



**NILE UNIVERSITY  
OF NIGERIA**

HONORIS UNITED UNIVERSITIES

# 7TH INAUGURAL LECTURE

*Titled*

**ENTREPRENEURSHIP AS A  
DEVELOPMENT ARCHITECTURE:  
THE LAMINO ENTREPRENEURSHIP  
ECOSYSTEM ACHIEVEMENT PROCESS  
(LEEAP) FOR EMERGING ECONOMIES**

To be delivered by

**Professor  
Hauwa Lamino  
Abubakar**

Professor of Management

**May 7, 2026**





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# National Anthem

Nigeria we hail thee,  
Our own dear native land,  
Though tribe and tongue may differ,  
In brotherhood, we stand,  
Nigerians all, and proud to serve  
Our sovereign Motherland.

# National Prayer

O God of all creation,  
Grant this our one request,  
Help us to build a nation  
Where no man is oppressed,  
And so with peace and plenty  
Nigeria may be blessed.

# National Pledge

I pledge to Nigeria my Country  
To be faithful, loyal and honest  
To serve Nigeria with all my strength  
To defend her unity  
And uphold her honour and glory  
So help me God.

# DEDICATION

This inaugural lecture is first and foremost dedicated to the Almighty God, whose infinite grace, wisdom, and mercy have guided every step of my journey. It is through His divine providence that I have been blessed with the gift of knowledge, the strength to persevere through challenges, and the opportunity to contribute to the noble calling of scholarship in service to humanity.

I dedicate this lecture with deep love and gratitude to my husband, **Prof. Muhammad Akaro Mainoma**, my greatest supporter, confidant, and intellectual companion. Throughout this journey, he has been my most enthusiastic cheerleader. His excitement about this lecture has been truly infectious! Beyond the humour and excitement, however, his unwavering belief in my abilities, his encouragement, and his steadfast support have been a constant source of strength and inspiration.

To my beloved children, **Abdullahi Mubin Mainoma**, whose quiet strength and thoughtful nature inspire me daily, and **Fatima Muniba Mainoma**, whose radiant joy and warmth fill our lives with light, you are my world, my greatest joy, and my daily inspiration. You give meaning to every sacrifice and achievement, [CN3.1] and it is for you that I strive to grow, excel, and leave behind a legacy of purpose, resilience, and faith. Your love fills my heart in ways words cannot fully capture.

This lecture is also lovingly dedicated to my parents of blessed memory, **Ambassador Muhammad Lamino Abubakar** and **Amina Umar Suleiman**, whose lives and values laid the foundation upon which my journey has been built. Though they are no longer physically present, their teachings continue to guide my path and shape the person and scholar I strive to be.

I also dedicate this lecture to the cherished memories of beloved family members who have gone before us: my second father, **Alhaji Guda Abdullahi**, and my brothers **Abdulrazak Lamino**, **Abdulhamid Lamino**, and **Yusuf Lamino**. Their lives remain part of the story that has shaped mine, and their memories continue to inspire reflection, gratitude, and purpose.

Finally, I dedicate this lecture to my dear and precious siblings from the **Muhammad Lamino Abubakar** and **Umaru Suleiman families**, whose love, prayers, and encouragement have sustained me throughout this journey.

And so, while this lecture bears my name, its foundations are built on faith, strengthened by family, and inspired by the enduring legacy of those who made this journey possible.

# PROTOCOL

The Chairman of Council and Pro-Chancellor  
Members of the Governing Council  
The Vice Chancellor  
Deputy-Vice-Chancellor (Academics)/Director of Academic Planning  
Deputy-Vice-Chancellor (Central Administration)  
The University Registrar  
The Chief Financial Officer  
The Chief Peoples' Officer  
The Chief Marketing Officer  
The Bursar  
The University Librarian  
Provost, College of Health Sciences  
Dean, School of Postgraduate Studies  
Deans of Faculties  
Professors and other Members of Senate  
Dean of Student Affairs  
Directors  
Heads of Departments  
Academic and Non-academic Staff  
Members of Congregation  
My Family Members  
Great Students of Nile University of Nigeria  
Members of Alumni  
My Lords, Spiritual and Temporal  
Esteem Guests and Friends  
Gentlemen of the Press  
Distinguished Ladies and Gentlemen

## PREAMBLE

Before I proceed, permit me to ask a few important questions, not just as an academic, but as a mother, facilitator, mentor, entrepreneur, consultant, philanthropist, and female leader who has walked this journey from multiple vantage points.

***How many of our graduates today are primarily preparing for employment in government ministries or private institutions, rather than preparing to become employers of labour?***

Nigeria's labour market faces a significant mismatch between graduate output and available formal jobs, particularly in government ministries and parastatals. While the official unemployment rate stood at 5.3 per cent in Q1 2024, youth unemployment is higher at 8.4 per cent, with many more underemployed or engaged in informal work (NBS, 2024). The majority of Nigerians, about 92 per cent of employed adults, work in the informal sector, and nearly 87 per cent are self-employed, often in low-productivity activities (NBS, 2023). Despite this, many students and graduates still primarily aim for government employment, preparing for civil service or parastatal roles, yet the formal public sector cannot absorb the growing number of graduates, highlighting a critical need to shift focus toward creating entrepreneurs and employers of labour.

***How many unemployed youths are not lacking intelligence, creativity, or ambition, but are constrained by limited exposure, weak entrepreneurial mindset development, or the absence of structured support systems?***

Many unemployed Nigerian youths are not lacking in intelligence, creativity, or ambition; rather, they face structural and systemic barriers that limit their ability to participate effectively in the economy. These barriers include inadequate exposure to practical work environments, weak entrepreneurial mindset development, insufficient access to mentorship and structured support programs, and limited integration into functional industry ecosystems. As a result, many capable graduates remain underutilised, unable to convert their skills and potential into sustainable employment or business ventures. Studies show that systemic gaps, rather than individual deficits, constrain youth entrepreneurship and employment in Nigeria and sub-Saharan Africa (Ofosu Appiah, Boahen, & Agbenyegah, 2025). Research also indicates that while entrepreneurial and digital skills can enhance employability, current educational and skills development programs often fail to provide practical, market-aligned capabilities, leaving many graduates unprepared for self-employment or innovative enterprise creation (Muse, 2022; Adewole, 2024; Nkoro, 2025). This underscores the urgent need for policies and interventions that promote skills application, entrepreneurship, and structured pathways to self-employment.

## ***How many entrepreneurs struggle to scale despite talent, resilience, and determination?***

Although Micro, Small and Medium Enterprises (MSMEs) constitute the backbone of Nigeria's economy, the majority of such businesses remain survivalist rather than opportunity driven ventures, struggling to scale despite the talent, resilience, and determination of their founders. According to the SMEDAN & NBS (2021) survey, about 92.3 per cent of MSMEs operate at the micro level, with only a small fraction progressing to small or medium scale, illustrating how structural constraints, such as limited access to long term capital, poor market integration, infrastructure deficits, and weak institutional support, continue to inhibit growth potential (SMEDAN & NBS, 2021). Studies further show that many Nigerian entrepreneurs, particularly youth led ventures, face challenges in securing formal financing, networking opportunities, and business development services necessary for scaling, indicating that entrepreneurial talent alone is insufficient to overcome systemic barriers to expansion (PwC, 2024; Eze, 2024).

## ***And how many well-intentioned policies fail to produce lasting impact, not because policymakers lack commitment, but because ecosystems lack coordination, integration, and measurable alignment?***

Many well-intentioned entrepreneurship and youth employment policies in Nigeria continue to underperform not due to lack of intent, but because of fragmentation, weak coordination, and poor ecosystem alignment. Evidence indicates that although numerous programmes exist, they are often implemented as isolated initiatives without integration into broader development strategies, resulting in limited systemic impact; studies have found no significant reduction in youth unemployment due largely to weak governance frameworks and poor coordination (Adeleye et al., 2023; Central Bank of Nigeria, 2022; Small and Medium Enterprises Development Agency of Nigeria, 2022). While MSMEs account for over 96% of businesses, contribute about 46–49% of GDP, and nearly 85–88% of employment, more than 90% remain micro-enterprises with low productivity and growth potential, highlighting a disconnect between policy inputs and transformative outcomes (PwC, 2020; SMEDAN, 2022). Furthermore, recent programme data show that job creation and enterprise support figures, though positive, remain marginal relative to Nigeria's rapidly growing youth population, reinforcing concerns about scale and sustainability (SMEDAN, 2025). This suggests that without stronger inter-agency alignment, integrated ecosystem support (finance, skills, and market access), and robust monitoring and evaluation systems, policy efforts will continue to produce limited and unsustainable impact.

These realities underscore a fundamental proposition:

The challenge is not merely individual capability!

The challenge is **systemic alignment!**

The answer lies not simply in producing more graduates, launching more programmes, or funding isolated interventions. It lies in building integrated, measurable, and coordinated entrepreneurial ecosystems.

Just as a seed cannot grow in infertile soil, an entrepreneur cannot thrive in an environment that lacks supportive institutions, accessible finance, clear regulations, mentorship networks, market linkages, infrastructure, and a culture that encourages innovation and responsible risk-taking.

The entrepreneur is the seed.

The ecosystem is the soil.

The fertility, coordination, and resilience of that soil determine whether innovation flourishes or withers.

It is therefore our collective responsibility, as academics, policymakers, regulators, investors, development partners, industry leaders, and civil society actors, to cultivate and enrich this soil

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## PURPOSE OF THE LECTURE

The purpose of this lecture is to present the Lamino Entrepreneurial Ecosystem Achievement Process (LEEAP) as a structured, evidence-based framework for achieving measurable entrepreneurial transformation, inclusive growth, and sustainable national development. Drawing from my interdisciplinary research across entrepreneurship, marketing, strategic management, and related fields, particularly women entrepreneurship, green entrepreneurship, circular economy, gender inclusivity, leadership, and SME survival strategies, I position this work within a sustained scholarly effort to understand how entrepreneurial systems function and how enterprises survive, scale, and create value in complex environments. These research engagements, combined with my experience in academia, enterprise development, policy engagement, and mentorship, have shaped the conceptual foundations and assumptions underpinning the LEEAP framework, which I intentionally reference to demonstrate the progression from empirical inquiry to practical ecosystem design. Ultimately, the lecture argues that Nigeria's central challenge is not a lack of talent or entrepreneurial intent, but the absence of coordinated, integrated, and performance-driven ecosystems capable of translating potential into sustainable outcomes, a gap consistently reflected in empirical evidence on fragmented policy implementation and weak institutional alignment (Central Bank of Nigeria, 2022; SMEDAN, 2022).

Nigeria has made significant investments in entrepreneurship promotion through education, funding programmes, and institutional support. However, outcomes remain limited. For instance, Micro, Small and Medium Enterprises (MSMEs) account for over 96% of businesses and contribute approximately 46–49% of GDP, yet more than 90% remain micro in scale with low productivity and minimal growth (SMEDAN, 2022; PwC, 2020).

Similarly, despite multiple youth-focused interventions, unemployment and underemployment among young people remain persistently high, reflecting a disconnect between policy inputs and real economic transformation (Adeleye et al., 2023). These statistics highlight a critical systemic gap: while interventions often increase participation in entrepreneurship, they often fail to support business survival, scalability, and competitiveness due to weak coordination across finance, skills development, mentorship, and market access systems.

This lecture therefore advances the argument that entrepreneurship is not an isolated individual activity but an ecosystem outcome shaped by the interaction of multiple actors and institutions. Evidence from global and local studies shows that successful entrepreneurial ecosystems are characterized by strong institutional alignment, access to finance, human capital development, infrastructure, and supportive policy environments working in synergy (World Bank, 2020). Where these elements are fragmented, even well-designed policies struggle to produce lasting impact.

Positioned within this context, LEEAP offers a systemic pathway that integrates human capital development, institutional coordination, experiential learning, and measurable performance indicators into a cohesive model for entrepreneurial success. The lecture, therefore, seeks not only to present a theoretical contribution but to propose a practical and scalable solution, one that bridges the gap between policy and practice, aligns stakeholders across the ecosystem, and shifts the focus from isolated interventions to integrated transformation. Ultimately, it emphasises that when ecosystems function effectively, they unlock not only enterprise creation but also job generation, innovation, inclusion, and long-term national competitiveness.

## OBJECTIVES OF THE LECTURE

Over the years, I have engaged with students at tertiary institutions, trained and supported young entrepreneurs through EYE Africa, led a startup as CEO of BUtee, provided consultancy services through Prodigy Management Consultants, and conducted research on entrepreneurial ecosystems and human capital development. These experiences have allowed me to observe firsthand the systemic barriers that constrain entrepreneurship, as well as the opportunities for building robust, coordinated, and sustainable ecosystems.

### Lecture Objectives are to:

1. **Define and contextualise the entrepreneurial ecosystem** in emerging economies, highlighting its critical role in economic growth, job creation, and social development.
2. **Identify structural and institutional barriers** that limit entrepreneurial growth in Nigeria, providing a realistic assessment of the environment in which entrepreneurs operate.
3. **Present the Lamino Entrepreneurial Ecosystem Achievement Process (LEEAP)**, a structured framework for integrating human capital development, institutional alignment, ecosystem coordination, experiential learning, and social capital to drive sustainable entrepreneurial achievement.
4. **Advocate for collaboration and systemic reform**, demonstrating how universities, industry, government, and civil society can work together to strengthen entrepreneurial ecosystems.
5. **Inspire stakeholders'** students, academics, policymakers, business leaders, and development partners to actively cultivate an environment where entrepreneurship can thrive and drive inclusive, sustainable development.

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## PERSONAL & PROFESSIONAL JOURNEY

### A Life Shaped by Purpose, Enterprise, and Service

My journey did not begin in the classroom; it began in transit, across continents, cultures, and conversations shaped by diplomacy and national service. As the daughter of a diplomat, I was privileged to live and learn in diverse contexts, including Morocco, the Niger Republic, the United States, the United Kingdom, and Brazil. Each relocation was more than a change of geography; it was an immersion into new systems of thought, an education in adaptability, and an early formation in global citizenship. These experiences cultivated in me a deep awareness that environments shape opportunities, and that systems, when well-structured, can either enable or constrain human potential.

My late parents (may their souls rest in peace) instilled in me enduring values of discipline, dignity, and service. From them, I learned that leadership is not merely positional, but moral; not defined by authority, but by responsibility. These values became the foundation upon which my academic and professional identity was built, long before I formally entered the field of entrepreneurship.

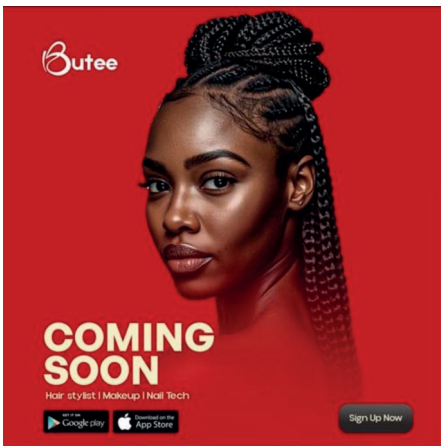
Entrepreneurship, for me, was never simply an academic discipline; it became an intellectual conviction. During my doctoral journey, my understanding evolved from viewing entrepreneurship as business creation to recognising it as a dynamic ecosystem of human capability, institutional interaction, and opportunity structures. At this intersection of theory and lived experience, my research philosophy matured. The development of the Lamino Entrepreneurial Ecosystem Achievement Process (LEEAP) emerged from this convergence, not as an abstract construct, but as a framework grounded in observation, engagement, and evidence drawn from real-world constraints within emerging economies.

A transformative journey has been my role as Co-founder, , and Chairman of the Board of Trustees of Emerging Young Entrepreneurs (EYE), alongside my co-founders **Abubakar Abdullahi, Isaiah Bulus**, and, more recently, **Dr Aarti Sharma**. Through this initiative, I have worked with over 600 young innovators across multiple universities spanning Nigeria's six geopolitical zones, including Nasarawa State University, Ahmadu Bello University, University of Maiduguri, University of Ibadan, and University of Abuja. Through structured mentorship, training, access to finance, and ecosystem linkages, we have enabled these youths to develop practical entrepreneurial skills and transform ideas into viable ventures. Our engagements also facilitated collaborations with development partners, including the Fadama III programme, and connected young entrepreneurs with experienced mentors across Africa, particularly in agribusiness. These experiences have reinforced a critical insight: talent is widely distributed, but opportunity is not. When coordinated support

systems are in place, innovation can be effectively translated into a sustainable, real-world enterprise.



My entrepreneurial journey as the founder of a startup, BUtee Africa, further deepened this understanding. Choosing to build and operate a venture allowed me to “walk the talk,” confronting firsthand the realities of market entry, regulatory compliance, operational risks, and financing constraints. Working closely with technical teams, we navigated the full cycle from ideation to implementation, gaining practical insights into the challenges faced by start-ups in emerging markets. This experience reinforced a critical insight: even the most capable individuals and teams struggle in the absence of enabling systems. Entrepreneurial success, therefore, is not solely a function of individual capability, but of the environment within which that capability operates.



Currently, in my role as Academic Director and Deputy Dean at Nile Business School, I oversee and structure Executive MBA and executive education programmes, impacting hundreds of professionals and senior executives annually. Through curriculum design, mentorship, and industry engagement, I ensure that programmes are experiential, practical, and aligned with real-world demands. I have guided numerous students through venture development, business transformation, and leadership growth, many of whom are building

or scaling enterprises across sectors. These interactions consistently reveal a shared need: the alignment of knowledge, skills, networks, and institutional support to enable meaningful outcomes.

In April 2026, I was honoured to be appointed to the Advisory Board of Lebara Mobile, Nigeria, a global mobile virtual network operator known for providing affordable, accessible mobile services to diverse and diaspora communities across multiple markets. I embrace this responsibility with humility and a strong sense of purpose, drawing on my experience in leadership, strategic management, and regulatory engagement to contribute to sound, forward-looking strategic guidance. In this role, I will support the Board and executive leadership in shaping sustainable growth strategies, strengthening market positioning, guiding strategic partnerships, and informing critical risk considerations. I also seek to serve as an independent and thoughtful voice that brings clarity to complex decisions, enhances stakeholder and regulatory engagement, and supports Lebara's continued efforts to promote inclusivity, build trust, relevance, and long-term impact within the telecommunications ecosystem.



I find my greatest strength in the journey of nurturing potential, and the most challenging yet profoundly rewarding path I have walked has been as a mother to my son, Abdullahi Mubin Mainoma. After eight years of marriage, God blessed me with Mubin, who at age three (3) was diagnosed with mild autism, a revelation that marked the beginning of a journey requiring persistence, creativity, and unwavering devotion. From starting in a special needs class, I worked closely with his dedicated teachers, Mrs Rose and Aunty Jennifer, implementing structured guidance and interventions to support his cognitive, social, and emotional development. Over the years, through consistent collaboration, careful observation, and tailored strategies, Mubin not only retained his developmental milestones but, through the school's careful monitoring and recognition of his progress, was formally transitioned out of the Special Education Needs (SEN) class. That same term he earned recognition as the school's 'Most Improved Student' in 2024, and now consistently ranking among the top five (5) in his class. This experience has taught me resilience, patience,

and adaptability, showing that dedication, structure, and love can transform challenges into real, measurable growth. Balancing motherhood, family, and personal relationships while remaining fully present in my life has been the most humbling and gratifying experience of my life, shaping me into a more compassionate, determined, and resilient individual.



Each recognition I have received represents more than a personal achievement; it reflects a deep commitment to impact, service, and empowerment. Being honoured by Nasarawa State University, Keffi as Mother of Youth Empowerment, Most Accommodative Lecturer, and Most Outstanding Female Lecturer affirmed my dedication to nurturing young minds and fostering inclusive learning environments. My recognition as a Business Development Service Providers Ambassador by the Association of Business Development Professionals in Nigeria, alongside being named among the 50 Most Influential Northern Women by Startup Kano Women Founders Group in 2017, further strengthened my resolve to support entrepreneurs and drive sustainable enterprise development. Most recently, I was honored with the Honoris Award in recognition of my contribution and impact in Honoris Values at the FY26 Employee Recognition Awards, a milestone that continues to inspire me to lead with purpose, empower with passion, and contribute meaningfully to building a more

inclusive and prosperous society.



These reflections are not merely abstract observations drawn from theory. They are conclusions formed at the intersection of scholarship, practice, and lived experience, where research meets reality, where policy meets people, and where ambition encounters systemic constraints.

It is from this convergence of roles, as an academic, researcher, administrator, entrepreneur, consultant, mentor, institutional leader, wife and mother, that I have arrived at a firm conviction: our challenge is not a deficit of talent, intelligence, or aspiration. Rather, it is the absence of coordinated, measurable, and enabling ecosystems capable of transforming potential into sustainable entrepreneurial achievement.

If there is one lesson my journey offers, it is this: positions do not define impact, values do. True success lies not in titles accumulated, but in systems strengthened and lives transformed.

## ACADEMIC CONTRIBUTIONS

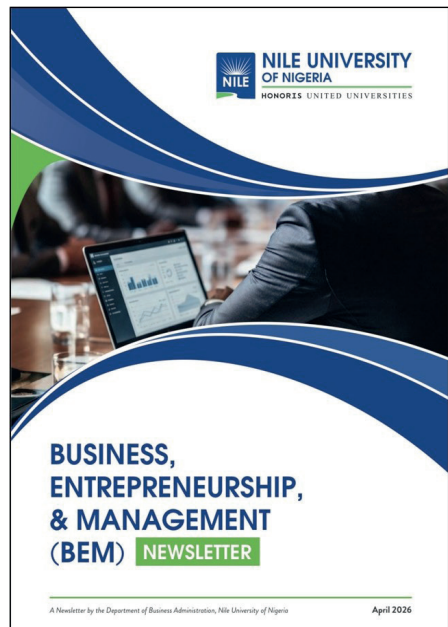
It is a profound honour to share my academic and professional journey, a journey shaped by a deep commitment to teaching, research, institutional leadership, and the advancement of entrepreneurship education. My story reflects the integration of scholarship with practice, theory with experience, and education with real-world application.

My academic path began with a deliberate focus on building strong foundations in teaching, research, and curriculum development, anchored in the belief that higher education must remain both intellectually rigorous and practically relevant. Over time, this foundation has evolved into a broader scholarly engagement that bridges classrooms, industries, and policy environments, shaping learners and contributing to knowledge systems that respond meaningfully to contemporary economic and organisational challenges.

## Leadership and Administration

Earlier in my career, as Deputy Director of the Entrepreneurship Development Centre at Nasarawa State University, I contributed to enterprise development initiatives, mentoring students and facilitating the translation of their ideas into viable businesses. I also established the **Nasarawa State University Entrepreneurship Business Plan Competition (NEBPC)**, the first entrepreneurship competition tailored to students across the university, providing a practical platform for testing and refining innovative ideas. These experiences highlighted the critical importance of ecosystem support, mentorship, and hands-on exposure in fostering sustainable entrepreneurial success.

As Head of **the Department of Business Administration and Entrepreneurship at Nile University of Nigeria**, I led strategic initiatives such as the Corporate Lecture Series, designed to bridge the gap between academia and industry for postgraduate students. I also established a collaboration between the Entrepreneurship Department and Nile University of Nigeria's Collective Lab, integrating practical Startup training into the curriculum to enable students to transform classroom learning into viable business ventures. Additionally, I introduced a departmental calendar to provide structure and guidance for staff and students for academic activities throughout the course of the session. Under my leadership, we launched the B.Sc. Logistics and Supply Chain Management programme, with its first cohort in 2025, and founded the Business Administration, Entrepreneurship, and Marketing (BEM) Newsletter, currently on the 6th edition, showcasing research outputs, student achievements, and collaborations with the private sector. These initiatives strengthened departmental visibility, fostered stakeholder engagement, and cultivated a culture of scholarship grounded in professional relevance.



Currently, as Academic Director and Deputy Dean at Nile Business School, I oversee postgraduate and executive programmes, ensuring alignment with regulatory frameworks and international accreditation standards. I have successfully coordinated faculty to develop and deliver content under unfamiliar and challenging circumstances. My courses, ranging from Entrepreneurship and Women Leadership to Strategic Management and Leadership, emphasise experiential learning, practical application, and the preparation of students to thrive as entrepreneurs and leaders.

## Research Supervision and Mentorship

It is a profound honour to reflect on my research journey that has been shaped as much by people as by academia itself. Over the past 15 years in academia, I have had the privilege of working with and supervising over **500 students** across undergraduate and postgraduate levels in Business Administration and Entrepreneurship, including BSc, PGD, MBA, MPhil, MSc, and PhD programmes. Looking back, what stands out most is not just the numbers, but the individual minds, struggles, breakthroughs, and growth that each student brought into the process. In many ways, they not only learned from me; they also shaped how I think, how I research, and how I understand management and entrepreneurship in a very practical, grounded way. Their questions pushed me to think deeper, their research challenges forced me to refine my own ideas, and their successes quietly reaffirmed why this work matters. Over time, this continuous engagement has not only contributed to

knowledge in the field but has also helped me grow more patient in thought, more reflective in research, and more confident in the relevance of what we do in academia when it is truly connected to real human and organizational experiences.

Over the past six (6) years of my academic career, I have had the privilege of supervising **twelve (12) doctoral candidates in Management** at Nile University of Nigeria. Nine (9) of these scholars have completed their PhD programmes and are now holders of doctoral degrees in Management, while three (3) remain at advanced stages of completion. Each of these doctoral journeys represents far more than structured supervision; they reflect the intellectual courage, discipline, resilience, and originality of the candidates in pushing the boundaries of knowledge within their respective fields.

What stands out most in these engagements is the quality of inquiry and depth of thought demonstrated by the doctoral researchers themselves, who consistently engaged with complex, real-world challenges and transformed them into meaningful scholarly contributions. In guiding them, my role has been that of a mentor and facilitator of intellectual growth, creating space for critical thinking, refining ideas, and nurturing scholarly independence. Yet, in truth, I have also learned significantly from their curiosity, determination, and interpretive depth. Their work has continually reinforced my sense of academic purpose and reaffirmed my commitment to knowledge creation that is both rigorous and relevant.

These doctoral candidates are not merely outputs of supervision; they are foundational building blocks of my academic journey and scholarly identity. Their success is intertwined with mine, and their contributions form an enduring part of my intellectual legacy, one that continues to evolve through shared inquiry, mentorship, and the collective pursuit of impactful knowledge.

## Ph.D Graduates;

1. **Ekanem E. (2021)**, through his thesis on ***Influence of Quality Service Delivery, Technology Adoption, and Customer Communication on Non-Financial Performance of Listed Commercial Banks in Nigeria***, made a significant contribution by carefully interrogating how customer experience and digital transformation jointly shape non-financial performance outcomes in the Nigerian banking sector. Dr Ekanem's work demonstrated deep analytical engagement with evolving banking realities, offering evidence-based insights that reposition customer-centricity as a strategic driver of competitiveness in a digital economy.
2. **Ismaila Isa. (2022)**, in his study on the ***Effect of Performance Management on Employee Engagement in Nigerian National Petroleum Corporation (NNPC)***,

devoted substantial effort to unpacking the dynamics of performance systems within a complex public institution. Dr Ismaila's research brought clarity to how structured performance frameworks influence employee motivation and commitment, providing a valuable contribution to ongoing conversations on public sector reform and workforce productivity in Nigeria's critical oil and gas industry.

3. **Ekhome J. E. (2022)**, through the thesis on ***Effect of Workforce Diversity on Employee Performance in Domestic Systemically Important Banks in Nigeria***, demonstrated scholarly depth in examining inclusion within high-stakes financial institutions. Dr Ekhome's work advanced understanding of how diversity, when strategically managed, enhances employee performance and organisational effectiveness, thereby contributing to the strengthening of governance practices within Nigeria's banking system.
4. **Anthonia Negel. (2022)**, in her research on ***The Effect of Female Entrepreneurial Experience on the Performance of Educational Institutions in North-Central Nigeria***, made a compelling contribution by foregrounding the role of women's entrepreneurial experience in shaping institutional outcomes. Dr Anthonia's study reflects careful field engagement and analytical insight, showing how female-led entrepreneurial capacity can positively influence educational development and socio-economic transformation within the region.
5. **Nimfa F. Z. (2022)**, through the thesis on ***Effect of Financial Reforms on Performance of Quoted Manufacturing Firms in Nigeria***, contributed meaningfully to understanding the practical implications of policy shifts on industrial performance. Dr Nimfa's work reflects rigorous engagement with financial and regulatory environments, offering evidence that links reform processes with firm-level productivity and competitiveness in Nigeria's manufacturing sector.
6. **Abdulmalik M. (2022)**, in his study on the ***Effect of Financial Innovation on Organisational Performance of Deposit Money Banks in Nigeria***, provided a thoughtful and data-driven examination of how innovation reshapes efficiency and service delivery in the banking industry. Dr Abdulmalik's research underscores the proactive role of innovation in enhancing organisational performance and strengthening the resilience of Nigeria's financial institutions in a rapidly evolving market.
7. **Archibong, Udeme A. (2024)**, through the thesis ***Change Management and Employee Performance: The Mediating Role of Emotional Intelligence in Private Universities in North Central Nigeria***, contributed meaningfully to understanding how institutional change processes translate into employee outcomes within higher education settings. Dr Udeme's work reflects rigorous engagement with organisational behaviour and change management dynamics,

offering evidence that positions emotional intelligence as a critical mediating factor between change initiatives and staff performance in Nigerian private universities.

8. **Mohammed Hafiz Sulaiman (2024)**, through the thesis ***Impact of Circular Economic Strategies on the Sustainability of Consumer Goods Manufacturers Listed on the Nigerian Stock Exchange***, contributed meaningfully to advancing the understanding of how sustainability-oriented operational strategies influence long-term performance and resilience in Nigeria's manufacturing and capital market environment. Dr Hafiz's work reflects rigorous engagement with environmental management and corporate sustainability dynamics, offering evidence that positions circular economy practices as critical drivers of sustainability performance, resource efficiency, and competitiveness among listed consumer goods firms in Nigeria.
9. **Japhet M. C. (2025)**, in his study, researched the ***Effect of Green Entrepreneurship on the sustainable development of Startups in Nigeria***. Dr Japhet's work reflects foresight and intellectual responsiveness to global sustainability imperatives, while situating Nigerian startups within the emerging green economy. The study contributes to a growing body of knowledge on how entrepreneurship can simultaneously drive economic growth and environmental sustainability.

## Ph.D Theses in Progress;

1. **Oluseye Taiwo Adepoju (PhD in view)**, through the thesis ***The Effect of Artificial Intelligence on Job Satisfaction: The Moderating Role of Learning and Development in the Financial Services Sector in Nigeria***, will contribute meaningfully to understanding how artificial intelligence is reshaping employee experiences in Nigeria's financial services industry. Adepoju's work reflects rigorous engagement with technology adoption and human resource dynamics, showing how AI influences job satisfaction while highlighting learning and development as a key factor that shapes how employees adapt and respond to these technological changes.
2. **Olabisi Ijeoma Dominic (PhD in view)**, through the thesis ***The Effect of Knowledge Management on Service Delivery in Nigerian Public Sector Organisations: The Mediating Role of Organisational Trust***, will add meaningfully to understanding how knowledge systems influence service delivery in Nigeria's public sector. Her work shows that knowledge management improves service outcomes, while organisational trust plays a key role in how effectively knowledge is shared and applied within the public.
3. **Biosa Nkeiru Aikpokhio (PhD in view)**, through the thesis ***Effect of Risk Management Practices on the Performance of Mobile Network Operators in***

**Nigeria's Telecommunication Industry.** Bios will contribute meaningfully to understanding how risk management influences performance in Nigeria's telecom sector. Her work shows that effective risk identification and mitigation improve service reliability, stability, and overall organisational performance of mobile network operators.

Collectively, these doctoral scholars have demonstrated exceptional dedication, intellectual independence, and persistence in navigating complex research processes. Their work has not only enriched academic literature but has also provided practical, context-specific insights that are relevant to policymakers, industry practitioners, and development stakeholders in Nigeria. My role throughout these journeys has been to guide, mentor, and facilitate their scholarly development, while also learning from their perspectives, analytical rigour, and commitment to advancing knowledge that makes a tangible societal impact.



## Key Speaker, Lead Discussant, and Facilitator

Beyond academia, I have engaged extensively with professionals and executives, facilitating over 20 training programmes across Nigeria and internationally, including sessions in the United Arab Emirates. These programmes span management, finance, leadership development, corporate governance, procurement systems, pension administration, organisational culture, risk management, and public sector budgeting. Through these experiences, I have sought to translate scholarly knowledge into practical solutions with measurable impact on organisations, communities, and national development.

Allow me to highlight some of the key milestones and contributions that have shaped my journey:

### **National Policy & Professional Contributions**

1. **2016:** Participated in the Brainstorming Session on the Agricultural Development Initiative for Entrepreneurship Development Centres (EDCs) at Nasarawa State

University, where I proposed strategies to strengthen agribusiness incubation, integrate student entrepreneurship into practical enterprise models, and enhance university-driven innovation systems.



2. **2017:** Speaker at the Startup Kano Women Founders Conference, sharing practical frameworks for women entrepreneurship and agribusiness commercialisation, inspiring female entrepreneurs to translate ideas into sustainable ventures.
3. **2017:** Speaker at the National Conference of Business Development Service Providers, outlining strategies to improve SME competitiveness, formalise enterprises, and implement capacity-building frameworks.
4. **2019:** Invited Discussant at the 13th Radio Nigeria Annual Lecture themed **“Extremism: A Threat to National Security”**, where I highlighted the socio-economic factors driving youth radicalisation, emphasised youth empowerment, and proposed actionable roles for young people, alongside EYE Africa participants.
5. **2025:** Discussant at the 30th ANAN Conference, Abuja, on **“Accounting Innovation as a Driver of Economic Resilience: The Strategic and Entrepreneurial Perspective”**, where I demonstrated how entrepreneurial thinking, combined with innovative accounting practices, enhances organisational adaptability and supports sustainable national economic growth.



### Academic & Thought Leadership Contributions

6. **2012:** Facilitator, Unity Bank PLC, Abuja, conducted a Leadership Development Programme for management and supervisory staff, strengthening leadership capacity, decision-making, and organisational effectiveness.
7. **2019:** Lead Discussant at the 24th ANAN International Conference, Abuja, providing evidence-based insights on human capital development and strategies for the empowerment of women and youth, influencing national workforce discourse.

### International Engagements

8. **June 2009:** Facilitator, Fairview Consults, Kaduna, conducted training for NNPC staff in Dubai, UAE, on “**Risk Management & Corporate Governance for Pension Fund Administrators in Nigeria**”, introducing cross-border governance frameworks and risk mitigation practices.
9. **2017:** Facilitator at the ANAN Dubai Seminar, advancing the Total Personnel Concept (TPC), linking human capital development with financial management and organisational performance, contributing to global discourse on workforce optimisation.
10. **2024:** Delivered an online International Lecture at the School of Management Studies, Department of Commerce, India, on “**Modern Strategies in the Global Digital Market Space**”, equipping participants with actionable frameworks for digital transformation, global competitiveness, and entrepreneurial strategy application.

Through these experiences, I have learned that education alone is insufficient. True impact arises when teaching, research, mentorship, and institutional leadership converge to create ecosystems that enable innovation, entrepreneurship, and inclusion. My journey reflects a continuous effort to bridge theory and practice, empower students and professionals, and contribute meaningfully to national and global development.

# The Architecture for Human Development:

## Lamino Entrepreneurial Ecosystem Achievement Process Framework



# PART 1: MAPPING THE MEANING AND RELEVANCE OF ENTREPRENEURIAL ECOSYSTEMS IN EMERGING ECONOMIES

## Global and Nigerian Entrepreneurship Context

In my scholarly journey examining entrepreneurship in emerging economies, I have come to recognise that entrepreneurial success extends beyond individual effort. It is strongly shaped by the broader entrepreneurial ecosystem that supports or constrains venture development. Contemporary scholarship describes entrepreneurial ecosystems as interconnected systems of institutions, policies, financial structures, cultural norms, and support organisations that collectively influence entrepreneurial activity and venture outcomes (Stam, 2015; Spigel, 2017). My work over the years has included studies on micro-enterprise survival. (Abubakar, 2012) and entrepreneurship education in Nigeria. Abubakar H.L, Aruwa, S.A.S., & Mainoma, M.A. (2015), which have reinforced the understanding that in emerging economies such as Nigeria, the quality of these ecosystem structures significantly determines the sustainability and scalability of entrepreneurial ventures, a position further strengthened by recent ecosystem framework studies. Hauwa L. A., Ruth A., & Vincent P., (2022).

Nigeria presents a unique entrepreneurial landscape characterised by high levels of entrepreneurial activity. According to the National Bureau of Statistics and the Small and Medium Enterprises Development Agency of Nigeria, the country hosts approximately 39.65 million micro, small, and medium enterprises (MSMEs). These enterprises represent over 96 percent of all businesses in Nigeria, contribute approximately 46 percent of the nation's Gross Domestic Product (GDP), and account for nearly 85 per cent of employment within the private sector. National Bureau of Statistics & SMEDAN (2021). These figures clearly demonstrate that entrepreneurship is not merely a peripheral economic activity in Nigeria; rather, it constitutes a central pillar of economic participation and livelihood creation. This centrality is further reinforced by evidence on entrepreneurship education and venture creation outcomes in Nigeria. Abubakar H.L., Aruwa S.A.S & Mainoma M.A (2015); Andah R.A., & Abubakar H.L. (2019).

However, despite this impressive entrepreneurial presence, structural challenges persist. Weak institutional coordination, infrastructure deficits, regulatory constraints, and limited access to finance continue to inhibit entrepreneurial growth across many emerging economies (Acs et al., 2017; Audretsch & Belitski, 2021). Furthermore, sustainability and environmentally responsible practices are shaping entrepreneurial development, particularly within green entrepreneurship (Amokomoyen J.M., Chrisostome, Taiwo A.M., & Hauwa

L.A., 2023). These constraints suggest that while entrepreneurial energy is abundant, the structural ecosystem required to support enterprise growth remains insufficiently developed.

## Key Components of Entrepreneurial Ecosystems

Effective ecosystems consist of interconnected elements such as human capital, supportive policy frameworks, financial access, market opportunities, and institutional structures like incubators and innovation networks (Isenberg, 2011; and Roundy P. T., 2017). Within this context, entrepreneurial learning and capability development remain critical, particularly in entrepreneurship education (Abubakar H. L. Aruwa, S.A.S. & Mainoma, M. A 2015). Evidence from micro-enterprise survival strategies. Abubakar, (2012) shows reliance on resilience and informal networks, highlighting gaps in formal support. Similarly, studies on entrepreneurial education and venture creation. Andah R. A., and Abubakar H. L., (2019) indicate that while education builds capability, outcomes depend on ecosystem support.

## Systemic Interaction and Relevance for Venture Outcomes

The effectiveness of an entrepreneurial ecosystem lies in the interaction among its components. When policies, institutions, financial systems, and knowledge infrastructures operate in synergy, ventures are more likely to grow, innovate, and contribute meaningfully to economic development (Stam, 2015). This perspective is further reinforced by integrated ecosystem framework studies (Hauwa L. A., Ruth A. Andah & Vincent Paul, (2022). However, many enterprises in Nigeria continue to operate within survival-oriented frameworks rather than growth-driven models. Micro-enterprise studies (Abubakar H.L., 2012) reveal that entrepreneurs often adopt defensive approaches in response to market volatility, institutional uncertainty, and financial constraints.

These insights underscore that entrepreneurial capability alone cannot sustain enterprise growth without a supportive ecosystem. Consequently, mapping the meaning and relevance of entrepreneurial ecosystems in emerging economies are necessary for designing integrated frameworks that align entrepreneurial capabilities with enabling institutional and environmental structures within the Nigerian economy.

## **PART 2: ARCHITECTING THE STRUCTURAL BLUEPRINT FOR HUMAN DEVELOPMENT: ESTABLISHING THE LEEAP FRAMEWORK**

### **Theoretical Foundations of the LEEAP Framework**

In the course of my scholarly engagement with entrepreneurship development in emerging economies, I became increasingly convinced that the success of entrepreneurial ventures cannot be explained solely by environmental factors or individual capabilities in isolation. Rather, sustainable entrepreneurial development emerges from the interaction between human capability formation and the structural conditions of the entrepreneurial ecosystem. This realisation informed my conceptualisation of the LEEAP Framework, which I propose as a structural blueprint for entrepreneurship development. This position is consistent with broader empirical insights linking leadership capacity and productivity outcomes within organisational settings (Abubakar H.L., 2016).

The LEEAP framework draws its intellectual foundation from the evolving body of research on entrepreneurial ecosystems, which increasingly emphasises the importance of systemic interactions among institutions, knowledge systems, and entrepreneurial actors. Recent studies highlight that entrepreneurial ecosystems operate through complex mechanisms involving networks, knowledge exchange, institutional arrangements, and policy environments that collectively shape entrepreneurial activity (Wurth, Stam, & Spigel, 2023). This systemic perspective also aligns with evidence on leadership styles and productivity, where organisational outcomes are shaped by the interaction between leadership behaviour and structural conditions (Abubakar H.L., 2018).

Similarly, contemporary research continues to demonstrate that entrepreneurial ecosystems must integrate human capital development, institutional quality, and resource accessibility to stimulate sustainable enterprise growth (Gregori, Schwarz, & Holzmann, 2025). These insights resonate with empirical findings on leadership effectiveness and firm performance, where CEO qualities such as strategic vision, adaptability, and decision-making capacity significantly influence organisational outcomes (Paul V., Abubakar, H. L. & Tende S. B. A., 2019). In this regard, entrepreneurship development requires a deliberate integration of human capability, leadership orientation, and supportive ecosystem structures.

Furthermore, studies on core competency and profitability provide additional support for this integrated perspective. Firms that develop strong internal competencies are better positioned to leverage opportunities within complex business environments (Andah R. A., Opusunju M. I., Abubakar H. L (2020). This reinforces the argument that entrepreneurial

success is not only a function of environmental conditions but also of internal capability development, a position that is central to the LEEAP framework.

## Model Architecture and Layering (Foundational, Environmental, and Relational)

Building upon these theoretical insights, I developed the LEEAP framework as a layered model of entrepreneurial development, designed to explain how human capability development interacts with ecosystem structures to produce entrepreneurial outcomes. The first layer, which I describe as the foundational layer, emphasises the development of entrepreneurial attitudes, knowledge, and skills. These elements constitute the human capital base required for opportunity recognition, innovation, and venture creation. Empirical evidence on job satisfaction and productivity further suggests that motivation, engagement, and human development processes significantly influence performance outcomes (Musa Mohammed R., Bakare Akeem A., Abubakar Hauwa L., Akinbode James O., Oyelude Opeyemi O. 2024). Recent studies also affirm that knowledge flows, education systems, and learning mechanisms are central to strengthening entrepreneurial ecosystems (Correia et al., 2024; Kauschinger et al., 2023).

The second layer, referred to as the environmental layer, captures the structural conditions that support entrepreneurial activity. These conditions include regulatory institutions, infrastructure, financial systems, and market accessibility. Contemporary research demonstrates that institutional quality and digital infrastructure significantly influence new business formation and entrepreneurial ecosystem performance (Shittu, Adedoyin, & Adewale, 2025). This aligns with earlier findings that even well-developed entrepreneurial capabilities may not translate into productivity in the absence of supportive structural conditions (Abubakar H.L., 2016).

The third layer of the framework is the relational layer, which highlights the importance of networks, family, community, mentorship systems, partnerships, and collaborative interactions among ecosystem actors. Entrepreneurial ecosystems thrive when entrepreneurs are embedded within networks that facilitate knowledge exchange, access to resources, and collaborative innovation (Queissner, Stolz, & Weiss, 2025). In a similar vein, studies on leadership styles demonstrate that relational dynamics and interaction patterns significantly influence productivity and innovation within organisations (Abubakar H.L., 2018).

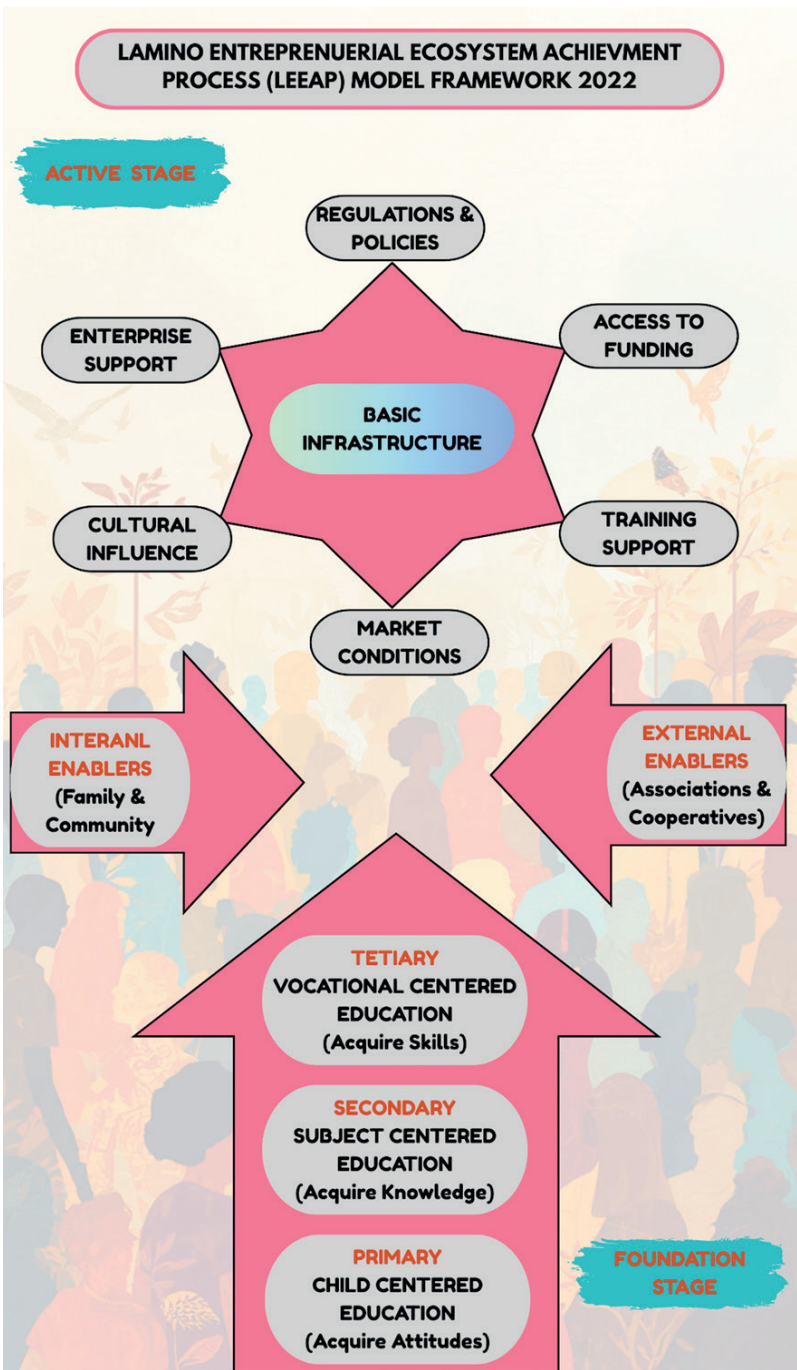
## Bridging Capability Development and Ecosystem Structuring

The conceptual strength of the LEEAP framework is further supported by empirical evidence on organizational performance within emerging economies. Studies on CEO qualities and performance indicate that leadership effectiveness is a critical determinant of firm success, particularly in dynamic and uncertain environments (Paul V., Abubakar, H. L. & Tende S. B. A. (2019). These findings underscore the importance of aligning human capability with broader structural and institutional conditions.

Similarly, research on core competency and profitability highlights that firms with well-developed internal capabilities are better positioned to achieve sustained competitive advantage (Andah R. A., Opusunju M. I., Abubakar H. L (2020). This reinforces the argument that the foundational layer of entrepreneurial capability must be complemented by supportive environmental and relational structures.

From my perspective, the LEEAP framework therefore serves as a conceptual bridge between entrepreneurial capability development and ecosystem structuring. By integrating human development processes with environmental and relational ecosystem elements, the framework provides a holistic model for understanding how entrepreneurship can be effectively nurtured within emerging economies. Evidence from job satisfaction and productivity studies further emphasises the importance of aligning individual motivation with organisational and environmental conditions to achieve sustainable outcomes (Musa Mohammed R., Bakare Akeem A., Abubarkar Hauwa L., Akinbode James O., Oyelude Opeyemi O. (2024).

Ultimately, the development of the LEEAP framework represents my attempt to contribute a structured perspective to the ongoing discourse on entrepreneurial ecosystems. It offers a conceptual foundation that informs the subsequent sections of this lecture, particularly in explaining how entrepreneurial capabilities, ecosystem structures, and support systems can be aligned to foster sustainable venture development in Nigeria and other emerging economies.



## **PART 3: IGNITING THE CAPABILITY FOUNDATION: LAYING THE CORNERSTONE OF HUMAN DEVELOPMENT**

### **Entrepreneurial Attitude Formation**

In my research, I have consistently observed that an entrepreneurial attitude is central to human development within entrepreneurial ecosystems. In *Entrepreneurial Education and Venture Creation: An Emerging Economy Perspective* (Entrepreneurial Education and Venture Creation: An Emerging Economy Perspective) and *Entrepreneurship Education in Nigeria: Practices and Sustainability Framework* (Entrepreneurship Education in Nigeria: Practices and Sustainability Framework), we demonstrate how structured entrepreneurial education fosters opportunity recognition, resilience, and self-efficacy, qualities essential in volatile emerging economies (Andah & Abubakar, 2019; Abubakar, Aruwa, & Mainoma, 2015). Earlier work further shows that entrepreneurial effectiveness is shaped by individuals' internal disposition to utilise resources (Abubakar, 2011).

Importantly, evidence suggests that these attitudes are best developed early, particularly at the primary school level. James Heckman demonstrates that early interventions yield the highest returns in shaping non-cognitive skills such as perseverance and initiative (Heckman, 2006), while Albert Bandura emphasises that behaviours are formed through observation and reinforcement (Bandura, 1977). Supporting this, the European Commission reports that primary-level entrepreneurship education enhances creativity, problem-solving, and self-confidence (European Commission, 2016).

Recent studies also show that experiential learning and mentorship strengthen innovativeness and venture outcomes (Zhao, Wright, & Chen, 2023; Bernasek & Bundl, 2024). From my perspective, entrepreneurial attitude formation must begin early and be reinforced through inclusive, structured systems that embed opportunity-seeking behaviours as a norm.

### **ENTREPRENEURIAL KNOWLEDGE DEVELOPMENT**

Building on attitude formation, the acquisition of entrepreneurial knowledge provides the intellectual foundation necessary for sustainable venture creation. In *Entrepreneurial Education and Venture Creation: An Emerging Economy Perspective* (Entrepreneurial Education and Venture Creation: An Emerging Economy Perspective), we demonstrated that combining formal education with practical, context-specific training enhances decision-making and opportunity evaluation (Andah & Abubakar, 2019). Similarly, in

Deriving an Ideal Entrepreneurial Ecosystem for Entrepreneurial Development Success in Nigeria (Deriving an Ideal Entrepreneurial Ecosystem for Entrepreneurial Development Success in Nigeria), I illustrated that knowledge must be adapted to the socio-cultural and regulatory realities of Nigerian markets to enable the translation of insights into actionable strategies (Abubakar, Andah, & Vincent, 2022).

While foundational attitudes are best formed at the primary level, secondary education represents the most critical stage for deepening entrepreneurial knowledge and competencies. At this stage, learners develop higher-order cognitive abilities, such as critical thinking, problem-solving, and analytical reasoning, which are essential for opportunity evaluation and venture planning. Drawing on the work of Jean Piaget, adolescents transition into formal operational thinking, enabling them to engage with abstract concepts such as risk, value creation, and market dynamics (Piaget, 1972). This makes secondary education the ideal phase for structured entrepreneurial curricula, including financial literacy, business modelling, and innovation management.

Contemporary research supports this view, showing that knowledge-intensive training strengthens strategic planning, financial literacy, and operational efficiency in early-stage ventures (Morris, Kuratko, & Avila, 2023). This aligns with empirical evidence on cash management practices in small and medium enterprises, where financial knowledge and discipline significantly influence business stability and performance (Andah et al., 2019). Furthermore, studies highlight that in contexts characterised by institutional uncertainty and resource constraints, such as Nigeria, entrepreneurial knowledge must be adaptive and context-responsive to remain effective (Abubakar, 2016).

In practice, knowledge development at the secondary level must go beyond theoretical instruction to include experiential learning, problem-based activities, and collaborative projects. This ensures that students not only acquire knowledge but also learn how to apply it within real-world contexts. Ultimately, secondary education serves as the critical bridge between early attitude formation and advanced entrepreneurial practice, equipping individuals with the competencies required to navigate complex and dynamic business environments.

## ENTREPRENEURIAL SKILLS ACQUISITION

Finally, skills acquisition translates entrepreneurial attitude and knowledge into tangible competence. Prior studies (\*Entrepreneurship Education in Nigeria: Practices and Sustainability Framework; Entrepreneurial Education and Venture Creation: An Emerging Economy Perspective) emphasise that hands-on skills in areas such as ICT, financial management, market analysis, leadership, and networking are critical for venture resilience

(Abubakar, Aruwa, & Mainoma, 2015; Andah & Abubakar, 2019). This is supported by evidence that experiential, context-driven training significantly improves venture outcomes (Zhao et al., 2023; Morris et al., 2023).

However, the current model places the responsibility for developing attitude, knowledge, and skills largely at the tertiary level, which limits effectiveness. Despite policy efforts by the National Universities Commission, outcomes in graduate entrepreneurship remain modest (NUC, 2018; World Bank, 2020). Studies attribute this to an overemphasis on theory, weak industry linkages, and limited practical exposure (Oviawe, 2010; International Labour Organisation, 2019).

This suggests that attempting to develop all three components at once is suboptimal. Tertiary education should instead focus on advanced skills application, building on earlier attitude and knowledge formation. Entrepreneurial effectiveness ultimately depends on the ability to translate knowledge into action (Abubakar, 2011). Evidence further shows that structured and inclusive skill development enhances performance, particularly among underrepresented groups (Ngele et al., 2022; Emmanuel et al., 2024).

In sum, a sequenced approach, attitude at the primary level, knowledge at the secondary level, and skills at the tertiary level, offers a more effective pathway for sustainable entrepreneurial development.

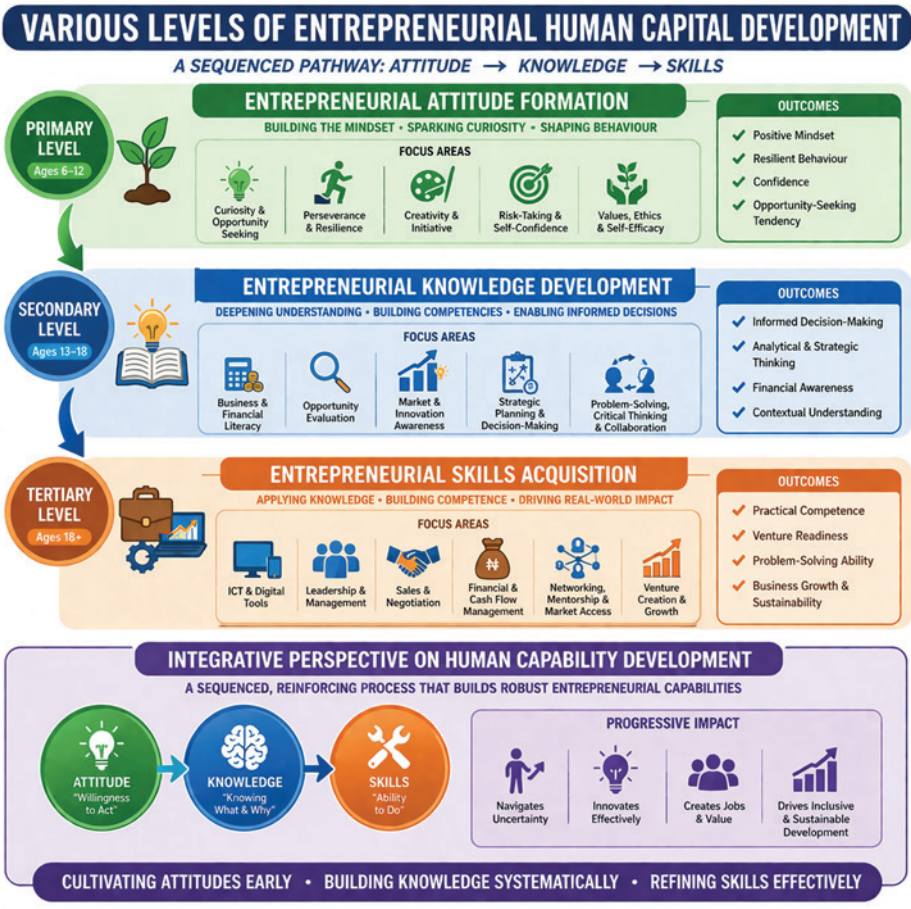
## INTEGRATIVE PERSPECTIVE ON HUMAN CAPABILITY DEVELOPMENT

From my perspective, entrepreneurial effectiveness is best understood as a sequenced capability development process in which attitude, knowledge, and skills are cultivated progressively across the education lifecycle. Attitude formation at the primary level establishes the behavioural foundation, shaping curiosity, resilience, and opportunity-seeking tendencies. This is strengthened at the secondary level through the structured development of knowledge, where critical thinking, analytical reasoning, and contextual understanding enable informed decision-making. At the tertiary level, these foundations culminate in advanced skills acquisition, where individuals translate mindset and knowledge into practical competence through application, experimentation, and real-world engagement.

Integrating these three dimensions in a sequential and reinforcing manner creates a robust human capability base that equips entrepreneurs to navigate uncertainty, innovate effectively, and contribute meaningfully to economic development in Nigeria and across emerging economies. This approach moves beyond fragmented interventions to a

developmentally aligned system, where each stage builds on the previous one to maximise impact.

The challenge, therefore, is not merely to teach entrepreneurship, but to align its development with the natural progression of human learning, cultivating attitudes early, building knowledge systematically, and refining skills where they can be most effectively applied. In doing so, we establish the true cornerstone of entrepreneurial human capital, capable of driving resilient ecosystems and sustainable development in dynamic and resource-constrained environments.



## PART 4: NURTURING THE ENABLER LAYER: ORGANIZING INTERNAL AND EXTERNAL SUPPORT NETWORKS

### Enabler Layer in the LEEAP Model

In the Lamino Entrepreneurial Ecosystem Achievement Process (LEEAP), the enabler layer serves as the critical bridge between ecosystem structures and entrepreneurial outcomes. Enablers provide the support, resources, and relational mechanisms that allow policy, infrastructure, and knowledge frameworks to translate into practical action, venture growth, and ecosystem resilience. They operate across two key dimensions: formal institutional support and informal networks and social structures. Formal enablers, including government programs, public–private partnerships, financial institutions, and structured mentorship, have been shown to improve operational efficiency and access to funding for Nigerian SMEs by over 30% (Andah, Abubakar, & Ezie, 2019; Paul, Abubakar, & Vincent, 2021; Adepoju & Ogunleye, 2023). Informal enablers such as peer networks, community groups, and cooperative platforms facilitate knowledge sharing, trust-building, and collaborative problem-solving, with studies indicating that participation in such networks increases venture resilience and sustainability by 25–35% in developing economies (Abubakar, 2016; Correia, Marques, & Silva, 2024; Ngele et al., 2022). By leveraging these formal and informal mechanisms, LEEAP ensures that entrepreneurs can effectively navigate uncertainty, mobilise resources, and exploit opportunities, thereby strengthening venture performance, inclusive participation, and long-term ecosystem growth within Nigeria’s dynamic business environment.

### Formal Enablers

Formal enablers include government programs, public–private partnerships, structured mentorship, financial institutions, and development agencies. These mechanisms provide institutional support, regulatory guidance, and structured resources that facilitate venture growth. Studies in Nigerian SMEs demonstrate that engagement with formal enablers improves operational efficiency, financial compliance, and access to funding (Andah, Abubakar, & Ezie, 2019; Paul, Abubakar, & Vincent, 2021). Evidence also shows that gender-focused initiatives and inclusive policies significantly increase women’s participation in entrepreneurship, addressing systemic barriers such as limited access to finance and mentorship (Abubakar, 2020; Anyanwu, Oloto, & Nwokocha, 2023).

### INFORMAL ENABLERS

Informal enablers comprise social networks, peer groups, community support, and

cooperative platforms. These mechanisms facilitate mentorship, knowledge sharing, trust-building, and collaborative problem-solving. In my research on women entrepreneurs in Kaduna Metropolis, participation in cohesive networks significantly improved venture resilience, information exchange, and sustainability (Abubakar, 2016). Broader studies in developing economies also indicate that informal networks often compensate for weak institutional structures by providing critical guidance, shared resources, and innovation support (Correia, Marques, & Silva, 2024; Ngele et al., 2022). Within LEEAP, the deliberate cultivation of these informal enablers strengthens ecosystem connectivity, enhances collaboration, and fosters adaptive capacity among entrepreneurs.

## Integrative Role of Enablers

Together, formal and informal enablers create a dynamic support structure that underpins the LEEAP model. Formal enablers provide institutional backing and structured resources, while informal enablers facilitate knowledge exchange, mentorship, and collaborative problem-solving. Evidence consistently shows that ventures embedded in both enabler systems achieve higher operational efficiency, access to finance, and long-term sustainability (Andah, Abubakar, & Ezie, 2019; Paul, Abubakar, & Vincent, 2021; Adepoju & Ogunleye, 2023; Zhao, Wright, & Chen, 2023; Morris, Kuratko, & Avila, 2023).

Within the LEEAP framework, the enabler layer bridges structural provisions and practical capabilities, ensuring that policy, infrastructure, and ecosystem support translate into actionable entrepreneurial outcomes, inclusive participation, and sustainable growth.

## PART 4: NURTURING THE ENABLER LAYER (LEAP MODEL)

— Organising Internal & External Support Networks —



### TWO CORE DIMENSIONS



### INTEGRATED ENABLER EFFECT

**FORMAL + INFORMAL = STRONG ECOSYSTEM**



### LEAP OUTCOME

**Enablers → Action → Impact**



**Resilient Ventures • Inclusive Ecosystem • Sustainable Growth**

## PART 5: OPERATIONAL LAYER: MAPPING THE STRUCTURAL PRECONDITIONS FOR ENTREPRENEURIAL OUTCOMES

Before analysing the structural components of the Lamino Entrepreneurial Ecosystem Achievement Process (LEEAP), it is essential to first outline the model's assumptions. These assumptions serve as the foundational principles that underpin effective ecosystem performance in Nigeria, guiding how governance, collaboration, infrastructure, policy, and human capability interact to support sustainable entrepreneurial development. By clearly articulating these assumptions, we establish the framework against which the LEEAP's structural components can be understood and evaluated.

1. Bureaucracy, corruption, and nepotism are minimised.
2. Public–private collaboration is robust.
3. Policies are formulated and coordinated across local and national levels.
4. Policy frameworks take a holistic, integrated approach.
5. High-growth business policies are prioritised.
6. Communication strategies are effective for cultural change and information dissemination.
7. All ecosystem players operate under standardised policies, procedures, and rules.
8. Government acts as a support rather than a direct enabler.
9. Physical and digital infrastructure is reliable and accessible.
10. Government transitions from transactional to relational engagement.

### Governance, Policy, and Regulatory Alignment

This cluster reflects assumptions emphasizing effective governance, coherent policies, and regulatory alignment: bureaucracy, corruption, and nepotism are minimized (Assumption 1); policies are formulated and coordinated from local to national levels (Assumption 3); the policy framework takes a holistic, integrated approach (Assumption 4); high-growth business policies are prioritized (Assumption 5); and all ecosystem players operate under standardized procedures and rules (Assumption 7).

Evidence underscores the importance of these assumptions. In *Deriving an Ideal Entrepreneurial Ecosystem for Entrepreneurial Development Success in Nigeria* (Abubakar, 2022), SMEs are often constrained by fragmented policies, inconsistent regulations, and poorly coordinated governance structures. Financial reforms in quoted Nigerian manufacturing firms further demonstrate that coherent policies and transparent governance enhance business confidence and operational efficiency (Financial Reforms in Nigeria, 2022). Recent data indicate that approximately 77% of Nigerian SMEs identify

regulatory challenges, including overlapping rules and uneven enforcement, as their main barrier to scaling operations (Eze & Okafor, 2023).

Collectively, these findings highlight that holistic, standardised, and high-growth-oriented governance frameworks are essential for reducing systemic bottlenecks, ensuring predictability, and enabling entrepreneurs to innovate and scale effectively. This validates the LEEAP assumptions and emphasises that regulatory alignment is a cornerstone for sustainable ecosystem performance.

## Collaborative and Relational Ecosystem Dynamics

This cluster reflects assumptions that emphasise collaboration, communication, and relational support: strong public–private partnerships (Assumption 2), effective communication for cultural change (Assumption 6), and a shift in government’s role from transactional to relational support (Assumptions 8 and 10). Collectively, these positions entrepreneurial ecosystems as relationship-driven systems, where trust and coordination shape outcomes.

Empirical evidence supports this. In our study on SME cash management (Andah, Abubakar, & Ezie, 2019), firms embedded in strong relational networks showed higher financial compliance and operational efficiency. Similarly, Paul, Abubakar, and Vincent (2021) found that mentorship and relational engagement improved financial practices among pre-retirement teachers in Abuja. At a broader level, studies in Lagos and Abuja report that effective public–private collaboration increased access to finance and business knowledge for women-led enterprises by over 30% (Adepoju & Ogunleye, 2023).

This aligns with findings from the World Bank, which show that SMEs within collaborative networks are more likely to access finance and scale (World Bank, 2020), and the Organisation for Economic Co-operation and Development, which links coordinated ecosystems to higher innovation and firm survival (OECD, 2019). In addition, the International Labour Organisation highlights that effective communication and relational governance improve programme uptake and sustainability (ILO, 2019).

Overall, the evidence underscores that strong relationships, not isolated interventions, drive entrepreneurial success, reinforcing the validity of the LEEAP assumptions.

## Infrastructure and Resource Enablement

This dimension reflects assumptions regarding reliable physical and digital infrastructure, including electricity, water, roads, and connectivity (Assumption 9). Adequate infrastructure is critical for ensuring that entrepreneurs can focus on value creation and innovation rather than operational constraints.

Evidence underscores its importance. Our study on SME financial management (Andah, Abubakar, & Ezie, 2019) showed that deficits in electricity and internet access were

major barriers to growth and operational efficiency. Nationally, only 57% of SMEs report consistent electricity supply, and fewer than 40% have reliable internet connectivity (World Bank, 2023). Additional studies on financial reforms and educational attainment further indicate that adequate infrastructure improves efficiency, regulatory compliance, and access to markets and financial resources (Abubakar, 2022; Paul et al., 2021).

By embedding infrastructural support in the LEEAP assumptions, entrepreneurial ecosystems can provide a predictable operational environment, enabling firms to scale, innovate, and participate fully in value-creating activities.

Through these ten assumptions, LEEAP operationalises a comprehensive framework for a sustainable and growth-oriented entrepreneurial ecosystem in Nigeria. Governance and policy alignment reduce bureaucratic bottlenecks and enhance regulatory predictability, while collaborative and relational dynamics foster strong support networks and effective information flow. Reliable infrastructure and resource enablement provide the operational foundation for entrepreneurs to focus on innovation and value creation. Finally, the sequential development of human capabilities, attitude, knowledge, and skills ensures that individuals are equipped to identify opportunities, make informed decisions, and translate insights into practical enterprise outcomes. Collectively, these assumptions create an integrated ecosystem that promotes inclusive, resilient, and high-growth entrepreneurship nationwide.



## PART 6: MAPPING THE AGENDA: ACTIVATING ENTREPRENEURIAL ECOSYSTEMS FOR INCLUSIVE AND SUSTAINABLE DEVELOPMENT

Building on the foundational assumptions and structural elements of the Laminio Entrepreneurship Ecosystem Achievement Process (LEEAP), the next step involves activating the entrepreneurial ecosystem to generate measurable socio-economic impact. Ecosystem activation refers to the deliberate alignment of institutions, policies, networks, and resources toward inclusive growth, environmental sustainability, and broad-based economic participation. In emerging economies such as Nigeria, this activation must move beyond traditional enterprise promotion to position entrepreneurship as a development instrument capable of addressing unemployment, poverty, inequality, and environmental challenges simultaneously.

### Strategic Policy Activation and Ecosystem Governance

The first dimension of ecosystem activation relates to green entrepreneurship and environmental sustainability. In my study on *The Impact of Green Entrepreneurship on Sustainable Development of African Nations* (2023), it was demonstrated that environmentally responsible entrepreneurial ventures contribute significantly to sustainable economic development by promoting renewable energy adoption, cleaner production technologies, and environmentally responsible business practices. This finding aligns with the work of United Nations Environment Programme, which emphasizes that green entrepreneurship plays a critical role in enabling countries to transition toward low-carbon and resource-efficient economies (UNEP, 2022).

### Innovation, Investment, and Venture Scaling Mechanisms

A second dimension concerns circular production strategies and sustainable industrial systems. In the study *Impact of Circular Production Strategy on Sustainability of Consumer Goods Manufacturers* (2024), it was observed that firms implementing circular production models, such as recycling, reuse of materials, and waste reduction, achieved higher levels of operational efficiency and sustainability performance. Supporting this perspective, the Organisation for Economic Co-operation and Development notes that circular production models enable firms to improve resource efficiency while simultaneously strengthening competitiveness and long-term industrial sustainability (OECD, 2023).

## Sustainable and Inclusive Ecosystem Transformation

The third dimension focuses on inclusive entrepreneurship and social development, particularly through women's empowerment initiatives. In a recent collaborative study by Emmanuel E. Ozigi, Gambo Nasamu, Hauwa Lamino Abubakar, May Ifeoma May Nwoye, and Zabairu Umar (2024), findings revealed that women empowerment initiatives significantly contribute to poverty alleviation by increasing economic participation, improving household income stability, and strengthening community resilience. This conclusion is supported by the World Bank, which notes that expanding women's economic participation through entrepreneurship can significantly accelerate poverty reduction and inclusive economic growth in developing economies (World Bank, 2023).

Together, these three dimensions illustrate how entrepreneurial ecosystems can be activated to deliver inclusive and sustainable development outcomes. By integrating green innovation, circular production systems, and inclusive participation within the LEEAP framework, entrepreneurship becomes more than a business activity, it becomes a strategic development architecture capable of transforming emerging economies through innovation, sustainability, and shared prosperity.

# PART 6: MAPPING THE AGENDA: ACTIVATING ENTREPRENEURIAL ECOSYSTEMS

**FOR INCLUSIVE & SUSTAINABLE DEVELOPMENT** (LEAP-FRAMEWORK)

Aligning institutions, policies, networks & resources to address unemployment, poverty, inequality & environmental challenges in emerging economies.



## INCLUSIVE & SUSTAINABLE DEVELOPMENT



### CORE OUTCOME:

### ENTREPRENEURSHIP = A DEVELOPMENT ENGINE

- 💰 Job Creation
- ✓ Poverty Reduction
- ✓ Environmental Sustainability
- ✓ Shared Prosperity

### ENTREPRENEURSHIP → STRATEGIC TRANSFORMATION

Beyond business, entrepreneurship drives innovation, *sustainability & inclusive economies*.

# PART 7: ASSESSING PERFORMANCE AND IMPACT IN ENTREPRENEURIAL ECOSYSTEMS

## Entrepreneurial Metrics and KPIs

When I examine entrepreneurial development through the LEEAP framework, I position entrepreneurial metrics and Key Performance Indicators (KPIs) as foundational tools for translating ecosystem activities into measurable outcomes. Within the LEEAP model, performance is not assessed through isolated indicators, but through a structured and multidimensional system that captures behavioural, educational, institutional, economic, and social dimensions of entrepreneurship. To operationalise this, I developed the LEEAP National Entrepreneurial Performance Survey (LNEPS), which aligns directly with the three core layers of the model: the integration and performance, which can be found below;

1. Foundation Stage Index (FSI)
2. Active Ecosystem Index (AEI)
3. Enabling Support Index (ESI)
4. Ecosystem Integration and Readiness (EIR)
5. Entrepreneurial Success Index (ESS – Outcome Measure)

The structure of the questionnaire ensures that measurement reflects the full entrepreneurial lifecycle. Entrepreneurial success, measured through indicators such as venture survival, revenue growth, employment generation, profitability, and market reach, serves as the dependent variable. These outcome indicators provide direct evidence of economic contribution and sustainability, aligning with global benchmarks which emphasise firm survival and job creation as core indicators of ecosystem performance (World Bank, 2020; Global Entrepreneurship Monitor, 2023). This is referred to as the Entrepreneurial Success Index (ESS).

The Foundation Stage captures entrepreneurial attitudes, knowledge, and skills using standardised Likert-scale measures, enabling the construction of the Foundation Stage Index (FSI). This reflects the level of preparedness and cognitive readiness of individuals to engage in entrepreneurship. Empirical evidence, including my own research, demonstrates “that entrepreneurial mindset and capability development significantly influence venture creation and long-term performance” (Abubakar, 2016; Abubakar, 2020).

The Active Ecosystem component measures the functionality of structural elements such as infrastructure, regulatory frameworks, access to finance, market conditions, cultural perceptions, enterprise support systems, and training effectiveness. These indicators form the Active Ecosystem Index (AEI) and provide insight into how conducive the environment

is for entrepreneurial activity. Studies in the Nigerian context show that improvements in these structural components can enhance SME performance and access to funding by over 30% (Andah, Abubakar, & Ezie, 2019; Paul, Abubakar, & Vincent, 2021).

The Enabling Support System evaluates both internal and external support mechanisms, including family support, mentorship access, networks, cooperatives, and institutional backing. These are aggregated into the Enabling Support Index (ESI), capturing the social and relational capital that underpins entrepreneurial resilience. Evidence suggests that such support systems can increase business sustainability and resilience by up to 25–35% in developing economies (Abubakar, 2016; Ngele et al., 2022; OECD, 2022). Ecosystem Integration and Connectivity refer to how well different entrepreneurial support organisations, such as government agencies, financial institutions, training centres, and private sector actors, work together to support business development. This questionnaire focuses on the extent to which these actors are linked, share information, and coordinate their services to ensure that entrepreneurs experience a smooth and connected support system as they move from the foundation stage to active business operations. Ecosystem Integration and Readiness (EIR) refer to the extent to which entrepreneurial support institutions, policies, and actors are connected, coordinated, and prepared to enable smooth business development and transition across stages. In my study, I conceptualise EIR as the degree to which the ecosystem functions as an integrated system rather than fragmented support structures, allowing entrepreneurs to move from the foundation stage to active operations with minimal friction. This perspective is consistent with entrepreneurial ecosystem theory, which emphasises that coordinated institutional arrangements and strong system linkages are essential for entrepreneurial development and performance (Isenberg, 2010; Stam, 2015; Audretsch & Belitski, 2017). In the Nigerian context, I also draw on the work of Lamino, Andah and Paul (2022), which highlights that fragmented support systems hinder entrepreneurial progression, while greater integration and readiness enhance sustainability and growth.

All indicators are standardised and aggregated into the LEEAP Performance Index (LPI), a composite measure that provides a holistic assessment of ecosystem functionality and alignment. This integrated approach ensures that performance is not viewed in silos, but as the outcome of interconnected system components.

## Impact Assessment Tools

Beyond measurement, I emphasise the importance of robust impact assessment tools that move from tracking activities to evaluating long-term outcomes and systemic change. Traditional approaches to entrepreneurship assessment often focus on outputs, such as the number of individuals trained or businesses registered. However, within the LEEAP

framework, I extend this approach by incorporating longitudinal and outcome-based indicators, including venture survival over three to five years, revenue growth trajectories, employment expansion, and market penetration.

The LEEAP Performance Index (LPI), derived from the **LEEAP National Entrepreneurial Performance Survey (LNEPS)**, which can be found in appendices A and B, serves as the central assessment tool. It integrates data across all components into a standardised framework that supports both cross-sectional and longitudinal analysis. This enables stakeholders to compare performance across regions, sectors, and time periods, while also identifying trends and patterns in ecosystem development.

To deepen analysis, the framework supports the application of econometric and analytical techniques such as regression analysis and structural equation modelling. These tools allow for the examination of causal relationships between entrepreneurial education, ecosystem conditions, support systems, and enterprise outcomes. Global evidence reinforces the importance of such integrated assessment approaches, showing that ecosystems that systematically track long-term outcomes achieve more sustainable and inclusive growth (World Bank, 2020; Global Entrepreneurship Monitor, 2023).

In line with my research, the use of structured and evidence-based assessment tools ensures that entrepreneurship programmes are evaluated not merely by participation, but by their ability to generate measurable, scalable, and sustainable impact (Abubakar, 2016; Andah et al., 2019; Paul et al., 2021). This shift from activity-based to impact-based evaluation is essential for improving accountability, enhancing resource allocation, and strengthening policy effectiveness.

## Feedback Loops (Learning, Policy Adjustment, and Ecosystem Improvement)

A defining feature of the LEEAP model, and one I consider indispensable, is the integration of feedback loops as a mechanism for continuous learning, policy refinement, and ecosystem improvement. Entrepreneurial ecosystems are inherently dynamic, and their effectiveness depends on the ability of stakeholders to adapt interventions based on real-time data and evidence. Within LEEAP, feedback loops connect measurement directly to decision-making, ensuring that insights derived from the LNEPS and LPI inform ongoing ecosystem development.

These feedback mechanisms operate across multiple levels. At the institutional level, universities and training centres can refine curricula and experiential learning approaches based on identified gaps in entrepreneurial attitudes, knowledge, and skills. At the policy

level, governments can adjust regulatory frameworks, funding mechanisms, and support programmes in response to constraints such as limited access to finance, weak infrastructure, or restrictive policies. At the ecosystem level, stakeholders, including investors, mentors, and development partners, can realign their interventions to better support entrepreneurs and improve outcomes.

Empirical studies consistently demonstrate that ecosystems with strong feedback mechanisms exhibit higher levels of adaptability, resilience, and long-term performance (Zhao, Wright, & Chen, 2023; Morris, Kuratko, & Avila, 2023). Furthermore, evidence from developing economies indicates that continuous monitoring and iterative policy adjustment can improve programme effectiveness by over 20%, particularly when supported by reliable data systems (World Bank, 2020).

Within the LEEAP framework, feedback loops ensure that the entrepreneurial ecosystem remains responsive, coordinated, and impact-driven. They transform data into actionable insights, enabling stakeholders to move beyond fragmented interventions toward a more integrated and adaptive system of entrepreneurial development.

Overall, navigating performance and impact within entrepreneurial ecosystems requires more than measurement; it demands a coherent system that integrates metrics, assessment tools, and feedback mechanisms. Through the LEEAP framework, I demonstrate that sustainable entrepreneurial development is achieved not through isolated efforts, but through measurable alignment, continuous learning, and coordinated ecosystem action (Abubakar, 2016; Andah et al., 2019; Paul et al., 2021; World Bank, 2020; GEM, 2023).

## PART 7: ASSESSING PERFORMANCE & IMPACT IN ENTREPRENEURIAL ECOSYSTEMS

### (LEAP MODEL)

Measuring entrepreneurial growth, resilience, & socio-economic impact using the LEEAP National Entrepreneurial Performance Survey (LNEPS).

LNEPS measures behavioural, institutional, economic & social dimensions to provide a holistic view of ecosystem performance.



### CORE OUTCOME INDICATORS



### FEEDBACK LOOPS: MEASURING, LEARNING & ADAPTING

- ✓ Continuous Monitoring
- ✓ Policy Adjustment
- ✓ Programme Retinement
- ✓ Ecosystem Improvement

### LLEAP PERFORMANCE INDEX (LPI)

- ✓ Standardised & Aggregated Score
- ✓ Holistic Ecosystem Assessment

# CONCLUDING INSIGHTS AND POLICY RECOMMENDATIONS

## Call for Action

The transformation of Nigeria's entrepreneurial landscape requires more than well-intentioned policies or isolated interventions; it demands deliberate, coordinated, and sustained action from all ecosystem stakeholders. While the evidence clearly shows that talent, creativity, and entrepreneurial intent are abundant, the missing link remains the alignment of systems, institutions, and resources needed to convert potential into measurable outcomes.

This Call to Action therefore, serves as a strategic appeal to government, academia, industry, and development partners to move beyond fragmented efforts toward a unified, performance-driven ecosystem. Anchored in the Lamino Entrepreneurial Ecosystem Achievement Process (LEEAP), it emphasises the urgency of collective responsibility, institutional coordination, and evidence-based decision-making. Only through such integrated action can Nigeria unlock inclusive growth, strengthen enterprise development, and build a resilient, innovation-driven economy.

### **Government and Policymakers**

Government institutions at the federal, state, and local levels must provide a stable, coherent, and well-coordinated policy environment that enables entrepreneurship to thrive. Key agencies such as the Federal Ministry of Industry, Trade and Investment (FMITI), SMEDAN, BOI, CBN, and NIPC must strengthen coordination to simplify business registration processes, reduce bureaucratic bottlenecks, and enhance regulatory transparency.

In addition, the government should expand access to finance through targeted credit facilities, development funds, and guarantee schemes, while also investing in critical infrastructure such as electricity, digital connectivity, transportation networks, and industrial parks. Policy frameworks must prioritise high-growth and innovation-driven enterprises through fiscal incentives, tax reliefs, and entrepreneurship-focused industrial strategies.

The call to action is for policymakers to ensure full alignment across ministries, departments, and development programmes by institutionalising a coordinated ecosystem governance framework. The LEEAP performance indicators and questionnaire-based evidence should be used to guide policy decisions, monitor ecosystem effectiveness, and shift governance

from fragmented, transactional interventions to long-term, relational ecosystem support that promotes inclusive and sustainable economic development.

### **Education Reform and Research Institutions**

Education reform remains central to strengthening the human capability foundation of the LEEAP framework. A coordinated approach is required across primary, secondary, and tertiary education systems, with clear roles for institutions such as the Federal Ministry of Education, UBEC, NERDC, SUBEBs, NBTE, NABTEB, WAEC, NUC, NCCE, and TETFund.

At the primary level, entrepreneurial mindset development should be embedded into basic education through creativity, problem-solving, teamwork, and financial literacy, supported by teacher training and experiential learning approaches. At the secondary level, entrepreneurship education should be strengthened through vocational training, school-based enterprises, innovation clubs, and structured mentorship programmes. At the tertiary level, universities and polytechnics must move beyond theory to establish incubators, innovation hubs, technology parks, and strong industry partnerships that support venture creation and research commercialisation.

The LEEAP indicators can be used within educational institutions to assess entrepreneurial capability development, innovation outcomes, and institutional effectiveness in supporting ecosystem engagement. This will ensure that education functions as a continuous pipeline for producing entrepreneurial talent aligned with ecosystem demands.

### **Private Sector and Industry Partners**

Private sector actors, including corporations, venture capital firms, industry associations such as NACCIMA, LCCI, and MAN, as well as SMEs, play a critical role in activating entrepreneurial ecosystems. They must move beyond passive engagement to become active co-creators of ecosystem value through investment, mentorship, and market integration.

Public–private partnerships should be strengthened to support incubators, innovation labs, and acceleration programmes that complement government and academic initiatives. The private sector is also expected to enhance knowledge transfer, facilitate access to supply chains, and support SME internationalisation, particularly for youth- and women-led enterprises.

The LEEAP framework provides a performance-based structure for assessing the effectiveness of private sector engagement in entrepreneurship development, particularly in relation to enterprise readiness, support effectiveness, and scaling outcomes. This enables a more coordinated and impact-driven private sector contribution to ecosystem development.

## **Development Partners and Civil Society**

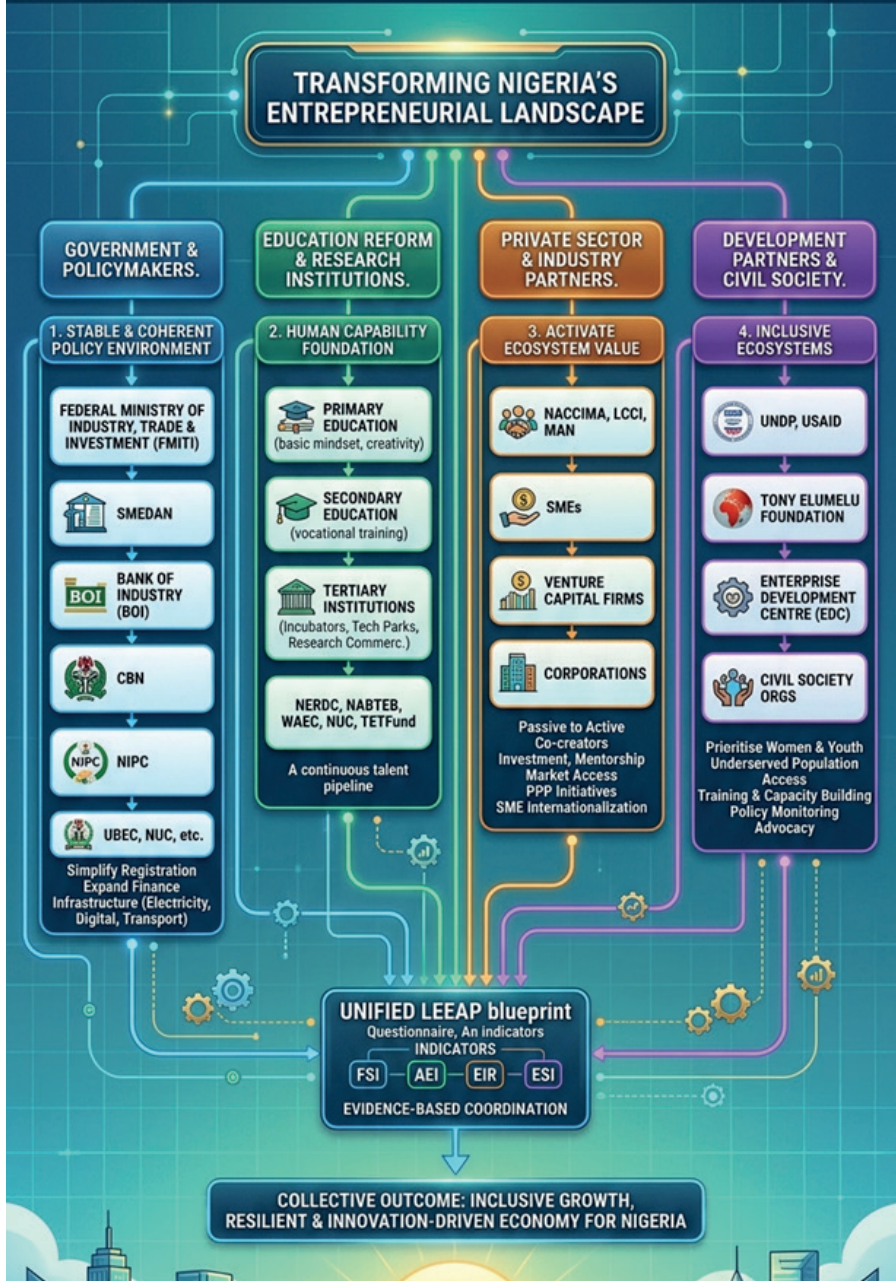
Development partners and civil society organisations, including UNDP, USAID, the Tony Elumelu Foundation, and institutions such as the Enterprise Development Centre (EDC), play a vital role in strengthening inclusive entrepreneurship ecosystems through funding, capacity building, mentorship, and advocacy.

These actors must prioritise inclusive interventions targeting women, youth, and underserved populations by improving access to finance, training, market intelligence, and entrepreneurial networks. Civil society must also strengthen its role in policy monitoring, accountability, and community engagement to ensure transparency and effectiveness in ecosystem interventions.

Across all stakeholder groups, the integration of the LEEAP performance indicators and questionnaire-based measurement system provides a unified framework for assessing entrepreneurial ecosystem effectiveness, integration, and readiness. Its adoption enables evidence-based decision-making, strengthens coordination, and supports a shift toward a more structured, inclusive, and sustainable entrepreneurial development system in Nigeria. The LEEAP framework underscores that entrepreneurship can drive sustainable and inclusive development in Nigeria, but this requires coordinated action across all ecosystem stakeholders.

Governments must provide coherent policies, regulatory clarity, access to finance, and critical infrastructure, while educational institutions, from primary through tertiary levels, must instil entrepreneurial mindsets, technical skills, and innovation capabilities through experiential learning, curriculum reform, and research commercialisation. The private sector and industry partners are called to offer mentorship, market access, and investment support, and development partners and civil society must ensure inclusivity, capacity building, and advocacy for underserved groups. When all stakeholders act in concert under the LEEAP framework, entrepreneurship becomes a strategic tool for fostering high-growth ventures, reducing poverty and inequality, and creating resilient, innovation-driven communities across Nigeria.

# CALL FOR ACTION: STAKEHOLDER FOCUS



## Policy and Practical Implications

The LEEAP framework offers significant policy and practical implications for strengthening entrepreneurial ecosystem development in Nigeria by emphasising systemic integration, ecosystem readiness, and performance-based coordination across institutions that influence entrepreneurial capability formation and venture outcomes. At the core of the framework is the Ecosystem Integration and Readiness (EIR) dimension, which highlights the extent to which governance structures, policies, infrastructure, and institutional actors are aligned to support seamless entrepreneurial transition from foundation to active and growth stages. In addition, the performance indicators (FSI, AEI,  $ESI_3$ , EIR, and ESI) and the associated questionnaire instrument provide a measurable evidence base for assessing ecosystem effectiveness, identifying structural gaps, and tracking entrepreneurial progression over time.

From a policy perspective, government actors must move beyond fragmented interventions toward an integrated ecosystem governance approach that is informed by the LEEAP performance measures. Agencies such as the Federal Ministry of Industry, Trade and Investment (FMITI), SMEDAN, BOI, CBN, and NIPC can utilise the framework to evaluate the effectiveness of entrepreneurship policies in terms of **connectivity, coordination, access to support, and transition outcomes**. The indicators provide a structured basis for monitoring whether policies are effectively improving ecosystem integration and enabling entrepreneurial movement across stages. Similarly, financial institutions such as BOI, CBN, and the Development Bank of Nigeria can apply the framework to design stage-specific financing instruments aligned with entrepreneurial readiness and ecosystem support conditions, ensuring that funding mechanisms respond to actual performance gaps identified through the LEEAP measurement system.

At the practical level, education and research institutions can leverage the LEEAP indicators and questionnaire to evaluate how effectively they are contributing to entrepreneurial capability development and ecosystem readiness. Regulatory bodies such as the Federal Ministry of Education, UBEC, NUC, NBTE, NCCE, and TETFund can use the framework to assess the effectiveness of entrepreneurship education in terms of **foundation-level readiness (FSI), active engagement (AEI), and innovation support structures ( $ESI_3$ )**. This supports a more evidence-driven approach to curriculum reform, institutional performance evaluation, and the strengthening of university-based innovation hubs, incubators, and technology transfer systems.

For industry and private sector stakeholders, the framework provides a practical tool for assessing how well ecosystem actors are connected and how effectively they support

entrepreneurial scaling. Organisations such as NACCIMA, LCCI, and MAN can use the indicators to evaluate the quality of mentorship, market access, supply chain integration, and enterprise support systems. In the same way, innovation-driven institutions such as NASENI can align their interventions with ecosystem readiness and integration measures to enhance the commercialisation of research and technology-driven entrepreneurship. Development partners such as UNDP, USAID, the Tony Elumelu Foundation, and EDC can also adopt the framework to measure inclusion outcomes, support effectiveness, and ecosystem impact across different entrepreneurial segments, particularly youth, women, and underserved groups.

Overall, the key policy and practical implication of the LEEAP framework is that entrepreneurial ecosystem development must be understood and managed as a **measurable, interconnected system rather than a collection of isolated interventions**. The integration of performance indicators and questionnaire-based measurement provides stakeholders with a common evidence platform for assessing ecosystem functionality, improving coordination, and enhancing policy responsiveness. When government, education systems, private sector actors, financial institutions, and development partners align their actions using these measures, they collectively strengthen ecosystem integration and readiness, thereby enabling more effective entrepreneurial transitions, venture sustainability, and inclusive economic development in Nigeria.

### **Engaging Stakeholders for Entrepreneurial Ecosystem Development**

A major challenge within the Nigerian entrepreneurial ecosystem is not necessarily the absence of institutions that support entrepreneurship, but rather the lack of structured coordination among them. Several agencies currently address different components of the ecosystem, policy, finance, education, research, and enterprise support, but their activities often operate in silos. Within the LEEAP framework, effective stakeholder engagement therefore requires deliberate mechanisms that connect these ecosystem components into a coherent and operational system. For example, policy and regulatory alignment can be driven by institutions such as the Federal Ministry of Industry, Trade and Investment, the Small and Medium Enterprises Development Agency of Nigeria, and the Nigerian Investment Promotion Commission, which can align entrepreneurship policies with national industrial development strategies. Access to finance and venture funding can be strengthened through the coordinated involvement of the Central Bank of Nigeria, the Bank of Industry, and the Development Bank of Nigeria, ensuring that entrepreneurs who develop ideas within the education system can transition into venture creation with adequate financial support.

Equally important is the connection between education, research, and enterprise development. Institutions such as the Federal Ministry of Education, the Universal Basic

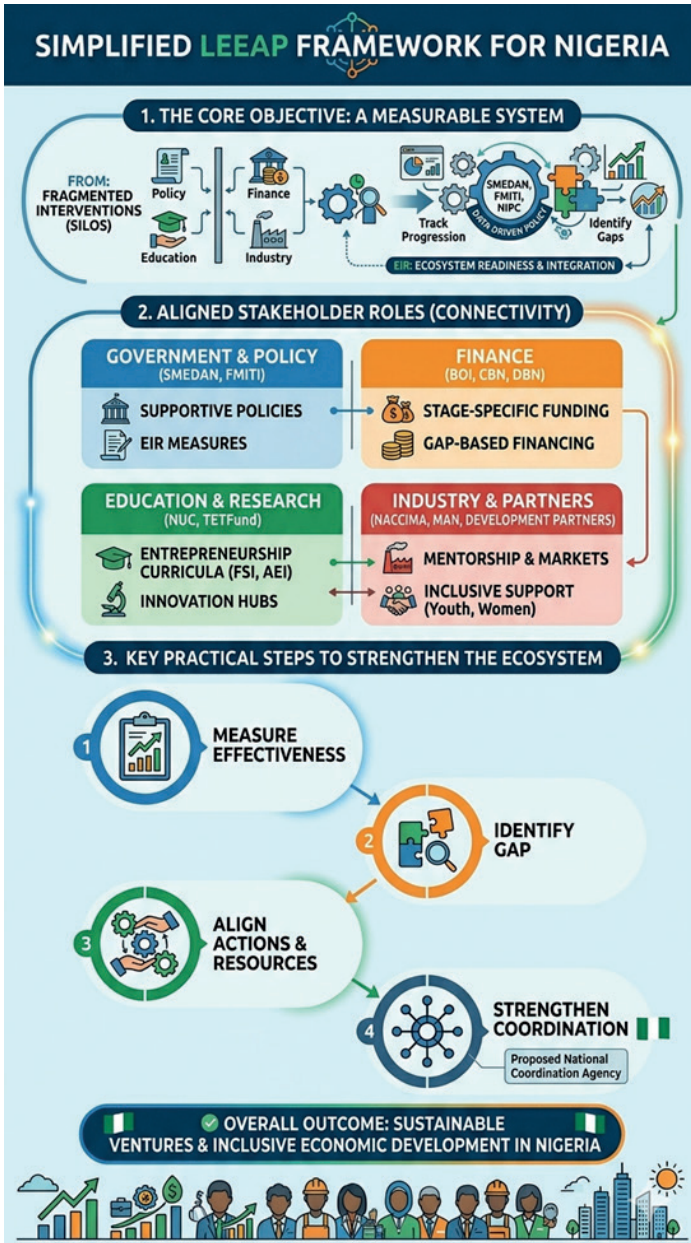
Education Commission, the National Universities Commission, and the Tertiary Education Trust Fund are positioned to ensure that entrepreneurship education is embedded across primary, secondary, and tertiary levels. At the same time, research and technology institutions such as the National Agency for Science and Engineering Infrastructure and innovation programs supported by universities and polytechnics can facilitate the commercialisation of research outputs and the development of technology-driven enterprises. Industry bodies, including the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture and the Manufacturers Association of Nigeria, can then provide the critical bridge to markets, mentorship, supply-chain integration, and industry partnerships that enable startups to scale and compete.

To strengthen this ecosystem connectivity, there is a strong case for the Nigerian government to establish a central coordinating institution dedicated specifically to entrepreneurial ecosystem integration and implementation. Such an agency, conceptually referred to as a **National Entrepreneurship Ecosystem Coordination Agency**, could operate as a multi-stakeholder platform responsible for ensuring that the different components of the ecosystem function cohesively rather than independently. This agency would serve as a coordinating hub linking education reforms, financial support mechanisms, regulatory frameworks, infrastructure provision, and industry participation within a single operational framework aligned with the objectives of the LEEAP model.

Specifically, the agency could play several strategic roles. First, it could ensure the alignment and implementation of entrepreneurship curricula across the educational pipeline, working with institutions responsible for primary, secondary, and tertiary education to ensure a seamless transition from early entrepreneurial mindset development to advanced venture creation training. Second, it could function as a national coordination platform that connects aspiring entrepreneurs to relevant support institutions, including financial institutions, incubators, research centres, and industry networks once individuals move into the active venture stage of the LEEAP model. Third, the agency could monitor and facilitate policy implementation, regulatory reforms, and tax incentives, ensuring that entrepreneurs benefit from supportive policies designed to reduce barriers to entry and encourage enterprise growth. Finally, the agency could coordinate with infrastructure-focused institutions and development partners to ensure that essential resources such as electricity, digital connectivity, innovation hubs, and industrial clusters are available to support entrepreneurial activity.

By institutionalising such coordination, Nigeria would move toward a holistic entrepreneurial ecosystem in which education, finance, policy, research, industry, and infrastructure are interconnected and mutually reinforcing. This level of structured synergy would significantly enhance the effectiveness of entrepreneurial support systems and increase the

likelihood that individuals progressing through the LEEAP process are able to transform entrepreneurial capability into high-performing ventures that contribute meaningfully to national economic development.



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## **BRIEF PROFILE OF INAUGURAL LECTURER**

My life journey reflects global exposure, academic distinction, and entrepreneurial impact. I was born into a diplomatic family, and my father served Nigeria with dedication across several countries, including Morocco, Niger Republic, the United States, the United Kingdom, and Brazil. His international assignments exposed me early in life to diverse cultures, systems, and worldviews. I undertook my primary and secondary education across these countries, including studies in Atlanta, USA, and London, UK. These formative experiences shaped my global outlook, discipline, and adaptability. I continue to honour the memories of my late father (1996) and my late mother (2019), whose values and guidance remain a lasting inspiration in my life.

I later obtained a BSc in Business Administration from Bayero University, an MBA from Ahmadu Bello University, and a PhD in Business Administration from Nasarawa State University, Keffi, which solidified my commitment to entrepreneurship, strategic management, and human capital development.

Over the years, I have built extensive academic and administrative experience, serving in key leadership positions at Nile University of Nigeria, including Academic Director, Deputy Dean, EMBA Coordinator, and Head of Department. In these roles, I have contributed significantly to curriculum development, postgraduate supervision, and institutional advancement. I am also the co-founder of Emerging Young Entrepreneur (EYE), a not-for-profit organisation dedicated to youth empowerment through Agripreneurship. In addition, as the founder of Braid My Hair Limited (now BUtee), a lifestyle platform that connects customers with hairstylists, I have been able to translate entrepreneurial theory into practice, demonstrating applied innovation and enterprise development.

As a scholar, I have supervised over 80 postgraduate dissertations and developed innovative frameworks, including the LEEAP (Lamino Entrepreneurial Ecosystem Achievement Process), which reflects my research focus on entrepreneurial ecosystems, strategic leadership, and SME development. My work continues to contribute to entrepreneurship education, policy discourse, and youth empowerment.

My vision is to position the business school as a hub of innovation, research excellence, and global collaboration, while strengthening Nigeria's entrepreneurial ecosystem through education, mentorship, and policy engagement. I aspire to leave a legacy rooted in human capital development, ethical leadership, and sustainable enterprise growth.

I am married to Prof. Muhammad Akaro Mainoma, former Commissioner of Finance, Vice Chancellor of Nasarawa State University, Keffi, and President of ANAN, and we are

blessed with two children; Mubin and Muniba. I enjoy reading, travelling, mentoring young entrepreneurs, and engaging in humanitarian initiatives, while balancing family life with academic and professional commitments.

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To my parents, Ambassador Muhammad Lamino Abubakar and my mother, Amina Umar Suleiman (may their souls rest in peace), I owe an immeasurable debt of gratitude. From my father, I inherited steadfastness, a deep reverence for God, discipline, integrity, and an unwavering, hardworking ethic that continues to guide my professional and personal life. From my mother, I learned patience, resilience, endurance, compassion, and quiet strength in the face of challenges. Their values remain the moral compass of my journey.

To those who have passed on, my dear uncle, Alhaji Guda Abdullahi, and my beloved brothers, Abdulrazak Lamino, Abdulhamid Lamino, and Yusuf Lamino, (may their souls rest in peace), I honour your memories with love and gratitude. Your presence in my life shaped my character, and your legacy continues to inspire me.

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I express my deep gratitude to my Vice Chancellor, Prof. Dilli Dogo, for your leadership,

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To the Faculty of Management Sciences, our Dean Prof. May Nwoye, Prof. Ofili, Dr Lucky, and the entire faculty staff, thank you for your collaboration, engagement, and for nurturing an ecosystem that encourages academic rigour and research impact. To my dear family in the Department of Business Administration, the HOD Dr Aarti, Prof. Hadiza, Prof. Taiwo, Assoc Prof George, Assoc Prof Nasamu, Dr Frank, Dr Akeem, Dr Faiza, Dr Francis, Jumaimah, and Asmau, your camaraderie and support have been invaluable.

Each of you has played a meaningful role in shaping my journey. I dedicate this milestone to you all, with gratitude for your love, guidance, and encouragement, which have strengthened my resolve to contribute to human development and entrepreneurship.



# GUIDELINES FOR ADMINISTERING AND INTERPRETING THE LEEAP NATIONAL ENTREPRENEURIAL PERFORMANCE SURVEY (LNEPS)

## Purpose of the Instrument

The **LEEAP National Entrepreneurial Performance Survey (LNEPS)** is designed to provide a structured and evidence-based assessment of a nation's entrepreneurial ecosystem. It evaluates how effectively key system components, entrepreneurial education, ecosystem structures, and support mechanisms, translate into measurable enterprise outcomes such as business survival, growth, and job creation.

Beyond measuring entrepreneurial activity, the instrument captures the degree of alignment across the ecosystem, enabling stakeholders to understand not only what is happening, but why outcomes are achieved or constrained. This makes the survey particularly valuable for policy evaluation, academic research, and national development planning.

## Target Respondents and Coverage

The questionnaire is intended for a broad cross-section of participants within the entrepreneurial ecosystem. These include:

1. Entrepreneurs and SME owners across sectors
2. Start-up founders and early-stage innovators
3. Aspiring entrepreneurs, including students and trainees

To ensure reliability and national relevance, respondents should be selected using a stratified sampling approach, reflecting:

1. Geographic regions
2. Industry sectors
3. Gender and demographic diversity
4. Business stages (startup, growth, established)

## Administration of the Survey

The LNEPS can be administered through digital platforms (such as online survey tools) or through physical distribution where necessary. For optimal impact and comparability over time, it is recommended that the survey be conducted on a periodic basis.

To maintain data quality:

1. Respondents should complete the survey independently
2. Questions should be answered based on current and actual experiences
3. All sections should be completed to ensure completeness of analysis

## Structure of the Questionnaire

The survey is organised into key sections aligned with the LEEAP framework:

1. Startup Demographics
2. Entrepreneurial Success (Outcome Measures)
3. Foundation Stage (Education: Attitudes, Knowledge, Skills)
4. Active Ecosystem (Infrastructure, Policy, Finance, Market, Culture, Support, Training)
5. Ecosystem Integration and Readiness (EIR)
6. Enabling Support Systems (Internal and External Support)

This structure ensures a comprehensive assessment of both inputs and outcomes, allowing for a holistic evaluation of ecosystem performance.

## Response Format

Most items are measured using a five-point Likert scale:

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

This format captures perceptions, experiences, and behavioural tendencies in a standardised manner.

## Objective Questions

Certain sections require factual inputs, including:

1. Years in operation
2. Employment size
3. Revenue growth trends
4. Market reach

# SCORING METHODOLOGY

## Step 1: Normalise Scores

Convert responses to a **0–100 scale**:

$$\text{Score} = \frac{(\text{Response}-1)}{5} \times 100$$

## Step 2: Compute Sub-Indices

1. Foundation Stage Index (FSI)
2. Active Ecosystem Index (AEI)
3. Enabling Support Index (ESI<sub>3</sub>)
4. Ecosystem Integration and Readiness (EIR)
5. Entrepreneurial Success Index (ESS)

Each is calculated as the average of its indicators.

## Step 3: Compute LEEAP Performance Index (LPI)

$$\text{LPI} = (0.3 \times \text{FSI}) + (0.4 \times \text{AEI}) + (0.2 \times \text{ESI}_3) + (0.1 \times \text{EIR}) + (0.2 \times \text{ESS})$$

These provide measurable indicators of entrepreneurial performance.

### Scoring and Data Processing

Responses are standardised and converted into a uniform scale to enable comparability across variables. The process involves:

- Converting Likert responses into a 0–100 scale
- Aggregating related variables into composite indices

The key indices generated include:

6. **Foundation Stage Index (FSI)**
7. **Active Ecosystem Index (AEI)**
8. **Enabling Support Index (ESI)**
9. **Ecosystem Integration and Readiness (EIR)**
10. **Entrepreneurial Success Index (ESS – Outcome Measure)**

These are further combined to produce the overall LEEAP Performance Index (LPI)

## INTERPRETATION OF RESULTS

The LEEAP Performance Index is interpreted using standardised ranges:

Score Range	Performance Level	Interpretation
<b>80 – 100</b>	Highly Functional Ecosystem	Strong alignment across education, ecosystem, and support systems. High venture success and sustainability.
<b>60 – 79</b>	Moderately Functional	Good performance but with structural gaps. Requires targeted improvements.
<b>40 – 59</b>	Weak Ecosystem	Significant inefficiencies. Limited translation of effort into outcomes.
<b>Below 40</b>	Fragile Ecosystem	Systemic failure. High barriers to entrepreneurship and low impact.

### Alignment and System Diagnostics

A key strength of the LNEPS lies in its ability to assess **system alignment**.

- High alignment suggests that education, ecosystem structures, and support systems are working cohesively to produce sustainable outcomes.
- Low alignment indicates disconnects, such as:
  - a. Strong training but weak business survival
  - b. Access to finance without corresponding growth
  - c. High entrepreneurial intent with low venture creation

This enables stakeholders to identify where interventions are most needed.

### Policy and Strategic Use of Findings

The results generated from the survey provide a robust evidence base for decision-making.

Specifically, they can be used to:

1. **Inform national entrepreneurship and SME policies:**
2. The LEEAP Performance Index provides evidence-based insights into gaps across education, finance, infrastructure, and regulatory systems, enabling policymakers to design targeted, data-driven interventions rather than broad, fragmented policies.

**Guide investment and resource allocation:** By identifying high-impact areas and underperforming regions or sectors, the framework supports more efficient allocation of public and private resources, ensuring funding and support are directed where they yield the greatest economic and social returns.

**Strengthen education and training systems:** Insights from the Foundation Stage metrics highlight deficiencies in entrepreneurial mindset, knowledge, and skills development, enabling curriculum reform, improved experiential learning, and better alignment between education and labour market needs.

**Enhance ecosystem coordination and support structures:** The model reveals disconnects between institutions, such as government agencies, financial bodies, and support organisations, facilitating better alignment, collaboration, and integration of efforts to create a more cohesive and functional entrepreneurial ecosystem.

The LNEPS is more than a measurement tool; it is a diagnostic and strategic instrument. By systematically capturing data across the entrepreneurial ecosystem, it enables stakeholders to move from fragmented interventions to coordinated, data-driven action. Its ultimate value lies in its capacity to support the development of a more inclusive, resilient, and high-performing entrepreneurial environment.

**APPENDIX B**

**LEEAP NATIONAL PERFORMANCE QUESTIONNAIRE SURVEY  
(LNEPS)**

**Section A: Demographics**

Question	Response Options
Age	<input type="checkbox"/> 16 - 24 <input type="checkbox"/> 25 - 34 <input type="checkbox"/> 35 - 44 <input type="checkbox"/> 45 - 54
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Business Sector	<input type="checkbox"/> Agriculture & Natural Resources
	<input type="checkbox"/> Manufacturing & Production
	<input type="checkbox"/> Trade & Commerce
	<input type="checkbox"/> Services
	<input type="checkbox"/> Information & Communication
	<input type="checkbox"/> Others

**Section B: Entrepreneurial Success (Dependent Variable)**

Question	Response Options
How many years has your business operated?	<input type="checkbox"/> Less than one year <input type="checkbox"/> 1 - 5 years <input type="checkbox"/> 6 - 10 years <input type="checkbox"/> 10 years above
Revenue growth in the last 3 years	<input type="checkbox"/> Declined <input type="checkbox"/> Stable <input type="checkbox"/> Moderate <input type="checkbox"/> High
Employment growth	<input type="checkbox"/> None <input type="checkbox"/> 1 - 5 <input type="checkbox"/> 6 -20 <input type="checkbox"/> 20+
Profitability level	<input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High
Market reach (what is the current share of the target market)	<input type="checkbox"/> Minimal: <1% of target market <input type="checkbox"/> Low: 1-5% <input type="checkbox"/> Moderate: 6-15% <input type="checkbox"/> High: 16-30% <input type="checkbox"/> Very High: >30%

## Section C: Foundation Stage

### Entrepreneurial Attitude (Tertiary Education)

Statement	1	2	3	4	5
I am willing to take calculated risks					
I actively seek new opportunities					
I believe I can successfully run a business					

### Entrepreneurial Knowledge (Secondary Education)

Statement	1	2	3	4	5
I understand how to develop a business model					
I have strong financial management knowledge					
I can identify viable business opportunities					

### Entrepreneurial Skills (Primary Education)

Statement	1	2	3	4	5
I can develop a business plan					
I can lead and manage a team effectively					
I can manage daily business operations					

## Section D: Active Ecosystem

### Infrastructure

Statement	1	2	3	4	5
Reliable electricity is available for my business					
I have access to the internet and digital tools					

### Regulation

Statement	1	2	3	4	5
Business registration is easy and affordable					
Government regulations are supportive					

### Finance

Statement	1	2	3	4	5
I can access loans or funding when needed					

Financing options are affordable					

**Market**

Statement	1	2	3	4	5
I can easily access customers					
Entry into the market/industry has been easy					

**Culture**

Statement	1	2	3	4	5
Society encourages entrepreneurship					
Failure in business is socially accepted					

**Enterprise Support**

Statement	1	2	3	4	5
I have access to business advisory services					
Incubation/acceleration programmes are available					

**Training**

Statement	1	2	3	4	5
I regularly participate in business training					
Training programmes improve my business performance					

**Section E: Enabling Support System**

**Internal Support**

Statement	1	2	3	4	5
My family supports my business decisions					
My community encourages my business					

### External Support

Statement	1	2	3	4	5
I have access to a mentor					
I belong to a cooperative/network					
NGOs or institutions have supported my business					

### Ecosystem Integration and Connectivity

Statement	1	2	3	4	5
Government policies and programmes are well aligned to support entrepreneurial growth.					
Different support services (funding, training, mentorship) are well coordinated.					
It is easy to get clear and consistent information from different support providers.					
I have experienced smooth support when moving from starting a business to running it actively.					
Basic infrastructure (power, transport, and digital services) adequately supports my business operations and growth.					

