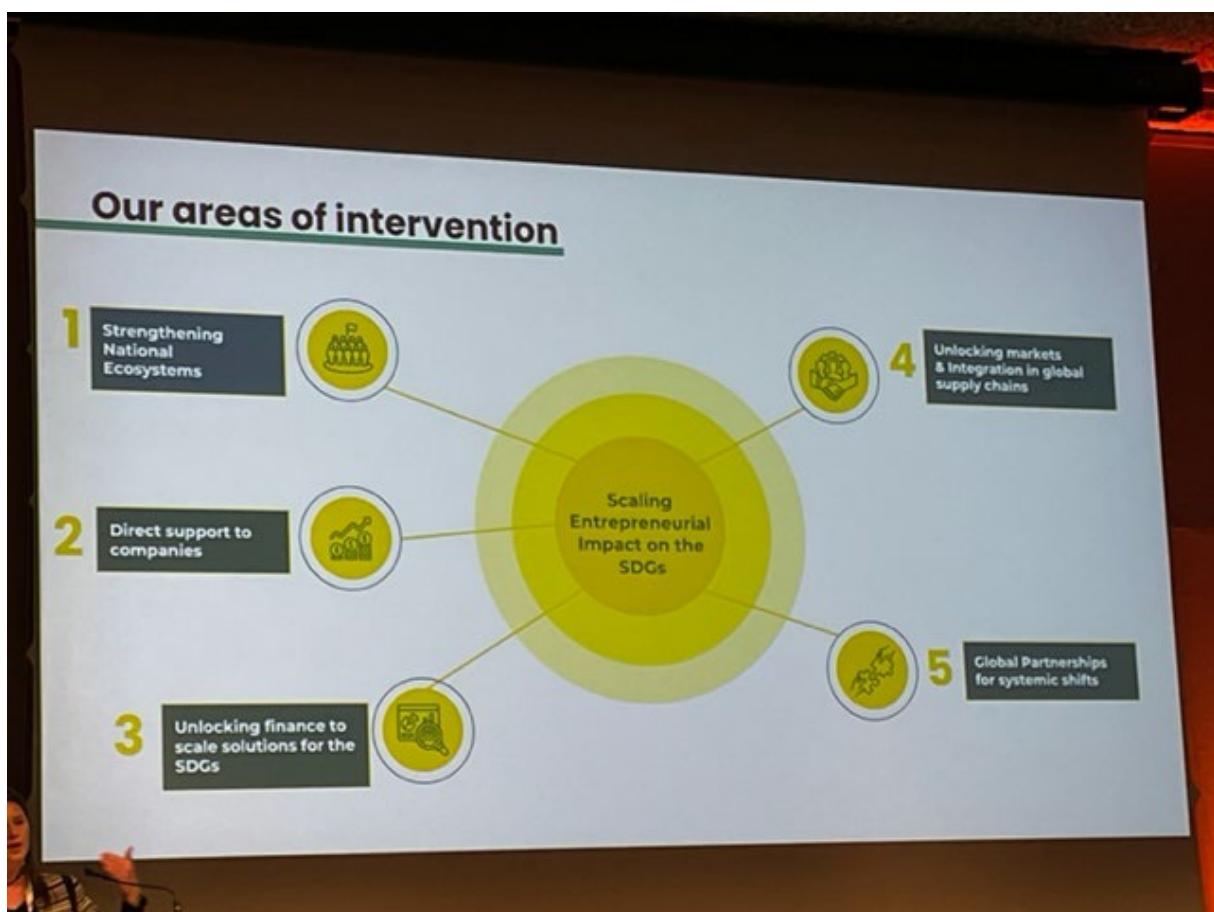


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Evaluation mandate for the SDC's Contributions to the Impact Hubs in Geneva and Basel (KA 7F-10286.01 and KA 7F-10191.01)

Final Report on behalf of SDC Section Global Institutions



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List of Acronyms

| | |
|-------|--|
| A2030 | Accelerate2030 |
| AHIC | African Health Innovation Centre |
| BCG | Boston Consulting Group |
| CHF | Swiss Francs |
| DAC | Development Assistance Committee (OECD) |
| IH | Impact Hub |
| IHB | Impact Hub Basel |
| IHG | Impact Hub Geneva |
| ITC | International Trade Centre |
| LI | Lafiya Innovators |
| LMIC | Low and middle income countries |
| MAVA | MAVA Foundation for Nature |
| MRM | Monitoring and Results Measurement |
| SDC | Swiss Agency for Development and Cooperation |
| SDG | Sustainable Development Goals of the 2030 Agenda |
| SECO | State Secretariat for Economic Affairs |
| SME | Small and medium sized enterprises |
| Tor | Terms of Reference |
| UNDP | United Nations Development Program |
| WHO | World Health Organization |

Note of Thanks

The evaluator expresses his warm thanks to all the interview partners, the project teams of Accelerate2030 and Lafiya Innovators, SDC Global Institutions and all other persons who worked in the background for the success of this mission. Meetings online and in Geneva resp. Basel were all well prepared. The evaluator got all the information that was requested. He didn't get the impression that any critical aspects or events which may happen in any project were hidden.

Executive Summary

SDC contributes financially to the Accelerate2030 program implemented by IHG and the Lafiya Innovators program of IHB for the phase of April 2020 till December 2022 resp. November 2018 till December 2022. The phase for LI which is focusing on start-ups in the health sector only was extended till end of 2023. The focus of this evaluation is on the question what has been achieved by the two programs. The projects' documentation and interviews with the project teams, local IHs' management and participants of the programs (ventures) were the information basis for the evaluator.

1. Approach of the programs

The core approach of both programs consists of the principle that entrepreneurs from developing countries play a key role by contributing to the SDGs at a larger scale. The project teams in Switzerland and the global network of impact hubs in selected countries support start-ups by training, mentoring and offering access to financing of potential investors or other institutions.

2. Evaluation based on DAC criteria

2.1. Relevance

Interviews with the project teams, founders and CEOs of several local IHs have revealed that the approach of the programs is **relevant** for coping with the challenges and contributing to the SDGs.

2.2. Coherence

The programs are well aligned with the Swiss Strategy for international collaboration 2021-24. They are active in a limited number of SDC focus countries where the activities fit to the country programs. SDC's global health governance component puts emphasis on the role of private sector. External supporters of the programs such as UNDP (co-founder of A2030), BCG (mentoring on pro bono basis) or private foundations contributing financially (MAVA, Botnar Foundation) confirmed the coherence with their programmatic orientation.

2.3. Effectivity

A2030: 20 Partners in 20 countries and 263 entrepreneurs are well above the plan already achieved by 2021. 54% of entrepreneurs are women which is a very positive result. The local hub managers interviewed consider the support from the IHG team as valuable for their task to guide ventures. Entrepreneurs participating in the Bridging weeks in Geneva revealed this event as successful by changing their view on their enterprise, exchanging with other entrepreneurs and getting access to the world of investors.

LI: Due to internal reorganizations the program started in November 2019 only which lead to the extension of the phase until end of 2023. Since then the program is implemented according to plans. The number of entrepreneurs participating has grown steadily to 29 in 2021 and for 2022 even 53. These achievements are also above the original planning. Ventures interviewed in African countries consider the grants provided by the program as crucial for developing their business.

2.4. Efficiency

A2030: Based on financial data available for 2021 only the expenditures will not exceed the budget by end of 2022. Costs per venture in the program comes up to CHF 5'000 which can be compared to CHF 23'000 raised per venture. This and the fact of 8.9 millions additional costumers served by the ventures give a clear hint for an efficient program.

LI: Compared to the beginning of the phase the actual team could stabilize the implementation of program. The costs per ventures lays at CHF 12'700 by 2021. In addition to that 17 ventures have received a grant of CHF 10'000 in 2022 based on an assessment.

2.5. Impact

Overall both programs contribute to achieving the SDGs resp. to the impact formulated in the documents. However, the indicators are based on the ventures individual measurement which cannot be compared. The number of additional costumers might be a relatively good proxy. The A2030 program reports an increasing number of endusers from 3 Mio (2019) to 8.9 Mio (2021) through the activities of the ventures in the program. In addition to that all the interviewees referred to improvements in the mental area such as better self-confidence, improved communication capacities, innovative approaches etc.

2.6. Sustainability

The sustainability of the impact on the SDGs seems to be given since the ventures selected have oriented their businesses already before on this objective. The improvements of their business resp. the growth will contribute also in future. However, their success depends on the framework for doing business and on the actual crises. Permanent access to financing sources will certainly improve their stability.

3. General conclusions

Both programs have achieved the objectives formulated in the SDC documents justifying the financial contributions. The start-ups being supported by the programs contribute to the SDGs through their business activities. The sustainability of this process to reach SDGs seems to be given since the ventures selected do their business as social entrepreneurs in relation to at least one of the SDGs. How far the actual crises will negatively influence the further development is difficult to estimate. A2030 and LI do basically follow a similar approach. The expected efficiency gains of collaboration between the two programs have not materialized when the former team of LI and IHG could not agree about the way of collaboration in 2019.

The basically **privately financed program approach was complemented successfully through the SDC contribution** to core funding and its long-term orientation. All the local IHs interviewed mentioned this difference to other programs they are working with.

Grants for start-ups in countries with weak ecosystems and finance sectors (mainly Africa) **play a crucial role for the companies' development**. The availability of grants in the LI program is a difference to most similar programs and a major incentive for start-ups to participate.

Based on the documents available gender aspects do not seem to be in the center of the strategy. Consequently, no specific indicators are formulated. Nevertheless, the project teams are aware of gender aspects and integrate them into their programs. More than 50% of the ventures supported are run by women entrepreneurs which is certainly a great success.

4. Major lessons learned

Based on their CSR concepts private companies directly support private organizations such as IHs pro bono. This approach allows to **mobilize private resources** for development programs. In countries with weak financial infrastructure providing **grants for start-ups** is a major factor for their participation, but getting access to finances remains difficult.

Expert mentorship is very important for the planning process and success of the ventures as well as tailor-made support by the project teams. For companies at the growth or scaling level the **bridging weeks in Geneva** remain important for getting investments. **Peer support among female entrepreneurs** is crucial for their self-confidence. Pipeline of start-ups generated by the programs is an asset for the collaboration with international programs (e.g. UN).

5. Major recommendations

Addressed to A2030 and LI

Continue the two successful programs' concepts which are private initiatives and make better use of the potential synergies between them. Find program contributions as core funding from an actor in international cooperation with a long-term perspective.

Addressed to SDC

Future support from SDC should originate rather from thematic divisions (e.g. climate) than from bilateral sections.

Addressed to IH Basel

Financial support for start-ups in Africa (grants) must be foreseen to stabilize them in the first phase, plus follow-up afterwards regarding access to finances. **Formulate indicators** and targets for new outcomes/outputs and define indicators for impact for the rest of the phase.

Addressed to IH Geneva

More follow-up to the companies not growing fast by **more intensive consulting** on their specific problems. Use **existing data-base** at the level of local IHs better and present it in the annual reporting. Try to find **comparable indicators** for all the companies involved in the program mainly with respect to impact. Develop **circular economy and climate** as new focus themes.

1. Introduction

The Swiss Agency for Development and Cooperation (SDC) is supporting since 2020 resp. 2018 the two following projects with financial contributions:

KA 7F-10286.01 (Division Global Institutions): Accelerate 2030: Scaling entrepreneurial solutions for the Sustainable Development Goals

The contribution of CHF 870'000 to this project was designed as single phase for the duration from 1.4.2020 until 31.12.2022. It is mainly about strengthening the core methodology of the Accelerate 2030 program with the idea that it will become more sustainable in future editions.

KA 7F-10191.01 (Division Global Program Health): Start-ups and social enterprises for global health (Lafiya Innovators)

This contribution of CHF 1'480'700 was designed as a single phase for the duration from 1.11.2018 until 31.12.2022. It strives to build the capabilities and strengthen the network of the participating local impact hubs in low- and middle-income countries from the start so that in future they can take over the program. Moreover, national and regional investors may be attracted to cover e.g. awards for the winning companies.

From other evaluations of innovation hubs we can learn that hubs' biggest potential lies in creating communities of entrepreneurs, while they rarely have significant impact on any given entrepreneur's individual journey. Hubs are thus facilitators and not creators of interactive, collaborative, and collective entrepreneurial value creation. They depend on active participation of their constituents and on a good fit with their local environments. Funders, leaders, and supporters are thus advised to refrain from seeing hubs as interventions that lead to linear impact chains (Nicolas Friederici, Innovation hubs in Africa, Oxford 2017).

These experience and the targets set by the program must be in the center of measuring the achievements of the two projects which shall be evaluated by this assignment.

2. Objectives and methodology of the evaluation

The evaluation objectives are defined in the ToR as follows :

- 1) assess the results so far achieved, taking into consideration the changing context and other constraints
- 2) draw conclusions on the approach of using the global impact hub network for contributing to the SDGs
- 3) formulate recommendations on the way forward and on how the projects could further evolve

These objectives need some specifications based on discussions with SDC:

The focus is on objective 1 for both programs: what has been achieved through this program contribution? The IHB approach is focusing on the health sector. For GP Health the assessment of this sector approach is an additional objective. The KEP ("Kompetenzzentrum Engagement Privatsektor") team is another SDC actor being interested in the results of the evaluation. During the evaluation KEP was merged with the team working on education issues. This section is interested in knowing strengths and weaknesses of the approach resp. the functionality of the global Impact Hubs network. In addition to the functioning of the network the question arised whether it is necessary to manage such a program from Switzerland or whether the local structures (hubs) in the partner countries might be the better partner (see chapter 5.3. on effectivity).

The two projects differ slightly in their objectives and approach but are related in their character. Both have been designed within SDC as “single phase” pilot activities without explicit commitment for a continuation. The contribution to the Accelerate2030 Program is planned to end as foreseen in the beginning at 31 December 2022. Whereas the mandate with the IHB has been extended in June 2022 till 31 December 2023. The findings of this evaluation shall therefore:

- 1) contribute to the strategic discussion within SDC regarding the promotion of innovative private sector actors
- 2) support the internal discussion about a possible following thematic repositioning
- 3) identify best practices to feed into the policy dialogue at the UN system

In the case of the IHB program the results of this evaluation might contribute to improve the implementation next year. Due to the ongoing project activities the evaluation has rather the character of a mid-term review. This report should contribute to the **learning process** of all actors and partner being involved in the program implementation.

Methodology

The evaluation matrix with sub-questions can be found in **annex 2**. The theory of change of the programs and the ToR for the evaluation mandate served as basis to address these questions.

The project teams in Geneva and Basle were visited physically. The interviews with the local hub teams (3-4 of each project) and participating enterprises (2-3 of each project) took place in the form of video conferences. In the case of Accelerate2030 two entrepreneurs were met in person during the Building Bridge week beginning of October in Geneva. The local hubs as well as the entrepreneurs were proposed by the project teams considering a broader geographic distribution. One of the entrepreneurs interviewed is a non-participant of the training weeks in Switzerland. Co-financing partners such as UNDP, BCG, MAVA or the Botnar Foundation were also interviewed about their role, support and future commitment.

Conclusions and recommendations are **evidence-based using triangulation of information** from different sources. These sources included the project documentation, the project teams, local Impact Hubs, SDC, supporting partners, including UN Organizations involved, beneficiaries. Due to the timing of the evaluation the documents available (annual reports) refer to the year 2021 and before.

3. Approach of the projects

Accelerate2030 is a multi-stakeholder program co-initiated in 2016 by Impact Hub Geneva and UNDP. The program has to-date been implemented in four cycles, in 33 developing and emerging economies across Africa, Asia, Latin America and Eastern Europe, reaching more than 3000 SDG-related entrepreneurs. Within this time, the program has brought together numerous entrepreneurs, investors, UN agencies, multinationals, consultancies, local authorities and other stakeholders around a common mission of addressing the SDGs through entrepreneurial solutions. Equally important, this project is focusing on strengthening the program methodology and building the capacities of local implementation partners to deliver high quality scaling support.

The **goal of Accelerate2030** is formulated by the program itself as follows: Entrepreneurs from developing countries contribute to the SDGs at a larger scale enabled by a more collaborative ecosystem.

In the **basic SDC documents** the overall goal is slightly differently formulated :

The overall goal of the proposed project is to strengthen the program core of Accelerate 2030 and deepen the support to social entrepreneurs from low and middle-income countries to scale their entrepreneurial solutions for the benefit of poor and those left behind.

The expected outcomes of the 3-year project are:

1. National Implementation Partners' (e.g. local Impact Hubs) capacity to deliver scaling support to SDG-related entrepreneurs is strengthened
2. Key stakeholders' (UN, investors, corporates and others) collaboration with SDG-related entrepreneurs is enhanced
3. Entrepreneurs' capacity to scale their impact on the SDGs is increased

The methods used by the program are the following ones:

The program supports impact-driven businesses to build scaling strategies that ensure financial, social and environmental sustainability, aligned with the SDGs. It enhances the capacity of entrepreneurs to scale to new markets, access resources, build strong partnerships, and measure their impact. Collaboration is essential for scaling impact, and the program provides entrepreneurs with strategic connections, expert mentorship and networking opportunities with sector experts, investors, corporates, UN agencies and other relevant stakeholders (website Accelerate2030).

The Lafiya Innovators program supports ambitious entrepreneurs in LMICs building scalable solutions to improve access to health or determinants of health, including nutrition and education. Aiming to deliver impact at scale, the program focuses in particular on technological innovations and systemic solutions targeting underserved populations, including adolescents (and children) and women. In addition, the program seeks to strengthen the local health ecosystem and health entrepreneurship capacity by bringing together and engaging a strong community of health stakeholders, both locally and globally

LI envisages the following **overall goal**:

The program aims to contribute to improving health and well-being of poor and disadvantaged populations in low- and middle-income countries by promoting health-related projects of start-up companies and social entrepreneurs.

Outcomes LI

Up to 20 out of the 60 innovative projects from selected start-up companies and social entrepreneurs from developing countries will be brought to financially viable and socially intended scale through financial investments and other types of support.

The concrete **outputs** of the single phase are:

1. Award winners (start-up companies and social entrepreneurs) are better skilled to bring their solution/project to scale and become a viable business.
2. Award winners obtain additional resources from financial investors.
3. Award winners build their health expertise through expert advice, knowhow and support from coaches, Swiss healthcare industry and the global health community in Switzerland.
4. Local impact hubs are strengthened in their capacities to help bring start-ups to scale.

4. Theory of Change

In the credit proposal of SDC the mechanism for change is formulated as follows:

«The problem however is, that these social entrepreneurs often are able to grow to a certain stage and then are stuck. They often lack human resources, they lack a set of important skills, i.e. management, fundraising and marketing skills, but they also lack the access to money. It is very hard for social entrepreneurs, mainly for those from developing countries, to

have access to investors. So for their business to reach a certain scale and have a certain impact, they need help.

This is where the impact Hub network comes in and offers these growth-stage social entrepreneurs support with expert knowledge and access to a huge network of business partners, investors and the UN. This boost makes it possible for these entrepreneurs to strengthen and grow their business model, make it more sustainable and eventually also to be more impactful and more beneficial to the end-user of their services and products.»

The understanding of this mechanism seems to differ in some aspects (e.g. employment and brain drain) compared to the formulations by the projects (SDC Credit Proposal LI):
«Start-ups and social entrepreneurs in low- and middle-income countries have innovative ideas, concepts, approaches and projects that originate from people's health needs and demands. They operate close to the local context of these people but lack some expertise, resources and networks that help them scale their solutions. The Impact Hubs Basel and Geneva connect them to knowledge experts, investors and other potential partners that are key to improve the business model and reach viable scale. Ultimately, successful local companies not only contribute to improving health of the populations through their products and services, but also contribute to reducing the brain drain as they stay in the country and may also create employment opportunities for young people. The involved local impact hubs will also benefit from the spillover effects and strengthen their ability to guide young businesses.»

The Lafiya Innovators program has changed its Theory of Change during the implementation of the program. Therefore, the evaluation had a closer look at this aspect, since this understanding is crucial for the sustainability of the programs' results and for the justification of SDC's program contributions (see chapter 5.3 on **Effectivity**).

5. Evaluation based on DAC criteria and ToR of this mandate

The DAC criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability) and the questions as presented in the ToRs form the basis of the evaluation methodology. The major aspects of the six DAC criteria covered by the evaluation are presented in the following chapters.

5.1. Relevance of the programs' approach and strategic orientation

In the given development context the major question is to what extent the project strategies lead to achieving the objectives. Is the approach behind the two initiatives appropriate to the problems to be solved?

Problem: SDC describes the context of the programs as follows: «The achievement of the SDGs will need the engagement of the private sector. Not only financial resources and know-how of multinationals will be necessary, but the potential and innovative spirit of social entrepreneurs will also have to be tapped. These social enterprises combine social and green with economic objectives. They integrate the idea of responsible, inclusive and sustainable business into their core business. However, in order for them to have an important impact on the ground, they have to scale their business model. For this to happen, they need to gain specific skills (e.g. management and fundraising) and a robust network of business partners and investors.»

In order to overcome these challenges described above the social enterprises in LMIC need access to skills how to develop their businesses and to finances which allow them to scale their business.

Solution Proposal by A2030 and LI: The basic concept behind the two programs builds on the conviction that entrepreneurs have a key role to play in accelerating the achievement of the 2030 Agenda. The project teams work out of Switzerland as a connector between the ecosystem in Switzerland and local entrepreneurial communities across the world, particularly in the Global South. The Impact Hub network, a global network made up of 100+ local entrepreneurial communities in 60+ countries, with more than half of them based in developing and emerging economies allows to identify locally by the respective IH and support business solutions developed by entrepreneurs on the ground and help them scale their impact internationally.

The interviews of the evaluation with the project teams, founders and CEOs of several local IHs have revealed that the approach of the programs as described above is **relevant** for coping with the challenges and contributing to the SDGs.

The interviews with local hub representatives and entrepreneurs give clear hints that both programs provide support tools for the local IHs which allow them to implement the project activities successfully. These tools include mainly the following ones:

- Management-toolkits for supporting the start-ups
- Leadership training for scaling-up sustainability
- Impact measurement
- Building-up global network of like-minded actors
- Providing new approaches such as circular economy
- Clear criteria for the selection of start-ups

Most of the hub managers claim their empowerment by feeling themselves as part of a global network and being able to work better with the start-ups. Compared to similar programs they consider the support of both programs as more clearly structured and through the support of specialists (mentors e.g. from BCG) of higher quality.

As **special highlights in the view of local hub managers** compared to similar programs of other organizations the following were mentioned:

- Strengthening self-confidence
- Expert meetings of high quality
- Strong curriculum for entrepreneurs
- Getting information about expertise in other countries via the network
- Faster learning due to well structured training
- Learning about SDGs as strong part of the programs which allow to create new business for start-ups

The start-ups interviewed consider the approach of mentors who ask the right and challenging questions about their businesses as an important strength of both programs. Via this the confidence and leadership capacities of the entrepreneurs could grow. In addition to that the contact to potential investors in Geneva during the bridging weeks (A2030) were appreciated as very valuable. Some companies got financing of their companies via this way, others had at least promising contacts. The selected companies for participating in the program in Switzerland consider this as a quality sign which increases their credibility for getting access to financing, but also for better understanding the European business mentality. **Getting grants for African start-ups (LI)** is clearly the major factor of success in their view in comparison to other similar programs without a grant component. This allowed them to develop their companies. However, the financing of growth in their countries or internationally remains very difficult.

All local hubs interviewed consider the pipeline with enterprises matching the focus of the programs as adequate and well filled. In some countries (e.g. Turkey) GIZ was interested in the pipeline for their own programs. Also UNDP (Geneva) considers the pipeline of start-ups generated by the program as a big asset (A2030). In 2021 1'541 entrepreneurs in 20 countries applied for participation in A2030. Out of which 263 were selected which is a good ratio.

The IH global network is seen by the entrepreneurs as entry point to the programs. Some use the network to link to other countries, however in most cases to companies which participated also in the programs in Switzerland (Basel and Geneva). Many of the participants (finalists) keep contact to the teams of IHG and IHB which they consider as better support for their needs at their later stage of growth. They certify both teams in Geneva as well as in Basel a high quality of support and permanent availability. The non-finalists are integrated in the national scaling programs of the LHS. As a conclusion, the **comparative advantage of the IH network** lies for companies in the scaling phase in the program teams in Switzerland. Especially, companies of the health sector (LI) which were not selected try to keep contact to the team in Switzerland and not to the local hubs. The flexibility of the team in IHB was several times mentioned as factor of success considering the special circumstances of the respective start-up.

5.2. Coherence of the project approach in relation to Swiss and international priorities

Coherence with Switzerland International Cooperation Strategy 2021-24

Switzerland's International Cooperation Strategy 2021-24 emphasizes the **importance of the private sector**:

«Jobs are key to boosting the economy and reducing poverty. In developing countries, Switzerland helps to strengthen the framework conditions and promote innovative solutions for developing the economy and the private sector, which is a major provider of employment.» Especially, start-ups shall be supported by using public-private partnerships: «International cooperation will place greater emphasis on young entrepreneurs with the potential to create decent work and will support the development of start-ups. It also plans to use innovative financing instruments to mobilise public-private investment in promising businesses.»

With respect to the focus on the health sector the strategy promotes a crucial role of private sector and research:

«The Global Programme Health will focus on the quality and viable financing of health systems and services so that they are better equipped to respond to the needs of disadvantaged communities. It works closely with the private sector and the academic community, particularly in relation to research on, development of and better access to new high-quality medicines.» The potential of digitalization shall be used by improved medical diagnoses using artificial intelligence and enhanced access to information.

Since start-ups normally don't have access to financing sources, innovation in this area is a part of the strategy :

«By targeting innovative financial solutions and investments at start-up companies, Switzerland can often generate a sizeable impact on sustainable development with relatively little financial investment.»

Based on the citations above it can be concluded that the **programs of A2030 and LI are well aligned with the Swiss Strategy for international collaboration** given their focus on

private sector with a special emphasis on start-ups as well as the clear orientation to the 2030 Agenda with the 17 SDGs.

Internal coherence

Both programs are only in few countries active which belong to the actual list of SDC focus countries (Mali, Rwanda, Tanzania, Nicaragua, North Macedonia). Additionally, the local hubs of two focus countries of SECO are in the programs (Colombia, Ghana). How far the programs are coherent with SDC country programs is analysed at the example of Tanzania's country program 2021-25 which defines health as strategic sector. SDC supported the well known Ifkara Health Institute for many years. Therefore, the link to the A2030 program is given. Even the Impact Hub in Ifakara is mentioned. However, the focus on youth is not on the entrepreneurial line of supporting start-ups. SDC's strategy is developing the vocational system in order to improve the skills of the youth which allows them to get a job. This example shows that complementarity and synergies might arise, however, on the analysis of documents only they are not evident in this case.

SDC's sectoral strategy on health is mentioning the approach of both programs explicitly: **«Market opportunities:** investing in the quality and sustainable financing of health systems as well as in health-related solutions in LICs and LMICs also creates opportunities, for example for the private sector as well as for the scientific and academic communities based in Switzerland, which have relevant expertise to offer.

Within the '**Global health governance**' component, more emphasis will be placed on the **inclusion of civil society and the private sector** in global health policy forums and on ways of collaborating with new stakeholders such as **emerging donors**. Furthermore, the GPH will tap into the potential of **Swiss innovation hubs in digital health.**»

One can conclude that under the sectoral optic activities in health are **coherent with the SDC sectoral strategy**. Nevertheless, it remains the question which section of SDC would be responsible in future for implementing and financing program activities of organizations such as IHG and IHB.

External coherence

A2030 was co-founded by UNDP and the IHG in 2016. It provides a platform for UNDP Country Offices, Impact Hubs and other local partners to join forces and drive entrepreneurial action towards the Sustainable Development Goals (SDGs) locally and globally. The **UNDP** office in Geneva supported A2030 in the beginning with a financial contribution to the costs of the core team, until SDC took over this support. Today the UNDP branches in the countries where local IHs are active, decide to collaborate with them. In some cases they are quite active by investing and consider the program even as their own by copying the A2030 website. The team of A2030 intends to improve this collaboration and was conducting 10 interviews with UNDP Country Officers in 2020 (Turkey, Serbia, South Africa, Brazil, Venezuela and Cambodia). These interviews shed light on best practices for engagement and suggestions for improvement for the next edition of the program. UNDP still supports the bridging weeks in Geneva, but intends to make one step ahead by supporting former start-ups with growth potential in selected countries. In their planning A2030 should remain on start-ups which would lead to synergies in which the pipeline of start-ups will fuel the UNDP activities. Also WHO is interested in small enterprises which have already proven their growth potential.

Other supporters of A2030 e.g. **BCG** offer pro-bono activities such as mentorship or consultancies for single entrepreneurs. Such activities fit into their CSR concepts. The Botnar Foundation is the major private sponsor for the LI program. They have committed themselves until next year and consider their financial support as start-up financing for this phase only. Afterwards they also want to finance small enterprises which are one step further in their growth process. MAVA supported A2030 financially with focus on circular economy which was one of their major program parts. Their follow-up of the A2030 program development was not very close, since they trusted the project team. MAVA will close down its activities in general by end of 2022 based on a decision of its founders.

Overall, the **interventions are compatible with interventions of the UN actors, private sector and NGOs contacted**. Nevertheless, all of the above mentioned (except BCG) will not continue their support after the end of the running phase of the programs.

5.3. Effectivity of project implementation

Main results achieved at outcome level of **A2030**

Based on the annual report 2021 the following results have been achieved:

Outcome 1

Plan: 15 partners (local hubs) in 15 countries

Achieved: 20 partners in 20 countries

Plan: 150 – 200 entrepreneurs

Achieved: 263 entrepreneurs out of which 54% women

Relevant capacities of local IH improved : 80% of participants

Outcome 2

Collaboration with key stakeholders extended: 119 instances (local), 8 events (global)

Number of stakeholders involved: 222 (local), 56 (global)

Strategic introduction of contacts to entrepreneurs: 491 considered useful, 92% of investors contacts

Outcome 3

Capacities to scale impact on SDG enhanced: 96% measuring impact positive, 89% ability to access finance

In outcome 1 the targets for the whole phase were achieved resp. overachieved already in 2021. Outcomes 2 and 3 do not define quantitative targets. However, the figures presented show considerable activities with stakeholders and entrepreneurs.

Given the limited time of the evaluation 3 local hub managers (Istanbul, Monterrey, Shanghai) were selected for interviews. They represent three countries with differences regarding the economic development as well as the experience of the LHS. All three confirm the positive view on the support from the team of IHG. Scoping for scaling and SDGs were new features for the local IHs involved. They consider the guidance for entrepreneurs to develop their companies further as crucial, but difficult to quantify.

The interviews with those entrepreneurs who participated in the Scaling weeks with leadership retreats, specific topics workshops, visits at ITC, BCG etc. and the Bridging weeks in Geneva revealed the success of these events in the following aspects :

- Change of view on own company
- Exchange with entrepreneurs from other countries fruitful
- Agility of the IHG team is a success factor
- Due to the limited potential of getting investments locally the contacts to investors in Geneva is an important first step which can be used for contacting other investors

Some of the companies already at growth stage paid their participation at the Bridging weeks 2022 out of their own pocket which is an indicator for the value of this event. The fact that more than **50% of entrepreneurs in the program are women** can be seen as a success, although there is no strategic objective fixed on this issue (Logframe).

Main achievements at outcome level of the **LI program**

Due to internal reorganizations the LI program started in November 2019 only. The phase therefore was extended until end of 2023. Correspondingly, the program has more slowly developed, but since then according to schedule. The number of startups supported 2021 increased by 4.5 times, with 29 startups instead of 6 in the first edition. Out of 111 applications received in June-July 2021, a total of 29 startups indeed participated in the local support programs from August 2021 to January 2022: 8 startups in Senegal, led by Impact Hub Dakar; 6 startups in Ghana, led by Impact Hub Accra, with the support of the African Health Innovation Center and 15 startups in Colombia, led by Impact Hub Medellin (Annual report LI 2021). In 2022 53 start-ups were selected out of which 17 will participate at the Immersion week end of November.

In the Credit Proposal of SDC the only Outcome for **LI** is formulated as follows:

Up to 20 out of the 60 innovative projects from selected start-up companies and social entrepreneurs from developing countries will be brought to financially viable and socially intended scale through financial investments and other types of support

In the revision of the Theory of Change the project proposes two Outcomes in the long-term view:

- 1) LMIC entrepreneurship ecosystem demonstrated as viable for health start-ups
- 2) Improved (access to) health and wellbeing of customers/beneficiaries of the Lafiya start-ups

Quantitatively is the number of the start-ups covered by the project within the range of the original document. For the edition 2022 even 53 start-ups are foreseen as participants in the support program. How far the newly formulated outcomes can be achieved is difficult to evaluate, since the indicators are not yet available. The interviews with some local IHs and start-ups give hints about the actual state and future potential for achieving the outcomes.

The local IHs interviewed (Dakar, Accra, Medellin) appreciate the support from IHB as positive allowing them to work with the start-ups. However, all of them collaborate with other Donor programs or Government co-financing their functioning. They consider the start-up scenery as important for the local ecosystem – especially in the health sector where Government structures are weak. **Travelling to Switzerland** was for the start-ups selected a booster for their further development by getting more self-confidence and access to finances. The option to get a grant via the LI program is considered to be crucial.

These views of the hub managers are confirmed by the start-ups interviewed. They got a different view on their own companies/organisations by the program. The start-ups in Africa are still struggling with the financing of their growth. The grants are very helpful and are estimated as a unique strength of the program compared to other programs. However, the procedure of paying-out the grant takes time since the payments depend on justifications (invoices) which is the correct way of handling such an issue. The next step to growth is only possible with additional financing sources which seem to be rare. The potential sources mentioned are mostly other Donors programs or NGOs. Overall, the start-ups getting the full support (incl. travelling to Switzerland) could develop their enterprises thanks to the interventions of the program. However, to reach the growth phase of the enterprises seems

to be rather difficult due to limited access to local financing resources. International investors are reluctant to engage themselves in countries with unstable framing conditions.

A special case represents **AHIC** (African Health Innovation Centre) which is a spin-off from the IH Accra. In June 2016 they were mapping Ghana's health innovation ecosystem. Over the next three years, the team launched an early-stage startup incubator (MEDspace), hosted a series of digital eHealth meetups, and designed a summer research program for emerging public health leaders. In Spring 2019, the program became a separate legal entity. AHIC is the first organisation in Ghana to focus exclusively on empowering entrepreneurs and health professionals to use their experiences and talents to create innovative solutions in the health space.

AHIC collaborates closely with IH Accra and uses sometimes their facilities for training courses. Due to the complexity of the LI program (three languages, large differences in the start-ups' state of development etc,) in the eyes of AHIC, the organization stepped back and focuses on a consulting role. The actual management considers the program as successful, but doesn't send start-ups to the program. It reconfirms the difficult financing conditions in Ghana and the importance of LI's grant component.

The IH network is a **global structure** which allows to make use of tools which are fed in **centrally** by the program teams in Geneva and Basel. This is the more effective way to manage the program than to delegate these tasks to the LHs. How far bilateral programs of SDC in focus countries shall support LHs, depends on their country programs. Assuming that the support of start-ups is part of it, such an approach might reach more start-ups in the specific country. However, the **access to global services and international financing sources** especially in the Geneva ecosystem cannot be supported by this way of project management.

5.4. Efficiency of the project implementation set-up and project steering

A2030

Due to availability of data the use of resources can only be assessed until the end of 2021. For 2020/21 total expenditures of the project were CHF 1'312'307. Compared to the original budget the expenditures in 2020 were lower and in 2021 higher, which was approved by SDC. With the budget planned for 2022 the originally budgeted total costs of CHF 1.94 Millions will not be exceeded. Remunerations for personnel represent 2021 55% of annual expenditures. Since the major activity of the project is the support of the partner IHs and the start-ups by training and consulting the high share of personnel costs makes sense.

Costs per start-up supported reach roughly CHF 5'000. Since no data about additional income of the start-ups in the program are available this figure is difficult to interpret. We can compare this figure to the additional funds raised of CHF 6.03 Millions (CHF 23'000 per start-up) or with 8.9 Millions end users of the start-ups' services. This comparison reveals a relatively **cost-efficient approach**. Positive is the mobilization of private funds for financing the program costs by A2030 at the same level as the SDC contribution.

After the participation at the Bridging weeks those start-ups who wanted to contribute to the costs could sign an agreement to participate by 2% of their funds raised in future. In very few cases the communication was not well understood. But the large majority was ready to sign the agreement.

Due to own declaration the IHG is using 80% of its resources for supporting the local IHs. This is consequent in relation to outcome 1 and the sustainability of the local IHs in the long-

run. However, many start-ups (mainly finalists) mentioned that their first contact is rather the team in IHG and not the local IH.

The **Covid-19 crisis in 2020 and 2021 was hindering the activities of the program** at all levels. The local hubs appreciated the support from the team of IHG via video conferences and the training continued via this channel, especially on how to save costs in managing the hub and fund raising. Only the IH South Africa had to close down due to Covid-19. Other local hubs (e.g. China) mentioned that the support from IHG helped to survive.

MRM A2030

A2030 is collecting data since its start in 2016 in a systematic way at the level of local IHs as well as at the level of the participating enterprises. The project team in Geneva gets the information about the situation of the local IHs not only regarding the selection and status of the participating start-ups but also about local partnerships contributing to the stability of the IH financially, in kind or in any other form. Unfortunately, the overview about the situation of all local IHs is not presented in the annual reports. The local IHs are independent organisations which have to manage their finances themselves. Nevertheless, this information would be important to get an idea about the sustainability of the local partners.

The enterprises involved in the program define their KPIs themselves based on a training modul and a well structured questionnaire. This approach has the advantage that the KPIs show the specific situation of the respective company. However, it is difficult to compare them which would be necessary to get an overall estimation of the impact (see examples of KPIs in **Annex 5**). Overall, the program has **a lot of data which could be better presented in the reporting**.

LI

Costs for the IHB team are also the largest part of the annual running costs. Additionally, the investments in the local IHs in 2021 were roughly CHF 300'000 and for 2022 CHF 275'000 are planned. Costs per start-up come up to CHF 10'150 in 2021 and are planned for 2022 at the level of CHF 12'700. In addition to that in 2020 5 start-ups, in 2021 12 and in 2022 17 received a grant of roughly CHF 10'000 which is based on a professional assessment. These costs are within the frame of the budget and will probably not exceed the overall costs planned until the end in 2023.

The team of IHB had in 2019 and 2020 a high staff turnover which partly explains the delay of program implementation. The actual team has brought in stability and continuity in the way of realizing the program which will remain without further changes in the team until the end of the phase.

Covid-19 brought the same above mentioned problems for the network of the IHs. The start-ups in the health sector, however, found new areas or new groups of clients for their business. So far Covid-19 was for them rather a chance than a threat.

The MRM is not yet so far developed, but the structure of data to be collected has been developed and should allow to provide the information necessary for program steering from next year onwards.

5.5. Impact

The **A2030 program** formulated the impact in the following way: Entrepreneurs from Developing Countries contribute to the SDGs at a larger scale enabled by a more collaborative ecosystem.

The **LI program** aims to contribute to improving health and well-being of poor and disadvantaged populations in low- and middle-income countries by promoting health-related projects of start-up companies and social entrepreneurs.

Since these goals envisage the global SDGs the achievements can only be measured indirectly. In A2030 the following indicators are used: entrepreneurs contribute effectively, they accelerate the implementation of SDGs, entrepreneurial solutions improve the wellbeing. As sources for verification international statistics resp. national statistics on achievements of the SDGs are mentioned. These data are not available in the reports of the two projects. Based on the theory of change one can assume that growing companies serve a larger number of clients and contribute via this to the achievements of the SDGs being relevant for their companies. A2030 estimates the number of endusers benefiting from the services of their program start-ups to have grown from 2019 till 2021 from 3 Million to 8.9 Million people. This figure **supports the thesis of having an impact on the SDGs** in general.

Local IHs consider the impact at the level of enterprises not only in the quantitative area of additional incomes and jobs but mainly in the mental area such as self-confidence improved, communication capacities strengthened, recognition of entrepreneurial initiatives in the health sector by Governments, innovative approaches (mostly related to virtual applications), long-term engagements from international investors, complementarity in the health sector of different start-ups bring new dimensions into the market.

Enterprises interviewed are of different size and development stage. Nevertheless, all of them reconfirm the local IHs' observations with respect to the non-quantitative impact. The number of clients was increased after the participation in the program. Most of them have found investors or are in negotiations with them. A special case are the African countries where additional funding to the grant provided by the program is difficult to generate. Accordingly, the growth of them is much slower.

Overall, **both programs contribute to the goal resp. impact** formulated in the documents. However, the quantitative basis (indicators) as presented in the project documentation for this judgment is weak. In the case of A2030 the participation in the Bridging Weeks had a great impact regarding the financing and via this the growth of the enterprises which was reported by the enterprises interviewed for their specific cases. For African start-ups the grants provided by the LI program was a major factor easing the development of the enterprises. But for scaling-up additional investments are necessary.

5.6. Sustainability and scale with respect to systemic change of the interventions

The theory of change is based on the concept that private businesses are essential on the way to achieve the SDGs by developing their companies. Measuring this impact is mainly done by the increase of their clients' number. The sustainability of this process seems to be given since the ventures selected do their business as social entrepreneurs in relation to at least one of the SDGs. The success of their companies, however, depends as always on the general framework for doing business. How far the actual crises will negatively influence the further development is difficult to judge. The Covid-19 crisis has shown that the program teams supported the local hubs and the enterprises by technical assistance which allowed them to overcome the difficult situation. In the health sector even new business opportunities could be established.

The programs do not create any new structures. The global IH network existed before and the start-ups involved in the programs were founded independently of the program. The future of both levels depends on the entrepreneurial abilities of the managers of the local IHs and of the ventures. Consequently, the **sustainability of their organizations is basically given** and the training they received helps them to develop further.

In the case of **LI** the local hubs are supported by the project in addition to technical assistance through paying lump sums. Such a strategy is normally not sustainable. At least, the support has to be reflected clearly in the partners' contracts and the future after the phasing-out of this support will have to be carefully planned. The interviews revealed that the local IHs are aware of this danger and **search for alternative financing sources**.

Steady access to finances for the ventures will enhance the effects achieved. This depends strongly on the situation of financial sectors in the respective countries. Without investments for growth the achievements might be jeopardized.

There is a wide variability of funding sources used by the enterprises depending on their business model, the participation in the Bridging weeks and the local finance sector in their countries of origin. Some depend still on their founders capital, others found private international investors, NGOs, Development Funds, State Funds etc. However, getting the enterprises financed for growth and scaling-up remains a challenging task. In the **African countries local financing sources are very rare**.

5.7. Project specific questions

A2030

- To what extent the IHG has been able to draw from lessons learnt of the previous editions of the Accelerate 2030 program in order to strengthen the core of the program, i.e. the scaling methodology?

Only very few of the start-ups are scale-ready and investment-ready. Therefore in 2019 A2030 introduced a National Scale-Ready phase where SDG-related entrepreneurs selected in each location go through a diagnostics process, followed by support in devising a scaling strategy (see project document). The following improvements were introduced :

- through codifying best practices and capacity building of national partners, as well as smart use of online learning platforms the support can scale many more entrepreneurs across the globe.
- There is no one-fit-all approach in scaling. Entrepreneurs still need a tailored approach which is resource and time intensive which can be delivered by the global IH network through its experience in running programs for scaling social innovation.
- The availability of funding for the market-entry, both early testing and the process itself, is key, therefore stronger connections to the global investment community were built.
- Given the transformative impact of working with internationally certified coaches to guide the scaling process, the role of 1:1 coaching within programme activities was amplified.
- creating more avenues that enable meaningful interaction between all participants and alumni, and partners.

These experience from previous editions are in place and used. The entrepreneurs interviewed confirmed this approach. Nevertheless, the scaling phase is ambitious for start-ups and only a few are successful.

- How do local impact hubs plan to apply their learnings from Accelerate2030 to future programs and support the next generation of SDG-focused entrepreneurs?

The local IHs interviewed appreciate the methodology delivered by A2030 and will use it in future again. Some said even that it helped to get the support of other programs.

- What were the benefits of South-South knowledge exchange through the Accelerate2030 program across the global Impact Hub Network?

Exchange among LHs:

During the preparation phase all LHs join peer sessions where they receive guidance from IHG on running the program, and they exchange and learn among each other on best practices in running the program, supporting entrepreneurs and working with partners. Before the Covid crisis they had the opportunity to meet in Geneva as well for their training. The peer learning and exchange among LHs is an important value of participating in this program.

Exchange among entrepreneurs:

In the last edition several virtual masterclasses inviting all of the entrepreneurs were implemented where the entrepreneurs could directly connect with others. In the feedback of these sessions entrepreneurs reported that they highly valued the exposure to a global peer community of like-minded entrepreneurs.

Concrete results of the South-South exchange were achieved in special cases where mutual benefits of an experience exchange arised. In all these cases the partners got to know eachother in Switzerland. Most ventures interviewed reported that they concentrate on the development of their company within the local framework.

- What are best practices for engaging with UNDP Country Offices through the Accelerate2030 program

The example of North Macedonia shows how the UNDP Country Office can take over the role of a local IH together with other local partners (2 business hubs not being members of the IH global network). The enrollment of the program with all the tools of A2030 has worked well by localizing them for the start-ups. The local team considers the strongly structured background of the big UN organization for some aspects as inflexible. However, this was not hindering the successful implementation of the program. Apparently, the local UNDP Office is not included into the reporting system of the program which is understandable on one hand being not part of the IH network. On the other hand, having the survey data about the participating enterprises would help to steer the program activities better.

- How did engagement with the Geneva ecosystem add value for the Accelerate2030 Global Finalists during and following Global Scaling Week?

The access to financing institutions or investors was the most important value added for the finalists visiting Geneva. Many of them got financing for their companies via this way.

- How have entrepreneurs benefited from the global aspect of the Accelerate2030 program (i.e. access to a global community of impact-driven entrepreneurs, program partners, virtual learning exchange opportunities, access to new markets, Global Scaling Week, etc)?

In the last edition several virtual masterclasses inviting all of the entrepreneurs were implemented where the entrepreneurs could directly connect with others. In the feedback of these sessions entrepreneurs reported that they highly valued the exposure to a global peer community of like-minded entrepreneurs. Contacts emerged from these exchanges to other companies being part of the global network of IHs can help for scaling-up in other countries. However, not all of these contacts lead to a successful extension of business which is a normal risk of entrepreneurial activity.

- What program elements could / should be expanded further to increase support to entrepreneurs and address their key needs as they scale their impact on the SDGs?

Linking entrepreneurs to financing facilities and large international companies will support the scaling effects. The companies mentioning these aspects made their way themselves after the first contact through the program. Others more slowly growing should get additional tailor-made support and follow-up. Another learning is strengthening the access to markets support, meaning helping entrepreneurs in their access to new markets by particular program activities focused on this element.

LI

- To what extend was the offered support targeted / adequate for the early stage, resp. mid-stage start-ups? What lessons can be learned regarding the design of an effective Innovator Program?

The support targeted for the early stage was adequate. The growth of the start-ups depends strongly on financing opportunities which are in the African countries still rare (see also lessons learned).

- Are there lessons learned for the selection of Partner Impact Hubs and their stage of development?

One important aspect seems to be language. Working with local IHs in the English, French and Spanish language area makes mutual understanding more complex and slows down processes. Selecting partners from countries speaking the same language might make things easier. The different stages of development of local IHs seemed to be less a problem since the support was tailor-made for each of them. As suggested by Botnar Foundation there could be a kind of tender for additional hubs covering criteria of management skills, state of the financial sector etc.

- What are advantages / disadvantages of thematic tracks in targeted countries (IH Basel Program) vs open calls globally (IH Geneva Program) and which lessons can be learned regarding effectiveness and impact?

LHs consider the thematic orientation on one sector (health) as more convenient with respect to coordinating companies and using sector-specific training tools. The sectoral approach could measure impact by the same indicators for all ventures which would allow to make a consolidated statement for the sector. The disadvantage of a one-sector approach is the risk of getting stuck if the sector is not performing well. In the broader-based approach risks of economic fluctuations are lower.

6. General conclusions, lessons learned and recommendations

General conclusions

Both programs have achieved the objectives formulated in the SDC documents justifying the financial contributions. The start-ups being supported by the programs contribute to the SDGs through their business activities. The theory of change is based on the concept that private businesses are essential on the way to achieve the SDGs by developing their companies. Measuring this impact is mainly done by the increase of their clients' number, however, there is a wide range of different indicators per venture used. The sustainability of this process to reach SDGs seems to be given since the ventures selected do their business as social entrepreneurs in relation to at least one of the SDGs. The success of their companies, however, depends as always on the general framework for doing business. How far the actual crises will negatively influence the further development is

difficult to estimate. The **Covid-19 crisis** has shown that the program teams supported the local hubs and the enterprises by technical assistance which allowed them to overcome the difficult situation. In the health sector even new business opportunities could be established.

A2030 and LI do basically follow a similar approach. However, A2030 has a longer experience and due to that a broader support of partners, better access to financing institutions in Geneva and a more stable team. LI was in the beginning struggling for starting the program, but found its way in the meantime and will have the chance to deliver results until end of 2023. The expected efficiency gains of collaboration between the two programs have not materialized in 2019 when the former team of LI and IHG could not agree about the way of collaboration.

The basically **privately financed program approach was complemented successfully through the SDC contribution** to core funding and its long-term orientation. All the local IHs interviewed mentioned this difference to other programs they are working with. There might be a certain risk of funding core activities of program structures in the long-run that project teams could lower their dynamics. However, active and innovative teams can overcome this risk easily.

Grants for start-ups in countries with weak ecosystems and finance sectors (mainly Africa) **play a crucial role for the companies' development**. The availability of grants in the LI program is a difference to most similar programs and a major incentive for start-ups to participate. However, the growth and scaling-up phases only can be reached if local or international investors finance the companies. This is in African countries unfortunately only rarely the case. Therefore, the grants are important in the beginning, but have only an impact on the further development of the start-ups if other financing sources can be mobilized. Without this access to financing sources in a second step grants represent a risk for financial misallocation.

Amazing variability and innovative solutions arose in many ventures which won the interest of large international companies for collaboration in some cases. The basis for entering such arrangements is the self-confidence of entrepreneurs and the leadership tools gained through the programs.

Synergies such as integrating specialists for mentoring (e.g. BCG) and division of labour (e.g. UNDP focusing on start-ups at later stage) were established with private companies and foundations but not with other programs/projects of the Global Institutions

Based on the documents available gender aspects do not seem to be in the center of the strategy. Consequently, no specific indicators are formulated. Nevertheless, the project teams are aware of gender aspects and integrate them into their programs. More than 50% of the ventures supported are **run by women entrepreneurs which is certainly a great success**.

Lessons learned

- 1) Based on their CSR concepts private companies directly support private organizations such as IHs pro bono. This approach allows to mobilize more private resources than indirectly via participating in projects of the public sector (SDC).
- 2) Providing grants for African start-ups is a major factor for their participation in the program and the success of their enterprises.
- 3) Countries with weak financial structures (banks, funds etc.) remain difficult for start-ups to get access to finances (mainly Africa).

- 4) The project teams of the IHs in Geneva and Basel are considered as trustful by the ventures which leads to more direct support demand by the finalists at the later stage of growth fitting better to their needs. LHs are using the tools for supporting start-ups in their growth process which includes access to local financing institutions. However, if such institutions are lacking the enterprises are better served by the IH teams in Switzerland.
- 5) Expert mentorship is very important for the planning process and success of the ventures. The mentors are working partly on pro bono basis (e.g. A2030 from BCG) or are mandated by IHG/IHB for specific themes.
- 6) Tailormade support by the project teams is essential for the development of the start-ups.
- 7) Evaluations of training success by participants are generally very positive (+85%). However, this indicator is only meaningful if the participants pay at least a considerable part of the training costs themselves.
- 8) Covid-19 was aside from the general restrictions for the start-ups in the health sector rather a chance for new business opportunities than a threat.
- 9) For companies at the growth or scaling level the bridging weeks in Geneva remain important for getting investments; further developed companies pay their participation themselves which is an indicator for return on investment.
- 10) Peer support among female entrepreneurs is crucial for their self-confidence.
- 11) Visibility of the program e.g. on social media is important for getting support from potential partners financing the programs in future on private basis.
- 12) LI project team should be more demanding towards local IHs regarding delivery of data and punctuality.
- 13) Core funding of the project teams in Switzerland is crucial for the success of the programs.
- 14) Pipeline of start-ups generated by the programs is an asset for international programs (e.g. UN) which can be used for collaboration and getting financial support from them.

Recommendations

Addressed to A2030 and LI

- 1) Continue the two successful programs' concepts which are private initiatives and make better use of the potential synergies between them such as use of training materials, collaboration with UN organizations etc..
- 2) Find program contributions as core funding from an actor in international cooperation with a long-term perspective.

Addressed to SDC

- 3) Future support from SDC should originate rather from thematic divisions (e.g. climate) than from bilateral sections; nevertheless, programs could be more oriented on focus countries of SDC

Addressed to IH Basel

- 4) Financial support for start-ups in Africa (grants) must be foreseen to stabilize them in the first phase, plus follow-up afterwards regarding access to finances
- 5) The selection process of local IHs might be based on a mapping of countries (e.g. focus countries SDC) with tenders for local IHs being interested in participation
- 6) Formulate indicators and targets for new outcomes/outputs and define indicators for impact for the rest of the phase

Addressed to IH Geneva

- 7) More feedback to the start-ups not being selected about the reasons for this decision
- 8) More follow-up to the companies not growing fast by more intensive consulting on their specific problems
- 9) Make more use of existing data-base at the level of local IHs and present it in the annual reporting
- 10) Feed results/data of MRM back to local IHs as management tool
- 11) Try to find comparable indicators for all the companies involved in the program mainly with respect to impact
- 12) Search new private partners in Switzerland (corporates or foundations)
- 13) Develop circular economy and climate as new focus theme
- 14) More specialized staff in the project team (e.g. financial specialist) without increasing the total FTEs
- 15) Search for new financing strategies for the programs, e.g. crowd funding, further developed companies participating at Bridging weeks pay into a fund covering costs of start-ups

Annexes

1) Terms of Reference

Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC
Division Global Institutions



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

External Evaluation / Terms of Reference

4.7.2022

1. Introduction

This document sets out the requirements related to the project evaluation mandate for the **SDC's Contributions to the Impact Hubs in Geneva and Basel** (KA 7F-10286.01 and KA 7F-10191.01)

The Terms of Reference (ToR) describes the purpose, context, objectives (including guiding indicative evaluation questions), scope and a proposed methodology of the evaluation. They further describe the evaluation process and the expected deliverables. The ToR is a component of the contract for this evaluation mandate.

2. Information about the two Projects

KA 7F-10286.01 (Division Global Institutions): Accelerate 2030: Scaling entrepreneurial solutions for the Sustainable Development Goals

This contribution of CHF 870'000 to this project was designed as single phase for the duration from 1.4.2020 until 31.12.2022. It is mainly about strengthening the core methodology of the Accelerate 2030 program with the idea that it will become more sustainable in future editions.

The Impact Hub Global Network is the world's largest network focused on building entrepreneurial communities and ecosystems for impact at scale with 100+ communities in 60+ countries across five continents. They connect entrepreneurs and innovators to large organizations, investors and the public sector in order to enable inclusive and sustainable innovation at scale.

The Impact Hub Geneva (IHG) is an association founded in 2015. It aims at supporting growth-stage social entrepreneurs with solutions that tackle the challenges of the 2030 Agenda.

Accelerate2030 is the world's largest program supporting entrepreneurs from developing and emerging markets to scale their solutions for the Sustainable Development Goals (SDGs). It identifies the most innovative businesses in emerging and developing countries tackling the Sustainable Development Goals (SDGs) and supports them scale their solutions in a way that is sustainable for their teams and their businesses, and drives the shift towards a more sustainable economy.

Accelerate2030 is a multi-stakeholder program that was born in 2016 with the IHG and UNDP Geneva being the founding members. It is linking impact driven entrepreneurs from developing countries with the UN system both nationally and globally, with the aim to bring their impact to scale for the achievement of the SDGs. With the Accelerate 2030 program, the IHG not only

introduces the framework of the SDGs into these enterprises, it also aims at addressing the challenge of scaling businesses by building on the expertise, reach and knowledge of the global Impact Hub Network and expert partners.

The IHG has run three editions of the Accelerate 2030 program and intends to draw from the lessons learnt that came out of these previous editions in order to strengthen the core of the program, i.e. the scaling methodology. The strengthening of the current scaling methodology and the capacity building of the local impact hubs has the potential to make the Accelerate 2030 much more impactful and sustainable on an international and national level.

The project matches key objectives of the current Swiss strategy on International Cooperation (2021- 2024) as it fosters the role of private sector players who want to contribute to the achievement of the SDGs. Although not an explicit objective of the project, for SDC, this intervention should allow for the identification of best practices to feed into policy dialogue at the UN (e.g. the Financing for Development process (FfD), and make latter more evidence based.

KA 7F-10191.01(Division Global Program Health): *Start-ups and social enterprises for global health* This contribution of CHF 1'480'700 was designed as a single phase for the duration from 1.11.2018 until 31.12.2022. It strives to build the capabilities and strengthen the network of the participating local impact hubs in low- and middle-income countries from the start so that in future they can take over the programme. Moreover, national and regional investors may be attracted to cover e.g. awards for the winning companies.

The implementation of the 2030 Agenda for Sustainable Development and the achievements of its ambitious goals including health and well-being for all requires additional funding as well as innovative and scalable low-cost solutions. In order to develop and bring such solutions to scale, the private sector is key. Especially social enterprises are relevant players because they combine social with economic objectives to drive inclusive and sustainable growth based on viable business models and private investment. With their lean structures they are best placed to explore innovative ideas that are tailored to the local realities and seek to respond to a clearly identified need within these contexts. Yet, in order to grow and reach scale, these companies need additional skills, business partners and financial investments.

As described above, the Impact Hub Global Network has large potential in building entrepreneurial communities and ecosystems for impact at scale. Based on the experience of the existing Accelerate 2030 program, the Impact Hub Basel and Geneva were intended to create a Health Track with the focus on Sustainable Development Goal 3: Good Health and Well-being. SDC supported the design of such a health focused innovators program with the aspiration to support social entrepreneurs through various offers ranging from events and co-working to different ideation, incubation and acceleration programs. In this way, the program strives to create a highly collaborative ecosystem where innovation and change are encouraged, where access to expert resources, inspiration and knowledge and where communication and contacts between diverse, skilled people are facilitated.

It resulted in the Lafiya Innovators program, implemented by Impact Hub Basel in collaboration with Impact Hub Accra, Impact Hub Dakar, Impact Hub Medellin and the African Health Innovation Center. The Lafiya incubator program last six months for the participating start-ups. There shall be three rounds of the incubation program, two of which have been carried out up to now (January 2022).

Impact Hub Basel is a registered non-profit association in the Kanton Basel-Stadt and joined the Impact Hub Global Network in May 2018.

3. Objective, scope and focus of the evaluation

The evaluation objective is to assess the results so far achieved, taking into consideration the changing context and other constraints, draw some conclusions and formulate recommendations on the way forward and on how the project(s) could further evolve based on the indicative questions listed below.

The two projects differ slightly in objectives and approach but are related in their character. Both have been designed within SDC a “single phase” pilot activities without explicit commitment for a continuation. The findings of this evaluation will, therefore, serve in addition as a contribution to the strategic discussion within SDC regarding the promotion of innovative private sector actors (not least against the background of the ongoing reorganising and a resulting thematic repositioning).

The main user groups for the evaluation are the responsible SDC divisions Global Institutions and Global Program Health, the “Kompetenzzentrum Engagement Privatsektor” (KEP) and the two implementer (ING and IHB).

Indicative questions (General):

| | |
|----------------------|---|
| Relevance | <i>Are we doing the right things?</i> |
| | <ul style="list-style-type: none"> • Is the approach behind the two initiatives appropriate to the problems to be solved? • To what extent is this intervention providing adequate and required support services to the social entrepreneurs, which otherwise is not available? |
| | <ul style="list-style-type: none"> • Are there sufficient enterprises / entrepreneurs that match the focus of the program? • What is the comparative advantage of the IH? |
| Coherence | <i>How well does the intervention fit?</i> |
| | <ul style="list-style-type: none"> • Is it aligned with the priorities the Swiss IZA Strategy 21 – 24 and overall engagement of Switzerland in the implementation of the 2030 Agenda? • Internal coherence: to what extent is the intervention compatible with other Swiss development cooperation interventions in the same country and thematic field (consistency, complementarity and synergies)? • External coherence: to what extent is the intervention compatible with interventions of other actors (bilateral and multilateral donors, private sector, UN, NGOs etc.) in the country and thematic field (complementarity and synergies) |
| Effectiveness | <i>Do the results contribute to overall goals as planned?</i> |
| | <ul style="list-style-type: none"> • To what extent were the intended results of the intervention achieved (or are likely to be achieved) at the levels of output, outcome and the overall goals of the intervention? How did the intervention contribute to the results? • Which major factors have influenced the achievement or non-achievement of the expected results? • If results were not achieved, in which stage of enterprise development are the biggest challenges: Ideation? Seed stage? Growth stage? • Do the partners of the program have a sufficiently large network to address the most pressing needs of social enterprises? |
| Efficiency | <i>Were the results achieved in a cost-effective way?</i> |
| | <ul style="list-style-type: none"> • Is the monitoring system in place to track the impact of the development intervention suitable in terms of its objective? • To what extent did the Covid 19 shock negatively impact the projects' implementation and did the implementer react in an appropriate way? |
| Impact | <i>How are we contributing to the overall goal?</i> |
| | <ul style="list-style-type: none"> • Did a specific part of the intervention have a greater impact than another? • Were there unexpected and unintended positive or negative (side) effects? |

| | |
|-----------------------|---|
| Sustainability | <i>To what extent will the effects be maintained when the SDC's support ends?</i> |
| | <ul style="list-style-type: none"> • What evidence is there that the achieved effects will continue after the completion of the project? • Which major factors might enhance the effects achieved or prevent them from continuing? • How did the funding structure in the past years evolve (Diversification of Funding Source)? |

Project specific questions:

KA 7F-10286.01 (Division Global Institutions): Accelerate 2030: Scaling entrepreneurial solutions for the Sustainable Development Goals

Objective 1) National Implementation Partners' (e.g. local Impact Hubs) capacity to deliver scaling support to SDG-related entrepreneurs is strengthened:

- To what extent the IHG has been able to draw from lessons learnt of the previous editions of the Accelerate 2030 program in order to strengthen the core of the program, i.e. the scaling methodology?
- How do local impact hubs plan to apply their learnings from Accelerate2030 to future programs and support the next generation of SDG-focused entrepreneurs?
- What were the benefits of South-South knowledge exchange through the Accelerate2030 program across the global Impact Hub Network?

Objective 2) Key stakeholders' (UN, investors, corporates and others) collaboration with SDG- related entrepreneurs is enhanced:

- What are best practices for engaging with UNDP Country Offices through the Accelerate2030 program
- How did engagement with the Geneva ecosystem add value for the Accelerate2030 Global Finalists during and following Global Scaling Week?

Objective 3) Entrepreneurs' capacity to scale their impact on the SDGs is increased:

- How have entrepreneurs benefited from the global aspect of the Accelerate2030 program (i.e. access to a global community of impact-driven entrepreneurs, program partners, virtual learning exchange opportunities, access to new markets, Global Scaling Week, etc)?
- What program elements could / should be expanded further to increase support to entrepreneurs and address their key needs as they scale their impact on the SDGs?

KA 7F-10191.01 (Division Global Program Health): Start-ups and social enterprises for global health

- To what extend was the offered support targeted / adequate for the early stage, resp. mid-stage start-ups? What lessons can be learned regarding the design of an effective Innovator Program?
- Are there lessons learned for the selection of Partner Impact Hubs and their stage of development?
- What are advantages / disadvantages of thematic tracks in targeted countries (IH Basel Program) vs open calls globally (IH Geneva Program) and which lessons can be learned regarding effectiveness and impact?

4. Evaluation process and methods

Evaluation methodology

SDC is looking for an evaluator that will be able to apply the standard OECD/DAC approach applied in reviewing programs. The successful bidder is expected to propose an appropriate methodological approach applying both quantitative and qualitative methodologies, to respond to the objectives and indicative evaluation questions stipulated above.

At a minimum, the review process contains the following steps:

- Initial desk review of Project documentation and other relevant material
- Discussion / approval of inception report
- Conducting the review
- Submitting the draft report to SDC
- Discussion and debriefing with SDC and the IHG / IHB
- Final report and approval
- Presentation of the review findings and recommendations

Roles and responsibilities

The evaluation will be conducted independently by an external evaluator / team of evaluators. SDC responsible program staff will support the consultants with administrative and logistical arrangements that will include: coordination and planning of initial meetings with project partners, making accessible all required documentation, commenting and inputting in both the inception and draft review report, etc.

4

2) Evaluation Matrix

Evaluation mandate for the SDC's Contributions to the Impact Hubs in Geneva and Basel (KA 7F-10286.01 and KA 7F-10191.01)

Evaluation Matrix

The DAC criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability) form the basis of the evaluation methodology. The major aspects of the six criteria are written in bold letters in the following matrix.

The outcomes of the two programs are different (**Outcomes Accelerate2030**: 1. National Implementation Partners' (e.g. local Impact Hubs) capacity to deliver scaling support to SDG-related entrepreneurs is strengthened ; 2. Key stakeholders' (UN, investors, corporates and others) collaboration with SDG-related entrepreneurs is enhanced ; 3. Entrepreneurs' capacity to scale their impact on the SDGs is increased ; **Outcomes Lafiya Innovators**: Up to 20 out of the 60 innovative projects from selected start-up companies and social entrepreneurs from 20 countries will be brought to financially viable and socially intended scale through financial investments and other types of support) and will be considered in the detailed questions during the interviews.

Goals of the projects (based on the ProDoc)

Accelerate2030: Entrepreneurs from developing countries contribute to the SDGs at a larger scale enabled by a more collaborative ecosystem.

Lafiya Innovators: The program aims to contribute to improving health and well-being of poor and disadvantaged populations in low- and middle-income countries by promoting health-related projects of start-up companies and social entrepreneurs

1) Relevance

| Main Questions/sub-aspects | Indicator | Discussion partners | Sources |
|--|--|---|-------------------------------------|
| Is the approach behind the two initiatives appropriate to the problems to be solved? | Achievement of outcomes | SDC, partners | Interviews Project documents |
| Which aspects are especially positive/negative? | | SDC, project team, partners, local hubs | Interviews |
| To what extent is this intervention providing adequate and required support services to the social entrepreneurs, which otherwise is not available? | Degree of satisfaction | Beneficiaries/enterprises, partners, local hubs | Interviews |
| Are there sufficient enterprises / entrepreneurs that match the focus of the program? | No. of entrepreneurs involved in the program compared to targets | project team, local hubs | Project documentation Interviews |
| What is the comparative advantage of the IH? | Degree of satisfaction with support | Partners, local hubs | Interviews |
| How addressed the project teams the potentials and challenges (e.g. Covid19)? | Degree of satisfaction | Local hubs, partners | Interviews |
| Outputs consistent with the intended impact, overall goal and the achievement of the project objectives? | Degree of achievement of the indicators | evaluator | Project documentation |
| | | | |
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2) Coherence

| Main Questions/sub-aspects | Indicator | Discussion partners | Sources |
|----------------------------|-----------|---------------------|---------|
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|---|---|-----------------------|---|
| Is it aligned with the priorities of the Swiss IZA Strategy 21 – 24 and overall engagement of Switzerland in the implementation of the 2030 Agenda? | Mentioned as priority in the strategy | Evaluator, SDC | SDC Strategy 2021-24 |
| Internal coherence: to what extent is the intervention compatible with other Swiss development cooperation interventions in the same countries and thematic fields (consistency, complementarity and synergies)? | Comparison of outcomes with thematic focus of SDC | Evaluator | SDC focus themes Project documentation |
| External coherence: to what extent is the intervention compatible with interventions of other actors (bilateral and multilateral donors, private sector, UN, NGOs etc.) in the countries and thematic fields (complementarity and synergies) ? | Comparison with UNDP's objectives in the area of private sector development | Evaluator, local hubs | UNDP documents Interviews |
| To what extent is the project's Monitoring and Result Measurement (MRM) system functioning and does it serve its purpose in terms of project management and adaptation of strategies and interventions? Does the MRM include actionable strategies for scaling up? | Use of MRM in project decisions | Project team | Project documentation |
| | | | |

3) Effectivity

| Main Questions/sub-aspects | Indicators | Discussion partners | Sources |
|---|--|--------------------------|-------------------------------------|
| Analysis of the quantity and quality of project outputs and results (outcomes) achieved and projected? | Degree of achievements of the indicators | evaluator, project team | Project documentation |
| What are the projections of the project for these targets by the end of the phase? Are they realistic, and if not, why? | Degree of achievements of the indicators | Evaluator, project team | Project documentation Interviews |
| Which major factors have influenced the achievement or non-achievement of the expected results? | | Project team, local hubs | Interviews |

| | | | |
|--|---|--------------------------------------|--|
| If results were not achieved, in which stage of enterprise development are the biggest challenges: Ideation? Seed stage? Growth stage? | | Project team, local hubs | Interviews |
| Do the partners of the program have a sufficiently large network to address the most pressing needs of social enterprises? | Degree of using the network of partners | Partners | Interviews |
| Selection of local hubs supportive to the effectiveness? Improvements possible? | Process of selecting local hubs | Evaluator | Interviews |
| Participation of beneficiaries in events in Switzerland effective? Impact? | Degree of lessons learned due to visit in Switzerland | Evaluator, beneficiaries, local hubs | Interviews |
| Gender strategy considered and effective? | Participation of women entrepreneurs | evaluator, project team | Project documentation Interviews Project documentation |

4) Efficiency

| Main Questions/sub-aspects | Indicators | Discussion partners | Sources |
|--|---|-------------------------|----------------------------------|
| Efficiency of the project implementation? | Use of financial means in relation to results achieved | Project team, evaluator | Project documentation |
| Were project's financial and human resources efficiently allocated and is the project set-up adequate for achieving the objectives and goal? | Structure of the project team and changes of budget | Project team, evaluator | Budget Use of financial means |
| Costs of staff in relation to overall costs and financial means used for activities? | Costs of staff in relation to overall costs (%) | Project team, evaluator | Budget Financial reporting |
| Measuring the efficiency of the project management and implementation will be done by using the ratio of additional income of the participating enterprises compared to the project costs. | Additional income of beneficiaries as ratio of financial means used | Evaluator | Financial reporting |
| Is the monitoring system in place to track the impact of the development intervention suitable in terms of its objectives? | Achievement of impact indicators | Project team, evaluator | Project documentation |

| | | | |
|--|--|--------------------------|------------|
| To what extent did the Covid 19 shock negatively impact the projects' implementation and did the project management react in an appropriate way? | | Project team, local hubs | Interviews |
|--|--|--------------------------|------------|

5) Impact

| Main Questions/sub-aspects | Indicators | Discussion partners | Sources |
|--|---|---|-------------------------------------|
| What tangible positive changes on income of the beneficiaries have been achieved so far? | Additional income of beneficiaries | Beneficiaries, local hubs, project team | Project documentation |
| Observations about the project contribution to changes in the system (and players) | | Project team, local hubs | Interviews |
| Significant impact at scale on additional income and achievements of the SDGs of the project interventions at the level of the local hubs and participating enterprises ? | Additional income of beneficiaries and local hubs | Project team, local hubs | Project documentation Interviews |
| How likely will the objectives be achieved by end of the phase and why resp. why not? | | Project team, local hubs | Interviews |
| Did a specific part of the intervention have a greater impact than others? | | Project team, local hubs | Interviews |
| Were there unexpected and unintended positive or negative (side) effects? | | Project team, local hubs | Interviews |
| | | | |

6) Sustainability

| Main Questions/sub-aspects | Indicators | Discussion partners | Sources |
|--|---|------------------------------------|------------|
| Will results in relation to the SDG at all levels last after the end of the contribution? | Degree of institutional and financial stability | Project team, local hubs, partners | Interviews |
| Indications and evidence for this? Sustainable in all three dimensions? | | Project team, local hubs, partners | Interviews |
| What could be improved for increasing sustainability where it is not yet achieved ? | | Project team, local hubs, partners | Interviews |

| | | | |
|---|-----------------------|------------------------------------|-------------------------------------|
| How far is scaling up possible? | | Project team, partners | Interviews Project documentation |
| Which major factors might enhance the effects achieved or prevent them from continuing? | | Project team, local hubs, partners | Interviews |
| How did the funding structure in the past years evolve (Diversification of Funding Source)? | Sources of funding | Project team | Project documentation |
| Has the access of beneficiaries to financing sources improved ? | New financing sources | Project team, local hubs | Interviews |

7) Specific aspects of the Accelerate2030 program

| Main Questions /sub-aspects | Indicator | Discussion partners | Sources |
|--|--|---------------------------|-------------------------------------|
| National Implementation Partners' (e.g. local Impact Hubs) capacity to deliver scaling support to SDG-related entrepreneurs strengthened ? | Positive feedback of the local hubs | Local hubs, beneficiaries | Project documentation |
| To what extent the IHG has been able to draw from lessons learnt of the previous editions of the Accelerate 2030 program in order to strengthen the core of the program, i.e. the scaling methodology? | Adjustments in the logframe | Project team | Project documentation |
| How do local impact hubs plan to apply their learnings from Accelerate2030 to future programs and support the next generation of SDG-focused entrepreneurs? | Plans of local hubs improved | Local hubs | Interviews |
| What were the benefits of South-South knowledge exchange through the Accelerate2030 program across the global Impact Hub Network? | Positive examples of south-south collaboration | Local hubs, project team | Project documentation Interviews |
| Key stakeholders' (UN, investors, corporates and others) collaboration with SDG-related entrepreneurs is enhanced ? | Number of contracts between stakeholders and enterprises | Partners | Interviews |
| What are best practices for engaging with UNDP Country Offices through the Accelerate2030 program ? | | Project team, UNDP | Interviews |

| | | | |
|---|--------------------------|---|-------------------------------------|
| How did engagement with the Geneva ecosystem add value for the Accelerate2030 Global Finalists during and following Global Scaling Week? | | Project team, partners, beneficiaries | Interviews |
| Entrepreneurs' capacity to scale their impact on the SDGs is increased ? | Level of income and jobs | Beneficiaries, local hubs | Project documentation Interviews |
| How have entrepreneurs benefited from the global aspect of the Accelerate2030 program (i.e. access to a global community of impact-driven entrepreneurs, program partners, virtual learning exchange opportunities, access to new markets, Global Scaling Week, etc)? | | Beneficiaries, local hubs | Interviews |
| What program elements could / should be expanded further to increase support to entrepreneurs and address their key needs as they scale their impact on the SDGs? | | Project team, partners, local hubs, beneficiaries | Interviews |

8) Specific aspects of the Lafiya Innovators program

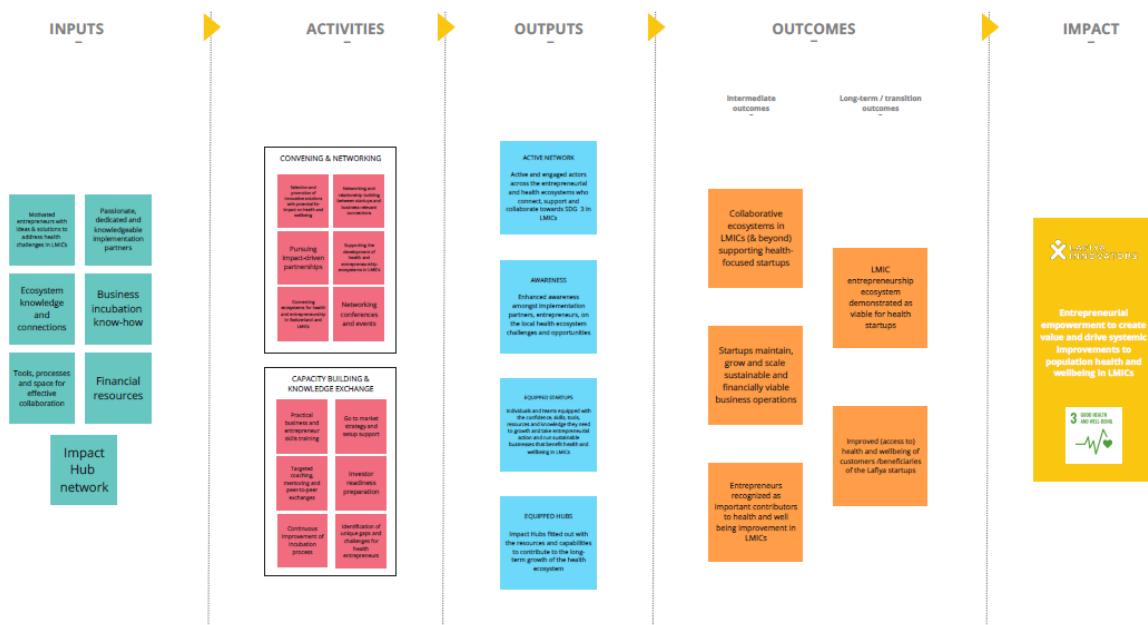
| Main Questions/sub-aspects | Indicator | Discussion partners | sources |
|--|---------------------------------------|--------------------------|------------|
| To what extend was the offered support targeted / adequate for the early stage, resp. mid-stage start-ups? | Number of start-ups developed further | Project team, local hubs | Interviews |
| What lessons can be learned regarding the design of an effective Innovator Program? | | Evaluator, project team | Interviews |
| Are there lessons learned for the selection of Partner Impact Hubs and their stage of development? | | Evaluator | Interviews |
| What are advantages / disadvantages of thematic tracks in targeted countries (IH Basel Program) vs open calls globally (IH Geneva Program) and which lessons can be learned regarding effectiveness and impact? | | Evaluator | Interviews |
| | | | |

3) Evaluation Work Plan and Meetings

| Date | Time | Organisation | Who |
|------------|---------------|--|---|
| 13/09/2022 | 9:00 – 12:30 | IH Basel | Céline Bedu, Program Manager Adam Collins, Deputy Program Manager |
| 13/09/2022 | 14:00 – 15:00 | Botnar Foundation (LI) | Sushant Sharma, Chief Investment Officer |
| 21/09/2022 | 9:00 – 13:00 | IH Geneva | Alexandra «Santu» Boethius, Co-Founder Ljupka Mitrinovska, Global Program Manager Accelerate2030 Mala Henriques, Impact Management Coordinator |
| 23/09/2022 | 11:30 – 12:00 | BCG Geneva (A2030) | Mourad Chouaki, Associate |
| 28/09/2022 | 13:00 – 14:00 | IH Dakar (LI) | Aziz Sy, Co-Founder, Director |
| 30/09/2022 | 10:00 – 11:00 | IH Shanghai (A2030) | Carol Chou, Business Director |
| 05/10/2022 | 11:00 – 12:00 | Building Bridges Week Geneva | Visit some sessions |
| 05/10/2022 | 12:00 – 13:00 | UNDP (A2030) | Sarah Bel, Communication Advisor |
| 05/10/2022 | 13:00 – 14:00 | SoluBio (Brazil, A2030) | Mauricio Schneider, COO |
| 05/10/2022 | 14:00 – 15:00 | Landcent (NL, A2030) | Arun Prabhu Stanley, CEO |
| 05/10/2022 | 15:00 – 18:00 | Building Bridges Week | Visit some sessions |
| 07/10/2022 | 12:00 – 13:00 | IH Istanbul (A2030) | Semih Boyaci, Co-Founder, Director |
| 07/10/2022 | 14:00 – 15:00 | IH Accra (LI) | Kelechi Ofoegbu, COO |
| 11/10/2022 | 10:00 – 11:00 | IH Medellin (LI) | Sebastian Bustamante, Co-Founder, Director |
| 12/10/2022 | 15:00 – 16:00 | Afy Care SAS (Sénégal, LI) | Boubacar Sagne, Founder, CEO |
| 12/10/2022 | 16:30 – 17:30 | Valopes (Colombia, A2030) | Octavio Torres Quintana, Co-Founder |
| 13/10/2022 | 15:00 – 16:00 | Arkangel AI (Colombia, LI) | Laura Velasquez, Co-Founder |
| 18/10/2022 | 13:30 – 14:30 | AirCare (North Macedonia, A2030) | Gorjan Jovanovski, Co-Founder, CEO |
| 19/10/2022 | 17:00 – 18:00 | IH Monterrey (A2030) | Alfredo Villalonga, Co-Founder |
| 20/10/2022 | 12:00 – 13:00 | Hopefulnkomo Mental Health (Ghana, LI) | Ruth Osei, Founder, CEO |
| 27/10/2022 | 10:30 – 11:30 | MAVA Foundation (A2030) | Nathalie Cadot, Manager Impact and Sustainability Unit |

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|-----------|---------------|----------------------|--|
| 1/11/2022 | 16:00 – 17:00 | AHIC (Ghana, LI) | Emily Sheldon, CEO |
| 3/11/2022 | 14:00 – 15:00 | UNDP North Macedonia | Sanja Bojanic, Deputy Resident Representative of UNDP in North Macedonia Igor Izotov, Head of Exploration |

4) Theory of Change adjusted by the Lafiya Innovators program in 2020



5) Examples of impact indicators at the level of ventures (A2030)

| | KPIs Pre-scaling Week | KPIs after Global Scaling Week |
|--------------------------|---|---|
| Afia Group Rwanda | <p>Net Promoter Score 7.8 Passives, Convenience of 30 Minute Drug delivery in Kigali, 2 Hours Drug delivery outside of Kigali</p> <p>So far we have started a Blog on website, https://afiapharma.com/about</p> <p>Create 4 strategic partnerships per quarter</p> <p>Host 2 Educational Health Youtube Webinars per Month</p> <p>- correlation income and malaria - suggests a cause: dangerous. - what is different to current prevention drugs? state more clearly. why are people not using what is on the market? how will yours penetrate where others have not - how are you increasing access? - why are you a social business? - 10m cost saving per million households. why?</p> | <p>no of customers served</p> <p># % customers from rural areas</p> <p># people who benefit from more affordable medication</p> |
| Landcent China | | <p>1. Number of Lives Saved per year, 2. Number of malaria cases prevented per year, 3. Reducing clinical admittance per year</p> |

Source: Data base of A2030

6) List of documents

- Accelerate2030 Operational Report for SDC, April 2020 – April 2021
- Accelerate2030 Operational Report for SDC, 1 January – 31 December 2021
- Accelerate2030 Financial Report 2022, 1 January – 31 December 2021
- Accelerate2030 Scaling Impact Globally, Proposal for Collaboration to SDC 2020 – 2022
- Accelerate2030, Project Document, Logframe, January 2020
- Accelerate2030, Updated Budget and Report 2020, November 2020
- Accelerate2030, Executive Summary of Venture Profile
- Accelerate2030, Updated Budget – Explanation for Changes
- Accelerate2030, National M&E Reporting Template 2021
- Accelerate2030, 2021 Updated Application Criteria
- Accelerate2030, KPIs status global finalists 2021-22
- BDO, IH Geneva, Rapport sur l'examen succinct, Comptes annuels 2020
- BDO, IH Geneva, Review report on the financial statements for the year ended 31 December 2021
- BDO, Review Report on the Financial Statement IH Basel SDC Contribution in the Year 2019
- Impact Hub Geneva/UNDP, Impact report 2020, Accelerate2030, April 2021
- Lafiya Innovators support program, SDC Operational Report, 2021
- Lafiya Innovators support program, Financial Statement 2021
- Lavia Innovators, Lookbook 2021
- Lafiya Innovators, SDC Operational Report, 2019

Lafiya Innovators, SDC Operational Report, 2020
SDC Credit Proposal, Accelerate2030: Scaling entrepreneurial solutions for the Sustainable Development Goals, 05/03/2020
SDC, Amendment to the Contract with IH Geneva, 22/02/2022
SDC, Global Programme Health, Programme Framework 2021 – 24
SDC, Contract with Hubbasel, 2018
SDC, Amendment to the Contract of 2018, dated 28 June 2022
SDC, Credit Proposal, Impact Hub Basel, 20.10.2018
SDC, Swiss Cooperation Programme Tanzania 2021 - 2024
Swiss Confederation, International Cooperation Strategy 2021 – 24



Lafiya Innovators – SDC Evaluation
(SDC reference: KA 7F-10191.01)

Impact Hub Basel
Management Response

January 2023



1. Specific recommendations addressed to Lafiya Innovators and Impact Hub Basel

| # | Evaluator Recommendation | Agree / Disagree | Impact Hub Basel Comments and actions |
|-----|---|------------------|--|
| 1.1 | Continue the two successful programs' concepts which are private initiatives and make better use of the potential synergies between them. | Qualified agree | <p>We would be very happy to establish more peer-to-peer exchange opportunities between the participants of these two programs. We are also keen to work together more closely with IH Geneva (and the other Hubs in Switzerland) on initiatives in the health sector.</p> <p>At a broader level Impact Hub Global is also looking to make better use of "network partnerships" with external organisations. A good example of this is the partnership agreement signed with EY, through which Lafiya Innovators already organised a joint event with visiting startups in Basel in November 2022.</p> |
| 1.2 | Find program contributions as core funding from an actor in international cooperation with a long-term perspective. | Agree | <p>We are currently seeking additional long-term funding partners for the program, both at the local implementation level and at an international level. The fundraising efforts for future editions of Lafiya Innovators are being coordinated between all the implementing hubs in the program.</p> |

| | | | |
|-----|---|-----------------|---|
| 1.3 | <p>Financial support for start-ups in Africa (grants) must be foreseen to stabilise them in the first phase, plus follow-up afterwards regarding access to finances.</p> | Agree | <p>We care very much about maximising the lasting impact of the program and enhancing the potential for program participants to succeed.</p> <p>We therefore keep in regular contact with program alumni, inviting them to continue exchanging with peers, mentors and experts from their own cohort and other cohorts. We provide ongoing opportunities for learning and development as well as chances to “give back” to the program through key-note talks, knowledge exchange and participation in events (including high-profile international events such as the Geneva Health Forum). Some program alumni have led specific program modules according to their own expertise and even joined the jury for subsequent cohorts.</p> <p>These efforts combine over multiple editions of the program to grow and develop a network of entrepreneurs and experts in the health and entrepreneurship ecosystems in each implementing country. This network provides an important support system for all the entrepreneurs as they continue with their ventures, including through increased access to financing opportunities.</p> <p>That said, we recognise there is still more we can do in every implementing country (not only in Africa). We are therefore always looking for ways to strengthen our offerings for program alumni. Among other things, we are currently developing:</p> <ul style="list-style-type: none"> - dedicated alumni communication channels - a platform to ask questions, exchange knowledge and share opportunities (including those related to funding/finances) - a page on the Lafiya website where alumni can promote their latest news and achievements <p>We also hope to allocate future program budget to dive deeper into early-stage funding opportunities in each implementing country (in collaboration with the local implementing hubs).</p> |
| 1.4 | <p>The selection process of local IHs might be based on a mapping of countries (e.g. focus countries SDC) with tenders for local IHs being interested in participation.</p> | Qualified agree | <p>The specific focus countries of the existing funding partners already played a large role in the selection of local Impact Hubs. The next (4th) edition of the program is currently being planned with the same five implementing partners as the 3rd edition.</p> <p>For subsequent editions, we would like to expand the program to include additional Impact Hubs in emerging economies, in line with the specific focus countries of ongoing long-term funding partners.</p> |

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|-----|---|-------|---|
| 1.5 | Formulate indicators and targets for new outcomes/outputs and define indicators for impact for the rest of the phase. | Agree | <p>Major improvements to the program's monitoring and evaluation (M&E) processes, including indicators and targets for outcomes and outputs, have been integrated into the third edition of Lafiya Innovators. We expect these to demonstrate tangible results in the upcoming program annual report, due end of Q2 2023.</p> <p>We intend to continue refining and improving program-related M&E systems throughout subsequent editions.</p> |
|-----|---|-------|---|

2. Additional lessons learnt (identified by the evaluator) to which Impact Hub Basel would like to respond

| # | Evaluator Lessons Learnt | Agree / Disagree | Impact Hub Basel Comments and actions |
|-----|--|------------------|---|
| 2.1 | Tailormade support by the project teams is essential for the development of the start-ups. | Agree | <p>We also believe that tailor made support is essential for effective startup development and will therefore maintain this as a core feature of our approach.</p> |
| 2.2 | Peer support among female entrepreneurs is crucial for their self-confidence. | Agree | <p>We have concluded the same and will continue supporting and promoting female entrepreneurs. Gender is one of the focus SDGs of Impact Hub Basel. So, while not a specific KPI of this program, it is integrated into everything we do, from the selection of program participants to mentors, facilitators and panellists during events.</p> <p>For example, of the 17 startup founders who visited Switzerland in November 2022 for the Lafiya Innovators Immersion week, 9 were female and 8 male. Of the 6 visiting Impact Hub staff, 3 were female and 3 male (plus 1 male health-sector expert). In the program as a whole, over 50% of startups had female founders.</p> |
| 2.3 | Visibility of the program e.g. on social media is important for getting support from potential partners financing the programs in future on private basis. | Agree | <p>We strongly agree and have recently renewed efforts to increase the visibility of the program across various forms of media. A new version of the program website was recently launched and the global social media outreach for Lafiya Innovators is now being coordinated by a specialised team based in Colombia (with support and contributions from the other implementing partners). Further promotional videos and communication of impact to date are planned throughout 2023, including opportunities for program alumni to communicate their latest news and achievements.</p> <p>Links to all of the above will be included in the next program report.</p> |

| | | | |
|-----|---|-------|---|
| 2.4 | LI project team should be more demanding towards local IHs regarding delivery of data and punctuality. | Agree | <p>This has been a strong lesson learnt for us too. In response, we have:</p> <ul style="list-style-type: none"> - Re-written the collaboration agreements with the implementing partners to ensure that punctual delivery of data is explicitly specified as a fundamental provision of the agreement - Provided additional M&E support, as well as harmonisation of reporting processes and templates, between the implementing partners - Made provision (to be implemented in 2023) for a Monitoring and Evaluation expert to visit the implementing partners to address remaining gaps in M&E capacity at the local level and enhance adherence to new reporting standards. |
| 2.5 | Core funding of the project teams in Switzerland is crucial for the success of the programs. | Agree | <p>We are both thrilled and humbled to receive such clear recognition of the contribution value of our program teams in Switzerland to the success of the program. It is our sincere hope that this recognition can be translated into additional long-term funding for project teams in Switzerland for future editions of the program.</p> |
| 2.6 | Pipeline of start-ups generated by the programs is an asset for international programs (e.g. UN) which can be used for collaboration and getting financial support from them. | Agree | <p>We continue to explore ways to facilitate connections between program participants and major international entities in the Swiss and global health ecosystems. If there is anything SDC can do to support additional connections/collaborations with such entities, we would be very grateful for such assistance.</p> |