

Terms of Reference

External mid-term Evaluation of Impact Hub Basel

1. Introduction and Context

Fondation Botnar funded the building up of Impact Hub Basel.

Fondation Botnar

Fondation Botnar is a Swiss-based foundation whose core purpose is improving the health and wellbeing of children and young people in growing secondary cities around the world. We do this by investing in sustainable solutions, learning with, connecting and catalysing diverse partners.

At Fondation Botnar, we recognize the value of learning in effectively driving towards systemic change and are committed to cultivating and nurturing learning both within and outside of the organization.

Impact Hub Basel

Impact Hub Basel provides a coworking space and support system for social entrepreneurs and innovators as they develop innovative and creative ideas into projects to make a positive change in the world. Impact Hub Basel offers organisations and companies a playground to experiment and test ideas and concepts to enable the creation of innovative projects and maximize opportunity to leverage impact. In this regard, our action directly fosters innovation in the business sphere.

Program Description

The project aims to have regional impact by directly supporting social entrepreneurs and innovators with infrastructure (coworking space), coaching, a network of colleagues and adapted funds in order to develop sustainable ideas and innovative concepts. Activities range from events and coworking to different ideation, incubation and acceleration programs intended to enable entrepreneurs/innovators to develop their projects.

Connections with a local and global community of social entrepreneur focused programs, including the global network of sister Impact Hubs, provides support to our members to help them leverage impact. Through our close collaboration with other Swiss Impact Hubs and institutions, we expect to have national influence. This collaborations on a national level will magnify the available resources and offer new opportunities for entrepreneurs/innovators and organisations. Finally, our global network is expected to facilitate strong international connection in order to promote projects with developing countries and therefore leverage impact on an international level.

Timing of evaluation regarding the project cycle

The proposal described a first phase of 5 years with the following aims.

1. Start-Up Funding of the Impact Hub Basel for 5 years
2. Programs that are very closely linked to existing programs of the Fondation Botnar, namely:
 - a. Lafiya Innovators (formerly known as Accelerate 2030, Botnar/Child Health Track); a global incubation program
 - b. Innovators for Children, Romania; a conference and incubator program with local outreach in Romania

- c. Sustainable Incubation program; a local incubator
- d. strategic reserve to pursue an additional project within the next 5 years.

From the most recent report, a financial viability exercise led to the proposition of an organizational re-structure. This evaluation exercise takes place as the new structure is implemented.

Milestones:

- May 2017: Verein Hubbasel launched and registered
- May 2018: Official acceptance into the Impact Hub network, Verein Hubbasel renamed to Verein Impact Hub Basel
- March 2019: Innovators for Children program first edition launched
- May 2019: Launch of Verein Impact Hub Switzerland for nationwide partnerships
- July 2019: Lafiya Innovators program first edition launched
- November 2019: Impact Hub Basel coworking and event space opened doors
- January 2020: Impact Hub Basel Incubator first edition launched
- February 2020: Café Spurlos (Zero Waste Café) opening doors

Geographical focus of the evaluation

The evaluation shall take place at the Impact Hub in Basel, no travel required. It will be possible to virtually connect to relevant sub-contracted program managers in Romania, Senegal and Ghana, if necessary.

2. Objectives of the Evaluation

Purpose of the Evaluation

The purpose of this evaluation is two-fold. Firstly, we would like to capture knowledge for both Impact Hub Basel and Fondation Botnar. Second, we would like the exercise to draw upon this knowledge to stimulate learning processes and set in motion a process to address potential areas of program improvement.

This evaluation exercise is seen as a good moment to assess progress against the originally proposed aims, to explore and understand the nature of the re-structure exercise and its potential effect on achievement of these aims.

Performance Indicators and Sample Questions

The assessment of the program plans and their activities shall be carried out on the following performance indicators:

| Indicator | Example Questions |
|-----------|--|
| Results | To what degree are results of the project on track? What factors appear to be linked with over or underperformance? What are key success factors and lessons learned? |
| Learning | How do results connect to learning processes? How is learning captured and being used? |

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| | How can the insight gained from these processes contribute to Fondation Botnar learning journey? |
| Partnership and coordination | How successfully have programme interventions worked with other organisations and stakeholders to achieve results they would not have been able to achieve independently? |
| Community and system change | What factors or processes are associated with the pace (speed) of community and/or system change? |

3. Expected Results

Scope of the evaluation

Following aspects of the evaluation object are to be evaluated:

| | |
|---------------------------|---|
| Theory of change | Re-construction of a ToC on an organisational level |
| Process | Test if implementation according to theory, if extra process necessary, adapt, confirm |
| Systems | Analyse and assess dimensions of Impact hub network and systems (components, interrelations...); capture unexpected results |
| Learnings | Summarize, communicate |
| Fondation Botnar strategy | Contribution of this program to Fondation Botnar learning questions and other strategic elements |

4. Methodology and Approach

Methods and tools for data collection

No primary data collection is required. For the different phases, data and information will be obtained through different methods, such as:

- Analysis of documents
- (Semi-) structured interviews; face-to-face and/or by phone
- Group discussions
- Electronic communication

Level of the assessment

This evaluation shall assess how Impact Hub Basel is functioning efficiently as a recently established organisation.

Evaluation Process

- Planning phase including kick-off meeting and desk study
- Implementation phase including data collection, data quality assurance, data management & cleaning
- Learning consolidation phase including incorporating input to finalize report and provide feedback to grantee and donor

5. Required Expertise

- Studies (Master's or PhD degree) in a relevant field (public health, sociology, social assistance, psychology, political science, etc.);
- Minimum of 3 years of experience as a professional evaluator including but not limited to:
 - design monitoring systems and prepare evaluation plans, manage/implement M&E activities, qualitative data analysis, descriptive statistical analysis, report writing and data visualization
 - Demonstrated ability to develop realistic project milestones and timelines and manage projects according to a mutually agreed upon plan
 - Cross-cultural communications track record. Experience working in the development sphere while based in a developing country desirable
 - Knowledge and experience in evaluating complex systems
- Excellent research writing and communication skills in English;
- Demonstrated ability to critically analyse and synthesise a range of material from secondary data sources and to present information in a concise yet thorough form.
- Strong experience working with entrepreneurs and startups; good understanding of the startup landscapes, challenges and development stages (e.g. early stage vs. growth/scaling stage)
- Evaluator is aware of and willing to adhere to [AEA Guiding Principles](#)

6. Schedule, Timelines and Deliverables

The suggested timeline for the on-site evaluation and closing workshop is tentative and depends on national public health regulations and recommendations.

| Work packages / action | Responsible | Timeline |
|--|------------------|------------|
| Appoint Evaluator | Fondation Botnar | April 2020 |
| (Virtual) Kick-off meeting with Impact Hub M&E Team and Fondation Botnar | Fondation Botnar | April 2020 |
| Submission of Kick-Off meeting minutes and customized outline for final report | Evaluator | |
| Desk study of project documents provided by grantee | Evaluator | |
| 5-Day Field visit per program | Evaluator | May 2020 |
| Elaboration of draft evaluation report | Evaluator | |

| | | |
|---|------------------|--------------|
| Submission of draft evaluation report | Evaluator | |
| Feedback on draft report* | Fondation Botnar | |
| Inclusion of feedback and submission of final report and accompanying briefing slide deck | Evaluator | |
| (Virtual-) Closing meeting with Impact Hub M&E Team and Fondation Botnar | Fondation Botnar | End May 2020 |

*Aspects to be changed are factual errors that can be verified and unclear statements that would benefit from clarification.

Kick-Off Meeting

The evaluator is expected to attend a Kick-Off meeting and summarize and share its outcomes with Fondation Botnar and the grantees.

The Kick-Off meeting shall, among other things, provide an opportunity to review and customize the evaluation report template and discuss the learning and communication plans.

Evaluation Report

The evaluator is expected to deliver a report and a briefing slide deck that can be repurposed for various audiences in terms of learning. See annex for proposed structure of the evaluation report.

7. Specific conditions

Ownership/use of results

The ownership of the results / deliverables obtained in the framework of the study/context analysis, including the intellectual property right, belongs to Impact Hub Basel and Fondation Botnar as the beneficiary of the evaluation.

8. Application Process and Deadline

Application Process

The application file must include:

- Short description of a methodological approach/plan (max. 3 pages);
- Evaluator capability statement (max 300 words);
- CV in English;
- Reference contact details;
- A list of research papers/ articles published indicating the sources where these papers can be accessed;
- A financial offer which includes all costs and fees related to the evaluation tasks. Costs must be shown in CHF.

Deadline

Interested experts are requested to send their application package by April 21, 2020. Applications in pdf format can be electronically submitted to emoldovanyi@fondationbotnar.org

Annex

Evaluation Report

Part A – Background Information

This section shall include information about the organisation and project: project identification data such as name of the organisation, project title, project duration etc. Additionally, information about the evaluator, such as name, affiliated organisation, dates of the evaluation etc.

Part B – Executive Summary

This section shall give a short summary of the project description, its overlying objectives and targeted beneficiaries, key findings, lessons learned, alignment to Fondation Botnar strategic elements and recommendations.

Part C – Methodology and Approach

This section shall cover the evaluators methodology and approach to conduct this evaluation.

Part D – Program Analysis

This section shall cover the learning and knowledge generation part of the program and analyse the program in terms of its alignment to Fondation Botnar key strategic elements. Questions around engagement of local stakeholders and beneficiaries, partnership and coordination, community and system change shall be answered.

This section must include key success factors and failures/challenges.

Part E – Project Plan and Activities

This section shall cover the assurance of accountability and analyse the program in terms of the performance indicators. Questions about the theory of change, methodology, approach, milestones and their achievements, resource management, sustainability, monitoring and the use of data shall be answered.

It must also include key success factors and failures/challenges.

Part F - Recommendations

This section shall capture any recommendations related to the performance indicators and other learnings from the exercise.