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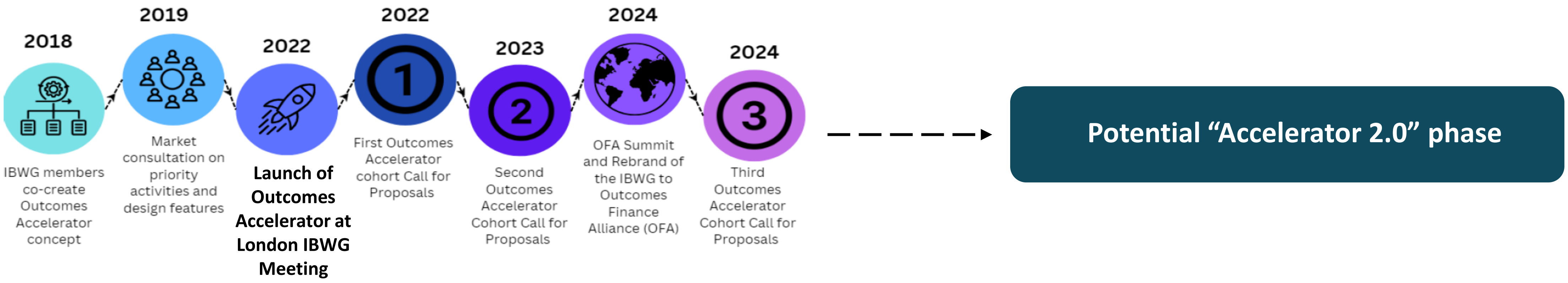
Outcome Accelerator Inaugural Phase Evaluation

Final report

April 2025

Purpose of this evaluation is to inform a potential second phase of the Outcomes Accelerator



In its inaugural phase, the Outcomes Accelerator provided three core products and services:

- **Pipeline acceleration:** Selected two project cohorts, generating a pipeline of 12 OBF projects in 15 countries, which aim to mobilize over US$200 million in outcome funding. A third cohort was announced in June 2024.
- **Market facilitation:** Participated in strategic agenda setting and initiated strategic partnerships, e.g., with the OECD to develop internationally recognized OBF guidance and principles.
- **Capacity building:** Collected and published market intelligence via the Pipeline Database and Dealbook and supported the Outcomes Finance Alliance Summits 2022 and 2024

The Governing Committee has expressed interest in exploring a second phase of the Accelerator and has requested an evaluation to inform this decision.

This evaluation aims to:

- Assess the extent to which the Outcomes Accelerator met its objectives
- Identify key lessons learned that can be applied to a potential future phase

The evaluation aims to answer multiple questions across OECD DAC criteria through a survey and follow-up qualitative discussions

Evaluation questions

Effectiveness

1 To what extent did Accelerator offerings and operational processes from the inaugural phase achieve their objectives?

2 How do stakeholders within the outcomes-based financing ecosystem perceive the Accelerator's ability to contribute to the development of the OBF market?

Relevance and coherence

3 To what extent did Accelerator activities respond to market needs and complement other initiatives seeking to grow the market of OBF transactions?

4 **Sustainability**
Is the Accelerator a sustainable model for future scaling?

Data collection methods

Online survey
Completed by key market stakeholders at the beginning of the evaluation, composed of closed option quantitative and short qualitative questions, to gather insights on stakeholder perceptions of Accelerator effectiveness and market needs.

Qualitative follow-up discussions

To explore trends identified through the online survey and test views on evolving market needs and gaps and validate potential solutions with key subgroups of market stakeholders.

It is important to highlight that since the initial phase of the Accelerator is set to conclude during this evaluation, the timeframe may not adequately capture all intended higher-level outcomes and impacts. The evaluation will therefore prioritize assessing Accelerator's effectiveness to date, stakeholder perceptions regarding the potential benefits of the Accelerator, and any related lessons learned.

This evaluation has limitations that need to be taken into consideration when interpreting the findings

Sampe size and external validity	• The survey included 54 participants and interviews were conducted with 18 stakeholders. While this provides valuable insights, it does n**ot provide representative or fully comprehensive perspectives** of the full OBF market. • As the third pipeline acceleration cohort was only recently launched, the **majority of stakeholders shared their experience from engaging in the first and/ or second cohort**, meaning reflections on most recent developments or improvements of the Outcomes Accelerator may be underrepresented.
Timing of the evaluation	• The evaluation was conducted at the end of the inaugural phase, which has **not allowed for a full assessment of long-term outcomes**, impacts, or sustainability. Many benefits or challenges may only emerge in later phases.
Reliance on self-reported views	• Survey responses and interview observations rely on participants' self-reported views which are **not objective and can be subject to biases** (e.g., social desirability bias or reluctance to share critical feedback).

Evaluation shows strong appreciation of the OA and provides relevant consideration for future

Current OA offering

Relevance

- OA's offerings are considered highly relevant; esp. pipeline acceleration offering is widely recognized as addressing a critical market gap by providing catalytic funding for OBF projects
- Stakeholders also value OA's role as convener through the OFA Summit, but noted more can be done to attract broader range of stakeholders, esp. funders and investors
- Perception that OA is mostly focused on generating a supply of OBF projects; stakeholders were not fully aware of the OA's role in facilitating demand for OBF

Effectiveness

- Across cohorts, the OA raised interest in OBF from new stakeholders, incl. domestic governments, while implementers raised a lack of outcomes funding as barrier to scale
- Stakeholders acknowledge the Secretariat's professional support as part of pipeline acceleration, while feedback processes we perceived as too slow and lacking sufficient detail
- OFA Summits were recognized as valuable high-quality events offering opportunities for networking and knowledge-sharing

Coherence

- The OA's offerings are seen complementary to other initiatives like OECD's policy guidance and WEF's private-sector focus; esp. pipeline acceleration is viewed as unique within the ecosystem
- Some stakeholders are unaware of OA's collaboration with GoLab and perceived the Dealbook as overlapping with INDIGO

Future of the accelerator

Role

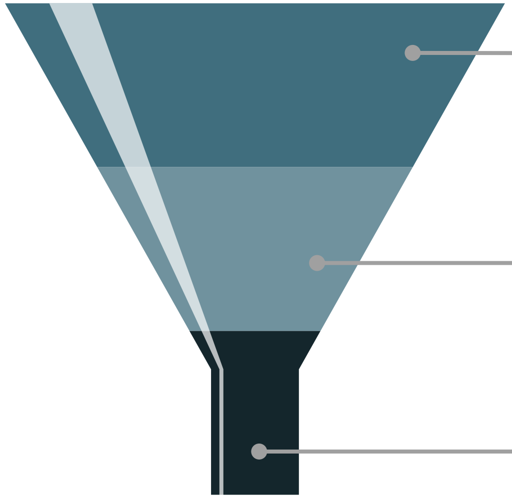
Stakeholders expressed a strong desire for the OA to continue but wished for more efforts to mobilize funders to engage in OBF and to further facilitate the institutionalization of OBF at the international levels.

Offerings

Stakeholders wish for expansion or improvement across all offerings, incl:

- Improved pipeline acceleration feedback processes and timelines
- More (country-specific) technical support for applicants
- More continuous and potentially regional convening opportunities in between OFA summits
- More case-study type content included in knowledge products

To conduct the evaluation, we consulted a wide range of stakeholders across data collection methods



1. **Tier 1 and 2 stakeholders** were consulted through the evaluation survey, including both stakeholders with deep familiarity with the OA and those with less

2. **Tier 1 and survey respondents** were prioritized for follow-up discussions given their deeper understanding of the OA and engagement with the evaluation

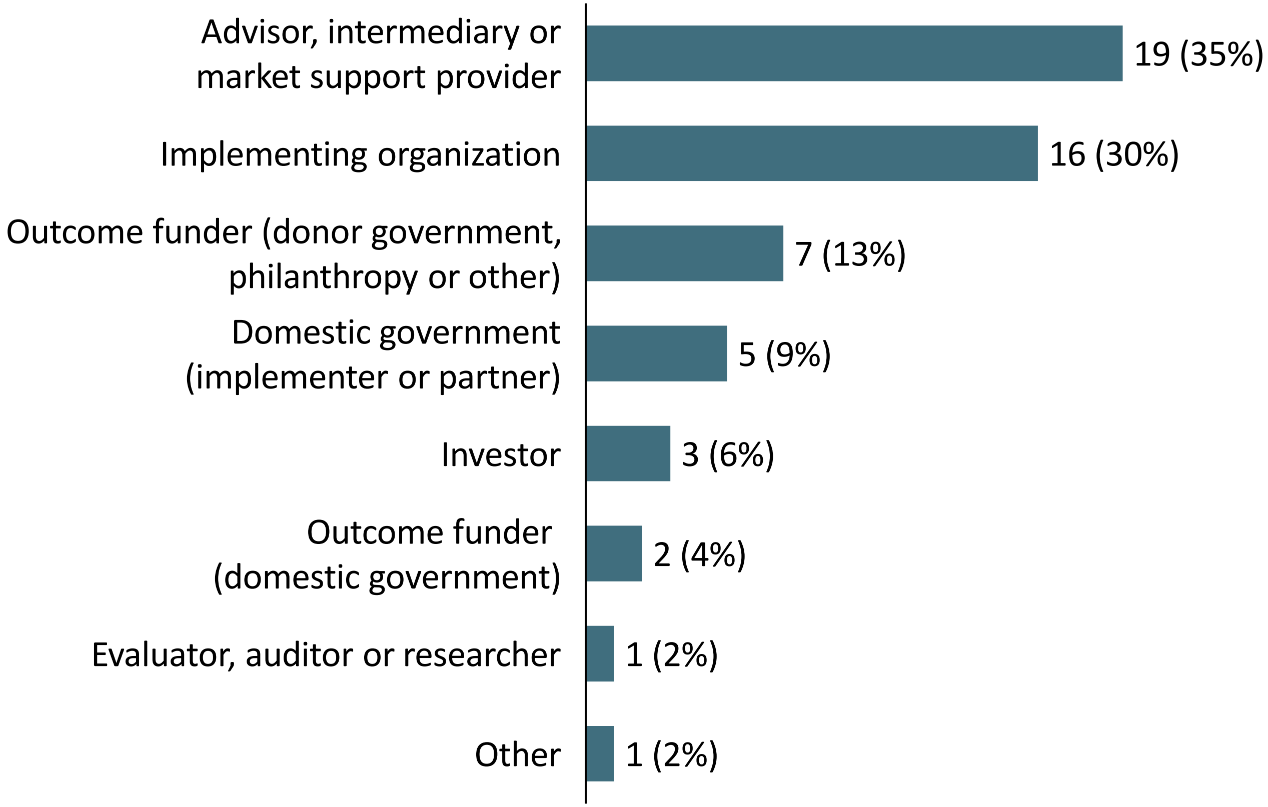
3. The **Governing Committee of the OA and Secretariat** were consulted as a part of the follow up conversations

Stakeholder types included:

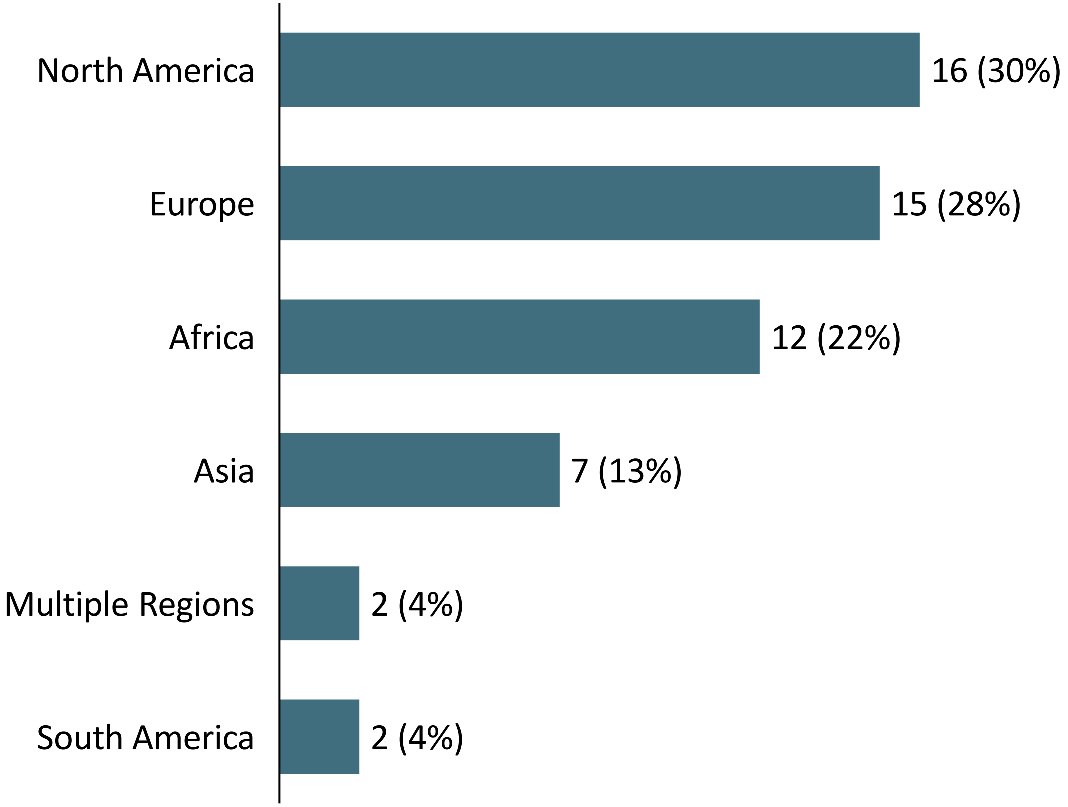
1) Outcome funders (donors, philanthropies, multilateral orgs, or domestic governments)
2) Investors
3) Implementing organizations (incl. domestic governments)
4) Advisors or intermediaries
5) Evaluators and researchers

The survey response rate was of 30% with most respondents being intermediaries and implementing partners and from the US and Europe

Organizations that participated in the survey, by organization type
Number of respondents and share rel. to all respondents (total of 54)



Organizations that participated in the survey, by region
Number of respondents and share rel. to all respondents (total of 54)



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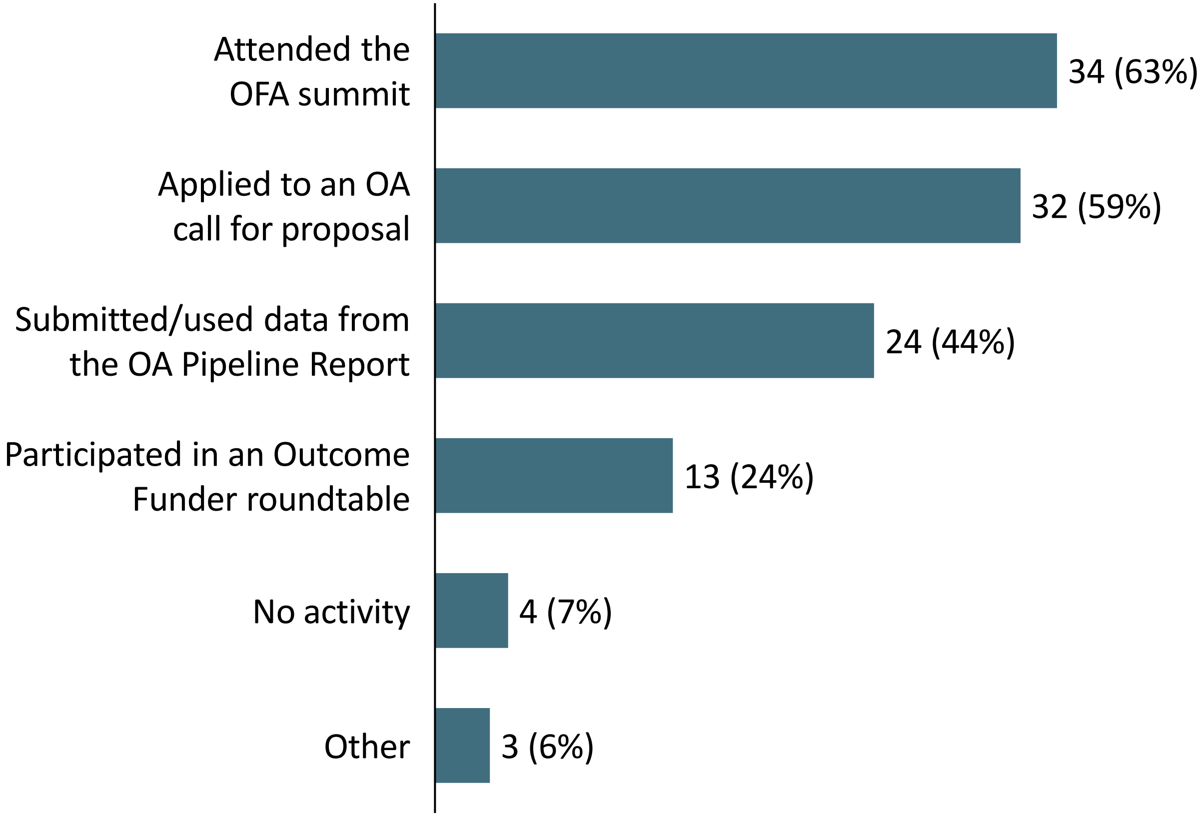
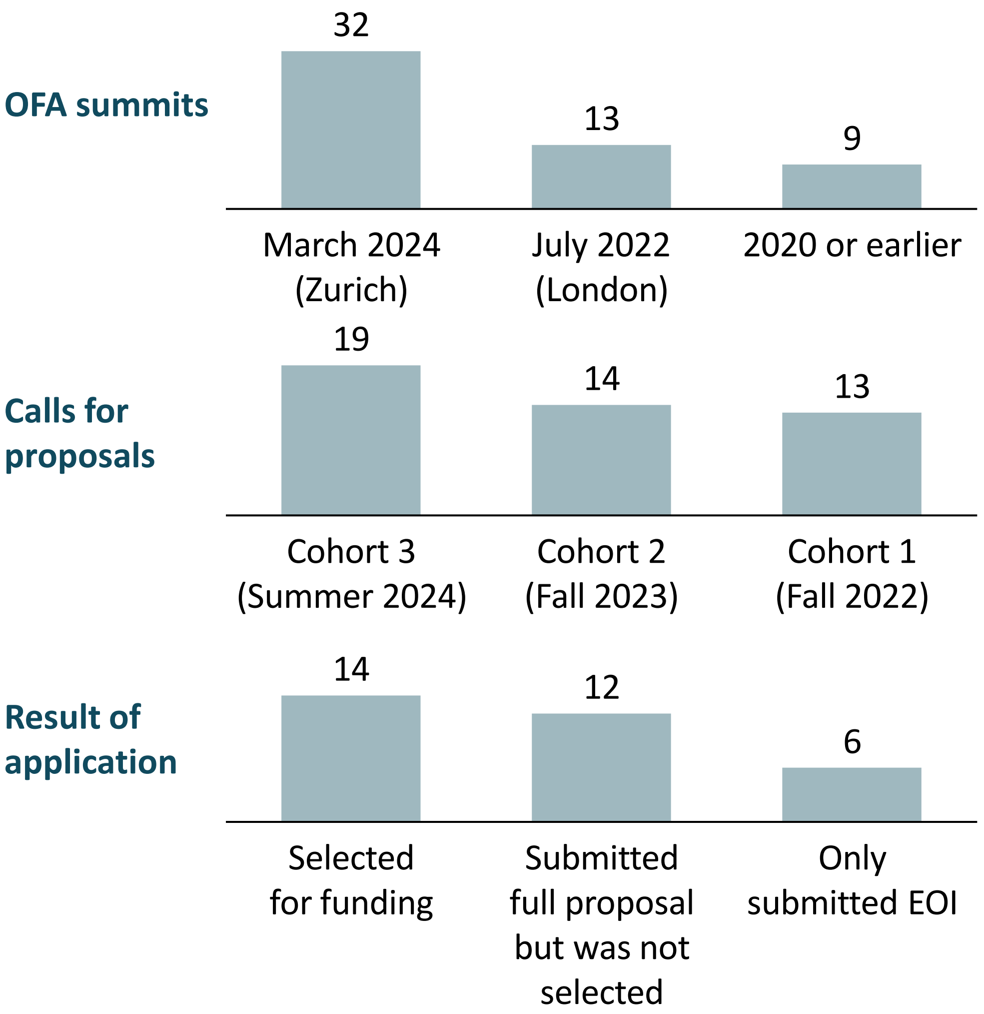
Most respondents participated in Accelerator activities including the OFA summit and calls for proposals

Participation in Outcome Accelerator activities

*Number of respondents and share rel. to all respondents (total of 54)**



This included participation in the following:



* Respondents were able to select multiple options

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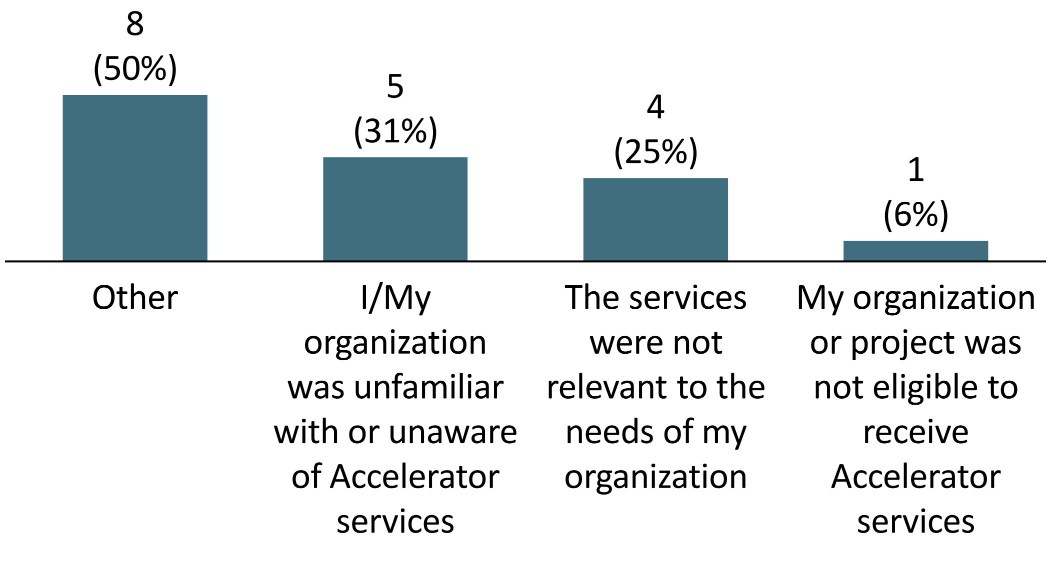
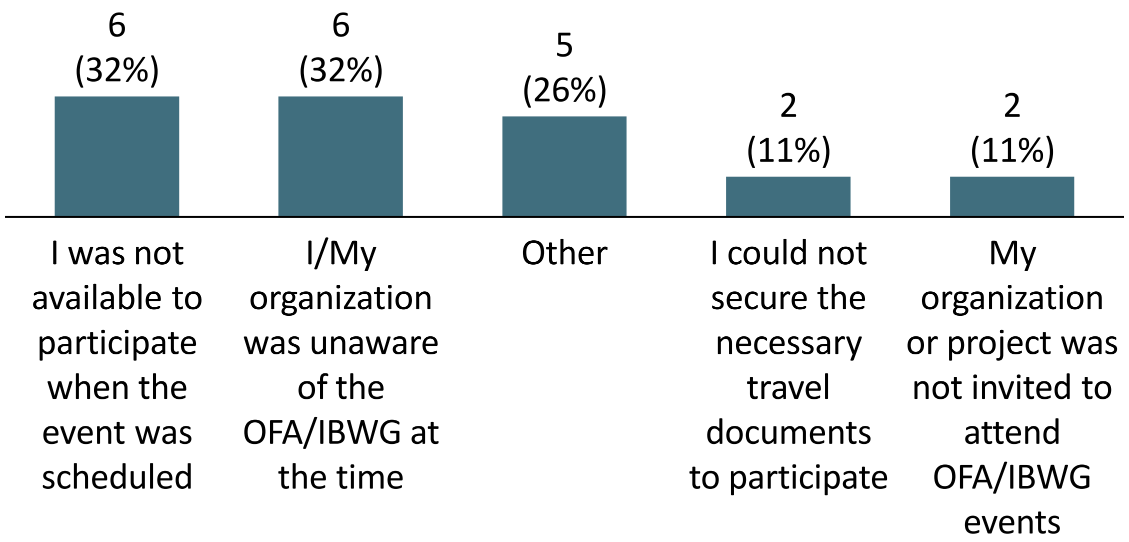
Reasons for non-participation in Accelerator activities and OFA summits varied across respondents but did not indicate a lack of willingness to engage

Reasons for non-participation in Outcome Accelerator activities
*Number of respondents and share rel. to all non-participants (total of 16)**



Reasons for non-participation in the OFA summits
*Number of respondents and share rel. to all non-participants (total of 19)**



Other included

"Already our country is **benefiting from the Outcome Funds** through Education Outcome Fund"

"**Just started engaging** results-based funding (as an outcomes funder) in 2024."

"We have **connected implementers / other agencies** to apply for the Outcome Accelerator, as our role was more of an intermediary"

* Respondents were able to select multiple options

Stakeholders interviewed were prioritized for their participation in the survey and their knowledge of the Outcomes Accelerator representing a range of stakeholder types

Organization type	Organization	Name
Outcome Funder	The Global Fund	Mehreen Khalid
	IDB Lab	Jean Emmanuel Desmornes
	World Bank	Ko Takuechi
	Grand Challenges Canada	Syeda Zaki
Investor	British International Invest	Sena Ozkilic Okay, Sara Taylor
Service Provider	City People eThekwini	Sikho Msomi
	Fresh Life	Romane Bloch
	Village Enterprise	Celeste Brubaker
	ActionAid Netherlands	Laura Klokke
	Alterna	Jezyka Gonzalez
	International Rescue Committee	Ellen Brooks Shehata
Knowledge Partner / Ecosystem partner	Government Outcomes Lab	Mara Airoldi
	OECD	Alejandro Guerrero-Ruiz
Advisor, Intermediary or Market Support Provider	Education Outcomes Fund	Özsel Beleli
	British Asian Trust	Shameen Bashir
	Total Impact Capital	John Simon
	KOIS	Serena Guarnaschelli
Domestic governments	Republic of South Africa	Tshego Walker

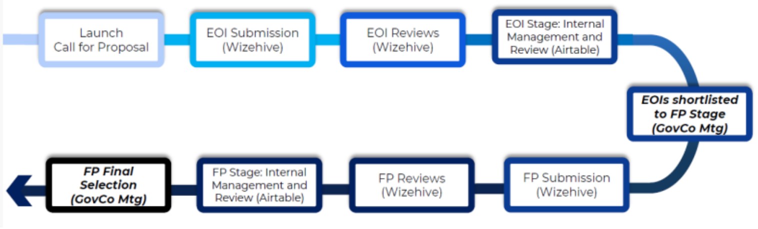
During the inaugural phase, the OA – as a small initiative with lean structures and effective processes – helped to grow interest in adopting OBF

1 The OA was deliberately designed as small and agile initiative

- The lean structure of the OA is a key value-add and brings multiple benefits:
    - Staying responsive to market dynamics
    - Allowing to focus on innovative approaches
    - Being more cost-effective than larger organizations
    - Working as a facilitator, empowering others to take the lead
- At the same time, funding limitations mean the OA only provides a selected set of offerings

2 Call for Proposals process set-up to provide support to applicants

- Comprehensive application guidelines and onboarding documents
- Office hours during full proposal stage provide support to applicants with proposal development
- Shortlisted applicants receive detailed feedback; "proposals to watch" are offered additional support at later stages
- Use of Wisehive and Airtable greatly streamlined internal and external communications and created process efficiencies



3 Growing interest in OBF, incl. from domestic governments and funders

- The OA's increased visibility and rising interest in OBF have led to a 7x increase in EOIs between cohorts from organizations eager to adopt OBF
- There has been increased engagement from domestic governments in pipeline acceleration cohorts, incl. requests to help mainstream, scale or institutionalize OBF within countries

	Cohort 1	Cohort 2	Cohort 3
EOIs Received	84	61	565
Eligible EOIs	63	52	257
Full Proposals Received	20	15	25
FPs selected as finalists	3	9	10
	All SDGs	*SDGs 8 & 13*	*All SDGs*

The evaluation identified key themes and trends that are relevant to the environment the Outcomes Accelerator and the wider OBF ecosystem operate in

OBF projects face challenges raising **outcomes funding**, hindering initiatives to scale but domestic governments seen as the funders that will help achieve scale

- Growth in applications for OA pipeline acceleration demonstrate the OBF market is growing and **more types of organizations are interested** in delivering OBF projects
- **Shrinking ODA and donor funding** is posing a challenge to the growth of the OBF market and highlighting the need for domestic governments to be positioned as future outcome funders that can help achieve scale with some catalytic support from donors needed

International donors promoting OBF are **less visible in global fora** and leaving a **gap in leadership and advocacy**

- **Leadership from international stakeholders** in advocating for OBF approaches is less visible
- Current political and funding environment presents an opportunity for **increased focus on development effectiveness** and the results agenda
- **Opportunity for OBF** to be at the center of this discussion

Domestic governments and implementers are making progress in **mainstreaming OBF** approaches but **demand for capacity building and learning** remains

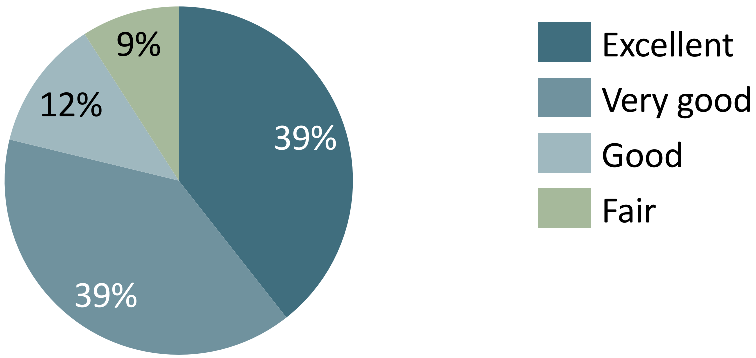
- Domestic governments are making progress in **mainstreaming** OBF approaches in some countries and **demonstrating their feasibility and attractiveness** in lower resource contexts but challenges remain in the ability to institutionalize OBF approaches
- **Capacity to deliver OBF** project is also increasing demonstrated by strength of applications but the evaluation found demand for capacity building and learning initiatives remains high

Evaluation takeaways and results are organized by OECD DAC criteria with a focus on the relevance, effectiveness, and sustainability of the Accelerator

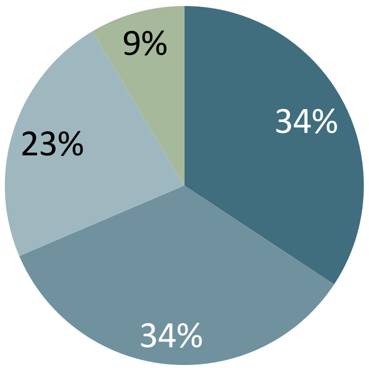
- Relevance of OA offering
- Coherence with other offerings in the OBF ecosystem
- Effectiveness across offerings
- Sustainability and future of the accelerator
- Lessons learnt from the inaugural phase

Respondents found Accelerator activities generally very relevant, rating pipeline most highly

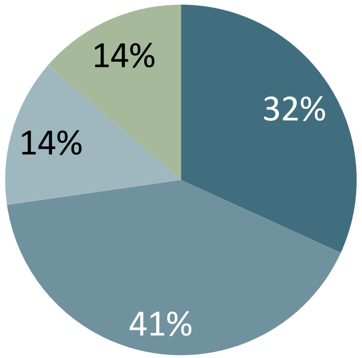
Relevance of pipeline acceleration
Share rel. to all participants of pipeline acceleration (total of 32)



Relevance of market facilitation
Share rel. to all participants of market facilitation (total of 35)



Relevance of market intelligence
Share rel. to all participants of market intelligence (total of 21)



Explanations included

"OFA provides **much needed yet nonexistent catalytic funding** to develop projects. Design funding is critical, [yet] This is very hard to find and **OFA fills this hugely important gap**."

"The pipeline acceleration fills a clear market need, but **the process is very slow, and sometimes unclear and misleading**."

Explanations included

"**Getting the Community together** and focusing it on concrete outcomes is the most important activity from our perspective."

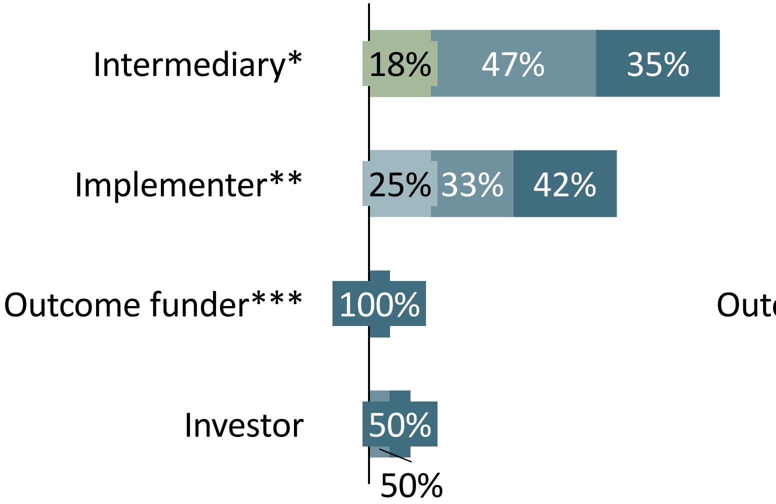
Explanations included

"We actively use the pipeline report to **identify relevant actors** for our peer-to-peer learning activities and research products."

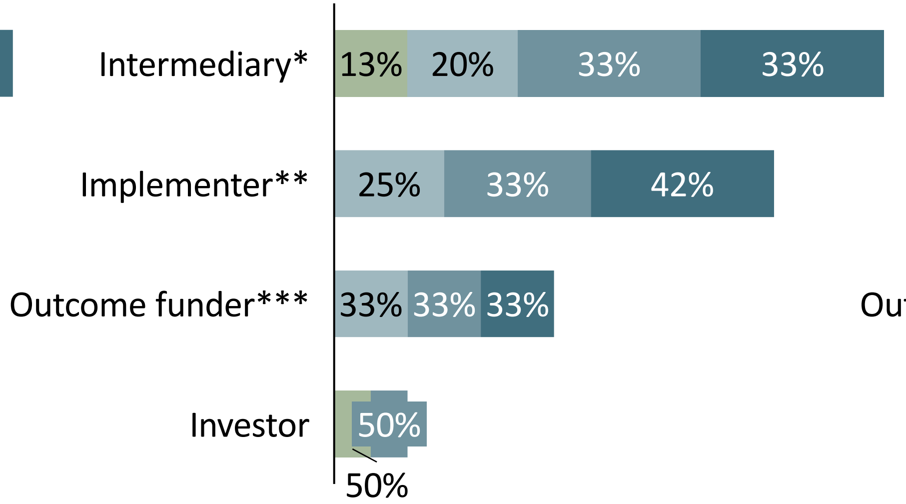
"Comparative advantage and value added of the OA in gathering practitioners is high, **less so on market intelligence**"

Relevance ratings show similar trends across organization types, with funders prioritizing pipeline acceleration and market facilitation over market intelligence

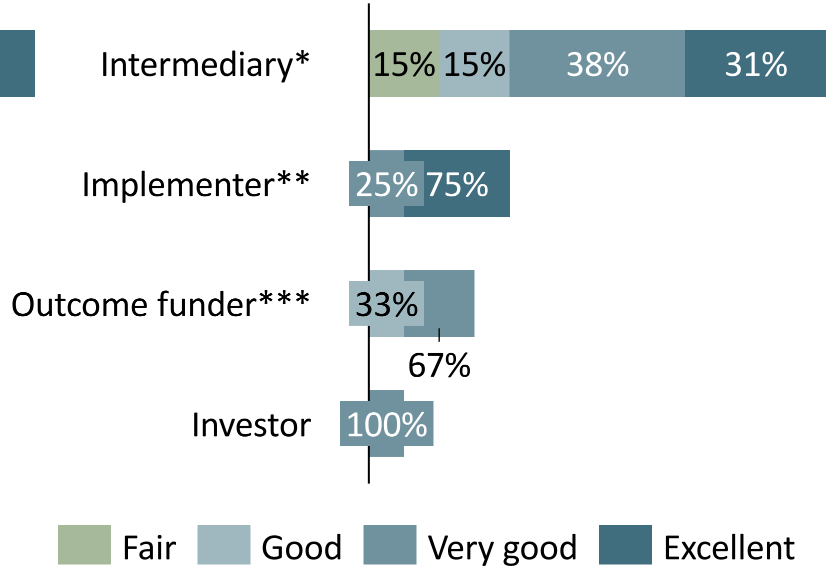
Relevance of pipeline acceleration, by org type
Share rel. to all participants of pipeline acceleration (total of 32)



Relevance of market facilitation, by org type
Share rel. to all participants of market facilitation (total of 35)



Relevance of market intelligence, by org type
Share rel. to all participants of market intelligence (total of 21)



Explanations by funders included

- "The annual events OFA summits as well as outcome funder roundtables are always well planned, excellent logistics, high quality of speakers/participants and very solid - content wise. In addition, its a **great event to network, share best practices** […]"
- "The **call for proposals was very relevant**. As an organisation, we have been grappling with accessing resources that will enable us to design for scale and the Outcomes Accelerator directly addresses this challenge."

* Intermediary has been regrouped to include evaluators (n=1); ** Implementer has been regrouped to include domestic government implementers; *** Outcome funder has been regrouped to include domestic government outcome funders

Stakeholders consulted highlighted that the Outcomes Accelerator remains relevant despite the changing political environment

Positive takeaways

- Work done by Outcomes Accelerator recognized as **relevant by all stakeholders** consulted
- **Pipeline acceleration** offering drives relevance and is considered **both needed and not offered elsewhere** in the market
- Outcomes Accelerator seen as a **stamp of approval** that helps mobilize other partners

"The kind of work the OA does is exactly the innovative space that can help international finance for development get out of the current impasse in terms of development effectiveness and impact, and better link with the hostile political climate surrounding international development cooperation"

Challenges

- Both service providers/ implementors as well as funders/ investors were not always clear on **what position in the market the Outcomes Accelerator occupies** and wants to occupy going forward.
- Stakeholders were **not fully aware of the OA's role in facilitating the demand for OBF**, e.g., through collaboration with OECD working group and increasing engagement with domestic governments; perception that OA is **mostly focused on generating a supply of OBF projects**

Recommendations

- Accelerator perceived to focus mostly on **supply generation** of OBF projects but room to consider whether a **broader role** is needed to develop the ecosystem

Pipeline acceleration and market facilitation activities are considered coherent with other activities but stakeholders pointed to potential overlaps in market intelligence

Positive takeaways

- The Outcomes Accelerator's offering is mostly seen as **coherent with other similar initiatives**
  - **Pipeline acceleration offering is different enough to Convergence** pipeline that it is seen as unique
  - **Ecosystem development work done by OECD and WEF are also seen as complementary,** particularly given the Secretariat's involvement in helping shape the discussion
- Positive perceptions on work done with **OECD and FF4D** to codify OBF approaches and bringing them into the agenda, esp. among funders/ investors
  - Stakeholders were very positive of the WEF's offering and positioning in their convening role

"WEF is more focused on private sectors and OECD focusses more on donor or sovereign donor side. Outcomes Accelerator can help connect these two sides through OFA and pipeline acceleration."

Challenges

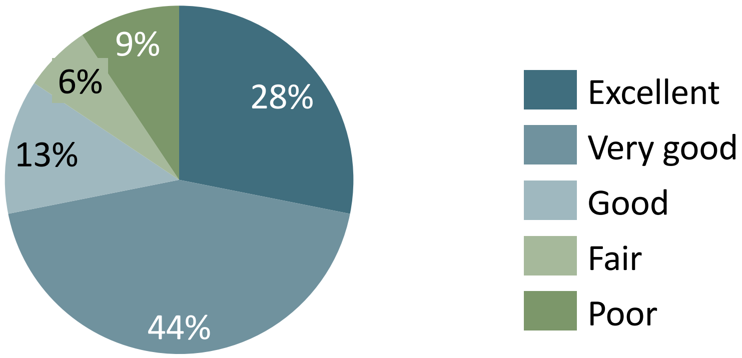
- Stakeholders agreed **INDIGO should be used as the knowledge hub** given its wider recognition
- Some stakeholder were **not aware that the OA and GoLab collaborate on pipeline datasets** and considered the Dealbook a duplication

Recommendations

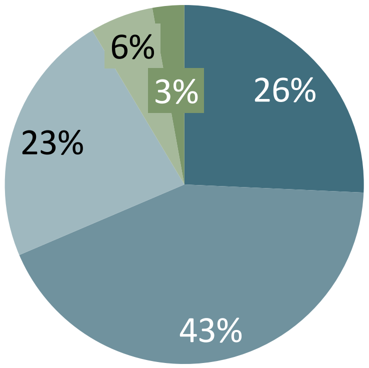
- **Continue feeding information from pipeline EOIs to INDIGO** as required but minimizing time commitment and ensuring **GoLab leads efforts** and acts as the knowledge hub and communicate collaboration and roles to cohorts and wider market

Participants consider OA’s offering overall very effective, especially the pipeline accelerator

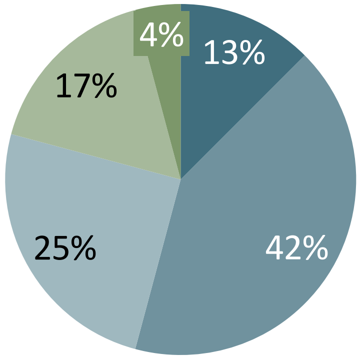
Effectiveness of pipeline acceleration
Share rel. to all participants of pipeline acceleration (total of 32)



Effectiveness of market facilitation
Share rel. to all participants of market facilitation (total of 35)



Effectiveness of market intelligence
Share rel. to all participants of market intelligence (total of 24)



Explanations included

"The quality and expertise of involved participants, the **extremely professional approach**, and the forward-thinking strategy of this community and its main actors is superb."

“[…] the **current support is limited** […] and can be expanded to support more projects given the urgent need for financing for sustainable development.”

Explanations included

"Our experience with […] the Outcomes Finance Alliance in 2024, was highly valuable. The sessions provided **relevant insights, facilitated peer learning, and strengthened connections** within the results-based financing ecosystem."

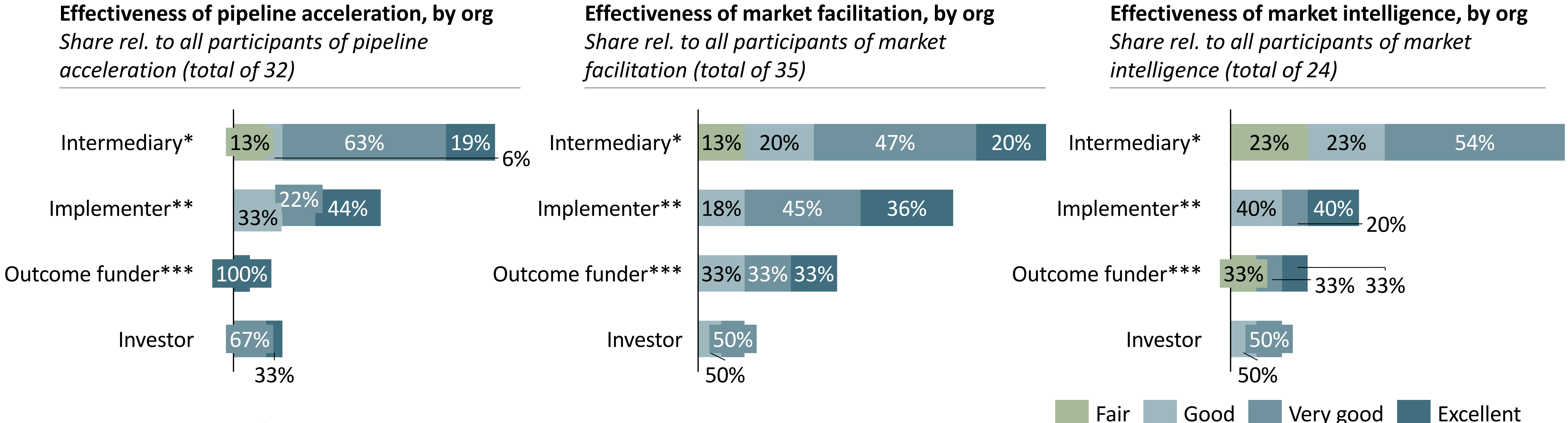
“Was useful but **not groundbreaking”**

Explanations included

“The **Pipeline dataset is interesting** and I've referenced it in the past when making the case that interest in OBF is increasing.“

“It **could be more helpful in linking up different market players** e.g., it could show which projects are looking for investors etc., then we can review and make appropriate approaches."

Effectiveness ratings are mostly consistent across organization types, with funders placing the highest value on pipeline acceleration and market facilitation



Explanations by funders included

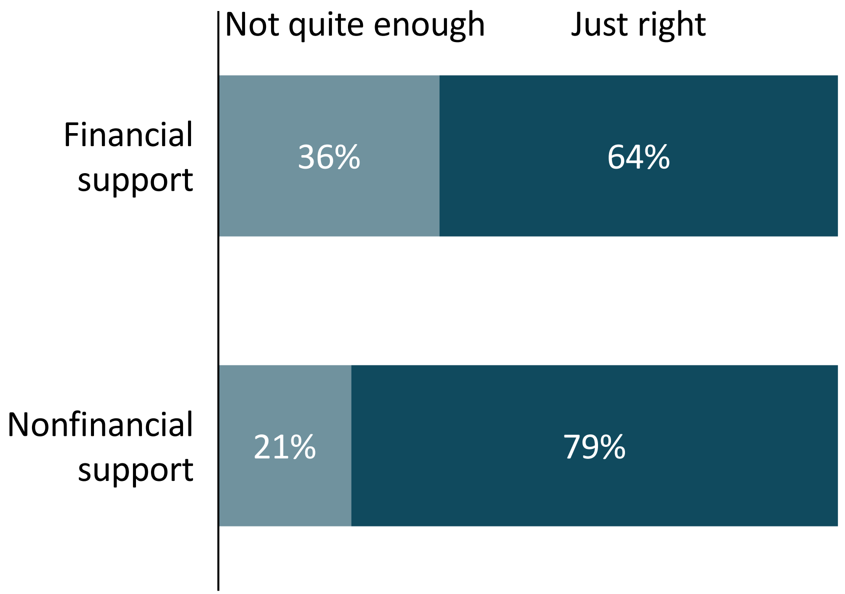
- "**Deliberate and Intentional approach** that has fast tracked momentum in addressing our challenge"
- "The Outcomes Accelerator will enable us to grow our partners in the scale-up of [the project] and **deepen our current partners' involvement in outcomes-based financing**. As we go to scale with [the project], we know this will provide a proof of concept and **demonstration effect to the rest of Government**"
- "Useful but **not groundbreaking**"

* Intermediary has been regrouped to include evaluators (n=1); ** Implementer has been regrouped to include domestic government implementers; *** Outcome funder has been regrouped to include domestic government outcome funders

Most respondents were satisfied with the level of non-financial support while some wished for more financial support

Assessment of level of support received

Share rel. to all recipients of financial or technical support (total of 14)



Support respondents found particular helpful includes

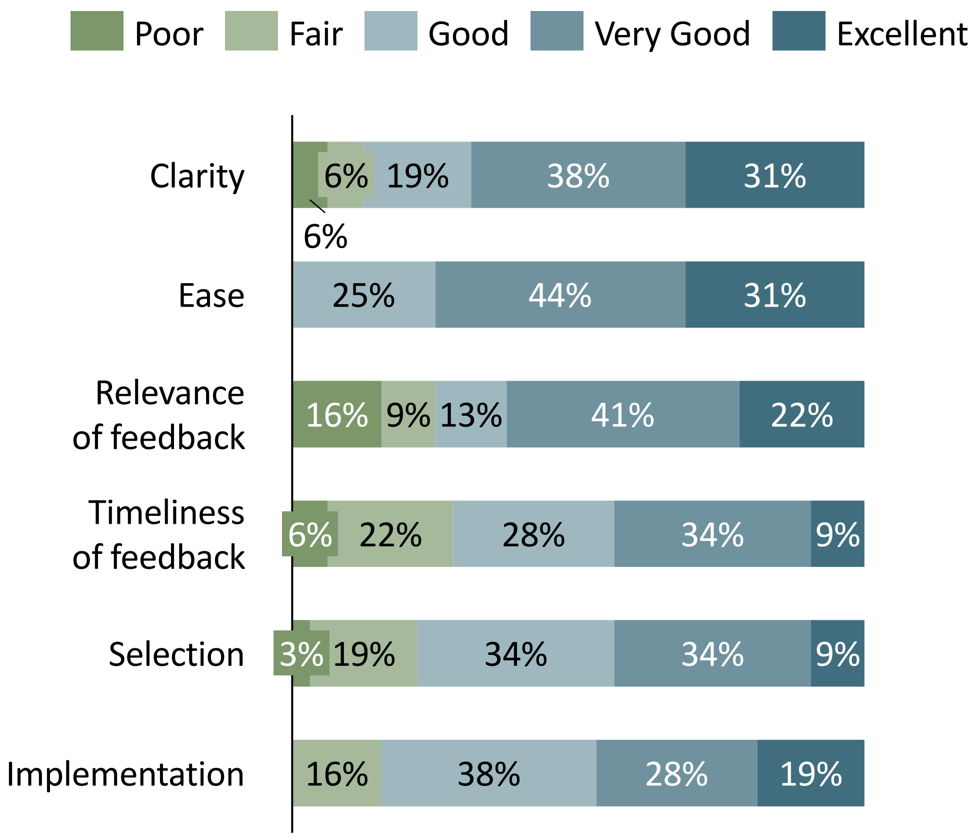
- "In addition to the financial support, which made the work possible, the **most useful support was the feedback provided** […], **leveraging [the OA's] knowledge and expertise** on outcomes-based funding, the support with some relevant **introductions to potential funders and investors** and the opportunity to network and showcase the project at the OA summit."
- "The **financial support has been the most useful component** for this particular project. It helped us **overcome a critical one-time barrier** (commissioning the initial third-party audit) to moving the project forward."

Additional support respondents would appreciate includes

- "**Additional financial support** could have allowed us to **pursue more pilots**, and we really could have had more help convincing potential outcomes funders to step up[…]"
- "**Opportunities to connect with donors, institutional funders, or investors** as well as the opportunity to present and discuss the project with the Accelerator sponsors, providing valuable insights and access to their networks."

Respondents especially appreciated the ease of the call for proposal process but highlighted the potential for improvement in timeliness and personalized feedback

Experience with Pipeline Acceleration Calls for proposals
Share rel. to all Pipeline participants (total of 32)



What respondents enjoyed about the Calls for proposals

1. **Clear and straightforward** process with well-defined stages
2. **Helpful** and **responsive** support from the Outcomes Accelerator team
3. **User-friendly** submission **portal** and **templates**
4. **Informative guidelines** and **criteria**
5. **Efficient two-step** process (EOI and full proposal)

"**Clear communication** of proposal stages, thematic priorities, timelines. **Smooth process** of submitting proposals across the stages" – *Cohort 2 applicant (not accepted)*

What respondents would change about the Calls for proposals

1. Lack of detailed, personalized **feedback**, esp. when not selected
2. Long **waiting periods** and delays in announcements
3. Lack of **transparency** selection criteria and preferences
4. **Redundant information** requested across different stages
5. **Limited** opportunities for **collaboration** and learning

"It is […] confusing where bids clearly meet all the stated criteria but do not proceed. […] We'd like to see a better, **more transparent process** […]." – *Cohort 1 applicant (not accepted)*

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Pipeline acceleration was highlighted as most valued OA offering

Positive takeaways

- Pipeline Acceleration offering considered **unique and additional** to other work in the ecosystem to demonstrate the viability and potential of OBF to funders. Highlights by stakeholder type:
  - *Domestic governments*: **Funding for design**, feasibility studies, and advisory for implementation and mainstreaming continues being necessary as **not able to fund this domestically**
  - *Implementers and advisors*: Value **strong technical skills and support** provided by OA Secretariat and consider it a stamp of approval useful to engage funders
  - *Outcomes funders*: useful to have a **pipeline of projects with strong technical designs that can be funded** and useful that ensuring some outcome funding is already a part of the OA requirements

Challenges

- Despite existing onboarding documents, cohorts would welcome more detail on **what support they can expect** to receive across different non-financial offerings, particularly for scale up and tailoring to country contexts
- Applicants would welcome **support** from OA secretariat in identifying and reaching out to potential funders **to secure funding**
- Forms and steps in **application process** could be further **streamlined** across templates and requirements from EOI to full proposal, according to service provider/ intermediaries
- Some service provides/ intermediaries highlighted that **feedback could be given faster and strengthened further for those who were not selected at EOI stage** to continue building their capabilities, acknowledging that the Secretariat's capacity is limited

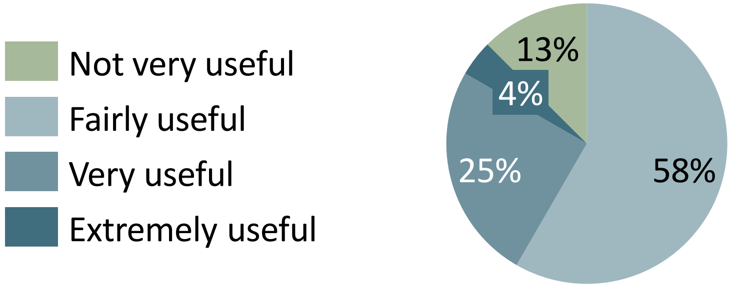
Recommendations

- **Better manage expectations** of what level of support non-financial support can provide within current team capacity
- **Streamlining of application processes** and strengthening **feedback process** and clarifying expectations

Most respondents found the Dealbook fairly useful, but some noted a need for more granular and up-to-date project information

Usefulness of Dealbook

Share rel. to all users of Dealbook (total of 24)



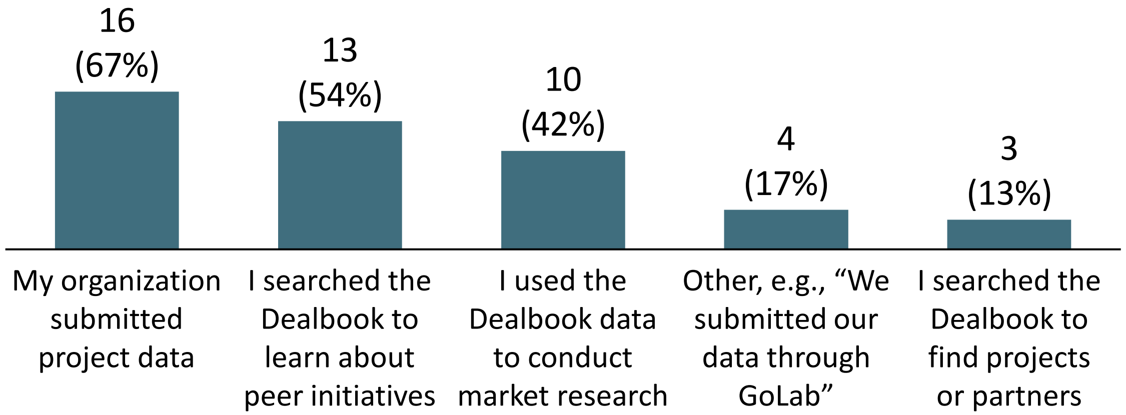
Aspects of the Dealbook that respondents described as useful

1. **Focal knowledge** resource to learn about OBF
2. Room to support identification of relevant **opportunities** and trends in the OBF landscape
3. Space for **connecting** with potential partners

"With the OBF ecosystem growing rapidly, the report is a **great resource to track recent developments**."

Usage of Dealbook by respondents

*Number of respondents and share rel. to all users of Dealbook (total of 24)**



What respondents would change about the Dealbook

1. More **detailed project information**, e.g., implementation challenges or success factors
2. Improved **transparency** and regular tracking of projects' status and performance
3. Enhanced **networking** and **collaboration** features
4. Better **differentiation** or **integration** with other databases (Indigo pipeline data or GoLab)

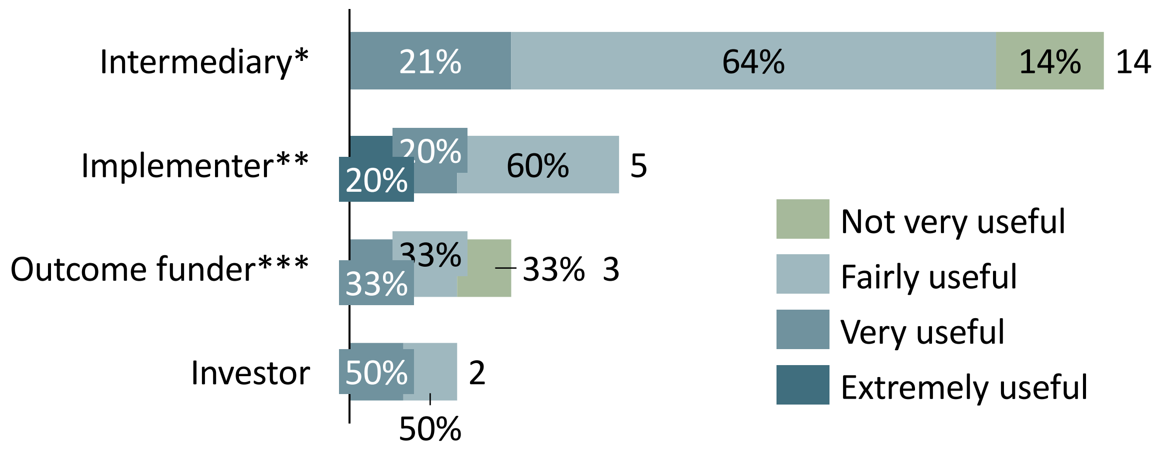
"The […] Dealbook would be more useful if [it] provided **deeper insights** into project implementation challenges, impact measurement methodologies, and **key success factors from past initiatives**."

* Respondents were able to select multiple options

Implementers consider the Dealbook as most useful, while it is most often used by intermediaries especially to submit data and conduct market research

Usefulness of Dealbook, by org type

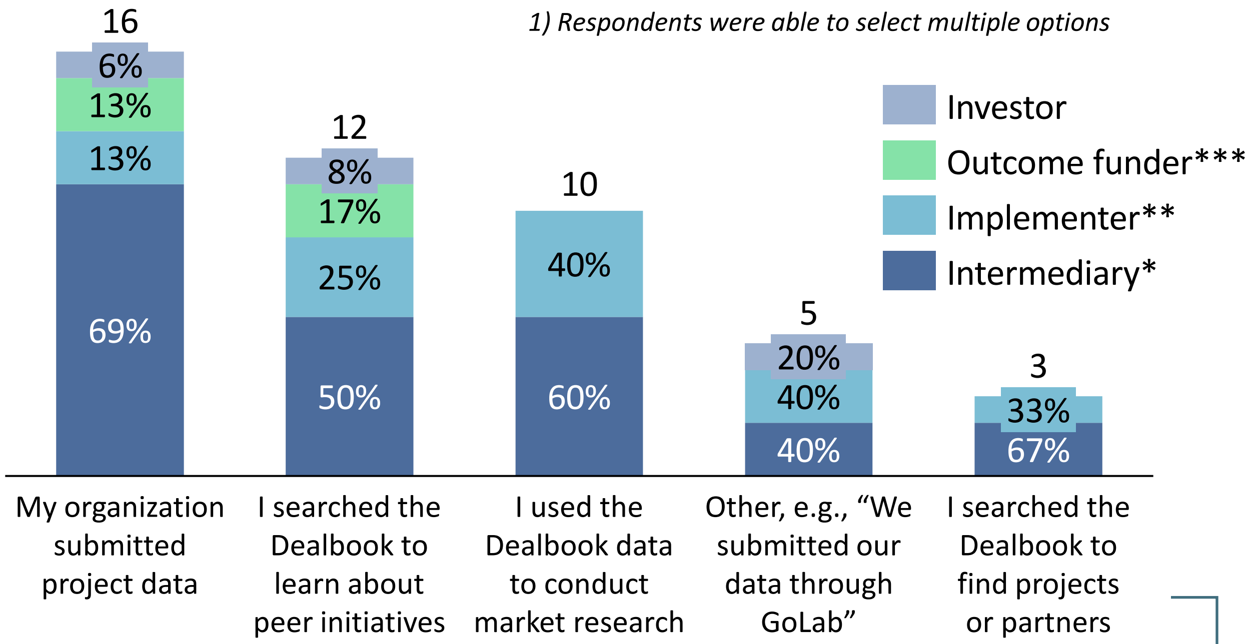
Share rel. to all users of Dealbook (total of 24)



Usage of Dealbook by respondents, by org type

Number of respondents and share rel. to all users of Dealbook (total of 24)[1]

1) Respondents were able to select multiple options



Explanations by org type

Intermediary: "Exploring for ideas we can learn from."

Implementer: "The detailed categorization by development stage, geography, and thematic focus helps identify relevant opportunities and trends in the OBF landscape."

Outcome funder: "Being a focal space to learn about other OBF initiatives, knowledge sharing and connect with potential partners."

Investor: "To support building and communicating track record."

* Intermediary has been regrouped to include evaluators (n=1); ** Implementer has been regrouped to include domestic government implementers; *** Outcome funder has been regrouped to include domestic government outcome funders

Stakeholders considered the Dealbook to be a good resource to implementers, but proposed some revisions to its content

Positive takeaways

- Overall, stakeholders agree that a **repository of active and closed OBF projects should exist** to gather information on the state and size of the OBF market
- The Dealbook is most often used by implementers and intermediaries to **contextualize the state and size of the market** when drafting memos to funders as well as feeding information on specific deals into the Dealbook

Challenges

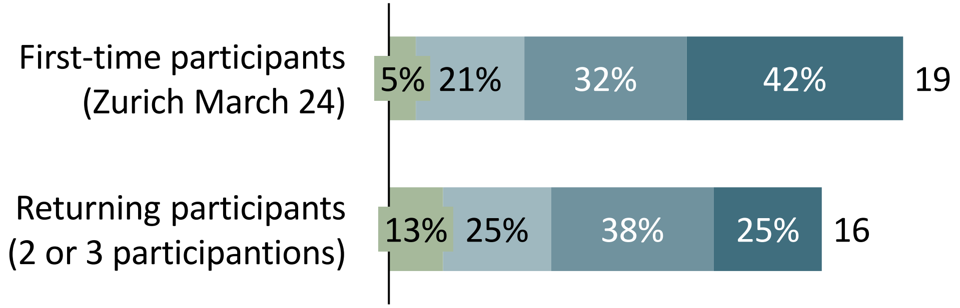
- While the objective of the Dealbook is to give visibility on the pipeline via snapshots at a specific moment in time, stakeholders **perceive the Dealbook as not sufficiently up to date** or live to be the most effective resource
    - **More work is needed to update** and track development stages for specific projects, capturing delays and updates for projects not launching
- Stakeholders wished for more content relating to **challenges, success factors, and lessons learnt** of each project

Recommendations

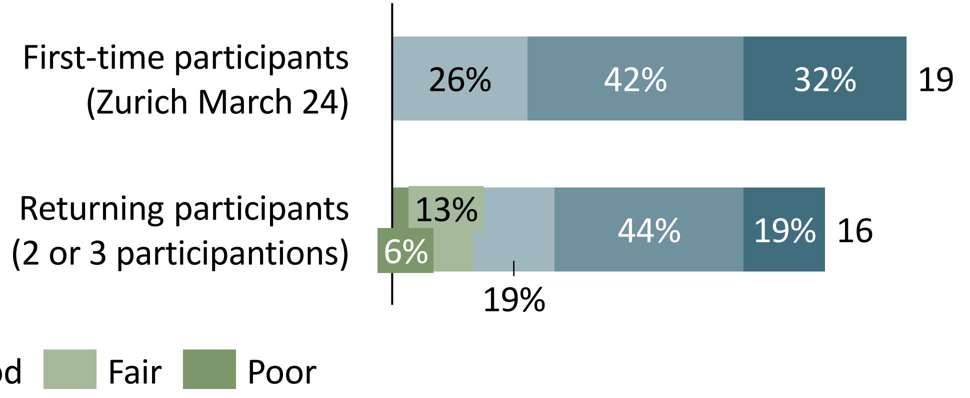
- Together with GoLab, discuss **feasible process to ensure Dealbook data is more up to date**
- Together with GoLab, consider what **deep-dives/ spin-offs can be developed** from the Dealbook that provide users **more insights into challenges, success factors, and lessons learnt** for a limited set of projects

OFA first-time participants considered the Summit as very relevant and effective and overall, more positive compared to returning participants

Relevance of market facilitation, by OFA Summit attendance
Share rel. to all participants of market facilitation (total of 35)



Effectiveness of market facilitation, by OFA Summit attendance
Share rel. to all participants of market facilitation (total of 35)



Explanation by first-time participants included

"I participated in the 2024 OFA Summit and found it to be a highly relevant convening of RBF stakeholders - it was **helpful for information gathering and networking**."

"In at least one case, **contacts made at the Summit evolved** into an early-stage partnership."

Explanation by returning participants included

"The annual events OFA summits as well as outcome funder roundtables are always **well planned, excellent logistics, high quality** of speakers/participants and **very solid - content wise**."

"The events do **not convince more funders** to be outcomes funders."

Stakeholders were positive of the Outcomes Finance Alliance Summits but would like to see more continuous engagement between events

Positive takeaways

- Overall, stakeholders were **very positive of the existence of the OFA** as a space for ecosystem players to connect, network and learn from each other, the fact that **there is a convener helping to organize,** as well as the **increasing professionalization of the events**
  - Stakeholders are keen to see an **even wider range of stakeholders** involved in the OFA who are newer to OBF, particularly as outcome funders, domestic governments and investors
- Stakeholders have an **appetite for more engagement** within the OFA community **between summits** and would like to see follow-on (online) events between summits of smaller working groups, similar to 'collaboration tracks' following London summit

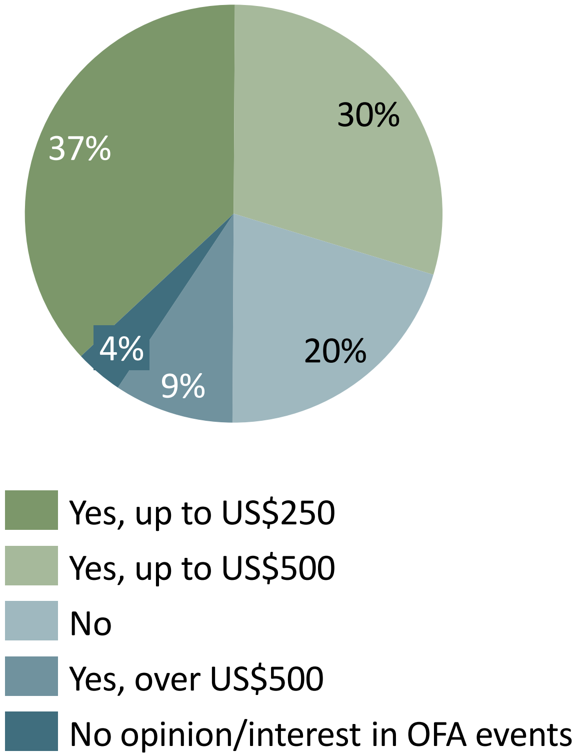
Challenges in the framing of the OFA

- Some stakeholders highlighted their confusion as to **why the OFA Summit sits within the OA** as an offering and consider it should sit outside of it and be led by a wider coalition of stakeholders

Recommendations

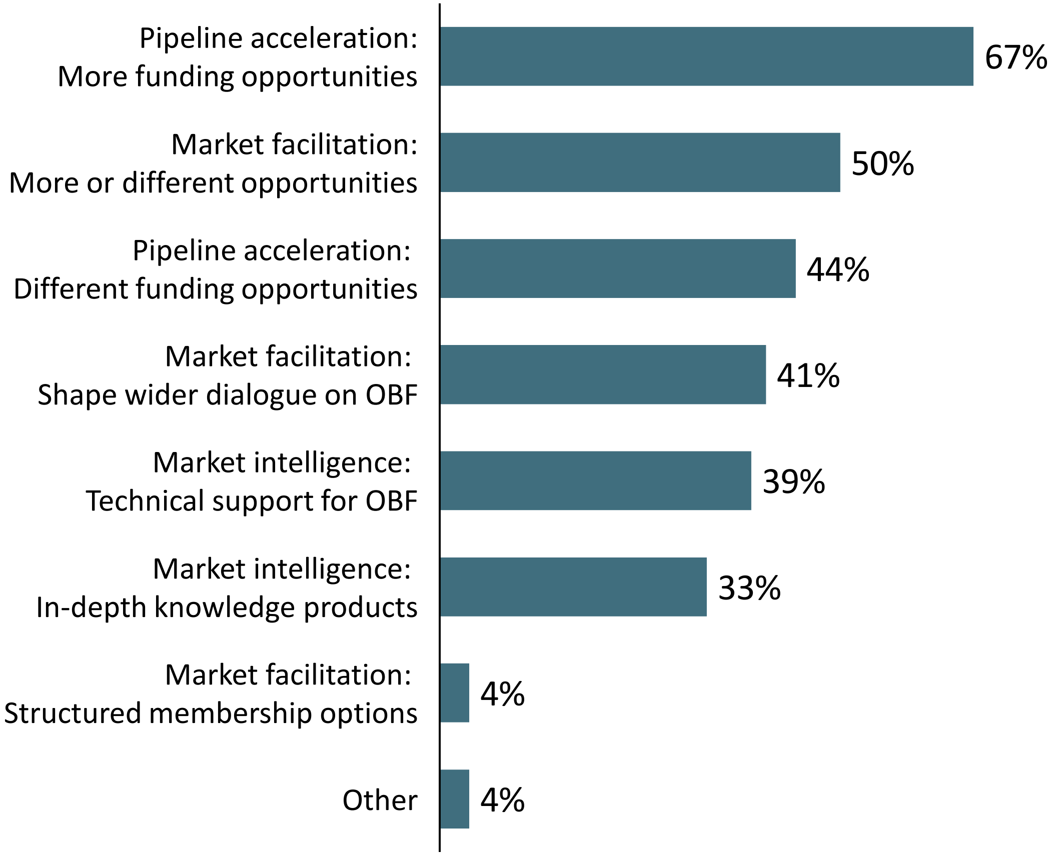
- Clarify the mandate of the OA in organizing the OFA Summit and more clearly **communicate and advertise the consultative approach to OFA summit agenda setting** externally
- Consider **collaborating/ engaging with other relevant convenings or alliances** that attract groups of stakeholders currently less represented at OFA summit, e.g., the GIIN to engage more with investors

Respondents' willingness to pay for events
Share relative to all respondents (total of 54)



Respondents value all three OA core products but wish for expanded services, particularly in pipeline acceleration and market facilitation

Respondents' views on future Accelerator programming
*Share rel. to all respondents (total of 54)**



* Respondents were able to select multiple options

Respondents' views on what the Accelerator should continue to provide

1. Continued **pipeline acceleration opportunities**, esp. for early-stage and design work.
2. **Networking events** and opportunities for collaboration, such as the OFA Summit
3. **Capacity building**, learning opportunities, and information sharing, focused on technical topics or best practices
4. **Advocacy** to raise awareness for OBF and **engagement with potential outcome funders**, esp. government entities

"Continue providing this **early stage funding** - it is filling such a critical gap in the market."

Respondents' views on additional program the Accelerator should provide

1. **Matchmaking opportunities** to increase collaboration between stakeholders
2. **More training**, and technical support on various aspects of OBF, e.g., financial structuring, or contract development
3. **Increased funding** pool, offering seed funding for pilots
4. **More case studies**, benchmarking data, and platforms for sharing lessons learned and best practices
5. Increased efforts to **promote OBF at higher political levels**

"Why not a marketplace / **speed dating opportunity**?"

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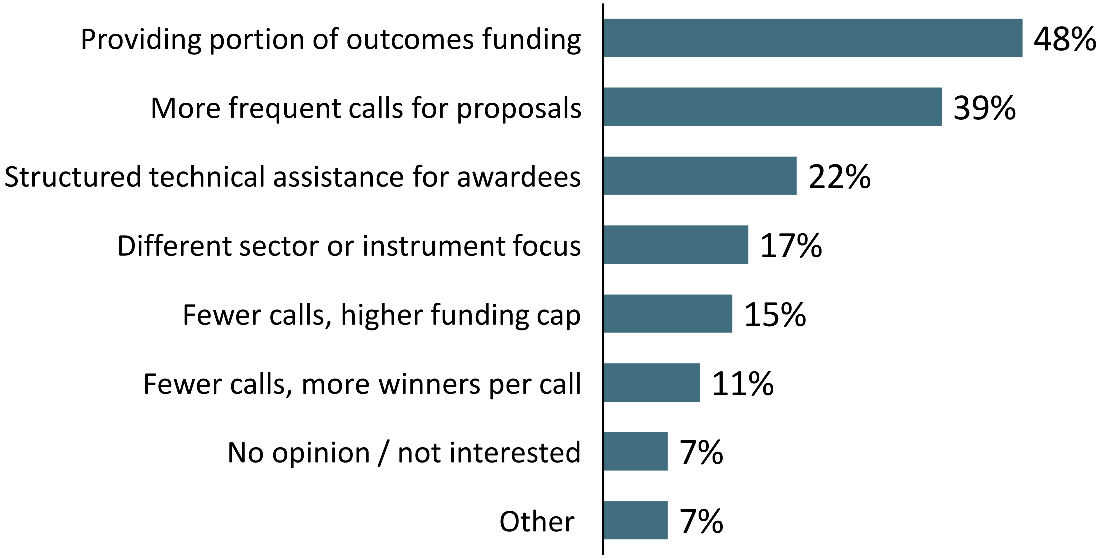
For future offerings, respondents would prioritize larger and more frequent funding opportunities, as well as a global summit in a LMIC

Respondent views on future calls for proposals

*Share relative to all respondents (total of 54)**

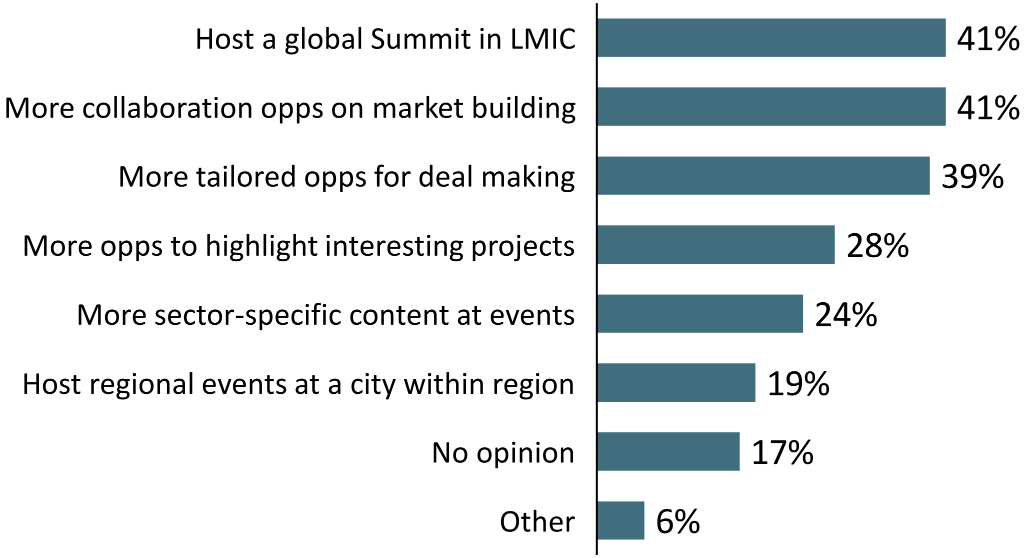


Other included

- “There is an issue in the ration of applicants vs awards […] there should perhaps be a **continuous open call** and for a **more open market**”

Respondent views on future events

*Share relative to all respondents (total of 54)**



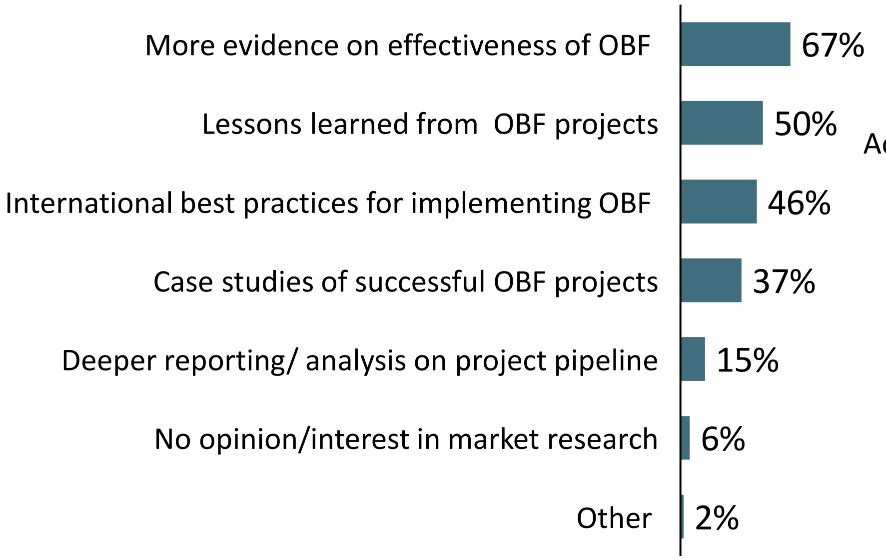
Other included

- “Just continue to **be strategic and tactical** (timing, location, how it syncs with other international processes)”
- “**Consider contributing to other existing networks**/conferences, rather than organise their own”

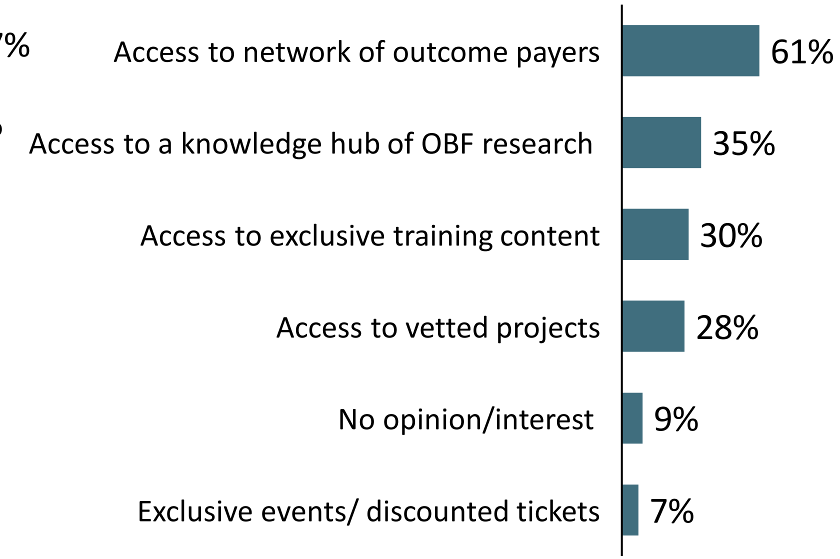
* Respondents were able to select multiple options

To build market capacity, respondents would like to learn technical skills to implement OBF projects, increased evidence on effectiveness, and access to outcome funders

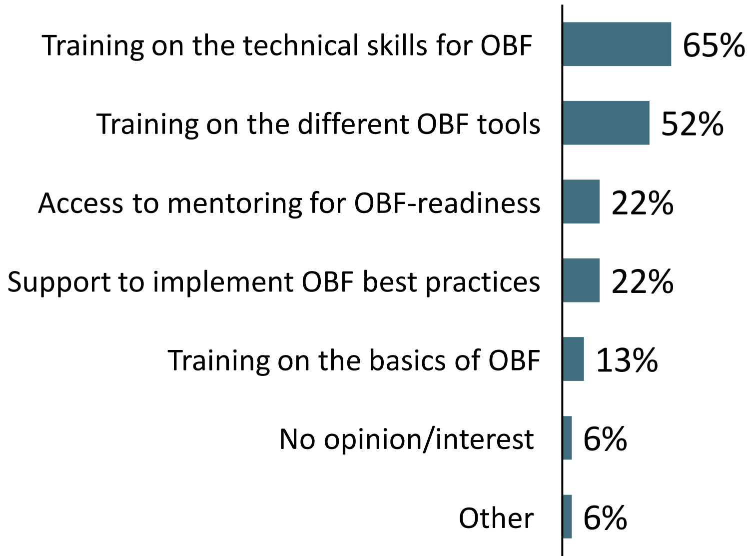
Respondent views on future market intel
*Share relative to all respondents (total of 54)**



Respondents' interest in OFA membership
*Share relative to all respondents (total of 54)**



Respondents' interest in training offerings
*Share relative to all respondents (total of 54)**



Other included

- "**No need to duplicate** market intelligence / research - rather highlight existing sources (GoLab, Brookings, Bertha etc)"
- "From the perspective of a funder - I'd be interested in topics that **build capacity to support OBF as an outcomes funder**"

Other included

- "[N]one. I do not see the accelerator having a training function, unless **this harnessed the skills across the community**"
- "From the perspective of a funder - I'd be interested in topics that **build capacity to support OBF as an outcomes funder**"

* Respondents were able to select multiple options

Findings from the evaluation resonate with lessons learnt by the Secretariat from implementing the Inaugural phase

1. **The Outcomes Accelerator can't do everything nor should it.** The Accelerator is most effective as a market facilitator, rather than trying to meet all market demands, focusing on fostering collaborations and expand strategic partnerships within the OBF ecosystem.

2. **The Accelerator's non-financial impact is key and for that it requires capacity to provide a clear offering of non-financial support.** This not only attracts new partners but also strengthens ecosystems—delivering greater value without simply increasing spending. Capacity building and knowledge sharing are essential. Countries and organizations new to OBF need extra support with concept development and awareness

3. **Market building requires innovation and calculated risk-taking balanced with supporting success stories for demonstration effects.** Building a strong project pipeline with new players and ideas is essential for growing market capacity and driving policy evolution. While innovation and calculated risk-taking are crucial, they must be balanced with the right foundations—strong local teams, expertise, and country ownership are all key to success.

4. **Ongoing process innovation and feedback loops drive the Accelerator's success.** The Secretariat has consistently incorporated internal learning to refine and improve its processes, with the objective of ensuring high quality proposals are supported.

Captured and summarized from the Phase One Completion Report (Reporting period: June 2022—August 2024) based on the alignment with the evaluation findings

There is a clear recommendation for the OA to continue, but it needs to clarify its role

1. Overall recommendation

The Outcome Accelerator should continue beyond the inaugural phase. It is well respected and valued by its stakeholders and its offering is mostly considered relevant and effective in building the supply of OBF projects

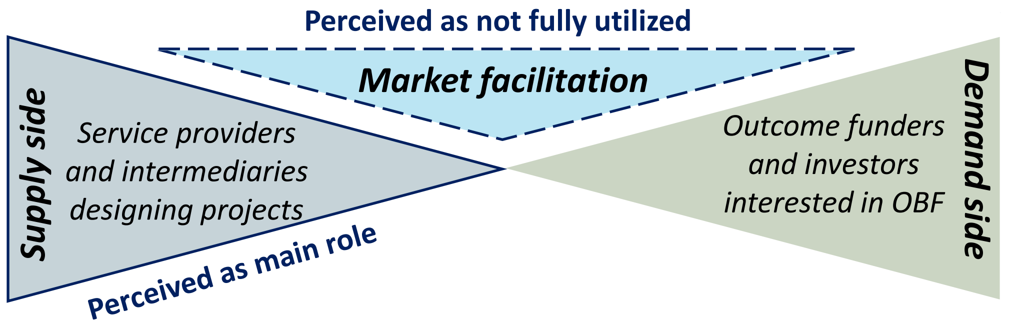
1.1 Recommendation on mandate

For the OA to continue being effective and achieve its ultimate objectives of accelerating more effective testing, scaling, and the eventual mainstreaming of OBF approaches into the delivery of SDGs, we recommend **clarifying its position and mandate in the market and within its governance structures** and **clearly communicating decisions externally.**

Areas for discussion

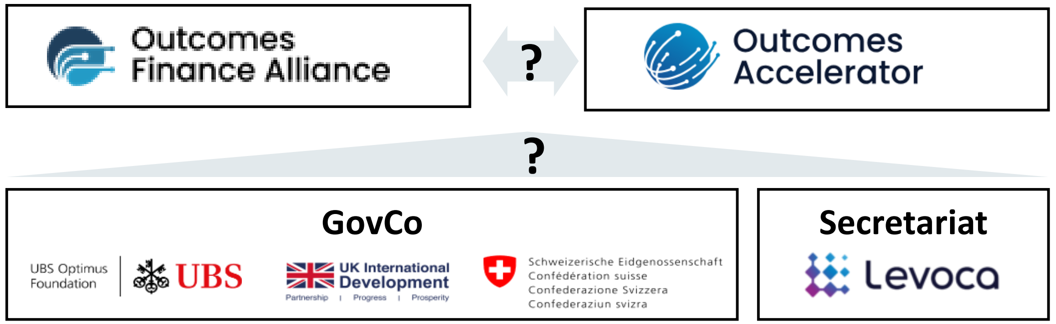
Role in the market

Does the OA want to **expand its role in generating demand from funders and investors** in addition to continuing building the supply side as well as **strengthen its market facilitation role**?



Mandate vis-à-vis other OFA entities

How distinct should the positioning of the OA **vis-à-vis the OFA, the GovCo and Levoca in expanding the role to more market facilitation and shaping?**



The Outcomes Accelerator should focus on addressing the most pressing market needs to continue facilitating the adoption of OBF approaches

Market needs	Recommendations for the Outcomes Accelerator
OBF projects face challenges raising **outcomes funding**, hindering initiatives to scale	**Increase focus on facilitating the demand side by working through others rather than providing fund:** • Strengthen efforts to (re-)engage funders and foster their interest in OBF by showcasing its results through evidence and success stories • Consider facilitating the creation of a pooled outcome funding mechanism that cohorts can access, with OA playing a catalytic role in bringing funders together
International donors promoting OBF are **less visible in global fora** and leaving a **gap in leadership and advocacy**	**Ramp-up high-level advocacy efforts to promote adoption of OBF at a global level:** • Continue to leverage the OA as a platform to integrate OBF into broader development finance discussions (e.g., at OECD, G20, World Bank) thereby promoting global leadership in OBF • Use OFA as platform to encourage leadership and increased visibility of OBF through from participants • Develop clear, compelling narratives about OBF's effectiveness in delivering impact on the SDGs to engage influential decision-makers, incl. political decision-makers, and encourage adoption of OBF
Demand for capacity building and learning remains	**Deepen its support to cohorts and foster practical knowledge exchange:** • Continue providing support to existing cohorts until the launch stage, focusing on practical implementation support and facilitate peer-learning opportunities, enabling applicants to share lessons learned, challenges, and best practices • Continue disseminate knowledge products related to cohorts, such as project reports and case studies, and evaluate the outcomes of Cohorts in 1–2 years to refine strategies and assess market progress

There are different scenarios for a future phase, depending on the level of funding and effort

1.2 Recommendation on strategy

For the potential expansion of its services in a future phase, we recommend **considering the level of funding and effort the Outcomes Accelerator is able to invest**. Depending on this, there are **three scenarios, which build upon each other, we propose considering.**

Areas for discussion

Scenario 3: Expand the Accelerator to new (financial & non-financial) offerings

Scenario 2: Grow most value-adding offerings – Pipeline acceleration and market facilitation

Scenario 1: Maintain all current offerings with improvements

Depending on the scenario taken forward, there are implications on funding and governance structure

- The more offerings added, the more capacity the Secretariat will need
- With increased market facilitation, potentially also at higher political levels, consider broadening or separating the GovCo from Outcomes Accelerator
- If outcome payments are added as offerings, the governance structure needs adjustments to ensure the stakeholders providing outcome payment are not conflicted in supporting the operations of the Secretariat (e.g. selection of pipeline)

Scenario 1: At the baseline, the OA could maintain its current offerings and implement improvements to increase the quality and effectiveness of services

Scenario 1: Maintain all current offerings with small improvements

Pipeline acceleration

Perfect pipeline acceleration offerings:
- Even more clearly communicating to-be-expected support, esp. non-financial
- Increasing transparency on selection criteria
- Streamlining application process
- Even more clearly manage expectations on feedback (processes)
- Speeding up selection and contracting processes

Market intelligence

Clarify objective of Dealbook and tailor content:
- (Re-)align on purpose, target group, and value-add vis-à-vis other products (e.g. INDIGO, GoLab) and align external communication accordingly
- Consider adding more details (e.g., success factors, lessons learnt, concrete contact details) to improve usefulness

Market facilitation

Continue with OFA Summit but diversify participation:
- Improve outreach to and inclusion of new stakeholders in summit

Funding and governance implications

$ No additional, but **continued funding** levels will be required

No change in **governance** required

Scenario 2: With some additional resources or prioritization of efforts, the OA could expand and improve those offerings considered as most relevant by its stakeholders

Scenario 2: Grow most value-adding offerings – Pipeline acceleration and market facilitation

Pipeline acceleration

Develop "follow-up track" with extended offerings for existing cohorts:

- Support grantees in identifying and accessing outcome funding by facilitating match-making between projects and funders
- Continue supporting shortlisted "proposals to watch" to grow the base of promising new players
- Provide tailored non-financial support and training, e.g., more country-specific regulatory support (potentially through collaboration with external experts)

Market facilitation

Broaden market facilitation beyond OFA Summit

- Provide more, continuous (virtual) networking opportunities within the OFA community beyond the OFA, potentially with specific regional or sectoral focus
- Continue work on ecosystem building and advocating for OBF with senior stakeholders (e.g. OBF guidance in collaboration with OECD) ad hoc when opportunities arise

Funding and governance implications

$ Either **small additional funding** or deprioritization of other activities will be required to account for increased efforts

If OFA summit expands, consider setting up a **steering group** beyond the GovCo and Secretariat with rotating representatives to strengthen co-ownership in the ecosystem

Scenario 3: Going beyond its current scope, the OA could provide new offerings to its stakeholders and enhance its strategic role in the OBF ecosystem

Scenario 3: Expand the Accelerator to new offerings

Pipeline acceleration

Launch a new pipeline acceleration cohort with extended financial and non-financial offerings:
- Consider an even more narrow thematic/ sectoral scope of new cohort and selecting less grantees to be able to focus efforts and resources
- Continue balance pipeline between established players and supporting new players with more capacity building
- Consider creating a pot of outcome funding that GovCo members can provide to promising pipeline opportunities that need stronger demonstration effects (e.g. 10% of outcome funding)

Market intelligence

Offer **more tailored learning opportunities**:
- Develop knowledge products or trainings more closely aligned to cohorts' needs such as webinars for sharing lessons learnt/ success factors or trainings on technical topics such as financial structuring
- Develop learning opportunities for funders, e.g., on technical aspects or funder-to-funder peer-learning and exchange opportunities

Market facilitation

Expand market facilitation to **promoting OBF at higher political levels**
- Expand advocacy and partnership efforts at higher political levels (e.g., working with donor and domestic governments and increasing visibility at global fora such as G20)

Funding and governance implications

$ A **scale-up of funding** will be required, potentially by bringing a new donor on board

With outcome payment added as offering, **governance** for taking funding decisions needs to be defined in future structure

With increasing **advocacy** efforts at higher political levels, consider who will lead these efforts and what organization is represented (e.g. Levoca, OA, GovCo…)

To kick off a potential Accelerator 2.0 phase, the GovCo needs to take a set of decisions and actions

Reach alignment within the GovCo on which scenario to peruse; set a high-level vision for the Accelerator 2.0

Understand available funding from GovCo for a future phase and the scale of offerings that can cover

Explore additional funders for potential expanded offering and start respective outreach

Discuss within GovCo whether Secretariat function for new phase should be tendered

Align on activities during the bridge period to ensure continued offerings; align on start date for Accelerator 2.0 phase

Develop a concept note for Accelerator 2.0

Incorporate recommendations for Scenario 1 into bridge period

SEEK DEVELOPMENT