

# Impact Investment in Africa

## An Action Plan



Version: March 2017

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## ACRONYMS

AU	African Union
AUM	Assets Under Management
GIIN	Global Impact Investing Network
IPO	Initial Public Offering
ODA	Official Development Assistance
PPD	Public-Private Dialogue
R&D	Research & Development
SDG	Sustainable Development Goals
SME	Small & Medium-Sized Enterprise
SSA	Sub-Saharan Africa
UNDP	United Nations Development Programme

## 1. BACKGROUND

Impact investments represent an investment practice on the investment continuum that sees investors intentionally seeking to create social, environmental as well as financial value. Since the term was coined at the Rockefeller Foundation's 2007 Bellagio Conference, the impact investment industry has steadily grown, and impact investment today constitutes one of the more proactive and promising approaches on the responsible investment continuum, representing a huge opportunity to contribute to the implementation of the Sustainable Development Goals (SDGs), the African Union's (AU) Agenda 2063, as well as the funding of inclusive and green businesses.

The United Nations Development Programme's (UNDP) '[Impact Investment in Africa: Trends, Constraints and Opportunities](#)' report (herein after referred to as "the Report"), seeks to support the development of the African impact investment sector by exploring the trends, challenges and opportunities for impact investment in Africa. The Report's overarching goal is to contribute to UNDP's growing body of knowledge and recommended actions that seek to emphasize and encourage the private sector's role in supporting inclusive growth in Africa. Specifically, the Report furthers UNDP's recommendation from their 2013 "[Realizing Africa's Wealth –Building Inclusive Businesses for Shared Prosperity](#)"<sup>1</sup> publication on mobilizing and channeling private finance to contribute to the achievement of Africa's transformational development goals.

*"Impact investments are investments made in companies, organisations and funds, with the intention of generating measurable social and environmental impact, in addition to financial return. Impact investments can be made in both emerging and developed markets, and target a range of returns from below market to market rate, depending on the circumstances.*

*Impact investments can be made across asset classes, including but not limited to, cash equivalents, fixed income, venture capital and private equity"...*

[Global Impact Investing Network \(GIIN\)](#)

## 2. IMPACT INVESTMENT IN AFRICA

Impact investment as a practice remains nascent in Africa but has the potential to significantly contribute to the continent's economic growth and development objectives. Over the last decade, private financial flows<sup>2</sup> to Africa have already started to rise, growing from 63 percent of total external resources in 2002-06 to over 70 percent in 2010-14<sup>3</sup>. However, these private flows have not been sufficiently deployed in the provision of products and services to address the continent's development challenges. Therefore, even with an increase in available private capital, the lack of investment in key areas and sectors, coupled with a general decline in traditional official development assistance (ODA), means that African

<sup>1</sup> UNDP African Facility for Inclusive Markets. 2013. *Realizing Africa's Wealth*. Available at: <http://www.undp.org>

<sup>2</sup> Private flows consist of flows at market terms financed out of private sector resources and private grants. OECD Glossary of Statistical Terms

<sup>3</sup> AfDB, OECD, UNDP. 2015. *Chapter 2: External financial flows and tax revenues for Africa, African Economic Outlook*. African Economic Outlook. Available at: [www.africaneconomicoutlook.org](http://www.africaneconomicoutlook.org)

governments will need to continue to diversify sources of funding to be able to finance the achievement of the AU's Agenda 2063 and the SDGs.

Data indicates that in 2016, sub Saharan-Africa received 19 percent<sup>4</sup> of impact investment assets under management (AUM)<sup>5</sup>, constituting the second highest regional allocation, globally. Impact investment therefore has the potential to complement public spending and development assistance by crowding-in private sector capital and skills to reduce African economies' vulnerability to external shocks, providing a market-based solution to address environmental and socio-economic needs. In addition, impact investment can allow ODA inflows and public spending to focus on addressing social needs for which there is no viable market-based solution.

This prominent position of Impact Investment is anticipated to strengthen, with SSA identified as the geographic area into which most surveyed investors intend to increase their allocations in 2017<sup>6</sup>. The profile of Africa's impact investors includes primarily fund managers of private equity and asset management funds, development finance institutions, institutional investors and foundations. Impact investments have tended to focus on those sectors where the government cannot adequately deliver social services, such as healthcare and education *and* where a viable market solution can provide goods and/or services<sup>7</sup>.

In spite of this promise, impact investment in Africa has not realized its potential largely due to an under-developed impact investment support ecosystem. The UNDP study on "[Impact Investment in Africa: Trends, Constraints and Opportunities](#)"<sup>8</sup> identifies the following challenges which will need to be overcome if the Impact Investment sector is to grow in Africa:

- A **general lack of awareness and understanding** of impact investment as a concept and investment practice by Africa's policymakers, mainstream investors and the general public.
- **Difficulty sourcing viable investments that meet both financial and social/environmental objectives**. This lack of deal flow is partly due to limited numbers of social enterprises<sup>9</sup> able to demonstrate a sufficient track record and capacities, in accordance with financial return

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<sup>4</sup> Total sample size (n = 153); total AUM = USD 49.5 billion, excluding outliers

<sup>5</sup> Mudaliar, A; Schiff, H.; Bass, R. 2016. *Eyes on the Horizon: The Impact Investor Survey*. J.P. Morgan Social Finance and Global Impact Investing Network. <http://www.thegiin.org/>

<sup>6</sup> Ibid

<sup>7</sup> Bugg-Levine, A; Emerson, J. 2011. *Impact Investing: Transforming How We Make Money While Making a Difference*.

<sup>8</sup> See the Report "[Impact Investment in Africa: Trends Constraints and Opportunities](#)" for more detailed insight into the background and rise of impact investment globally and specifically in Africa; the current status quo and key characteristics of the sector and impact investment activity; Africa's unique context – poised to realise the benefits of impact investment; key barriers to a vibrant impact investment sector in Africa and high-level recommendations for overcoming the current challenges in order to realise the promise of impact investment on the continent.

<sup>9</sup> Social enterprises are organizations with a primary intent to deliver products and/or services that have a social or environmental purpose and measurable positive impact. They are distinguished by use of a business-like approach to achieve their social or environmental purpose and typically make use of inclusive business approaches to achieve their social impact; typically earn their income and are not structurally dependent on grants; and create good quality employment. Social enterprises may be incorporated as for-profit or non-profit entities. – The Impact Trust. 2013. *Recommendations For Amendments to the South Africa Tax Policy and regulatory framework for Small and Medium Enterprises and Social Businesses in South Africa*.

expectations of impact investors, coupled with limited capacity to measure and report adequately on impact performance.

- **Limited availability of innovative fund and deal structures.** Linked to the difficulty in sourcing investment-ready social enterprises is the challenge with finding deals and funds that speak to a range of investor preferences and are not prohibitively costly. Due to the lack of track record of many impact investment funds, investors may incur high transactional costs in deploying capital due to extensive due diligence and deal sourcing processes. Fund structures that reduce risk and cost to the investor (by for instance including first-loss guarantees etc.) are still uncommon.
- **Difficulty exiting investments.** Value in venture capital investments in the traditional financial markets is typically sought and realized through Initial Public Offerings (IPOs) as the end point of the funding value chain. While Africa had the second highest number of impact investment exits (17 percent) of the 10 geographies surveyed by the Global Impact Investing Network (GIIN) in 2015, the only exit via IPO was reported in South East Asia, with none reported in Africa. The challenge of finding profitable and varied exit options stems from the fact that most African capital markets are at an early development stage.
- **Poor visibility and inadequate recognition of social enterprise status.** Currently, most social enterprises in Africa operate without a 'label' that provides them with external, third party identification against an agreed social enterprise definition. There is currently no social enterprise label available across Africa that can fulfill this important function with the purpose of providing legitimacy and credibility to social enterprises, giving investors and customers comfort around mission protection and social value creation, and in turn enabling social enterprises to attract investment and clientele.
- **Lack of capital supply across the risk/return spectrum.** As with social enterprises globally, those in Africa lack funding, particularly at the early stages, suggesting a low appetite for risk and reinforcing the funding gap at this critical stage of development. Only 9 percent of the assets committed to impact investment by the 2015 GIIN survey respondents were invested in venture and early stage businesses<sup>10</sup>.
- **Inadequate policy and regulatory environment.** One of the key challenges facing the impact investment ecosystem in all African countries is to create an enabling and stable regulatory and policy environment for both investors and social enterprises. The need to improve the general "ease of doing business" remains in most countries, as does the need to stabilize currency exchange rates, so as to lower risk to investors.
- **Poor linkages between social enterprises, investors and innovation networks.** The majority of Africa's social enterprises are not members of professional associations or other formal networks, which makes finding lists or databases of investible enterprises a challenge for investors<sup>11</sup>. In addition, social enterprises themselves may operate outside of the more established innovation and enterprise development networks commonly employed in low-income and developing economies to improve rates of entrepreneurship and in turn, development of job-creating small and medium enterprises. Furthermore, social enterprises may have limited access to academic

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<sup>10</sup> Saltuk, Y; El Idrissi, A; Bouri, A; Mudaliar, A; Schiff, H. 2015. *Eyes on the Horizon: The Impact Investor Survey*. J.P. Morgan Social Finance and Global Impact Investing Network. <http://www.thegiin.org/>

<sup>11</sup> Dalberg Global Development Advisors. 2011. *Impact Investing in West Africa*. Dalberg Global Development Advisors. Available at: [www.assets.rockefellerfoundation.org](http://www.assets.rockefellerfoundation.org)

and research institutions focusing on research and development (R&D) that can be developed into goods and services for markets.

- **Poor and inconsistent impact measurement practice.** Measuring, understanding and improving the impact created by an investment is central to the definition of impact investment, but continues to be a challenge for investors and social enterprises alike in Africa<sup>12</sup>. Currently, there is a lack of consistency and standardized reporting frameworks and metrics that sufficiently cater for the impact information needs within the market and enable comparison of prospective investments, as well as measurement of performance against clear impact targets and deliverables.

### 3. THE ROADMAP TO AN IMPACT INVESTMENT ACTION PLAN FOR AFRICA

In an effort to address these constraints, it was deemed necessary to support the creation of an Impact Investment in Africa Action Plan (the “Action Plan”). To this end, the Action Plan begins to outline the preliminary interventions that will be required to support the initial development of the impact investment sector in Africa. The Action Plan acts as a complement to the Report and is a proposed guide for the key areas of intervention needed to unlock the potential of impact investment in Africa. In addition, it identifies the potential roles of various key players and stakeholders, and outlines what they can contribute towards each of the recommended actions and steps.

This Action Plan was developed out of extensive consultations with a number of stakeholders and experts between 2014 and 2016. To validate the proposed activities, an “Impact Investment in Africa Public Private Dialogue (PPD),” was held from 24-26 November 2015, at the Africa Finance & Investment Forum in Cape Town, RSA. The primary objective of the PPD was to discuss the Action Plan, and to get stakeholders to commit to develop the sector through an [Impact Investment in Africa Declaration](#). The PPD resulted in the endorsement of the Action Plan with a clear roadmap through the Declaration and also called for the operationalization of the Action plan by 2016.

During the PPD, a taskforce comprising industry stakeholders was created to carry the implementation of the Action Plan forward. This taskforce organized an Action Plan Implementation Kick-Off Meeting in November 2016. One of the main outcomes of the kick-off meeting was the establishment of a Formative Board to oversee and lead the creation of the Africa Impact Investment coordinating network as detailed below. This network is meant to oversee and support the implementation of this action plan through the coordination of sector ecosystem stakeholders as well as to implement other ecosystem strengthening activities.

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<sup>12</sup> Bridges Ventures. 2014. *Investing for Impact: A Strategy of Choice for African Policymakers*. Bridges Ventures and the African Private Equity and Venture Capital Association <http://www.bridgesventures.com/>

## A. OVERVIEW OF THE IMPACT INVESTMENT IN AFRICA ACTION PLAN

The ultimate aim of the Impact Investment in Africa Action Plan is to support the development a vibrant impact investment sector on the continent. The Roadmap and Logical Framework (“Log frame”) presented in this Action Plan illustrate the proposed actions required to achieve this goal. Figure 1 below provides an overview of the intermediate outcomes of the Action Plan which are expected to support the overall development of a vibrant impact investment sector ecosystem in Africa.

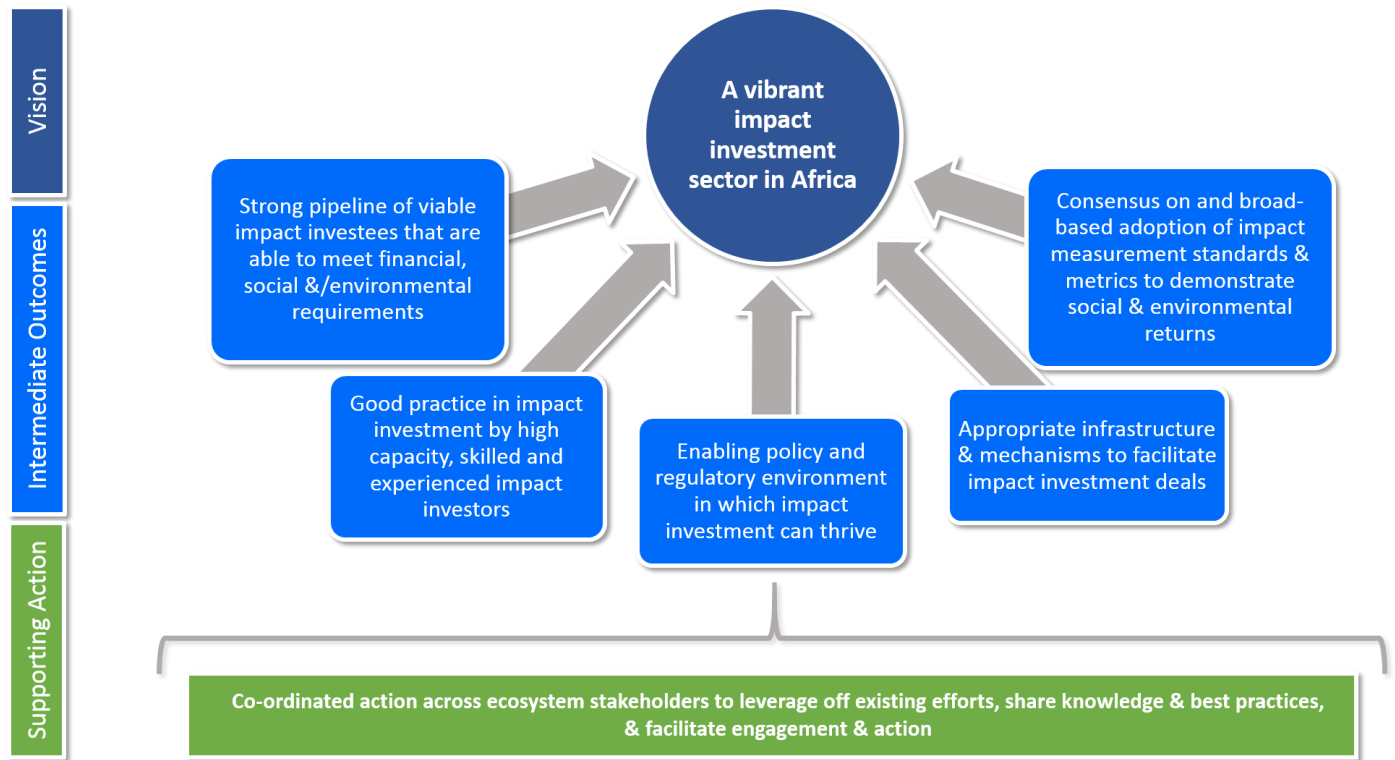


Figure 1. Overview of the ‘Impact Investment in Africa Action Plan’

The five ‘intermediate outcomes’ presented above are based on extensive consultation and recommendations from sector stakeholders on how to alleviate the challenges identified in the “Impact Investment in Africa: Trends, Constraints and Opportunities” Report. In order for these outcomes to be achieved, coordinated action across all stakeholders in the impact investment sector ecosystem will be necessary. To facilitate this coordination, it will be necessary to establish a pan-African network/body which will support the implementation of this action plan through the coordination of sector ecosystem stakeholders.

This coordinating network/body could then facilitate the detailed mapping of all key stakeholders in the impact investment sector ecosystem which will build on the initial mapping that was conducted in the Report. This mapping will assist in making sure that all relevant ecosystem stakeholders are included in, and made aware of, the Action Plan moving forward. Detailed research on topics related to the five outcome areas will be undertaken in order to establish a baseline of data upon which the interventions necessary for developing the sector will be designed and implemented. In addition, this data will be used



to inform advocacy which will contribute to the final phase in the Action Plan’s implementation – the formation of linkages and networks among ecosystem actors in order to implement recommended interventions. All activities of the Action Plan will be undertaken through an inclusive approach and leverage existing efforts ongoing in the impact investment sector in Africa.

Figure 2 below represents an initial proposal of activities required to support the implementation of the action plan against a 3 year timeline, as stipulated in the “Impact Investment in Africa Declaration”. These activities will be championed by the coordinating network/body.

Coordinated action across ecosystem stakeholders to leverage off existing efforts, share knowledge & best practices, & facilitate engagement & action	Indicative Timelines				
Develop a coordinating body primarily responsible for the coordination of stakeholders & implementation of the action plan	2016	2017	2018	2019	2020
Detailed sector ecosystem mapping (to build on initial efforts included in the report) and identification of key stakeholders to ensure broad-based participation in the realisation of the vision	2016	2017	2018	2019	2020
Commission research to provide detailed contextual understanding of the baseline, what's in existence & current gaps within each pillar & develop case studies, models & good practice guidelines for knowledge sharing	2016	2017	2018	2019	2020
Advocacy & awareness raising, including presentation of case studies & business case to key implementation partners such as policy makers	2016	2017	2018	Ongoing	
Strategic networking and facilitation of linkages between ecosystem actors to facilitate action based on mapping and research initiatives	2016	2017	2018	Ongoing	

Figure 2. Supporting Actions for Implementation of the Impact Investment Action Plan Outcomes

It is critical to note that all the outcomes of the action plan can and will occur in tandem where possible, especially where stakeholders are already implementing activities and there are already established structures. Many activities outlined in the Log Frame in relation to the ‘intermediate outcomes’ described in figure 1 above will be implemented on an ongoing and long-term basis, as such subsequent plans will need to be developed.

To that end, it is estimated that the continental coordinating network/body will be established by the end of 2017, and that a detailed sector ecosystem mapping for Africa will have been developed by the end of 2018. This mapping will contribute both to identifying key implementation partners for the coordinating network /body to work with, and to the development of more detailed research on identified key topics as recommended in this Action Plan. This research is to be completed by the end of 2019, and updated thereafter as more data is generated by other stakeholders. The subsequent advocacy and awareness raising intervention will be a long term exercise, however the presentation of case studies and other campaigning related to specific activities of the Action Plan are to be completed by the end of 2019.

Again, it should be noted that general advocacy and awareness raising activities in the sector will begin and continue outside of the specific timelines of this Action Plan, however the dates included here act as a guideline for those advocacy activities that would be supported by this Action Plan and by the coordinating network/body. Other industry stakeholders are encouraged to work with the coordinating

network/body to support the implementation of activities within this action plan that are aligned to their various mandates and plans.

The Log Frame that follows illustrates specific outputs, activities, proposed implementing actors and resource commitments proposed and available to achieve the outcomes of this action plan.

The log frame discusses seven key outcomes as follows:

- A.** Outcomes 1 and 2 aimed at facilitating a broader conducive environment for the successful implementation of the action plan:
  - 1. A coordinating network / body primarily responsible for implementation of the action plan and co-ordination of relevant stakeholders
  - 2. A dynamic advocacy and awareness raising programme on impact investment in Africa
  
- B.** Outcomes 3 to 7, specialized activities to support the development of a dynamic impact investment sector in Africa:
  - 3. A strong pipeline of viable **impact investees** that are able to meet financial, social and/or environmental requirements
  - 4. Enabling **policy and regulatory environment** in which impact investment can thrive
  - 5. Good practice in impact investment by high capacity, skilled and experienced **impact investors**
  - 6. Appropriate **infrastructure**<sup>13</sup> and mechanisms to facilitate impact investment deals
  - 7. Consensus on and broad-based adoption of impact measurement **standards and metrics** to demonstrate social and environmental returns

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<sup>13</sup> Infrastructure in the context of this Action Plan refers to the institutions, tools and instruments required for the impact investment industry to develop. This includes but is not limited to impact investment member networks and similar associations, appropriate funding mechanisms and models, appropriate platforms to source and make deals etc.

#### 4. IMPACT INVESTMENT IN AFRICA: ACTION PLAN LOG FRAME

Outcome 1: A coordinating network / body primarily responsible for implementation of the action plan and co-ordination of relevant stakeholders							
Outputs	Activities	Indicators	Timeline	Implementation Actors	Indicative Resources		
					2017	2018	2019
1.1. Stakeholder agreement on Impact Investment in Africa Action Plan	1.1.1 Hold PPD as part of 2015 Africa Finance & Investment Forum, to discuss and agree on Impact Investment in Africa draft Action Plan	Impact Investment in Africa Action Plan incorporating stakeholder input Agreement on need to establish impact investment network / body	End of 2015	UNDP			
	1.1.2 Within PPD discuss feasibility, value-add and potential role of pan-African impact investment network / body including consideration of leadership composition, resource provision etc.	Impact Investment in Africa Task Force established	Nov 2015				
	1.1.3 Identify sub-regional and continental representatives that will form overarching Task Force that will co-ordinate and organize Action Plan launch or “kick off” meeting in second quarter of 2016. This Task Force is to be made up of voluntary representatives of the sector ecosystem	Final concept note for Impact Investment in Africa Action Plan “kick off” meeting	Nov 2015				
	1.1.4 Task Force to contribute to concept note on Action Plan “kick off” meeting including drafting agenda, participant list, locating meeting venue etc.						
	1.1.5 Task Force to engage relevant stakeholders and potential “kick off” meeting attendees through existing sub-regional meetings such as the Sankalp Africa Summit 2016 and Annual African Development Bank General Meeting						
1.2 Establishment of network / body including leadership and funding	1.2.1 Establish an inclusive board - regional, gender and regional diversity as well as Government representation – for the formation of the Coordinating Body	Endorsed coordinating network / body mandate. A Transition Board formed during the Implementation Kick – off Meeting in Nairobi. Anchor funder / partner identified A strategic plan ratified by the formation board	Mid 2017	Attendees at 2015 African Finance & Investment Forum PPD, EAVCA, AVCA; formative Board formative Board formative Board formative Board			<i>Estimated \$60,000 to convene “kick off” meeting in alignment with existing meeting (assuming 50 participants)</i> <i>Estimated \$160,000 to convene “kick off” meeting separately (depending on # of attendees and hosting venue)</i> <i>US\$ 200,000/year - approx to set up, create a corpus</i>
	1.2.2 Identify an anchor funder/partner to host the Impact Investing initiative / Secretariat	Amount of financial resources secured / committed for sector ecosystem mapping	First half of 2017				
	1.2.3 Develop a strategic plan, a resource mobilization strategy and a communications plan for the network	Amount of financial resources secured to establish a continental coordinating network/body	End of second quarter of 2017				
	1.2.4 Identifying funding requirements and mobilize financial resource to implement the strategic plan	Strategic plan ratified by members	Ongoing				
	1.2.5 Launch Network and begin implementation of the Strategic Plan	Established structure for accountability					

Outcome 2: A dynamic advocacy and awareness raising programme on impact investment in Africa							
Outputs	Activities	Indicators	Timeline	Implementation Actors	Indicative Resources		
					2017	2018	2019
2.1. Advocacy campaign to lobby for impact investment designed	2.1.1 Develop and design advocacy programme and communication strategy to lobby for the needs of the impact investment sector in Africa		Mid 2017	Suggested actors: impact investment network / body / formative board; taskforce ; relevant intermediaries such as consultancies, research institutions and academics, UNDP, VC4A through their Annual African Angel Business Summit	US\$ 150K	US\$ 150K	US\$ 150K
	2.1.2 Be actively present in existing investing/entrepreneurship related events like the Annual African Angel Business Summit. Host II side events until the Secretariat is able to host its own II awards event. Leverage the II regional events e.g. SAIIN, Sankalp etc						
	2.1.3 Identify influencers on digital media at regional and national level who are able to publicize and socialize. Government champions; investor champions etc						
	2.1.4 List mass media channels and develop a strategy for engagement						
2.2. Material for awareness campaign developed	2.2.1 Create awareness campaign material for impact investment, communicating main trends and opportunities in Africa. Consider creating an equivalent of GEW, World Toilet Day, etc for impact investing	Awareness campaign material developed and agreed on	Mid 2017	Suggested actors: Impact investment network/ body in partnership with impact investment member networks, media (Bloomberg etc.)			
2.3 List of awareness campaign targets finalized	2.3.1 Compile list of campaign targets – “mainstream” investors, public sector actors, social entrepreneurs, sustainable social enterprises, pension fund trustees, media etc.	Agreed on awareness campaign targets	End of 2017	Suggested actors: Impact investment network/ body, African Union, African Development Bank, foundations such as Tony Elumelu Foundation and other African foundations, development partners such as GIZ, DfID, Ambassador’s offices, key investors such as CDC, IFC, Proparco and intermediaries such as the OECD, VC4A, the GIIN, Aspen Network for Development Entrepreneurs			
2.4 Impact investment message delivered to prioritized targets	2.4.1 Communicate importance and potential role of impact investment to prioritized list of targets.	Coverage of impact investment by media (print, news, social media etc.)	Ongoing from 2016	Suggested actors: impact investment network / body; taskforce ; UNDP			

2.5 Impact investment publication and relevant media developed	2.5.1 Support creation of Impact Investment in Africa annual magazine, online publications, web page (to include a repository of successful impact investment practice in Africa). Bloomberg & UNDP to partner on hosting television series on Impact Investment in Africa	Coverage of impact investment by media (print, news, social media etc.)	Ongoing from 2017	Suggested actors: Impact investment network/ body in partnership with impact investment member networks, media (Bloomberg etc.)			
2.6 Hosting of annual impact investment award	2.6.1 Support hosting of annual impact investment award	Annual impact investment award granted	Ongoing annually from 2018	Suggested actors: impact investment network / body; taskforce ; UNDP		Consider in 2018	

### Outcome 3: A strong pipeline of viable impact investees that are able to meet financial, social and/or environmental requirements

Outputs	Activities	Indicators	Timeline	Implementation Actors	Indicative Resources		
					2017	2018	2019
3.1 Aggregation of information of African impact investees (sustainable social enterprises) & business development support service providers	3.1.1 Commission/support detailed mapping of sustainable social enterprises; and business development support service providers in Africa	Agreed-upon method of information aggregation of (potential) investees for investors & incubation programs.	End of 2017	SEED, ANDE & Emory at online www.whySGBs.org; Intellectap; Flanders Government; CDC Investment Works	whySGbs.org ANDE's regional mappings The VC4A.com website		
	3.1.2 Formulation and engagement strategy for Governments to help establish a better enabling environment for social enterprises as well as increasing the capacity of government officials and policy influencers	A document / report on information on relevant stakeholders including sustainable social enterprises & business development support service providers	VC4Africa conducts its research annually	B analytics from B Lab, Already ongoing: BDS Mapping available from SEED; from ANDE & Emory at online www.whySGBs.org; Intellectap; Flanders Government; CDC Investment Works			
	3.1.3. Aggregation of information on Business Development Support Providers	Insights. Markets data on the performance of early stage enterprises.	200 business coaches and advisors active via VC4A. 200 ecosystem building organizations (BDS, Incubator, Accelerator, Challenges and Competitions) part of the partner network.	B analytics from B Lab, through Sales Force - existing digital tools out there that can be utilized VC4Africa works to distil insights from its annual research efforts.			
	3.1.4 Facilitate conversation among incubator & acceleration programs to establish industry limits on the number of times entrepreneurs can be incubated. Create an incentivized platform (you only get out what you put in).	An easy-to-access directory that is assessable to entrepreneurs or any institution looking for BDS providers	Ongoing. 6,000 enterprises. Need to integrate with Impact Measurement tools.	200 business coaches and advisors active via VC4A. 200 ecosystem building organizations (BDS, Incubator, Accelerator, Challenges and Competitions) part of the partner network. VC4A indexes the performance of 6,000 ventures in 46 African markets and links directly with 200 ecosystem building initiatives (incubators, accelerators, challenges, competitions and funding opportunities).			
	3.1.5 Aggregation of information on (potential) investees; in order for investors to find investable enterprises, and for incubators/accelerators to be able to find high-potential enterprises	More unique enterprises receiving incubation support, rather than the same pool of enterprises getting incubated by too many different programs .	400.000 data points collected annually				
	3.1.5 Develop standardized criteria for collecting information	Improved communication between incubators					
3.2 Published research including case studies, success stories, models and guidelines on research topics relevant to	3.2.1 Aggregate existing research, to avoid redundancy between researchers	Number of local stories and case studies from individual markets.	End of 2018	ANDE/GALI/Emory University initiative is collecting and analyzing data. Opt-in for incubators/ accelerators to participate.			
	3.2.2 Proactively engage local academic institutions to drive	Digestible and summarized content output (briefcase		Bertha Center has an existing repository of case studies already done, which continues to grow.			

<p>strengthening the pipeline of impact investments able to meet financial &amp; social and / or environmental objectives of impact investors</p>	<p>research, publishing more locally relevant content</p> <p>3.2.3 Local institutions and academics drive research topics in partnership with top international business schools and universities. This should drive mutual benefit between researchers and those being interviewed.</p> <p>3.2.4 Publicize more stories of success and failures.</p> <p>3.2.5 Based on research gaps, commission consultancy, research institution or other intermediary to work with sub-regional actors to conduct relevant research to harmonize the GIIN regional studies on impact investors<sup>14</sup></p> <p>3.2.6 Request an institution to start aggregating existing information in the sector and determine the repository</p>	<p>studies, short vignettes, infographics)</p> <p>Number of ventures registered as part of the Venture performance Index</p> <p>Easy to access research that is centrally housed, which is specifically shared back to the communities from which it was extracted.</p> <p>Number of Failed Businesses and Fail Faires hosted, and increased numbers of such activities.</p> <p>MOUs signed between researchers and incubators/accelerators to share final research outputs.</p>	<p>Q2 2017</p>	<p>Impact Hub Johannesburg has database on failed businesses and Amani Institute has Fail Faires</p> <p>ACTS, SAY (Stockholm environmental institute) generating research to inform on energy and green growth.</p> <p>Catalyst for Growth publishes reports, based on local data collection.</p> <p>VC4A conducts annual research on the performance of the ventures listed on the VC4A platform and investors in its network.</p> <p>Impact Hub, AfriLabs and iceHubs in Egypt have best practices documented from their Hub-in-a-Box event in Cairo.</p> <p>Institutions like UN, and Foundations Switzerland and South Africa have a bilateral agreement called the Swiss South Africa Joint Research Project (SSAJRP) for joint research projects</p> <p>More local leading business schools and academic institutions can do research, i.e. Strathmore University, GIBS, etc.</p>	
<p>3.3 Formal engagement with policymakers to advocate for interventions to support strengthening of the pipeline of impact investments able to meet financial &amp; social and / or environmental</p>	<p>3.3.1 To policy makers, present “business case” for:</p> <ul style="list-style-type: none"> <li>• Leveraging existing government support of Small &amp; Medium-Sized Enterprises (SMEs) and entrepreneurship to develop sustainable social enterprises</li> <li>• Leveraging existing government programmes/policies on innovation to increase the number of academic programmes in Africa that focus on</li> </ul>	<p>Number of formal engagements with national government, regional and continental bodies presenting “business case” for policy interventions supporting the strengthening of the pipeline of impact investments able to meet financial &amp; social and / or</p>	<p>End of 2018</p>	<p>Confirmed actors: COMESA;</p> <p>Suggested actors: national governments; impact investment network / body; regional impact investment networks and similar associations; development partners; Trademark, Open Capital Advisors, Dalberg, GreaterCapital, Intellectap, Equity Bank</p>	

<sup>14</sup> The GIIN has undertaken a series of sub-regional impact investment landscape reports to provide the impact investment industry with detailed research on activity and trends of impact investors. Thus far landscape reports have been published on South Asia, East Africa and West Africa.

<b>objectives of impact investors</b>	developing IP that seeks to address social and / environmental challenges through business-based models <ul style="list-style-type: none"> <li>• Support quality &amp; privately run business development support services for sustainable social enterprises</li> <li>• Development and implementing a network of industry focused startup accelerators that scales and grows startups globally by giving them direct access to an international network of the most relevant partners, content, investors and mentors in their sector.</li> </ul>	environmental objectives of impact investors			
<b>3.4 Formal engagement with investors to advocate for interventions to support strengthening the pipeline of impact investments able to meet financial &amp; social and / or environmental objectives of impact investors</b>	3.4.1 To investors, present “business case” for investing philanthropic capital into strengthening the pipeline of impact investments	Number of formal engagements with investors presenting “business case” for investment into strengthening the pipeline of impact investments	End of 2018	National governments; impact investment network / body; sustainable social enterprise networks including Aspen Network of Development Entrepreneurs; technical experts including B Lab / GIIRS; intermediaries specialized in industry standard and best practice	
<b>3.5 Formal engagement with sustainable social enterprises to advocate for consideration of social enterprise label, adoption of impact measurement standards and use of quality private-led business</b>	3.5.1 To sustainable social enterprises, present “business case” for: <ul style="list-style-type: none"> <li>• Adoption of social enterprise label including strengths and drawbacks if deemed appropriate by impact investment network / body</li> <li>• Linking to investor networks</li> <li>• Adoption of impact measurement standards</li> </ul>	Number of formal engagements with practitioners and sustainable social enterprises presenting “business case” for consideration of social enterprise label. Adoption of impact measurement standards and use of quality private-led business development services	End of 2018	Suggested actors: national governments; impact investment network / body; technical experts including B Lab / GIIRS; intermediaries specialized in industry standard and best practice and impact measurement  To be engaged: GSEN (Global Social Entrepreneurship Network)	



development services		<p>Decision needs to be made on future identifiers</p> <p>GSEN hosting meeting in Cape Town, South Africa. Could put this topic forward to be discussed there. Could also be discussed at Sankalp Africa Summit 2017 Incubator &amp; accelerator workshop in Nairobi, Kenya.</p>	Q2 2017		
3.6 Development of quality assurance standards for Business Development Service Providers	<p>3.6.1 Conduct ongoing advocacy and engagement with sustainable social enterprises and business development support service providers to:</p> <ul style="list-style-type: none"> <li>• Advocate for business development service providers to have minimum basic deliverables in place in order to offer services.</li> <li>• Raise awareness of available quality business development services, inclusive business ecosystem platforms and other innovative support network s/bodies</li> </ul> <p>3.6.2. Establish definitions for incubator, accelerator, and business development service provider and core competencies for each and engage practitioners in a dialogue to discuss and agree on what the standards are.</p> <p>3.6.3 Developing the criteria for success for specific types of business development service providers.</p> <ul style="list-style-type: none"> <li>- Investments or investment connections made</li> <li>- Partnerships established</li> <li>- Access to markets increased</li> </ul>	<p>Number of ongoing engagements with sustainable social enterprises and business development support service providers</p> <p>Number of approved BDS requests</p> <p>Number of masterclasses and Annual Angel Investor Summit</p> <p>Academy participants</p>	Ongoing starting in 2017	UNDP, Catalyst for Growth, Sankalp Africa 2017 & British Council, Impact Hub. Impact Amplifier, ANDE SA, IFC , ILO , VC4Africa	

	<p>3.6.4 Develop criteria for BDS providers to ensure entrepreneurs meet basic competencies, such as:</p> <ul style="list-style-type: none"> <li>- Financial literacy &amp; Investment readiness</li> <li>- How the impact created is integral to the business model</li> <li>- Competencies will depend on the type of BDS provider</li> </ul> <p>3.6.5 Report and identify linkages to specific SDGs</p> <p>3.6.6 Involve more investors in programming to drive investment readiness, entrepreneur-investor connections, and explicitly tell service providers and entrepreneurs what they are looking for in investee companies.</p> <p>3.6.7 Create more awareness and sensitization for entrepreneurs to know that investors and external capital are out there.</p> <p>3.6.8 Encourage more BDS providers to input and track data. Encourage researchers to connect with relevant service providers. Encourage better data effectiveness.</p> <p>3.6.9 Engage researcher on existing methodology on best practice and determine what gaps exist.</p>		Q2 2017		
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3.7 Increased financial and technical support to quality business development support services	3.7.1 Mobilize technical assistance & financial resources to support existing quality and privately-run business incubators, accelerators, and business development services, especially (but not exclusively) those that support social entrepreneurs	Number of quality business development support service providers	Ongoing from end 2018	<ul style="list-style-type: none"> <li>British Council</li> <li>Property Point</li> <li>Impact Hub, Impact Hub Global</li> <li>IceHuns</li> <li>AfriLabs</li> <li>Barclays tech hub, Telecoms, Sab Miller, AfGrill.</li> </ul> <p>To be included:</p> <p>Donor funding as seed capital is key here, i.e. governments are the ones who often support enterprise development programs. Ongoing support is country specific</p> <p>Include other regional voices</p> <p>Trade-linked embassies, i.e. Nordics.</p> <p>Engage large NGO's i.e., SNV</p>	
	3.7.2 Facilitate more corporate supply chain funding and supplier development, in the form of partnership, not acquisition.				

Outcome 4: Enabling policy and regulatory environment in which impact investment can thrive							
Outputs	Activities	Indicators	Timeline	Implementation Actors	Indicative Resources		
					2017	2018	2019
4.1 Mapping of Africa impact investment policy actors and industry bodies	<p>4.1.1 Commission / support detailed mapping of policy actors in Africa and industry bodies Also map policy issues and priorities</p> <p>4.1.2 Workshops to be convened with leading actors to validate plan TOR to be created for several consultancies to conduct this two-part mapping process</p>	Agreed upon mapping of key impact investment policy actors in Africa	<p>First Quarter of 2017</p> <p>Delivery of report and validation beginning of 2018</p>	<p>Consultancy and research institutions or other appropriate intermediary/policy expert commissioned by impact investment network / body</p> <p>Potential funders: USAID &amp; DFID &amp; Rockefeller &amp; Ford Foundation &amp; Signatories of PRI &amp; WorldBank through a government</p>	Required	Workshop costs.	\$200K.

<p><b>4.2 Published research including case studies, models and guidelines on key topics relevant to development of enabling regulatory and policy environment</b></p>	<p>4.2.1 Commission consultancy, research institution or other intermediary to work with sub-regional actors to conduct research using a similar approach of the GIIN regional studies on impact investors:</p> <ul style="list-style-type: none"> <li>- Policies &amp; policy environment (country level, regional, international) <ul style="list-style-type: none"> <li>• Including spotlight country, suggested countries: Kenya, South Africa, Nigeria, Ghana, Senegal, Zambia - SADC.</li> <li>• Map to SDGs</li> </ul> </li> </ul>	<p>Baseline data or study on key topics relevant to development of enabling regulatory and policy environment</p>	<p>End of 2018, commissioned Q2 2017</p>	<p>Appropriate consultancy, research institution or other intermediary, overseen by a convening body.</p>	
<p><b>4.3 Ongoing formal and informal engagement with policymakers to advocate for need for policy-related interventions to support impact investment</b></p>	<p>4.3.1. Sensitizing policy makers establish polices on impact Investing.</p> <p>4.3.2 Liaise with OECD and others that are conducting workshops on policy</p> <ul style="list-style-type: none"> <li>• Part of this informal engagement would be peer learning events with individuals from other governments that have enacted regulation as well as institutions that work on government policy (first local expertise such as Ghana Venture Capital Trust and then looking at international).</li> <li>• Webinars could be used to engage different stakeholders</li> <li>• South-South exchange</li> </ul> <p>4.3.3 Shift in engagement based on the mapping and policy to the outcome 1 entity after 4.1 &amp; 4.2 is completed</p> <p>4.3.2 National Advisory Boards created</p> <ul style="list-style-type: none"> <li>• budget will need to be allocated to coordinate the National Advisory Boards or country level entity</li> <li>• 4.3.3 Conduct ongoing advocacy and engagement with policymakers to</li> <li>• Educate and provide clear guidelines on the role, means</li> </ul>	<p>Number of ongoing engagements with policymakers</p> <p>Number of formal engagements with national governments, regional and continental bodies presenting "business case" for policy interventions supporting impact investment</p> <p>National Advisory Boards created</p>	<p>Ongoing from 2017</p> <p>Mid-2018</p>	<p>Impact Investment Network/body, Trademark, Open Capital Advisors, Dalberg, GreaterCapital, Intellectap, Equity Bank, Bertha Centre for Social Innovation &amp; Entrepreneurship, national governments, AfDB, AU, OECD, DFIs</p>	<p>Person funded to sit in UNPRI to work with the new advisory board on SDG, current person in Impact is doing a mapping exercise. Funding for 2 years mid-level - approximately \$60,000 - \$75,000 for the person per year and \$25,000 - \$40,000 per year for budget for facilitation(this budget could added to by current activities that are already happening).</p>

	<p>of intervention and timeframes of intervention by government</p> <ul style="list-style-type: none"> <li>• Devise appropriate, research-based policy mechanisms.</li> </ul>				
<b>4.4 Increased capacity by policy makers to create impact investing enabling policies and regulations in different countries</b>	4.4.1 Work with policy makers to increase capacity and support development	<p>Awareness in government</p> <p>Number of policy makers attending workshops</p> <p>Selected feedback from participants</p>	Beginning in 2018 after completion of 4.1 & 4.2	Impact Investing Network/body to supervise and National Advisory Boards to provide support	
<b>4.5 Published best practice toolkit(s) including case studies of specific efforts and success stories related to policy development</b>	4.5.1 Commission consultancy research institution or other intermediary to develop best practice manual(s), toolkits and case studies highlighting specific efforts and success stories related to each key research topic in individual African counties	Best practice toolkits(s) illustrating practical steps to implement efforts related to each research topic	<p>Ongoing from end of 2018</p> <p>Mid-2018</p>	<p>Suggested actors: Appropriate consultancy, research institution or other intermediary commissioned by impact investment network / body</p> <p>National Advisory Boards can lead on the creation of these toolkits</p>	\$300K for creation of toolkit.
<b>4.6 Impact investment network/ body liaises with identified cross-departmental champion at National Treasury level</b>	4.6.1 Facilitate linkages and convening between impact investment industry and policymakers by liaising with identified cross-departmental champions at National Treasury level <ul style="list-style-type: none"> <li>• Lobby for integration of impact investment advancing clauses into relevant regional and national level policies</li> </ul>	<p>Number of formal engagements between identified cross-departmental champion and impact investment industry and/or impact investment network/ body</p> <p>Number of policy interventions and programmes supporting impact investment implemented</p>	<p>May / June 2019</p> <p>Convening at WEF / SDG Africa in 2019</p>	Suggested actors: National government; impact investment member network including Southern African Impact Investing Network and similar associations	
<b>4.7 Country-level published research on key topics related to policy development</b>	4.7.1 In long-term crowd-in skill to perform research of key topics and additional ones identified per country	Country-level baseline data or study on key research topics	<p>Ongoing from 2020</p> <p>Research commissioned early 2019</p> <p>Launch event in 2018 for research</p>	Suggested actors: Appropriate consultancy, research institution or other intermediary commissioned by impact investment network / body	\$200K - Convening at WEF / SDG Africa in 2019

**Outcome 5: Good practice in impact investment by high capacity, skilled and experienced impact investors, investor readiness & mobilization of new investors**

Outputs	Activities	Indicators	Timeline	Key Implementation Actors	Required resources		
					2017	2018	2019
5.1 Map of Africa impact investors, their strategies, focus and needs	5.1.1 Investor Survey on needs and barriers of potential investors to engage in impact investment with a specific focus on African investors.	Study completed Going beyond DFID 2015 Impact Investing survey/UNDP study and include potential African investors (corporates, institutional investors, sovereign wealth funds, family offices, foundations) to understand about their motivations, investment strategies, needs and perceived and actual barriers. Also consider investments from and / or role of African Governments in impact investing.	Mid 2017-early 2018	Consultancy, research institutions or other appropriate intermediary commissioned by impact investment network / body	\$150.000		
	5.1.2 Set up online portal with detailed search functions (investment strategies, geographies, instruments, portfolio etc)	<p>Portal set up and populated</p> <p>Portal could also include resources, best practices, guidelines, industry information. Target audience: Investees (funds, entrepreneurs, projects) looking for investors, investors looking for co-investors</p> <p>VC4A.com website currently connects 40,000 entrepreneurs and investors from 159 countries. Possible to add indexing of investor profiles and to expand search functionalities.</p>	End 2017	Consultant with experience in portal design and management VC4A	\$100.000	On-going costs of maintenance approx. \$ 20.000	

5.2 Research including case studies, models, guidelines & business case on impact investor practice & instruments	5.2.1 Commission research on impact investment case studies of innovative deals, financial products & instruments, strategies and lessons learned	Baseline data or study on key research topics related to improving impact investor practice	End of 2018	Appropriate consultancy and research institution or other intermediary commissioned by impact investment network / body	\$100.000		
	5.2.2 Encourage impact investors to publish and share lessons learned and case studies. Develop format for capturing case studies, use Business student /university to collect initial case studies. Share case studies on portal		Ongoing				
	5.2.3 Develop toolkits and guidelines based on international and local experience to incorporate "impact" into investment process & management	Toolkits and guideliens produced & disseminated	Mid-2017	Academic institutions including the University of Cape Town's Bertha Centre for Social Innovation & Entrepreneurship equivalent academic institutions in African sub-regions (Strathmore Unversity (Kenya), international impact measurement professionals			
	5.2.4 Prepare "business case" for engaging in impact investing : 1) finance and social performance of exisiting global impact investing 2) financial and social performance of African impact investing <ul style="list-style-type: none"> <li>Take results of African funds from global Cambridge/GIIN &amp; Wharton Study; generate new data from African based on the methodology used; assess impact performance in addition to financial performance</li> </ul>	Outreach material prepared	Mid-2017	National governments; impact investmentnetwork/ body; sustainable social enterprise networks including Aspen Network of Development Entrepreneurs; technical experts including B Lab / GIIRS; intermediaries specialized in industry standard and best practice			
5.3 Formal engagement with new investors to advocate for impact investment	5.3.1 Use channels and convening that focus on traditional investors, piggy back on existing initiatives (Private Equity, African VCA, African Investor Report, African Business Magazine) <ul style="list-style-type: none"> <li>Write articles and present at these conventions. Credible "ambassadors" with backgrounds in respectives industries (instit investors, angel investor VC etc)</li> </ul>	Media indicators (number mentioning relevant media); etc	Mid 2017	Networking Body; Ambassadors such as NB inner circle and "friends", UN PRI, ABAN, VC4A, IFC	\$20.000		
5.4 Increased capacity of existing impact investors	5.4.15.4.1 Meetings and Peer learning events on specific topics, webinars, learning journeys, study tours		Mid 2017	Networking Body to host and design these peer learning, capacity building formats, UCT	\$10.000		
	5.4.2 Support professional certification for impact investment professionals, link to academic executive education provided at universities	Existing certification professional course					
	5.4.3 Job portal to facilitate the search for impact investing professional, possibly by piggy backing						

	on existing African or Diaspora jobsearch platform	Existing relevant portal		NB, AMCO, but in the long term could then be run independently with its own revenue model			
5.5. Strengthened training & education intermediaries and support expansion across Africa	5.5.1 Facilitate partnership between academic and capacity building institutions in Africa offering programmes/courses/incubation relevant to impact investment through development of central portal or database for impact investment coursework & material relevant to Africa <ul style="list-style-type: none"> <li></li> </ul>	Number of partnerships / number of curriculums and syllabus developed/trainings Spread out executive, academic education to outside of SA/to francophone countries. Train the trainers approach.	From 2018	University of Cape Town Bertha Centre for Social Innovation & Entrepreneurshi,Southern African Impact Investing Network and similar associations	Budget to be covered through NB Secretariat		
	5.5.2 Support development of programmes and curricula on social entrepreneurship / impact investing at African universities by facilitating resource mobilization for such programmes; facilitating knowledge-sharing amongst networks & institutions with experience providing such programmes.						
5.7 Develop innovate finance models, products & services	5.7.1 Support profiling of innovative finance models and best practices (separating fund structures from financial instruments) through dissemination of case studies via impact investment member networks and similar associations, and collation of profiles on central portal or database <ul style="list-style-type: none"> <li>Publish and share lessons learned on models, products and case studies</li> </ul>	Number of innovative finance models profiled on central portal or database.  Number of case studies of innovative finance models disseminated via impact investment member networks or similar associations	Ongoing from 2018	Committed actors: European Investment Bank Suggested actors: Impact investment member network including Southern African Impact Investing Network and similar associations; impact investors			
	5.7.2. Set up a finance innovation lab to co-create innovative finance/blended finance models, products & Services involving DFIs, impact investors, traditional investors etc	Number of ideas submitted, number of prototypes funded	From 2018	Donors of Climate Finance Lab, AfDB (Boost Africa Innovation & Information Lab)			
5.8 Encourage investors' commitment to standards and good practices & increase visibility of those investors	5.8.1 Explore opportunities for UN PRI (impact investment focus); GIIRs; and labeling.			UN PRI; B LAB Africa/GIIRS			



## Outcome 6: Appropriate infrastructure and mechanisms to facilitate impact investment deals

Outputs	Activities	Indicators	Timeline	Key Implementation Actors	Committed Resources		
					2017	2018	Ongoing
6.1 Map of Africa impact investment sector intermediaries, associations and similar actors	<p>6.1.1 Commission/support detailed mapping of consultancies; research and/or academic institutions and other intermediaries such as impact investment member networks and other associations in Africa</p> <ul style="list-style-type: none"> <li>Expand what has already been done as collective research (ANDE &amp; Greater Impact for SA and East Africa, Nigeria and Ghana as well as UNDP (Africa) – (investors, intermediaries, policy makers and where are the gaps &amp; how are they addressed)</li> <li>Translate into French and Portuguese (Arabic)</li> <li>Include of impact matrixes</li> </ul>	Over-all coverage and availability of the information to the community (interlinked web sites)	End of 2017	ANDE; Greater Impact, Dalberg Regional networks (information source). FinFund; GIIN (capital advisors);	\$250,000 platform: mapping for content \$60,000 per region + development) (+\$ 60,000 for North Africa)	50,000 / year maintenance & upgrade 50,000 translation	50,000 / year marketing and promotion ( 2 years)
6.2 Published research including case studies, models and guidelines on key research topics	<p>6.2.1 Commission consultancy, research institution or other intermediary to work with sub-regional actors to conduct research using a similar approach of the GIIN regional studies on impact investors on Impact investment infrastructure needs</p> <ul style="list-style-type: none"> <li>Make available through media, regional coverage, joint initiatives to have a coordinated effort, dissemination (ref. to the advocacy outcome for further impact of the research) Speaking slots at conferences.</li> </ul>	Number of publications per annum	End of 2017	GIIN; Bertha Centre ANDE; Catalyst for Growth; AfDB; EIB; Greater Impact; Intellectap	US\$100,000 per year		

<p>6.3 Formal engagement with development partners, private sector and foundations to advocate for support to develop industry infrastructure (institutions, tools, instruments etc.)</p>	<p>6.3.1 To development partners, private sector and foundations, present "business case" for:</p> <ul style="list-style-type: none"> <li>Investment into development of key industry institutions such as impact investment member networks and other industry infrastructure</li> <li>Consideration of continental fund of funds</li> <li>Development of stage-appropriate investment platforms</li> <li>Development of impact investment ecosystems in countries to enable those 'demanding' impact investment to flourish through capacity building support, investment readiness support, legal and regulatory structures, embedding support in education systems, etc.;</li> </ul>	<p>Number of formal engagements with development partners, private sector and foundations to advocate for support to develop industry infrastructure (institutions, tools, instruments etc.)</p> <p>Number of Pooled incubators and accelerators on a platform that showcases investees to attract investments with a quality label – creation of user friendly regional portals</p> <p>Number of investors linked to the existing platforms</p> <p>Number of Technical assistance and guarantee mechanisms that are available</p>	<p>Start 2017</p>	<p>Bertha Center Catalyst for Growth</p> <p>ANDE</p> <p>Microfinance institutions and banks (Standard Bank and Absa, AGF)</p> <p>SAIIM network (advocacy and linkages)</p> <p>VC4A</p> <p>AfDB</p>	<p><b>Ref. to 6.1</b></p> <p>Budget for bringing intermediaries together – added research and marketing cost</p> <p>\$100,000 start-up and \$50,000 maintenance</p>
<p>6.4 Ongoing formal and informal engagement with development partners, private sector, foundations</p>	<p>6.4.1 Conduct ongoing advocacy and engagement with development partners, private sector, foundations, etc. to:</p> <ul style="list-style-type: none"> <li>Mobilize resources to support continental fund of funds</li> <li>Mobilize resources to support technical assistance and development of appropriate institutions such as impact investment member networks</li> <li>Support testing and development of appropriate financing models and structures</li> </ul>	<p>Number of ongoing engagements with development partners, private sector and foundations</p>	<p>Ongoing from 2017</p>	<p>USAID DFID, EIB, SIDA, Rockefeller Foundation, FORD Foundation, CDC,FMO, AFD, IFU, SIFEM, GIZ, Afircan Dev. Foundation, Governments (SA National Treasury)</p>	<p>Budget for 1 session per region per year</p> <p>US\$20,000</p>

- Support development of stage-appropriate impact investment platforms including the development of pre-incubation pipeline platforms, which include training to act as recruitment ground for incubators, accelerators & other business development support service providers.
- Creation of a deeper market (most local enterprises need local currency) to de-risk currency devaluation/volatility.
- Identify and work with DFIs, willing to take more risks that will leverage their involvement and bring along other investors (both other development banks and other commercial parties) through catalyzation and syndication
- Address low risk appetite from international investors for catalyzing funds, given that Basel III guidelines make it more difficult for commercial international banks to invest in high risk countries.

6.4.2. Create inventory of all the existing initiatives in this respect;

6.4.3 Entrepreneur Ecosystem convening needs expansion: Coordination between different donors

<p>6.5 A range of financial structures and instruments (such as guarantees, first loss reserves, and other loss protection features) co-created to increase investment into sustainable social enterprises.</p>	<p>6.5.1 Profile and showcase tested and proven models of financial structures segmenting models of fund structures from transaction structures and illustrating successes and failures of each</p> <p>Inventory of the financial instruments + info on impact, how to replicate, who does it, risks and investment, lessons learned, ecosystem mapping including case studies</p> <p>6.5.2 Support creation of new models of financial structures</p> <ul style="list-style-type: none"> <li>• Funding structures: social impact bonds, crowd funding etc.</li> <li>• Expand and improve regulation 28 (SA) to other countries (nudge etc. pension funds to take impact seriously, with ESSD, active citizenship, sustainability, report)</li> <li>• Develop bonds with investment grade that are liquid enough to attract regular investors</li> <li>• Fund of funds (feasibility study)</li> </ul>	<p>Number of models of financial structures and instruments created and implemented</p>	<p>Ongoing from 2018</p>	<p>AFDB; Afreximbank; Palladium; Homestrings; Business schools (Bertha Center), Strathmore?, Ghana business school (TBC); FSD, Asisa; Munich Re (Climate insurance); KPMG Global resilience initiative; AGF; East Africa Venture Capital Association; Acumen East Africa</p>	<p>1) Desk research: look at existing research</p> <p>4*\$20,000 (4 regions) startup and 40,000 / year for maintenance</p> <p>2) Dissemination of the information</p> <p>\$ 40,000 / year including translation</p> <p>Fund of funds: cfr. Acumen – Africa 50 infrastructure fund: feasibility study, structuring, investing, distribution: \$200,000 - 500,000</p>
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<p><b>6.6 Disseminated profiles of impact investment platforms and social stock exchanges</b></p>	<p>6.6.1 Facilitate linkages to develop impact investment platforms by building on the Report to profile and disseminate information on existing social stock exchanges and platforms</p> <ul style="list-style-type: none"> <li>• Expand the Mauritius stock exchange initiative (IIX) to include impact investing</li> <li>• Review the former SA social stock exchange – looking at investees – full due diligence on organizations and give them a rating and make it public -&gt; attract donors that want to fund good projects</li> <li>• Existing case study to update and explore expansion</li> <li>• Trading platforms for existing stock exchanges to provide an exit mechanism</li> </ul>	<p>Number of profiles and information on impact investment platforms and social stock exchanges disseminated via impact investment member networks</p>	<p>Ongoing from 2020</p>	<p>African Agrobusiness incubators network (Ghana based, continent wide reach); Global development Incubator; Afrilabs; Impact Investment Exchange, MyC4.</p>	<p>Budget for collecting information – desk research \$30,000</p>
<p><b>6.7 A range of stage-appropriate &amp; visible private impact investment platforms created</b></p>	<p>6.7.1 Facilitate addressing of sustainable social enterprise capacity gaps to list on impact investment platforms and social stock exchanges through support as outlined in Outcome 3</p> <p>6.7.2 Leverage existing platforms and networks for social entrepreneurs and scale them to reach empty spaces</p> <p>6.7.3 Track performance and experience of existing impact investment platforms (e.g. the United Nations Social Impact Fund (UNSIF))</p>	<p>Number of sustainable social enterprises listed on platforms and social stock exchanges</p>	<p>Ongoing from 2020</p>	<p>Impact Trust, Impact Investment Exchange, MyC4, VC4Africa, business development support service providers and incubators, research institutes, representatives of financial market regulators e.g. Financial Services Board</p>	

<p>6.8 Country-level published research on key topics related to relevant areas of infrastructure development including financing models, impact investment platforms etc.</p>	<p>6.8.1 In long-term crowd-in skill to perform research of key topics and additional ones identified per country</p> <ul style="list-style-type: none"> <li>• Encourage and Improve capacity of local universities! (through grants?)</li> <li>• Increase collaboration between universities (Use African association of Business schools - AABS)</li> </ul>	<p>Number of university staff trained in Impact Investment</p> <p>Country-level baseline data or study on key research topics</p>	<p>Ongoing from 2020</p>	<p>Agha Khan University; Check Andreas Klasen; SAB ; foundation (SA); Strathmore; Lagos business school</p>	<p>Offer fellowships:4*\$20,000 per year</p>
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**Outcome 7: Consensus on and broad-based adoption of impact measurement standards and metrics to demonstrate social and environmental returns**

Outputs	Activities	Indicators	Timeline	Key Implementation Actors	Committed Resources		
					2017	2018	Ongoing
7.1 Map of Africa impact investment sector ecosystem actors specialized in impact measurement	<p>7.1.1 Commission/support detailed mapping of all impact investment sector ecosystem actors specialized in impact measurement in Africa</p> <ul style="list-style-type: none"> <li>Identify work done and set discussion to link information (call with stakeholders at action plan event)</li> <li>Map out actors in existence</li> <li>Research on tools being used by different actors as well as those not using the tools.</li> <li>Aligning the tools</li> </ul>	Agreed upon map of key impact investment sector ecosystem actors specialized in impact measurement	End of 2017 (mid 2017)	<p>Consultancy, research institution or other appropriate intermediary commissioned by impact investment network / body</p> <p>Blab East Africa, GIIN,IRIS,GALI(global),ANDE chapters, Greater impact(Selma),Government institutes (South Africa)</p>	USD 20,000 and 10,000 for each subsequent year for updating.		
7.2 Publish research including case studies models and guidelines on key research topics related to impact measurements, disseminate best practice	<p>7.2.1 Commission consultancy or research using a similar approach of the GIIN regional studies on impact investors:</p> <ul style="list-style-type: none"> <li>Need to understand the objectives as a group for impact assessment</li> <li>2 parts- understanding best practice and pulling together research to create a report.</li> <li>Sharing best practice/standards and learning on tools and measurement metrics</li> <li>Use structures that are in place-learning labs and conferences</li> <li>Share data and resources to grow this understanding among willing/ identified parties</li> </ul> <p>7.2.2 Assist in the development / adoption of comprehensive impact assessment tool (s) to help companies measure their social and environmental performance; such as PRISM (Portfolio Risk, Impact and Sustainability Measurement)</p> <ul style="list-style-type: none"> <li>Find a consensus on what impact investing metrics and tools from already aligned metrics</li> </ul>	<p>Baseline data or study on key research topics related to impact measurement</p> <p>Global case studies, more focus on how rather than studies on results.</p>	End 2017/ Mid 2018	<p>Suggested actors: Appropriate consultancy, research institution or other intermediary commissioned by impact investment network / body</p> <p>B Lab and B analytics, ANDE, Higher learning institutions ,Intermediaries, Clear Lab ,SROY, Catalyst for Growth</p>	USD 200,000 for all regions.(catering for all costs including marketing)		
7.3 Government priorities collated as part of research &	7.3.1 Engage government to understand development priorities and ensure measurement tools & targets reflect these	Impact measurement tools reflect relevant development priorities of public sector	End of 2018, Dependent on	Global Impact Investing Network, GIIRS B Lab, Impact investment oversight mechanism/body, sustainable social			

<p>reflected in tool development</p>	<ul style="list-style-type: none"> <li>• Get an understanding of what the government expects/ government agenda</li> <li>• Need for standardization of tools (metrics and what measured)</li> <li>• Engage with government agencies as an entry point</li> <li>• Access to high individuals and foundations</li> <li>• Link into donor/foundation/ high value individuals.</li> <li>• Research report that looks into regional agendas</li> </ul>	<p>Qualification of different players.eg Teachers is a commonly used indicator. Challenges include government and social resistance.</p>	<p>knowledge sharing as in outcome 4</p>	<p>enterprises, World Business Council for Sustainable Development UNDP, government associates, agency of monetary association in SA, ACUMEN, FORD Foundation, Financial institutes and foundations Safaricom foundation, Equity foundations, Family bank foundation.  Existing high network individuals/Institutions forums.</p>	
<p>7.4 Formal engagement with impact investors and sustainable social enterprises to advocate for adoption of impact measurement standards</p>	<p>7.4.1 To investors and sustainable social enterprises, present “business case” for adoption of impact measurement standards.</p> <ul style="list-style-type: none"> <li>• Raise awareness and collect data by including case studies from different regions convening at existing events (Case of investees and investors and the benefit)</li> <li>• Needs for investors (BEE example)</li> <li>• Do this by region and use existing platforms, networks</li> <li>• Marketing through networks and incubators/ accelerators</li> <li>• Feedback loop-ensure that the tools are user friendly and more accessible</li> <li>• Align tools where possible</li> </ul> <p>Use networks to disseminate</p>	<p>Number of formal engagements with investors and sustainable social enterprises presenting “business case” for adoption of impact measurement standards</p>	<p>Start post 7.1 and 7.2 Start mid 2018</p>	<p>National governments; impact investment network / body; technical experts including B Lab / GIIRS; B LAB’s GIIRSGALI; GIIN; PRISM  <ul style="list-style-type: none"> <li>• AFRI Lab</li> <li>• C4G</li> <li>• Organic products industries</li> </ul> VC4A</p>	<p>Marketing cost – USD 80 000</p>
<p>7.5 Profiles of sustainable social enterprises with strong impact measurement practice features on central database or portal and disseminated via impact investment networks and similar associations  PRIORITY 3</p>	<p>7.5.1 Facilitate learning on implementation of impact measurement best practice and standards by profiling sustainable social enterprises with strong impact measurement practice on central database and via impact investment networks and similar associations.</p> <ul style="list-style-type: none"> <li>• Aligning the standards and a continuum of best practices</li> <li>• Aligning the portals -Put linkages onto central portal/ database- single depository</li> <li>• If not-share information where willing (forum)</li> </ul>	<p>Number of profiles of sustainable social enterprises implementing impact measurement practice featured in central database and disseminated via impact investment networks</p>	<p>Start end 2017</p>	<p>Southern Africa Impact Investing Network  B Lab / GIIRS, World Business Council for Sustainable Development, GIIN, VC4A  Investors, GIIN,SROY Network. GALI,B E,B Labs, Microsoft Africa, C4G</p>	



	<ul style="list-style-type: none"> <li>• Research on areas currently applying that and if it can be replicated</li> <li>• Engage with investors and their needs</li> <li>• Research around SME's tools and needs to make collecting data appealing (Know benefit)</li> <li>• Suggestion: A directory that includes all the work done by different players.</li> <li>• Persons offering TA on how to use the tools (already done to an extent)</li> </ul>				
<b>7.6 Impact measurement pilot of 20 sustainable social enterprises initiated</b>	<p>7.6.1 Facilitate linkages and learning on implementation of impact measurement best practice by raising funding to support and disseminating lessons learned from impact measurement pilot of 20 sustainable social enterprises in Africa</p> <ul style="list-style-type: none"> <li>• Through training and learning find more clarity on pilot (feedback)</li> <li>• Publications on case studies and data collected.</li> <li>• Identify target group for testing and pick the number depending on how many impact schemes are being looked at.</li> <li>• Internal meeting/s between partner tools getting more information from partners from different industries</li> <li>• Piloting should be done in regions.</li> </ul>	20 sustainable social enterprises with strong impact measurement practice recruited into pilot and lessons learned disseminated	Start 2018	Impact investment member network including Southern African Impact Investing Network and similar associations; impact measurement technical experts including B Lab / GIIRS, World Business Council for Sustainable Development, GIIN <ul style="list-style-type: none"> <li>• Catalyst for Growth</li> <li>• Root capital</li> <li>• Vo(x)stra</li> </ul> <p>Jacaranda</p>	
<b>7.7 Impact investment member networks and similar associations supported to build impact measurement capacity amongst membership</b>	<p>7.7.1 Support impact investment member networks and similar associations to endorse most appropriate impact measurement standards &amp; practice and communicate / disseminate to membership and provide platform for sharing best practice and partner with impact measurement experts to provide capacity building.</p> <ul style="list-style-type: none"> <li>• Where possible to make use of ongoing network/ conference/ forum activities</li> <li>• Additional marketing and speaking slots at conference</li> </ul> <p>Developing incentive schemes to facilitate adoption of standards so as to enhance information completion as a value and</p>	Number of impact investment member networks and similar associations offering impact measurement capacity building activities to membership	Ongoing	Suggested actors: impact investment network / body, impact investment member networks and similar associations, impact measurement technical experts including B Lab / GIIRS, World Business Council for Sustainable Development, GIIN Intellectap, SEED ANDE,AMSCO, SAIIN	Marketing and speaking slots at conferences 80 000 USD

	influencers (gov't, large investors) need to join together.				
<b>7.8 Cadre of third party assessors of impact measurement practice developed</b>	7.8.1 Encourage and support development of specialist third party assessors of impact measurement practice in Africa	Cadre of third party assessors of impact measurement practice developed	Ongoing	Suggested actors: impact investment network / body, impact measurement technical experts including B Lab / GIIRS, World Business Council for Sustainable Development, GIIN	

## 5. CONTACTS

**To become part of this Action Plan, for more information, general questions, content suggestions and input, please contact:**

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