Learning Decision Thinking by Doing Decision Thinking
African-European Digital Innovation Bridge Network (AEDIB|NET)
This Guide has been developed as part of AEDIB|NET consortium with funding from EU Horizon 2020. AEDIB aims to create and strengthen a common African European digital innovation ecosystem, notably through inspiring the dialogue between digital policy makers and innovators across Africa and Europe.

Innovation for Policy Foundation is at the forefront of reimagining governance and the role of citizens. By championing innovation in decision-making and public participation, we aim to bridge the gap between citizens and institutions, ensuring that governance is effective, inclusive, transparent, and responsive. Our goal is to bring citizens, communities and governments together to co-create the future.

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INTerview your partner

Guidance

1. This is your chance to understand your partner’s needs, experiences and motivations to determine their perfect holiday.

2. Watch the watcher. Try to pause any judgments and our natural progression into problem-solving mode. Empathize with your partner.

3. Forget assumptions, stereotypes, or anything you thought you knew about your partner. Seek to understand your partner.

4. Avoid yes/no questions.

5. Avoid leading questions.

Some sample questions:
- What was your favorite holiday? What did you like about it? Why?
- What was your least favorite holiday? What didn’t you like? Why?
- What type of traveler are you?
- What do you hope to get out of your holidays? Why is this important to you?
DEFINE PROBLEM STATEMENT

(write partner’s name here)

wants to take a holiday to ...

______________________________

______________________________

______________________________

(write partner’s needs and wants here)

mindful of...

______________________________

______________________________

______________________________

(write important insights and considerations here)

Complete the template using your insights and learnings from the interview.

This exercise is about defining the problem, not solving it yet.
DEVELOP HOLIDAY PLAN
HOLIDAY PLANNING AS A PROCESS

**Agenda Setting**
- Care
- Initiate

**Drafting**
- Define
- Ideate
- Develop

**Decision-making**
- Review
- Propose
- Adopt

1. Empathize
2. Set a vision
4. Define Problem Statement
5. Develop Holiday Plan
6. Give Holiday Plan

Write down your ideas for how this holiday-deciding process could have been more participatory. What other activities could you imagine?
Overview of the Participatory Process to Co-Create the Senegal Startup Act

Phases

**Care**
Understand the situation by empathizing with the people and organizations affected.

**Initiate**
Launch a process with relevant collaborators and a clear vision.

**Define**
Identify and prioritize the specific issues or conditions to be addressed.

**Ideate**
Brainstorm, benchmark and evaluate potential solutions.

**Develop**
Transform potential solutions into drafts.

**Review**
Share the draft for inputs and then integrate feedback.

**Propose**
Suggest a decision.

**Adopt**
Approve a decision through appropriate processes.

**Implement**
Execute the agreed decision.

**Monitor**
Track and assess implementation of a decision against its desired results.

**Harvest**
Gather insights from implementation and the overall decision thinking process.

**Understand**
Make sense of observations to inform and inspire future decisions.

Steps

**Agenda Setting**
A topic is identified and explored, specific issues and opportunities are defined and prioritised to come up with a plan.

**Drafting**
Potential solutions are explored and developed into concrete proposals and decision instruments (such as, contracts, laws, policies, strategies, visions, constitutions, diagrams, etc), and refined through feedback.

**Decision-making**
Decisions are proposed and then taken through relevant norms and processes.

**Decision Making**
The phase in which decisions are put into practice and monitored.

Activities*

- Policy Hackathon
- Al Chatbot
- Journey Mapping
- Stakeholder Workshop
- Town Hall
- Cabinet
- Parliament
- Ministry of Finance
- Co-Creation Committee
- Dialogues
- Roundtable

Senegal Case Study (ADDIS Process)
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* These are the activities that were organized to co-create the national Startup Act in Senegal. This is not a recommended recipe for a participatory process, just one stylized example of how Decision Thinking can be used to map a policy process in service of hacking in more inclusive participation.
Decision Thinking is the application of a mental model, or a set of heuristics, for intentionally approaching, considering, and taking a decision. The concept was originally developed for public decision-making to empower citizens, communities, and civil servants to understand, own, and re-imagine their decision-making processes—but can be applied to a range of decisions from the individual to the global.

ADDIS is an approach to decision thinking developed by Innovation for Policy Foundation (I4Policy). It brings together approaches from modern and traditional policy cycle frameworks with the iterative, non-linear, and modular nature of design thinking.

The framework is ideologically agnostic, not presupposing a particular form of governance, but it often leads to greater inclusion and participation in public problem-solving on instrumental grounds (because inclusion and participation produce knowledge, or epistemic value, and therefore better policy delivery and outcomes) and normative ones (recognizing that inclusion and participation are often themselves intrinsic goals).

Decision Thinking has been developed by Innovation for Policy Foundation (I4Policy) thanks to support from the European Commission, Horizon 2020, as part of the African European Digital Innovation Bridge Network (AEDIB.NET).

## PHASES

### Agenda setting

A topic is identified and explored, specific issues and opportunities are defined and prioritised to come up with a plan.

### Drafting

Potential solutions are explored and developed into concrete proposals and decision instruments, and refined through feedback.

### Decision-making

Decisions are proposed and then taken through relevant norms and processes.

### Implementation

The phase in which decisions are put into practice and monitored.

### Sense-making

Learnings are gathered, organized and understood to improve future decisions.

## STEPS

### Care

Understand the situation by empathizing with the people and organizations affected.

### Ideate

Brainstorm, benchmark and evaluate potential solutions.

### Propose

Suggest a decision.

### Deliver

Execute the agreed decision.

### Harvest

Gather insights from implementation and the overall decision thinking process.

### Initiate

Launch a process with relevant collaborators and a clear vision.

### Develop

Transform potential solutions into drafts.

### Adopt

Approve a decision through appropriate processes.

### Monitor

Track and assess implementation of a decision against its desired results.

### Review

Share the draft for inputs and then integrate feedback.

### Define

Identify and prioritize the specific issues or conditions to be addressed.

### Understand

Make sense of observations to inform and inspire future decisions.

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**About I4Policy**

Innovation for Policy Foundation (I4Policy) is a pan-African charitable foundation that brings citizens, communities and governments together to co-create their future. I4Policy has hosted and supported more than a dozen participatory regulatory reform processes to promote entrepreneurship, and has trained thousands of leaders across more than 50 countries.

From co-initiating and coordinating the Global Assembly, to launching a viral crowdsourcing campaign during the covid-19 pandemic that reached more than 250m people, I4Policy works to amplify people power to address the greatest challenges and opportunities of our generation.