Evaluation report of the Wehubit 2.0 Belgium's flagship programme boosting Digital Social Innovations in Africa

BEL22009

Technopolis Africa

Final report

April 2026

This evaluation was carried out as part of the cooperation between the partner countries of the bilateral Belgian Development Cooperation and Belgium.

The report was drawn up by independent external experts.

The opinions expressed in this document represent the views of the authors and are not necessarily shared by Enabel, the Belgian Cooperation or the authorities of the partner countries of the bilateral Belgian Development Cooperation.

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Acronyms

AFD	Agence Française de Développement
ALeDIA	Amélioration de la Lecture et de l'Interprétation des Données pour l'Action
AND	Agence Nationale du Développement
ANTS	Agence Nationale de Transfusion Sanguine
BIO	Belgian Investment Company for Developing Countries
BRINK	BRINK Consulting (Scaling advisory firm)
CD	Country Director
CSOs	Civil Society Organisation
D4D	Digital for Development
DAC	Development Assistance Committee (OECD)
DeSIRA	Development-Smart Innovation through Research in Agriculture
DGA	Data Governance in Africa
DGD	Directorate-General for Development Cooperation and Humanitarian Aid
DGI	Digital & Green Innovation
DSIs	Digital Social Innovations
EU	European Union
FID	Fonds d'Innovation pour le Développement
FRI	Farm Radio International
GO	General Objective (Impact)
GSMA	Global System for Mobile Communications Association
HRBA	Human Rights-Based Approach
KEN	Knowledge Exchange Network
MTR	Mid-term Review
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
PMU	Project Management Unit
RM	Regional Manager
RTIA	Regional Teachers Initiative for Africa
SDGs	Sustainable Development Goals
SO	Specific Objective (Outcome)
TFF	Thematic Financing Framework
ToR	Terms of Reference

Cooperation project

Title	Wehubit 2.0
Project code	BEL22009
Project zone	14 partner countries of the Belgian Development Cooperation (Tier I), and other countries (Tier II) in whom Enabel is implementing opportunities for other donors (Art. 9 projects[1]). Tier I: Benin, Burkina Faso, Burundi, DR Congo, Guinea, Mali, Morocco, Mozambique, Niger, Palestinian Territories, Rwanda, Senegal, Tanzania & Uganda Tier II: Central African Republic, Jordan, Mauritania, Tunisia & Ivory Coast
Priority sector(s)	Innovation & all global challenges Enabel
Global Challenge(s)	Digital Social Innovation as transversal accelerator for the priorities of the bilateral portfolios of the Enabel partner countries
Partner country(-ies)	Focus on the partner countries of the bilateral Belgian Development Cooperation
Partner institution(s)	/
Total budget	€ 5.000.000, funded by the Belgian State
Start date & end date of the specific agreement	1 October 2023 – 31 December 2026
Start date & expected end date of implementation	1 October 2023 – 31 December 2026
Impact	To increase the use of digital innovation to contribute to reaching the SDGs and address Global Challenges.
Outcome	SO1: The supported DSIs contribute to addressing existing digital (gender) gaps, digital inclusion and other societal challenges. SO2: To enable national and regional entities (i.e. government, academia, CSOs & private sector associates) to contribute to national and regional innovation ecosystems.
Outputs	Output 1.1: DSIs have been implemented and/or scaled-up through financial support to national and regional public or not-for-profit entities in the partner countries and regions of the Belgian Development Cooperation; Output 1.2: Supported DSIs contribute to the maturation of broader

	national and/or regional innovation ecosystems in the partner countries of the Belgian Development Cooperation (BIO & Enabel); Output 1.3: Additional funding for Wehubit 2.0 has been attracted, allowing for an expansion of the programme's ambitions and activities, while meaningfully increasing its contribution to the international development sector; Output 2.1: the quality and the sustainability of the supported DSIs has been reinforced through the provision of demand-driven and needs-based capacity building to national and regional entities; Output 2.2: the national and regional integration of innovation ecosystems is improved through acting as a platform for peer-to-peer multistakeholder knowledge exchange; Output 2.3: "Wehubit 2.0 as a Service": Wehubit 2.0's processes and expertise are actively consulted and/or mobilised for the design, formulation, implementation and capitalisation of bilateral interventions
Period covered by the evaluation	01.10.2023 – 01.09.2026

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Special thanks go to Toon Driesen, Project Manager of the Innovation Hub / Wehubit 2.0, whose leadership and coordination ensured that the assignment ran smoothly from start to finish, as well as to the entire PMU team for their availability and valuable support throughout the process.

We would also like to acknowledge Arnaud Leclercq, Programme Manager at Enabel, whose insights and feedback enhanced the quality and relevance of our analysis. We further appreciate the contributions of the Innovation Hub teams across the various programmes for their active engagement in the evaluation process.

Finally, we wish to thank the wider Enabel team, and particularly Sara Sangiuliano, for her continuous support and guidance, which were instrumental to the success of this mission.

The collective efforts of all involved have made a significant contribution to this work, and we look forward to future collaborations.

Evaluation team

List all the members of the evaluation team, distinguishing between the lead expert and non-lead experts.

This evaluation was conducted by Technopolis Africa with the following team members:

Stéphanie Abogne, Co-Director of Technopolis Africa, served as Lead Expert. She oversaw the overall design and implementation of the evaluation, ensuring methodological robustness, strategic alignment, and the quality of the analysis and deliverables.

Paul Delivet, Senior Consultant at Technopolis Africa, acted as Co-Lead Expert. He contributed to the overall coordination of the evaluation, led key analytical components, supported the development of findings and recommendations, and conducted the field mission in Dakar, Senegal.

Matthieu Lacave, CEO of the Technopolis Group, provided Quality Control. He ensured the overall consistency, analytical reliability, and quality assurance of the evaluation outputs.

Lath Essoh, Analyst & Policy Data Scientist at Technopolis Africa, contributed to the evaluation through stakeholder interviews and case studies development.

Marsha Gomez, Analyst at Technopolis Africa, contributed to the evaluation through the benchmarking analysis and the development of a case study.

1 Background and context

1.1 Background

1.1.1 Digital Transformation and Development Dynamics in Africa

Over the last decade, digital technologies have increasingly shaped economic and social dynamics across Africa. However, access to digital services remains constrained by limited internet connectivity. According to the International Telecommunication Union (ITU), internet penetration in Africa stands at around 38%, the lowest of any region globally, compared to a global average of 68% in 2024, with connectivity remaining strongly correlated with levels of development.

In Sub-Saharan Africa, mobile connectivity is the main driver of digital transformation and a key contributor to economic growth. GSMA estimates that mobile technologies and services generated around 8% of the region's GDP in 2023, equivalent to about 170 billion USD of economic value. Yet, a large part of the population still does not use mobile internet, mainly because of affordability, skills gaps and other barriers, referred to as the "usage gap".

While digital technologies create significant opportunities for development, their benefits remain uneven where enabling conditions such as skills, regulation, and institutional capacity are limited. Against this backdrop, Digital Social Innovations (DSIs), defined as digitally enabled solutions addressing societal needs, have increasingly attracted investment from donors and national governments.

1.1.2 Overview of Digital Innovation Efforts Worldwide

Digital transformation has become a central priority for development actors. A wide range of international, regional and national initiatives work to improve connectivity, strengthen digital skills, modernise public services and support the growth of digital innovation in developing countries, especially in Africa. Large multilateral organisation such as the World Bank invest heavily in broadband infrastructure, digital ID systems and digital public services, helping governments build the foundations of their digital economies. UN agencies, especially UNDP and ITU, focus on digital governance, digital skills and inclusion, supporting countries to develop strategies and regulatory frameworks that ensure digitalisation benefits all groups, including women and vulnerable populations.

At regional level, Africa has seen strong momentum. The Smart Africa Alliance and the African Union's Digital Transformation Strategy encourage countries to harmonise policies, develop digital identities, improve connectivity and promote local digital innovation. These regional efforts increasingly connect with European initiatives. Through the EU's Team Europe Initiative on Digital and the AU–EU D4D Hub, European institutions and Member States coordinate support to African partners on digital governance, innovation and ecosystem development.

Bilateral agencies such as Enabel, GIZ and AFD/Expertise France complement these efforts with targeted programmes on digital skills and support to local innovation hubs. In many countries, civil society organisation, universities, tech hubs and start-ups also drive innovation at local level, creating solutions adapted to community needs. Within this broad ecosystem of global and regional digital efforts, Belgium has developed its own approach to supporting inclusive digital transformation.

1.1.3 Foundations for Belgium’s Digital Development Engagement

Belgium has made digital transformation a core part of its development cooperation. Belgium adopted its Digital for Development (D4D) Strategy in 2016, positioning digitalisation as a cross-cutting enabler for sustainable and inclusive development. The policy emphasises human rights, digital inclusion, gender equality, and the ethical use of technology. This approach guides the work of Enabel, which integrates digital solutions across its sectors and supports partners in developing digital skills, services and innovative approaches. Enabel’s Strategy 2030 identifies innovation as a core driver across all thematic priorities, emphasising the need for scalable approaches, ecosystem strengthening, and knowledge transfer.

Within this framework, programmes like Wehubit put Belgium’s D4D commitments into practice by supporting digital social innovations that address local needs and help close digital divides. Wehubit was initially launched as an ambitious initiative (2018–2023) to promote Digital Social Innovation in Africa by leveraging digital technologies to address societal challenges and enhance social inclusion. It is described as a reliable and flexible mechanism, recognised as a key platform for digital innovation initiatives. Building on this first phase, Wehubit 2.0 refines its strategic focus to ensure long-term impact, aligning closely with the priorities of the Belgian state and the broader objectives of the Belgian international cooperation.

1.2 The Wehubit 2.0 Project

1.2.1 Presentation of Wehubit 2.0

Wehubit 2.0 is implemented from 1 October 2023 to 31 December 2026, with a total budget of 5 million euros funded by the Belgian State. It operates primarily in 14 partner countries of the Belgian development cooperation (Tier I), which include 13 African countries and may also involve other countries where Enabel implements projects financed by other donors (Tier II).

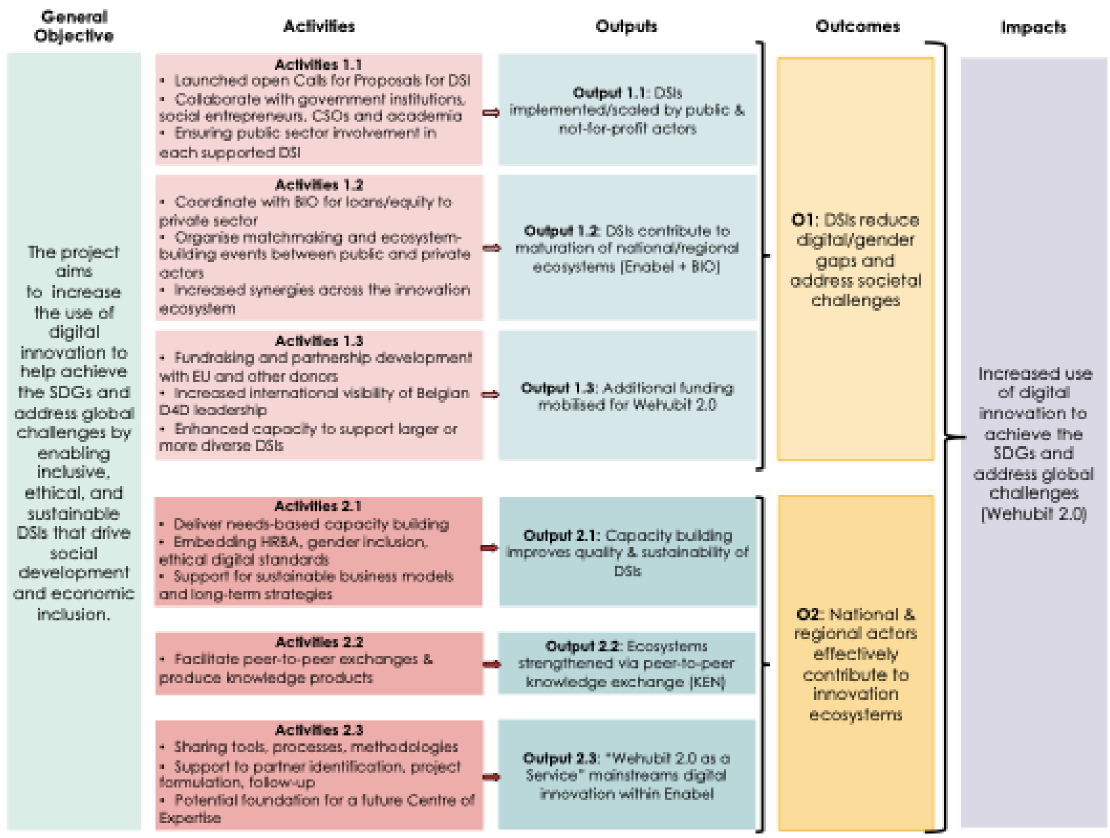
Wehubit 2.0 aims “to increase the use of digital innovation to contribute to reaching the SDGs and address global challenges”. Its approach is built around two complementary Specific Objectives:

- SO1: Supporting DSIs that address digital (gender) gaps, inclusion barriers, and societal challenges.
- SO2: Enabling national and regional entities (government, academia, CSOs, and ecosystem actors) to contribute to digital innovation ecosystems.

Wehubit 2.0 integrates financial support, capacity building, knowledge exchange, and internal advisory services. This operational structure aligns with global best practice: multi-component innovation support systems are considered more effective in strengthening innovation ecosystems, especially in contexts with fragmented institutional capacities.

1.2.2 Logic of intervention of the programme

Figure 1: Wehubit 2.0 Intervention logic



Source: Technopolis 2025

1.2.3 The Enabel Innovation Hub

Initially, the Innovation Hub grew out of Enabel's experience with Wehubit 1.0, launched in 2018 to support Digital Social Innovations (DSIs). As this experience evolved between 2018 and 2023, Enabel expanded the concept beyond Wehubit. This gradual evolution led to the formal establishment of the Innovation Hub as a central platform designed not only to support digital social innovation, but also to foster innovation across other thematic areas and funding mechanisms. The Hub builds directly on the methodological and operational experience gained through Wehubit 1.0, particularly in identifying promising social innovations and supporting their scale-up.

Prior to the creation of the Hub, Enabel had already accumulated experience with several innovation-oriented programmes, including **Wehubit, Data Governance in Africa (DGA), Digital & Green Innovation (DGI), Regional Teachers Initiative for Africa (RTIA) and DeSIRA+.** These programmes were initially managed separately. Over time, Enabel recognised strong methodological similarities among these programmes. This recognition led to a strategic decision in **2024** to consolidate these initiatives within a **single Innovation Hub**, allowing them to be better aligned, mutually reinforced and managed through a unified structure.

The Innovation Hub now brings together these five flagship programmes, including Wehubit 2.0. All programmes share a common methodological foundation, referred to as the "**Wehubit blueprint**", which consists of a set of tools, principles and approaches used to identify scalable social innovations and support them in expanding their impact. The Hub supports **23 projects in 16 countries**, in areas such as education, health, agriculture, climate resilience and human rights, and is guided by international frameworks including the **OECD DAC Guidance on Scaling Development Outcomes**.

Wehubit 2.0 is fully embedded within the Innovation Hub and constitutes one of its core operational pillars. Wehubit 2.0 not only implements its own programme objectives but also contributes to the Hub's cross-cutting functions, including knowledge management, learning and internal support to Enabel interventions. Wehubit 2.0's processes and expertise are mobilised to support the design, formulation, implementation and capitalisation of other Enabel interventions ("Wehubit 2.0 as a service"). In this way, Wehubit 2.0 both benefits from and actively contributes to the Innovation Hub's shared tools, resources and expertise, reinforcing coherence and alignment across Enabel's innovation portfolio.

1.2.4 Governance and team of Wehubit 2.0

Wehubit 2.0 is implemented by Enabel and overseen through a formal governance system that includes a Steering Committee (SC) and a Project Management Unit (PMU).

The Steering Committee is the main decision-making body responsible for strategic guidance, alignment with Belgian policies, and validation of key programme documents. It includes:

- Directorate-General Development Cooperation and Humanitarian Aid (DGD)
- Enabel, Coordinator for Belgium-based projects
- Representative of the Cabinet of the Minister of Development Cooperation and Large Cities
- Representative of BIO-Invest (Belgian Investment Company in Developing Countries)

The Steering Committee meets at least once a year and whenever major decisions are required.

The intervention is implemented by a Project Management Unit (PMU) based at Enabel. The PMU is responsible for daily management of the intervention including planning, follow-up of grants, coordination of capacity building, knowledge management, communication and organization of events. The PMU also contributes to the implementation of other projects in the Enabel Innovation Hub (RTIA, DGA, DGI, DeSIRA+), to create efficiencies and ensure a coherent approach. The PMU includes:

- Project Manager
- Administrative Assistant
- Innovation Project Officer
- Knowledge Management Officer
- Communication Officer
- Project & Event Officer

In order to coordinate, the team organises regular team meetings and mentions maintaining constant information sharing between financial & technical focal points and the programme manager.

2 Objectives and methodology

2.1 Objectives of the evaluation

The overall purpose of this end-term evaluation (ETE) was to generate robust evidence and learning on the performance and added value of the Wehubit 2.0 project and its innovation policy/strategy, while ensuring accountability to key stakeholders. The evaluation pursued two complementary objectives of strategic learning and accountability. Therefore, the evaluation adopted a primarily formative design, aimed at understanding benefits and barriers of the Wehubit 2.0 innovation strategy and informing future practice, while also providing initial judgements on the programme's performance and results achievement, at the time of the evaluation, to meet the accountability needs of DGD, Enabel and grantee organisations.

More specifically, the evaluation mission was mandated:

- To assess the overall performance and effectiveness of the intervention, by analysing the outputs delivered (including the partnership and collaborations established through the programme) and the status of results achievement, and by identifying the first observable effects.
- To examine how the innovation dimension has contributed to these effects and to what extent it represents an added value in progressing towards the general and specific objective of the intervention, including the alignment with Enabel Strategy 2030.
- To investigate in depth what has worked well and what should be improved or adapted in the approaches and implementation modalities used, particularly for demand-driven programmes, and to draw lessons for the design of future similar actions.
- To examine the validity and alignment of the strategic choices defined in the Enabel Innovation Hub strategy, assessing whether the strategy and mix of instruments are adequate to identify the key dynamics and critical factors that enable the emergence, scaling and long-term sustainability of effective social innovation ecosystems.

The evaluation applied a **structured learning approach** aimed at identifying actionable learning processes and transferable best practices with clear added value for Enabel, its partners, and the broader field of digital social innovation. Lessons learned, conclusions and recommendations are not treated as a descriptive or standalone output. Instead, they emerge from a cross-analysis of evaluation findings (relevance, effectiveness, innovation, governance, and sustainability), triangulating evidence from document review, interviews, the benchmarking exercise and case studies.

The users of the ETE are:

- **Main users:**
  - Directorate General for Development (DGD): for both strategic learning and accountability purposes as they are interested to understand the extent to which the programme has met its objectives, its overall performance, and how to build on results to extend the intervention in strategic sectors for Belgian investment. DGD is particularly interested in identifying innovative approaches that can be scaled up, while the Cabinet is interested in assessing how relevant the Wehubit mechanism is for attracting and mobilising additional funding.
  - Enabel: Enabel Belgium and Enabel projects' teams in the partner countries: to understand strengths/weaknesses of approaches, feed lessons into new interventions and improve

mechanisms for addressing digital inclusion in Africa. Enabel is also interested at corporate level to assess the experience of applying the innovation policy through Wehubit

- Grant beneficiaries: to understand the quality and sustainability of outputs and use findings to orient future investments in activities and products supported by Wehubit.

- **Secondary users** are any other stakeholders interested in results (e.g. other donors (like other EU-Funded Initiatives, the French Development Agency (AFD) the African Development Bank, et.), private sector and corporate actors; Enabel at corporate level, particularly in the context of the design of a potential Global Innovation Facility; and innovation actors such as specific DSI projects in the region), but not directly affected by the evaluation decisions.

2.2 Scope of the evaluation

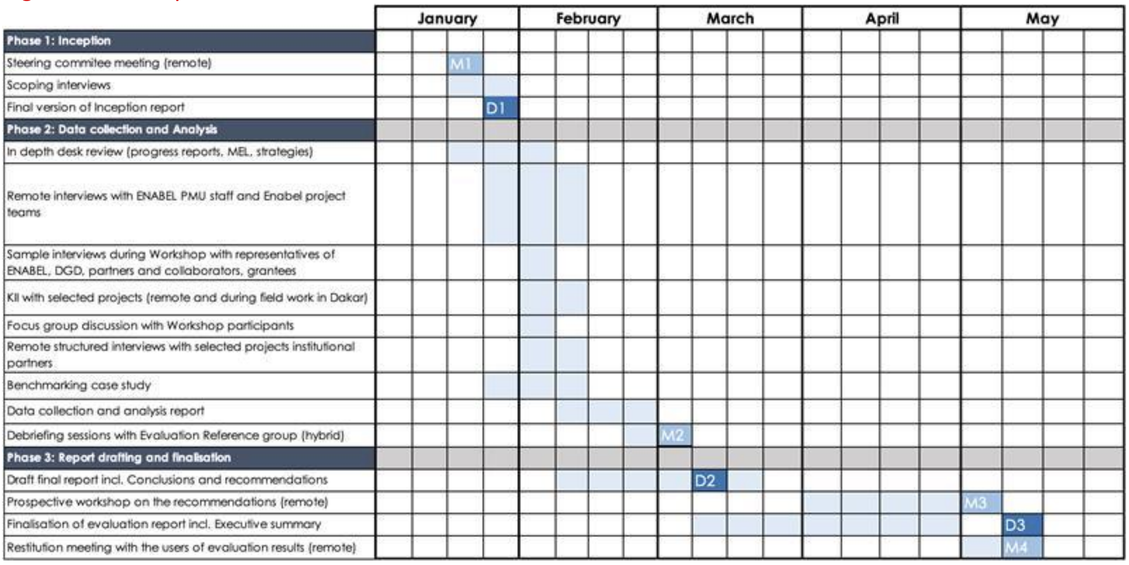
The evaluation considered all pillars of the Project and its diversity in activities. Therefore, the scope was:

- **Temporal**: the ETE covered the whole implementation period of Wehubit 2.0, hence from October 2023 onwards, with the evaluation conducted before closure to maximise learning and use of findings.
- **Geographical**: the ETE covered all projects in all partners countries of Belgium bilateral cooperation where Wehubit 2.0 operates. It is worth noting that a field visit was organised in Dakar, Senegal, during a workshop gave the opportunity to meet the majority of the stakeholders form the partners countries in a cost-efficient way.
- **Thematic**: the ETE covered the whole Wehubit 2.0 project, including:
  - Projects that are co-financed in parallel under Wehubit 2.0 and the DGA, with a primary focus on projects funded exclusively or predominantly by Wehubit.
  - All initiatives financed through the subsidy (grant) mechanism that are currently being implemented.
  - The project's other instruments and activities: technical assistance, capacity building, knowledge creation and knowledge exchange, and Wehubit 2.0 "as a service".
  - The evaluation also considered **Wehubit's anchorage within the Enabel Innovation Hub** and its strategic role as a mechanism for scaling social innovation and leveraging multiplier effects.
- **Stakeholders:** the ETE involved the donor and policy actors, the implementing agency Enabel, institutional partners, project-level actors, and a reference group bringing these parties together.

2.3 Our evaluation roadmap

The workplan of the ETE is summarised in the figure below and detailed in the following sections.

Figure 2: Work plan



2.4 Our evaluation approach

Our approach to conduct this evaluation and the methodological tools deployed are presented in the sections below. The methodology was defined during the ETE inception phase and considered the needs of the primary users of the evaluation to orient key choices and prioritisation.

2.4.1 A mainly formative evaluation

In accordance with the ToR, a primarily formative evaluation methodology was adopted, designed to support Enabel and its partners in reflecting on the Innovation Hub strategy and the implementation of Wehubit 2.0 while the project was still ongoing.

The primary focus of formative evaluation was to provide feedback to key programme stakeholders in a setting of continuous improvement, in order to inform programme improvement. A formative evaluation was also used to identify strengths and weaknesses, as well as areas for improvement to adjust future interventions and enhance their effectiveness. It also helped monitor progress to assess whether the intervention was on track to achieve its intended goals. To address the objective of accountability, a summative lens was also incorporated into the methodology. This helped determine whether the project had achieved its intended goals and objectives at the time of the evaluation. It also helped identify areas where improvements could be made in future programme delivery, such as in programme design or implementation.

The evaluation of the Wehubit 2.0 project followed the key criteria established by the OECD-DAC, namely relevance, coherence, efficiency, effectiveness and sustainability, supplemented by cross-cutting thematic issues.

2.4.2 Methods and approaches

The final evaluation of Wehubit 2.0 was conducted based on a combination of two core approaches: a collaborative and utilization-focused approach, and the identification of best practices.

- **Prioritising a collaborative and utilisation-focused approach.** The formative dimension of this evaluation was central, as its findings and recommendations will support future programming aiming at improving the overall business environment. We made sure that the principles of participation, learning, and adopting a practical mind-set were embedded in our methodology. We prioritised collective learning and a collaborative approach that to lead to the formulation of useful recommendations. We made sure to present analysis, interpretation, judgement, and recommendations in a way that users participate actively, can comment and appropriate, but also to allow dissemination of significant findings to expand influence. Finally, we made sure that results and recommendations from the evaluation are practical, operational, and grounded in the reality of the decision-making processes of Enabel and its stakeholders and uphold formulation of new interventions or new future phases of the same intervention.

- **Capitalising on existing data & evidence**: we've gathered existing data from multiple sources, including previous evaluations conducted, mainly the project management team and the beneficiaries, but also from the literature. Quantitative data provided hard evidence, and the desk review informed about the initial needs assessment and design of the programme, its implementation process and outcomes.
- **First-hand information mainly qualitative, were collected thanks to a field visit, interviews and focus group discussion**, ensuring that the evaluation took stock of what has been achieved and identifies lessons learned.
- We adopted a **mixed methods approach** to conduct this evaluation, using a variety of tools to collect and generate credible evidence and respond to the evaluation questions. We combined quantitative analysis (monitoring data, portfolio mapping, limited user feedback) and qualitative methods (document review, key informant interviews, case studies, focus groups) to address all evaluation questions and OECD-DAC criteria, with emphasis on **relevance, effectiveness, efficiency and sustainability** as requested. This methodology has been designed also to **generate "useful" learning** throughout the evaluation process for the project management and for Enabel in general.
- Additionally, a multilevel and **systemic approach** was integrated as the evaluation to look at **Wehubit 2.0 as an instrument within the Innovation Hub**, the **portfolio of supported DSIs**, and the **broader innovation ecosystems** in which it operates, including linkages with DGA, DGI and RTIA.

2.5 Evaluation framework

The evaluation questions cover the following OECD-DAC evaluation criteria: **relevance, coherence, effectiveness, efficiency and sustainability** as well as cross cutting thematic including **gender equality, environment**, etc. In addition, and without introducing a summative or ex-post impact evaluation, the evaluation integrates a light, formative analysis of early impact pathways. This aims at identifying early signs of change and plausible contribution pathways emerging from project outputs and short-term outcomes achieved at the time of the evaluation.

This early impact perspective did not seek to measure long-term or attributable impacts, which were not yet observable given the timing of the evaluation. This approach ensured that the evaluation remained fully formative, supported learning and adaptive management, and provided actionable insights to strengthen implementation and sustainability, while avoiding any overlap with summative or endline impact assessments.

The list of evaluation questions was discussed and refined during the inception phase. The evaluation matrix available on Appendix 3 lists sources of information, tools for data collection and analysis, limits/points of attention to their collection and potential outcome of the data collection.

3 Analysis and findings

3.1 Performance analysis

The following section provides a condensed synthesis of Wehubit 2.0's performance across the seven evaluation criteria: relevance, coherence, effectiveness/impact, efficiency, sustainability, unintended effects, and cross-cutting themes. Each summary reflects the key findings and main limitations identified during the evaluation process. Scores are presented alongside each criterion in accordance with the rating scale applied throughout the evaluation. **For a comprehensive treatment of the evidence base, detailed findings, and full justification of scores, please refer to the complete performance matrix available in Annex 2.**

RELEVANCE	A	B	C	D
Wehubit 2.0 addresses a highly relevant gap in the African innovation ecosystem by supporting the transition from proof-of-concept to scaling. Its demand-driven approach combining financial and non-financial support, and its integration within the Innovation Hub reflect a coherent and strategically relevant design. However, several factors slightly constrained operational relevance. Partner capacity assessments were mainly based on application documents rather than systematic diagnostics, occasionally leading to mismatches between expected and actual project maturity at entry. Communication on modalities and implementation requirements could also have been more detailed, resulting in underestimation of workload by some beneficiaries. In addition, the sub-granting mechanism tended to favour larger international NGOs with stronger compliance capacities, limiting participation from some local actors, partly due to external audit and due diligence requirements from the Belgian State. Grant size and duration were often seen as insufficient for full-scale expansion, although the programme strengthened organisational readiness and supported the refinement of implementation and scaling models. In practice, Wehubit 2.0 functioned more as a pre-scaling acceleration mechanism than a full scaling instrument, while remaining relevant to beneficiary needs. Overall, the programme is broadly aligned with national and sectoral priorities, confirming its strong external relevance.				

COHERENCE	A	B	C	D
Internal coherence is strong at the strategic and institutional levels: the pooling of human resources, tools, and events across five programmes generates strong alignment. Enabel's 2024 Innovation Policy institutionalises this logic, and Wehubit serves as the methodological engine of the broader Hub, providing a replicable model for Belgian development cooperation. Coherence is, however, weaker at the operational and country levels, particularly due to uneven mobilisation of national focal points. On external coherence, the programme, by design and positioning, occupies a complementary niche in the innovation financing landscape, but structured, measurable synergies with other international actors remain underexploited: the anticipated partnership with BIO did not materialise, and the critical link between Wehubit's pre-scaling support and downstream scaling financing mechanisms could be strengthened. Future programme design should more intentionally connect the Hub's internal coherence architecture to the broader external ecosystem. A cross-cutting finding for future programme design lay in the relationship between internal and external coherence. The Hub's internal coherence architecture has been built primarily around Enabel's				

institutional logic and bilateral Belgian cooperation priorities. Greater intentionality in connecting this architecture to the broader external ecosystem could enhance the programme's coherence and impact.

Effectiveness/Impact	A	B	C	D
Overall effectiveness is moderate-to-strong, with performance varying across levels of analysis. The programme performed well in establishing impact pathways and structuring conditions for future change, but tangible impact remains partly emergent given the two-year implementation period and uneven innovation maturity at entry. Several initiatives were not yet ready for scaling, meaning achievements should be read as foundations for future impact rather than completed systemic transformations. Outputs include deployed technological solutions, trained user populations, and functional service interfaces across health and digital infrastructure. Sustainability is most credible where institutional anchoring within public systems is underway. The programme's primary contribution is the strengthening of existing projects and their potential for scaling rather than the delivery of fully mature systemic change within the evaluation period.				

EFFICIENCY	A	B	C	D
Efficiency operates at two levels. The Hub model generates real gains through the pooling of functions — knowledge management, communications, event coordination, coaching, and procurement — across five programmes. The deployment of core team capacity to other programmes further confirms the model's value. However, structural constraints limit overall value for money: the programme team short-term contracts, and the strong reliance on external consultants generates a risk of knowledge loss. At the sub-granting level, the selection process is rigorous but grant amounts are insufficient, procedures are poorly adapted to the iterative nature of social innovation, and administrative requirements are disproportionate for smaller applicants — directly contributing to the structural concentration of recipients among large international NGOs. Greater grant flexibility and stronger internal accompaniment, alongside a reduced reliance on external consultancy, would enhance the programme's overall cost-effectiveness.				

SUSTAINABILITY	A	B	C	D
Sustainability is embedded in the programme's design from the outset: institutional anchoring, viable business models, and alignment with national strategies are selection prerequisites. The preference for public sector co-implementation reflects a theory of change oriented towards long-term national embedding. Where this logic is fully realised — such as ALeDIA's integration into Mali's health system or institutionally anchored DondeSang solutions — conditions for durable impact are meaningfully established. The capacity-building component is the programme's most consistent sustainability contribution: supported grantees leave with a clearer understanding of their scaling pathway, strategic roadmaps, and reusable tools. The critical limitation is that strategic readiness and operational sustainability are not equivalent: the programme has clarified what scaling requires without consistently facilitating access to what scaling needs. At the institutional level, Enabel's own scaling expertise is at risk due to short-term contracts and the absence of a formal knowledge retention strategy.				

Unintended Effects	A	B	C	D
The programme generated a set of positive unintended effects, notably its function as a strategic diagnostic instrument for grantees, the cross-programme learning spillovers produced by the Innovation Hub architecture, and its emerging specialization in supporting the scaling of NGO-led social innovation—an area where tailored support remains limited despite strong demand. These effects are, in several cases, among the most durable contributions of the programme to organizational and institutional change, representing added value beyond the programme's stated objectives.				

Cross-Cutting thematics	A	B	C	D
Across the four cross-cutting themes examined — human rights and inclusion, gender and digital access, and environment and climate — the programme shows a generally solid level of integration overall, as these criteria are at the core of the specific objectives of the programme. A significant part of the observed contribution stems from the typology of supported grantees themselves, many of which are specialised organisations already working on gender, inclusion, or related social impact areas, which naturally reinforces the relevance of these dimensions in implementation. Human rights and inclusion are meaningfully reflected in the design through selection criteria and the targeting of vulnerable populations and are further strengthened by the nature of the implementing partners. Gender is addressed in a more limited but still relevant way, mainly through sectoral positioning and basic sex-disaggregated data, with additional depth often coming from the practices of specialised grantees rather than from programme-specific requirements. Environmental and climate considerations are acknowledged at design level and reflected in alignment with programme principles, although their operationalisation remains uneven across projects. Overall, cross-cutting themes are adequately integrated at a foundational level, with their effectiveness often enhanced by the expertise of the selected organisations, while some scope remains to further systematise their mainstreaming across all interventions.				

3.2 In-depth analysis

3.2.1 Relevance

A well-positioned programme addressing a structural gap in the innovation support landscape (EQ1; EQ9; EQ6)

The Enabel Innovation Hub strategy proposed approaches that were strategically well positioned and broadly adequate to address a real gap in the innovation support landscape. Wehubit 2.0 addresses a major structural gap in the digital social innovation support ecosystem in Africa: the transition phase between proof-of-concept and institutional scaling. This positioning differentiates the programme from conventional project grant mechanisms on the one hand, and from investment-stage financing instruments on the other. All organisation consulted during the data collection phase described this transition period as poorly addressed by other donors and potentially looked upon positively, confirming that the programme's strategic niche responds to a real and persistent need. The benchmark carried out for this evaluation also demonstrates that Wehubit 2.0 is positioned on an underserved niche at the intersection of four areas: Africa, digital innovation, social innovation and scaling. Among the initiatives reviewed, few funding instruments cover all four dimensions at once and focus on the specific challenge of scaling social innovations in Africa.

Table 1 – Overall presentation of innovation support initiatives (included in the benchmark analysis)

Initiative	Institutional form	Managed by	Main beneficiaries
FID – Fund for Innovation in Development	Independent innovation fund	Hosted by AFD	NGOs, research institutions, private companies, public actors
Grand Challenges Africa	Innovation funding programme	African Academy of Sciences	Researchers, innovators, startups
Grand Challenges Canada	Global innovation funding organization	Government of Canada supported foundation	NGOs, innovators, research institutions
Make-IT in Africa	Development programme	GIZ	Startups, innovation hubs, policymakers
Global Innovation Fund (GIF)	Independent investment fund	Consortium of international donors	Social enterprises, startups, NGOs
GSMA Innovation Fund	Corporate development fund	GSMA	Digital startups and tech innovators
ScaleChanger	Strategic support organization	Independent non-profit	Social enterprises and NGOs
FASEP	Public financing instrument	French Treasury	Primarily French companies
Sida Challenge Funds	Development funding instrument	Sida	Startups, NGOs, social enterprises
DeveloPPP	Public-private partnership instrument	BMZ implemented by GIZ and DEG	Private companies

The programme design draws explicitly on the lessons accumulated during Wehubit 1.0, incorporating additional approaches: capacity building and ecosystem facilitation that reflect the institutional learning process. The embedding of Wehubit 2.0 within the broader Innovation Hub (DGA, DGI, RTIA, and DeSIRA+) further strengthens this positioning, situating Wehubit within a coherent multi-programme framework rather than as an isolated financing mechanism.

However, the feasibility of this strategy was only partially ensured, as the programme design did not sufficiently align its scaling ambition with the available timeframe, grant size, partner readiness, and Enabel's own operational capacities to broker continuity beyond the programme. The Calls for Proposals developed under Wehubit 2.0 may have provided somewhat less detailed guiding principles and introductory framing documents than those developed under Wehubit 1.0, which could have limited, to some extent, the extent to which the conceptual foundations of the previous phase were further consolidated. In practice, the programme functioned more as a pre-scaling preparation programme than as a scaling support initiative.

This conclusion is the result of several findings highlighted during the evaluation process. First, the programme duration of approximately two years (including programme set-up and closure period) is structurally insufficient to achieve the institutional integration, policy adoption, and systemic behaviour change required to scale. Secondly, the grant amount (often around 250k€) is often by itself insufficient to launch and sustain the scaling of the solutions (detailed analysis in the efficiency section). The information provided to applicants through the Call for Proposals documentation and related programme communication materials (including guidelines and framing documents) may have conveyed expectations of support that exceeded what could realistically be delivered within the available resource. Finally, the selection process itself led to supporting grantees who, for the most part, were not yet ready for scaling. While the strategy did take some feasibility dimensions into account, notably through its differentiated support model and institutional learning from Wehubit 1.0, the evaluation suggests that feasibility and risk analysis were not sufficiently robust at design and selection stage to detect the mismatch between the programme's scaling ambition and the maturity (readiness to scale), absorptive capacity, and sustainability prospects of many selected grantees.

Stakeholders broadly perceived the programme's positioning as relevant and useful, particularly in addressing the post-pilot gap. At the same time, they consistently considered the programme more realistic as a pre-scaling preparation mechanism than as a true scaling support instrument. This indicates that the strategic niche was credible, but that the operational ambition was overstated relative to the means available.

One of the programme's main added values lies precisely here: it helped grantees better understand the path to scale and the steps that still needed to be taken. This gap between stated ambition and deliverable outcomes is not a failure of design intent; it reflects a conceptual misalignment in the programme's positioning that affected the coherence of objectives, indicators, and stakeholder. The case studies reflect this pattern. For ALeDIA project, the support is oriented from the design stage towards evidence generation and the definition of a scaling trajectory, rather than towards scaling itself, highlighting the staging challenge of this support. While for the DonDeSang project, the support focused on clarifying the conditions required for scaling rather than enabling scaling itself. The project was still at a pilot stage and the intervention helped define a scaling pathway, identify key bottlenecks, and structure next steps. The strategy therefore only partially accounted for delivery capacity constraints. On the grantee side, selection and support assumptions appear to have overestimated the readiness of partner organisation to absorb and operationalise scaling-oriented support. On Enabel's side, the Innovation Hub model created strong methodological coherence, but the programme faced limitations in country-level anchoring, external ecosystem linkages, and post-programme financing continuity.

The benchmark confirms that this is a structural challenge across comparable programmes. Sida's Challenge Funds, address this by only entering once a proof of concept already exists, keeping grant resources focused on scaling rather than extended piloting. The Fund for Innovation in Development (FID), hosted by AFD, takes a different approach through a six-phase model tying grant size to innovation maturity, turning evidence generation into a staging tool rather than a reporting obligation: 38% of its projects between 2021 and 2024 included a dedicated impact evaluation grant.

A needs-based design but a demand-based implementation because of limited ex-ante capacity assessment (EQ7; EQ1)

The programme's approach to capacity building was designed to rely on a needs-based philosophy; however, it turned out to be more of a demand-based approach. Support modalities, including tailored coaching, structured peer-learning events, and action-research facilitation, were calibrated to the specific needs and organizational context of each supported initiative. This flexibility is identified as one of the programme's most appreciated design features and a major differentiation point from comparable instruments. At the same time, this demand-based approach was not the one promoted in its design. The initial assessment of partner capacities at the point of selection relied primarily on application documents, making the process more demand-driven than need-driven in practice and casting some doubts about the quality of the capacity assessment conducted. Also, the underlying assumption that applicant organisation would already be operating at a scaling stage proved to be wrong for the majority of supported projects. Most of them had limited absorptive capacity for the financial, technical, and strategic support provided, leaving them with limited credible sustainability models. As an illustration, for the Longa project, the need for technical capacity within the staff is still critical to maintain and extend the solution provided. This finding is consistent with the broader structural context documented in desk research on financial sustainability pathways in Africa. It highlights that organisation often operate under conditions of chronic funding shortages, weak policy environments, and limited local investment. These constraints structurally affect absorptive capacity, regardless of the quality of support provided. These limitations are further illustrated in the case studies. The grantees benefited from tailored support that did not rely on the detailed organizational, institutional and scaling assessment but on their own identified needs.

A grant mechanism adapted to established actors but insufficiently flexible to reach its diversified target (EQ10; EQ17)

The sub-granting architecture of Wehubit 2.0 provided a functionally sound and transparent framework for the allocation of programme resources. The financial grant was identified by grantees as the primary driver of programme participation and as a central foundation for credible engagement. However, the administrative requirements associated with the grant (e.g. the obligation to open a dedicated bank account and the volume of reporting documentation) were probably somehow disproportionate relative to the average grant size of approximately €250k each. The Call for proposals required applicants to have previously managed grants equivalent to at least 40% of the requested amount, to submit accounts audited by an accredited external auditor, and to demonstrate financial soundness through management accounts and balance sheets. While these criteria ensured a certain level of organizational quality at entry, they functioned in practice as a structural filter. More significantly, the administrative and process requirements structurally favoured large international NGOs over local actors and public institutions. This structural bias is analysed in detail in the efficiency section. The programme's theory of change explicitly sought to reach these players.

Strong ownership of strategic outputs but gaps in the post-programming approach (EQ13; EQ8)

The programme generated a high level of intellectual and strategic ownership among grantees. Its outputs were perceived as innovative and contextually relevant, particularly because they addressed questions often left insufficiently covered by conventional grant mechanisms, such as scaling readiness, institutional anchoring, business model viability and evidence generation. The outputs were perceived as methodologically distinctive compared with conventional project financing instruments, as Wehubit combined grants, tailored capacity building, scaling-oriented coaching, and ecosystem support. This combination was repeatedly identified as one of the programme's main distinguishing features. The programme's support was appreciated precisely because it was tailored to the realities and needs of the supported organisation. Across cases, the accompaniment was described as concrete, operational and co-constructed around real needs. For example, for HI, the business model support was seen as highly relevant and well-adjusted to the organization's situation. For Terre des Hommes (TdH), the support strengthened research-action protocols, methodological rigor, and cost-effectiveness analysis in ways that were useful for the context in which the solution was being developed. These examples suggest that the outputs were context-sensitive and broadly aligned with the operational realities of the grantees.

Capacity-building and knowledge exchange components helped change the way their teams conceptualise scaling. It contributed to better position their innovations along a realistic development path, develop coherent scaling strategies and identify milestones. It also allowed to engage with questions of business model viability and institutional anchorage that are regularly unaddressed. The DonDeSang case illustrates this point. The platform was co-designed by ANTS and the Ministry of Health, ensuring a level of institutional anchoring that constitutes a foundational condition for long-term viability. The tailored consulting support provided to specific projects represents a model of high-value, context-specific support that is well-aligned with the programme's sustainability objectives. The formalised linkages to post-programme financing mechanisms identified at the design stage were not actionable (namely with Bio), and the team had therefore to adapt include sustainability though other tools. The best example for this point is probably the OpenTeleRehab case, as the consultancy support of PeakNine, strongly focused on the economic model and its viability, highlighting gaps in the financial projections of the solution and identifying key steps that still needed to be taken before scaling. Overall, this case illustrates the broader conclusion of strong ownership of the outputs but conditional sustainability, as strengthening the financial structure of the project remains the main challenge for all solutions, including those that have already started diversifying their funding, such as ALeDIA (with ongoing discussions with USAID-JSI, the Global Fund, and the Caixa Foundation).

3.2.2 Coherence

The mutualisation model generating strong internal coherence (EQ3; EQ4)

The Innovation Hub represents one of the distinctive features of Wehubit 2.0, and the model through which internal coherence has been pursued. By consolidating five different programmes (Wehubit 2.0, DGA, DGI, RTIA, and DeSIRA+) under a common methodological blueprint, the Hub created the conditions resources and programmatic alignment. Common frameworks guide the shared learning events such as bootcamps and peer-learning sessions. The framework contract with BRINK[1], the scaling coaching provider, applies across all Hub programmes, ensuring methodological consistency in the delivery of scaling support and capitalization. Several tools developed under Wehubit, including the Scaling Assessment Tool, the gender analysis framework, and the business model sustainability study, were explicitly designed as cross-programme assets, constituting a form of intellectual capital mutualisation scale that strengthens Enabel's credibility as a serious innovation actor in international forums. The annual report (2024) highlights that this common foundation allows Enabel to position itself internationally as a partner for innovation and scaling, supporting a portfolio of 23 projects with a total budget of approximately €13 million.

This internal methodological coherence is reflected in the projects, as illustrated by ALeDIA where BRINK support translated into the application of the Lean Impact methodology, demonstrating how the Hub's common framework is operationalised at project level. A similar dynamic can be observed in DonDeSang, where the Scaling Readiness methodology applied, is currently being refined to be potentially replicated among the Innovation Hub Portfolio.

The coherence of this internal architecture is, however, more robust at the strategic and institutional level than at the operational and country level. Grantee feedback confirms that mutualisation is experienced primarily through event-based formats rather than through continuous cross-programme exchange. As illustrated by projects such as ALeDIA and OpenTeleRehab, the most valuable interactions took place during in-person bootcamps in Kampala and Dakar rather than through ongoing collaboration mechanisms. Structured capitalisation between events could be strengthened, and the mobilisation of country-level focal points proved uneven and sometimes inefficient throughout the programme launch and implementation. The constraint that prevented unified branding across Hub programmes further adds communication complexity, limiting the external legibility of the portfolio's coherence. These limitations do not undermine the overall positive assessment of internal coherence, but they highlight some limits of the model.

Wehubit is an institutional pilot for Belgian cooperation (EQ4 ; EQ2)

Wehubit functions as a pilot experience for Belgian development cooperation. The TFF explicitly commits to building processes in grant management, partnership facilitation, and knowledge exchange that are replicable and scalable. These specific added value of Wehubit allowed the Hub to incorporate four

[1] The Brink framework contract refers to a service provider supporting the Innovation Hub programmes through coaching, scaling methodologies, and capacity-building activities. It ensures consistency in the approach to innovation scaling and provides technical expertise across projects.

additional EU-funded programme lines, reflecting direct results of this ambition. Each of DGA, DGI, RTIA, and DeSIRA+ was designed on the Wehubit blueprint, benefiting from its call for proposals architecture, its scaling support philosophy, and its peer-learning methodology. These EU financing streams (representing approximately EUR 8 million of additional resources integrated into the Hub approach) would not have been possible without the institutional credibility, methodological framework, and track record established by Wehubit. The adoption in 2024 of Enabel's formal Innovation Policy, which designates the Hub as one of the three pillars of the institution's innovation strategy, formalises this pilot-to-mainstreaming trajectory at corporate governance level.

This positioning can be compared with other innovation programmes reviewed in the benchmark. Programmes such as the Fonds d'Innovation pour le Développement (FID) and Grand Challenges focus on testing and supporting innovation through structured approaches. FID, for example, links funding to evidence generation and supports projects through different stages of maturity. However, these programmes remain mainly focused on funding mechanisms. In contrast, Wehubit combines funding, capacity building, and ecosystem support within a single model. The benchmark also shows that few programmes have been used to structure multiple funding lines within the same institution. In this respect, the Innovation Hub represents a more integrated approach, where lessons from one programme are reused to design and implement others.

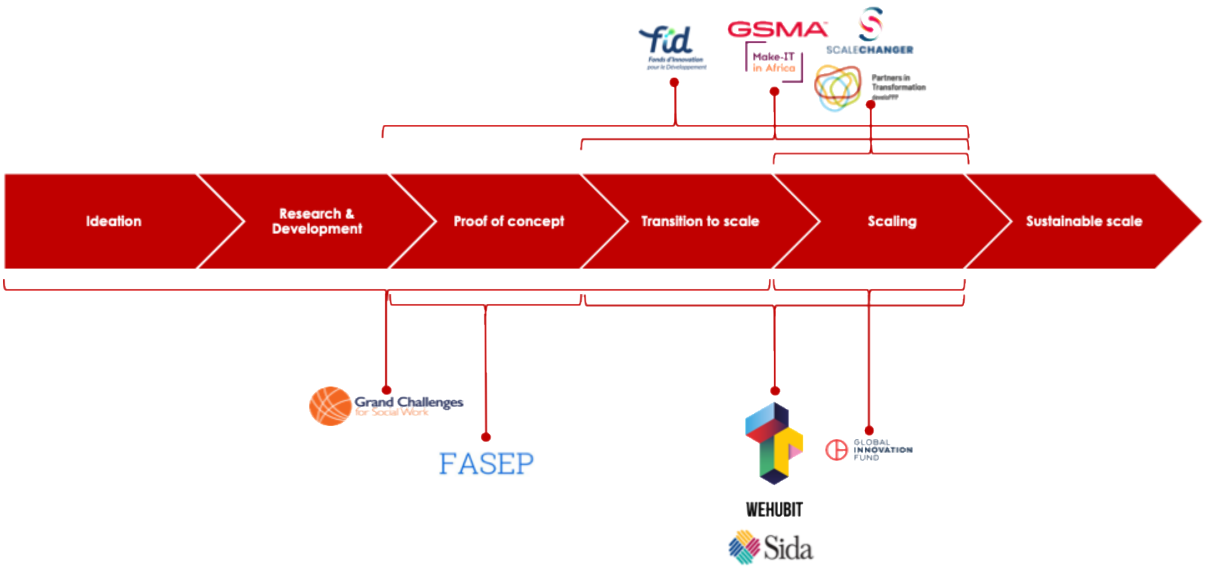
The "Wehubit as a Service" concept represents another expression of this pilot logic: by making the Hub's methodological expertise available to other Enabel interventions, the programme aims to embedding scaling-oriented thinking across the national portfolios. While this concept has been explored most concretely in the DonDeSang case, its systematic operationalisation remains work in progress. The challenge of institutionalising the scaling expertise developed by the current team is a central question for the long-term institutional legacy.

Credible external positioning, but structural gaps in ecosystem linkages (EQ5; EQ6)

On the dimension of external coherence, the programme achieved meaningful strategic positioning in the international innovation support landscape, establishing a visible presence in OECD networks, Team Europe initiatives, and relevant international forums. The programme is perceived by grantees and internal stakeholders as complementary to other donor financing instruments. Its pre-scaling niche sits between early-stage proof-of-concept funding and investment-ready scaling capital. This complementarity is credible and the programme's focus on non-profit and public sector actors (regularly underserved by investment-oriented scaling instruments) represents a contribution to filling a gap in the development finance ecosystem. Several cases point to this logic of complementarity. In ALEDIA, Wehubit intervened after earlier internal and partner financing had already supported ideation, governance and prototype development, and focused instead on extending the pilot and generating evidence for future scaling. In the FRI case, Wehubit complemented an existing ecosystem of partnerships involving UN agencies, the Gates Foundation, IFPRI and World Vision, by helping structure the technical and strategic preparation of the solution.

The benchmark positions Wehubit 2.0 primarily at the 'transitioning to scale' stage of the innovation value chain, the phase in which innovations that have demonstrated small-scale success develop their model and attract partners to fill capacity gaps. This distinguishes it clearly from the Fund for Innovation in Development (FID, hosted by AFD), which operates at the proof-of-concept and evidence generation stage; from the Global Innovation Fund (GIF), which targets organisation approaching sustainable scale; and from Grand Challenges Africa (Science for Africa Foundation), which is anchored in research and development. This positioning is credible, but the benchmark also confirms that this transition phase remains the least structured in the international funding landscape, with limited mechanisms to support continuity towards large-scale adoption.

Figure 3: Positioning on the benchmarked initiatives on the Innovation Value Chain



However, the translation of this positioning into structured, measurable synergies with other international actors remains incomplete. Enabel explored complementarities with other instruments such as Luxembourg co-financing, the Humanitarian Innovation Fund, the Sustainable Development Fund and the Canadian Challenge Fund. The anticipated partnership with BIO, which was envisioned as a complementary financing bridge between Wehubit's grant support and investment-stage capital, failed to materialise. Structural incompatibility between BIO's minimum investment thresholds and the maturity level of most Wehubit grantees and other regulatory constraints made it impossible. The Annual report (2024) notes that engagement with international foundations and global partnership networks was initiated but not pursued as a structured collaboration strategy. This indicates that external coherence remained more a matter of positioning than of measurable and documented synergies. Most critically, the limited formalised linkages to post-programme financing mechanisms means that the complementarity loop remains incomplete. The PMU nevertheless tried to address this gap by developing dedicated tools during the programme (presented in the sustainability section).

A distinctive approach (EQ6; EQ4)

Wehubit's approach is methodologically distinctive from conventional project financing instruments. Its flexibility in tracking grantee progress against self-built scaling pathways reflects a high level of understanding of the heterogeneity of social innovation development trajectories. The development of institutional competence on scaling methodology could be one of the programme's most durable comparative advantage. It is an intellectual asset that positions Enabel as a technically mature and credible actor in international scaling-focused innovation support. The definition of Wehubit as a pre-scaling rather than a scaling programme further complicates comparisons with instruments operating at a later stage of the innovation cycle.

3.2.3 Effectiveness and Impact

The Innovation Hub performance extends beyond individual project delivery (EQ2; EQ4; EQ14)

One of the main effectiveness findings is related to the degree to which Wehubit 2.0 and the Innovation Hub have generated impact at a broader level than individual project outcomes. The programme design explicitly aimed at promoting a systemic approach to innovation and impacting ecosystem. It succeeds to do so through three main pathways. First, it contributed to the integration of several innovations into national systems. For example, ALeDIA has been embedded within Mali's health system, as reflected by its integration into the national health information system (DHIS2), its recognition by the Ministry of Health as a national reference for the digitalisation of Integrated Management of Childhood Illness (PCIME/PCIMA) protocols, and the formalisation of institutional commitments during a workshop bringing together 41 participants in Markala, including the Regional Health Directorate. In the case of Rehabilitation Enhancement and Access through Connected Healthcare (REACH), as the project did not start due to the bilateral suspension, no systemic integration in Rwanda could be documented, and support was instead reoriented towards the strategic strengthening of the OpenTeleRehab platform at global level. In the case of DondeSang, the project is implemented in close collaboration with the National Blood Transfusion Agency (ANTS) and the Ministry of Health, which ensures a level of institutional anchoring. The solution is aligned with national priorities related to blood donation and health system coordination. However, full integration into national systems remains in progress, with key challenges related to sustainable financing, data governance, and institutional capacity.

The second channel is ecosystem strengthening. Initiatives such as ALeDIA and FRI have contributed to local capacity reinforcement, multi-stakeholder co-construction, and cross-border knowledge exchange across sectors Ecosystem strengthening is illustrated in the ALeDIA project through the establishment of a bi-monthly technical committee bringing together Terre des Hommes, Action Contre la Faim (ACF), and World Vision. The involvement of the project steering committee in the support implementation also contributed to a form of multi-stakeholder coordination around the scaling trajectory. For OpenTeleRehab, the work conducted by PeakNine positioned the platform within an ecosystem of more than 18 comparable solutions operating in low- and middle-income countries. For DondeSang, ecosystem strengthening is reflected in the collaboration between the project team, the ANTS and the Ministry of Health, as well as in its participation in the Knowledge Exchange Network (KEN). The project engaged with other eHealth initiatives during the Dakar workshop, which created opportunities for exchange on common challenges such as data governance and system integration. However, these interactions remained mostly event-based, with limited evidence of sustained collaboration beyond these moments.

The third channel is the Hub's institutional positioning within Enabel itself. The designation of the Innovation Hub as one of the three pillars of Enabel's 2024 Innovation Policy, its recognition as a credible mechanism by external donors, and its mobilisation as the conceptual tool behind other initiatives constitute an organizational-level performance outcome and further confirms that the experience has already influenced institutional strategy. However, this pilot experience remains only partially consolidated. The "Wehubit as a Service" concept is still not fully formalised, uptake across contexts remains uneven, and the sustainability of the expertise built within the Hub is weakened by short-term contracts and the risk of capacity loss at programme closure.

Overall, the Innovation Hub's strategic guidance can therefore be considered as a major factor in the programme's success, especially in strengthening scaling readiness, strategic orientation and organizational learning among grantees. At the same time, it also constitutes a credible pilot experience for Belgian cooperation, having already influenced Enabel's broader innovation architecture. Its full institutional legacy, however, will depend on whether this expertise is more clearly formalised, retained and embedded beyond the lifespan of the current programme.

Measurable outputs of quality (EQ11; EQ12)

At the level of individual grant-funded initiatives, the programme has produced concrete, measurable outputs. Measurable outputs in the ALeDIA project include 5,348 integrated consultations, of which 4,376

(82%) were conducted using the ALeDIA tool in community health centres. The intervention also led to the identification of 1,110 cases of severe acute malnutrition. In addition, a three-phase impact evaluation protocol was developed with BRINK. Its first phase covered 46 health workers, 94 parents, and 22 focus groups across 12 health centres. In the OpenTeleRehab project, the outputs produced within Wehubit's framework are primarily strategic. These include a benchmark of more than 18 digital health platforms, a five-year financial model covering six viability scenarios, an analysis of four legal governance options, and a 12-month roadmap structured into four phases.

The quality of these outputs is underpinned by a selection framework that required a certain level of maturity (prior grant management experience, independently audited accounts, and a credible business case for sustainability). This criterion helped generating a baseline of organizational quality at entry. These entry requirements are documented in the call for proposals guidelines. The logical framework included scaling as an intermediate result. It specifically measured the number of people directly reached by supported social innovations, disaggregated by gender and age group. This anchored quality expectations not only at the level of outputs, but also in terms of progression towards systemic change. Nevertheless, absorptive capacity for the combined financial, technical, and strategic support package varied across the portfolio. The dual engagement demands of the programme were not always fully anticipated and known by applicants when applying.

Stronger strategic than operational (EQ14; EQ7)

Another finding that emerges with consistency during the evaluation is that the programme's most durable impact at organizational level is more strategic than operational. Grantees from Terre des Hommes, Handicap International (HI), Farm Radio International, and DonDeSang agreed in describing Wehubit's primary contribution in how their teams understand and approach scaling. The programme enabled organisation to better understand their development stage and identify conditions required for the next stage of growth.

For Farm Radio International, the coaching framework provided strategic direction while the KEN opened comparative perspectives and nourished the project's global vision. For DonDeSang, the programme functioned as a diagnostic instrument, enabling the team to assess its scaling readiness and build the foundations required for later deployment. For Handicap International's OpenTeleRehab initiative, the tailored business model consultancy enabled a fundamental rethinking of the sustainability architecture. The Hub's role as an emergent community of practice further amplifies this dimension: the network of Wehubit partners built a shared learning space in which scaling challenges and cross-sectoral insights are generated.

Emerging benefits for final beneficiaries (EQ12; EQ14)

The assessment of direct benefits for final beneficiaries requires a differentiation between what has been achieved at the time of this evaluation and what will be achieve through successful scaling. Documented benefits span multiple sectors: reduced diagnostic errors in Mali (ALeDIA), better sourcing of blood supply in Benin (DonDeSang) and better addressing underserved communities thanks to data collection and real-time translation through FRI. However, these benefits remain uneven across the portfolio and are generally stronger at the level of improved service delivery than of fully demonstrated changes in life conditions. The most robust evidence of tangible benefits for final beneficiaries comes from ALeDIA in Mali. A total of 74% of health workers report that the tool improves the reliability of their consultations, while parental satisfaction reaches 93% among users. These results suggest meaningful benefits in terms of better-quality primary healthcare and potentially more timely identification of severe acute malnutrition. For DonDeSang, the project contributed to improving coordination between blood donors and health facilities, and to raising awareness around blood donation. While early results suggest improved organization of blood supply at local level, large-scale impact will depend on further integration into the national health system. In the case of Farm Radio International, the emerging benefit lies in improved ability to collect and analyse community feedback in local languages, which can help make information services more responsive to underserved audiences.

These benefits are real but manly results in extended pilot deployment rather than systemic transformation. Resources were primarily directed towards pilot extension and evidence generation rather than mass deployment. The impact on final beneficiaries is therefore more promising than sustainable, while remaining conditional on the mobilisation of additional resources required to transition to systems-level change. The evidence base produced is itself a critical intermediate outcome, constituting the foundation on which future scaling financing decisions will rest. The viability of changes observed varies across the portfolio. The most robust impact is where innovations have achieved or is about to achieve public system integration.

Taken together, these findings indicate that the programme was most effective as a pre-scaling preparation mechanism. The following section assesses how these broader findings translate into the achievement of expected results under its specific objectives.

Assessment of achievement of expected results (EQ2; EQ4; EQ13)

Under SO1, the first result area has proven partially achieved with significant variation across projects at this stage of implementation. Four projects were selected and contracted following the call for proposals launched in November 2023, with implementation starting in September 2024. All beneficiaries indicate that the programme intervenes at a critical stage in the innovation cycle. However, evidence suggests that the two-year duration is not sufficient to achieve institutional integration, policy adoption, or systemic behavioural change, reinforcing the programme positioning at the pre scaling stage.

With regards to the supported innovations' contribution to the maturation of broader national or regional innovation ecosystems in the partner countries, we found limited progress so far. Contributions are real but localised, with limited systemic synergies. They remain within project-specific networks. They do not yet operate at national or regional ecosystem level. Furthermore, the programme has not developed a structured partnership strategy with international innovation actors. The advocacy approach through global partnerships remains limited. According to PMU interview, knowledge sharing mainly took place through OECD networks and other technical platforms.

At programme level, additional funding for Wehubit 2.0 has been attracted thanks to the Innovation Hub architecture. Approximately €8 million in additional EU-funded resources have been integrated into its approach through DGA, DGI, RTIA, and DeSIRA+, all designed based on the Wehubit model. Diversification of funding sources is consistent with the broader institutional strategy. Several partnerships were explored, although not all were finalised. The programme also contributed to knowledge products and participated in international events and conferences. In particular, activities such as brokering partnerships between grantees and new scaling partners, as well as promoting networking through conference participation, provided concrete opportunities to engage with external stakeholders and support the development of partnerships.

The Innovation Hub now covers approximately 50 projects across different programmes. At the project level, the evidence is more contrasted, and results are more limited. The programme has not systematically acted as a facilitator for access to scaling finance. For DonDeSang and OpenTeleRehab, no follow-on funding had been secured at the time of evaluation. For the Farm Radio International project, discussions and partnerships are ongoing, but no concrete funding has been confirmed.

Similarly, three results are expected under the second specific objective 2. Indeed, the quality and the sustainability of the supported DSIs has been reinforced through the provision of demand-driven and needs-based capacity building to national and regional entities and this stand out as the most consistently recognised contribution of the programme. The Capacity building and coaching component represent the most consistently recognised added value of the programme. Across the portfolio, beneficiaries report a shift in how they approach scaling. Projects entered with a delivery-focused mindset and developed a clearer strategic perspective. This result area is the most clearly achieved, although the transition to operational sustainability remains incomplete for most projects.

The Knowledge Exchange Network (KEN) result area is still building, showing strong value in in-person formats and limited engagement beyond events. The Kampala and Dakar bootcamps have been implemented, while a strategic event is planned in Brussels. The network now includes 23 projects, expanding opportunities for exchange. In-person formats have generated strong value. They supported strategy development, networking, and shared learning. Participants highlight the usefulness of peer exchange and methodological insights. However, engagement remains concentrated around events. Outside these moments, structured exchanges are limited. Digital tools are available but less actively used. Participation is constrained by timing and perceived relevance.

Finally, regarding the operationalisation of “Wehubit 2.0 as a Service”, result area 3, findings indicate that it has been initiated but not yet fully operationalised - promising concept with incomplete formalisation. The concept has been explored in a limited number of cases. It has been applied through internal calls and advisory support to other programmes. The approach has also informed the design of related initiatives. However, the concept has not been fully formalised. It primarily refers to methodological support, without clearly defined scope or value proposition. Uptake within the organization varies across contexts. Efforts have been made to engage focal points in different countries, but mobilisation has been uneven. Additional strategies have been required to support engagement. The concept is expected to evolve towards a structured service offer. There is recognition of the need to capitalise on existing expertise and make it accessible across the organization.

A key structural challenge concerns the sustainability of this expertise. Much of it is based on short-term contracts. There is a risk of loss of capacity at programme closure. This represents a major constraint for the long-term consolidation of the approach.

3.2.4 Efficiency

A mutualisation model that generates efficiency gains, constrained by structural limitations (EQ3; EQ10)

The Innovation Hub architecture was designed to optimise the use of human and financial resources across the programmes. Evidence collected confirms that this mutualisation logic has delivered efficiency gains. Key team members, including the Knowledge Management Expert, the Communication Officer, and the programme coordinator, are deployed across Wehubit 2.0, DGA, DGI, RTIA, and DeSIRA+. The time management is organised through a proportional timesheet allocation system, avoiding the duplication of specialist function. Shared procurement frameworks govern common events such as bootcamps and learning sessions, with costs distributed equitably according to programme investment volumes. The Brink framework contract applies transversally across all Hub programmes, ensuring methodological consistency in scaling support delivery.

The knowledge management expert's dual role illustrates the degree of structural porosity the Hub model enables, and the efficiency gains it can generate when staffing aligns with cross-programme functions. The deployment of staff time from core Wehubit team members to other programme support, primarily through distance-based methodological accompaniment, further demonstrates that the Hub's efficiency model extends to programmes that have adopted the Wehubit blueprint.

These gains are, however, significantly constrained by a human resources limitation that recurs across multiple evidence sources. The composition of the team may not have fully enabled the maximization of collaboration with national offices, due to limited experience in navigating Enabel’s organizational structure and a lack of familiarity with internal stakeholders. In addition, the team setup, largely based on short-term contracts, may result in a partial loss of institutional knowledge at the end of the assignment. This, in turn, could undermine the long-term objective of building sustainable and well-recognised expertise in social innovation within the Enabel ecosystem. Secondly, the programme was structurally relying on numerous external consultants to fill some expertise gaps that a more specialized team could potentially have covered. There appears to be room to further optimise the balance between external consultancy support and the mobilization of internal resources. Nevertheless, it is worth noting that the team in place has shown a strong dedication to their work, and the PMU has been recognised by all grantees as hands-on and particularly involved in the programme’s implementation, thus strengthening its relevance and efficiency.

A sub-granting mechanism structurally undersized (EQ1; EQ10; EQ17)

The sub-granting architecture of Wehubit 2.0 benefited from the accumulated expertise in grant management, combining a rigorous eligibility screening process and budget envelopes calibrated the activities (150 000 to 300 000€). This framework is procedurally sound and has enabled the programme to attract a competitive pool of applicants while maintaining high standards of financial compliance and accountability.

The efficiency assessment is, however, constrained by several structural limitations. The grant amount is insufficient to finance full scaling, which typically requires sustained investment over a longer term. As a result, the programme remains efficient at the level it operates, pre-scaling preparation, but there is a misalignment between this operational level and the scaling outcomes embedded in the logframe, which affects the overall efficiency ratio.

For example, the first logframe indicator, “1.1 Social innovations scaling in terms of direct users (users of the innovation),” and the third indicator, “1.3 Number of people being impacted by the social innovations (disaggregated by gender, age group [youth – adults according to project definitions]),” reflect expectations of large-scale impact that could not realistically be reached with the resources allocated to the selected projects. These indicators also present some limitations in terms of precision and operationalisation, particularly regarding the distinction between direct users and indirectly impacted populations, which can affect consistency in reporting across projects. The analysis of baseline references and target values further suggests that, in some cases, the expected scaling trajectories are based on forward-looking assumptions rather than clearly evidenced growth patterns at entry stage. While this reflects a legitimate ambition to support systemic impact, it also points to a certain tension between aspirational targets and the more incremental nature of pre-scaling support. Overall, this highlights a degree of misalignment between some aspects of the results framework and the operational reality of implementation. At the same time, it should be noted that these indicators are consistent with the programme’s strategic intent to support scaling processes, even if they may benefit from further refinement to better reflect the staged and iterative nature of scaling pathways.

The rigid grant modality, with its fixed contractual conditions, dedicated bank account requirement, and standardised internal procedures, is not fully adapted to the flexibility and specific needs of social innovation. A more catalytic and flexible financing model would better fit with the targeted grantees. On the grantee side, reporting requirements are broadly described as numerous but manageable, with pressure perceived as moderate rather than prohibitive.

The benchmark confirms that this tension between standard grant procedures and innovation logic is a systemic challenge. The Fund for Innovation in Development (FID, hosted by AFD) has responded by developing differentiated procedures specifically calibrated to innovation contexts: lighter compliance requirements for smaller grants, milestone-based disbursement, and an independent project selection committee. Sida's Challenge Funds operate with fast-tracked, flexible procedures explicitly designed to tolerate higher investment risk. More fundamentally, the benchmark raises a legal question that Wehubit has not yet addressed: under Enabel's current interpretation of state aid rules, the programme cannot give grants directly to private companies, which significantly shortens the list of innovators it can support. FID and DeveloPPP have both developed legal frameworks allowing direct engagement with private actors, a pathway Enabel could explore through a dedicated legal assessment

A key efficiency constraint of the sub-granting mechanism relates to how the design of the call for proposals shaped the implementation dynamics. The administrative and compliance requirements embedded in the modality effectively favoured organisations with strong institutional and fiduciary capacity, in practice mainly large international NGOs. This reduced the accessibility of the mechanism for less structured actors, including local organisations and public institutions, despite their potential strategic relevance for systemic change. As a result, the portfolio became concentrated in already well-resourced organisations, limiting the intended diversity of implementing actors. Out of the four projects selected under Wehubit 2.0, three are led by international NGOs (Terre des Hommes, Handicap International, Farm Radio International) and only one by a national institution (DonDeSang). Moreover, this latter project was integrated at a later stage and remains at a pilot phase, further reflecting the limited penetration of the mechanism among more locally anchored actors.

This structural bias towards large international NGOs is not unique to Wehubit. The Global Innovation Fund (GIF) initially found that its processes were perceived as inaccessible by organisation in the Global South, and responded by simplifying its application procedures, reframing its risk criteria, and proactively sourcing local partners, with the result that 60% of its current portfolio is now headquartered in emerging markets. What these experiences show is that reaching local actors does not happen automatically: it requires deliberate procedural and strategic choices.

3.2.5 Sustainability

Sustainability by design, but conditional on resources that most partners have not yet secured (EQ13; EQ7; EQ14)

Sustainability is structurally embedded in the Wehubit design logic from the outset. Selection criteria formally required applicant organisation to demonstrate local institutional anchorage, to articulate a credible business case for financial viability, and to show evidence of co-creation with or alignment to public sector entities. This requirement for institutional anchorage played a key role not only in strengthening ownership, but also in facilitating implementation capacity, although the depth and nature of this anchorage varied across organisations and project types. The logframe integrates scaling as an outcome, considering it as a primary mechanism through which benefits are consolidated and maintained.

The preference for innovations developed by or in collaboration with public sector actors further reflects a deliberate theory of change in which institutional embedding is the principal guarantor of long-term continuity. In practice, this translated into particularly strong institutional anchorage in ALeDIA, which is directly implemented in coordination with the Ministry of Health, and in DonDeSang, which is led by a national institutional actor. In these cases, institutional embedding clearly reinforces both sustainability prospects and implementation effectiveness. Farm Radio International also benefits from strong contextual anchorage, which facilitates operational deployment and performance at field level, while OpenTeleRehab benefited from a more conceptual and methodological support focused on business model structuring rather than implementation, making the question of institutional anchorage less directly applicable at project level.

These design commitments are meaningful and distinguish Wehubit from programmes that address sustainability as an afterthought. Concrete results were also observed. The capacity-building infrastructure developed under the programme constitutes a human capital base whose effects extend beyond the programme cycle. This is particularly evident among locally embedded organisations, which, despite heterogeneous institutional configurations, demonstrate strong contextual legitimacy and adaptive implementation capacity, contributing positively to operational effectiveness.

The sustainability of the majority of supported innovations nevertheless remains primarily conditional rather than secured. Indeed, the programme has equipped organisations with a strategic understanding of what scaling requires and a realistic assessment of their positioning, but it has not provided and was not resourced to provide, long-term sustainability guarantees. Strategic readiness and operational sustainability are to be differentiated, and the programme did not fully address both dimensions: most organisations will exit Wehubit with a clear understanding of required conditions for scaling but still facing significant gaps to be addressed. The financing of dedicated human resources, the development of revenue-generating models, the formalisation of institutional partnerships, and the mobilisation of follow-on investment all remain outstanding for most grantees.

This boundary between strategic readiness and operational sustainability is reflected in the case studies. In ALeDIA, BRINK support enabled the identification and formalisation of key conditions for scaling, including the need to train a local technical focal point in each district and to secure resources for equipment, training, and maintenance, conditions that were not financed within the programme framework. In parallel, funding has been extended by FEDEVACO until December 2026, and additional proposals have been submitted, with discussions ongoing with potential funders, indicating partial progress towards financial sustainability. For OpenTeleRehab, the diagnosis conducted by PeakNine highlighted that the platform had not yet achieved stable operational traction, with only approximately 10% of enrolled therapists actively using the platform, and that economic viability had not yet been confirmed. This clarified the conditions the organisation will need to address beyond Wehubit’s support. In DonDeSang, the Scaling Readiness process helped identify key conditions for sustainability, strongly reinforced by its direct institutional anchorage within a national entity; however, these conditions are not yet fully secured, and no dedicated financing mechanism had been established at the time of the evaluation.

Contextually appropriate innovations with strong ownership potential (EQ8; EQ13; EQ7)

The programme's insistence on contextual alignment as a selection criterion has generated a portfolio of innovations that are well-positioned for local ownership. The requirement on alignment with existing public strategies and adapted to low-resource operational environments (offline functionality, SMS/USSD interfaces, multilingual platforms, etc.) reflects a strong understanding of the conditions under which digital social innovations can survive beyond external financing.

As already mentioned, this contextual alignment is evident in the case studies: ALeDIA aligns with Mali's National Digital Health Strategic Plan 2024–2028 and Universal Health Coverage objectives and applies a conditional fee exemption consistent with local financing schemes. Similarly, DonDeSang is designed to fit the national blood donation system and local coordination structures, leveraging existing institutional actors to address gaps in blood supply management and support local ownership. The Brink coaching methodology and the Peak Nine Support in particular, have enabled grantees to conduct rigorous strategic check-ins on their scaling pathways and to strengthen their evidence base that will remain useful for future grant applications and institutional negotiations.

The KEN platform, while identified as a high-potential asset for knowledge sharing and cross-portfolio learning, could benefit from engagement outside of formal event-based formats. It is not yet ready to evolve as the self-sustaining community of practice that would multiply its long-term value. Structured investment in continuous peer exchange mechanisms is a priority for any future phase seeking to strengthen the sustainability of learning assets.

The challenge of institutional and financial sustainability (EQ13; EQ5; EQ7)

The most structurally sustainability limitation identified concerns the gap between laying foundation for sustainability and setting up long-term sustainability. The facilitation of access to follow-on financing and support could be further strengthened. The Technical financial file explicitly committed to co-creating a sustainable scaling trajectory with partner organisation, with a particular focus on developing business plans to reduce dependence on grants. In practice, however, follow-on funding remains a work in progress rather than a secured transition the PMU has shared grant opportunities through its newsletter and WhatsApp group, and organised sessions on financial and institutional sustainability during the bootcamps, the programme could have gone further in this regard. This is not a design failure in the narrow sense; Wehubit was not explicitly resourced or mandated to serve as a financing broker. However, without active facilitation of the transition to the next stage of support, the strategic readiness built through the programme risks being underexploited. Long-term partnership with national institutions is also one of the key challenges for grantees as many of them have not yet secured the incorporation of their solution within national system.

Finally, from the perspective of Enabel's institutional sustainability, the question of how to preserve and institutionalise the scaling expertise, tools, and networks developed through Wehubit is key. The risk of losing accumulated methodological capital at programme closure exists. The "Wehubit as a Service" model and the institutionalisation pathway implicit in the Innovation Hub architecture offer a structural response to this risk, but its operationalization remains limited (particularly for "Wehubit as a service").

Comparable programmes have addressed this challenge more systematically. The Fund for Innovation in Development (FID, hosted by AFD) builds institutional anchoring into its design from the outset: projects are expected to articulate from the start how their solution could be taken up by the public sector, and evidence generation is designed to influence policy rather than merely report results. The Fonds d'Études et d'Aide au Secteur Privé (FASEP), a French public financing instrument, goes further still: public authorities or ministries are engaged as co-designers from the first day of the project, with upstream political commitment as a condition of funding rather than a hoped-for outcome. For Wehubit 2.0, the lesson is direct: formalising the involvement of a public institutional partner at the proposal stage is one of the most reliable ways to build a scaling pathway into the programme design.

3.2.6 Unintended Effects

Positive unintended effects: diagnostic value, strategic repositioning, and cross-programme spillovers (EQ14; EQ15)

Wehubit 2.0 was designed with an explicit tolerance for failure, recognising that supporting digital social innovation inherently involves accepting that some supported initiatives will not achieve scaling. This programmatic philosophy, which addresses failures and learning as legitimate outputs created the conditions for positive unintended effects.

This approach is illustrated by the REACH case: when the suspension of bilateral funding made project deployment in Rwanda impossible, Wehubit chose to redeploy available resources towards strategic support for the OpenTeleRehab platform rather than closing the project. This reflects how an operational failure was treated as an opportunity for learning and strategic repositioning.

The most consistent positive unintended effect identified is the programme's function as a strategic diagnostic instrument. Organisation that entered the programme with an ambition to scale exited with the understanding of where they stand on the innovation development continuum. For Handicap International, Wehubit enabled a realistic repositioning in the scaling process, helping the team to distinguish between stages and avoid overoptimistic projection. For DonDeSang, the programme acted as a diagnostic tool for assessing scaling readiness in a structured and externally facilitated way. This diagnostic function emerged because of the coaching methodology and peer-learning architecture and represents a long-term contribution that extends beyond what the logframe anticipated. Likewise, for FRI, the initiative provided a good strategic understanding of what needs to be done to move towards scaling.

Another unintended effect has been the specialization of the Innovation Hub in scaling NGO-led social innovation, representing a niche in which the team has developed strong expertise. NGOs are among the key actors in the international development sector and benefit from numerous initiatives, but they often lack support when it comes to scaling their pilot projects. Their specific positioning and financing modalities make them both atypical and highly interesting actors. The Wehubit team’s specialization in addressing their specific challenges could benefit many players across the ecosystem.

3.2.7 Cross-Cutting Themes

Human rights (EQ16; EQ17)

Human rights principles are formally embedded within the Wehubit 2.0 design architecture. The selection process explicitly assesses proposals through a Human Rights-Based Approach (HRBA), while the call for proposals guidelines include respect for user rights as one of the six guiding principles. Programme reporting further confirms the integration of HRBA, alongside gender and OECD DAC scaling principles, as core operational frameworks. At project level, this integration is particularly tangible in cases such as ALeDIA, where diagnostic protocols are grounded in WHO reference standards, and where gender and minority considerations are structurally integrated into diagnostic and treatment functionalities.

However, human rights integration primarily operates at a formal and normative level, rather than as a transformative framework actively shaping project design and scaling decisions. While grantees report that inclusion, gender, and sustainability aspects were addressed through training and coaching activities, this is generally described as awareness-raising rather than a fully operationalised approach embedded in implementation strategies. Several stakeholders also highlighted a missed opportunity in not more systematically mobilising the existing human rights expertise within grantee organisations to develop more applied and context-specific approaches to rights integration.

Inclusion and equity (EQ17; EQ18)

Gender equality and digital inclusion are central to the programme design and occupy a prominent place within Specific Objective 1, which explicitly targets digital gender gaps and broader inclusion barriers. At portfolio level, the programme adopts a largely structural approach to inclusion, notably through the selection of organisations working in sectors such as health, education, agriculture, and water, thereby ensuring an orientation towards vulnerable and underserved populations. This approach, combined with the TFF's explicit commitment to avoiding the reinforcement of existing digital gender gaps, reflects a clear programmatic intent and constitutes a meaningful contribution to inclusion objectives.

In practice, however, inclusion has been integrated in a transversal manner rather than as a strategic lever systematically shaping project design. The gender analysis conducted during the evaluation confirms this observation, noting that the programme did not systematically require gender analysis at proposal stage, did not apply gender-specific scoring criteria during selection, and did not go beyond basic sex-disaggregated indicators in its results framework.

Environment and climate: acknowledged at policy level, largely absent from implementation (EQ19 ; EQ20)

Environmental and climate considerations are formally acknowledged within the programme's policy framework and the broader Innovation Hub architecture. The call for proposals guidelines include Environment and Climate among the six guiding principles applicable to all applicants, and the Innovation Hub has also facilitated cross-programme discussions addressing climate-related themes.

Beyond this formal positioning, however, evidence of structured environmental integration at implementation level remains limited. No systematic climate screening or environmental impact assessment mechanism is embedded in the programme's operational framework. That said, the theme was addressed in specific instances, such as during the Dakar bootcamp, indicating an emerging but still limited operational integration within programme activities. Overall, environmental considerations remain largely project-specific and are not systematically mainstreamed across Wehubit 2.0 interventions.

4 Conclusions

C1. Wehubit 2.0 address a strategically relevant niche but functioned in practice as a pre-scaling programme

Wehubit 2.0 addresses an underserved space in the digital social innovation support ecosystem in Africa, at the intersection of post-proof-of-concept support and scaling-stage financing instruments. The benchmark conducted for this evaluation confirms this unique positioning and its relevance as it a persistent need, recognised by all stakeholders consulted. However, several structural factors led the programme to operate at an earlier stage than the one it set out to address. Grant duration (approximately two years), grant size (generally around EUR 250,000), and the profiles of selected organisation resulted in a gap between stated ambition and deliverable outcomes. This conceptual misalignment turns out to be an opportunity and could be embedded within an innovation value chain that integrates downstream partners for scaling-stage financing.

C2. Strong internal coherence but incomplete external synergies

The Innovation Hub has allowed strong internal coherence. The mutualization of human, methodological, and logistical resources across Wehubit 2.0, DGA, DGI, RTIA, and DeSIRA+ has generated real efficiency gains and positioned Enabel as an institutionally credible actor. The adoption of Enabel's formal Innovation Policy in 2024, which designates the Hub as one of the three pillars of its innovation strategy, formalised this recognition. By contrast, the translation of this positioning into structured, measurable synergies with other international actors remains incomplete. The anticipated partnership with BIO failed to materialise due to structural incompatibility between BIO's minimum investment thresholds and the maturity level of most Wehubit grantees. Formalised linkages to post-programme financing mechanisms remain insufficient, leaving the complementarity with other programmes incomplete. This gap constitutes the most significant external coherence limitation of the current programme design and a priority for future programming.

C3. A high-value multimodal approach

Wehubit's three-component model: grant and monitoring, tailored scaling support, and a structured Knowledge Exchange Network, is a distinctive and valued support modality. BRINK coaching, bootcamps, and peer-learning sessions enabled beneficiary organisation to better understand their development stage, build coherent scaling strategies, and engage with questions of business model viability that other donors rarely address. The most durable impact identified through this evaluation is nevertheless more strategic than operational. Grantees from Terre des Hommes, Handicap International, Farm Radio International, and DonDeSang consistently describe Wehubit's primary contribution in terms of how their teams now conceptualise scaling. These organisation entered the programme focused on project delivery; they exit with a strategic vision for long-term development. This is a high-value output, but it remains conditional of other support to ensure future scaling.

C4. A sub-granting mechanism structurally biased towards large international NGOs

Wehubit 2.0's sub-granting architecture provided an attractive and transparent framework. Grantees consistently identified the financial grant as the primary driver of programme participation. However, the associated administrative requirements proved disproportionate relative to average grant sizes and structurally favoured large international NGOs with established grant management procedures. This predominance was at the expense of local actors and public institutions the programme explicitly sought to reach. This systemic bias represents a significant limitation for the sustainability, efficiency and relevance of the mechanism. It directed programme resources towards organisation that are, by definition, already better resourced, while excluding the actors most likely to drive systemic change. A more catalytic and flexible financing model, adapted to the diversity of targeted actors, could have enhance the project impact.

C5. Sustainability embedded in design but still conditional for the majority of grantees

Sustainability is structurally embedded in Wehubit's design logic, through selection criteria that focused on institutional anchorage, economic potential and viability, and co-construction with public sector actors. These requirements distinguish Wehubit from programme that address sustainability in later stage. For the supported innovations, however, sustainability is still conditional. The programme has helped provide organisation with a strategic understanding of what scaling requires but sustainability requires more. The financing of dedicated human resources, the development of revenue-generating models, the formalisation of institutional partnerships, and the mobilisation of follow-on investment all remain outstanding for most grantees. Actively facilitating the transition to the next stage of support represents the most critical gap to address in a future programming.

C6. Positive unintended effects

The programme has generated numerous positive unintended effects. Wehubit implementation made a diagnostic instrument providing the grantees with a strategic scaling assessment essential for scaling. A second unintended effect is the Hub's progressive specialization in supporting the scaling of NGO-led social innovation. This specialization could become a niche on which to capitalise within the development finance ecosystem.

C7. Cross-cutting dimensions and transformative integration

Cross-cutting dimensions such as human rights, gender equality, inclusion, and environment are formally embedded in the Wehubit 2.0 design and reflect strong alignment with Enabel policy frameworks. Given that the programme primarily supports NGO-led social innovation initiatives targeting vulnerable populations, many interventions are by nature inherently inclusive and contribute to transformative effects at service delivery level. However, the operationalization of these dimensions remains uneven, with limited systematic translation into project-level theories of change and results frameworks.

5 Recommendations

The recommendations presented below have been formulated in line with Enabel's quality principles and to respond to the strategic challenges of the Wehubit legacy and blueprint. Their development followed an evidence-based approach, drawing on cross-analysis of findings and case.

Recommendation 1.	Related Conclusion	Targeted Actors	Level	Priority	Type
Reframe Wehubit explicitly as a pre-scaling preparation programme, positioned within a broader innovation value chain. Map downstream scaling partners and financing instruments to which Wehubit graduates can be referred, completing the programme's theory of change.	C1	Innovation Hub / PMU / Enabel Management Committee	3	Long-term	Strategic

This recommendation (#1) stems from the observed misalignment between the programme's stated ambition (scaling) and its actual function (pre-scaling support). Clarifying this positioning would strengthen strategic coherence and external communication. It should be accompanied by a mapping of downstream actors (e.g. DFIs, impact investors, challenge funds) and, where relevant, the establishment of structured partnerships or referral pathways. This would allow Wehubit to anchor its methodology within a broader innovation financing continuum and facilitate project progression beyond its intervention scope.

Recommendation 2.	Related Conclusion	Targeted Actors	Level	Priority	Type
Establish systematic downstream partnerships, require commitment letters from national counterparts and when possible, involve them in the project steering committee to strengthen pathways to sustainable scaling.	C3, C5	Innovation Hub / PMU / Enabel HQ / Implementing partners	3, 1	Medium-term	Strategic

This recommendation (#2) addresses the gap between project readiness and actual scaling outcomes. Formalizing partnerships with downstream actors (e.g. funders, public institutions), requiring early commitment from national counterparts, and ensuring their active participation in project steering committees, as illustrated in ALeDIA, would strengthen ownership and alignment throughout implementation. This would increase the likelihood that supported innovations transition beyond pre-scaling while reinforcing sustainability and institutional anchoring.

Recommendation 3.	Related Conclusion	Targeted Actors	Level	Priority	Type
Clarify the positioning of “Wehubit as a Service” within Enabel’s Innovation architecture to ensure complementarity with other departments (especially the Innovation one), visibility and internal uptake.	C2, C3	Innovation Hub / Enabel HQ / PMU	3	Medium-term	Operational/ Strategic

The "Wehubit as a Service" model represents one of the programme's promising institutional innovations. Making the Hub's scaling methodology, tools, and expertise available to other Enabel interventions beyond the core Wehubit portfolio is a real sustainability pathway. The DonDeSang case illustrates its potential. However, the model's systematic operationalization remains limited, and its positioning relative to Enabel's broader innovation architecture — particularly in relation to the Innovation department — is insufficiently defined, creating risks of overlap and unclear positioning within the Enabel ecosystem.

Clarifying this positioning requires three concrete steps. First, a clear mandate and scope for "Wehubit as a Service" should be formalised, specifying which types of interventions can access the service, under what conditions, and through what process. Second, internal communication within Enabel should make the service and its added value visible to country representations and thematic departments that may not be aware of its existence. Third, the relationship with Enabel's Innovation department should be explicitly mapped to ensure complementarity rather than duplication.

Recommendation 4.	Related Conclusion	Targeted Actors	Level	Priority	Type
Develop a scaling financing mechanism at country representation level, creating a two-tier model: HQ provides pre-scaling accompaniment though the Wehubit blueprint; country representations take over scaling support, leveraging their local anchoring, flexibility, and proximity to national systems.	C1, C2	Innovation Hub / Enabel Country Representations / Enabel Management Committee	2 and 3	Long-term	Strategic

One of the evaluation's most consistent findings is the gap between strategic readiness, which Wehubit builds effectively, and operational scaling, which requires sustained financing, institutional proximity, and flexibility that a headquarters-based grant mechanism struggles to provide. Country representations are structurally better positioned to bridge this gap: they operate within national systems, maintain direct relationships with public sector partners, and may have access to financing modalities with lighter procedural constraints.

One possible modality for this two-tier approach would function as follows: Wehubit (or a similar mechanism) would continue to provide pre-scaling support from headquarters, including scaling readiness assessments, strategic coaching, peer learning, and evidence generation. Once an innovation has completed this preparation phase and demonstrated sufficient maturity, country representations could provide closer operational support and facilitate access to local financing opportunities. The exact articulation between these levels would need to be adapted to country contexts and available financing modalities.

An alternative modality proposed during the evaluation consultations would consist of establishing a global innovation facility in which headquarters retains responsibility for the methodological and analytical framework, while country offices ensure local ecosystem mapping, institutional engagement, and field proximity, without requiring a formal transfer of programme management responsibilities. Both modalities point to the same underlying need: stronger field presence and country-level financing mechanisms with greater tolerance for risk than current standard procedures allow. This is directly linked to Recommendation 5, whose implementation would condition the level of procedural flexibility that could realistically be achieved.

Recommendation 5.	Related Conclusion	Targeted Actors	Level	Priority	Type
Commission a legal and regulatory assessment of the feasibility of establishing a distinct legal status for the Innovation Hub within Enabel, enabling diversified financing sources, lighter procedures, and eligibility of a broader range of actors including private sector, public institutions, and CSOs.	C2, C3	Enabel HQ	3 and 4	Long-term	Strategic

The evaluation identified a structural tension between Enabel's standard grant framework and the operational requirements of innovation and scaling support. This recommendation cannot be implemented at programme or PMU level. It requires a decision at governance level within Enabel. The benchmark confirms that several comparable programmes have addressed this tension by operating under a differentiated legal framework. FID (AFD) functions as an independent fund with its own governance structure, allowing it to support all types under a single instrument. DeveloPPP (GIZ/DEG) operates through a partnership model rather than traditional grants, enabling direct engagement with private sector actors. GIF functions as an independent non-profit investment organization, combining grants, loans, and equity instruments depending on the maturity of each innovation.

For Enabel, the question is whether a similar differentiation is legally and institutionally achievable. A dedicated legal assessment could help assess this possibility.

Recommendation 6.	Related Conclusion	Targeted Actors	Level	Priority	Type
Introduce thematic sectoral clusters (digital health, agriculture, education) within the existing Knowledge Exchange Network (KEN) to increase peer exchange relevance and facilitate interactions between projects sharing comparable operational challenge.	C3	Innovation Hub / PMU	1	Medium-term	Operational

The Knowledge Exchange Network (KEN) was identified across the evaluation as a high-potential asset, valued by grantees for the quality of interactions it facilitated. However, the thematic diversity of the portfolio — spanning digital health, agriculture, education, and financial inclusion — limits the operational relevance of cross-portfolio exchanges. Projects sharing a common sectoral context have significantly more to learn from one another: they face comparable regulatory environments, similar public system integration challenges, and shared user adoption dynamics. Introducing thematic clusters within the KEN's existing architecture would address this without disrupting what already work.

Recommendation 7.	Related Conclusion	Targeted Actors	Level	Priority	Type
Introduce a systematic scaling readiness assessment at selection stage to distinguish between pilot-stage, pre-scaling and scaling-ready initiatives, and to better assess organizational maturity, absorptive capacity, sustainability prospects, and the capacity of applicants to operationalise gender-transformative and human-rights-based approaches within their scaling strategies and implementation models.	C1, C5	Innovation Hub / PMU/ Enabel HQ	1	Short-term	Operational/strategic

This recommendation responds directly to one of the evaluation's most consistent findings: the programme was designed and communicated as a scaling support mechanism, but in practice many selected projects were not yet at a true scaling stage. Selection relied too heavily on application documents and did not sufficiently test the real maturity of projects, their absorptive capacity, or the conditions required for sustainability. As a result, the programme often supported initiatives that were still closer to pilot strengthening or early pre-scaling than to actual scale-up, contributing to the gap between ambition and achievable results. A systematic readiness assessment at entry would make the programme more selective and more realistic by ensuring that the type of support offered is aligned with the actual stage of development of each project. Such an assessment should not only cover technical, financial and organisational maturity, but also explicitly evaluate the extent to which projects are able to integrate and operationalise gender-transformative and human-rights-based approaches within their design and scaling pathways. This includes the presence of clear inclusion-related change pathways, the ability to translate these into actionable implementation strategies, and the capacity to track related outcomes beyond simple participation or targeting indicators.

It would also help identify earlier the organizational, financial and institutional gaps that may later constrain implementation and continuity, including those linked to the depth and credibility of inclusion and transformation ambitions. On the gender dimension specifically, a future programme should operationalise gender integration across three stages of the project cycle. At selection stage, a structured gender analysis should be required as part of the full proposal template, covering at minimum: identification of gender-differentiated barriers to access and use of the supported innovation; evidence of consultation with women in the design process; and a concrete gender action plan with measurable milestones. Gender analysis should be a scored criterion in the selection grid, not a compliance checkbox. Applicants unable to demonstrate gender analytical capacity should be required to commit to dedicated gender technical assistance as a condition of funding.

Recommendation 8.	Related Conclusion	Targeted Actors	Level	Priority	Type
Develop and implement a formalised knowledge retention strategy for the Innovation Hub, including a mandatory capitalisation deliverable at the end of each programme.	C2/C4/C6	Enabel HQ/ Innovation Hub /	3	Medium-term	Operational/Strategic

One of Wehubit's main added values lies in the expertise it has developed in scaling, strategic accompaniment, and innovation support. This expertise risks being lost at programme closure, as it is concentrated in a limited number of individuals whose assignments depend on project-based funding cycles. This constraint is not specific to Wehubit but reflects a broader feature of Enabel programming. The reliance on external consultants is also a recognised limitation of this model, although it is not inherently problematic provided that the knowledge generated is systematically captured and managed internally.

A knowledge retention strategy should include three concrete elements: a capitalisation deliverable, such as a methodology guide or lessons learned report, produced during the final phase of each programme and integrated into a shared Innovation Hub knowledge library; a documented inventory of the tools, frameworks, and approaches developed under Wehubit that could be mobilised in future programming; and a clear protocol for onboarding new team members using this accumulated material. These measures would reduce the risk of institutional memory loss, strengthen the credibility of "Wehubit as a Service", and reinforce the long-term legacy of the Hub regardless of future staffing arrangements.

6 Lessons learned

This section presents the lessons learned from the evaluation of the Wehubit 2.0 programme, based on case studies, interviews, documentation, and cross-cutting observations across the portfolio.

These lessons highlight factors that influence project implementation and scaling trajectories. They identify both practices that strengthen performance and limitations related to the design or use of programme instruments.

They aim to inform future decisions, in particular regarding preparation for scaling, the adequacy of support mechanisms, and the sustainability conditions of supported innovations.

Lesson learned 1 - Analysing the capacity of local implementation partners at the application stage reduces operational fragility during implementation

What is it?	Within the Wehubit 2.0 framework, the selection process examines the institutional capacity of the lead organization. It gives less attention to local partners. This asymmetry appears in several cases across the portfolio. It is more visible where healthcare providers, public authorities, or community-based organisation play a key operational role.
What for?	When implementation relies on local actors, their capacity affects project delivery. If this capacity is not considered at selection, it may create operational fragility. This

	practice aims to identify potential weaknesses early. It allows targeted capacity-building measures or design adjustments.
How do we do it?	A dedicated section can be included in the full proposal template. Applicants document the role, experience, and capacity of its local partner. Existing assessment frameworks can be adapted for this purpose. The level of evidence depends on the role of the partner in the project.
Who is it?	The main actors are Enabel's Innovation Hub and applicant organisation. The Hub designs and selects the programme. Applicants document their local partners. Thus, projects benefit from stronger operational stability and communities benefit from more predictable service delivery.
What are the results?	Projects that examine their partners early tend to be more stable during implementation. In contrast, when the capacity of local partners is not sufficiently analysed at selection stage, constraints tend to emerge during implementation. These often affect specific steps in the delivery chain and reduce overall system performance.
Lesson(s) learned	The selection process focuses on the lead organization. Local partners are less systematically considered. In projects relying on these actors, their capacity affects implementation. A more systematic review at the full proposal stage reduces operational risks.
Sources	Wehubit 2.0 case study Grant Application Files (Full Proposals) - Wehubit 2.0, various projects Interim Narrative Reports - Wehubit 2.0, period September 2024 - August 2025

Lesson learned 2 - Calibrating administrative requirements and selection process to the size of the grant and the organizational maturity of the implementing entity reduces friction and allows organisation to focus on implementation

What is it?	In several cases within the Wehubit 2.0 portfolio, implementing organisation report that the selection process and some administrative constraints is disproportionate to the size of the sub-grants and to their institutional profile.
What for?	Disproportionate administrative requirements reduce the attractiveness of the programme for less mature organisation. They also divert capacity from implementation to compliance.
How do we do it?	A lighter framework can be introduced with administrative requirements and selection process adapted to the size of the grant and the organizational profile.
Who is it?	The main actors are Enabel's Innovation Hub and future similar Enabel programming. Implementing organisation are the primary beneficiaries. The approach also supports programme management by focusing supervision efforts on higher-risk cases.
What are the results?	A lighter framework reduces the administrative burden on smaller organisation without affecting accountability. It improves the attractiveness of the programme for experienced organisation. It also allows implementing entities to focus more on delivery.
Lesson(s) learned	Administrative requirements need to reflect the size and risk profile of the sub-grant. When requirements are too heavy, they create a disproportionate burden for smaller

	grants managed by organisation with established capacity. This lesson can be applied to programmes combining grants of different sizes within a single portfolio.
Sources	Feedback from Terre des Hommes / ALeDIA case study - Wehubit 2.0, 2025 Cross-case synthesis of feedback on administrative requirements - Wehubit 2.0 Interviews, 2026

Lesson learned 3 - Integrating a scaling maturity framework into monitoring and evaluation tools allows a structured assessment of whether preconditions for scaling are in place before allocating resources

What is it?	Within the Wehubit 2.0 portfolio, some innovations have been deployed in several contexts without all preconditions for effective scaling being met. These include stable adoption, measurable impact, and demonstrated economic viability. The absence of a structured tool to assess scaling maturity creates a risk of allocating resources prematurely. This practice involves integrating a scaling maturity framework into Wehubit's monitoring and evaluation tools. It allows a structured and sequential assessment of readiness for scaling.
What for?	Scaling maturity depends on several conditions. These include operational traction, institutional anchoring, evidence of impact, and economic viability. Each condition needs to be established before moving to the next. A structured framework makes these conditions explicit. It helps identify where support is most needed. It also reduces the risk of premature scaling that may affect resource use or programme credibility.
How do we do it?	A mapping of existing monitoring and evaluation tools can be conducted first. This helps identify overlaps and gaps. If gaps are confirmed, a scaling maturity framework can be developed and integrated into programme tools.
Who is it?	The main actors are Enabel's Innovation Hub and future programming on scaling social innovation. Project teams are the primary users. The final beneficiaries are the communities, which benefit from more sustainable and well-prepared scaling processes.
What are the results?	A scaling maturity framework provides a structured basis for programme decisions by helping determine when and how scaling activities should be supported. It reduces the risk of resource misallocation and strengthens the programme's ability to demonstrate impact through documented scaling trajectories. It should be noted that, at the time of this evaluation, Enabel's Innovation Hub was already developing a Scaling Assessment Tool (SAT) covering approximately 12 scaling dimensions. This represents a concrete sign of institutional learning in support of this recommendation. During the evaluation consultations, several stakeholders also suggested that the SAT could be used beyond the programme period to monitor scaling trajectories after support has ended, thereby strengthening the programme's ability to document longer-term outcomes beyond the grant cycle.
Lesson(s) learned	Scaling maturity requires a structured and sequential assessment before resources are allocated to scaling. Without such assessment, programmes may support scaling without the necessary operational, institutional, or financial foundations. A maturity

	framework integrated into monitoring and evaluation tools provides a replicable approach. This lesson applies to programmes supporting the scaling of digital and social innovations.
Sources	ALeDIA case study - Wehubit 2.0, 2025 Cross-case Analysis of scaling - Wehubit 2.0 portfolio BRINK experimentation package / Project compass - ALeDIA, 2025

Lesson learned 4 - Introduce funding partnership to bridges the gap between institutional maturity and financial consolidation for scaling

What is it?	In several cases within the Wehubit 2.0 portfolio, institutional conditions for scaling can be established within 18 to 24 months. These include ministerial recognition, integration into national information systems, and formalised multi-level commitments. However, the financial consolidation required to translate these conditions into effective scaling requires a longer timeframe. This creates a transition gap between the end of the sub-grant and the scaling phase. This practice involves introducing partnership with key actors in the ecosystem to facilitate access to funding. It allows projects that have reached verifiable institutional milestones to access support for financial consolidation and policy engagement.
What for?	Without a transition mechanism, projects that have built strong institutional foundations may lose momentum. Institutional anchoring that is not consolidated financially may weaken over time. Having established partnership with funding players could help preserve the results achieved during the initial sub-grant. It could therefore connect these results to longer-term funding trajectories.
How do we do it?	Eligibility criteria for the access these funding opportunities can be defined and verified. These may include formal recognition by a national authority, integration into a national information system, and confirmed co-financing from at least one additional donor. Projects meeting these criteria can access a time-bound second phase. This phase focuses on evidence generation, engagement with national financing actors, and transition planning.
Who is it?	Enabel's Innovation Hub is responsible for designing and applying the partnerships. Implementing organisation are the primary beneficiaries. National systems, public institutions, and the communities served are the final beneficiaries.
What are the results?	A partnership strategy preserves institutional gains from the initial sub-grant. It enables a structured transition towards sustainable financing. It reduces the risk that a funding gap weakens existing achievements.
Lesson(s) learned	A 24-month support programme can establish institutional conditions for scaling. It does not cover the transition to the next financing phase. The key issue is not whether organisation are able to scale. The ALeDIA case shows that they are. The issue is how programmes connect supported projects with follow-on funders. This lesson applies to programmes supporting the scaling of digital or social innovations where institutional anchoring precedes financial consolidation.
Sources	Wehubit 2.0 case study, 2026

	Wehubit feedback / Draft Report, 2025

Lesson learned 5 - Systematically presenting support instruments at the application stage increases their uptake and impact

What is it?	In several cases within the Wehubit 2.0 portfolio, implementing organisation report that clearer and earlier communication on available support instruments would have led to stronger and earlier use. This applies in particular to external strategic support. These instruments reach high satisfaction levels once used. However, they remain underused when not clearly presented at an early stage. This practice involves systematically presenting all available support instruments. This includes their methodology, expected outputs, and added value. This information is provided during the application phase and in the first weeks of project implementation.
What for?	The effectiveness of strategic support depends on both its quality and how it is introduced. When organisation do not fully understand the scope and value of an instrument at the start, they use it later and less intensively. Early and clear communication allows these instruments to be used from the beginning of the project.
How do we do it?	A dedicated section can be included in the application guidelines for each support instrument. This section presents the methodology, expected outputs, required level of engagement, and examples from previous projects. An introduction session for each support instrument can be organised in the first month of the project. This session takes place before substantive work begins. It is mandatory.
Who is it?	The main actors are Enabel's Innovation Hub and the Wehubit Programme Management Unit. They design and deliver the communication. Project teams are the primary beneficiaries. The final beneficiaries are the communities served by projects that make better use of available support.
What are the results?	Projects that actively use strategic support instruments show stronger analytical capacity. They develop more structured scaling roadmaps. They also gain credibility with follow-on funders. Evidence from the Wehubit 2.0 portfolio shows a link between early engagement with BRINK support and the quality of scaling outputs. No significant negative effects have been identified. A potential risk is that an introduction session without follow-up leads to awareness without actual use. Regular follow-up mechanisms are therefore needed.
Lesson(s) learned	The use of strategic support instruments depends on how and when they are introduced, not only on their quality. When information is limited at the application stage, these instruments are underused. Clear and early communication increases uptake without requiring changes to the instruments themselves. This includes integrating information into application guidelines and organising mandatory introduction sessions.
Sources	Feedback from Grantees Wehubit 2.0 case study, 2026 Interviews, 2026 Wehubit feedback / Interim Report, Enabel, 2025 Cross-case synthesis on support instruments - Wehubit 2.0