




Hi! I'm Whitney Pyles Adams. I've been with CARE for about 13 years so some of you will know me from previous roles. Now I'll be managing the accelerator program, so that's why I'm here presenting some of the slides today.


Why are we launching an accelerator?

✓ **We have the ideas!**
 Many of CARE's innovations have taken more than ten years to go to scale and some get lost all together!

? **What does the private sector know that we don't?**


" A startup is a human institution designed to deliver a new product or service under conditions of extreme uncertainty" - Eric Ries

...Sound familiar?



Years ago, the health team was looking for a tool that could strengthen community oversight and governance of health system. We then discovered the Community Score Card (CSC), which was invented in Malawi in 2002, but had not gained much traction within CARE since then. It had been picked up by the World Bank and World Vision, but most people at CARE had no idea that we invented the idea! Thankfully, we were able secure donor funding for the Maternal Health Alliance Project and that helped breathe new life into the CSC. Over the last few years, as a partnership between the SRMH team and CARE Malawi, we've done an RCT on CSC, copyrighted the toolkit, created a community of practice and a brand new consulting group that will support organizations all over the world to implement it.

but we couldn't help from thinking:

- Why did it take ten years for the CSC to take off?
- How many lives could we have improved if we invested in the CSC back in 2002?
- How many more CARE ideas, like the CSC, have stalled because they were not identified or properly supported?

We did more digging and found this same story repeated over and over again at CARE. For example, Village Savings and Loans Association approach has reached scale and is being implemented in over 73 countries with more than 12 million active participants, which is fantastic. CARE originated VSLA methodology in 1991, though!

So, we came to this conclusion. CARE knows how to innovate, we know how to create impact. But we have no idea how to go from idea to scale quickly.

Then we asked ourselves, who actually knows how to do this better? Well, Accelerators are a new type of program that aims to help new ventures or "start up" businesses go from "seed", or idea, stage to successful enterprise in a short amount of time. There are literally hundreds of programs around the world defining and refining this new methodology. So, we wondered, what can we learn from them? We decided to try to adapt and apply the methods to our own innovations.

So a good question we get asked is "So what does CARE have to do with startups and accelerators? Afterall, we've been around since WWII!!"

This is a quote from Eric Ries, who's a thought leader in the accelerator world. I love this quote, because it illustrates how new ventures have core elements in common. So whether it's a new brand new business or a new project or innovation within CARE, we're all trying to build something new under conditions of extreme uncertainty

Who came up with the Impact Event?



- The CARE USA Program team Knowledge Management Working Group shared a knowledge fair idea
- Idea was expanded to a global Impact Event that showcases impact and innovation contributing to the CI 2020 Program Strategy
- Event awards \$150K each to the three most promising initiatives for scale up



Now that you've heard about the idea for the Accelerator we'll give you a little background on the Impact Event, now named the Impact Challenge. It came out of an idea from the CARE USA Program team Knowledge Management Working Group. They shared a knowledge fair idea that was then taken globally. The Impact Event showcases impact and innovation that contribute to the CARE International 2020 Program Strategy. At the end of the event, \$150 scaling awards will be given to the three most promising initiatives for scale up.

Better Together!

- Accelerator can provide in-depth and longer term support to innovations
- Impact Event can garner more exposure and resources for innovations
- All accelerators have boot camps + pitch events! Let's give it a try

= More effective use of resources

CARE International presents
IMPACT CHALLENGE 2016

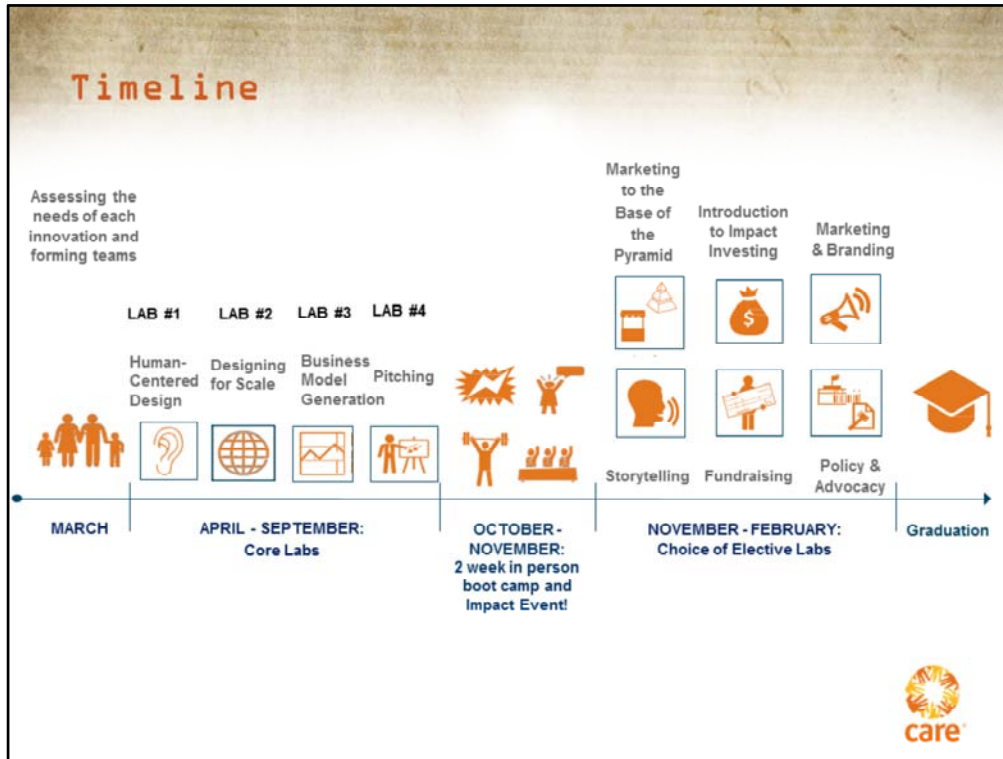
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So even though the Accelerator and the Impact Event were began as separate initiatives, we realized there were many synergies and reasons to bring them together.

We see the accelerator as a mechanism to provide in depth and longer term support to innovations. Rather than a one time event, we can support through a year long process.

The Impact Event, on the other hand, will provide more exposure and hopefully bring in additional resources for innovations.

Last, all accelerators have a bootcamp and pitch event! These events have a natural synergy and we felt we could more effectively leverage resources if we put them together.



Now I'm going to briefly walk through the timeline and program so you have a clear understanding of the goals and the requirements.

Applications are due on February 24th. After that the selection panel will do quick interviews with the top ranked applications. This is more to get a sense of the teams' goals and whether the program could be catalytic for the team and the innovation.

We hope to have the finalists selected by mid March. During that month, the accelerator will be doing a more in-depth conversations with the teams to under your needs, priorities, barriers, etc. Our goal is to revisit our design of the program and make sure we're designing something that's relevant and adapt as needed.

In April we'll begin the core labs. We'll do HCD in April, Designing for Scale in May, Business model Generation in June. We'll skip the months of July & August and do pitching in September. Each lab will consist of 2 sessions. That might be 2 webinars or 1 webinar + a time that you schedule with your team to work on an output, such as your business model or your pitch.


This year, our goal is to keep the labs as lean as possible because we know anything requiring too much commitment will not be feasible for staff. However, we still want the program to have impact so we'll be looking to find that balance.

In late October/early November we'll have our boot camp where participants can come present their draft business plan and pitch to their peers and get feedback. We're hoping to incorporate more follow on from the HCD and designing for scale labs, perhaps a mentor component as well to boot camp. That will become more concrete as we consider the needs of the teams.

Then we have our external facing event! Participants will present their business model and their pitch to a panel of judges and will have three winners who are awarded \$150,000 each.

At this time, we'll revisit with all the finalists and winners what their next steps and priorities will be. This will inform what elective labs teams choose to pursue. We envision each team choosing 1-2 elective labs to work on. Here we've listed some that could be potential options. Or, teams may choose to engage in deeper work from the core labs as a follow up. For those teams that receive the award, they'll have funds to go a step further and receive additional support. For example, if their biggest issue is policy related, they may choose do the policy & advocacy lab and use some of the award funds to do a formal policy analysis and create an advocacy strategy.

How to think about your application

What's your goal for scale?	Who can help you get there?	
#1 Scale to all of Sunamganj		The team in Bangladesh
#2 Adapt + scale through the donor and other NGOs in new geographies		Joined by an advisor from CARE UK
#3 Adapt + Replicate through new funding opportunities		and support from the SRMH team



In discussing with teams about how they might frame their application and their innovation, it's important to identify what might your goal for scale be? This will probably be determined by work that is already going on in your project or team. Or, it could relate to goals your team has considered but not yet begun.


I thought I'd share a concrete example of from my discussion with the team in Bangladesh, who decided to put forward on an innovative model private maternal newborn health providers. The team has identified three levels of scale they need to achieve.

First, the team in Bangladesh is entering a new phase of the project where they will take their small pilot and scale to all of Sunamganj district

The donor for this work, GlaxoSmithKline, is very excited about the initiative and would like CARE to package our innovation so it can be shared, adapted and scaled through other NGOs that GlaxoSmithKline, funds. So, a private sector engagement advisor and the liaison to the donor from CARE UK will join the team.

Finally, the SRMH team is interested in packaging, adapting and replicating the model in new donor funded programs globally

What stage is your innovation?

- Is there potential to scale? What are the plans?  
- What evidence do you have that the innovation is effective? 
- Is there demand? 



Another common question we've received pertains to the stage of the innovation. Many staff want to know if their innovation is too new or unproven. On the flip side, it's possible that your innovation may have reached scale already and is too mature to benefit from the program.

As you make your decision, consider whether you can satisfactorily answer the questions in the application.

First, it should be scalable innovation. Something that you believe has relevance outside the specific project or geography where it began. Ideally, there are plans or interest to scale the innovation as well.





Next, how do you know this is an innovation worth scaling. What's your evidence that it's effective. The standards for this evidence will vary significantly for innovations and that's ok.


Last, is there demand for this innovation? In other words, how do you know this innovation solves a problem that others are interested in? (Is the government already committing to finding and scaling solutions to the problem? Have had requests from NGOs partners are requesting to be trained, etc.)

Finally, we want to highlight that we're focusing on slightly later stage innovations this year. However, we feel supporting early stage innovation is critical as well. We'll be looking at how to do that next year.

If for some reason you decide not to apply, we'd still love to hear from you! Share information about your innovation and what type of support you need. Let us know what was interesting or attractive about the program and what we should think about next year. Your input is invaluable for the next phase.

What to expect if you join the program: Our guiding principles

- Focused on the needs and challenges of our staff 
- Do it, Learn, Iterate = Fast! 
- Experimentation + Willingness to change direction 
- Flexibility + Curiosity 



We just wanted to share the guiding principles of our program

First – We’re focused on making something that works for our staff, most of whom are working on restricted, donor funded programs and have very little time and few resources to think about taking their innovations beyond the next project cycle. If it doesn’t work for you, it won’t work at all.

BUT... we’re still figuring this out. We’re going to be moving quickly, learning and iterating. And it’s going to happen pretty fast.

Because this is an experiment, we’ve got to be willing to change direction when something’s not working

And because we need to be able to change direction, we need to have staff participating who are flexible and willing to learn and change direction with us. We’d love to work with staff who are just as curious as we are about we can solve this challenge.

Final Notes



- Application Deadline: 24th February
- Submit in any CARE operational language.
- Translation services expected to be available during the Accelerator
- Watch the webpage www.care.org/care-impact-challenge for updates!
- Email impacvent@care.org with questions!



Before we open it up to questions, we wanted to leave you with a few final notes. First of all, remember that the application deadline is 24 February. You can now submit applications in any CARE operational language: Arabic, English, French, Portuguese and Spanish. Translation services are expected to be available during the Accelerator program. Continue to check out the webpage on CARE.org, the link is provided, for updates including refreshed FAQ from these info sessions as well as questions we receive via email. You'll also find the application packets with supporting materials available in all 5 operational languages on the webpage. Lastly please email us at impacvent@care.org with any questions you have throughout the application process. Now we'd like to open it up to answer questions.