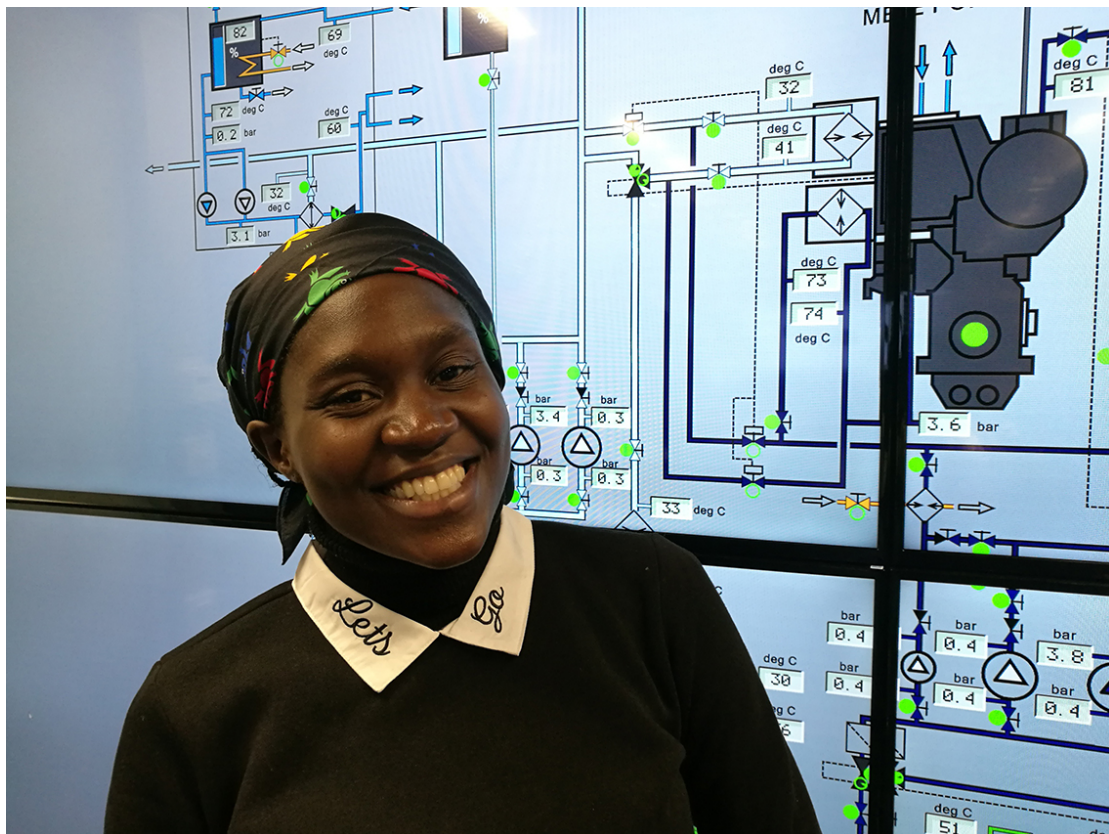


DEVELOPMENTAL EVALUATION OF BUSINESS WITH IMPACT (BEAM) PROGRAMME

MISSION REPORT #1

Namibia & South Africa, February 2017

Submitted to ESG on 2.6.2017



NAMURBAN project, Photo: Minna Keinänen-Toivola

Abbreviations & definitions

BEAM	Tekes and the Ministry for Foreign Affairs' joint programme BEAM – Business with Impact
DIPCEM	Digital Infrastructure Platform for Communities in Emerging Markets.
FUNZI	Funzi regional commercialization pilot project
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
NAMHUB	Preparatory project for a formation of an ecosystem to developing markets: Green, safe and smart transport and logistics hub to Namibia
NAMURBAN	Urban Resource Efficiency in Developing Countries –pilot Walvis Bay, Namibia
NUST	Namibia University of Science and Technology
PUSKA	Acacia bush research project to research the possibilities of Acacia wood for the preparation of cattle feed in Namibia
Ranchising	Project to explore the potential for agriculture franchise business as well as customer and market needs of the Republic of South Africa.
SmartCom	Co-creation of a Namibian Smart Community research project aims to combine the development and business goals in the context of African urban development. Two projects, one preparatory enterprise project (completed) and one research project (ongoing).
SED	Sustainable Education Design research project
UNAM	University of Namibia
UNIDO	United Nations Industrial Development Organization

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Executive Summary

This report synthesises the results of the first field mission conducted as part of the Developmental Evaluation of BEAM Programme. The field mission was carried out 24.2 – 2.3.2017 in South Africa and Namibia. The focus of the mission was on the 9 BEAM-funded projects with activities in South Africa or Namibia. The projects were not evaluated individually as such, instead the project findings have been used to review the BEAM programme.

The assignment consisted of document analysis as well as project partner and stakeholder interviews both in Finland and in South Africa and Namibia. The relevant Team Finland representatives in the embassies and at Finpro were also interviewed.

The purpose of the first review mission was to assess the progress of the BEAM programme against the set objectives and suggest changes to improve Programme implementation. The results framework that has been adopted by the BEAM programme (annexed) was used as a basis for the review.

According to the Terms of Reference (ToR), the review focuses on **efficiency** of BEAM implementation, and addresses specifically the following questions:

- 1. To what extent has BEAM succeeded in implementing the “activation, initiation, definition” and “projects, piloting, demonstration” activities and achieving the “engagement of partners and stakeholders” results? Success and achievement refer to quality, quantity and timeliness. What are the reasons for successes and failures?*
- 2. How well does the BEAM programme administration and management, which is a cooperation arrangement between TEKES and MFA, support programme implementation? What are the reasons for successes and failures?*

The review also assesses BEAM's **potential for effectiveness, impact and sustainability**:

- 3. Are there factors that promote or hinder the achievement of results and impacts in the BEAM results framework?*

As part of the mission planning, an evaluation matrix was developed to go into more detail to the themes under the evaluation questions. The evaluation matrix divided the questions into four themes, namely 1) Reach and relevance, 2) Programme structure and way of organising, 3) Efficiency of implementation and 4) Potential for effectiveness, impact and sustainability.

The key findings, conclusions and recommendations of the report are summarised in the following table:

FINDINGS	CONCLUSIONS	RECOMMENDATIONS
1. Reach and relevance		
<ul style="list-style-type: none"> Partner country stakeholders feel BEAM projects are well aligned with their needs and national strategies. Local partners are more in a subcontractor role than partners There is some confusion regarding the objectives and strategy of BEAM Many of the projects are built on existing contacts and networks 	<ul style="list-style-type: none"> The projects are relevant to BEAM objectives There is a need for the solutions the projects are creating, but the needs could be identified even better Involving local partners more and earlier could improve project outcomes Embassies and other key connectors are in an important role in the preparation and implementation of projects 	<ul style="list-style-type: none"> Utilise early in the project cycle facilitative mechanisms that allow local needs in the private, government and university sectors of countries to be clearly identified with possible ranking on importance. In this regard, increase the cohesiveness of local consortia that have the will and interest to solve issues (e.g. local government, private sector and universities). Increase efforts to identify, inform and facilitate inputs from Finnish partners who could play a role in addressing these issues. In this regard outline processes, risks, financing etc. Encourage projects to have local partners in an active role already in the application phase. Prioritise in the selection phase those projects in which local partners have an active role
2. Programme structure and way of organising		
<ul style="list-style-type: none"> BEAM funding has been crucial for the implementation of the projects The difference between BEAM and other available funding instruments is not clear The BEAM projects are relevant to the target market Local collaborators find the projects useful and rewarding Communications between the Finnish and local project partners are challenging The design of projects and availability of further funding caused concern 	<ul style="list-style-type: none"> More contact between Tekes/BEAM and the projects after the funding phase is desired The typical BEAM project set-up does not currently make most of the local partners' knowledge and experience The lack of inception phase for the projects may cause some critical oversights BEAM projects would benefit from organised networking between them 	<ul style="list-style-type: none"> Earlier consultation, and true partnering modes with local stakeholders would increase the application of local knowledge in project design and assist in better positioning the project for the required outcomes. The assessment of country needs, local stakeholder interests and the design of projects around these needs, could increase impact as opposed to more interest based projects, or projects based on specific In some of the ecosystem-type projects it would be beneficial to first investigate specific technology needs and solutions, and find the Finnish company partners after that to ensure a better fit There needs to be more facilitation in order to create stronger and possibly more relevant linkages in the partner countries. There is a need for additional support other than funding, such as networking, advisory services, contacts etc. Specifically, BEAM should organise an annual seminar for the funded projects
3. Efficiency of implementation		
<ul style="list-style-type: none"> Projects have made significant progress overall Piloting vs a more holistic approach was discussed Local partners would like to have more input into the design of the initiatives Embassy support is appreciated; at the same time it could be used more and in a 	<ul style="list-style-type: none"> After initial stages, BEAM processes have become clearer There is confusion on BEAM, how it differs from other Tekes instruments and how they differ from Finnpartnership etc Lack of strong existing partner networks may cause inefficiency in the initial stages of the project 	<ul style="list-style-type: none"> The projects should be informed that Embassies act as their support network in the target countries. It also should be clarified what kind of services and help they can expect from the Embassies. The Embassies could also potentially take on a progress monitoring role for BEAM projects in the region. It could be beneficial to automatically connect the projects with the Embassies in their target region. The possibility of making "challenge-focused" calls should be investigated. This would be preceded by identification and research phases which also could be

more systematic way		funded from BEAM, either based on proposals, or based on identified market needs by Embassies or Finpro.
4. Potential for effectiveness, impact and sustainability		
<ul style="list-style-type: none"> Some of the current projects are relatively short and also small in size Stakeholders show commitment to project content and goals There are some challenges in identifying the relevant problems and feasible solutions 	<ul style="list-style-type: none"> Projects show good potential for impact and sustainability There is a need for a process which analyses ecosystem-wide needs early on in the project cycles There are some concerns on whether the expected outcomes are realistic 	<ul style="list-style-type: none"> Evaluate the potential for identifying local needs as a starting point for BEAM projects, by looking at topical calls that have government and local private sector support (e.g. industrial water conservation). The involvement of Finnish stakeholders could be to work with local researchers to understand the issues or to work with local companies to provide solutions to agreed issues and identified solutions. The outcomes of the projects, and uptake of these, may be difficult to predict at an early stage in the projects, but there should be a more focused effort to identify the market for these outcomes and to increasingly test the potential for uptake as projects proceed. This is especially relevant for “public good” outcomes which are not paid for by other private sector companies.

1 BEAM Programme and its Evaluation

BEAM Programme

The immediate objective of BEAM is that participating private sector partners, education and research organisations and civil society organisations in developing countries and in Finland create new innovations, new knowledge and knowhow.

The objective of BEAM is to improve innovation capacities in developing countries by increasing the knowledge and skills of participating actors and individuals'.

BEAM does not have sector specific objectives, while the anticipated impact areas include three specific themes or aspects: a) economic, b) environmental and c) social impact.

The intended direct beneficiaries of the BEAM-programme are Finnish companies and other actors (e.g. NGOs), as well as their partners in developing countries. Secondary or final beneficiaries of the BEAM-programme are the people living in developing countries; rural small farmers, ethnic minorities, disabled people, women, men, children, elderly people etc.

The Results Framework of BEAM Programme (in Finnish) is in *Annex 3*.

Developmental Evaluation of BEAM

The Developmental Evaluation of BEAM begun on September 2015 and is planned to continue through the duration of the programme. One important objective of the developmental evaluation is to document the progress and the choices made during the course of the programme, and to provide the programme management team with informative means to learn from experiences in order to improve the service delivery. At the same time the objective is to provide the means to verify achievements against intended results as well as unintended consequences – both positive and negative. The two current phases of the evaluation so far can be seen in the table below.

Table 1: The first phases of the developmental evaluation of BEAM

Work Package 1:

- 1.1 State of the Art Analysis
- 1.2 Analysis of Ramp-up Phase
- 1.3 Evaluability Conclusions and Recommendations

Work Package 2:

- 2.1 Meta-analysis and Meta-evaluation
- 2.2 Portfolio Analysis and Participant Survey
- 2.3 Field Mission #1
- 2.4 Validation workshop
- 2.5 Mid-Term Review of BEAM

Prior to the first field mission a Portfolio Analysis of BEAM projects was carried out to provide sufficient background information. This was supported by a participant survey. Based on the information collected through these, it was decided together with the BEAM Management Team and the BEAM Evaluation Steering Group, that the first field mission focuses on Southern Africa where a number of BEAM projects are already on their implementation phases and therefore are likely to be able to provide information for the use of evaluation of the BEAM programme.

BEAM field missions are conducted as part of the developmental evaluation approach. The purpose of the missions is to observe how BEAM and its projects are

implemented in practice, and to deliver observations, feedback and development ideas back to the ESG and BEAM Management.

The BEAM developmental evaluation Terms of Reference includes two biannual review missions as part of WP2. The implementation of the evaluation has been adjusted according to progress in BEAM implementation and the expressed needs of the BEAM management.

In line with the above, the review missions have two main areas of investigation:

- BEAM projects and their progress
- BEAM processes and services from the projects' point of view

2 Focus of the Field Mission

The first field mission of BEAM was carried out 24.2 – 2.3.2017 in South Africa and Namibia. The focus was on the 9 BEAM-funded projects with activities in South Africa or Namibia. The projects were not evaluated individually as such, but the project findings were used to evaluate BEAM.

The assignment consisted of document analysis and project partner and stakeholder interviews both in Finland and in South Africa and Namibia. The relevant Team Finland representatives in the embassies and Finpro were also interviewed. The methodology has been described in Chapter 2.

This evaluation mission concentrated on the activities “Activation, initiation, definition” and “Projects, piloting, demonstration” and on the result area “Engagement of partners & stakeholders”.

The purpose of the first review mission was to assess the progress of the BEAM programme against the set objectives and suggest changes to improve Programme implementation. The results framework that has been adopted by the BEAM programme (annexed) was used as a basis for the review. An important element of the review is the field mission to collect and assess evidence of progress at field level.

The following nine BEAM-funded projects were included in the review:

Table 3: Reviewed BEAM Projects in Namibia

Name	Public project description	Type/Stage
NAMURBAN	The two-year project NAMURBAN – Urban Resource Efficiency in Developing Countries – pilot study of Walvis Bay, Namibia is research work of Satakunta University of Applied Sciences (SAMK) from Finland and the Namibia University of Science and Technology (NUST), Namibia. The research is aimed at developing a framework for urban resource efficiency utilization in developing countries using Namibia as a pilot country. The specific solutions of NAMURBAN are based on the analysis of the current situation and needs for urban technology and systems in Namibia. This research studies and develops a sustainable technological concept on urban environments in developing countries using a pilot site, coastal town of Walvis Bay in Namibia. In the future, Walvis Bay will be part of the megahub for transport in Africa. The expected results include proposals for solutions on affordable housing, increase in renewable energy and clean water in Namibia. The results are scalable and transformable to other African countries. NAMURBAN, is part of BEAM - Business with Impact – programme and financed by Tekes – the Finnish Funding Agency for Technology and Innovation and the Ministry of Foreign Affairs of Finland, SAMK and ten Finnish companies. The Finnish companies (Fimuskraft Ltd., GA90 Recycling Ltd., Naps Solar Systems Inc., Rannan Teollisuuskone Ltd., Riffid Ltd., Sansox Ltd. SWOcean Ltd.) are actively participating and presenting	Research On-going

	high know-how and technology on renewable energy, water and sanitation as well as ICT and IoT applications.	
NAMHUB	In the BEAM preparatory project, project partners plan research activities of the ecosystem project based on the local need in Namibia as well as the potential of Finnish companies on green, safe and smart infrastructure and services of transport and logistics. The concepts cross-cutting theme is sustainability by promoting to local manufacturing of products, local services and capacity building needed to these actions. As a result, Finnish companies and research instances have formed an ecosystem for providing products, services, and capacity building to “ NAMHUB ”. Project partners are Satakunta University of Applied sciences, University of Oulu, SYKE Finnish Environmental Institute and VTT Technical Research Centre of Finland.	Research Completed
DIPCEM	Digital Infrastructure Platform for Communities in Emerging Markets. The focus of DIPCEM is the definition of a digital infrastructure platform for informal and resource-constrained communities in emerging markets. The platform aims at delivering innovative and focused digital services to the members of the communities. This is the planning stage for the forthcoming international project portfolio and more detailed project plans. This preparatory project consists of the identification of the actor ecosystem for the development and utilisation of the digital infrastructure platform. The expected actors include the community members, entrepreneurs, local and international companies, NGO's, public administration, and educational institutes. The university collaborators in the project are Aalto University and Namibia University of Science and Technology.	Research Completed
PUSKA Acacia Bush	The aim of the project is to find out the possibilities of Acacia wood for the preparation of cattle feed in Namibia. The improvement of cattle feed and food situation in Namibia is needed. The project will investigate the properties of Acacia, chipping of Acacia and the profitability and energy-efficiency of feed production. Seinäjoki University of Applied Sciences / School of Food and Agriculture is the coordinator in the preliminary project application that has been sent to Tekes BEAM programme. During the six months, experts, researchers, teachers, companies, associations and administrative persons in Finland and in Namibia will participate this project. The preliminary planned project will result in the project that will be coordinated by the companies. Keywords: Acacia, Developing markets, Ecosystem, Production of new bio-products.	Research Completed
Smart Communities concept development	In the project, the concept of Smart Community is developed as a co-creation process with relevant stakeholders and a piloting phase is prepared. Smart Community is a comprehensive concept for urban planning and construction that takes into account the local cultural and social setting and responds to the specific challenges of urbanization in African societies.	Corporate Completed
Smart Communities	Co-creation of a Namibian Smart Community (SmartCom) research project aims to combine the development and business goals in the context of African urban development. Project supports the development of Smart Community concept that is a societally and environmentally sustainable approach to urban development in Africa. However, SmartCom research project goes beyond the concept development and aims to provide tools, policy design and network to foster the emergence of business and innovation ecosystem between Finland and Namibia. The concept and policy design can be scaled-up to other Sub-Saharan African (SSA) countries later on.	Research On-going

Table 4: Reviewed BEAM Projects in South Africa

Name	Public project description	Type/Stage
Funzi	Funzi regional commercialisation pilot	Corporate Completed

Ranchising	Goodmood Highland Ltd is a company offering Europe's first agricultural enterprise franchise opportunity. Ranchising® is a supply chain model, where structures and systems help farmers achieve profitable production, but also a good quality of life. The model increases the productivity of farmers, to promote the well-being of communities and best agricultural practices, food safety and environmental protection. The model establishes a new system of thinking, to reform the Food Chain and accelerate the introduction of new innovations in agriculture. Ranchising International project will explore the potential for agriculture franchise business as well as customer and market needs of the Republic of South Africa. In addition, protected brand Ranchising® European Union and the South African brand in the registers.	Corporate On-going
SED	Sustainable Education Design (both South Africa and Namibia) The aim is to produce a scalable, sustainable model that integrates pedagogy and well-being, ICT and learning platform solutions, modular wood construction and sustainable energy production. The focus is in developing and exporting an integrated pilot, first to Africa. R&D&I collaboration is between Helsinki University, Lappeenranta University of Technology and Tampere University of Technology as well as universities in South Africa (North-West) and Namibia (Namibian University of Science and Technology; University of Namibia). The intention is to build a concept for a culturally customized and scalable platform for learning in different circumstances. SED combines the key components of a functional and novel education export product, resulting in a concept that helps to build scalable solutions with business potential both locally and globally, in Finland and abroad. During the project, refereed international scientific articles will be produced in addition to developing the business concept.	Research On-going

It should be noted that there are two **Smart Community** projects in the list, the first, preparatory phase was a corporate project and is already completed. The second is continuation of the first and is a research project where the companies from the first stage are partners.

SED Sustainable Education Design project has both South Africa and Namibia as target areas, but here it has been listed only under South Africa to avoid duplication.

3 Methodology

The BEAM Evaluation Steering Committee decided in its meeting on November 10th, 2016 that the target of the first evaluation field mission should be Southern Africa. Based on the portfolio analysis, Namibia and South Africa were later selected as the target countries. All BEAM projects targeting either of these countries were to be included in the review.

An **evaluation matrix** was developed based on the Terms of Reference for the field mission, and the BEAM result framework; both are annexed to this report.

Table 2: Synthesis of review methodology, sources of information and key outputs

Focus	Methodology	Sources	Outputs
Project background research	<ul style="list-style-type: none"> Document analysis Internet searches 	<ul style="list-style-type: none"> Tekes: Project applications, mid-term reports, end reports Project websites Project social media 	<ul style="list-style-type: none"> Overview of project content and goals Initial identification of partners Feedback towards evaluation questions

Finnish project partners	<ul style="list-style-type: none"> Interviews of main Finnish partners Document analysis 	<ul style="list-style-type: none"> Project contact persons Project materials received 	<ul style="list-style-type: none"> Insights of project progress Feedback towards evaluation questions Identification of international partners, stakeholders and other key persons to interview
International project partners	<ul style="list-style-type: none"> Interview of international project partners Document analysis 	<ul style="list-style-type: none"> Key persons from project partners Project materials received 	<ul style="list-style-type: none"> Insights of project progress from the point of view of the partners Feedback towards evaluation questions Identification of key stakeholders to interview
International stakeholders (potential clients, local government)	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Identified key contacts 	<ul style="list-style-type: none"> Insight of local context and needs Feedback towards evaluation questions
Finnish stakeholders (Embassies, Finpro, etc)	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Identified key contacts 	<ul style="list-style-type: none"> Additional information on local context Information on local networks Feedback towards evaluation questions

BEAM projects are to submit mid-term and final reports to Tekes. These reports are concise and describe project results and progress on administrative / general level. The reporting alone is not sufficient to assess the true progress of the projects in field. This emphasised the role of the interviews (e.g. partners, stakeholders) as a source of information for field missions. The list of interviewed persons is available at the end of the report.

The interviews were structured to answer the questions in the evaluation matrix.

Methodological limitations of the review mission

- *The scope of the review mission is limited. Only nine projects have been reviewed. These projects reviewed cannot be considered as a representative sample of all BEAM projects, and therefore the results should be seen as indicative*
- *The field mission and the interviews focused on the local partners and field implementation, not on the projects as such. Furthermore, on multi-partner projects, all Finnish project partners could not be interviewed.*
- *It was not possible with the time frame of the review to go very deep into the content and substance of each of the nine projects.*
- *Five projects were in preparatory, planning or pilot phase, which makes assessing the potential for impact challenging.*
- *Of the nine projects, six focused on Namibia, two on South Africa and one on both countries. This may skew the emphasis towards Namibia, which is a relatively small market with strong traditional Finnish presence.*
- *Reviewed projects did not include NGO projects, and the potential role of NGO's in BEAM was not raised during the evaluation.*

4 Review by Evaluation Questions

According to the Terms of Reference (ToR), the review focuses on **efficiency** of BEAM implementation, and addresses specifically the following questions:

1. *To what extent has BEAM succeeded in implementing the “activation, initiation, definition” and “projects, piloting, demonstration” activities and achieving the “engagement of partners and stakeholders” results? Success and achievement refer to quality, quantity and timeliness. What are the reasons for successes and failures?*
2. *How well does the BEAM programme administration and management, which is a cooperation arrangement between TEKES and MFA, support programme implementation? What are the reasons for successes and failures?*

The review also assesses BEAM's **potential for effectiveness, impact and sustainability**:

3. *Are there factors that promote or hinder the achievement of results and impacts in the BEAM results framework?*

As part of the mission planning, an evaluation matrix was developed to go into more detail to the themes under the evaluation questions. The evaluation matrix divided the questions into four themes, namely 1) Reach and relevance, 2) Programme structure and way of organising, 3) Efficiency of implementation and 4) Potential for effectiveness, impact and sustainability. These themes are used as section headings to present the findings. Under each section the evaluation matrix indicators are used to structure the findings further. The overall conclusions and recommendations are presented in chapters 6 and 7.

4.1 Reach and Relevance

To which extent can it be verified that there is a need for BEAM activities, BEAM can reach relevant target groups and BEAM brings an added value to them?

Indicator 1.1: Agencies are aware of BEAM

Based on the interviews, the Finnish project partners felt that BEAM has reached its target market well in Finland. Especially the universities said they had been aware of the programme before its launch. Some of the Finnish companies sector were unaware that the funding for their project had come through the BEAM instrument, or commented that had originally applied for funding from another Tekes instrument.

The general awareness of BEAM among the local project stakeholders in Namibia and South Africa is low. Most of the local partners interviewed were not aware of the funding instrument, or how it operates, nor did they find that to be relevant information to them. Few of the interviewed local partners commented that the BEAM information sessions they have attended locally have caused some confusion and misunderstandings, since the fact that local partners cannot apply for funding from BEAM has not always been clearly stated. These views were supported by the Embassies.

The Embassies also pointed out that BEAM, as an instrument, is not easy to communicate. There were also some concerns about creating false expectations with local stakeholders, who have tendency to expect monetary investment from the former donors, even when direct investments have not been promised. This is also a risk with the local press; newspaper articles had been published after a BEAM project launch event in Namibia with some misleading information about the funding possibilities.

Indicator 1.2: Presence/existence of joint projects and events

Based on both project reporting and interviews, all projects had at least started organising joint meetings and events with their local partners. When necessary the events had been strongly supported and facilitated by the relevant Embassy.

The local stakeholders unanimously stressed good partnerships as critical for success and the programme structure appears to support this to a large extent.

Some local stakeholders saw themselves more as "contractors", who bid for work on projects, and then deliver on the requirements. In such cases, resources were provided but not in a way as to engender a stronger partnership. A few local stakeholders expressed uncertainty regarding their role in the project, as they were involved only when Finnish representatives were in country or when calls were held at ad hoc intervals.

Indicator 1.3: Evidence of joint activity

Especially in Namibia, there was strong evidence of collaboration and joint activities between the Finnish and local project partners, as well as strong links and connections between the different projects and their stakeholders. Many of the projects were connected to the same stakeholders.

Based on both the local and Finnish partner interviews, the Embassies were seen as very important partners and supporters of Finnish projects and activities. The local partners express appreciation of the Embassies and their role in connecting Finnish actors with local partners.

The Embassy of Finland in Namibia has played an important role in promoting BEAM and increasing its reach with its knowledge of the local market and key stakeholders, and in a series of events hosted by the ambassador.

Most Namibian project partners, both Finnish and Namibian, mentioned the Honorary Consul of Namibia to Finland as someone who has been able to use his knowledge of Namibia and his extensive network, to assist in identifying not only target markets but also potential partners. The active involvement of both the Honorary Consul and the Embassy seems to be one of the reasons Namibia has a large number of projects funded by BEAM.

The following figure (Figure 1) is a visual interpretation of the connections and joint activity between different stakeholders of BEAM projects in Namibia. It highlights the central role of the Embassy and the Honorary Consul. These connections have been stated in project reports, and in the interviews of local and Finnish project partners and stakeholders.

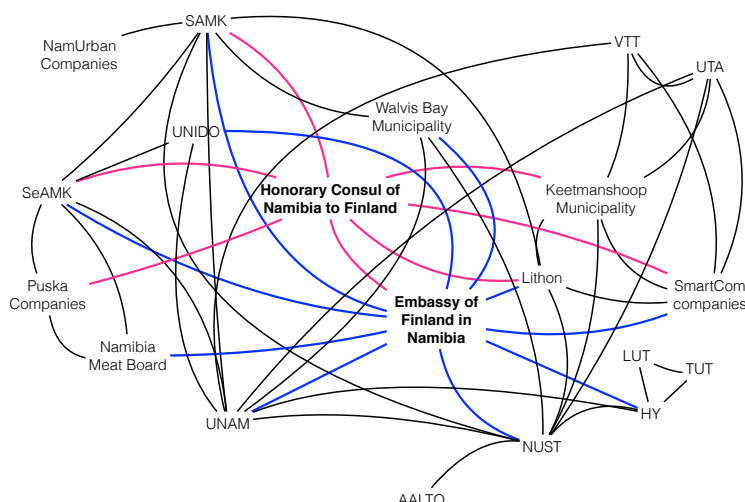


Figure 1: Connections between Namibian and Finnish stakeholders based on the interviews and project reports.

In South Africa the BEAM project portfolio is smaller (3 projects) and the projects had separate stakeholders. In addition, one of the projects operating in South Africa was not willing to provide contacts for interviews. For these reasons a similar picture was not drawn of South African projects.

Indicator 1.4: Shared objectives with BEAM

Local stakeholders and partners widely agreed that the initiatives were well aligned with country needs in both Namibia and South Africa (e.g. housing, agriculture, social development, environmental management etc).

Relevance can also be demonstrated by acceptance of technological solutions. For example in the case of SmartCom, the signing of an MOU with the Municipality of Keetmanshoop and the provision of municipal land for the erection of demo houses, are all good signs of the approach being well received.

There are questions about how relevant SmartCom is to the Keetmanshoop municipal residents, in regard of the ability of the community to afford the houses proposed.

Another example is PUSKA Acacia bush project, where the focus on addressing a critical economic value chain is highly relevant and the potential for extensive reach into the farming community is readily apparent also by the level of support from government, university and private sectors. It has also attracted UNIDO as a project partner for the upcoming implementation stage and GIZ as a knowledge contributor.

The breadth of the NAMURBAN initiative has resulted in outputs such as the identification of gaps in regulatory policy as it pertains to water usage, for example, in Walvis Bay and beyond. Namibian university stakeholders assessed that they would be able to use this output to advocate for change. This in itself, indicates that the research component has added value.

From the perspective of the Namibian public sector, the realisation that there are technology gaps is clear and the relevance of the BEAM approach (or application of technology) is again seen in the evaluation of needs and the demonstration of technologies that could overcome existing challenges.

Indicator 1.5: Commitment to shared objectives

The need for new solutions to existing challenges in Namibia and South Africa is evidenced by the interest of local partners in all the initiatives – at university, private sector and government levels. The partners show strong commitment to the projects and to the project objectives.

Partnership formation involving university and private sector companies, in collaboration with government entities has been a core component of the BEAM process with established consortia in NAMURBAN, NAMHUB, SmartCom and PUSKA projects. Ranchising and Funzi projects have been driven by the companies alone, but both have not had any challenges in finding the necessary contacts and networks. SED project activities are still Finland-centric, but as research progresses, consortium members in Namibia and South Africa will be involved more. DIPCEM was an early stage preparation project, but seems to have succeeded in narrowing down the focus for the next phase.

In NAMURBAN and NAMHUB, in particular partnership formation relied heavily on prior interactions between Finnish and Namibian stakeholders and their knowledge and trust of each other.

The level of commitment and confidence in the project appears to be increased by the level of interaction prior to, and during, project formulation with local partners. This was attributed to increased trust levels and in some cases such as NAMURBAN, the relevance of the project was increased by the sharing of local needs by Namibian visits (e.g. trade delegations) to Finland where interactions took place with universities. This has been voiced in the interviews by project participants from both Namibia and Finland.

4.2 Programme Structure and Way of Organising

To which extent can it be verified that BEAM (and its projects) has sufficient resources, the means and a suitable approach to conduct the activities it is aiming?

Indicator 2.1: Added value of BEAM resources for partners; (e.g. need for project funding?)

The research and ecosystem projects considered it very useful to have an instrument for both research and company projects, and for both preparation phase and implementation phase. From the Finnish university partners' point of view, one benefit of BEAM was in the ability to create a larger project entity, instead of using several individual grants.

None of the Finnish partners mentioned the resources being inadequate in relation to the planned activities.

Almost all Finnish partners said it would be useful if BEAM also had networking events in Finland for the funded projects. Projects in Namibia have self-organised themselves, and met with each other, but there is still an interest to learn from other projects, also across geographical regions. Several projects stated that there had been very little communication from Tekes after the initial funding decision.

For two of the three company projects it was not clear how BEAM funding differs from other funding. One had applied to another Tekes instrument, and found out only later they were part of BEAM. One had applied to BEAM, but said the instrument changed and they received money from TEMPO. One of the companies was continuing the work after their BEAM project with a Finnpartnership funding, others were considering further BEAM funding applications.

Indicator 2.2: Added value of Finnish partners/network for local partners (e.g. access to knowledge, markets, etc)

In all cases, interviewed local stakeholders found working with Finnish counterparts to be rewarding even when they also had some critical comments.

The projects funded by BEAM were mainly seen as relevant to the target market, although some criticised the projects as being designed in Finland, and local partners not really being true partners, but rather subcontractors.

In the private sector, local stakeholders were complimentary about the approach where they did not have to make any financial inputs but benefitted from hearing about solutions, technical inputs and knowledge.

Universities are particularly positive about their involvement in BEAM, although there is confusion as to the instrument behind their partnering and collaboration with Finnish institutions. They see BEAM as providing opportunities to advance research and expose students to higher levels of understanding.

Indicator 2.3: What would have (not) happened without BEAM?

Without BEAM financing, most of the projects would not have been initiated, at least not with the same scope. This was stated in all Finnish project partner interviews.

The value of prior relationships or introductions in establishing consortia has been noted in the previous section. These largely academic linkages, allowed for an understanding of local capacity and interest, and a starting point for Finnish linkages into the local country. It is likely that these relationships and linkages would have resulted in other kinds of collaboration using other sources of funding if BEAM funding would not have been available.

Numerous partnerships such as NAMURBAN, NAMHUB, SED, and PUSKA resulted from the interaction of local and Finnish stakeholders through university visits and trade delegations. The role of the Embassies has been very strong in both countries, and naturally their support continues to be strong regardless of BEAM.

Indicator 2.4: What would have happened if resources were more or organised otherwise?

The local partners showed some concern about the availability of funding for the implementation phase after the BEAM projects; whether the local companies, governments or municipalities would be able to buy and implement the solutions resulting from the BEAM projects.

The design of projects for application in countries outside Finland was discussed with many projects. The local partners expressed the need to spend more resources in the design phase already, for the projects to have an inception or problem identification phase, or to carry out a resource efficiency assessment first and decide on the focus and partners only after that phase. In other words, the applicability and specific focus of the approach could have been established prior to in-country initiation.

Number of stakeholders commented on the need to increase the involvement of local stakeholders in the planning phase to ensure local dynamics are better understood. Local stakeholder knowledge, especially regarding the private sector, was not fully integrated into the designs.

The impact of design and timing was evident in an example from NAMURBAN, where a private company stated that it would have been better to identify the right

technology solution to their problem first, and then have companies tender to offer that solution. They felt that there was a technology push from the pre-selected Finnish project partner companies, instead of an attempt to find the best technology provider for the desired solution. As a result, the proposed technology solutions had so far been financially or otherwise not feasible to be implemented. This view was shared by several other NAMURBAN stakeholders.

4.3 Efficiency of Implementation

To what extent has BEAM succeeded in implementing the “activation, initiation, definition” and “projects, piloting, demonstration” activities and achieving the “engagement of partners and stakeholders” results?

Success and achievement refer to quality, quantity and timeliness.

How well does the BEAM programme administration and management, which is a cooperation arrangement between TEKES and MFA, support programme implementation?

Indicator 3.1: Project progress

Based on the interviews as well as project reports, all projects had made significant progress towards their intended goals, although most of them had experienced some initial delays.

While co-ordination and communication differed among projects, they were raised as areas requiring additional focus in the implementation phase. In all of projects reviewed, from the local partners' side there was a lack of clarity on the BEAM instrument and how exactly it functioned. This however did not appear to impact the outcomes or the partnering directly.

The design and implementation of BEAM projects was not clear to local stakeholders. Some stakeholders saw the initial work done in BEAM projects as a “trial phase” and it was not clear to them what the initiatives were ultimately trying to achieve. In some cases, organisations listed as a project participants were unaware as to the progress made or even if the project was actually being implemented in their country. This could be either an indication that the local partners have changed after the initial stages of the projects, or it could indicate a problem in the project communications towards the local partners. It seems likely that the disconnect of the local partners from project goals and project progress would have an impact in the project progress.

On some projects the merits of piloting versus a more holistic approach were raised. For example, discussions with some stakeholders in the fishing industry in Walvis Bay highlighted that progress may have been better had the NAMURBAN initiative targeted the fishing industry as a whole, rather than aimed to pilot with just three local companies. Even though the pilot approach has its merits, they felt that the entire cluster shares some challenges and it might be financially more feasible to address them at the Walvis Bay fishing industry level.

There was a strong view from local stakeholders that they would be better served by far greater local input into the design and structure of these collaborations. That there is local participation in all initiatives is accepted and this has certainly resulted in the view that the initiatives are valuable and will have impact, but the scale of this impact could be increased with more attention to local insights.

Indicator 3.2: Project timeliness

Based on both the reports and the interviews, most projects had experienced some delays especially in their starting phase. However, this had not caused any serious problems and did not seem to threaten the eventual results or impact.

Indicator 3.3: Results / progress achieved vs resources

In general, the Finnish partners of the projects report good progress. Some projects were built on long previous collaboration and existing networks, others have had more iteration on finding the right partners either from the Finnish side or from the target market. The projects, which have had strong local partners from the beginning, have progressed better and found their focus earlier than the projects, which started off with mostly Finnish consortium.

This review did not include a detailed look at individual project's activities.

Indicator 3.4: Efficiency & effectiveness compared to other / domestic / international projects

The focus on carrying out a research component in many of the projects (e.g. NAMURBAN, SmartCom etc) had helped to align partners around concrete processes and bought in interest for the outputs from other stakeholders. In this regard, the research phase had allowed for more private sector linkages with academic institutions.

Internships, a key part of the student development process, had given universities more access to industry, while universities had had opportunities for research. However, access to the research protocol by all relevant partners could have allowed for more local inputs into the approach and better contextualised it.

Indicator 3.5: Encountered challenges in project administration

Some administrative challenges had emerged in the application process. Especially the early applicants felt that on one hand it was not clear what BEAM wanted in terms of applications, on the other hand, Tekes rules were considered inflexible. This had caused some extra work and delays in the application process.

After the funding decision, communication between BEAM and projects had gone smoothly, although there had not been much contact between Tekes and the projects.

BEAM collaboration between MFA and Tekes is not visible to project partners. Both the projects and the Embassies pointed out in the interviews that all organisations do not seem to be aware of the support that Embassies provide for companies, or for initiatives such as BEAM. On the other hand, most project partners felt that the Embassy (and some cases MFA in general) had given them very useful and practical support and contacts.

It was suggested that the identification of focal areas could be done by the Ministry of Foreign Affairs (MFA) at a development priority level on for example, water treatment or water saving. When needs are identified, research can be identified, research partners asked to form research consortia and approaches could be reviewed by government and the private sector. Once aligned, instruments can then be put in place to facilitate purchase of solutions.

Indicator 3.6: Encountered challenges in project implementation

The time frame allocated to the projects may not be adequate where longer term research is needed to identify the processes best suited to implementation. Most projects included in the review were preparatory or early research phase projects,

and actual implementation phase was just starting, or further in the future. However, there were concerns expressed regarding whether BEAM resources and timelines be sufficient to achieve a real change and to implement ambitious projects.

Some projects felt that there's a discontinuity in the funding instruments overall, as it is easy to get funding for feasibility and viability studies, but the next stages after that are challenging. It was proposed to be investigated whether BEAM could have a stronger link with Finnfund. Some participating companies felt they are too small for a Finnfund project, and this could be examined in more detail.

Local stakeholders were largely unsure of where the BEAM projects currently stand. Most feedback appears to come during project visits and to depend on the availability of the local stakeholders at the time of visit.

The status of projects is thus not well communicated to the local partners and long periods of time elapse between feedback. Uncertainty as to project status arises in the private sector, where meetings set up between Finnish companies and local partners have arisen out of ad hoc linkage requests from Finnish companies looking for local partners. These were seen to add value by a local private sector stakeholder, but it becomes difficult after the fact to work out if any linkages came out of the facilitation because of a lack of feedback. The time taken between inputs being given and outputs coming back is seen to be lengthy. It seemed that this was driven from outside and not as a partnership.

Indicator 3.7: Timeliness and efficiency of BEAM in addressing project challenges

None of the projects expressed any specific challenges where they would have wanted BEAM support. Nevertheless, they wished for a regular contact or interest from Tekes towards the project progress in case support was needed.

Indicator 3.8: New /changed ways of conducting projects or work

The interviewed Finnish company partners were very appreciative towards the support they had received from the Embassies. Nevertheless, they expressed a need to develop that work even further. The companies felt that the status of the Embassy gives credibility to a Finnish company abroad, and it was suggested that the Embassies should have a meeting space for Finnish companies to use when meeting with local stakeholders.

Indicator 3.9: Issues which are reported back to BEAM and issues, which could/should be reported

Most of the Finnish project partners reported no progress monitoring from Tekes side. The use of money and time must be reported, but progress reports are relatively free-form, verbal and if they come late, there are no enquiries from Tekes. All projects expressed a wish for more organised networking between the BEAM projects, and for a stronger interest from Tekes towards the project progress.

The reporting of BEAM projects follows normal Tekes reporting guidelines. The reporting is divided to costs and content. The content report is a self-assessment on the implementation and results of the projects, and on the outcomes and impact of the project outcomes on the business potential of the applicant. The reports do not require any statement on expected or realised development impact.

4.4 Potential for Effectiveness, Impact and Sustainability

Are there factors that promote or hinder the achievement of results and impacts in the BEAM results framework?

Indicator 4.1: Any indications that projects are not progressing fast enough, big enough or have sufficient quality?

After some initial delays, most projects have progressed quite effectively. Overall there is strong evidence on the potential for effectiveness and impact, as well as on the potential for sustainability even though for most projects that is still in the future. Some of the projects are relatively short time-wise, and are meant to be only a preface to a succession of initiatives. The longer-term impact and sustainability in these cases is still quite far off.

Concerns were raised regarding the scalability of funding and the design of activities in Beam. The current setup seems to keep the size of BEAM projects relatively small.

The impact and scalability may also be limited by local companies and other local stakeholders not being able to invest, or not being committed to investing in long-term outcomes and implementation.

Indicator 4.2: External interferences with projects

There was no indication of specific external interference with the projects.

Indicator 4.3: Lack of commitment from stakeholders

The Finnish project partners showed high commitment to their projects, and had long-term plans beyond the scale of the current BEAM project. As the projects themes were in general well-aligned with local needs, the local partners were committed to the process and outcomes as well. As mentioned, some local partners felt they were more subcontractors, potential clients etc. than really partners in the projects. Addressing this could lead to stronger local commitment.

There were concerns on the ability of the local governments to implement the outputs of the research, and to pay for Finnish companies to supply products and services.

Two examples are the SmartCom project in Keetmanshoop, where the municipality is attracted by the concept of incorporating improved social standards into its housing plans (e.g. schools, parks, social services etc as integral with housing) but is financially constrained to do so; and the Ranchising concept, well accepted as both feasible and viable in many South African municipal areas, but difficult to fund through the municipalities' own resources. Some of the stakeholders were also worried that even though SmartCom initially aimed to address low cost housing, which is a burning issue in Namibia, the pilot project ended targeting middle class. Hence, there was uncertainty on whether the initially stated needs are addressed in the later stages of projects.

Indicator 4.4: Lack of results and achievements

The projects have made progress, and early results and achievements are visible. Examples are increased understanding and better focus for the projects, signed agreements and MoUs needed to progress, and strengthened cooperation.

As discussed before, there are risks involved especially in the implementation stage which may endanger the future results and achievements of the projects.

The local stakeholders proposed that for more sustainable results, local partners should identify needs locally, rather than the starting point being the solutions of

Finnish companies suggesting solutions. Looking at challenges at industry or sector level would allow pooling resources in challenges. For example various water and electricity issues, are shared by most of the fishing companies in Walvis Bay.

A concern was raised on whether the expected outcomes of BEAM projects are realistic; will the developed concepts be sustainable in the local context.

5 Conclusions

This chapter presents the overall conclusions structured by the three main evaluation questions outlined in the terms of reference for this mission.

5.1 Success of Implementation

To what extent has BEAM succeeded in implementing the “activation, initiation, definition” and “projects, piloting, demonstration” activities and achieving the “engagement of partners and stakeholders” results? Success and achievement refer to quality, quantity and timeliness. What are the reasons for successes and failures?

Overall BEAM has succeeded relatively well in reaching the relevant companies and organisations in Finland. The projects investigated in the mission have managed to engage both Finnish and international partners reasonably well. Some specific points are highlighted below:

- *Activation:* The Finnish project partners felt that BEAM has reached its target market relatively well in Finland. Especially the universities said they had been aware of the programme before its launch. At the same time, the general awareness of BEAM among the local stakeholders in Namibia and South Africa is low. Most of the local partners are not aware of the funding instrument, nor do they find that to be relevant information to them.
- *Engagement of partners and timeliness:* The identification and facilitation of partner linkages is a key component in ensuring relevance and reach. The need for new solutions to existing challenges in Namibia and South Africa is evidenced by the interest of local partners in all the initiatives – at university, private sector and government levels. In a number of projects the partnership formation involving university and private sector companies, in collaboration with government entities has been a core component of the BEAM process.
 - *Reason for success:* partnership formation, in two projects in particular, relied heavily on prior interactions between Finnish and Namibian stakeholders and their knowledge and trust of each other.
 - *Key connectors,* such as the Embassies and other well-networked Finnish persons or organisations, can have a significant impact in increasing the quantity and quality of BEAM projects.
 - Incorporating more local insight already into the application and planning phase, could enhance the relevance even further and identify options for greater reach.
 - The partnering approach differs between projects, but across all of them, more commitment and input would be achieved from local stakeholders if there was a concerted effort to manage the projects as “consortia” rather than ad hoc stakeholder knowledge providers gathering or “sub-

contractors". This requires a higher level of project management and stakeholder facilitation.

- *Quality and quantity:* Finnish partners report relatively good progress. However, most projects report no monitoring or interaction with Tekes after the funding decision. The projects expressed that some contact would be helpful. Many of the local project partners were unaware of project progress and next steps, and therefore not able to support the progress.

5.2 Programme Management

How well does the BEAM programme administration and management, which is a cooperation arrangement between TEKES and MFA, support programme implementation? What are the reasons for successes and failures?

The cooperation arrangement of BEAM is not very visible to the project partners and stakeholders, and therefore they are not able to comment how they see that supporting the programme implementation. The strategy of the programme is not clear to some partners, nor is the difference between different Finnish funding instruments. Some specific points are highlighted below:

- *Programme administration and management:* Objectives of BEAM are not sufficiently clear to partners and stakeholders, and the mission of the programme is not easily communicated. Local partners are largely unaware of the instrument and how it operates. The Embassies pointed out that BEAM as an instrument is not easy to communicate.
- The typical BEAM project approach does not achieve the best possible understanding of local conditions, either because the identification of suitable local inputs is difficult, or because the approach is not one of active local partner selection and interaction.
- The selection of available Finnish funding instruments for company and research projects is broad and there is some overlap between different instruments. It is not clear to some of the Finnish project partners what difference there is between BEAM and other Tekes instruments, or between BEAM and Finnpartnership funding, for example.
- *TEKES – MFA cooperation:* The collaboration in the management of BEAM between MFA and Tekes is not visible to project partners. Both the projects and the Embassies pointed out that all organisations do not seem to be aware of the support Embassies provide for companies or for initiatives such as BEAM projects. On the other hand, most projects said that the Embassy (and some cases MFA in general) had given them very useful and practical support and contacts.

5.3 Promoting and Hindering Factors

Are there factors that promote or hinder the achievement of results and impacts in the BEAM results framework?

Overall the projects investigated in this mission show good potential for impact and sustainability. The overall progress has been good, and most projects have been able to proceed quite effectively. Some specific points are highlighted below:

- *Effectiveness, impact and sustainability:* After some initial delays, most projects have progressed well. Overall there is strong evidence on the potential for effectiveness and impact, as well as on the potential for sustainability, even though for most projects that is too early to anticipate. Some projects are relatively short time-wise, and are meant to be only a preface to a succession of initiatives.
- *Sustainability:* The longer term impact and sustainability in these projects is still quite far off, but a general concern was raised whether the expected outcomes are realistic; will the developed concepts be sustainable in the local context. The local stakeholders proposed that for more sustainable results, local partners should identify needs locally, rather than the starting point being Finnish companies suggesting solutions.
- *The current project setup* does not necessarily look at the needs in a broad enough context (e.g. an industry wide need) or may be missing a more definite and critical need (e.g. low cost housing). The challenge with this approach is that targeting a specific company results in a very focused, but higher risk outcome, whereas a broader industry approach allows more companies to assess the solution and possibly utilise it. The design of the intervention requires careful thought to meet company specificity at the same time as solving a broader issue.

6 Recommendations

This chapter draws together the recommendations for all the previous sections. The recommendations build on the findings and conclusions presented in the previous chapters.

Table 5: Summary of recommendations base on the Field Mission

1. Reach and relevance	<p>The assessment of country needs, local stakeholder interests and the design of projects around these needs could increase impact of BEAM. Particularly in the ecosystem-type projects, it would be beneficial to first investigate specific technology needs and solutions, and find the Finnish company partners after that to ensure a better fit. To this end:</p> <ol style="list-style-type: none"> 1. Utilise early in the project cycle facilitative mechanisms to allow local needs in the private, government and university sectors of countries to be identified. Increase the cohesiveness of local consortia that have the will and interest to solve issues (e.g. local government, private sector and universities). <p>Earlier consultation, and true partnering modes with local stakeholders would increase the application of local knowledge in project design and assist in better positioning the project for the required outcomes. To this end:</p> <ol style="list-style-type: none"> 2. Encourage projects to have local partners in an active role already in the application phase. 3. Prioritise in the selection phase those projects in which local partners have an active role.
2. Programme structure and way of organising	<ol style="list-style-type: none"> 4. There needs to be more facilitation, in order to create stronger and possibly more relevant linkages in the partner countries. 5. There is a need for support other than funding, such as networking, advisory services, contacts etc. Specifically BEAM should organise an annual seminar for the funded projects. 6. The possibility of making “challenge-focused” calls should be investigated. This would be preceded by identification and research phases which also could be funded from BEAM, either based on proposals, or based on identified market needs by Embassies or Finpro.
3. Efficiency of implementation	<p>Taking better stock of Finnish Embassies:</p> <ol style="list-style-type: none"> 7. The projects should be informed that Embassies act as their support network in the target countries. It also should be clarified what kind of services and help they can expect from the Embassies. 8. The Embassies could also potentially take on a progress monitoring role for BEAM projects in the region. It could be beneficial to automatically connect the projects with the Embassies in their target region.
4. Potential for effectiveness, impact and sustainability	<ol style="list-style-type: none"> 9. Evaluate the potential for identifying local needs as a starting point for BEAM projects, by looking at topical calls that have government and local private sector support (e.g. industrial water conservation). The involvement of Finnish stakeholders could be to work

	<p>with local researchers to understand the issues or to work with local companies to provide solutions to agreed issues and identified solutions.</p> <p>10. The outcomes of the projects, and uptake of these, may be difficult to predict at an early stage in the projects, but there should be a more focused effort to identify the market for these outcomes and to increasingly test the potential for uptake as projects proceed. This is especially relevant for “public good” outcomes which are not paid for by other private sector companies.</p>
Cross-cutting objectives of human rights and gender equality as well as climate sustainability	<p>11. Projects should be encouraged to document and make more visible their alignment with the cross-cutting objectives.</p>

7 List of Interviews and Source Materials

Interviews in Finland

Mika Raunio, Senior researcher, University of Tampere

Tero Salonen, CEO, Funzi Oy

Pietari Keskinen, Doctoral Student, Aalto University

Niclas Sandström, Doctoral student, University of Helsinki

Sami Lehto, COO, Goodmood Highland Ltd

Jukka Lähteenkorva, Owner, Foodknow Ltd/ project manager, Seinäjoki University of Applied Sciences SeAMK

Sanna Parrukoski, project manager, Sopimusvuori Ltd

Mika Kautonen, Senior Researcher, Head of the Innovation Studies, University of Tampere

Minna Keinänen-Toivola, Research manager and Head of Smart Urban Business Research Team, Satakunta University of Applied Sciences SAMK

Timo Palander, Honorary Consul of Namibia to Finland

Interviews in Namibia

Elisabet Kivimäki, Counsellor Private Sector Development, Embassy of Finland

Anne Saloranta, Ambassador, Embassy of Finland

Jegg Christian, Local Economic Development Manager, Keetmanshoop Municipality

Goliath Tujendapi, Manager: Trade & Strategic Marketing, Meat Board of Namibia

Frikkie Holtzhausen, Managing Director, Lithon Project Consultants

Steven K Ambabi, Deputy Director: Technical Services, Ministry of Fisheries and Marine Resources MFMR

Tobias Nambala, Chairperson of Management Committee, Member of City Council, Municipality of Walvis Bay

Andre Burger, General Manager: Roads & Building Control, Municipality of Walvis Bay

Hilia Hitula, City Planner, Municipality of Walvis Bay

Justine Tjimune, Quality Assurance Manager, Merlus Seafood Processing

Dr Tjama Tjivikua, Vice-Chancellor, Namibia University of Science and Technology NUST

Dr Samuel John, Dean, Faculty of Engineering, NUST

Prof Damas Mashauri, HOD: Civil and Environmental Engineering, NUST

Prof Nnenesi Kgabi, Associate Dean, Faculty of Engineering, NUST

Prof Sampson Umenne, Director and HOD: Architecture and Spatial Planning, NUST

Logan Fransman, Director, Namibian-German Centre for Logistics, NUST

Prof Kenneth Matengu, Pro Vice-Chancellor (Research, Innovation & Development), University of Namibia UNAM

Interviews in South Africa

Anna Merrifield, Counsellor, Embassy of Finland

Kari Alanko, Ambassador, Embassy of Finland

Heta Pyhälähti, Head of Trade Center, Finpro Southern Africa

Tracy Dennis, Westbury Youth Center, Johannesburg

Dr Ian Rothmann, Professor, North West University

Professor Chris Adendorff, Nelson Mandela Metropolitan University

Other interviews

Dr Bassel Alkhatib, Industrial Development Officer, UNIDO

Farrukh Alimghanov, Industrial Development Officer, Competitiveness, Upgrading and Partnership Unit, UNIDO

Materials used in the analysis

From Tekes:

- Project applications in table format
- Project funding assessments
- Project mid-term reports and end reports where applicable

Project websites and social media publications

Press articles

Internal project materials shared by the projects

Annex 1. Terms of Reference for the Field Mission #1

Ministry for Foreign Affairs
EVA-11

Terms of Reference
28.11.2016

Developmental Evaluation of the BEAM Programme Terms of Reference for the Review Mission Spring 2017

1 BACKGROUND TO AND SCOPE OF THE REVIEW

The BEAM developmental evaluation Terms of Reference includes two biannual review missions as part of WP2. The implementation of the evaluation has been adjusted according to progress in BEAM implementation and the expressed needs of the BEAM management. The first review mission was replaced by a BEAM portfolio analysis which will be finalised by the end of 2016. The first review, including a field mission is now planned for spring 2017. This is the Terms of Reference for the first review mission.

2 PURPOSE AND OBJECTIVES OF THE REVIEW

The purpose of the first review is to assess the progress of the BEAM programme against the set objectives and suggest changes to improve Programme implementation. The results framework that has recently been adopted by the BEAM programme (annexed) will be used as a basis for the review. An important element of the review is the mission which will collect and assess evidence of progress at field level.

The results of the review will be reported to the BEAM management. The results will also be part of the Mid-Term Evaluation portfolio.

3 SCOPE OF THE REVIEW

The first review will focus on multi-actor projects that have already proceeded to the implementation phase. Based on the BEAM portfolio analysis, the review mission will be carried out in Southern Africa where several such projects are being implemented.

4 EVALUATION QUESTIONS

The review focuses on **efficiency** of BEAM implementation:

4. To what extent has BEAM succeeded in implementing the “activation, initiation, definition” and “projects, piloting, demonstration” activities and achieving the “engagement of partners and stakeholders” results? Success and achievement refer to quality, quantity and timeliness. What are the reasons for successes and failures?
5. How well does the BEAM programme administration and management, which is a cooperation arrangement between TEKES and MFA, support programme implementation? What are the reasons for successes and failures?

The review also assesses BEAM's **potential for effectiveness, impact and sustainability**:

6. Are there factors that promote or hinder the achievement of results and impacts in the BEAM results framework?

5 GENERAL APPROACH AND METHODOLOGY

The review will include

- a desk study to review BEAM's progress reports, and interviews to collect evidence on progress; and
- a field mission to validate progress in the field on a sample bases.

6 EVALUATION PROCESS AND DELIVERABLES

The evaluation team will produce the following deliverables

Deliverable	Deadline
an evaluation matrix to further develop the methodology, identify sources of evidence	
a work plan and budget	

validation workshop after the field mission	
draft final report	
final report	31.5.2017

The reporting will follow the guidance in the Evaluation Manual of the MFA. The review results will be presented by the evaluation questions in this ToR. For all evaluation questions findings, conclusions and recommendations will be presented. The main quantitative results will be summarised in graphs.

All deliverables are separately approved by the Evaluation Steering Group.

Annex 2. Mission Plan and Evaluation Matrix

Implementation Plan for BEAM Field Mission #1

Updated version of 6.2.2017

1. Mission purpose and rationale

BEAM field missions are conducted as part of the developmental evaluation approach. The purpose of the missions is to observe how BEAM and its projects are implemented in practice, and to deliver observations, feedback and development ideas back to the ESG and BEAM Management.

The BEAM developmental evaluation Terms of Reference includes two biannual review missions as part of WP2. The implementation of the evaluation has been adjusted according to progress in BEAM implementation and the expressed needs of the BEAM management.

In line with the above, the review missions have two main areas of investigation:

- BEAM projects and their progress
- BEAM processes and services from the projects' point of view

Furthermore, for each BEAM field mission there will be a specific ToR, which more precisely defines the focus and objectives of that particular mission.

2. Geographical and thematic focus of the field mission

Based on the discussions with the BEAM management and also on the portfolio analysis, the ESG has decided that the geographical focus of the first field mission is South Africa, Namibia and possibly Botswana.

The field mission review will focus on BEAM projects, which have already implemented activities in the region, and have submitted either a mid-term report or an end report. Inclusion of other projects in the selected countries will be decided case by case after the initial interviews with the Finnish partners. If they have had significant interaction with local partners and/or started piloting or implementing, they may be included in the analysis.

After approval of this mission plan, the Finnish consortium partners will be contacted and interviewed to get a better understanding of which target country partners could be contacted and possibly visited.

Tentatively the mission will be carried out in the following locations:

- South Africa: Johannesburg and Pretoria (if necessary also Cape Town)
- Namibia: Windhoek and Walvis Bay (if necessary also Swakopmund)
- Botswana (to be decided based on the interviews).

3. Approach and methodology

The approach to the field mission is iterative, the plans for next stages will be further elaborated and detailed during the course of the mission preparation, as more information comes available. The reports and other materials currently available through BEAM are somewhat high-level and not fully up to date at any given time. Therefore interviews and other interactions with projects, BEAM team, Embassies, Finpro, Tekes and MFA may bring new aspects to light and influence mission plans accordingly. Any significant change or adjustment in the plan will be discussed with ESG, when possible.

At this time it is not clear which projects have had more interactions and practical activities in partner countries. Depending on what is found in the first interview round in Finland, we may propose grouping the projects into two: write more detailed case studies of few (tentatively 3-4) projects, with larger number of interviews and interactions. This would mean respectively covering the rest of the projects with a lighter hand and fewer interviews.

If this would seem to be a sensible course of action, the mission team will inform and ask for comments from ESG by email.

The first field mission will include the following tasks:

0. *Concept design (only this time)*
 - a. The review will use the evaluation questions given in the ToR
 - b. This review will aim to create templates which can be reused in the possible later reviews of Work Package 3, should that be implemented.
1. *Desk study (collection and analysis of information)*
 - a. The review of the project proposal documents for each project
 - b. The review of any intermediate reports in each project
 - c. The selection of appropriate projects for evaluation during the mission
2. *Project interviews in Finland*
 - a. Interviewing main project partners; understanding each project progress in partner countries, identifying main contacts to interview during the mission
 - b. Possibly identifying some (3-4) projects for a more detailed case study
 - c. A detailed mission plan as a deliverable
3. *Mission preparations and organising interviews*
 - a. Contacting project partners in target countries, as well as the relevant Embassies and Finpro
 - b. Organising meetings and travel logistics in target countries
 - c. Detailed time table and interview list as a deliverable
4. *Field Mission*
 - a. Interviews
 - b. Possibly internal workshops with partners in the same area, if feasible
5. *Reporting & briefing*

4. Mission work plan

Preparation of the field mission will include desk research of the relevant projects, their reports and other documents, as well as background interviews with the Finnish partners of the projects. BEAM programme team will also be asked to comment on the projects and people to visit.

Embassies of Finland in Pretoria and Windhoek will also be contacted and Team Finland / BEAM contacts will be interviewed during the mission, as well as the Finpro representative in Johannesburg.

The interview and meeting plan for the mission will be finalised after the initial interviews in Finland. If there are projects approved to BEAM recently which target

Tentative list of relevant BEAM projects to be covered by the field mission includes the following:

Project	type	Partners in Finland	Target country/city
NAMURBAN	research	SAMK Satakunta University of Applied Sciences + companies (tentatively Naps Solar System, Intlog, Scanhomes, Sansox, Akvafilter, Rannan Kone, Biogas company, Hakosalo, Swocean)	Namibia, Walvis Bay
DIPCEM	research	Aalto University	Namibia, Windhoek
Co-creation of Namibian Smart Community (SmartCom)	research	VTT, University of Tampere UTA, companies in the previous Smart Community project	Namibia, Windhoek
Smart Community	enterprise project	Sopimusvuori Oy, Earth House Oy, A-Insinöörit, Aiho Arkkitehdit	Namibia, Walvis Bay/Swakopmund/Windhoek (TBC)
Sustainable Education Design	research	Lappeenranta University of Technology LUT, University of Helsinki HY, Tampere University of Technology TUT. Companies: Claned Group Oy, Elementit-E Oy, Talvio Oy, Suomen yliopistokiinteistöt Oy, GreenEnergy Finland Oy, Levono Technology B.V (Finnish Subsidiary), Funzi	Botswana, South Africa, Tanzania, Namibia (Windhoek)
Funzilife	enterprise project	Funzilife Oy	Tanzania, South Africa, Botswana
NAMHUB	research	SAMK, University of Oulu, Finnish Environmental Institute SYKE and VTT. Tentatively Finnish companies (TBC)	Namibia, Windhoek and Walvis Bay
PUSKA	research	SeAMK, LUKE, University of Eastern Finland UEF	Namibia
Ranchising International	enterprise project	Goodmood Highland Oy	South Africa

Depending on the amount of partners in each project, we estimate 1-2 interviews in Finland and 1-3 interviews in locations per project. Some of the interviews may be done by phone or Skype if organising a meeting proves impossible.

5. Information sources

Data and information for the planning and conduction of the field mission will be gathered from the following sources:

Data / information	Source
1. Technical project information / data	Tekes / BEAM
2. Project applications and description	Tekes / BEAM
3. Project mid-term reports	Tekes / BEAM
4. BEAM portfolio analysis	Evaluation team
5. Project interviews in Finland (1-2 per project)	Tekes BEAM + MFA
6. Partner and stakeholder interviews (1-3 per project)	Target countries

6. Team and resource allocation

The field mission will be carried out by **Kristiina Lähde** (Lead) and **Steve Giddings**, with **Kimmo Halme** supporting the concept design and desk study. Allocated resources are shown in the below table.

	K. Halme	K. Lähde	S. Giddings
Concept design and desk study	2	3	3
Field mission	0	9	8
Reporting	0	3	2
Total	2	15	13

The validation of the field mission results will be combined with the validation workshop for the mid-term evaluation and summary of WP1 and WP2.

7. Timing of tasks

Task	Anticipated timing
Concept design	2 -31.1. 2017
Mission plan and budget ready	31.1. 2017
Desk study	1.1 - 24.2. 2017
Project interviews in Finland	23.1 -17.2. 2017
Mission preparations and organising interviews	23.1 - 24.2. 2017
Field mission	27.2 - 9.3. 2017
Draft report and briefing	by 31.3. 2017
Validation	30.4. 2017
Report	31.5. 2017

8. Reporting

The reporting will follow the guidance in the Evaluation Manual of the MFA. The review results will be presented by the evaluation questions in the ToR. For all evaluation questions findings, conclusions and recommendations will be presented. The main quantitative results will be summarised in graphs.

The report will be concise and in English. Main points of the report will be shared with the general public in the separate mid-term evaluation report.

Interview notes or detailed project descriptions will not be published in reporting for confidentiality reasons.

9. Evaluation and interview questions (Evaluation matrix)

Evaluation question related to criterion in the ToR	Verifying, supportive and explanatory questions	Indicators for questions	Source of data and/or methods for collecting the data
1. Reach and relevance			
To which extent can it be verified that there is a need for BEAM activities, BEAM can reach relevant target groups and BEAM brings an added value to them?	<p>What is the general awareness and reach of BEAM in target countries / regions?</p> <p>How is the relevance of BEAM objectives perceived from target country & stakeholders' viewpoint?</p>	<p>Agencies are aware of BEAM</p> <p>Presence / existence of joint projects and events</p> <p>Evidence of joint activity</p> <p>Share objectives with BEAM</p> <p>Commitment to shared objectives</p>	<p>Tekes / MFA (BEAM mgt) interviews</p> <p>Project data (Tekes)</p> <p>Project applications and progress reports</p> <p>Interviews with Finnish project partners</p> <p>Interviews at the Embassy and local ministries, agencies, etc</p> <p>Interviews with project partners</p> <p>Project /news search on organisation's websites</p>
2. Programme structure and way of organising			
To which extent can it be verified that BEAM (and its projects) has sufficient resources, the means and a suitable approach to conduct the activities it is aiming?	<p>What would have happened if project was not accepted to BEAM?</p> <p>What is the significance / added value of BEAM projects</p> <p>In which concrete ways can BEAM's added value be observed?</p>	<p>Added value of BEAM resources for partners; (e.g. need for project funding?)</p> <p>Added value of Finnish partners/network for local partners (e.g. access to knowledge, markets, etc)</p> <p>What would have (not) happened without BEAM?</p> <p>What would have happened if resources were more or organised otherwise?</p>	<p>Tekes / MFA (BEAM mgt) interviews</p> <p>Project data (Tekes)</p> <p>Project applications and progress reports</p> <p>Interviews with Finnish project partners</p> <p>Interviews with local project partners / partnering organisations</p>
3. Efficiency of implementation			
To what extent has BEAM succeeded in implementing the "activation, initiation, definition" and "projects, piloting, demonstration" activities and achieving the "engagement of partners and stakeholders"	<p>What kind of progress and results can be observed?</p> <p>How is the in reflection to different BEAM / project objectives?</p> <p>What are the reasons for</p>	<p>Project progress</p> <p>Project timeliness</p> <p>Results / progress achieved vs resources</p> <p>Efficiency & effectiveness compared to other /</p>	<p>Tekes / MFA (BEAM mgt) interviews</p> <p>Project data (Tekes)</p> <p>Project applications and progress reports</p> <p>Interviews with Finnish</p>

<p>results?</p> <p>Success and achievement refer to quality, quantity and timeliness.</p> <p>How well does the BEAM programme administration and management, which is a cooperation arrangement between TEKES and MFA, support programme implementation?</p>	<p>successes and failures?</p> <p>What kind of programme and project level monitoring is in place, how well does it provide information and what should be further developed?</p> <p>What are the possible field implications of BEAM being a jointly organised programme?</p>	<p>domestic / international projects</p> <p>Encountered challenges in project administration</p> <p>Encountered challenges in project implementation</p> <p>Timeliness and efficiency of BEAM in addressing project challenges</p> <p>New /changed ways of conducting projects or work</p> <p>Issues which are reported back to BEAM and issues, which could/should be reported</p>	<p>project partners</p> <p>Interviews with local project partners / partnering organisations</p> <p>Other feedback from projects (reporting, survey)</p> <p>Observations by the evaluators</p>
4. Potential for effectiveness, impact and sustainability			
<p>Are there factors that promote or hinder the achievement of results and impacts in the BEAM results framework?</p>	<p>What kind of challenges / important enablers can be identified in projects? (technological, administrative, cultural, economic /business/ market-related, etc)?</p> <p>To which extent are these context or actor specific?</p> <p>To which extent can these be replicable /scaled / relevant in other projects?</p> <p>To which extent can these factors be anticipated / managed / mitigated / leveraged?</p>	<p>Any indications that projects are not progressing fast enough, big enough or have sufficient quality</p> <p>External interferences with projects</p> <p>Lack of commitment from stakeholders</p> <p>Lack of results and achievements</p>	<p>Tekes / MFA (BEAM mgt) interviews</p> <p>Project data (Tekes)</p> <p>Project applications and progress reports</p> <p>Interviews with Finnish project partners</p> <p>Interviews with local project partners / partnering organisations</p> <p>Interviews with Embassy, ministries, agencies, etc</p> <p>Other feedback from projects (reporting, survey)</p>

10. Tentative travel budget for mission

Travel arrangements and costs will follow MFA Standard terms and all travel will be in economy class. Budgeted 5-6 days in Namibia, 5-6 days in Johannesburg/Pretoria including weekends and travel days.

Flights (transcontinental and within region): 2180 €

Accommodation, car rental, airport transfers: 3260 €

Travel per diems: 864 €

Total: 6304 €

Annex 3. BEAM Result Framework

Input	Activity	Results	Impact (tämä sarake varsinkin vaatii lisämietintää)
RESOURCES AVAILABLE FOR BEAM	ACTIVATION, INITIATION, DEFINITION	ENGAGEMENT OF PARTNERS & STAKEHOLDERS	WIDER COMMUNITY OF ENGAGED PARTNERS
Tavoitteet	Tavoitteet	Paikallisilla partnereilla tärkeä rooli hankkeissa	BEAM-hanketoiminta tukee laajemmin yhteistyösuhteiden ja kumppanuuksien kehittymistä kehitysmaiden ja suomalaistoimijoiden välille
Muu rahoitus + ohjelman rahoitus	Muun rahoituksen mobilisointi ohjelmaan ja hankkeisiin	Yhteiskuntavastuutietoisuus lisääntynyt	
Ohjelmabudjetin (Tekes + UM) tehokas käyttö	Tuodaan markkina- ja ennakointitietoa hakijoille valituista markkinoista ja teemoista	Kotimaiset kumppanuudet (rahoittajat, projektikumppanit) vahvistuu	
	Kannustetaan suomalaisia yrityksiä ja tutkijoita yhteistyöhön BEAM-maiden yliopistojen ja yritysten kanssa	Kv-yhteishakujen toteuttaminen (määritelläänkö tavoitelkm, alueet?)	Vaikuttavuusinvestointiekosysteemi kehittyy
Indikaattoreita	Rakennetaan kv-rahoitusyhteistyötä	Indikaattoreita	Uutta tietoa ja osaamista luodaan hankkeissa
Omarahoitus ja muu ulkopuolinen rahoitus BEAM-hankkeissa, osuus, €	Osallistutaan vähintään yhteen kansainväliseen yhteishakuun (esim. EUREKA) ohjelman aikana	Suomalaisten ja Kv-kumppaneiden määrä - ja laatu - hankkeissa	Uutta osaamista siirtyy kohdemaahan
Yritysten houkuttelema muu rahoitus/sijoitukset €	Tuotetaan matchmaking-toimintaa yhteishauissa (Vietnam, muut)	Kv-yhteistyöhakujen määrä	Indikaattoreita
	Yhteiskuntavastuutiedon lisääntyminen yrityksissä järjestettyjen tilaisuuksien kautta	Kv-yhteishausta rahoitettujen hankkeiden määrä	Syntyneet pidempiaikaiset kumppanuudet
Kumppani-instituutioiden rahoitus kv-yhteishauissa €	Tehdään yhteistyötä Tekesin ja Finpron kasvuohjelmien kanssa.	Käyttäjien osallistaminen kehitysprosesseissa (laadullinen)	Syntyneet julkaisut
Team Finland (Finpro kasvuohjelma + Tekes-ohjelmat + UM:n muut rahoitusinstrumentit)	Indikaattoreita		Ekosysteemyhteistyö (MoU:t yms.)
	Järjestetyt tilaisuudet, lkm, hlömäärä		
	BEAM sivuilla kävijöiden lkm		
	Hankehakemusten kokonaismäärä		
	OppSpace kävijöiden lkm		

Input	Activity	Results	Impact (tämä sarake varsinkin vaatii lisämietintää)
	PROJECTS, PILOTING, DEMONSTRATION	NEW CONCEPTS FOR PRODUCTS AND SERVICES VALIDATED BY USERS AND KEY STAKEHOLDERS	PROVEN CONCEPTS AND EXPERIENCE OF THEIR APPLICATION
	Tavoitteet Ohjelmasta rahoitetaan vähintään 5 laajempaa yritysveltoista, ekosysteemihaanketta vuodessa Rahoitetaan vähintään 3 pilotti/demonstraatiohaanketta vuodessa	Hankkeiden tuloksena syntyy b) haastelähtöisiä ratkaisuja yhteiskunnallisesti tai ympäristöllisesti merkittävien ongelmien ratkaisuun c) kohtuunhintoisia, saavutettavampia ja soveltuvampia tuotteita ja palveluita köyhien ulottuville	Yritysten kv-liiketoiminta kasvaa kehitysmaissa Uusia tuotteita ja palveluja omaksutaan ja ne leviävät markkinoilla Kehitysvaikutuksia alkaa syntyä
	Lisäksi pienempiä yrityshankkeita vähintään 10 vuodessa Onko tavoitteita liittyen tutkimushankkeisiin, kv-yhteisrahoitettuihin?	Indikaattoreita Lanseeratut tuotteet/palvelut/muut innovaatiot lkm	Indikaattoreita Kv-liiketoiminnan kasvu
	Indikaattoreita Toteutuneiden/rahoitettujen hankkeiden lkm, tyyppi Hankkeiden temaattinen / maantieteellinen jakautuminen -projektitoteuttajien lukumäärä, tyyppi (yritys, järjestö, tutkimuskumppani, julkinen sektori)	Innovaatioiden kohdistuminen (laadullinen, mitä ratkaistaan, mikä ongelma jne.)	Käyttäjämäärien kehittyminen ja skaalautuminen kehitysmaamarkkinoilla Kokemukset ja vaikuttavuuden syntyminen osana loppu- ja jälkiraportointia, arviointia Kehitysvaikutusten seuraaminen ja mittaus Työpaikat, uusi yrittäjyys ja liiketoiminta kohdemaissa
	UTILISATION OF PROJECT RESULTS	UTILISATION OF NEW CONCEPTS, INVESTMENT IN SOLUTIONS	IMPACT ON BENEFICIARIES & PARTNERS: IMPROVEMENTS ON QUALITY, AVAILABILITY AND QUALITY OF PRODUCTS AND SERVICES
	Työpaikat, liikevaihto, kv-osaaminen, markkinantuntemus Tutkimustulosten hyödyntäminen yrityksissä	Hankkeista syntyy onnistuneesti kaupallistettuja ja skaalautuvia innovaatioita	Hankkeiden tuloksena syntyy kasvavaa liiketoimintaa ja työpaikkoja
	Indikaattoreita Yhteen vedetyt / aggregoidut tulostavoitteet Tavoiteltavien uusien konseptien määrä Vaikuttavuuskertoimen ennen ja jälkeen projektin Tutkimushankkeissa mukana olevien yritysten määrä	Houkutellaan kv-rahoista suomalaisten kehitysmaahankkeisiin yhteistyöllä ja jakamalla tietoa esim. Maailmanpankin, YK:n, muiden kv-rahoittajien kanssa ja kokoamalla kilpailukykyisiä konsortioita Indikaattoreita Hankkeiden tulokset, yksittäin ja nipuissa (loppuraportti, jälkiraportti, "kenttäraportti") Käyttäjämäärät / asiakkuudet lkm Ulkopuolinen rahoitus hankkeisiin/yrityksiin €	Hankkeet ovat tuloksellisia kehitysvaikutuksiltaan Vastuullinen yritystoiminta kehittyy Indikaattoreita Taloudelliset vaikutukset hanketasolla Sosiaaliset vaikutukset hanketasolla Ympäristölliset vaikutukset hanketasolla Vastuullisen yritystoiminnan kehittyminen (laadullinen, käytännöt)
	DISSEMINATION & EXPANSION	BROADER UTILISATION AMONGS LOCAL STAKEHOLDERS	WIDER SOCIETAL, ENVIRONMENTAL, BUSINESS IMPACT
	Tavoitteet Projektien aktiivinen viestintä Tulosten levittäminen kv-kentällä ja kv-kumppanuuksien lisääminen	Hankkeista rakentuu laajempia ulkoisvaikutuksia tiedon, osaamisen ja ratkaisujen leviämisen kautta Paikalliset partnerit ja työntekijät keskeisessä roolissa Paikallinen ekosysteemi osallistuu ratkaisujen levittämiseen ja käyttöönottoon	Elinkeinoelämä uudistuu ja talous kasvaa niin Suomessa kuin kehitysmaissa Hyvinvointi ja sosiaalinen tasa-arvoisuus lisääntyvät Yleisen taloudellisen toimeliaisuuden lisääntymisenä kehitysmaissa.
	Indikaattoreita Syntyvät jatkohankkeet /lkm? Arvio tuotosten levittämisestä / skaalaamisesta suunnitelmissa	Indikaattoreita Käyttäjämäärät / asiakkuudet lkm Kumppanuudet tulosten levittämiseksi	Indikaattoreita Vaikuttavuuden arviointi 2-3 vuotta myöhemmin