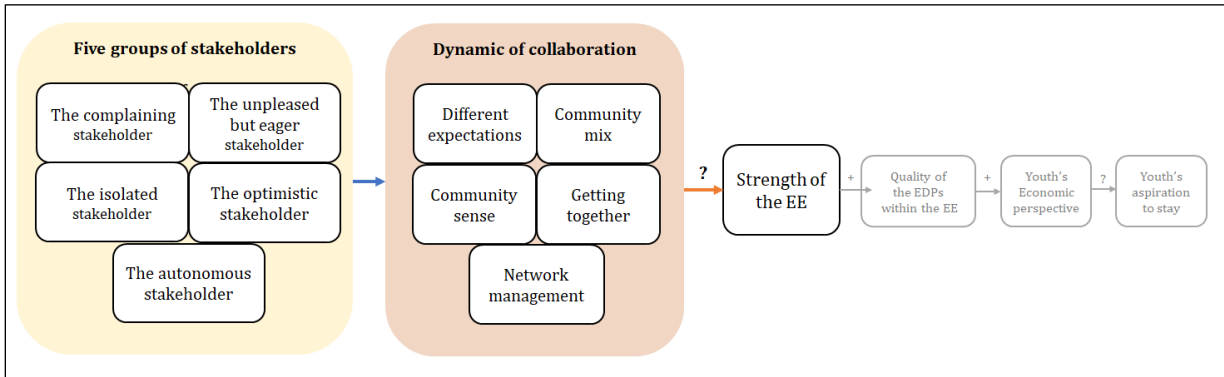


Figure 4 - Conceptual model B

4.4 Results of the migration dimension

Besides the influence that the dynamic of collaboration within the EE of Abuja has on the strength of the wider Ecosystem, this paper also investigates the relationship between EDPs and the aspirations of the Nigerian youth to emigrate. This relationship is assumed to exist, but never well researched in this context. Western governments, like that of the Dutch, invest in EDPs so that emigration will decrease, but many scholars wouldn't agree with this belief. They advocate the opposite, namely an increase in migration. The relationship between Nigerian EDPs and the youth's aspiration to stay or migrate is bridged by 'Youth's economic perspective' (OECD, 2014). In this chapter, we will research the way in which all these aspects relate to each other, by reviewing the perceptions of the stakeholders with regards to migration and EDPs.

Results

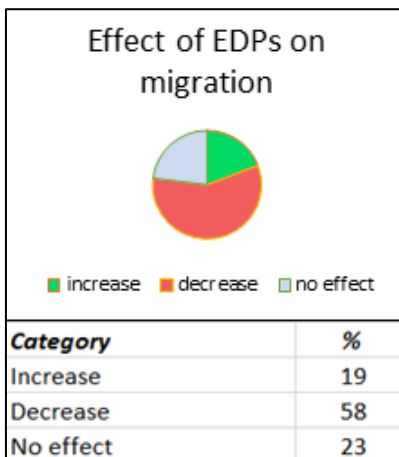


Table 14 – Overview of EDP-migration related results

Of the 32 stakeholders, 26 contributed to the migration-related part. They were all presented two questions:

1. "Do you think entrepreneurship-development programs will [*decrease / increase / have no effect*] on the emigration aspirations of Nigerian youth?" And directly after that:
2. "Why do the emigration aspirations of the youth involved in entrepreneurship-development [*decrease / increase / have no effect*], in your eyes? Please elaborate".

Table 14 shows that 19% expects an increase of migration due to EDPs, 58% expects a decrease in migration desires, and 23% expects that EDPs will have no effect at all.

Increase

According to the group of stakeholders that expects increased migration desires due to EDPs, two main train of thoughts can be distinguished. Some emphasize that EDPs lead to more confidence to make it elsewhere: "Improving their entrepreneurial skills and abilities will make them figure out the potential they have in themselves and in their community" (r18).

Others highlight that EDPs lead to new expectations about a higher future income, but due to the poor economic situation, they get disappointed and eventually leave Nigeria. "Ultimately, more skills should equal higher pay, but this is unfortunately not the case. I witnessed a participant of our entrepreneurship development program drop out of the program and relocate to the US last week. He said: I got a better opportunity abroad, it pays well. This is the same for most Nigerians who chose to leave. Others relocate for a better quality of life" (r9).

Decrease

The group that expects a decrease of migration aspirations, can be divided into two subgroups as well. Some say that EDPs lead to more skills, which lead to healthy businesses that eventually lead to a fair income. This group sees poverty as a cause for migration, and EDPs can change that, leading to a decreased desire to emigrate from Nigeria. More income means less poverty, which means that youth will have less desire to migrate. Some of those additionally highlight the necessity of an enabling wider environment herein. "Poor livelihood is a key reason for the emigration of Nigerian youth. If Nigerian youth are equipped with entrepreneurship skills, they will be more likely to build businesses in Nigeria that generate revenue and improve their livelihoods" (r19). Someone else says: "Nigerians who are thriving in Nigeria hardly want to leave. If they acquire the skills, opportunities and support system, many will stay" (r21). And: "With a thriving business environment, most youths would not aspire to emigrate" (r17).

The second subgroup says that EDPs get you to invest in your surroundings. Therefore, youth do not migrate but stay in their country, since they get attached to Nigeria "They are engaged and passionate about their entrepreneurial efforts, so they would be more likely to want to stay put and nurture it" (r16). Someone else states: "I chose not to immigrate when I decided to establish my own tech startup" (r4).

No effect

There is also a group of stakeholders that expects no effects from EDPs with regards to migration aspirations. EDPs only have a very limited effect on the economic perspective of the youth: emigration desires are linked to personal business success, they say. But this is not only dependent on improved skills; the market and environment are also key (and they are not influenced by EDPs). Alternatively, they think that youth emigrate from Nigeria because the ecosystem is not enabling them to have economic success. "Beyond entrepreneurship training, they need many other components to grow their enterprise, such as an enabling wider environment" (r11). And: "Youth want to emigrate to a society where things work, and the government is responsible and responsive, which is not the case in Nigeria" (r14).

This group highlight the fact that the state of Nigeria's society and economy are the main drivers for migration. "Young people have very little hope about the future of the country, because of the current quality and structure of governance, agitations by different ethnic groups, corruption etc. That has meant that even young people with jobs and a means of livelihood still look to emigrate" (r32). According to respondent 5, transparent governance is a big problem in Abuja. "Awarding contracts or even business partnership happens based on 'who you know' and the strength of the individuals in our circle, instead of looking out for competence, experience and the right skill. Hence, we have youths with great dreams, brilliant ideas but have no access to funds or the right people to help in the realization of such: this encourages migration." (r5).

To conclude on the EDP-migration dimension

When we relate these findings to subquestion 3 (what is the perceived relation between EDPs and migration desires), we can conclude that stakeholders either think EDPs will increase, decrease, or do not influence youth’s aspiration to migrate. The biggest group (58%) thinks that EDPs lead to a decrease, just like the EDP-funding Western government's advocate.

The results show that stakeholders think migration desires of youths will be greatly influenced by their personal economic perspective. But beliefs with regards to the exact way this occurs diverge widely, as we have found four different perspectives with regards to the way EDPs are related to migration. The first two lead to youth staying in Nigeria, and the last two lead to youths leaving Nigeria. This has been illustrated in the expanded conceptual model C (figure 5). We can conclude by saying that a stronger EE will – directly or indirectly – lead to more fruitful youth-led startups, that increases attachment and/or income, which are two factors that can lead to decreased migration aspirations.

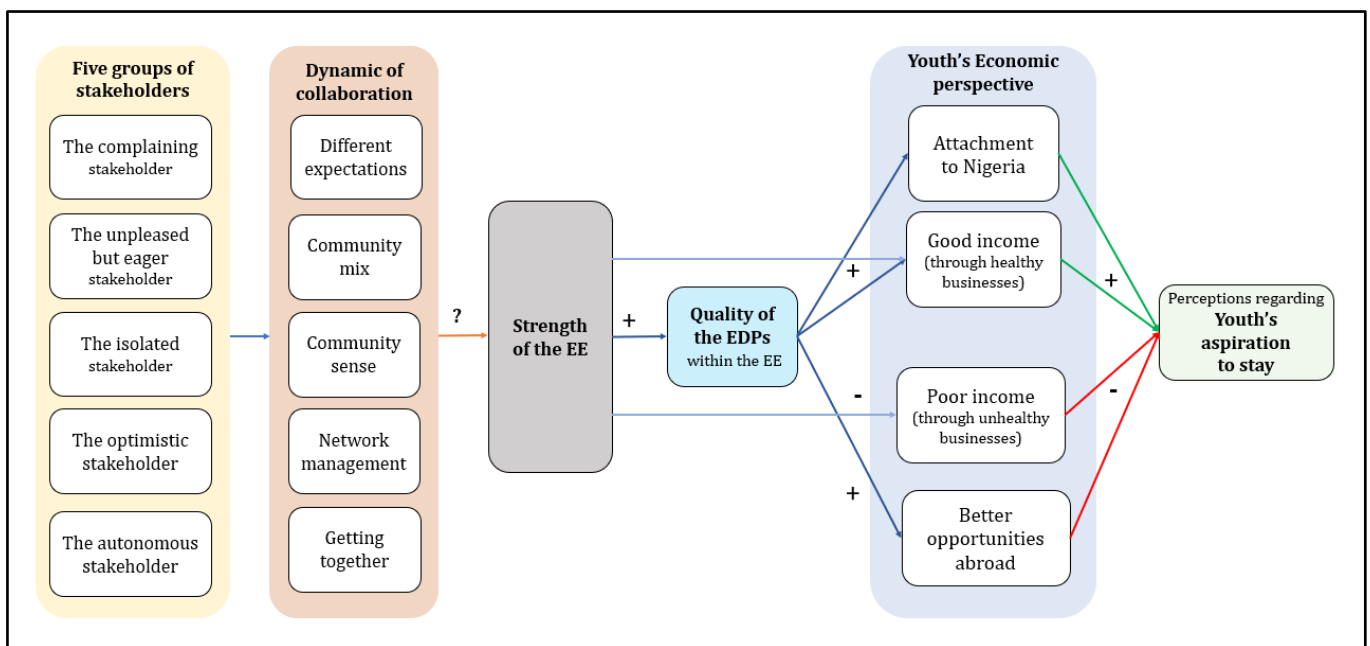


Figure 5 – Conceptual model C

4.5 Limitations

There are several aspects that limit the generalizability of the findings. First, the selection of participants did not include any investors, which was mentioned to be one of the relevant categories of stakeholders. Unfortunately, despite willingness and pledges, no investors were able to find the time and fill in the full Q-sort in time. After the data collection phase was closed one investor was finally available, but regrettably too late to still be included.

Secondly, many stakeholders are very busy. The expectation is that this will also have influenced the quality of the data. One respondent sorted a statement at 'strongly agree', while this should have been 'strongly disagree', he later admitted. The research had to be executed online, but a face-to-face interview might have increased the quality of the data.

Thirdly, perspective 5 is made up out of three respondents, of which one has a bipolar view. A bipolar perspective should normally be interpreted as an additional sixth perspective. Unfortunately, the data of this respondents' grid was ambiguous and therefore not individually interpretable. This reduced the quality of perspective 5.

Fourthly, some perspectives hold significant mutual correlations. It was not easy to arrange the factor analysis and manual rotation in a way that served all criteria. This group of 32 participants holds a challenging set of conceptions which Q-methodology can surely unravel, but with some difficulties involved. The mutual correlations are a given, but not an ideal one.

Lastly, the migration dimension of this research: the dynamic of collaboration within a population does not directly relate to migration desires at first sight. This research attempted to bring them together in one exploration. The mass centre of this paper is placed at the relationship between 'dynamics of collaboration' and the strength of its wider ecosystem. This compromise resulted in the fact that it was not possible to research the related migration-dimension in full detail. In earlier research, the relationship between EDPs and migration desires has not been researched much. The exploration of this research is therefore certainly of added value, but there are still many more layers that the research did not touch upon. These are to be distinguished in the future.

5. Discussion

This paper has yielded several findings that will be examined based on the existing theory and that will be connected to the research questions. The discussion chapter consists of several parts, of which an illustration can be found in figure 6. First, the different extracted perspectives will be discussed, to highlight the specific desires of the different groups. Secondly, different elements of the dynamics of collaboration will be discussed more in-depth. Thirdly, Nigerian culture and society will be included, as this is an independent factor that influences the wider ecosystem. Fourthly, the migration dimension will be discussed, before arriving at the central argument of this paper: the way in which entrepreneurship in Abuja is influenced by the dynamics of collaboration and the role of migration herein.



Figure 6 – Components of the 'entrepreneurship and migration system'

Simultaneously, this chapter will fill the knowledge gaps that were indicated in the theoretical framework. Three collaboration-related gaps were presented there, namely: achieving alignment of perspectives between state and non-state actors in a developing country; understanding the mechanisms of collaboration within an entrepreneurship ecosystem, and; development of a strong and well-functioning enabling business environment between state and non-state actors. In addition, a migration-related gap was presented: the relation between EDPs and migration aspirations. This chapter will go into all of these.

5.1 Perspectives: group-specific desires

This subchapter will clarify the first subquestion: 'What are the different perspectives on the dynamic of collaboration within the Entrepreneurial Ecosystem?' The EE of Abuja consists of five different groups of people. They can be divided into complaining stakeholders, unpleased but eager stakeholders, isolated stakeholders, optimistic stakeholders and autonomous stakeholders.

Perspective 1 is framed as 'the complaining stakeholder'. This group expresses an awaiting, expectant and complaining attitude. To them, *the government is responsible for facilitating the right environment, but good leadership and suitable policies are missing*. For the government of Abuja, it is therefore of great importance to clearly communicate why and when action is taken - something that has been explicated and demonstrated earlier by McNair (2017).

Another group is illustrated by perspective 2: 'the displeased but eager stakeholder'. This group is eager to collaborate much more than they currently do, but they are *missing the opportunity to get together*, something that Feld (2012) as well explained earlier to be an essential component.

The third group is illustrated by perspective 3: 'the isolated stakeholder'. This group is very unhappy and are rather left on their own. They need someone to guide and assist them. This group has many desires, of which *their primary need is a closer community*, that should result in a stronger sense of community, as they currently experience a lacking community vibe and miss volunteering advisors and mentors. They members of this group feel isolated and unable to change their situation. In 1957 already, Guetzkow published a study that explained the detrimental effects to isolated members of a collaborative network. The isolated stakeholders present to us a prevailing problem of the ecosystem, which seems to be the biggest challenge in Abuja. Many emphasize the unconnected groups of different people. The challenge for Abuja will be to create a widely supported structure that serves the needs of all stakeholders involved. We will discuss this more in detail at the paragraph 'the Bubbles of Abuja'.

The fourth group is illustrated by perspective 4: 'the optimistic stakeholder'. This is an energetic and optimistic group that is quite satisfied with the way things are going now. They enjoy collaborating and they would like to increase their efforts even. This group emphasizes that there are too many small ventures and also *highlights the potential of increased network management*, described as the effort to govern processes and initiate and facilitate interaction processes. Proper network management might be able to connect the isolated people to other stakeholders. Agranoff and McGuire (2001) have talked about decent facilitation of collaboration before as well.

The fifth group is illustrated by perspective 5: 'the autonomous stakeholder'. They hold the most deviant view. Different from the other groups, they do not desire an (electronic) platform to encourage knowledge sharing nor do they seek more opportunities to stimulate collaborations: 'More people bring in more complexity', they say. The autonomous will share ideas, contacts and information, but only if they clearly benefit from it themselves. *Collaboration is an option, but not a preferred one*. While collaboration is seen by many as the solution to almost all governance issues, networks formed by different types of stakeholders can also be "unstable, diffuse and opaque" (Sørensen & Torfing, 2009, p. 236). This research shows that, besides unstable and opaque, these networks of public and private actors can also contain people that do not even want to collaborate, simply because not everyone is interested in contributing. Should we conclude that more a harmonized 'dynamic of collaboration' is not undoubtedly contributing to a better EE? We have to approach this in a nuanced manner. The autonomous stakeholders are not against collaboration. They even strongly agreed with the

statements that “collaborations rarely emerge automatically; they need to be facilitated”, and “improving the dynamics of collaboration will improve the EE”. This shows they see collaboration as something potentially useful and acknowledge that the process should be assisted by others; but being eager and open are not the same things. These results also confirm theory (Klijn, Steijn & Edelenbos, 2010; Stam, 2018; Bathelt et al. 2004), which emphasizes that a strong ecosystem demands intensive collaboration to occur within networks of stakeholders. This finding adds to the existing literature by showing that a natural eagerness to collaborate is not a given.

Consequently, this paper contributes to the existing literature (Stam, 2018; Stam & Spiegel, 2016) by showing that, even within the same category, stakeholders have differing views. This research revealed a new prism: the perspective-axis. Some startup entrepreneurs are ‘complaining’, some are ‘autonomous’. In addition, some policymakers are ‘optimistic’, but some feel mainly ‘isolated’. The plurality of perspectives within these groups of stakeholders with a similar occupation is exemplary for all types of stakeholders participating in this research. Existing literature, policy-makers and EDP-implementing partners must all be aware of the notion that a target group, for example a group of stakeholders in a certain ecosystem, might have very different perceptions, desires and needs. Hence, new policies and projects should be tailored to assist each group, for their interests can diverge. We will discuss this in more detail at the paragraph ‘the role of government’.

In addition, focussing on the differences between all five “families of views” within the EE of Abuja, we see that the autonomous stakeholders hold the most deviant and isolated view (table 18, chapter 4.3.6). Furthermore, we can conclude that the general view of all stakeholders is quite negative as three of the five groups are framed negatively, namely as complaining, unpleased but eager and isolated. This shows there is much to win with regards to the dynamics of collaborating in Abuja.

Now that the differences and overlap between perspectives have been investigated sufficiently, we will go into themes regarding ‘the dynamics of collaboration’ that were found to be leading, in order to extract more general conclusions.

5.2 The dynamics of collaboration

Diverse ventures

Based on the five elements of the dynamics of collaboration that are used in this paper, four different aspects deserve a deeper analysis. The first of these four is the call for more diverse ventures. Most stakeholders agree the community is unbalanced in terms of scale. “There are not enough entrepreneurs and startups at various stages of growth. The majority of startups in Abuja are in a very early stage, finding it imperative to move to Lagos once they start to gain

traction” (r19). A more diverse set of stakeholders and ventures is desired. This relates to theory by Stam and Spigel (2016), who say that a thriving ecosystem depends on a diverse community. These findings also relate to subquestion 2b and seem to confirm *hypothesis b: ‘the current community mix is unbalanced, which is hindering potential collaborations’*. Stimulating the emergence of a more diverse community needs the assistance of policies. It is the government that needs to put incentives in place to reach a more diverse group of stakeholders, for this is clearly lacking. We will speak about this more in an upcoming paragraph.

A common purpose

Beside a balanced group of stakeholders in terms of scale and occupation, factors like mutual trust, disappointment and frustration are also of importance. The theory describes that a strong community sense is one of the main conditions to build a fruitful ecosystem (Emerson et al., 2011). It is difficult to make general statements about the community sense. The five groups of perspectives have very mixed opinions about the current amount of mutual (dis)trust, as well as the perceived disappointment and frustration that is present in Abuja. Meanwhile, most groups experience a common purpose: they are in this together, they say. This is described by Emerson et al. as well (2011). According to them, collaborative actions are more likely to be implemented if a shared sense of purpose, trust and commitment is identified. Respondent 19 says: “We need to work together assiduously. Our purpose is to strengthen the ecosystem, improve the outcomes for entrepreneurs and create employment for the ecosystem players”.

This relates to subquestion 2c and its corresponding *hypothesis c* (‘the community sense is lacking’). Based on our findings, we cannot confirm this hypothesis though. The current community sense is not undeniably hindering the establishment of a strong entrepreneurial ecosystem, for a common purpose is felt between all groups of perspectives – something that is quite remarkable and auspicious in itself, for the stakeholders are so different from each other. This given must be taken advantage of when approaching the future of entrepreneurship in Abuja.

The bubbles of Abuja

Despite a strong common purpose, and the general willingness of the stakeholders in Abuja to collaborate with others, the extent to which genuine sharing of knowledge, ideas and contacts is happening right now is too low according to almost all groups. This is the result of a reoccurring theme that all groups of stakeholders bring up: the ecosystem is present, but it is mainly a system of silos.

Potential collaborations starts with a place to meet, physically or online. Currently, events are organised, but they do not reach their full purpose: “Sure, there are events, but many events in Abuja tend to attract the same crowd, while there are thousands of new faces that

could be engaged instead” (r12). Respondent 14 adds: “I belong to several groups and networks that are all about entrepreneurship, but I find that we end up with similar people in most of the groups. We need to diversify to include those in the position to give us access to funds and new markets. We need to create avenues for networking among investors, policymakers and other ecosystem builders.” Currently, most events do not produce new relationships. As a result, bubbles in networks arise that impede unexpected collaborations and innovations from occurring. The findings confirm *hypotheses c* (‘the community sense is lacking; not all stakeholders are sufficiently engaged’). This relates to the theory: according to Bathelt et al. (2004), knowledge spillovers can happen when offering multiple ways to meet with each other, and by promoting face-to-face interactions. These knowledge spillovers must be facilitated, they do not happen automatically.

Stam (2018) says that face-to-face interaction is vital for any sense of community in EEs. How can this be improved in Abuja? Returning to governance network theory might help us further. According to Bache and Flinders (2004), true governance networks blur the boundary between state and society and bring together public and private actors through *processes of collaborative governance*. When the government of Abuja would encourage this type of governance more, by opening possibilities for co-governance, the ecosystem would benefit immensely. Joining the existing initiatives to ‘light a bigger fire’ and ‘bake a bigger pie’. This group of co-governing actors includes earlier identified actors belonging to a certain occupation (investors, policymakers, etc.; Isenberg, 2010) as well as the newly discovered perspective-axis (isolated, optimistic, etc.) that this research provided. These findings closely relate to network management, which will be discussed next.

General network management

Almost all groups agree that the process of collaboration and the exchange of ideas and experience needs to be facilitated. Some see the government as the ideal ‘dedicated conductor’. Meanwhile, other groups of stakeholders do not want to entrust the government with this task, for “the government already plays a role of regulating businesses and it is doing a poor job at it. Collaboration occurs and should occur naturally in the EE. Initiating a role of ‘conductor’ in the ecosystem only adds bureaucracy and elongates processes which will eventually frustrate entrepreneurial efforts among young people” (r17). According to Agranoff and McGuire (2001), collaborative action will be difficult to accomplish if shared goals and an operating rationale for acting are not made explicit. Therefore, it is necessary to steer interactions within networks. But not all stakeholders are automatically convinced about these remarks. With regards to the exact way this should be facilitated, the views of Abuja’s ecosystem stakeholders diverge widely. Only few are able to express clearly what they wish to see happen in this regard.

According to Klijn, Steijn and Edelenbos, (2010) “the basic argument is that without adequate network management strategies, it is very difficult, or even impossible, to achieve interesting outcomes in these complex interaction processes” (p. 1064). Currently, Abuja’s network management undermines the establishment of a strong EE, which confirms *hypothesis d* (‘there is no dedicated party that takes the lead in facilitation interaction’). Many stakeholders find it difficult to provide concrete ideas about what they envisage as proper and suitable network management. It would be very useful to conduct more research in order to dig deeper and gain more insight about this, so that policy makers and practitioners understand better how to facilitate puncturing Abuja’s bubbles and connecting its silos.

5.3 Nigerian culture, society and educational system

It has become clear that different elements of the ‘dynamics of collaboration’ play a significant role in improving or undermining the entrepreneurial environment of Abuja. But besides collaboration specific remarks, participants have also shared different - sometimes unexpected - elements that stand independent from the earlier mentioned concepts. This subchapter goes into the external factors that were found to be relevant.

Migration-related diversity

Abuja is a diverse city in terms of ethnicity. Cooperating in a superdiverse community like Abuja is an opportunity as well as a challenge for the future. According to some, the diversity of Abuja is a strength, to others its diversity only adds complexity. Groups of people living in one community in a segregated way do not contribute to decreased tensions, rather the opposite, something Phillips (2008) speaks about as well. Respondent 5 states: “There are a lot of limiting factors that include tribalism, ethnicity biases, nepotism, increased insecurity and political instability”. Diversity can be a strength, but stakeholders can also be too diverse to connect and engage - this can result in tensions, rather than innovations (Bates, 2000). These findings relate to subquestion 2b (community mix) and 2c (community sense) of which both hypotheses can be confirmed: ‘the community mix is unbalanced’, and ‘the community sense is lacking’.

Misuses

Apart from policies and the role of government, there is a certain wider integrated misuse to be distinguished: the struggle for young entrepreneurs to be awarded contracts. Respondent 25 says: “Only a few of us that are connected to the powers in the government have the privilege of securing good deals, leaving others striving to survive with the few available opportunities”. Transparent governance seems to be a big challenge in Abuja, which also affects the wider dynamic of collaboration in Abuja as the city has a public-sector driven economy because of the capital-status of the city. The government institutions are an important driver of innovation as

they outsource many projects to startups. Favouritism in Abuja thus impedes innovation and collaboration, which eventually undermines the establishment of a strong EE in Abuja (De Sardan, 1999).

Education

Many stakeholders agree there are too many small, early-stage ventures. “People tend to copy each other and stick to safe and well-known business models” (r32). Due to a lack of creativity and risk-taking, many do not experience steady growth. This links to education in general, and the presence of quality entrepreneurial development programs in specific. Most actors agree that the links between the ecosystem and the educational system of Abuja are quite insignificant: the educational system is poorly rooted in the ecosystem of Abuja. However, according to theory, strong bonds between knowledge institutions and the entrepreneurial environment are essential for every healthy ecosystem: a strong EE needs a steady influx of competent human capital (Stam & Spigel, 2016). Big improvements are to be made in this domain, which relates to subquestion 2b (Does the community mix contribute to a strong EE?). In addition to the earlier conclusion that there are too many small-scale entrepreneurs, we can also conclude that the ecosystem holds too few knowledge institution actors.

Survivalist entrepreneurs

Education is only one way in which the quality of involved entrepreneurs is influenced. Nigeria is a country with one of the World’s longest social ladders; the distance between the very rich and very poor people is almost unbridgeable (Porter, Blaufuss & Acheampong, 2007). This affects the mix of the ecosystem community and the degree of professionalism and their experience. According to the stakeholders, many entrepreneurs are survivalist driven instead of opportunity driven. “Currently, entrepreneurship is driven by needs of survival. There’s a need for serious incentives for entrepreneurs to move from positions of desperation to positions of positive social impact” (r17). Others speak about the lack of creativity among entrepreneurs. Theory speaks about the same phenomenon. According to Edoho (2015), many African entrepreneurs go into business just to make a living and provide for the family, they are not primarily concerned with business-growth and trying to maximize profits.

For an ecosystem community, a large proportion of survival-driven entrepreneurs is not desirable and beneficial for the ecosystem at large. “Public policies that promote a business-friendly environment are central to galvanizing a critical mass of entrepreneurial start-ups to stimulate growth. Policies that create an enabling environment are a key to help extricate African countries from a low-skill, low-productivity trap and launch it into a high-productivity entrepreneurial economy” (Edoho, 2015, p.10). Of course, a country with a high share of poor people will have many ‘survivalists’, but wise policies can make a big difference. Subsidies, loans

and tax benefits should be implemented more (Lerner, 2009). This finding does not directly relate to the dynamics of collaboration and the research question of this paper. But the characteristics of the community do influence the strength of the EE indirectly: surviving and innovating do not go well together. To be creative and innovative, 'mental space' is required. Stress acts as a barricade to innovation (DRIFT & Kennisland, 2016). This aspect of the community mix is currently undermining the establishment of a strong EE.

5.4 The migration dimension

Besides collaboration-related elements that directly or indirectly influence youth-unemployment, developments with regards to entrepreneurship-related migration needs to be addressed as well in this context. Following the logic of the earlier presented conceptual model, the relationship between the strength of the ecosystem, the quality of EDPs, youth's perspective and their desire to migrate was assumed and conceptualised as a linear relationship. This subchapter goes into subquestion 3: What is the relation between entrepreneurship-development programs and emigration aspirations of Nigerian youth, according to the stakeholders involved?

EDPs and Youth's economic perspective

Corresponding with theory (INCLUDE, 2015), all stakeholders emphasize the relevance and influence of 'youth's perspective', acting as a linkage between EDPs and migration aspirations. But beliefs of stakeholders diverge widely with regards to the exact way this occurs. Four different conceptions were found to influence migration aspirations. The first two first lead to the conception that youth will stay - the last two lead to the expectation that youth will want to emigrate from Nigeria. Different from the rather simplistic assumption made by governments that say EDPs will surely lead to less emigration (Dutch Ministry of Foreign Affairs, 2015), reality seems to be more layered.

The first view is that by being involved in an EDP, chances of establishing a fruitful and profitable company increase. This way, personal wellbeing grows, and the need to leave the country for a better life elsewhere lowers, thus migration desires would decrease. According to these respondents, *more income will lead to less desire to leave*. High-quality support, advice and education generally lead to better business results, stakeholders say. Thus, EDPs will increase the chances of business and job growth. In addition, all groups agree that the wider EE influences the health of a business too. Both notions can be found in Isenberg (2010). Theory by de Haas (2007) describes the phenomenon of the "migration hump". According to him, development support will increase migration flows up until the economy reaches a certain level. After that, migration aspirations will decline, he says. It would be interesting to gain a deeper insight into the way this is applicable in the EDP-context of Abuja.

Besides income, attachment is also an important driver for migration decisions. Like Wiborg (2004, p. 429) puts it: "Only living in a place is not a necessary condition for attachment to it". The second perspective shows that by being involved in an EDP, youths get *attached* to Nigeria, as they invest time and money into their business. Youths that invest in their surroundings will stay, for it would be a shame to leave Nigeria after all their efforts. The relationship between (different kinds of) EDPs and attachment will be interesting to investigate in future research, since the concept of attachment is multi-layered and very contextual (O'Reilly & Benson, 2009).

A third theory is that by being involved in EDPs, personal development, knowledge, skills and experience grow. Therefore, one's *confidence to make it abroad increases*, as opportunities, income and quality of life might be higher elsewhere. An optimistic feeling about the future is of great importance. Currently, "young people have very little hope about the future of the country, due to the current quality and structure of governance, agitations by different ethnic groups, corruption, etc." (r32). Here we see that globalisation comes into play. Through (social) media, youth get confronted with the opportunities elsewhere, hence they start to compare their own lives with that image. Besides, globalisation has created the cultural capital and technical means needed for migration and mobility has now become a big stratifying factor, which people will consider when reflecting on their lives (Castles, de Haas & Miller, 2013; Skeldon, 2009).

The fourth belief is that *EDPs have no direct effect on youth's economic perspective*, and therefore they do not link to emigration aspirations. According to them, poor income does directly affect the aspiration to migrate. But, the chance of fair income is mainly influenced by the strength and state of the ecosystem, and not by the EDPs. "Basic social amenities are not even in place to facilitate growth and ease of business coupled with corrupt systems, processes and procedures, hence people are looking out for an alternative environment that helps them in realizing their dreams and ideas, promotes growth and allows them to thrive" (r5). Evidently, the wider ecosystem affects the chances of having a good income and a good standard of living. Poor income can be a driver to emigrate (INCLUDE, 2015). The question is to what extent a high-quality EDP can surmount a deficient EE. This has not been researched much.

The results show that a majority expects a relationship between EDPs and changing migration to exist, but it seems fair to raise the question to what extent this is the case, provided that there is a causal relation. The findings show that future perspective and income are the main drivers. When EDPs of a certain quality really affect the rate of venture success, then EDPs can be seen as relevant organisations in changing migration. The relationship between Nigerian EDPs, and the opinion of EDP-involved youth regarding their personal migration desires both need to be investigated more deeply in the future.

How do entrepreneurial development programs relate to the bigger picture in Abuja? All stakeholders agree there are not enough EDPs in the city, but they also agree that “no matter how many promises of success are giving during an incubation program, businesses still have to operate within a non-enabling environment” (r20). This relates to theory of Isenberg (2010), who talks about the importance of the wider enabling environment extensively.

With regards to the image and relevance of EDPs, views diverge. “A lot of what is put together as entrepreneurship programmes by some individuals and groups and especially by the government agencies, do not fully address the yearnings of the people. Much of it is surface level skill acquisition aimed at appropriating media image laundering much of the time” (r6). This is an interesting new remark. Many EDPs are set up by governments, in which the political dimension can and should not be left out of the picture. According to Johan Veul (head private sector development at the Dutch Ministry of Foreign Affairs), the political dimension played a big role in establishing the Dutch LEAD program (J. Veul, personal communication, March 13, 2019). Veul states that Bert Koenders, the Dutch Minister of Foreign Affairs who started the LEAD program, needed to show strong leadership in the spring of 2015 when political pressure rose due to a peak of migrants that were coming to the Netherlands. Eventually at the beginning of the summer of 2015, the Ministry of Foreign Affairs introduced the LEAD program in record time. According to Korthagen and Klijn (2014), politicians increasingly use media to send a certain image to reach voters. Clearly, ‘image laundering’ does not benefit the quality of the programs, nor the youth involved.

We can conclude that EDPs are often funded to decrease migration. It would be useful for policymakers to step away from these too simplistic policy assumptions, as it only leads to undesired and unexpected outcomes (Geddes and Scholten, 2016), while the challenge of youth unemployment is an urgent matter that asks for a different approach. Youth’s perspective seems to be a leading driver. Youth’s attachment to Abuja can only increase if disappointment decreases and the ecosystem becomes more enabling. When income rises, emigration aspirations will certainly not increase. The cities’ efforts should be put in achieving such an environment. Here, the dimension of collaboration comes back into play which we will now discuss, when coming to our final and leading argument.

5.5 Entrepreneurship in Abuja

Earlier in this chapter we have discussed the five different perspectives, four specific elements of the collaboration dynamics, Nigerian culture and society related themes and the migration dimension. In this subchapter called Entrepreneurship in Abuja, we will connect the main components of this paper with each other.

General State of the Ecosystem and role of the government

Tackling unemployment and stimulating job creation are important challenges for Abuja. Ventures can only thrive when the environment is enabling. Most groups of stakeholders agree that currently the general state of the ecosystem is too weak. Respondent 14 said: “The Abuja ecosystem is almost non-existent. Nigeria is almost at the bottom of the grid regarding ease of doing business, starting a business is fraught with so many challenges and there are no incentives to starting your own business”. Only the autonomous stakeholders are, compared to the other groups, quite content with the state of the current EE.

According to all groups of stakeholders, the government should do more about this situation. However currently, the city’s policies are not always helpful. Actors say that the government needs to remove the unnecessary bottlenecks in incurring business processes, provide constant electricity, favourable taxation and simplify procurement processes. These findings about the state of the ecosystem and the role of government correspond with entrepreneurial ecosystem theory, which emphasizes that entrepreneurship needs to be enabled by the environment through harmonised policy, finance, culture, infrastructure and human capital (Isenberg, 2010; Stam, 2018; Spigel & Harrison, 2018). All these aspects were highlighted by the stakeholders.

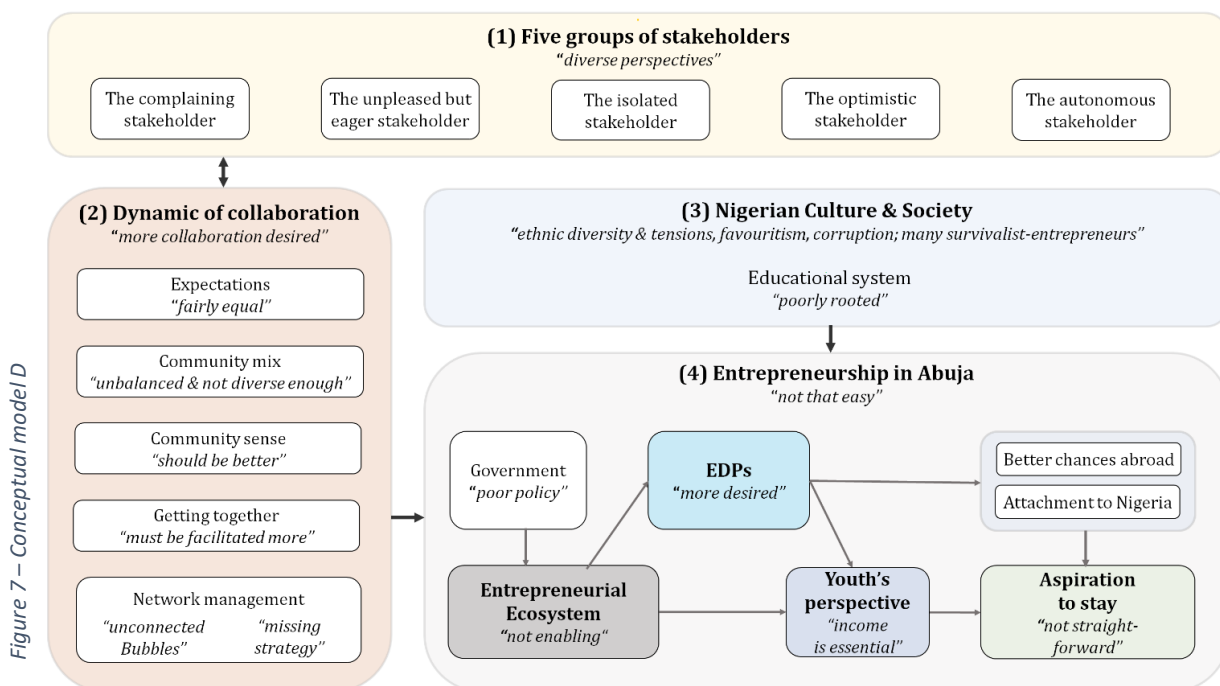
Policies are one thing, but when it is about the role of government concerning the dynamics of collaboration, opinions diverge. The autonomous stakeholders think differently concerning the role of government, they do not believe the government should be coordinating and managing. The others prefer a more facilitative role. Regarding the extent to which the government shows strong leadership, perspectives diverge. Some are very negative: “Government has a few ideas and programs, that seem more like tokenism than any real attempt at solving problems” (r14). Earlier, we have already talked about the role of media and ‘image laundering’. The small amount of policies that, according to stakeholders, are currently being implemented seems to point at a general denial of complexity (Scholten, 2019). Public Administration theory is already familiar with the fact that good policy is not automatically ‘one-size-fits-all’ policy. There are no quick fixes when dealing with complex actor networks. Here, contextuality is of big importance: what works in Lagos might not work in Abuja. It is of great importance that Abuja’s existing policies respond to the changing circumstances continuously (Geddes and Scholten, 2016). These conceptions are currently not enough implemented and understood.

The effect of policies on the state and strength of the ecosystem is a given for the city’s stakeholders, their influence and lobby is very limited. But the stakeholders do decide to what extent they share information and ideas with each other. How does collaboration and the strength of the ecosystem influence each other?

Dynamics of collaboration, migration, and the strength of the ecosystem

This research is based on the premise that a more harmonized dynamic of collaboration will contribute to the establishment of a stronger entrepreneurial ecosystem. The findings show that all groups of perspectives agree on this matter. This confirms the foundation of this research, as the relationship between dynamics of collaboration and the strength of an EE serve as the baseline of this paper. It is thus legitimized to approach the main question of this paper: “does the dynamics of collaboration undermine or contribute to the establishment of a strong entrepreneurial ecosystem”? To answer this question, figure 7 has been constructed. This final conceptual model is a visual attempt to capture the broad range of elements that play a role when interpreting this relationship.

To answer the main research question: currently, the dynamic of collaboration is *undermining the establishment of a stronger ecosystem* in Abuja. It is not the ‘fault’ of the stakeholders. Generally, they are open to collaborating more closely. But when we look at the different aspects in more detail, hindrances to strengthening the ecosystem are exposed. The findings of this research show that these barriers are not limited to collaboration-related flaws only. A number of external factors from the wider society and culture have been discovered. Ethnic diversity and tensions between groups easily arise in Abuja, indirectly hindering potential sharing of ideas and experience. In addition, favouritism and corruption are present, and the educational system is poorly rooted in the entrepreneurial environment. Besides, many entrepreneurs are driven by survivalist motivations, and government policy is generally seen as insufficiently supportive.



Unravelling the different perspectives with regards to collaboration in Abuja eventually produced findings of core value: how do the five elements of the dynamics of collaboration contribute to an enabling environment so that youth as well as everyone else can start job-producing businesses? First, the expectations preferred manner to share ideas and information seem fairly similar for all stakeholder groups. Alternatively, the community mix is surely undermining the EE because of its unbalanced situation. The community sense can be improved as well but is not entirely absent now. With regards to 'getting together', we can conclude that bridging must be facilitated more, as some groups struggle to meet others. Simultaneously, managing these interactions must be improved as well, but there is no wide support for allowing one party to do so, let alone the idea of the government taking up that task.

When we bundle these five elements of collaboration-dynamics, and examine the sum, we need to conclude that the arrangement is not harmonised and therefore *not contributing to the establishment of a stronger entrepreneurial ecosystem*.

How can we improve the situation? This brings us to the final argument of this paper, providing one lesson that deals with the two challenges of collaboration dynamics and governance of migration, demonstrating value to the field of public administration as well as the field of governance of migration: in order to get more grip on improving collaboration as well as managing emigration, it is necessary to implement an interlocking series of interventions. The researcher argues that, without a clear strategy, the collaboration-dynamics as well as emigration-desires in Abuja will not change. Singular actions seem to be insufficient. When the group of isolated stakeholders will be minimized but the community of stakeholders nonetheless consists of small and inexperienced entrepreneurs, new innovations are still impeded; when the detached bubbles-of-stakeholders are connected more, but new government-contracts in the public sector driven city of Abuja still get awarded to a small group of insiders, venture growth will be impeded nevertheless; when quality EDPs are introduced that support many talented youths, but interest rates are disproportionate, venture growth is curbed resulting in poor income, emigration will still prevail. All ingredients need to be present at the same time to cook the meal everyone is longing for. Accordingly, the researcher argues for an entrepreneurship strategy that incorporates a series of interventions, harmonizing the flawed collaboration dynamics and implementing business-friendly policies that will strengthen the ecosystem of Abuja. Additionally, investments in high-quality EDPs, situated in an enabling environment, will lead to more revenue, jobs and income – pivotal topics when one considers emigrating from Nigeria to find a better life elsewhere.

6.1 Conclusion

The capital city of Nigeria, Abuja, is rapidly changing due to its growing population. This development does not only create opportunities and benefits for its inhabitants. Today, youth unemployment is already high, but expectations are that it will be even higher in the future. For the government of Abuja, and Nigeria in general, this development is seen as problematic, because it is not contributing to a stable and growing economy. In addition, it also results in (undocumented) emigration, which is a problem that Western governments share likewise.

In order to tackle youth unemployment, a relative new development strategy is being implemented. Through entrepreneurial-development programs, youths are stimulated to create their own jobs, as these are not provided by the current economy. Studies have shown that startups benefit from a collaborative atmosphere, in which ideas, experiences, advice, knowledge and contacts are shared easily and candidly among all relevant stakeholders. Besides entrepreneurs, this group of relevant stakeholders also includes the presence and eagerness of investors, knowledge institutions, policymakers and corporates. Together, these stakeholders are situated in one entrepreneurial ecosystem, which is the wider social and economic environment that affects any entrepreneurial effort. This ecosystem needs to be enabling for new and established businesses to produce new jobs. In creating a strong and enabling ecosystem, many aspects play a role. This paper investigated the effect of the dynamics of collaboration', i.e. the stakeholder's community sense, community mix, mutual expectations, getting together, as well as their network management. Earlier research emphasized the importance of collaboration, but also showed that such an atmosphere is meagre in Abuja, hindering the productivity of the city's EDPs in specific and job-growth in general. The main research question of this research is therefore: *"How does the dynamic of collaboration in Abuja, Nigeria, undermine or contribute to the establishment of a strong entrepreneurial ecosystem?"* To arrive at this question, several subquestions were formulated, that will be addressed first before answering the main question.

Different perspectives

Collaboration is often seen as a tool of which one can never have enough. If everyone works together more, everything will improve automatically. But then, how do the stakeholders of Abuja see collaboration? The first subquestion goes into the potentially different perspectives ("families of views") that the stakeholders have with regards to this concept: *"What are the different perspectives on the dynamic of collaboration within the Entrepreneurial Ecosystem?"* This research yielded five different perspectives, of which the first group is framed as the "complaining stakeholders". They expect and desire big changes which, according to them, must be initiated by the government. The second group is named the "unpleased but eager stakeholders", whom have high hopes but are quite unpleased and disappointed. The third

group is framed as the “isolated stakeholders”, who are unconnected and feel left alone. Meanwhile, the fourth group is named the “optimistic stakeholders”, who are quite satisfied and optimistic about the ecosystem of Abuja. The last group is framed as the “autonomous stakeholders”, who prefer to act on their own, intensive collaboration with as many as possible would not be their preferred option.

In general, we can conclude these framings are not very positive, reflecting the general opinion about the current state of the ecosystem. Doing business in Abuja is not easy - some even say the ecosystem is ‘non-existent’. In a coming subchapter we will address this specifically.

In addition, the findings also show that stakeholders with similar occupations do not necessarily perceive collaboration alike. Each of the five groups of perspectives are completely mixed, holding different types of actors. These are interesting findings to the field of public administration. Policymakers shape policy, for example to stimulate youth entrepreneurship, with a target group in mind. But, how is this target group constructed? This research has shown that for policymakers it is crucial to have a good understanding about the target group’s perception of reality. This paper provides a new way to map actors: besides making use of the earlier identified occupation-axis (investors, policymakers, etc.), our anew discovered perspective-axis (isolated, optimistic, etc.) can be of value as well when shaping policy.

Five elements of the dynamics of collaboration

All groups have expressed unity with regards to the necessity of collaboration in general. But the exact way to do so, including the intensity and approach, differs per group. Each group emphasizes different elements of the dynamics of collaboration, of which a deeper understanding is provided by the second subquestion: *“How do the different elements of the dynamic of collaboration undermine or contribute to the establishment of a strong entrepreneurial ecosystem?”* The dynamic of collaboration can be interpreted as the sum of five elements.

With regards to the first element, *the different expectations of stakeholders*, we can conclude a number of things. Firstly, policy: all stakeholders expect the government to act and improve policies sooner rather than later. Currently, small-venture growth is hindered because the environment is not enabling enough. According to all stakeholders, the government has too few ideas and programs in place. Opinions of the participants diverge about how much government should be involved in coordinating and facilitating the process of sharing ideas, knowledge and experiences. Some desire more involvement, others do not trust the government.

A second remark with regards to stakeholder expectations, is the general willingness and desire to collaborate. Each group of stakeholders says they are open for collaboration with others. The extent to which genuine sharing of knowledge, ideas and contacts is happening, is too low according to all groups, except for the autonomous stakeholders. This group takes the most deviant view with regards to expectations of their fellow ecosystem-stakeholders. They are

not as open to collaborating as the others are, and they do not need others to be successful themselves. Compared to the other groups, they are even quite content with the state of the EE.

Hypothesis a speculated that *different stakeholders of the EE in Abuja have different expectations regarding their personal desire and devotion to collaborating, as well as the perceived conditions deemed necessary to do so. Therefore, the dynamic of collaboration is hampering.*

Looking at the full picture, expectations are not that divergent, but also not aligned thoroughly. Based on the results of this paper, we cannot undeniably argue that stakeholder expectations are either contributing or undermining the establishment of a strong EE.

The second element of the dynamics of collaboration addresses different perspectives regarding the *community mix*. The findings show that most groups see room for improvement. All groups of perspectives agree that the scale of ventures is unbalanced, there are hardly any creative innovators and too many small enterprises of which many are established by ‘survivalist’ impulses instead of being opportunity-driven. The stakeholders agree that an unbalanced community undermines the ease of doing business. Consequently, this underlines the value and suitability of the term ‘ecosystem’: smaller startups need contracts from bigger corporates and institutions; established ventures need innovative and flexible startups for creative solutions; nearby knowledge institutions are necessary to produce capable and skilled entrepreneurs. Currently, ventures in Abuja are not producing unique solutions but are said to be copying each other, confirming theory that describes the importance of balanced interdependency relationships among the stakeholders.

Hypotheses b speculated that *the community mix, i.e. the ratio between the different stakeholders, is unbalanced. In addition, actors that occupy additional roles, like mentoring and advising, are missing, as well as a solid presence of effective and well-integrated accelerators and incubators. Therefore, their dynamic of collaboration is obstructed.* Based on the earlier mentioned findings about missing mentors and EDPs, we can conclude that *hypothesis b* can be confirmed: the current community mix undermines the establishment of a strong EE.

The current mix of the stakeholders relates to the findings of the third element: *community sense*. According to some, the diverse cultures, traditions and languages of Abuja are a strength, but others say conflicts emerge sooner rather than later due to the diverse ethnicities and languages. There is a fine line between the benefits of a diverse group - exchanging experiences and ideas - and the handicap of being too different to comfortably approach each other. For some groups of perspectives the latter view dominates, causing the overall establishment of a stronger EE to be hindered. At the same time, most groups feel like they are ‘in this together’. This is a very interesting discovery; a certain common basis results in a common purpose while the actors do not – literally and figuratively – speak the same language. The reason for this

seems to lie in the fact that the overall state of the ecosystem is quite weak. It seems like their common 'enemy' unites them and establishes a common purpose and desire to improve the strength of their entrepreneurial environment.

Hypothesis c speculated that *the strong community sense is lacking; not all stakeholders are sufficiently engaged, trusting and committed, leading to hampering collaborations and a lack of aligned goals, interests and purpose.* We cannot say this is fully contradicted. The community sense is not extremely poor, but there is absolutely a desire to improve it. Today's sense of community in Abuja is neither contributing nor undermining the strength of the EE.

The fourth element is about *network management*. Based on the results, almost all groups agree that the process of collaboration and exchange of ideas and experience needs to be facilitated. The ecosystem is present, and structures are in place, but the collaboration and interactions between these structures are limited; the ecosystem is mainly a system of so described silos. The current networks, events and hubs need to be managed better, in order to benefit from the potential knowledge spillovers. It is striking to see how many stakeholders highlight this problem. One of the biggest challenges in Abuja therefore seems to be the quest to facilitate interaction processes appropriately and effectively. The government lacks the trust of the actors to execute this credibly, most groups have a rather low opinion of their leadership capabilities. In general, one leading party acting as conductor and managing interactions, like theory suggests, will probably not be the preferred arrangement, only the complaining stakeholders have shown favour towards this idea. In order to improve grip on the management of the network, widely supported, trusted and skilled 'conductors' seems to be a more promising arrangement. It could be valuable to investigate the possibility of letting key-figures of the ecosystem sit together and join forces in order to connect the isolated ecosystem bubbles.

Hypothesis d speculated that *there is no dedicated party ('conductor') that takes the lead and initiates and/or facilitates the interaction processes, therefore impeding the dynamic of collaboration.* There is indeed no dedicated party that facilitates interaction processes, but the desire for one conducting actor is not expressed broadly. Meanwhile, all do agree that collaboration needs to be facilitated more. Steering interactions thus seems to be useful, but not through one party. We can conclude that the hypothesis is rejected. However, the current network management is undeniably undermining the establishment of a strong EE in Abuja.

The fifth and final element concerns the extent to which stakeholders are able to *get together*. Most groups are looking for ways to increase this. Currently, the isolated and the displeased but eager stakeholders both are significantly hindered because of lacking pathways to broaden their network and to collaborate. As concluded earlier, events and structures are already in place, the biggest challenge seems to be to connect what is already there.

Therefore, when communicated, connected and promoted better, the existing dynamic of getting together can contribute to the establishment of a strong EE.

Hypothesis e states that: events and appropriate places for the community to connect and engage in-person are lacking. Since this is vital for knowledge spillovers to occur, I expect the dynamic of collaborations to be hindered. We cannot confirm this hypothesis.

Migration

We can conclude that collaboration is deemed essential to strengthening the ecosystem. In addition to the influence of stronger collaboration, the relationship between EDPs and migration is relevant in the context of Abuja as well, since the city and its inhabitants will only foster and advance when talented youth invest in the area instead of leaving for opportunities abroad. This relationship is investigated through the prism of subquestion 3: *“What is the relation between entrepreneurship-development programs and the emigration aspirations of Nigerian youth, according to the stakeholders involved?”* According to many western governments, funding EDPs by means of contemporary development-support will lead to decreased migration desires. Scholars argue for an opposite effect, on which this paper’s hypothesis was based. They suggest that *“the stakeholders foresee a rise of emigration aspirations when young Nigerians get involved in entrepreneurship-development programs, rather than a decline, because economic- and human development increases people’s capabilities, resulting in elevated confidence of a successful outcome”*. When observing the context through the eyes of our participants, we can conclude that the expectations of Western governments as well as earlier literature both hold aspects of validity for Abuja: EDPs seem to positively influence *youth’s attachment to Nigeria* which results in a desire to stay, but EDPs can also result in youth emigrating for EDPs boost their *confidence of being able to make it abroad*.

In addition to declining migration aspirations, some actors take a completely different stance. They say EDPs do not influence migration aspirations at all, because the entrepreneurial environment of Abuja is in such bad shape that *EDPs are not able to produce any meaningful results*. According to this group, youth will certainly migrate when the condition of the current EE continues to stay the same.

Besides differing views, there is also conformity. Everyone agrees there should be more EDPs in Abuja, for demand is higher than supply. But their quality and intention need to increase in some cases, as some stakeholders note that certain government-funded EDPs seem to be focused at improving government reputation. This development harms the establishment of the Abuja ecosystem in multiple ways: youths involved in these tenuous EDPs might get disappointed, resulting in poor ventures which will fuel migration desires. In addition, the public opinion about EDPs in general gets affected which hinders the potential of this promising development strategy.

To come back to the question raised by subquestion 3, we can conclude that the relationship between EDPs and youth's aspiration to stay is not clear-cut. Economic- and human development of youths will not automatically lead to more or less desire to migrate. The hypothesis described a surefooted desire to emigrate, but we cannot confirm this based on our findings. Meanwhile, we can conclude that healthy businesses are a key component in the broader context of this topic. Our participants expect that jobs will create perspective that eventually influence emigration desires. But this will only happen if the ecosystem enables businesses and supports EDPs. This is however not yet the case.

Establishing a strong ecosystem

The above-mentioned last finding connects the main components of this research (collaboration – ecosystem strength – migration) and thus allows us to answer the main question: *“How does the dynamic of collaboration in Abuja, Nigeria, undermine or contribute to the establishment of a strong entrepreneurial ecosystem?”*

The current modus operandi is not contributing to the establishment of a *stronger* ecosystem. The potential of Abuja will not be achieved when the situation will continue to be like it is today. Currently, the five groups of stakeholders can be framed as complaining, displeased but eager, isolated, optimistic and autonomous. But, this does not tantamount to the willingness, eagerness and desire to work together. We can conclude that harmonisation of collaboration dynamics in Abuja will lead to a stronger ecosystem, which in turn will – directly or indirectly – lead to more fruitful youth-led startups. Eventually, be it through increased attachment or income, this will result in decreased migration aspirations for a part of the Nigerian youth population. One specific entrepreneurship-development program will for some youths lead to an increased desire to leave, and for others to a decreased desire to emigrate.

This paper has revealed the necessity to create one city-wide entrepreneurship strategy to improve the dynamics of collaboration and increase the grip on migration governance. Separate actions are ineffective since the ‘ecosystem – collaboration’ system as well as the ‘EDP-emigration’ system both consist of many interdependent elements. Improving one aspect without addressing the others will not sort significant effects. Alternatively, implementing interlocking series of interventions – i.e. simultaneously cultivating all five collaboration dynamics elements as well as implementing supporting policy and investing in high quality EDPs – can lead to a genuinely strengthened entrepreneurial ecosystem. This appetizing cake can only be baked if all of the required ingredients are gathered and used. Eventually this will benefit the unemployed youths of Abuja, as well as everyone else, in- and outside of Nigeria's borders.

6.2 Policy recommendations

The stakeholders of the ecosystem in Abuja have a certain responsibility. But parties with authority and power need to play their part as well. This final subchapter contains several policy recommendations to diversify and revitalize the community, galvanize collaborations, enable the entrepreneurial environment and increase the quality of EDPs.

The ecosystem community

A thriving ecosystem depends on a diverse community (Stam and Spigel, 2016). Abuja's ecosystem community is not well-balanced now. There are too many early-stage ventures, of which many do not make it. In addition, most startups are public sector focussed, since many government institutions are based in Abuja. The government needs to put incentives in place to stimulate the establishment of a more diverse group of entrepreneurs. The public sector of Abuja is now a weakness in this regard but can become a useful tool in encouraging a more diverse community of entrepreneurs, for example by specifying certain requirements as to which types of organisations and businesses can apply for tenders. Setting a cap on the minimum amount of small-scale ventures can be a start.

An enabling environment

Currently, many ventures are established by entrepreneurs who are driven by needs of survival rather than opportunity. A lack of capital is the key factor here. Providing loans more generously has been a proved solution elsewhere (Lerner, 2009). In addition, subsidies and tax benefits are self-evident to create a more enabling environment. "The trend shows that most of the tech startups making remarkable progress have had to change their registration status and headquarters to American based companies to gain much-needed trust" (r20).

Stakeholders complain that the government might be unable to deliver what is needed. "They do not understand the ecosystem, let alone have ideas for how to solve it" (r14). It might be useful to appoint stakeholders from all five categories (entrepreneurs, investors, etc.) and perspectives (optimistic, isolated, etc.) into one think tank, who advise policymakers regularly.

Collaboration

The dynamics of the Nigerian ecosystem encompasses a lot of cultural diversity, due to the multi-diverse culture, traditions and languages of Abuja. Unfortunately, this has also proved to be an underlying barrier to trade, social integration and development. It requires people management and a good understanding of the culture and traditions. When segregated groups of people start to get to know each other, trust builds, and barriers are lowered. Policy incentives can be put in place, for example by placing conditions about team compositions when outsourcing projects. Contracting diverse teams might stimulate linkages between different

ethnicities. In addition to galvanizing collaborations, when formulating new government-initiated projects it might be helpful to describe prerequisites with regards to the minimum number of ventures involved. Insisting on multi-actor collaborations can have impactful results (Walter & Scholz, 2007).

Silos

There is a need to connect the ecosystem in a way that enhances greater cooperation and sharing of ideas, knowledge, information and experience. The bubbles of Abuja need to be addressed and punctured. Further research is needed, but in the meantime, action is required. The government could provide high-quality public spaces, scattered across the city where inspiring workshops and talks are given – free of charge. These open spaces could be mutually connected through an online platform. This way, first steps to facilitate collaborations are made.

Entrepreneurship-development programs

Stakeholders note that some EDPs do not fully address the yearnings of startup entrepreneurs. While EDPs seem to be a promising tool for development, there are still many varieties among EDPs. It is important to critically assess the quality of the existing ones in the city and adjust this if possible. Increasing knowledge about how and why certain EDPs are successful, and others not, will certainly be useful as there will be many more of them in the future.

Education

Today, 'the educational system is poorly rooted in the ecosystem of Abuja'. According to theory, this is an essential element in every ecosystem. A strong EE needs to have an influx of competent human capital (Stam & Spigel, 2016). The government needs to put efforts in stimulating the reinforcement of this relationship. One could think of tax benefits for ventures that engage closely with universities, for example through generously providing internships for students or giving lunch lectures at campuses.

One city-wide entrepreneurship-strategy

As mentioned earlier, the government should consider creating one city-wide entrepreneurship strategy that entails an interlocking series of interventions. Singular actions seem to be insufficient because of the interdependency relationships between the different elements (better network management is a good idea but will only be effective when the community mix changes as well, etc.). A strategy is desired which incorporates a series of interventions and harmonizes the collaboration dynamics and shapes policies that will genuinely support new ventures that will strengthen the ecosystem of Abuja. Investing in high-quality EDPs that are placed in a truly enabling environment will then benefit the youths and their ventures, leading to more revenue and jobs.

6.3 Future research

The findings of this research indicate the need for more in-depth future research. Five different directions have been identified. The first two are focussed on the collaboration-related part of this paper, the last three are focussed on gaining more insight into the migration-related dimension.

Dynamic of collaboration related questions

There is indeed no dedicated party that facilitates interaction processes in Abuja. But, the desire for such a party is also not there. Meanwhile, all stakeholders agree that the process of collaboration needs to be facilitated. Therefore, we can conclude that further research is needed on how to do this in a way that benefits all types of stakeholders: This includes the earlier identified occupation-axis (investors, policymakers, etc.; Isenberg, 2010) as well as the perspective-axis (isolated, optimistic, etc.) that this paper provided.

Good policy is not automatically 'one-size-fits-all' policy. Contextuality is of big importance. Five groups of stakeholders have been identified, of which all desire new policies that improve the enablement of entrepreneurship. Future research could focus on policies that have been executed elsewhere and learn from that when posing recommendations for Abuja.

EDP-Migration related questions

The earlier proposed 'migration hump', suggesting that emigration aspirations prevail until a certain level of income is acquired, deserves more research in the context of Abuja. It will be interesting to gain a deeper insight into how the level of income is driving migration desires of EDP-involved youth, situated in a rapidly developing country like Nigeria.

In addition, it is evident that the wider ecosystem affects the chance of having a good income and a good standard of living. An interesting question could be to research to what extent a high-quality EDP can surmount a mediocre enabling entrepreneurial ecosystem.

Lastly, some youths will experience higher attachment to their country by founding companies that get supported through EDPs. Their desire to leave will decrease. For others, EDPs will lead to the opposite effect of increased desire to emigrate, as their confidence of making it abroad raises. It will be interesting to research how to influence these desires. Do some EDPs have a higher share of 'leavers' than other EDPs? What influences feelings of attachment as opposed to ambition to leave? The relationship between (different kinds of) EDPs and attachment will be interesting to investigate in future researches.

References

- African Development Bank. (2015). *Jobs for Youth in Africa - Strategy for Creating 25 Million Jobs and Equipping 50 Million Youth (2016-2025)*. Retrieved from <https://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/Bank Group Strategy for Jobs for Youth in Africa 2016-2025 Rev 2.pdf>
- Agranoff, R. and McGuire, M. 2001. *Big Questions in Public Network Management Research*, Journal of Public Administration Research and Theory, 11, 3, 295–326.
- Akhtar-Danesh, Noori. (2017). *A comparison between major factor extraction and factor rotation techniques in Q-methodology*. Open Journal of Applied Sciences, 7, 147-156.
doi:10.4236/ojapps.2017.74013
- ANDE West Africa. (2018). *Abuja Entrepreneurial Ecosystem Snapshot*. Retrieved from [https://cdn.ymaws.com/www.andeglobal.org/resource/resmgr/west_africa/Abuja Entrepreneurial Ecosys.pdf](https://cdn.ymaws.com/www.andeglobal.org/resource/resmgr/west_africa/Abuja_Entrepreneurial_Ecosys.pdf)
- ANDE, & Oxfam. (2018). *Accelerating youth-led enterprises*. Retrieved from <https://www.galidata.org/assets/report/pdf/Accelerating%20Youth-Led%20Enterprises%20in%20Nigeria.pdf>
- Bache, I., & Flinders, M. (2004). *Multi-level governance and the study of the British state*. Public policy and administration, 19(1), 31-51.
- Bates, R. H. (2000). *Ethnicity and development in Africa: A reappraisal*. American Economic Review, 90(2), 131-134.
- Bathelt, H., Malmberg, A., & Maskell, P. (2004). *Clusters and knowledge: local buzz, global pipelines and the process of knowledge creation*. Progress in human geography, 28(1), 31-56.
- Betcherman, G., & Khan, T. (2015). *Youth employment in sub-Saharan Africa: Taking stock of the evidence and knowledge gaps*. The MasterCard Foundation and International Development Research Centre, 35.
- BMZ. (2016). *MakeIT – The BMZ's Tech Entrepreneurship Initiative*. Retrieved from https://www.bmz.de/de/zentrales_downloadarchiv/Service/Flyer_CeBIT_MakeIT_EN.pdf
- Brixiová, Z., Ncube, M., & Bicaba, Z. (2015). *Skills and Youth Entrepreneurship in Africa: Analysis with Evidence from Swaziland*. World Development, 67, 11–26.
<https://doi.org/10.1016/j.worlddev.2014.09.027>
- Brown, S. R. (2008). *The History and Principles of Q Methodology in Psychology and the Social Sciences*, 10-13. Retrieved from <https://www.scribd.com/document/92246042/History-and-Principles-of-Q>

- Brown, S.R. (1997) *The History and Principles of Q Methodology in Psychology and the Social Sciences*. Kent, OH: Department of Political Science, Kent State University.
- Bryman, A., Becker, S., & Ferguson, H. (Eds.). (2012). *Understanding research for social policy and social work: themes, methods and approaches*. Policy Press.
- Burkhalter, D. (2017, May 19). "Five Swiss proposals to promote entrepreneurship and opportunities for youth in the Middle East and North Africa" [Press release]. Retrieved June 26, 2019, from <https://www.admin.ch/gov/en/start/documentation/media-releases.msg-id-66798.html>
- Castles, S., De Haas, H., & Miller, M. J. (2013). *The age of migration: International population movements in the modern world*. Macmillan International Higher Education.
- Cross, R.M. (2005) *Exploring attitudes: the case for Q methodology*. Health Education Research 20: 206–213.
- De Haas, H. (2007). *Turning the tide? Why development will not stop migration*. Development and change, 38(5), 819-841.
- De Sardan, J. O. (1999). *A moral economy of corruption in Africa?* The Journal of Modern African Studies, 37(1), 25-52.
- Deeb, G. (2019, April 4). *How To Build A Startup Ecosystem* [Blogpost]. Retrieved, May 25 2019, from <https://www.forbes.com/sites/georgedeeb/2019/04/04/how-to-build-a-startup-ecosystem/#29f89f076130>
- DRIFT, & Kennisland. (2016). *Stadmakers in Nederland*. Retrieved from https://www.kl.nl/wp-content/uploads/2016/09/Stadmakers_in_Nederland.pdf
- Dubini, P. (1989) *The influence of motivations and environment on business start-ups*. Journal of Business Venturing 4: 11-26.
- Dutch Ministry of Foreign Affairs. (2015). *Beleidsregel subsidie kader LEAD (MINBUZA 2015.372790)*. Retrieved from: <http://www.rijksoverheid.nl/binaries/rijksoverheid/documenten/besluiten/2015/07/31/beleidsregels-subsidieregeling-lead/beleidsregels-subsidieregeling-lead.pdf>
- Edoho, F. M. (2015). Entrepreneurship paradigm and economic renaissance in Africa. *African Journal of Economic and Management Studies*, 6(1), 2–16. <https://doi.org/10.1108/AJEMS-11-2014-0086>
- Emerson, K., Nabatchi, T., & Balogh, S. (2012). *An integrative framework for collaborative governance*. Journal of public administration research and theory, 22(1), 1-29.
- Feld, B. (2012). *Startup communities: Building an entrepreneurial ecosystem in your city*. John Wiley & Sons.

Florida, R. (2014). *Startup City: The Urban Shift in Venture Capital and High Technology*. Toronto: Martin Prosperity Institute.

Gage, R.W. and M.P. Mandell (eds). 1990. *Strategies for Managing Intergovernmental Policies and Networks*. New York: Praeger.

Geddes, A., & Scholten, P. (2016). *The politics of migration and immigration in Europe*. Sage.

Guetzkow, H. (1957). *Isolation and collaboration: A partial theory of inter-nation relations*. *Conflict Resolution*, 1(1), 48-68.

Hanf, K., & Scharpf, F. W. (1978). *Interorganizational policy making: limits to coordination and central control* (Vol. 1). Sage Publications (CA).

Hogeschool Rotterdam. (2016). *Meerwaarde in Merwe-Vierhavens* (Thesis).

Idam, L. E. (2014). *Entrepreneurship development in Nigeria: A review*. *IOSR Journal of Business and Management*, 16(1), 01-07.

Igwe, C. N., Adebayo, M. S., Olakanmi, O. A., Ogbonna, I. G., & Aina, O. S. (2013). *Promoting Wealth and Job Creation in Nigeria–Review of the Role of Entrepreneurship*. *Journal of Sustainable Development Studies*, 3(1).

IMF (2013). *World economic outlook report*. Retrieved from: <https://www-imf-org.eur.idm.oclc.org/external/pubs/ft/weo/2013/02/weodata/index.aspx>

INCLUDE. (2015). *Working conference report. Presented at the INCLUDE Conference 2015, Leiden, the Netherlands*. Retrieved from <https://includeplatform.net/wp-content/uploads/2015/11/INCLUDE-Working-Conference-Report-October-2015.pdf>

Isenberg, D. (2010), “*The big idea: how to start an entrepreneurial revolution*”, *Harvard Business Review*, Vol. 88 No. 6, pp. 40-50.

Kandpal, P. (2015). *What are the drivers and barriers to innovate in networks?* Retrieved from <http://resolver.tudelft.nl/uuid:209d80c3-be78-45aa-9ee7-303e8e0d43d4>

Katz, B., & Wagner, J. (2014). *The Rise of Innovation Districts: A New Geography of Innovation in America*. Brookings: Metropolitan Policy Program at Brookings.

Kew, J. (2015). *Africa’s young entrepreneurs - Unlocking the potential for a brighter future*. Retrieved from <https://www.idrc.ca/sites/default/files/sp/Documents%20EN/Africas-Young-Entrepreneurs-Unlocking-the-Potential-for-a-Brighter-Future.pdf>

Kickert, W.J.M., E.H. Klijn and J.F.M. Koppenjan (eds). 1997. *Managing Complex Networks: Strategies for the Public Sector*. London: Sage.

Klijn, E. H., Steijn, B., & Edelenbos, J. (2010). *The impact of network management on outcomes in governance networks*. *Public Administration*, 88(4), 1063-1082.

Kooiman, J. (Ed.). (1993). *Modern governance: new government-society interactions*. Sage.

Korthagen, I., & KLIJN, E. H. (2014). *The mediatization of network governance: The impact of commercialized news and mediatized politics on trust and perceived network performance*. *Public Administration*, 92(4), 1054-1074.

Landau, L., & Freemantle, I. (2019, January 29). *Africa at the gates: Europe's lose-lose migration management plan*. Retrieved April 4, 2019, from: <https://ammodi.com/2019/01/28/Africa-at-the-gates-europes-lose-lose-migration-management-plan/>

Laumann, E. O., & Knoke, D. (1987). *The organizational state: Social choice in national policy domains*. Univ of Wisconsin Press.

Lawrence, A. (2016). *Economic Growth & Poverty in Nigeria*. Retrieved from: <https://pdfs.semanticscholar.org/0cfc/6258a43798d3a949611842291ae6ccc45f01.pdf>

Lerner, J. (2009). *Boulevard of broken dreams: why public efforts to boost entrepreneurship and venture capital have failed--and what to do about it*. Princeton University Press.

Ligtvoet, A., et al. (2015). *De komende 50 jaar gas in Nederland – Perspectieven en robuuste strategieën*. Retrieved from: <https://repository.tudelft.nl/islandora/object/uuid:5306bfc6-895c-45e4-8b1b-091ca1fa7c91/datastream/OBJ/download>

Mason, C. M., & Brown, R. (2014). *Entrepreneurial ecosystems and growth oriented entrepreneurship*. The Hague, Netherlands: OECD LEED Program.

McNair, B. (2017). *An introduction to political communication*. Routledge. <https://doi-org.eur.idm.oclc.org/10.4324/9781315750293>

OC&C. (2018). *Tech entrepreneurship ecosystem in Nigeria 2018*. Retrieved from: <https://www.ocstrategy.com/media/1307/tech-eship-in-nigeria.pdf>

OECD. (2014). *Fragile States 2014 Domestic Revenue Mobilisation in Fragile States*. Retrieved from: <https://www.oecd.org/dac/conflict-fragility-resilience/docs/FSR-2014.pdf>

O'Reilly, K., & Benson, M. (Eds.). (2009). *Lifestyle migration: Expectations, aspirations and experiences*. Ashgate.

Oxfam. (2018). *Stories of change Report (Work in Progress, Somalia)*. Retrieved from <https://www.oxfam.org/en/countries/somalia>

Pennings, J. M. (1982) *The urban quality of life and entrepreneurship*. *Academy of Management Journal* 25(1): 63-79.

- Phillips, D. (2008). *Social inclusion, social exclusion and social cohesion: tensions in a post-industrial world*. The Hong Kong Journal of Social Work, 42(01).
- Porter, G., Blaufuss, K., & Acheampong, F. O. (2007). *Youth, mobility and rural livelihoods in sub-Saharan Africa: Perspectives from Ghana and Nigeria: Poverty, development and livelihoods*. Africa insight, 37(3), 420-431.
- Proparco. (n.d.). *Choose Africa - Our emblematic projects*. Retrieved, June 26, 2019, from <https://choose-africa.com/en/map-of-our-projects/>
- Risenetworks (2013). *Youth unemployment in Nigeria: Shocking statistics, facts and why the future may not be so bright after all*. Retrieved from <http://risenetworks.org/2013/05/16/>
- Sayer, A. (1992). *Method in social science: A realist approach*. Abingdon, U.K.: Routledge.
- Schmolck, P. (2014). *PQMethod Manual*. Retrieved from: <http://schmolck.userweb.mwn.de/qmethod/pqmanual.htm#qcent>
- Schmolck, P. (2017). *PQMethod Software*. Retrieved from: <http://schmolck.org/qmethod/#PQMethod>
- Scholten, P. (2019). *Mainstreaming versus alienation: conceptualising the role of complexity in migration and diversity policymaking*. Journal of Ethnic and Migration Studies, 1-19.
- Skeldon, R. (2009). *Migration and development: contested consequences*. In: Kremer, Monique, van Lieshout, Peter and Went, Robert (eds.) *Doing good or doing better: development policies in a globalising world*. WRR Verkenningen (21). Amsterdam University Press, p. 321-340
- Sørensen, E., & Torfing, J. (2009). *Making governance networks effective and democratic through metagovernance*. Public administration, 87(2), 234-258.
- Spigel, B., & Harrison, R. (2018). *Toward a process theory of entrepreneurial ecosystems*. Strategic Entrepreneurship Journal, 12(1), 151-168.
- Stam, E. (2018). *Measuring entrepreneurial ecosystems*. In *Entrepreneurial ecosystems* (pp. 173-197). Springer, Cham.
- Stam, E., & Spigel, B. (2016). *Entrepreneurial ecosystems and regional policy*. Sage handbook for entrepreneurship and small business. London: SAGE
- Steigertahl, L., Mauer, R., ESCP Europe Jean-Baptiste Say, & Institute for Entrepreneurship. (2018). *EU Startup Monitor 2018*. Retrieved from <http://startupmonitor.eu/EU-Startup-Monitor-2018-Report-WEB.pdf>
- UNHCR. (2018). *Mid-year trends 2018*. Retrieved from <https://www.unhcr.org/statistics/unhcrstats/5c52ea084/mid-year-trends-2018.html>

- University of Windsor (n.d.). Wired Solutions Services. Retrieved May 20, 2019, from <http://www.wiredsolutions.ca/services>
- Van de Ven, A. (1993) *The Development of an Infrastructure for Entrepreneurship*. Journal of Business Venturing, 8: 211-230.
- Van Tulder, R., & Fortanier, F. (2009). *Business and sustainable development: from passive involvement to active partnerships*. Doing Good or Doing Better, 211.
- VC4A. (2018). *Startup ecosystem analysis Nigeria 2018*. Retrieved from <https://vc4a.com/venture-finance-in-africa/2018-research/nigeria>
- Veer, M. van der. (2017). *Innovation District Development in Dutch Practice* (thesis). Retrieved from <https://repository.tudelft.nl/islandora/object/uuid%3Ad86deaf8-0dc9-4143-8b0a-d1e63fec4c8e>
- Walter, A. I., & Scholz, R. W. (2007). *Critical success conditions of collaborative methods: a comparative evaluation of transport planning projects*. Transportation, 34(2), 195-212.
- Watts, S., & Stenner, P. (2012). *Doing Q research: Theory, method & interpretation*. Sage.
- Wiborg, A. (2004). Place, nature and migration: *Students' attachment to their rural home places*. Sociologia Ruralis, 44(4), 416-432.
- Yeboah, T., Sumberg, J., Flynn, J., & Anyidoho, N. A. (2017). *Perspectives on Desirable Work: Findings from a Q Study with Students and Parents in Rural Ghana*. The European Journal of Development Research, 29(2), 423-440.

Appendices

Overview of Appendices

Appendix A: Concourse..... p. 80

Appendix B: Selection of participants..... p. 82

Appendix C: Data analysis..... p. 83

C.1 Overview of Z-scores per statement

C.2 Bipolar perspectives

Appendix A: Concourse

The concourse is the total of all different possible views to a certain subject available in the literature, opinion pieces, interviews and presentations (Ligtvoet, 2015). Below a complete overview of all the 115 statements that have been collected (table 13 and 14). These views are expressed in literature, media and policy documents as well as background interviews and conversations with stakeholders.

Table 15 – Overview of concourse: statements 1-60

Statement	Source
1 A strong angel investors network lacks	ANDE West Africa, 2018
2 We need more mentors, coaches and advisors for startup entrepreneurs"	VC4A, 2018
3 A lack of coordination undermines the process of innovation	van der Veer, 2017
4 Abuja breeds innovation	Kandpal, 2015
5 Abuja has a balanced ratio, a good mix of stakeholders	Oxfam, 2018
6 Abuja is a place where encounters lead to unexpected cross-fertilization and surprising innovations	DRIFT and Kennisland, 2016
7 Abuja lacks technology-based entrepreneurship	Edoho, 2015a
8 All Actors in the ecosystem should focus on increasing opportunities for small and growing businesses	ANDE West Africa, 2018
9 All of us in Abuja form one big network of interdependent actors	Stam & Spiegel, 2016
10 All stakeholders must make concerted and coordinated efforts and success will depend on everyone taking ownership	Edoho, 2015a
11 Collaboration does not happen automatically, it needs to be facilitated	Mason and Brown, 2014
12 Collabs with Startups are hyped, they are not the solution to Nigeria's bright future, as the often remain micro and don't produce enough jobs	Edoho, 2015a
13 Corporates are not active and don't take startups seriously beyond small once off sponsorships.	VC4A, 2018
14 Creating an even bigger collaborative culture must be a top priority in Abuja	Kandpal, 2015
15 Doing Business in Abuja is easy, a 'stronger' ecosystem is not necessary	Kandpal, 2015
16 Due to the internet and it's network possibilities, the local dimension – your geographical location, is not that important anymore	van der Veer, 2017
17 Educating young entrepreneurs is a mutual responsibility of everyone involved in the network	ANDE West Africa, 2017
18 Entrepreneurial aspirations and appetite in Abuja is sometimes over-exerted	Kandpal, 2015
19 Entrepreneurship needs to be further integrated into the curriculum	VC4A, 2018
20 Events are important for the community to connect and engage	Stam, 2018
21 For collaboration to happen, a coordinated platform and (etc.) is not necessary	Kandpal, 2015
22 For the network to become more strong, we need one party that has authority and radiates experienced and a neutral attitude	van der Veer, 2017
23 Government is not actively involved in the startup ecosystem	VC4A, 2018
24 I am only open to collaboration with others if it helps me to achieve my own goals	Kandpal, 2015
25 I am open to borrowing and combining ideas via a collaborative approach	van der Veer, 2017
26 I am part of an entrepreneurial community with a shared purpose	VC4A, 2018
27 I am satisfied with the ecosystem of Abuja	Kandpal, 2015
28 I feel like I am part of the ecosystem community	DRIFT and Kennisland, 2016
29 I need more opportunities to network	Oxfam, 2018
30 I prefer collaboration with longer-established organizations	DRIFT and Kennisland, 2016
31 I receive and give help, advice and backing to other organisations/ventures	Kandpal, 2015
32 I want to contribute/collaborate more, but I simply experience a huge lack of time	Kandpal, 2015
33 In Abuja, almost automatically, innovations emerge	DRIFT and Kennisland, 2016
34 Interaction in Abuja needs to be facilitated more by one dedicated 'conductor' / leader	Kandpal, 2015
35 It is useful to create a shared electronic platform to encourage the exchange of information and ideas	Kandpal, 2015
36 Knowledge spillovers would happen much more when we would see each other more face-to-face	DRIFT and Kennisland, 2016
37 Many entrepreneurs are hesitant to share details of their business idea with prospective investors because they are afraid that their idea might be stolen.	ANDE and Oxfam, 2018
38 Many investors in Abuja are simply too conservative for the startup ecosystem to grow and mature	Deeb, 2019
39 Many SMEs struggle to access finance	Oxfam, 2018
40 Many stakeholders must benefit in order for an entrepreneurship ecosystem to be self-sustaining.	Stam, 2018
41 Many young entrepreneurs are in business because of necessity and survivalist intentions	Edoho, 2015b
42 More and better entrepreneurial education will change the ecosystem of Abuja immensely	Steigertahl et al., 2018
43 More competition, instead of everyone working together and helping each other all day, would actually contribute more to economic growth	Kandpal, 2015
44 Most of us don't know what others are up too; we lack good places to interact, meet, etc	Deeb, 2019
45 Mutual frustration, conflict and distrust are common in Abuja	Stam & Spiegel, 2016
46 New ventures can only be successful is they work together with other parties	Kandpal, 2015
47 One of the characteristics of the ecosystem is a lack of professionalism and experience among stakeholders	Steigertahl et al., 2018
48 Our community is present, but not committed	Kandpal, 2015
49 Our culture is one of encouraging collaboration	Spiegel and Harrison, 2018
50 Our ecosystem experiences a lack of communication: events are organised, but many do not know about it	Kandpal, 2015
51 People want to learn from each other	VC4A, 2018
52 Policymakers should support the interaction of entrepreneurs across regions and tribes to facilitate the scaling up of enterprises	Deeb, 2019
53 Realising my own ambition is my key drive when sharing information	DRIFT and Kennisland, 2016
54 Sharing of knowledge, ideas and information is embedded in the DNA of Abuja	ANDE West Africa, 2017
55 Startups and large companies bring each other immense opportunities through collaborations	Steigertahl et al., 2018
56 Startups are not seen as potential partners by big companies	Steigertahl et al., 2018
57 The ambitions, networks and professionalism of the stakeholders are often very divergent	DRIFT and Kennisland, 2016
58 The benefits of Collaboration are exaggerated	van der Veer, 2017
59 The big companies in Abuja contribute exceptionally to the ecosystem of Abuja	Deeb, 2019
60 The city's economy represents a place where interactions between different types of knowledge and competencies are happening on a large scale based on interactive processes between different actors	van der Veer, 2017

Table 16 – Overview of concourse: statements 61-115

61	The collaboration and participation of all stakeholders is crucial for the success of this city	Oxfam et al., 2017
62	The density of valuable stakeholders here is good	Deeb, 2019
63	The ecosystem has leaders, consisting of a strong group of entrepreneurs who are visible, accessible and committed to the region	Stam, 2018
64	The ecosystem is a nice orchestra, with many instruments available, but we lack a conductor	P. Bamkole, personal communication, May 2, 2019)
65	The ecosystem is closely connected to the educational system of Abuja	DRIFT and Kennisland, 2016
66	The entrepreneurs (or other actors) struggle to trust each other (and prevent them from sharing experiences and helping each other out	Hogeschool Rotterdam, 2016
67	The government does not understand the entrepreneurial ecosystem.	Edoho, 2015a
68	The government should have the role of intermediaries who oversee the interests of all players involved	DRIFT and Kennisland, 2016
69	The government shows strong leadership to strengthen the ecosystem	Kandpal, 2015
70	The hubs and hotspots of Abuja are well connected and truly form one ecosystem	Mason and Brown, 2014
71	The more you share, the most you get in return	Kandpal, 2015
72	The network is not dense enough: all types of stakeholders are present, but some are too few (in absolute numbers)	Stam, 2018
73	The number of companies and organisations of different growth-phases is in balance	DRIFT and Kennisland, 2016
74	The people of Abuja generally cannot catch up with all the buzz and fuzz regarding 'entrepreneurship'; lacking communication	DRIFT and Kennisland, 2016
75	The stakeholders in this city often all exchange experiences, test strategies against each other and share expertise.	DRIFT and Kennisland, 2016
76	The state needs to adopt a facilitative role rather than directly coordinating entrepreneurial networks and support activities.	Spigel and Harrison, 2018
77	The types and numbers of Stakeholders are balanced here	Kandpal, 2015
78	The veteran companies here, are not very open to sharing information and their networks with others. (There's a culture of secrecy)	Hogeschool Rotterdam, 2016
79	There are enough events for entrepreneurs and community to connect and engage,	Stam, 2018
80	There are many groups in town that help organize and propel the ecosystem	Deeb, 2019
81	There are not enough consistent informal meetups organised	Stam, 2018
82	There are not enough stakeholders that have a mentoring role	Deeb, 2019
83	There are sufficiently neutral interaction environments	van der Veer, 2017
84	There is a lack of an (online) platform for information	Mason and Brown, 2014
85	There is a lack of collaboration among actors	ANDE West Africa, 2018
86	There is a lack of coordination among actors	ANDE West Africa, 2018
87	There is a lack of entrepreneurship awareness among the people of the city	ANDE West Africa, 2018
88	There is a lack of informal interaction	Stam, 2018
89	there is a lack of inspiring role models in the EE	Oxfam, 2018
90	There is a Lack of willingness by successful entrepreneurs to voluntarily provide mentorship to the youth-led enterprises and other ambitious entrepreneurs.	ANDE and Oxfam, 2018
91	There is a shortage of (affordable) workspaces around the city	VC4A, 2018
92	There is a strong competitive attitude that prevents full cooperation and collaboration.	VC4A, 2018
93	There is enough capital in Abuja, but most people just don't know where to find it	Edoho, 2015a
94	There should be a collective advocacy agenda of the stakeholders	ANDE and Oxfam, 2018
95	There is a culture of open communication and dialogue with government actors	VC4A, 2018
96	Too many organizations are either too small or too medium sized.	Kandpal, 2015
97	Universities have a central function in fostering innovation when holding sufficient industry linkages	van der Veer, 2017
98	Universities struggle to incorporate entrepreneurship into their programs	VC4A, 2018
99	Unprofessional: Many individuals calling themselves founder, director or CEO before having achieved meaningful results	VC4A, 2018
100	We are pursuing a common goal in Abuja	Stam & Spigel, 2016
101	We do not see each other as competitors: we are in this together	DRIFT and Kennisland, 2016
102	We experience a shared sense of community, commitment	Hogeschool Rotterdam, 2016
103	we have an ecosystem, but we do not have a community	ANDE West Africa, 2017
104	We need a multi-actor coalition to influence decisions of key policymakers	Oxfam et al., 2017
105	We need intermediaries	ANDE West Africa, 2018
106	We need many more incubators and accelerators	ANDE West Africa, 2018
107	We need more diverse companies and startups	VC4A, 2018
108	We struggle to access finance/grants/investments/loans	Oxfam, 2018
109	When collaboration in the ecosystem would increase, Abuja can match Lagos soon	Kandpal, 2015
110	I am only open to collaboration with others if I benefit from it myself too	Kandpal, 2015
111	The extent to which ideas and experiences are shared between stakeholders is lacking in Abuja	Deeb, 2019
112	Most entrepreneurship development programs are overvalued	VC4A, 2018
113	I know many people, but genuinely diversifying my network is quite challenging	Oxfam, 2018
114	Most stakeholders are only busy with themselves	DRIFT and Kennisland, 2016
115	Instead of concentrating all activity in one city district, it's better to spread out entrepreneurial hubs and hotspots	Spigel and Harrison, 2018

Appendix B: Selection of Participants

This appendix presents information about the participants. First, an overview of all participants is presented (table 17). This table is sorted on alphabet and is therefore in no way relatable to the respondent identification numbers that are presented elsewhere in this paper.

Table 17 – Overview of participants

	Full name		Organisation	Function	Category
1	Adam Abdullahi	m	Nile University	Lecturer	knowledge
2	Adedoyin Balogun	m	Fasion designing company	Fashion designer	startup entrepreneur
3	Amina Sambo- Magaji	f	Office for ICT Innovation and Entr.	National Coordinator	policy maker
4	Anthony Oniwon	m	ERPSoftapp	Founder	startup entrepreneur
5	Arabi Muhammad Tukur	m	Abuja Enterprise Agency	MD/CEO/Public Sector	policy maker
6	Doyin Adewola	m	Boxoffice Incubator	CEO	knowledge & business
7	Esesua Henrietta Adeyemi	f	JustAskSaisy	Business Consultant	startup & businesses
8	Esther Lolo	f	iCentra Consulting	Senior Business Associate	business
9	Gertrude Basorun	f	BHG Farms & Agro-Foods Limited	CEO	startup entrepreneur
10	Ibrahim Bashir	m	Enspire Incubator	Business Development Manager	knowledge & business
11	Japhet J. Omojuwa	m	independent	Blogger, public speaker, writer	other
12	Jennifer Chizua	f	Startpreneurs	Founder & CEO	business
13	Jibril Lawal	m	Rhizome Consulting	Management Consultant	business
14	Kadir Salami	m	TechSpecialist Academy & Consulting	CEO	knowledge & business
15	Koforowola Oyeleye	m	Iyin Creative	CEO	startup entrepreneur
16	Mercy Olorunfemi	f	NINe Network	BO, Dev. and Programs Lead	knowledge & business
17	Michael Adeola	m	Wateraid	Business Development Adviser	startup, knowledge & business
18	Michael Oluwagbemi	m	Lofty Inc	Co-founder & Executive Partner	knowledge & business
19	Mimshach	m	Ventures Platform	Director, Partnerships	knowledge & business
20	Mustafa	f	Office for ICT Innovation and Entr.	Senior Innovation Officer	policy maker
21	Nkoyo Efretei (Nikki)	f	Insiteful Consults	Founder	business
22	Nnaemeka Nweje	m	Corpus	Head Branding and Comm.	startup & knowledge
23	Obinnaya C. Uruakpa	f	Lifefount Foundation / Alumni EDC-PAU	Educator	knowledge institution
24	Osasenage Onogieru	m	Wenovation Hub and Lofty Inc	Senior Project Executive	startup & knowledge
25	Princewill Ogbodo	m	Oxfam Novib	Project Officer Work in Progress	startup, knowledge & business
26	Samson Shaibu-Musa	m	Ventures Platform	Monitoring and Evaluation Lead	knowledge & business
27	Seye Oguntade	f	Office for ICT Innovation and Entr.	Officer	policy maker
28	Tinuke Fluffy	f	Fluffy folds laundry	Business owner	startup entrepreneur
29	Tomi Ayorinde	m	Mobile Forms	Co-founder	startup entrepreneur
30	Madina Tukur	f	Office for ICT Innovation and Entr.	Senior Entrepreneurship Officer	policy maker
31	Uju Obuekwe	f	Platform Branding & EDC	CSO / Co-Founder	knowledge & business
32	Yusuff Taiwo Qasim	m	Leptons Multiconcept	Managing Partner/ Architect	startup entrepreneur

Appendix C: Data analysis

This appendix consists of three subchapters. First the Z-scores are presented in an overview, then the bipolar perspective is explained, before continuing to the perspective-transcending tables.

C.1 Overview of Z-scores per statement

This appendix is filled with additional tables that were used to analyse the data. First, an overview of Z-scores per statement is given (table 18).

Table 18 – Overview of Z-scores per statement

Statement	P1	P2	P3	P4	P5
1 I am only open to collaboration with others if I benefit from it myself too	-1	-2	-2	0	1
2 I am satisfied with the current state of the entrepreneurial ecosystem of Abuja	-2	-1	-3	-1	0
3 The extent to which ideas and experiences are shared between stakeholders is lacking in Abuja	1	1	1	1	0
4 The benefits of 'collaborating with everyone' are exaggerated: it's a bit hyped	0	-1	-1	-1	-1
5 Instead of more collaboration, an increased atmosphere of competition would stir venture growth more strongly	-1	-2	0	-2	0
6 In developing the ecosystem, the government should have a facilitative role instead of a coordinating one	3	3	2	1	-2
7 You can only be successful if you work together with others	2	0	3	2	-3
8 I am open to sharing, borrowing and combining my ideas with others	1	2	1	3	1
9 Most entrepreneurship development programs are overvalued	0	3	0	-1	3
10 There are more than enough incubators and accelerators in Abuja	-3	-1	-1	-1	-2
11 Many people are open to helping (other) young entrepreneurs for free, as a mentor/coach/advisor	0	1	-1	1	0
12 The educational system of Abuja is firmly grounded in the entrepreneurial ecosystem	-2	0	-3	-2	0
13 The ambitions, networks and professionalism of the different stakeholders in Abuja are often contrasting	2	-1	0	0	-1
14 There is a good balance between startups, scaleups, grownups en corporates in Abuja	-1	0	-1	-3	-1
15 The entrepreneurial community of Abuja is truly diverse	1	1	-2	0	2
16 I do not see the others here as competitors: we are in this together, we have a common purpose	0	1	2	2	2
17 Doing Business in Abuja is easy, 'strengthening' the ecosystem is unnecessary	-2	-2	-2	-2	0
18 We have an ecosystem, but we lack a 'community vibe'	3	-3	3	0	1
19 The government shows strong leadership in improving and strengthening the entrepreneurial ecosystem	-3	0	0	-1	1
20 Many stakeholders in Abuja struggle to trust each other	-1	-2	2	0	2
21 Disappointment, frustration and conflict are common when collaborating in Abuja	0	0	1	-1	2
22 Improving the 'dynamics of collaboration' won't change the ecosystem of Abuja	-1	-1	-1	-3	-1
23 I know many people, but genuinely diversifying my network is quite challenging	0	2	1	-2	-1
24 The entrepreneurial ecosystem lacks a 'conductor' that manages the facilitation of collaboration	1	0	-1	0	-2
25 Collaborations rarely emerge automatically; they need to be facilitated	2	0	1	1	3
26 Most stakeholders are only busy with themselves	0	2	0	2	0
27 We lack a decent (electronic) platform to encourage the exchange of knowledge, information and ideas	1	1	0	1	-3
28 There are plenty of neutral events, hubs and places to informally interact and collaborate	-2	-3	0	2	-1
29 Abuja is a place where unexpected collaborations and innovations occur almost naturally	-1	-1	-2	0	1
30 More opportunities for face-to-face interaction would help me a lot in starting new collaborations	2	1	2	1	-2
31 Instead of concentrating all activity in one city district, it's better to spread out entrepreneurial hubs and hubs	1	2	1	3	1

C.2 Bipolar perspective

Of the three respondents that make up this perspective, respondent 1 holds a bipolar view. That means this respondent has a completely opposite perspective from the others of perspective 5. A bipolar perspective should normally be interpreted as an additional sixth perspective.

Unfortunately, the data of this respondents' grid was ambiguous and therefore not individually interpretable. Table 19 shows the extent to which this perspective is mirrored. The table is constructed in such a way that it indicates the degree to which this respondent has an opposite view. For each statement, the Z-score of perspective 5 can be found, as well as the score of respondents 1.

Table 19 – Overview of 'bipolar perspective 6'

State ment	Z-score P5	Score R1	Mirror- degree (& value)	State ment	Z-score P5	Score R1	Mirror- degree (& value)
1	1	-1	2	17	0	-1	1
2	0	0	0	18	1	-1	2
3	0	1	2	19	1	0	1
4	-1	0	1	20	2	-2	4
5	0	0	0	21	2	-2	4
6	-2	3	5	22	-1	-2	3
7	-3	3	6	23	-1	2	3
8	1	1	0	24	-2	2	4
9	3	-3	6	25	3	-3	6
10	-2	1	3	26	0	1	1
11	0	0	0	27	-3	2	5
12	0	0	0	28	-1	1	2
13	-1	0	1	29	1	-1	2
14	-1	1	2	30	-2	2	4
15	2	-1	3	31	1	-1	2
16	2	-2	4				

Legend

perfect mirror
1 off <> perfect mirror
no mirror

As table 17 shows, the perspective of r1 is indeed mirrored to a high degree. Unfortunately, this perspective is very difficult to interpret. For example, respondent 1 agrees (+2) with statement 24 ("The entrepreneurial ecosystem lacks a 'conductor' that manages the facilitation of collaboration"). But, at the same time, the respondent disagrees strongly (-3) with statement 25 ("Collaborations rarely emerge automatically; they need to be facilitated"). This cannot be interpreted, as it is contradictory. Therefore, it is difficult to extract one self-contained perspective.