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EVALUATION REPORT

SOCIAL INNOVATORS PROGRAMME

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Evaluation Team

Obamwonyi Hope Imuetinyan
Uzoma Pamela C.
Terhemmen Agabo
Evi Michael



SIP SNAPSHOT 2022

40
Fellows

12
African Countries

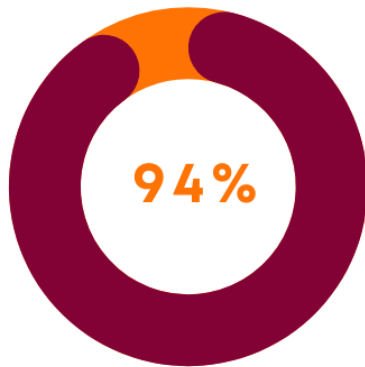


71% of the fellows were male while 29% were female.

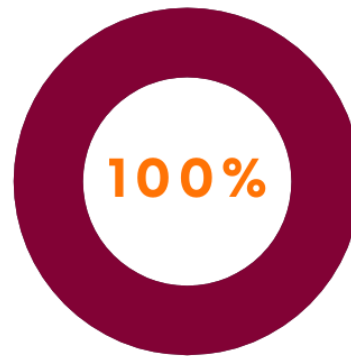


Over **\$95,000** funding raised by fellows for their enterprises since the fellowship.

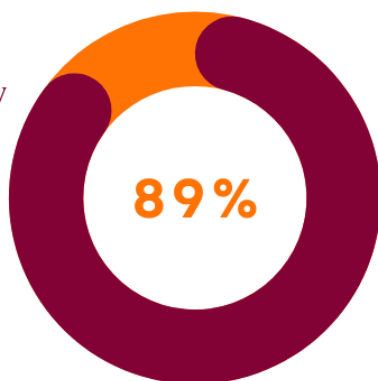
94% believe that their mentorship experience was useful for personal and organizational development.



100% of the fellows believe that their organization is sustainable.



89% developed new partners since joining the fellowship.



83% have been selected for global and local opportunities.



Acknowledgement

It is with immense gratitude and satisfaction that we bring the 9th Cohort of the Social Innovators Programmes (SIP) to a close. We extend our profound gratitude to Union Bank, Sahara Foundation and Ford Foundation for their continuous support and commitment towards the success of the programme.

We are exceptionally proud of all the participating fellows for all their hard work and commitment to localising solutions to Africa's problems.

Through the generous investments from our funding partners, we are consistently strengthening social entrepreneurship across Africa. We do not take for granted the immense support and collaboration we enjoyed throughout the implementation of the project.

To the board, management, and exceptional team at LEAP Africa, we are grateful for the synergy, support, and hard work that went into the implementation of this project.

More importantly, we would like to express our profound appreciation to the faculty who contributed immensely towards the workshop; This report will be incomplete without you.

We would like to extend heartfelt gratitude to the core project team – Osarume Akenzua, Ebuka Ukwunna and Ebuka Alumona, Aniebiet Udokang and Pamela Uzoma who facilitated the implementation of the project and provided strategic support during the evaluation activities.

Special thanks go to my colleague in the evaluation unit – Pamela Uzoma, Terhemen Agabo and Evi Michael– for the tremendous contribution to the evaluation through data collection, analysis and report writing.

We are hopeful that this report is useful to multiple stakeholders as they take lessons and insights to launch similar initiatives across Africa. We also hope that it would be useful to individuals particularly policy actors, industry leaders and investors working in the areas of social innovation.

Hope Obamwonyi, MERL Manager, LEAP Africa

EXECUTIVE SUMMARY



The race to achieve the Sustainable Development Goals (SDGs) has become imperative over the years as governmental and non-governmental bodies are seeking solutions to achieving the set goals. However, Africa is still far behind in its contribution to this realization. With a demographic composition of over 60% of its population below the age of 30, Africa is blessed with a unique opportunity to harness the passion of these young ones to push for sustainable communities. Contrary to negative opinions about young people, they are the key to Africa's transformation. Hence their agency must be harnessed by equipping them with skills, opportunities, and support to become drivers of this transformation.

LEAP Africa, an NGO is no stranger to this. With over two decades of experience, LEAP Africa has positioned itself within the eco system to raise talented youth for the actualization of the SGDs. With this, over 40 LEAP African fellows from 12 African countries this year, who continually engage their communities through social and environmental change are at the focus of this evaluation report. They demonstrate their resilience in the face of global crisis and are committed to making a difference. The fellows are well-educated young people tackling social and environmental issues under some of the Sustainable Development Goals. Despite challenges like limited funding, poor government policies that support social enterprises and lack of personnel and knowledge, the resilient cohort are establishing initiatives rooted in the idea to create disruptive systems change. They are demonstrating social impact on a national, regional, and global level. The Social Innovators Programme (SIP) fellowship exists to intentionally support the growth of these innovative youth-led social enterprises.

The key findings from the evaluation.

- **Measuring and Communicating Impact for Change** - Measuring social impact is important for variety of reasons. In many instances, establishing the effectiveness of the programs initiated can secure new or continued funding. A track record of success is also imperative to ensuring good ideas spread, allowing positive change to infiltrate more communities and improve more lives. From the data in this evaluation, 56% of fellows changed the way they measure impact since joining the programme. Some of these new ways include engaging a monitoring and evaluation firm to deploy quantitative measurement: using numerical data (performance measures, indicators, etc.) to measure whether things are getting better or worse as well as hiring

Monitoring and Evaluation personnel within the organization. About 72% of the fellows further indicated that they had theory of change. With this, the fellows shared that they have reached over 4 million direct and indirect beneficiaries combined, over the years.

- **Curbing Africa's Employment Problem** - During the evaluation, one of our key findings was on the employee situation with the fellows and their organisations. At the beginning of the programme, 56% mentioned that they had below five employees and 28% had a least six to ten employees in their organisations. However, at endline, the data shows that there seemed to be an increase as 44% of the fellows have six to ten employees working in their organisations. This signifies an upward growth of the capacity of these enterprises to upscale. Furthermore, this highlights the impact social enterprises have on Africa's economy. With the right guidance and support, social innovators contribute to curbing the issue of unemployment in the continent.
- **Mentorship can inspire personal and professional growth**- By closely analyzing these findings, the mentoring sessions has been able to continually improve the value it brings to the fellows. The fellows are motivated to engage their communities out of a desire to help and they feel one the main ways to achieve this is mentorship. They were excited about being able to learn from their mentors and learn and gain skills that further their enterprises. The mentorship also helped link the fellows to experts, essential information, and opportunities that spurred their business growth and development. The fellows with support from their mentors, mentioned that they made the most progress under the mentorship programme, especially with those with mentors who were in the same sector as them.
- **Virtual Community of Practice dissolving boundaries** – The VCoP created a sense of belonging among the fellows as they were willing to share their common problems and occasional wins with one another. With fellows scattered across Africa, a common platform created a boundary-less fellowship as fellows from Uganda, Tanzania among others were forming lifelong friendships with fellows from Nigeria, Burundi, Malawi etc. It also proved beneficial for dissemination of information from the team to the fellows.

- **Financial Sustainability for Social Enterprises-** The workshop and webinars were opportunities for the fellows to learn best practices in financial management that can be applied in their contexts. 100% of the fellows shared that they had separate bank accounts for their enterprise while 50% had an audited financial report. Based on the findings in this report, the fellows have put systems in place to support their finance. **Following a careful analysis of the data and recorded findings, Useful recommendations were suggested.**
- **Mentee Vs Mentor: Bridging the Gap-** A recurring issue raised by a few of the fellows was that they were paired with professionals from a different sector from their sector. This posed a challenge because the fellows could not maximize the relationship. During the focus group discussion, about 20% of the fellows shared that they were unable to maximize their mentorship sessions due to various reasons like mentor unavailability, timing and scheduling issues or lack of interest from both the fellow and mentor. Recommendations from the fellows are that mentors should be individuals who are in a similar industry as them. Therefore, a recommendation would be to attach fellows to mentors in similar country background, sectors, or fields to ensure that the mentor can relate to the mentee, proffer good advice and adequately supports the fellows needs. The focus for selecting mentors should be individuals who share the same values as the fellows.
- **Structured Grant Platform for Fellows-** As social entrepreneurs, one of the major challenges faced in upscaling their enterprises were access to grants. The fellows were vocal during their one-on-one interview about the financial difficulties and how it affected their work. The difficulties they signalled are related mostly to lack of personal and organisational financial stability. Going forward, LEAP Africa can initiate creative ways for the fellows to talk to funders or solicit for partnership through pitch decks or grant writing forums. A quarterly pitch deck can be organised where fellows are able to solicit for funds directly from the private sector, philanthropists, or international community.

- **Intentional Inclusion** – As a pan African fellowship, it will be beneficial to have an all-inclusive workshop or webinar to ensure the needs of all the fellows are met. During the evaluation, some of the fellows from other African countries raised concerns on the Nigerian centred contents. Hence, moving forward, it is imperative to ensure resources are relatable across all board.
- **Institutionalizing the Social Enterprise Sector**- Deliberate attempts must be made to institutionalize the sector in a way that allows to scale solutions This will lead to a holistic development of the sector to support and positively contribute to the labour market.

INTRODUCTION



Social innovation has slowly gained grounds in Africa over the past decade as young Africans have continually looked for new ways to improve the continent's current social and environmental conditions. Many of these advances can be linked to the hard work of a growing number of passionate and talented social innovators; individuals who have identified novel solutions to the continent's most pressing problems that are affecting the masses. They operate in the public, private and non-profit sectors and are focused on the actualization of the SDGs through their work. ¹

Harnessing Talents for Social innovation and Entrepreneurship

While there are emerging social innovators and entrepreneurs on the African continent, they struggle with scaling and replicating their initiatives, sustaining them in the face of weak funding and intellectual property frameworks, fostering cross-sector partnerships and measuring impact. ² To bridge this gap, LEAP Africa's Social Innovators Programme & Awards (SIPA) is an accelerator fellowship that empowers young changemakers through a holistic approach of building their capacity, connections, and credibility. It was borne out of the understanding of the challenges faced by most young social enterprises faced with challenges such as early-stage funding, resource and connection deficit that hamper their growth and sustainability.

At the core of LEAP Africa's belief of achieving the sustainable development goals is the Social Innovators programme and Awards (SIPA) that if young people are equipped with the requisite skills and tools for personal, organisational and community transformation, youth can serve as effective change agents, not only to actualise the sustainable development goals, but to actualise Africa's full potential. Funded by Union Bank, Sahara Foundation and Ford Foundation, the programme supports young social innovators who have generated solutions that can improve the quality of life of people through interventions in healthcare, agriculture, technology, education and so on.

¹ Retrieved from the website <https://businessgraduatesassociation.com/enhancing-social-innovation-in-africa/> on 16th September 2022.

² <https://businessgraduatesassociation.com/enhancing-social-innovation-in-africa/>

PROGRAMME COMPONENT



LEAP Africa's Social Innovators Programme is a year-long fellowship programme that offers training and skills support to young social innovators whose ideas and initiatives offer innovative and practical solutions to challenges in their local communities in Nigeria. This programme seeks to provide these talented individuals with the essential skills and support to establish effective, sustainable, and scalable initiatives that could advance the transformation of their local communities and the nation at large.

Goals and Objectives

To strengthen and advance youth-led innovation and entrepreneurship in Africa through training and collaboration partnerships that enhance the sustainability of the overall impact of change initiatives.



Empower

Empower and equip fellows with knowledge and skills to enhance their individual and organisational effectiveness as well as the sustainability of their innovations.

Support

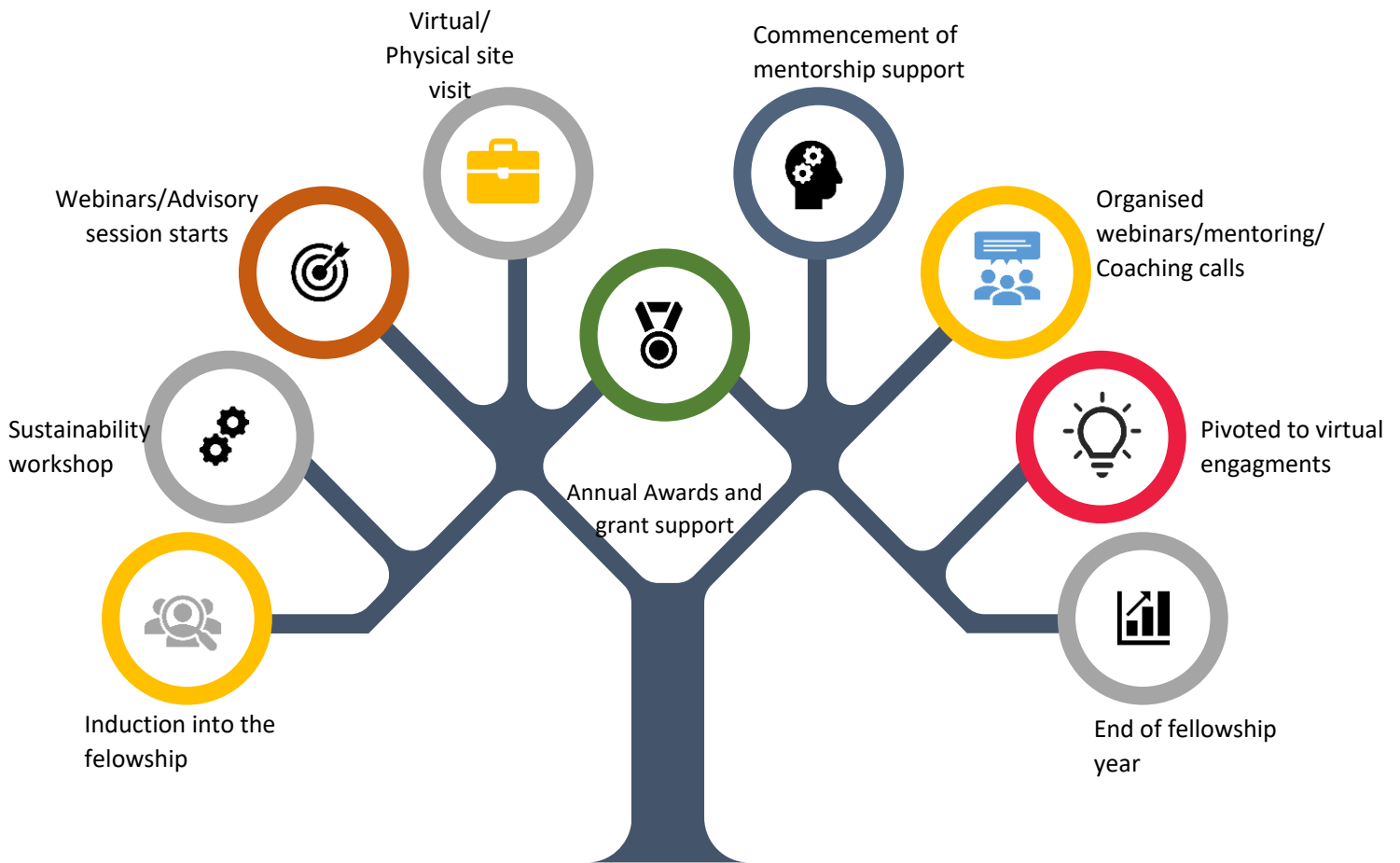
Support fellows by connecting them with top professionals and alumni networks for enhanced impact, reach and organisational sustainability.

Showcase

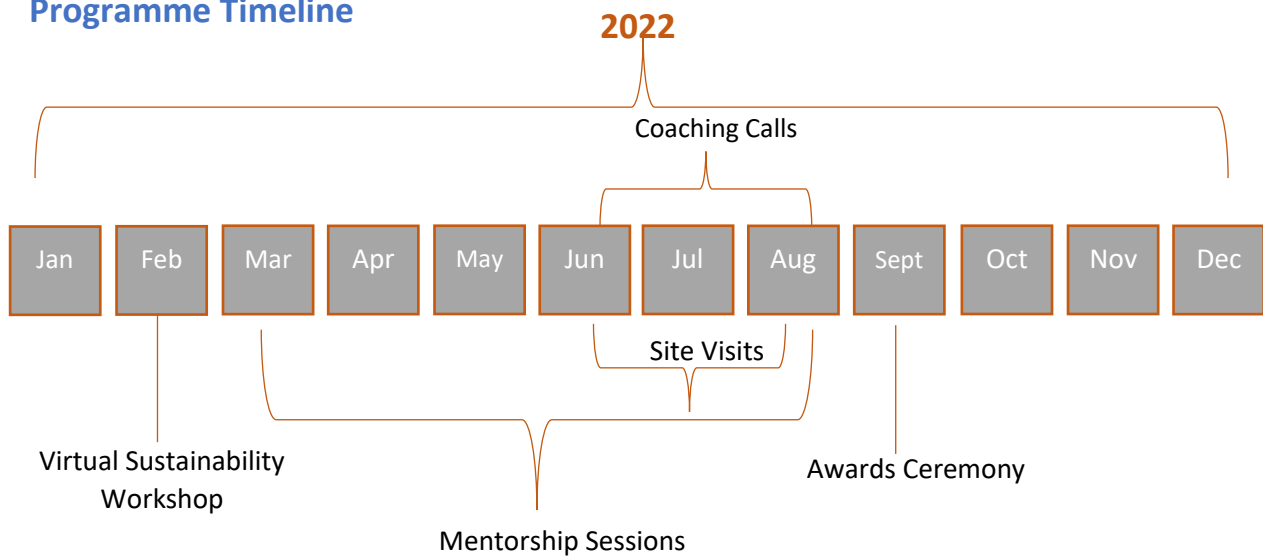
Showcase the innovation of fellows by providing local and international recognition as well as access to international partnerships.

Components of the Programme

The SIPA programme had components to build the capacity of fellows to become, in chronological fashion, the specific components of the programme are as follows:



Programme Timeline



The Fellows

The fellows are young social innovators between the ages of 18-44 years, whose ideas and initiatives are believed to proffer effective solutions to challenges in their various communities in West Africa. The gender disaggregation was 71% male while 23% were female.

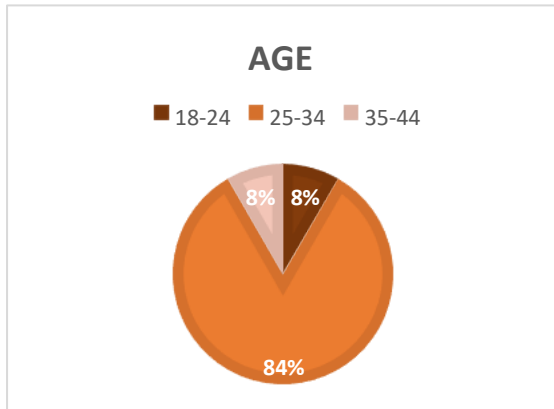


Figure 3: Age Group of Fellows

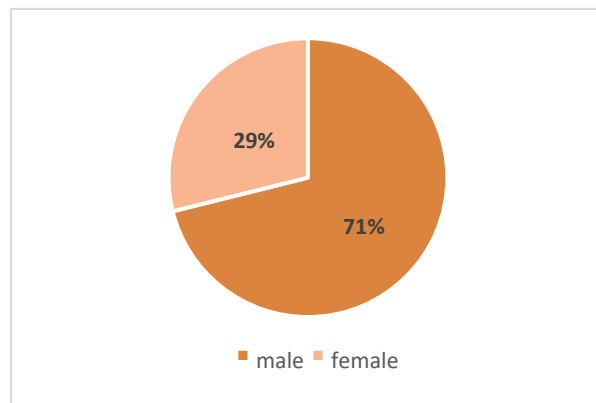
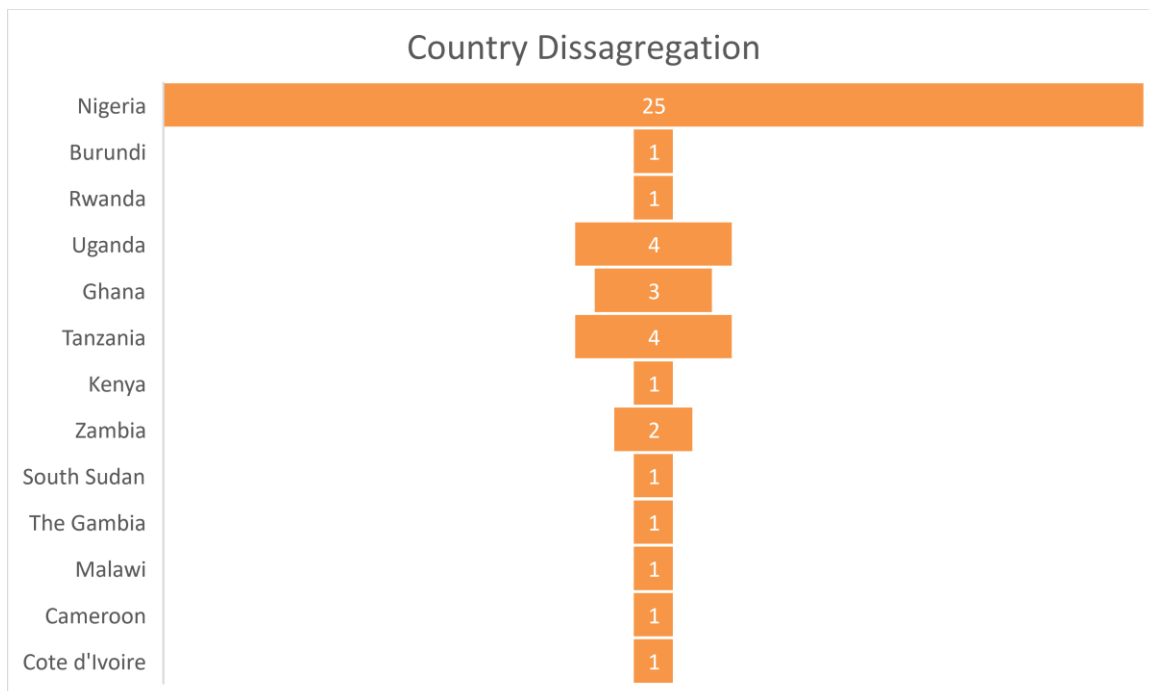


Figure 4: Gender disaggregation

The fellows were selected from 12 different West African countries. Their initiatives were meeting the needs of the underserved, disadvantaged, vulnerable and least supported members of their communities and addressing critical social issues, challenges that are relevant to the development of their various communities in West Africa.



MEET THE FELLOWS





Name: William Eliya

Organization: Shule Yetu

Organizational Profile: Shule Yetu is a digital education platform created with a top desire to narrow the education gap in Africa and the world at large by improving the quality of education of boys and girls living in vulnerable backgrounds.



Name: Uwase Aline

Organization: HappyNes Initiative

Organizational Profile: The HappyNes initiative is aimed at empowering women and creating jobs for men and women. The vision is to break the cycle of poverty among women and youth.



Name: Uche Greg Atuswe

Organization: Anieze International Limited (AIL)

Organizational Profile: AIL was Incorporated with the objective of providing effective Water Sanitation and Hygiene (EWASH) service. AIL aims to implement affordable Water, Sanitation and Hygiene service for the Underserved Communities across the sub-Sahara Africa rural communities through hybrid automated solar power technology.



Name: Titilayo Falaiye

Organization: Orange Strategy Ltd

Organizational Profile: A waste management organization. Orange Strategy Ltd is a female led waste recycling firm that is leveraging technology as an effective means for collecting recyclable waste from households in Ogun State Nigeria, using our Mobile application (Waste Value).



Name: Steve Kelvin Oloh

Organization: Replast Engineering

Organizational Profile: Replast Engineering Nigeria is an environmental and social impact company that addresses poverty, unemployment, and climate change challenges by using plastic waste as a currency to exchange value.



Name: Ogechi Nwonye

Organization: Eco-Environment

Organizational Profile: This is a Social Enterprise and a for-profit business model that is focused on converting waste materials into raw materials for the Plastic Manufacturing Companies in Nigeria.



Name: Maweje Dimma

Organization: Maweje Creations

Organizational Profile: Maweje Creations is a social business revolutionizing the fashion industry using plant-based substances (banana fibers & organic cotton) and textile waste (fabric offcuts & second-hand clothes) to mitigate the challenges of fast fashion and climate change.



Name: Yewande BENN

Organization: PregAfrica

Organizational Profile: PregAfrica is a social enterprise that gives women and teenage girls access to the high-quality maternal healthcare they need. The services rendered include Advisory and Consulting Services,

Training of Traditional Birth Attendants (TBA), pregnant women and teenage girls and sale and distribution of birth kits.



Name: Thierry Nijimbere

Organization: Green Production Corporate

Organizational Profile: Green Production Corporate is a social venture that my team and I have launched to tackle plastic pollution. In fact, we produce biodegradable packaging to replace the use of plastic bags in Burundi and are planning to reach out to more African countries.



Name: Osamede Edmond Obayuwana

Organization: TFS Cargo Bicycles

Organizational Profile: TFS Cargo Bicycles is Nigeria's pioneer cargo bicycle manufacturer involved in the design and development of cargo bicycles which can be used to move goods/produce of up to 150kg effortlessly using cycling power only



Name: Leah Oluwatobi Ajibade

Organization: Priceless Virtues International Initiative

Organizational Profile: Priceless Virtues International Initiative is a non-governmental organization that seeks to advance education and empowerment opportunities for Girls from low-income households and promote the economic livelihoods of mothers of underserved Girls



Name: Idris Ola

Organization: The Blue-Pink Center for Women’s Health

Organizational Profile: The Blue-Pink Center for Women’s Health (BPCWH), is a novel social enterprise using hybridized cancer control model and technology to increase access to life-saving cancer prevention education., training on breast self-examination, breast and cervical cancer screening, HPV vaccination, colposcopy, and on-the-spot cure of early cervical cancer with cryotherapy for women/girls in Nigeria.



Name: Godfrey Masereka

Organization: Agency for Rural and Urban Development

Organizational Profile: Aims to promote sustainable community involvement and participation in biomass briquette making as a mechanism to integrate climate change resilience, adaptation and mitigation in Uganda through training communities.



Name: Evelyn Odeh

Organization: Emerald-Isle Foundation (EIF)

Organizational Profile: Emerald-Isle foundation is focused on the sustainable development Goal 4 (SDG4) with the aim of helping underserved children actualize their full potential by promoting accessibility to quality education. We believe the bedrock of a Nation's progress lies largely on the quality of education and mental development of her citizens.



Name: Christy Oni

Organization: Natal Pro

Organizational Profile: Natal Pro is a social enterprise focused on women and children's health in Nigeria. Leveraging on web interface and social media platforms, we connect pregnant and nursing mothers to healthcare professionals, information, products, and services. To Fertility expert.

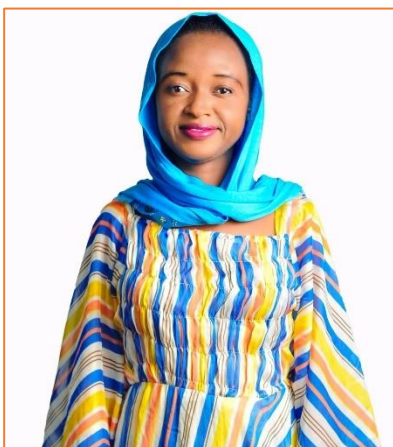
FORD FOUNDATION FELLOWS



Name: Bwanika Charles

Organization: Farm kiosk

Organizational Profile: Farm kiosk is an agritech social enterprise that has built an inclusive Mobile App platform which has many embedded tech user friendly features being customized for each client.



Name: Amina Mustapha

Organization: Chezo Universal Concept and Services Nigeria

Organizational Profile: Chezo Universal Concept and Services Nigeria is a community-based social enterprise aimed to improve the entrepreneurship skills of women and youths through creativity and innovations in beads making, handbags, belts, sewing and weaving to promote self-empowerment, end poverty and achieve sustainable development goals (SDGs).



Name: Akorfa Dawson-Nadèli

Organization: Nadeli

Organizational Profile: We are Nadeli, a strategic creative social enterprise that unearths, nurtures, and supports emerging Ghanaian creatives. Our vision is to be the emerging Ghanaian creative’s haven, providing bespoke services that discover, equip, and empower creatives.



Name: Adejoke Aladesanmi

Organization: Center for Legal Support and Inmates Rehabilitation (CELSIR)

Organizational Profile: (CELSIR) is a Non-governmental Organization with the mandate of providing legal and rehabilitation support to inmates. CELSIR seeks to address the prevalence challenges of the Nigerian Criminal Justice System especially as it relates to the rehabilitation of inmates as a preventive measure to the continuous congestion of the Correctional Centers.

SAHARA IMPACT FUND FELLOWS



Name: Abdalah Jumanne Nyambi

Organization: Preyo Company

Organizational Profile: A company that recovers and recycles all types of plastic waste, especially dirty polyethylene Terephthalate to produce eco-bricks.



Name: Abdullahi Mustapha

Organization: Door- way Company Ltd/Kasi Coal

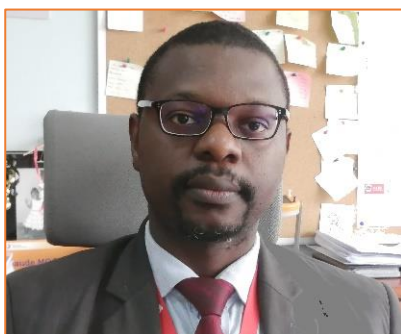
Organizational Profile: Kasi Coal is a social enterprise that aims at solving Ghana's energy crisis and protecting the lives of trees through the recycling of biomass waste into sustainable and eco-friendly charcoal briquettes and the production of clean cookstoves with the use of available local materials.



Name: Abi Edi

Organization: Edindia Industry

Organizational Profile: EDINDIA Industry is a company specialized only in the transformation of liquid cassava waste (from the transformation of cassava into Attieke, fufu etc.) into Bioethanol, used in an ethanol stove to prepare especially in rural areas, we have a very small unit which produces 500 liters per month with 8 people including 6 women.



Name: Albert Moghomaye

Organization: Bertec

Organizational Profile: Our daily mission is to provide our customers with backup energy from solar (photovoltaic) or water (hydrogen) sources daily.



Name: Allan Ligare

Organization: Gare Holdings Limited

Organizational Profile: Gare Holdings Limited is an agri-based, circular economy concept business enterprise founded in 2021. We utilize agricultural, market, and domestic organic waste to produce high-quality plant and animal-based organic fertilizers and insect-based protein animal feeds.



Name: Aminu Moses Rex

Organization: Delfak Nigeria Limited

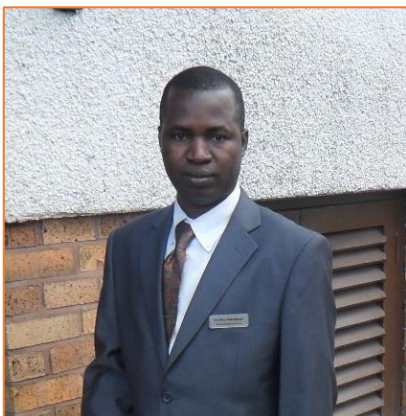
Organizational Profile: We produce premium quality of charcoal briquette from municipal and industrial waste.



Name: Ayilara Assurance Oluchi (Nigeria)

Organization: OnePad Sanitaries Limited.

Organizational Profile: OnePad Sanitaries Limited is Social Company in Nigeria that produces reusable cloth pads using natural fibres thereby creating a sustainable solution of menstrual hygiene kit for girls and women. Our products are eco-friendly, affordable, and comfortable to use.



Name: Cletus Baalongbuoro

Organization: Ponaa Briquettes

Organizational Profile: Ponaa Briquettes is a for-profit social enterprise established in Tamale Ghana, to produce and distribute biomass briquettes (alternative charcoal) made from agricultural and forestry waste, to all who need affordable clean energy for cooking and heating.



Name: Deborah Fadeyi (Nigeria)

Organization: Vectar Energy

Organizational Profile: Vectar Energy exists to solve energy poverty by replacing dirty fuels with clean energy innovations while incentivising end-users to reduce purchase cost and monetise social and climate impact.



Name: Francis Mbewe

Organization: Kukula Solar

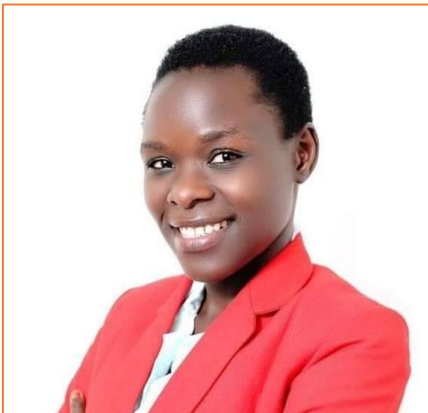
Organizational Profile: Kukula Solar is an award-winning Eco Inclusive for-profit social business that provides urban slum and rural communities residents in Zambia and Malawi with access to affordable clean energy technology, using a unique distribution and microfinance model.



Name: Gadi Banda

Organization: Quapro

Organizational Profile: Quapro as a business has a project of installing biogas system in people properties premises included the need appliance at a very good, subsidized price.



Name: Gerasia Laurent Andrea

Organization: African powdered eggs

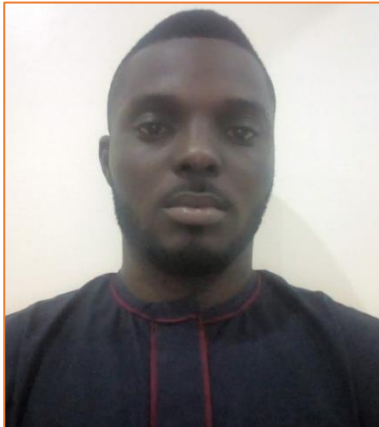
Organizational Profile: Tanzania and it is our advantage to be committed to deliver the high-quality products of egg powder. We offer affordable powdered egg products which is highly convenient to use because of its physical form which leads to low or no product wastage and generates no residue after usage like in case of shell eggs.



Name: James Madhier

Organization: The Rainmaker Enterprise

Organizational Profile: Solar powered water infrastructure for climate-adaptive, food secure and peaceful communities.



Name: Matthias Ameh

Organization: Spunvertex solar water pump inverter

Organizational Profile: Spunvertex is the leading solution provider for global solar and water conservancy systems, as well as the professional manufacturer of solar pumping inverters, solar pumping systems, solar water-saving irrigation systems and solar seawater desalination systems.



Name: Lazarous Siwelwa

Organization: Virgin Green Renewable Energy Limited

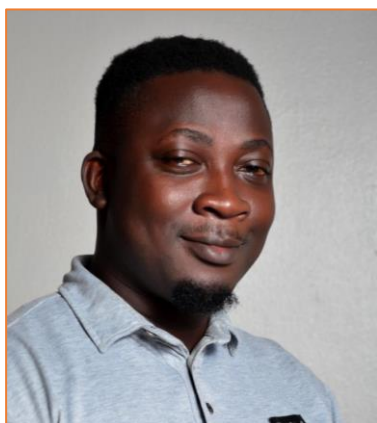
Organizational Profile: Virgin Green Renewable Energy Limited is a social enterprise dedicated to the development and empowerment of disadvantaged groups and especially rural and marginalized urban families, through grassroots action, research, and sensitization.



Name: Lamin Ceesay

Organization: Karakunku Farm

Organizational Profile: Our automated drip irrigation farming project will be the first project carried out by Karakunku Farm and will involve the establishment of one acre land production and a small greenhouse tunnel on a freehold piece of land at Barrow Kunda.



Name: Tunde Adeyemi

Organization: D-Olivette Global Enterprise

Organizational Profile: To accelerate rural Nigeria and Africa's transition to use of innovative and domestic biogas to convert organic waste into sustainable energy.



Name: Patrick Mkoma

Organization: Rural modern energy (RUMO) Energy.

Organizational Profile: RUMO Energy venture is scaling access to Clean Energy in Off-Grid areas to reduce CO2 emissions and protect the climate to enhance social and economic development.



Name: Oluwamayowa Salu

Organization: Brickify Ltd

Organizational Profile: Brickify recycles plastic waste into water, fire and heat resistant lumber and “lego” bricks used to construct chairs and tables as well as low-cost houses. Our goal is to tackle homelessness/housing deficit, plastic waste as well as poverty because we believe homelessness is both a cause and consequence of poverty.



Name: Olawale Thompson

Organization: Planet savers Global Limited

Organizational Profile: PLANET SAVERS GLOBAL LTD (PSG) is an environmental service group providing a complete range of multi-disciplinary services to corporations, manufacturing industries, governmental and non-governmental organizations.



Name: Michael Osumune

Organization: Moon Innovations/Smart Inverter System Project

Organizational Profile: Moon Innovations design, develop and assemble smart inverter systems which are used for solar housing installation.

Limitations



This evaluation was not devoid of limitations although deliberate efforts were made to reduce them. The limitations acknowledged are;

- **Internet Issues:** Webinars and Focus group discussions were deterred by intermittent internet connection on the part of the fellows on various occasions, which stalled conversations. This was mitigated by rescheduling on meetings to suit the network stability.
- **Conflicting interest:** The evaluation team observed various conflicting meetings or other fellowships that interrupted the SIP fellow's full attention. One of the fellows had to choose within SIP and another fellowship which caused a drift in participation.
- **Busy Schedule of Participants:** It was quite difficult to involve all 25 of the fellows in the endline activities due to their busy schedules. At the end, only 18 of the fellows were able to fill the surveys.

EVALUATION FRAMEWORK



As a learning organisation, our monitoring and evaluation policy mainstreams the importance of carefully monitoring and critically evaluating our work to improve performance, strengthen capacity, build relationships, and pool experience to develop innovative programs or scale-up existing projects. The evaluation of the Social Innovators programme is informed by the results-based framework and theory of change. This approach emphasizes continued reflection on how to improve on outputs, outcomes, and impact, while also reporting all these to our clients, partners and donors in formats that meet global standards.

This evaluation employed a mixed-method approach to triangulate quantitative and qualitative data sets, which appreciates the richness and complexity of human behaviour from diverse perspectives. Triangulation also strengthens both research paradigms by counterbalancing any weakness while also reducing researcher bias from having a one-sided narrative of the program being investigated. In conducting the evaluation, the monitoring & evaluation tools and techniques utilized during the programme are further explained below:

- **Data Collection**

The data collection process was guided by the logical framework and theory of change developed for the project. The evaluation team analysed the critical elements of the project and defined the log frame based on the results defined in the concept note. In this regard, the evaluation team considered a wide range of tools with triangulation in mind, including baseline and end-line surveys for the fellows, feedback forms during the sustainability workshop, and focus group discussions with the fellows (See Appendix for tools deployed). Details of these tools are explained below:

- **Baseline and End-line Surveys:**

At the start and end of the programme, the evaluation team administered the baseline/needs assessment and end-line surveys to the fellows. This was implemented to determine the mindset shifts and skills the fellows have gained through the training and how they could successfully apply them after the workshop. Baseline data collection was conducted during the early stages of the programme, in November 2021. A total of 24 fellows

took part in the baseline and 18 fellows at the end line. With regards to the end

- **Feedback Forms:**

During the sustainability workshop, feedback forms were administered to get the fellows' opinions regarding its quality, effectiveness, and usefulness in relation to their social enterprises. The fellows were administered the forms at the end of each training, and so it provided the opportunity to glean sincere insights which will be used to make improvements for subsequent workshops.

- **Focus Groups Discussions (FGDs):**

These were conducted during the mid-line and end-line evaluation. For the evaluation team, FGDs provided an opportunity for in-depth discussions, where the fellows gave details of their experiences and what their impressions of the programme were. The fellows mentioned the challenges they experienced and how these were resolved, and the changes they had made due to the knowledge gained and their social enterprise improvements. This tool's relevance lies in the insight

line, the fellows were administered the surveys in August 2022.

it provided into the dynamics of interactions among the fellows on the programme. The team was intentional about having discussions with the fellows. It ensured that engagement with the tool ensured the team acted as moderators, making the discussions reliable in providing depth around the topics.

Evaluation Metrics

The evaluation of SIP is informed by the results-based framework and theory of change (TOC). These figures illustrate how the programme activities link to the expected outcomes in a stepwise progression for the fellows. As seen by their involvement in the sustainability workshop and other activities, the project will ultimately translate into the fellows becoming change agents.

	Input	Activity	Output	Outcome
Learn	<ul style="list-style-type: none"> ● Online call for application ● Fellow selection ● Induction of fellows ● Curriculum review ● Select Faculty 	<ul style="list-style-type: none"> ● Organise a 6-Day virtual workshop for 40 Pan African Fellows. 	40 fellows are equipped with skills, knowledge, and tools required to run successful and sustainable social enterprises	Fellows have a raised aspiration about their social enterprises which culminates to personal effectiveness and organizational sustainability
Support	<ul style="list-style-type: none"> ● Identifying mentors ● Identify/Notify partners and investors. ● Identify/notify alumni 	<ul style="list-style-type: none"> ● Mentor Matching ● Networking with partners and investors. 	<p>Fellows interact and learn from mentors.</p> <p>Selected fellows are supported with partnership building and investment.</p>	Fellows leverage on partnerships relevant for their social enterprises to enhance its impact, reach and sustainability.
Showcase	<ul style="list-style-type: none"> ● Fellows evaluation ● Identifying judges ● Story board ● Online platforms 	<ul style="list-style-type: none"> ● Awards event ● Documentary ● Online visibility 	<p>Three outstanding fellows are recognised and awarded.</p> <p>Fellows are provided with visibility and exposed to potential funding and support opportunities.</p>	Fellows are locally and internationally recognised social innovators and are able to gain access to international partnerships.

Table 1: Result Chain for the SIPA

The logic envisages that after the workshop experience, the fellows will scale and sustain their enterprises. Therefore, the outcomes for the fellows are that they apply knowledge and skills taught, which results in personal effectiveness and organizational sustainability. It is hoped that they experience enhanced impact, reach and sustainability of their various initiatives and

that they receive local and international recognition and gain access to international partnerships. Essentially, the success of the programme rests heavily on the fellows.

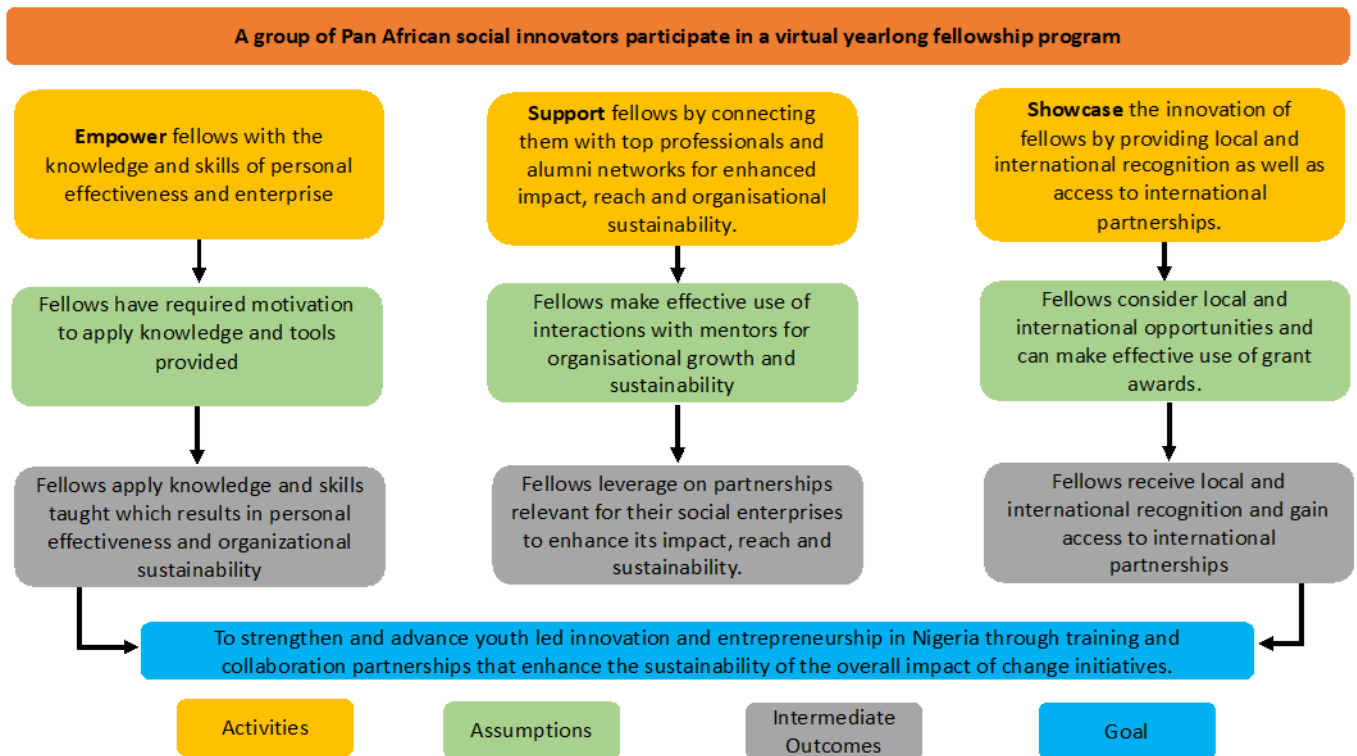


Figure 7: Theory of Change for the SIP

Evaluation Objectives

Demonstrating that the SIP produces positive outcomes for young people is the primary objective of this evaluation report. It attempts to measure the extent to which the set objectives were accomplished and explains how these outcomes were realised. The report also teases out key lessons and identifies gaps that will serve as lessons to be incorporated into decision making. Specifically, the evaluation objectives include:

1. To measure the achievement of the set goals and outcomes of SIP.
2. Explain how the activities produce the outcomes of the project by exploring the questions posed by the underlying assumptions in the theory of change.
3. Identifying gaps that will be incorporated to support subsequent implementation.

KEY OUTCOMES



Following a rigorous data collection, analysis, and evaluation process, the three intermediate outcomes highlighted in the theory of change and the indicators in the logic frame were realised to a very large degree. This sections highlight the programme outcomes and impact which are majorly expressed in mindset change, attitudes, and behaviours. The results are expressed in quantitative and qualitative terms, using testimonials that illustrate the outcomes while also quantifying them to indicate impact. Among the fellows that were surveyed, most of them delved into enterprises that will work for the common good of the people. This was reinforced in the virtual and physical site visits, as the fellows spoke in great details of the work they do, their sustainability model and how the social innovators programme had influenced it.

Among several of the fellows that participated in the focus group discussion,

while they mentioned several factors informing their decision, others mentioned that the drive for the passion was creating social impact. These entrepreneurs identified the need and saw this as an opportunity to make a difference in their community while simultaneously trying to work on the SDGs. The fellows recognized that the world is rapidly changing, and that Africa is being left behind. They considered the various areas that need improvement and how they could provide solutions in those areas. All these worked towards developing and harnessing the potential of young social innovators.

During data collection, 24 out of 25 fellows filled the baseline survey while 18 completed the survey at the endline level. 21 fellows also participated at the focus group discussion.

Workshop Experience



One of the key objectives of the fellowship is to empower and equip fellows with knowledge and skills which enhances their individual & organizational effectiveness as well as the sustainability of their innovations. This was achieved through a 6-day physical workshop which was facilitated by seasoned leadership and development professionals such as Mr. Udemé Ufot, Lola Esan, Akinwumni Akowonjo, Nike Adeyemi, Gbenga Sesan among others.

The facilitators mainstreamed new ideas on personal and organizational leadership, building an effective board, implementing structures and systems for sustainability, fundraising and partnerships, legal structure, and frameworks for managing innovation, result based management amongst other impactful topics handled. The fellows had 3 topics divided each day with a maximum of 3 hours each for the sessions. Finally, a mock pitch session was set up for the participants to build their capacity in handling investors and stakeholders. The findings suggest that they found that the workshop was useful for the growth and sustainability of their social enterprises as they indicated some of the changes they had made in their organisations after participating in the sustainability workshop.



Mentorship Sessions and Coaching Calls

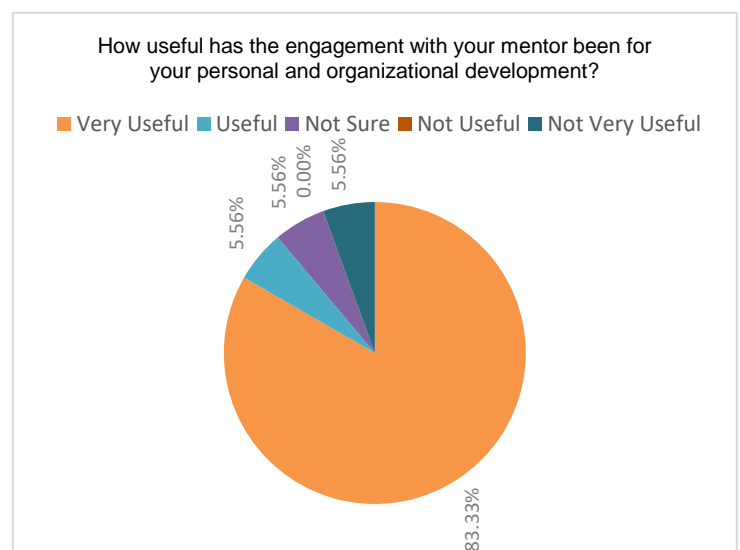
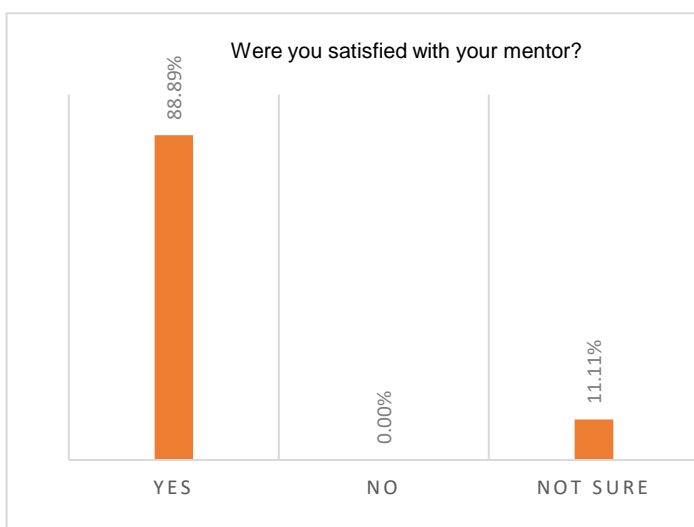
Social enterprises can be challenging especially without guidance. During the course of the programme, the fellows were assigned mentors to help them. This was in line with the programmes objective to support fellows by connecting them with top professionals and alumni networks for enhanced impact, reach, and organizational sustainability. This mentoring support is to help young

“My mentor who is a recycling expert helped bring out the best in my LinkedIn profile. As a mentor in the same industry, he was able to help me assess my growing about my business which is very helpful.”

-SIP Fellow

social innovators who are key driving forces to solving numerous and complex social challenges. This evaluation revealed that the fellows found the mentorship sessions useful as they recounted having benefited from being matched in pairs with more experienced and established professionals. They also shared that the mentors showed interest in their personal and professional growth in addition to the progress and success of their social enterprise.

At the beginning of the programme, when asked their expectations for the programme, about 40% indicated that they would like to be mentored. By the end of the programme, 100% of the fellows were paired with mentors. 83% of the fellows found the engagement with their mentor useful for their personal and organizational development, while 89% were satisfied with their mentor choice. This implies that the intended outcome was achieved in comparison with the baseline survey.



100% of the fellows also stated in the endline survey that they found the coaching calls beneficial for sharing challenges and asking questions. During the focus group discussions, some of the fellows mentioned that the mentorship and coaching calls supported them in their journey especially as a go to for both emotional and professional during the programme. For record purposes, LEAP Africa initiated a mentorship session log for the mentee and mentor. This log details the focus and key learnings during the mentorship session as well as actionable steps to look forward to. These sessions usually covered topics ranging from the structures of the board of directors, goal settings, how to leverage pitch decks among others.

Key observations showed that the fellows improved their self-leadership skills such as developing emotional intelligence, developing more confidence, exercising transformational leadership, and accepted constructive feedback that could aid their development process.

Peer to Peer Learning and Support

A virtual community of practice was created for the fellows on WhatsApp. This platform was created for continuous engagements, collaboration and discussions amongst the fellows following the series of activities that took place during the fellowship. At the baseline, the fellows indicated that they were hoping to network and collaborate with other fellows on the group. The platform proved valuable as they used it for connecting, peer learning and quick access to information and updates on activities for the programme. The LEAP team introduced the hot seat session where fellows were put on the spotlight to shed more light on who they are and what their organization does.

During the endline it was revealed that the VCoP was more than a platform for receiving information and for engagement, the fellows reiterated that it became a space for them to share local and international opportunities which they leveraged. It was also a platform for bonding with each other and sharing wins which was a motivation for others.



The fellows found this community useful for sharing ideas, challenges, experiences and seek guidance from each other. The VCoP was a key component to the fellowship because the platform did not only provide a support system, but it acted as a dynamic learning environment in which budding social entrepreneurs were able to share their ideas, successes, challenges, and strategies with others and learn from their peers.

Organizational Systems and Structures

Data from the endline survey showed that the fellows found the fellowship useful as more than over 90% of the fellows rated the workshop or modules as excellent. They described the workshops as insightful and engaging, as many of them indicated some of the changes they had made in their organisations after participating in the virtual sustainability workshop.

The findings suggest that the fellows understand the importance of having a standardized operating guideline for their social enterprises. For example, to ensure that their social enterprises are sustainable, they realized the need to establish a committee of board members who sit both atop and outside of the organisational structure, with a role that is accountable to those within and outside the organisation.



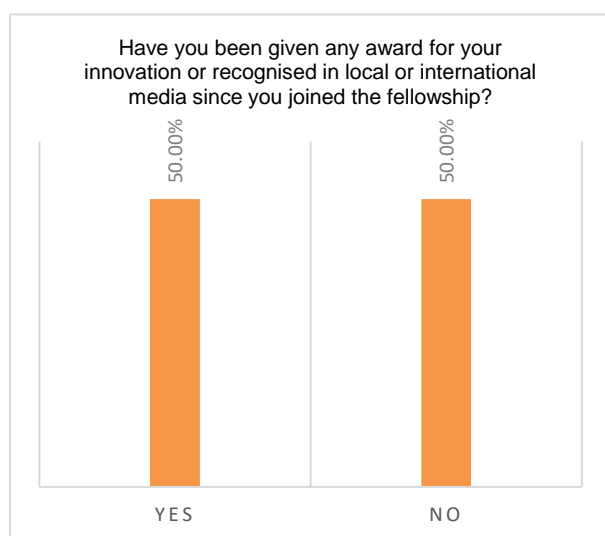
As the above data revealed, at the baseline, only 71% of the fellows indicated that they had established a board of directors to oversee their organisations. However, the endline results shows a slight increase as 94% had board members appointed in their organisations and 89% had documented policy guiding their operations. The fellows gave an in-depth view into how effective board members have been to the day to day running of the organization during their

site visit interview. They mentioned that having board members will steer their organizations towards a sustainable future by adopting sound, ethical and legal governance and financial management policies and ensuring their organizations have adequate resources to advance their mission. They also mentioned attracting and maintaining the right relationships with board members who share similar visions and purpose with their organisations.

Developing and Sustaining Partnerships

Forging strong partnerships have proven overwhelmingly valuable for the young innovators. Connections forged have led to further opportunities and partnerships which unlocks roadblocks, enable scalability, create new innovations, and expand access to new markets.

At the endline, 83% of the fellows indicated they have previously applied and been selected for local and global opportunities. Some of these opportunities include African change makers fellowship programme like YALI African Women Entrepreneurship programme, British council, creative enterprise programme among others. This indicates that the selected fellows have undergone basic and intermediary training before joining social innovators programme.



50% indicated they had received local and international recognition. This was also reiterated this during the site visits and focus groups discussions. Some of the fellows shared that they also developed meaningful partnerships during the programme within the fellowship. One of the resounding feedbacks was that they realized that they shared similar interests and goals which they used to champion various activities in their

various communities. LEAP Africa provided opportunities for the fellows to revitalize partnerships for sustainable development in a way that offers them the chance to contribute to social change in various ways.

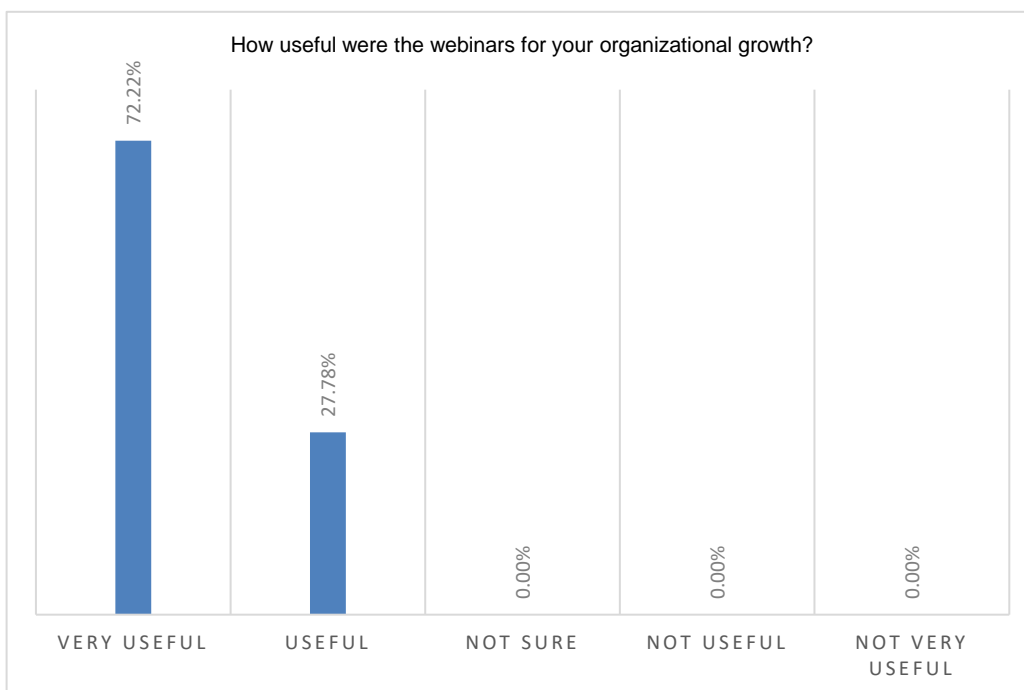
Webinars

The SIP team hosted three (3) webinars during the programme and were tailored to the needs of the fellows. They aimed at providing them with frameworks that will help them build investment ready enterprises. The focus of these webinars was also on the importance of theory

“The webinars topic seems carefully selected to address fundamental need to enable us scale impact.”
-A fellow

of change in delivering results for social enterprises. They were also equipped with tools for scenario planning to enable them to withstand future shocks and enable them build more viable models. In addition to these, the fellows were given step-by-step guides on how their social enterprises can effectively leverage grant opportunities for organizational growth and sustainability.

Following the data given by the fellows at the end of the programme, 100% of the fellows found the webinars useful throughout the fellowship. This implies that the needs of the fellows were addressed, and they were equipped with useful skills to aid their enterprises.



Sustainability Model

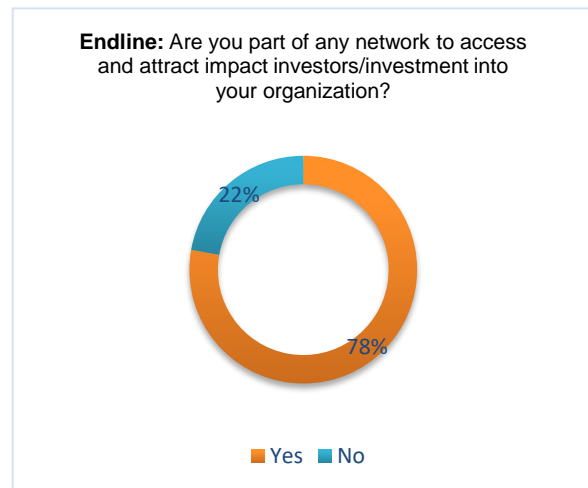
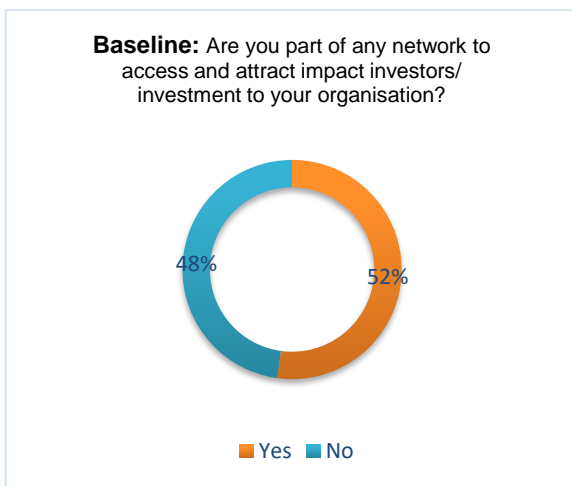
Sustainability is the goal of any enterprise. However, as young social innovators, several financial obstacles were inevitable especially at the early stages of their enterprises and this, in no small measure, determines the sustainability of the enterprise. At the beginning of the programme, the fellows highlighted challenges they typically face during fundraising. They mentioned Limited funding opportunities in their area of focus, Inadequate financial policies for SMEs, linkage to right investors, proposal writing and general unwillingness from consumers.



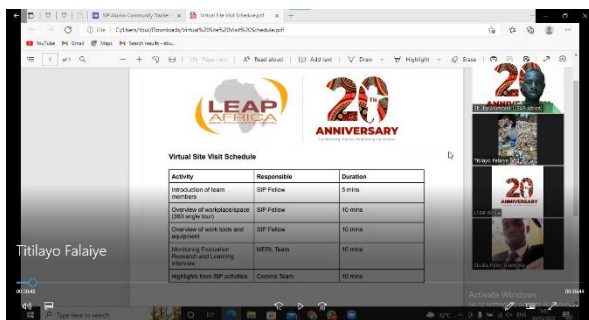
This was further reiterated as about 80% of them shared during their site visits that most of their funding were obtained from grants, donation from family and friends or personal savings. However, over time, some of the fellows have been able to generate sustainable revenue streams of income. Following this, about 83% of the fellows further indicated that they had developed new source of funds for their organization. 100% of the fellows further indicated that they operate a separate bank account for their enterprise at the end of the programme. This shows that the fellows are keen to run a viable enterprise rather than a one man show.



Apart from setting appropriate systems and structures that starts from leadership and governance, the fellowship encourages the fellows to diversify their funding portfolios and prioritize impact evidence generation over magnitude of reach. At the baseline, 52% of the fellows mentioned that they had not joined any network to access and attract investors for their enterprises. At the endline, there was a slight increase as 78% of the fellows indicated that since joining the fellowship, they have now joined some of these networks to access funding.



Virtual And Physical Visits



The virtual site visit was scheduled for fellows outside Lagos and Nigeria while the physical site visit was for those within Lagos. This site visits were beneficial to the evaluation as it gave practical knowledge of the work carried out by the social innovators. The team was able to see their workplace and team members and to understand their innovations better. Eight (8) fellows partook in the virtual visit where they gave us a virtual tour of their workplace and brief interviews with their colleagues/ employees. However, the team also paid a physical visit to a fellow located in Lagos. The conversations for these visits were focused on 3 points- organization’s overview , sustainability model of the organization and recommendations for the programme.

KEY FINDINGS



The key findings recorded from the data analysis include.

- **Measuring and Communicating Impact for Change-** Measuring social impact is important for variety of reasons. In many instances establishing the effectiveness of the programs initiated can secure new or continued funding. A track record of success is also imperative to ensuring good ideas spread, allowing positive change to infiltrate more communities and improve more lives. From the data in this evaluation of 56% of fellows changed the way they measure impact since joining the programme. Some of these ways include engaging an M & E firm to deploy quantitative measurement: using numerical data (performance measures, indicators, etc.) to measure whether things are getting better or worse as well as hiring Monitoring and Evaluation personnel within the organization. About 72% of the fellows further indicated that they had theory of change. With this, the fellows shared that they have reached over 4 million beneficiaries direct and indirect combined, over the years.
- **Curbing Africa's Unemployment Problem -** During the evaluation, one of our key findings was on the employee situation with our fellows and their organisations. Survey questions on the number of employees they had and at the baseline, 56% mentioned that they had below five employees and 28% had a least six to ten employees in their organisations. At the endline however, the data shows that there seems to be an increase as 44% of the fellows have six to ten employees working in their organisations. This signifies an upward growth of the capacity of these enterprises to upscale. Furthermore, this highlights the impact social enterprises have on Africa's economy. With the right guidance and support, social innovators contribute to curbing the issue of unemployment in the continent.
- **Mentorship can inspire personal and professional growth-** By closely analyzing these findings, the mentoring sessions has been able to continually improve the value it brings to the fellows. The fellows are motivated to engage their communities out of a desire to help and they feel one the main ways to achieve this is mentorship. They were excited about being able to learn from their mentors and learn and gain skills that further their enterprises. The mentorship also helped link the fellows to experts, essential information, and opportunities that spurred their business growth and

development. The fellows with support from their mentors, mentioned that they made the most progress under the mentorship programme, especially with those with mentors who were in the same sector as them.

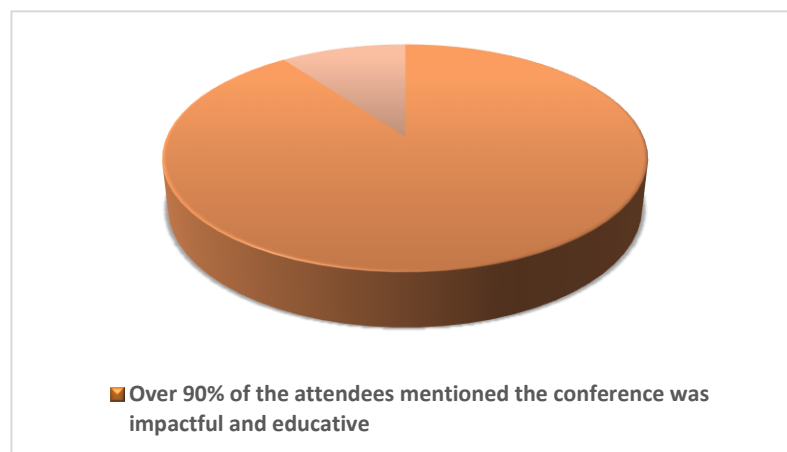
- **Virtual Community of Practice dissolving boundaries** – The VCoP created a sense of belonging among the fellows as they were willing to share their common problems and occasional wins with one another. With fellows scattered across Africa, a common platform created a boundary-less fellowship as fellows from Uganda, Tanzania among others were forming lifelong friendships with fellows from Nigeria, Burundi, Malawi etc. It also proved beneficial for dissemination of information from the team to the fellows.
- **Financial Sustainability for Social Enterprises-** The workshop and webinars were opportunities for the fellows to learn best practices in financial management that can be applied in their contexts. 100% of the fellows shared that they had separate bank accounts for their enterprise while 50% had an audited financial report. Based on the findings in this report, the fellows have put systems in place to support their finance.

AWARDS CEREMONY



Social innovators within the eco system refers to individuals who initiate the design and implementation of new solutions that imply conceptual or organizational change, which ultimately aim to improve the welfare and wellbeing of individuals and communities.

Despite increased youth interest in social innovation, many of them lack the essential skills and support to establish effective and sustainable initiatives, such that could accelerate the transformation of their local communities. In this regard, LEAP Africa has invested. The award component of Social Innovators Programme is the Awards Ceremony which is designed to showcase the impact of these young social innovators and inspire more young people to act irrespective of their economic status, cultural background, and social positioning. The event attracts a multisectoral and multi-generational industry leaders, investors, leading technology companies, entertainers, and many others globally. The theme for this year's SIPA Conference theme was- **Reawaken, Redesign and Re-emerge: Africa Beyond Potential** which reflects the critical juncture of LEAP as an organization that recognizes the impactful and life-changing work done so far. While the conference aimed to recognize and celebrate fellows who have gone on inspire and improve the lives of millions of people in their local communities and beyond, it is also served as an opportunity to showcase the evident gaps in social entrepreneurship in Africa. This year anticipated a wider reach of a pan-African and global audience which entertained both physical and virtual attendance. The event was held on the 8th of September with over 480 physical delegates and 110 virtual attendees across the world.



Outstanding Fellows Awards



Akorfa Dawson- Winner of the outstanding fellow award



Amanda Obidikwe- Winner of the Innocent Chukwuma Award



Evelyn Odeh- Winner of the Seyi Bickersteth Award



A representative receiving the cash reward on behalf of Idris Ola

Photo Story of the Award Ceremony



FELLOW SPOTLIGHT



FELLOW 1 (ONE)



Name: Adejoke Aladesanmi

Nationality: Nigerian

Organization: Center for Legal Support and Inmates Rehabilitation (CELSIR)

“While we are passionate about fighting for justice for in-mates, I believe that everyone has a duty to prevent ex-inmates from reoffending and this is only achievable through successful rehabilitation”.

Aladesanmi Joke is the Founder and Executive Director of the Centre for Legal Support and Inmate Rehabilitation (CELSIR). Joke is a Criminal Defence attorney with over 10 years of experience. Her passion for criminal justice reform developed while working with the Legal Defence and Assistance Project (LEDAP) where she had the opportunity to represent over 100 accused persons and victims of human rights violations. Aladesanmi’s passion for criminal practice earned her the position to head several projects on Criminal Justice. In 2018, she served as the Project Manager of the Nigerian Coalition for the International Criminal Court and the African Network for International Criminal Justice.

She started CELSIR out of her sheer desire to advocate for the rehabilitation of inmates, an aspect of the Nigerian Criminal Justice System she considers abandoned. Since starting CELSIR, she has been at the forefront of advocating for inmates' rehabilitation as well as implementing projects aimed at empowering prison inmates to be better, productive, and positive individuals post-release. CELSIR through the support of the Ford Foundation set up a 21-user ultra-modern library at the Medium Security Custodial Centre, Ikoyi, and also commissioned the first-of-its-kind mobile



library that is accessible to over 7000 inmates across the different correctional facilities. CELSIR also pioneered the Inmate Virtual Learning Project where inmates are provided access to quality education as well as online certification courses. Due to the impact of her work, CELSIR received an award of appreciation from the Nigerian Correctional Service, Lagos State Command.

With help from a new partnership developed during the Social Innovators programme, CELSIR is committed to providing free legal and rehabilitation support aimed at equipping inmates with psycho-social and life skills necessary for a positive and productive lifestyle post-incarceration.



Mobile Library for the Correctional and Juvenile Centres



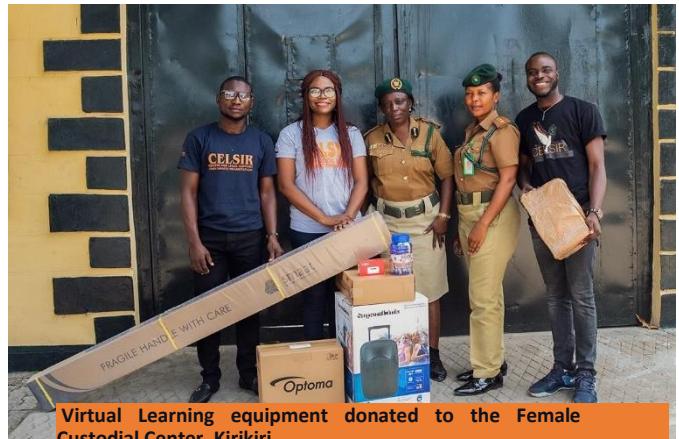
Inmates undertaking Virtual Learning Program at the Correctional Centre

One of the organizations partnered with is Alison, an international NGO that offers online certification courses. This will enable the students to enroll for over 4000 free online courses on their platform, with a discount of 80% on the certificate when completed. The courses were

reviewed to about 100 relevant courses that will benefit the inmates. This opportunity would also be open to the prison wardens and other officers within the correctional facility. She highlighted that this was achieved after joining the SIP fellowship.

After the SIP workshop, Joke realized that she needed to rethink her sustainability model, hence, the organization is currently in the planning phase on how to upscale through vocational training. This is important because their primary constituents do not have any purchasing power to buy any products. She shared that CELSIR is planning to partner with small and medium scale enterprises. These enterprises would train the inmates on soap making, bag making, shoe making etc. All products made by the inmates would be sold in the open market. The profit would be divided among CELSIR, the prison and the inmate.

As part of the lessons she learned since joining the programme, Joke realised that for her goal to be achieved, her organisation needed to be sustainable. She recalled how the modules during the workshop opened her mind to the vast information she required to ensure the growth of her organisation. She



further stated that workshops and seminars helped her to be more focused, determined and prepared. She was more particular about building and maintaining partnerships.

Personally, she revealed that the SIP helped her with leadership development and self awareness and relating better with colleagues.

Although she faced some challenges like combining other work activities with the programme, She is determined that LEAP Africa’s Social Innovators Programme has inspired her to be resilient and is beginning to implement what she has learned to sustain her enterprise.

FELLOW 2 (TWO)



Name: Godfrey Masereka

Nationality: Ugandan

Organization: Agency for Rural and Urban Development

“With the help of the SIP, I am now a confident team builder, able to motivate and communicate to achieve exceptional performance and enabling team effort to produce genuine long term sustainable development”.

Godfrey Masereka is a social worker and philanthropist with over 10 years' experience in managing programs, including community development and empowerment, Agricultural value chain development, Nutrition sensitive farming, food security and group enterprise development, sustainable upstream catchment management, renewable energy, and human rights activism.

He is currently working with Agency for Rural and urban Development (ARUD) as an Executive Director where he coordinates the organization's projects and programs having first worked with the organization as a field officer from 2014- 2018.



Agency for Rural and Urban

Development (ARUD) is a community-based organization (CBO) in Uganda established in April 2006 to champion community socio-economic development. ARUD seeks to promote sustainable community involvement and participation in biomass briquette making as a mechanism to integrate climate change resilience, adaptation, and mitigation in Kasese

District Western Uganda. This is achieved through training communities to adopt agro-environmental conservation and entrepreneurship skills enhancement to fight the vicious cycle of environmental degradation and energy poverty.

ARUD has constantly supported the youth hands-on experience enhancement and small-scale business management skills aimed at creating a bio briquette cottage industry that uses the locally available organic agro waste bye-products /materials from coffee,



cassava, and cocoa bio products into a source of fuel. Support its production has not only provided local women and youth an additional fuel source and income stream, but also positively impacted local initiatives to combat climate change and deforestation.



The briquette making business has addressed the greenhouse gas emissions from both un-managed decomposing waste as well as from deforestation by replacing wood and charcoal. The biomass resources have been properly utilized through simple technology in making a

cleaner and efficient form of energy, it has brought many positive changes to the lifestyle and economy of the local people.

The project's major focus is achieving community driven socio-economic development in an area where 80% of the population live on less than one (1) USD a day, while promoting environmental sustainability in communities where there is an increasing un-met demand for charcoal. The project has established a useful mode of waste cycling into alternative low-cost biomass fuel which is healthier than charcoal through compressing waste materials such as corn cobs, cassava, coffee, cocoa charcoal dust, saw-dust, and any other form of organic household waste in combination with mill waste (flour) or sugar cane molasses to bind them. The resultant briquettes are also cost effective and smokeless, thus being beneficial in terms of economic, environmental, and public health.

During the course of the social innovators programme, Godfrey was mostly excited about the mentorship component of the programme. He mentioned that his mentor was had a reputable career in business and financial management as well as in the Renewable energy sector. key learnings from most of the sessions were to leverage on the use of social media platforms like establishing a business Facebook page, website Instagram, LinkedIn, twitter account among others for marketing his organization. With the knowledge from the workshop, he had established a social enterprise business profile, business plan and financial projections to increase sales and social enterprise product multiplier effect.

He further revealed that from the organized webinars, he acquired more technical skills and knowledge in the areas of financial management and accounting software, Audit preparation and presentation, business finance projections which are crucial in running his social enterprise. This was useful for him in applying finance management skills like preparing a business profit and loss account, statement of comprehensive income, statement of financial position for the business and cash flow projections for the business.

USEFUL RECOMMENDATIONS



- **Mentee Vs Mentor: Bridging the Gap-** A recurring issue raised by a few of the fellows was that they were paired with professionals from a different sector from their sector. This posed a challenge because the fellows could not maximize the relationship. During the focus group discussion, about 20% of the fellows shared that they were unable to maximize their mentorship sessions due to various reasons like mentor unavailability, timing and scheduling issues or lack of interest from both the fellow and mentor. Recommendations from the fellows are that mentors should be individuals who are in a similar industry as them. Therefore, a key learning for the LEAP Africa team can be to attach fellows to mentors in similar country background, sectors or fields to ensure that the mentor can relate to the mentee, proffer good advice and adequately supports the fellows needs. The focus for selecting mentors should be individuals who share the same values as the fellows.
- **Structured Grant Platform for Fellows-** As social entrepreneurs, one of the major challenges faced in upscaling their enterprises were access to grants. The fellows were vocal during their one-on-one interview about the financial difficulties and how it affected their work. The difficulties they signalled are related mostly to lack of personal and organisational financial stability. Going forward, LEAP Africa can initiate creative ways for the fellows to talk to funders or solicit for partnership through pitch decks or grant writing forums. A quarterly pitch deck can be organised where fellows are able to solicit for funds directly from the private sector, philanthropist, or international community.
- **Intentional Inclusion –** As a pan African fellowship, it will be beneficial to have an all-inclusive workshop or webinar to ensure the needs of all the fellows are met. During the evaluation, some of the fellows from other African countries raised concerns on the Nigerian centered contents. Hence, moving forward, it is imperative to ensure resources are relatable across all board.
- **Institutionalizing the Social Enterprise Sector-** Deliberate attempts must be made to institutionalize the sector in a way that allows to scale solutions This will lead to a holistic development of the sector to support and positively contribute to the labour market.

Evaluation Team Profile



Obamwonyi Hope Imuetinyan is a skilled researcher with over 5 years of experience in international development, youth, and politics of development. She obtained a bachelor's degree in political science from the University of Ibadan and a master's degree in Diplomacy and strategic studies from the University of Lagos where she graduated with a distinction. With experience in evaluation, Hope projects youth voices in her work by using contextual methodologies and approaches. She is interested in writing and traveling because they are gateways to living a rich and fulfilling life. She currently serves the LEAP Africa team as Monitoring & Evaluation, Research and Learning (MERL) Manager.

Pamela Uzoma is a development practitioner and a researcher with over 3 years' experience in data analysis, impact evaluation, and action research. She obtained my BSc. in international relations from Afe Babalola University with a second-class upper division and master's degree in the same course from Covenant University. As a Monitoring, Evaluation, Research and Learning (M.E.R.L) officer, she manages and coordinates the implementation of data collection, analysis and evaluation of programs and research projects. She is very enthusiastic about youth development and gender issues as it relates to women and young people

Agabo Terhemem has a background in development economics with over three years of experience in the international development sector. He currently works as a monitoring Evaluation Research and Learning Officer at LEAP Africa. Before joining LEAP Africa worked on development research projects for organizations such as the French Development Agency (AFD), French Institute for Research in Africa (IFRA) and Tony Elumelu Foundation (TEF). He holds a Bachelor of Economics degree from the University of Ilorin, Nigeria, and a master's degree in development economics from the University of Sussex, United Kingdom.

Evi Michael is a Monitoring, Evaluation, Research and Learning (MERL) Associate at LEAP Africa. She is highly enthusiastic on monitoring and evaluating projects aimed at driving development in Africa and is a strong proponent of social change. She is currently undergoing her Master's degree program in Public Health at the University of Lagos, Nigeria. Evi possesses a keen interest and proficiency in data analytics and research of which she has continually engaged in opportunities to hone this skill on various platforms. Through these opportunities, she has been able to effectively contribute towards the achievements of purposeful and socially impactful projects through data driven and sustainable solutions.

Appendix

Survey

Social Innovators Programme (SIPA) End-line Survey 2021/2022

Dear Fellow,

We are excited that you have completed your journey on the Social Innovators Programme. In this regard, we would like to get a sense of how the programme has impacted you personally and your organisation. There are no right or wrong answers. Be assured that this information will be held anonymously and confidential. Hence, we would appreciate your honest response to the questions.

Thank you.

Do you consent to this survey: Yes/ No

SECTION 1: BACKGROUND INFORMATION						
Full Name						
Gender	Female			Male		
Phone number						
Country						
Email						
Age	18-24	25-34	35-44	45-54	55-64	65-above
Name of your organisation (If the name of your organisation has changed, kindly write the old one and the new one)						
Has your mission statement change since you commenced this programme?	Yes			No		
If yes, kindly write out your mission statement						
Is your organization registered?	Yes			No		
If yes, kindly write out your registration number.						
What sustainable development goal is your organization focused on?	(Will be listed)					
Do you think your organization is sustainable?	Yes			No		
If yes, tell us why you think so.						
SECTION 2: COOPERATE GOVERNANCE						
Do you have a board of directors overseeing your initiatives?	Yes	No		Others (Please specify)		

Do you have a documented policy guiding your operations?	Yes	No	Others (Please specify)
SECTION 3: MENTORSHIP AND COACHING CALLS			
Were you assigned a mentor?	Yes		No
If no, why?			
Were you satisfied with your mentor?	Yes	No	Not really
Give reasons for your response			
Has engaging with your mentor been useful for your personal and enterprise development?	Yes	No	Not really
Did you receive any coaching calls?	Yes		No
The coaching calls were useful for my enterprise	Yes	No	Not Sure
I found the coaching calls useful for sharing challenges and asking questions	Yes	No	Not Sure
SECTION 4: PARTNERSHIPS AND RECOGNITION			
Since joining the fellowship, I have developed new partners.	Yes		No
If yes, kindly list the partners you have.			
Since joining the fellowship, I have applied for global and local opportunities, and I have been selected.	Yes		No
If yes, kindly list the opportunities selected for, both locally and internationally			
Since joining the fellowship, have you been given any award for your innovation or recognised in local or international media?	Yes		No
If yes, tell us about the recognition - Kindly include links, pictures, or any publication			
SECTION 5: FINANCE			
Do you have a separate bank account for your enterprise?	Yes		No
Do you have an audited financial report?	Yes		No
Have you developed new sources of fund for your organisation?	Yes		No

Since the fellowship, how much funds have you been able to raise?			
Are you part of any network to access and attract impact investors/investment into your organization?	Yes	No	
If yes, Kindly list the networks			
What financial systems are in place to enable accountability & transparency in your organisation?			
SECTION 6: MEASURING AND COMMUNICATING IMPACT			
How do you measure impact within your organization?			
Have you made changes to how you measure impact since joining the programme?	Yes	No	Others
If yes, kindly mention the changes made.			
Who is responsible for Monitoring and Evaluation activities in your organization?			
How do you ensure that data from monitoring and evaluation efforts feed into decision-making in your organization			
Does your organization have a theory of change?	Yes	No	
What platforms do you leverage in reaching out to your clients, stakeholders, and prospects?	Social media Phone Calls	Website Physical Visits	Emails Other (Please Specify)
SECTION 7: PEOPLE AND PROCESSES			
Since joining the fellowship, has your staff strength increased?	Yes	No	
What was your staff strength at the start of the fellowship?	<ul style="list-style-type: none"> • Below 5 • 6-10 • 11-20 • 21 and above • Other (please specify) 		
What is your staff strength now?	<ul style="list-style-type: none"> • Below 5 • 6-10 • 11-20 • 21 and above • Other (please specify) 		

I understand current taxation laws and policies for Social Entrepreneurs in Nigeria?	Yes	No								
If yes, kindly mention the laws and policies for Social Entrepreneurs in Nigeria										
SECTION 8: VIRTUAL COMMUNITY OF PRACTICE										
WHATSAPP										
On a scale of 1-10, (10 being the highest score and 1 being the lowest score) how active are you on the WhatsApp group?	1	2	3	4	5	6	7	8	9	10
What were your expectations when you joined the WhatsApp group?										
Do you feel your expectations are being met?	Yes							No		
Give reasons for your answer										
Do you feel your participation in the WhatsApp group has supported you with information and resources relevant for your organizational development?	Yes							No		
WEBINARS										
How many of the webinars hosted have you participated in?	<ul style="list-style-type: none"> • 1 • 2 • 3 • 4 									
Did you find the webinars relevant for your organizational growth?	Yes							No		
Give reasons for your answer										
SECTION 9: FEEDBACK										
What did you not like about the fellowship?										
What can LEAP Africa do to improve the SIP fellowship?										
How would you like to be contacted?	<ul style="list-style-type: none"> • WhatsApp • Phone calls • Newsletters and emails • Facebook • Telegram 									

Focus Group Discussion Questions

Section 1: Programme Experience

1. How has the SIP programme impacted your personal and organizational growth?
2. Can you describe the changes that you have observed in your organization now that you are concluding the programme?
3. Did you face any challenges during the programme? How were you able to overcome them?
4. What was the most exciting part of SIP for you?

Section 2: Mentorship and Coaching calls

5. Were you assigned a mentor? How was the mentorship being helpful for you and your organization?
6. How did you find the coaching calls?

Section 3: Virtual Community of Practice

7. Have the webinars being useful?
8. Tell me about the WhatsApp group. Did you find the WhatsApp group useful?

Section 4: Feedback

9. What key lessons have you learned from the programme?
10. In what ways can LEAP Africa improve the Fellowship?

Virtual/ Physical Site Visit Questions

- 1) Name of organization (explain what you do, your beneficiaries and goal)
- 2) How sustainable is your organization (Your sustainability model)
- 3) What additional support do you need from LEAP? (Recommendations)

Contact Information

**13, Omorinre Johnson Street Off Admiralty Way, Lekki Phase 1,
Lekki Peninsula, Lagos Nigeria.
P.O. Box 75427 Victoria Island, Lagos.
(234) 01 454 6007
info@leapafrika.org, research@leapafrika.org**