

13's 2nd cohort!



**WE BELIEVE HEALTH SYSTEMS OF THE FUTURE WILL BE
POWERED BY DATA & DRIVEN BY AFRICAN INNOVATION**

PHASE 1 RESULTS

BILL & MELINDA
GATES foundation

Microsoft

cencora

SCIDaR
SOLINA CENTRE FOR INTERNATIONAL
DEVELOPMENT AND RESEARCH

SALIENT
ADVISORY

MSD

Chemonics
Development works here.



FIGORR - A YOUNG NIGERIAN STARTUP - HAS GROWN RAPIDLY TO TRACK NEARLY 200M HEALTH PRODUCTS WITH AN INNOVATIVE, LOW-COST DEVICE – AND IS EXPANDING ACROSS AFRICA AND THE WORLD. GLOBAL DONORS, AGENCIES & INDUSTRY WERE UNAWARE.

figorr



Oghenetega Iortim

Founder

Company registered

Launched as Grid by young African 2-time founder 4 years after graduating university



Innovative, low-cost tracking device launched in Q4

MOTE innovates by tracking temperature, motion, humidity & location

Tracked 4.2M Covid-19 vaccines nationally

Partnered with NPHCDA to help save millions of COVID-19 vaccines from wastage

Expanded work w/ NPHCDA to track 98M EPI vaccines nationally

Expanded to Kenya, Tanzania, Uganda, Ghana, RSA

Expanded to 100M other health & non-health products

Expanded globally

to Netherlands, Kuwait, Saudi

Launched Insurance Offer

6 insurers onboarded in Nigeria, 3 in Kenya

Services

2017

2018

2019

2020

2021

2022

2023

Funding

Grant

› \$20K, FbStart

Seed

› \$30K, CC Hub

Angel

› \$240K

Grant

› \$100K, Google
› \$100K, Alibaba

Grant & Seed

› \$50K grant, i3
› \$1.5M, equity

Grant

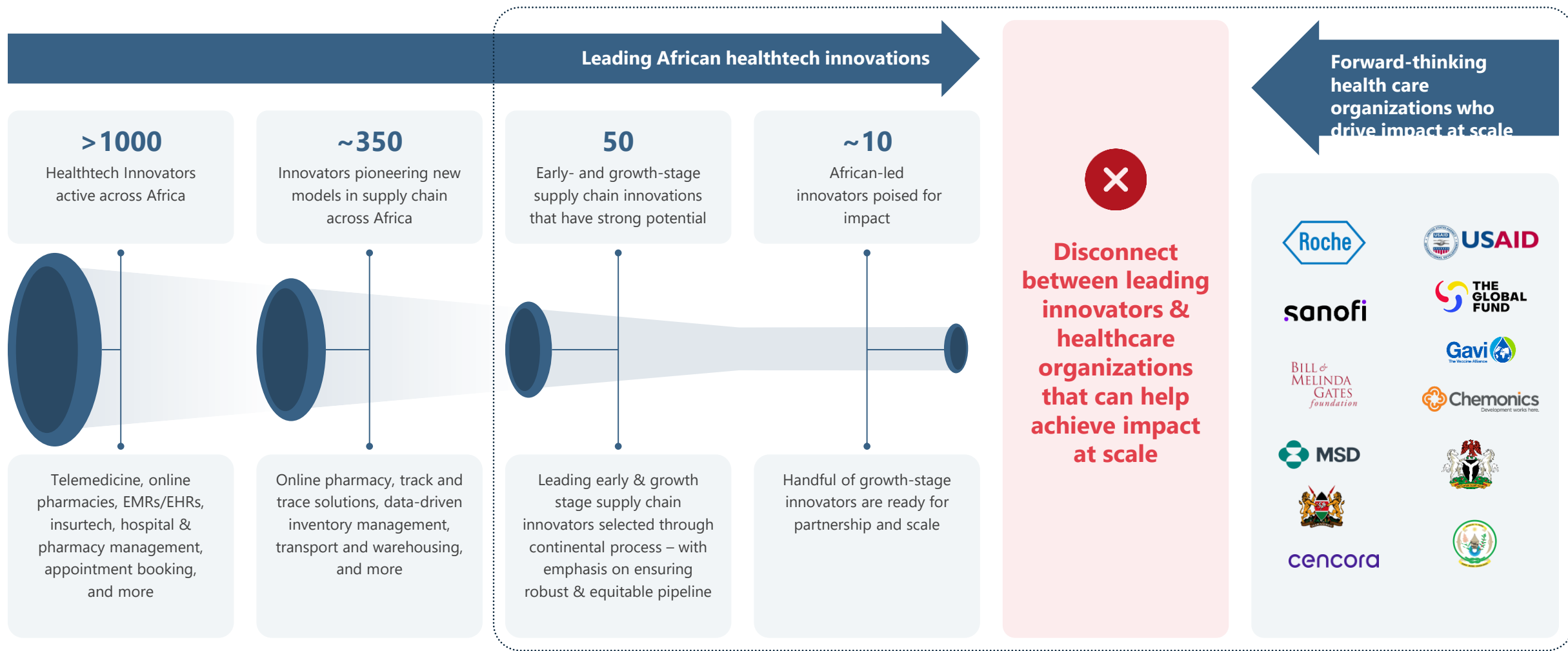
› €32K, Catalytic Fund



- › Figorr is solving & important problem and gaining traction with major governments with very little outside funding.
- › In 2022, global donors, industry & global health institutions were largely unaware of their work – or potential for scale.



FIGORR IS NOT ALONE. A PIPELINE OF AFRICAN-LED HEALTHTECH INNOVATIONS IS DEVELOPING, BUT THEY'RE UNABLE TO CONNNECT & PARTNER WITH LARGE-SCALE HEALTHCARE ORGANIZATIONS TO DRIVE IMPACT AT SCALE



Hundreds of incubators & accelerators exist to support innovations at these stages....

.... And investment interest from IFC, DFC, Transform Health Fund, Sanofi Impact Fund, others is growing

....But a major gap occurs in connecting innovations to large-scale customers – which are critical for impact at scale



IN RESPONSE TO THIS CHALLENGE, IN 2022 WE LAUNCHED A “VALUE-CREATION NETWORK”, WITH DONORS & INDUSTRY LEADERS TO ADVANCE LARGE SCALE PARTNERSHIPS & IMPACT ACROSS THE CONTINENT

i3 is not an acceleration program. We are a nimble network focused on connecting leading local innovators to healthcare customers who can help scale their impact.

GLOBAL COALITION OF DONORS & INDUSTRY SPONSORS



Steering Committee

Facilitates joint learning, collects grants and fees (501C3 equivalent), manages admin, distributes grants

i3Team - Salient & SCIDaR

Regional Technology Ecosystem Leaders

West Africa

East Africa

Southern Africa

Northern Africa



Leading tech accelerators in each region, bring their networks, knowledge, expertise to run selection and provide bespoke support

Source & select 60 African-led supply chain startups through regional committees who get

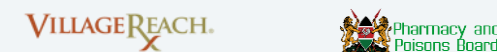
Risk-tolerant funding (\$50K)

Development support

Customer connections

ACCESS TO MARKETS

Provide access to leading industry, government, agency, donor customers through introductions & curated events





AT THE END OF 24 MONTHS, WE EVALUATED I3'S PHASE 1 USING MIXED METHODS

Assessment methodology

Assessment approach

- A mixed method approach was employed, combining qualitative and quantitative elements through report collection (for innovators) and Key informant interviews
- Data was collected from selected i3 stakeholders including innovators from both cohorts across 27 operating African countries to understand:
 - Results and experience (successes and challenges) during program implementation
 - Relevance, impact, effectiveness and sustainability of the i3 program
 - Lessons learnt and recommendations for the next phase

Proposed sampling for key informant interview (78 i3 stakeholders)

- **Purposive sampling:** interviewees consisted of cohorts 1 and 2 innovators, SteerCo members, Accelerator partners, Access to markets attendees, program coordination team and Innovators' stakeholders
- Only **75%** of planned sample size was interviewed; innovators stakeholders was not included in original sample size as number was dependent on innovators interviews and their referral thus, not fixed

Stakeholder group	Proposed Sample size	KIIs conducted
Cohort 1 innovators	30	6
Cohort 2 innovators	29	25
Accelerator partners	4	4
SteerCo members	7	6
A2M attendees (public and private sector)	8	5
Innovators' stakeholders	NA	5
Total number of interviews'	78	51

Data collection

- **Quantitative data** for the past 24 months from innovator reports
- **Qualitative data** collected via key informant interviews with innovators, transcripts of cohort 1 innovators, accelerator partners, steering committee and Access to markets attendees

People involved with data collection

- Program coordination team
- External M&E consultant

Tools required

- KII questionnaire
- Data reporting template

Limitations

- Low response rate from cohort I innovators, as only 20% were interviewed
- Difficulty in scheduling meetings due to different time zones of stakeholders
- Reconciling quantitative data from reporting templates of both years due to different format

Duration

- 3 weeks

- The program coordination team was also interviewed by the MEC however, collectively as a group not individual sessions
- Quantitative reports for cohort I was sourced from programmatic reports of year 1 thus, data is representative of achievements within that duration

RESULTS SUGGEST I3 COLLECTIVELY ENABLED 60 COMPANIES TO ACHIEVE REMARKABLE PROGRESS - SURPASSING OUR EXPECTATIONS

FINAL PHASE 1 RESULTS....



>450

Bespoke introductions made between innovators and leading customers across donors, global health agencies, governments, industry and more.



122

MOUs, pilot projects, partnerships signed; 51 were signed by women-led companies. I3 directly influenced >\$10M in contracts to innovators.



49

Innovators expanded to rural, peri urban, national and international regions.



\$50M

Additional funding raised by innovators to date. i3 provided \$2.55M in grant funding, representing nearly 20X leverage.



942

Jobs created directly in i3 companies, of which 421 (45%) went to women.



>70%

Of innovators report improved investment readiness & understanding of governments' supply chain needs as a result of i3.

72K



Hospitals, clinics, pharmacies & drug shops reached

~198M



Patient visits enabled annually*

250M



Products protected and distributed

*Providers reached and products protected are directly reported by innovators. Patient visits enabled are retrospective estimates – the indicator was not included in the original data collection framework and cannot be estimated precisely.



STAKEHOLDERS INTERVIEWED SHARED INSIGHTS ON BEST PRACTICES AND CHALLENGES, INCLUDING RECOMMENDATIONS FOR PHASE 2

Risk tolerant Funding

Access to Markets

Development support

Project management

Best practices



- Became **most active funder ever** of supply chain innovations across Africa
- Grants were aligned to the needs of the innovators
- Funds used to **scale operations, apply for WHO PQ for rapid diagnostic tests, apply for WHO PQS for a cold-chain tracking system**, launching low-cost lending program to enable better stocking of key products, and more

- Events were excellently organized and highly rated
- Investors noted the presence of the right kind of companies
- Emphasis and ample opportunities were given to women participants
- Increased visibility and credibility for innovators among industry players due to program communications and advocacy strategy

- Support by accelerators benefited innovators, overhauling organizational processes for some
- Customized training including coaching and mentoring by technical experts was highly rated by innovators
- Tailored deal facilitation support in Year 2 had some success and highlighted gaps in partnership facilitation

- Effective implementation and adaptation, such as deprioritizing IPE and rolling out tailored cohort support
- Successful Access to Markets events with year 2 improvements based on year 1 feedback

Key challenges



- **Limited time for early-stage innovators to utilize funds;** ~8 couldn't expend by the contract due date
- **Insufficient funding** for some innovators' expansion plans, especially **growth-stage** companies

- Majority of the **facilitated introductions did not materialize into partnerships**
- Many innovators were not mature enough for partnerships with large-scale purchasers
- Innovators had **unmet regulatory requirements** for partnerships
- Limited government representation at the A2M event in Year 2

- General support lacked value for CEOs and was time-consuming
- Accelerator partners had limited capacity to address regulatory requirements
- Some innovators struggled to articulate their business offerings to investors

- **Misalignment of logic model framework** as there were gaps in linkages between the outputs and outcomes
- Evolving data requests from sponsors required last minute evaluation strategies for parameters not initially planned for tracked
- Innovators and most accelerator partners were **unclear on success measures aligned with the project's expected outcomes**

Recommendations



- Increase grant funding for growth stage companies to substantially facilitate business operations, enable expansion plans by addressing key scale-up barriers (e.g. regulatory registration, SOP development, access to insurance/financing, more)
- Extend duration of program year to accommodate complete utilization of disbursed funds

Items in blue are already embedded in Phase 2 design

- Simplify and optimize the workflow from initial introductions to partnership finalization
- Incorporate robust tracking mechanism to monitor deal facilitation, ensuring transparency and accountability at each stage
- Establish dedicated platforms and regular networking events for innovators to connect, share knowledge, and collaborate
- Engage with public sector entities to form strategic partnerships

- Develop tailored support programs that address the unique needs and challenges of each innovator
- Identify experts who are able to support innovators and guide them through country-specific regulations
- Implement a more rigorous assessment process to evaluate the maturity and readiness of companies before initiating partnerships with donor organizations

- Update the Theory of Change to incorporate new insights, ensuring alignment with current program objectives and best practices
- Implement a robust M&E framework to consistently track and report the impact and reach of innovations
- Encourage innovators to invest in growth-sustaining products and services, ensuring long-term stability and scalability of innovations (*working on how to address in Phase 2*)
- Incorporate gender integration into the program's logic model to enhance gender inclusion (*working on how to address in Phase 2*)

A critical cross cutting piece is strengthening comms and advocacy for the program, to adequately showcase African innovations and garner relevant support to facilitate scale of businesses

ACCESS TO MARKETS WAS SUCCESSFUL,
BUT MATCHMAKING CAN BE MORE
TARGETED

”

Success - “I have attended many of such events, this was one of the best I have attended” - *Investor*

Lessons learnt - ‘We would create more time to understand what customers want and how the market is changing’ – *Innovator*

“There should be deliberate curation of the matching, it needs to be stronger to include pre meeting alignment and intentional engagement” – *Accelerator partner*

“Stakeholders were not representative for my region had to work with stakeholders that helped in Nigeria” - *Innovator (North + Francophone Africa)*

Innovators from Zuri Health meet with a representative from The Global Fund during Access to Markets 2022. In 2024, The Global Fund launched its own innovator program inspired by i3.

MEDIA & ADVOCACY WAS HIGHLY VALUED

From spark to scale:
Supporting Africa's booming health innovation landscape



i3 placed leading African innovators on stages at the **World Cup, World Health Assembly, UNGA, Africa CEO Forum, Sankalp Africa Summit, Global Health Supply Chain Summit, AHAIC** and more. i3 also had **358 media pieces**, with features in **Forbes Africa, CNBC Africa** and more.

"We have gained access and increased brand credibility through the media coverage" – *Innovator*

"i3 media continues to remain a credibility check when speaking with new clients & potential partners." – *Innovator*

"The i3 media coverage has enhanced our product validation in the ecosystem thus facilitating new partnerships and collaborations" – *Innovator*

"Some funders approached us after seeing i3's media coverage, particularly for a catalytic fund. This exposure has helped us gain visibility in the fundraising landscape." – *Innovator*

David Chen of Kapsule and Tega Iortim of Figorr were featured on a panel session hosted by Devex at the 2024 World Health Assembly.

THE VALUE OF DEVELOPMENT SUPPORT VARIED BY INNOVATOR'S MATURITY LEVEL



”

Successes - “Through personalized coaching sessions, we received guidance on refining our business model, clarifying our value proposition, and strengthening our financial projections” – *Innovator*

“The investment readiness support from operational partners has significantly enhanced our financial modelling and presentation skills, ensuring our propositions are compelling and professionally presented” – *Innovator*

“The investment readiness program helped us see the need for increased market research into our clients' reality” – *Innovator*

Lessons learnt - Stakeholders reported that general support lacked value for CEOs [of later stage companies] and was time consuming.

Salma Kabbaj, i3's partner from IMPACT Lab at the 2023 Access to Markets event.

MORE MATURE COMPANIES ARE NECESSARY FOR LARGE-SCALE GLOBAL PARTNERSHIPS

”

“Focus on growth stage company, dive deeper so it's not a one cap fits all” - *SteerCo member*




“The innovators did not have robust technologies or a technical team that can leverage sophisticated technology; vision of CEO is not translated to the technical team” - *A2M participant*

“Provide a technological building block, If they are not mature, white label their product so we work with them broader” - *SteerCo member*





IN SUMMARY, WE SET OUT TO TEST 3 KEY HYPOTHESES REGARDING VALUE CREATION FOR AFRICAN HEALTH TECH STARTUPS, WE'VE LEARNED A LOT, MUCH OF WHICH HAVE BEEN INCORPORATED IN PHASE 2 DESIGN

Hypotheses	Key Learnings	Strategies for Phase 2
 <p>#1 – Access to highly risk-tolerant funding is limited for African startups</p> <p>Hypothesis – A \$50k grant can help bridge this gap, especially for founders who are traditionally excluded</p>	<ul style="list-style-type: none"> i3 is the most active support initiative for supply chain innovators in Africa by number of grants, providing financing to 20% Francophone and 45% women-led companies who are historically excluded Growth stage companies spent the \$50K on WHO PQ, WHO PQs, launching innovative lending for products, and more 8 early stage companies could not expend grant within duration of program 	<ul style="list-style-type: none"> Increase grant funding for growth stage companies to \$250k for substantial coverage of business growth and expansion Provide early-stage companies with flexibility on how and when grant funding can be expended through extension of program year to 3 years to accommodate maximum utilization
 <p>#2 – Donors’ ability to effectively support high-potential companies is low.</p> <p>Hypothesis – A well-resourced, systematic, professional, scaled approach that brings together actors in philanthropy, industry, and key institutions can help to bridge this gap</p>	<ul style="list-style-type: none"> 96% of sponsors from philanthropy, industry, institutions reported improved understanding of innovators offerings and business models although some innovators struggled to articulate how their innovations could directly align with their organizational goals Only one major (>\$10M) partnership between a sponsor and innovator emerged directly from i3 Phase 1. The innovator (Field) received support from other arms of BMGF at its early stage, about 8 years ago - signaling a long time between early- and major growth-stage partnerships. Though Field qualified as an African-led institution, the major leadership are white Americans. Thus, the ability of i3 to quickly unlock large-scale financing for African founders is still pending. The extended period between initial introductions and finalizing partnerships derailed the pursuit of more profitable collaborations validating the need for more targeted advocacy and deal facilitation approaches 	<ul style="list-style-type: none"> “Bridging the gap” between the larger development system and locally-driven innovations at scale will require more intensive learning, advocacy and communications. This will be a larger focus of Phase 2 Focus on more mature (growth stage) companies who are more likely to be ready to be engaged by donors and global health institutions Extend program duration to 3 years to accommodate efficient monitoring of partnership progression
 <p>#3 – Industry actors and African health institutions struggle to engage health tech startups and establish sustained and scalable partnerships.</p> <p>Hypothesis – Structured matchmaking and market access events could help bridge the gap</p>	<ul style="list-style-type: none"> I3 facilitated 450+ introductions between startups and potential customers The Access to Markets events were successfully executed however, closing deals following the event was challenging for most Industry sponsors struggled to proceed with partnerships as the startups were not mature enough and some innovators could not clearly articulate how their innovations will align with their organizational goals Public partnerships are essential for large scale deployment of innovations and gives innovators credibility leverage for partnership with private purchasers. Without these partnerships, innovators may struggle to gain the trust and visibility needed to scale effectively 	<ul style="list-style-type: none"> Focus on more mature (growth stage) companies who are more likely to be engaged by industry Intensify support to help growth-stage companies close deals, offering larger tranches of financing to enable the development of SOPs, access to insurance/financing, regulatory and govt affairs support, and more Continue working opportunistically with governments and African institutions to facilitate partnerships for scale



MOVING FORWARD, WE ARE BUILDING ON LESSONS LEARNED TO IMPROVE IMPLEMENTATION AND OUTCOMES IN PHASE 2

1

Institute a **targeted matchmaking system** that aligns innovators with the needs of major public health purchasers and incorporates a robust tracking mechanism to monitor **bespoke deal facilitation** processes. Relationship **experts with extensive ecosystem knowledge** will be assigned to innovators to facilitate the best-fit partnerships, while the PCT will leverage research to ensure that the pairings pursued have the highest potential for success

2

Sponsors requested specific data that were unavailable because they were not originally included in the program's tracking metrics. **There is a need to adequately understand specific sponsor needs and build into M&E framework** from inception for effective tracking

3

Dedicated relationship managers would upscale partnership support for companies. They would be responsible for maintaining ongoing relationships, ensuring that companies receive the resources they need, and tracking their progress over the course of the program

4

Defining and documenting a **"jobs to be done" framework** and **success metrics** for each customer organization will help innovators better understand the expectations which will in turn guide how they implement targeted approaches to achieve specific goals

5

There is a need for a more **structured approach in instituting a 'community of practice' for the innovators** within i3 to facilitate cross learning, updates sharing etc.

6

Enhancing the comms and advocacy strategy for the program is paramount to adequately showcase African innovations and secure support to facilitate scale of businesses

WE BELIEVE HEALTH SYSTEMS OF THE FUTURE WILL BE POWERED BY DATA & DRIVEN BY AFRICAN INNOVATION



PHASE 2 BEGINS!!!

Join us to formally launch Phase 2 at the Africa Health Tech Summit in Kigali in October, where we will unveil new partners!

BILL & MELINDA
GATES foundation



cencora



sanofi



SALIENT
ADVISORY



JOIN US

The i3 team from SCIDaR and Salient.

APPENDIX



i3 placed leading African innovators on stages at the World Cup 2022, World Health Assembly 2023 and 2024, UNGA 2023 Africa CEO Forum, Sankalp Africa Summit, Global Health Supply Chain Summit, AHAIC and more. Pictured here is Daisy Isiaho of Zuri Health at the World Cup, spearheaded by the Gates Foundation.