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# Health Enterprise and Innovation Ecosystem Mapping Report

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**About SHOPS Plus:** Sustaining Health Outcomes through the Private Sector (SHOPS) Plus is USAID's flagship initiative in private sector health. The project seeks to harness the full potential of the private sector and catalyze public-private engagement to improve health outcomes in family planning, HIV/AIDS, child health, and other health areas. SHOPS Plus supports the achievement of US government priorities, including ending preventable child and maternal deaths, an AIDS-free generation, and FP2020. The project improves the equity and quality of the total health system, accelerating progress toward universal health coverage.



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# Acronyms

<b>AOR</b>	Agreement Officer Representative
<b>ASPS</b>	Alliance du secteur privé de la santé
<b>B2B</b>	Business to business
<b>B2C</b>	Business to consumer
<b>CEO</b>	Chief Executive Officer
<b>DFIs</b>	Development Finance Institutions
<b>ICT</b>	Information and Communications Technology
<b>GIIN</b>	Global Impact Investing Network
<b>MSAS</b>	Ministère de la Santé et de l'Action Sociale
<b>UX</b>	User experience

# Introduction

## Why work with health enterprises?

Across the globe, the private sector is an important source of healthcare for the world's poor and a critical partner in improving health outcomes. According to the World Bank, 52 percent of those in the bottom income quintile receive their care from the private sector, including both urban and rural populations.<sup>1</sup> Some of these private providers are market-driven social enterprises that are leveraging recent advances in technology and creative business model innovations to provide health services and products to the poor sustainably, and at scale.

Health enterprises that aim to be sustainable at scale have the potential to catalyze systemic change in low-income contexts. These enterprises are incentivized to continuously improve and increase their efficiency, grow through replication and expansion, and engage with the poor as customers and partners rather than simply as beneficiaries.

However, health enterprises face a number of constraints that limit their probability of success. The business environment in low-income markets is characterized by: consumers and producers with low purchasing power; unpredictable cash flows; insufficient supply of risk tolerant capital; and unique context-specific values. Business models must also respond to market environments that have distinct and constrained institutional and physical infrastructure.

Over the past five years, the Senegalese government has undertaken a number of investment and business friendly reforms, and the country has seen the microfinance sector flourish, and the entry of business accelerators and competitions to support enterprises in the Information Communication Technology (ICT) sector.<sup>2</sup> However, innovative health enterprises in Senegal have not been as prevalent as in other countries, impact investing in the health sector remains limited, and the ecosystem of support for health entrepreneurship is not well understood.

In the SHOPS Plus Year One work plan, the project outlined its plan for achieving USAID's vision of *substantially contributing to sustained health improvements in the Senegalese population by supporting the private sector to deliver high quality products, services and information in the total market*. One area of intervention is to identify new, innovative and emerging approaches that are "Senegalese-cultivated" and that aim to improve health outcomes and address key health-related challenges through increased private sector involvement. As one of its strategic innovations for Year One, SHOPS Plus proposed to perform an initial mapping of the health innovation ecosystem to better understand market gaps and key partners.

From April to July 2017, SHOPS Plus conducted a Health Enterprise and Innovation Ecosystem Mapping. This activity sought to identify key partners working to support health enterprises, and understand the current landscape of health entrepreneurship and innovation in Senegal. This report provides a summary of the activity, and presents findings and recommendations from the ecosystem mapping.

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<sup>1</sup> World Bank, 2011.

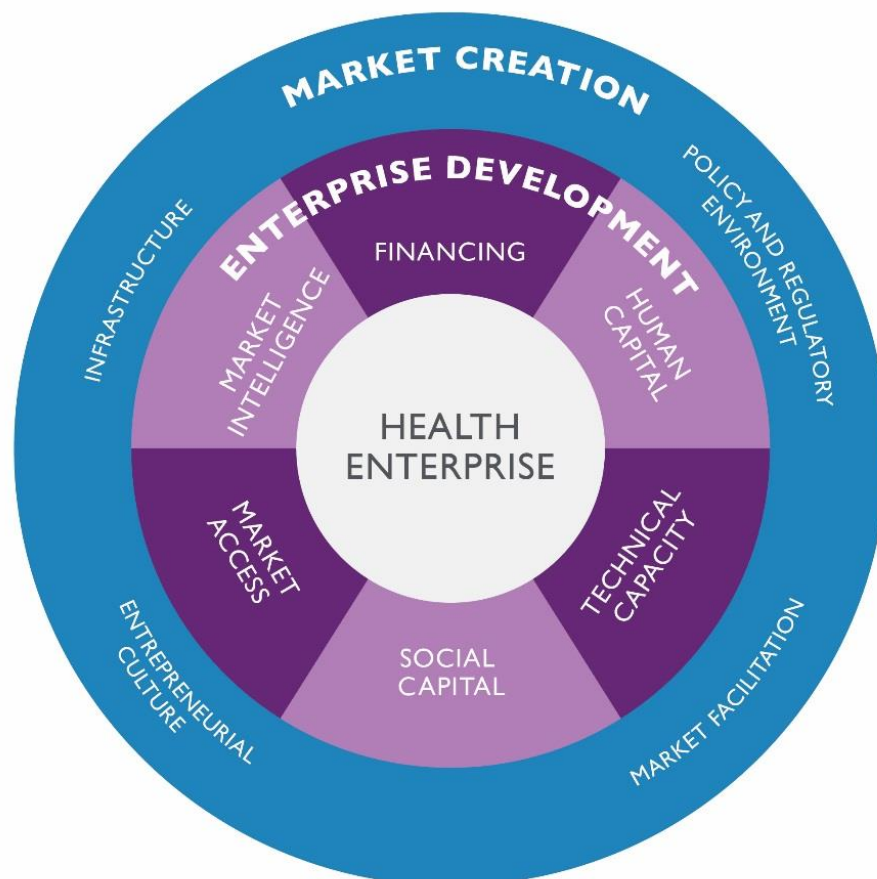
<sup>2</sup> Global Impact Investing Network (GIIN), 2015. The Landscape for Impact Investing in West Africa.

# Activity Overview

## Understanding the ecosystem

Health enterprises do not operate in isolation – there is a broader ecosystem that affects their performance and impact. For the purposes of this activity, we define the ecosystem as the context that an enterprise operates within, consisting of other health enterprises that could be competitors or collaborators, investors, donor-funded activities, and the market, policy and institutional environments. In order to achieve sustainability at scale, health enterprises require support across a number of key domains. Figure 1 separates these domains of support into two levels: enterprise development and market creation. Health enterprises require support developing the capacity of the enterprise itself, in the purple domains such as financing, technical capacity, and social capital. However, health enterprises working in developing nations also work in challenging market environments, and support is needed to build or enhance the market within which they operate. The domains in the blue outer circle, including infrastructure, the policy and regulatory environment, market facilitation, and the entrepreneurial culture, are all parts of the support ecosystem required for all health enterprises to thrive.

**Figure 1. Domains of Support across the Health Enterprise Ecosystem**



# Definitions

For the purposes of this activity, the following definitions are used:

- **Business to business (B2B):** B2B refers to a transaction that exists between businesses, such as one involving a manufacturer and wholesaler, or a health enterprise selling to a private hospital.<sup>3</sup>
- **Business to consumer (B2C):** B2C refers to a transaction conducted directly between a company and consumers who are the end-users of its products or services.<sup>4</sup>
- **Ecosystem:** The context that an enterprise operates within, consisting of other health enterprises that could be competitors or collaborators, investors, donor-funded activities, and the market, policy and institutional environments.
- **Health enterprise:** An *impact enterprise* that has an *innovative* product or service that contributes to health outcomes
- **Impact enterprise:** An organization that intentionally seeks to grow and sustain financial viability, increase social impact, and influence the broader system in which they operate.<sup>5</sup>
- **Impact investor:** Impact investments are investments made into companies, organizations, and funds with the intention to generate social and environmental impact alongside a financial return. Impact investors are the institutions or individuals that make these investments.<sup>6</sup>
- **Incubator or accelerator:** Incubators and accelerators help enterprises establish themselves and grow through a combination of business development services (e.g., mentoring, coaching, and training in accounts management), funding, and access to physical space and/or machinery. Incubators usually focus on seed- and early-stage enterprises, while accelerators usually focus on growth-stage enterprises.<sup>7</sup>
- **Innovation:** Approaches that are new or novel, or provide opportunities for learning, or existing approaches deployed in new contexts
- **Technical advisory services provider:** Technical advisory service providers encompasses organizations that provide technical assistance and advice to enterprises. This can include technical assistance in discrete technical areas, as well as strategic advisory on an enterprise's overall business model and strategy.

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<sup>3</sup> Adapted from Investopedia, 2017: <http://www.investopedia.com/terms/b/btoc.asp>

<sup>4</sup> Ibid.

<sup>5</sup> Monitor Deloitte, 2015. Accelerating Impact.

<sup>6</sup> Adapted from GIIN, 2017. *What you need to know about impact investing*, GIIN website: <https://thegiin.org/impact-investing/>

<sup>7</sup> Adapted from GIIN, 2015. *The Landscape for Impact Investing in West Africa*.



## Process

SHOPS Plus conducted the Health Enterprise & Innovation Ecosystem Mapping in Senegal between April – June 2017.

The ecosystem mapping consisted of desktop research and stakeholder interviews. Desktop research included the review of relevant reports, primarily from the grey literature, and internet searches to identify relevant partners and programs working with social enterprises in the health sector (see Annex A). Partners and programs identified through desktop research were used to create a short list of stakeholders to interview in country.

The SHOPS Plus Private Sector Specialist and a local consultant scheduled and conducted interviews with 28 organizations that work in the social enterprise and health innovation space in Senegal. The team used a semi-structured interview guide to facilitate conversations (see Annex B). Stakeholder interviews were conducted in May 2017.

Stakeholders interviewed included health social enterprises, incubators and accelerators, universities, business development advisors and service providers, donor-funded projects, networks, relevant government and ministry bodies, and impact investors. The full list of stakeholder interviewed is included in Annex C.

Interview notes were analyzed for common themes, with an emphasis on the gaps in support for health enterprises where SHOPS Plus might intervene. Partners identified were categorized by organization type, and the support they can or do provide to health enterprises.



**SHOPS Plus Private Sector Specialist and local consultant meet with stakeholders at the JokkoLabs co-working space.**

*- Photo credit: Babacar Birane*

# Findings

## Overview

Senegal has a nascent ecosystem for innovation and social enterprise. Over the past seven years, the number of organizations that invest in and support social enterprises in Senegal has grown and begun to diversify. In 2010 and 2011, Senegal's first incubators, Jokkolabs and CTIC Dakar launched, respectively, to focus on ICT enterprises. The Global Impact Investing Network (GIIN) 2015 report, *The Landscape for Impact*

*Investing in West Africa*, identified these two incubators and seven technical assistance providers for enterprises across social sectors.<sup>8</sup> Though the recent SHOPS Plus mapping focused on potential health enterprise partners, a much broader set of ecosystem partners was identified, including new types of technical advisory partners that have begun to specialize in more niche areas, such as user experience (UX) design and electromechanical prototyping. Ecosystem partners include incubators and accelerators, technical advisory services providers, networks, impact investors and other capital providers, among others. These partners are detailed in the *Senegal Health Enterprise Support Compendium*, which provides a "map" for health enterprises to navigate the support available to them based on their business stage and the types of financial and technical assistance they require (See Annex D).

The entry of new ecosystem partners has coincided with general improvements in the business environment in Senegal. As of 2016, Senegal ranked 147 out of 190 countries on the World Bank's Ease of Doing Business Index, up from 166 out of 185 countries in 2013.<sup>9</sup> In large part, this improvement is owed to the Government of Senegal's leadership enacting business-friendly reforms, and Development Finance Institutions (DFIs) investments in projects to improve infrastructure, such as roads and electricity.<sup>10</sup>

In spite of this progress, the number of partners and programs that support entrepreneurs with innovations in the health sector remains small. To date, there are only a few health enterprises that are known to partners, and they require additional support to achieve sustainability at scale.

### What is an incubator or accelerator?

Incubators and accelerators help enterprises establish themselves and grow through a combination of business development services (e.g., mentoring, coaching, and training in accounts management), funding, and access to physical space and/or machinery. Incubators usually focus on seed- and early-stage enterprises, while accelerators usually focus on growth-stage enterprises.





*Source: Adapted from GIIN, The Landscape for Impact Investing in West Africa, 2015.*

<sup>8</sup> GIIN, 2015. The Landscape for Impact Investing in West Africa.

<sup>9</sup> World Bank, 2017. Ease of Doing Business in Senegal. Accessed July 21, 2017. <http://www.doingbusiness.org/data/exploreeconomies/senegal>

<sup>10</sup> GIIN, 2015. The Landscape for Impact Investing in West Africa.

**Table 2. Emerging Senegalese Health Enterprises**

Enterprise	Description
	<p>Karangue has developed an mHealth solution that reminds mothers of appointments for prenatal visits, postnatal visits and vaccination using local languages via SMS and voice messages.</p>
	<p>YENNI is a health financing innovation that enables people, particularly from the Senegalese diaspora, to finance medical care for their relatives living in Senegal using secure, online system. The relatives can use a card or code to redeem the health credit for consultations, care, and medicines in YENNI's network of facilities throughout Senegal.</p>
	<p>NEST is a network of maternal and child health facilities that offer high-quality health services at reasonable price. Accessible 24/7, NEST emphasizes seeing and listening to patients. NEST's model was inspired by LifeSpring Hospitals in India.</p>
	<p>JokkoSante incentivizes users to exchange unused drugs in exchange for points on their mobile phone that can be used towards the purchase of new drugs. Described as a circular economy model, they seek to expand access to and avoid wastage of medicines.</p>

While the limited pipeline of health enterprises may partially explain the small number of ecosystem partners that had or were currently supporting health enterprises, stakeholders also described that they lacked the health technical expertise required to evaluate and support health enterprises. It is promising to note that ecosystem partners interviewed expressed interest in supporting more enterprises and innovations in the health sector, particularly if they could collaborate with a credible health partner.

## Challenges & Gaps in the Ecosystem of Support

### Policy & Regulatory Environment

- Navigating regulation in the health sector is one of the greatest challenges health enterprises and innovators face.** When asked about the key challenges that health enterprises face in Senegal, stakeholders most frequently cited the heavy regulation of the health sector in general, or specific regulations within the health sector. Certain regulations are more burdensome than others, depending on the enterprise, but navigating which laws apply and which procedures to follow to obtain approvals is a shared challenge. Stakeholders shared that *Ministère de la Santé et de l'Action Sociale* (MSAS) approval is required for all health enterprises, including for business models that do not involve the direct delivery of health care, including technology innovations such as health management information systems for private providers, and SMS health messaging. Stakeholders reported that regulations are doctor-centric and that when an entrepreneur goes to MSAS to open a health business they expect them to be a doctor; the name of the doctor rather than the business owner will be put on the business license. Other specific areas where regulation was mentioned as an obstacle include: pharmaceutical product pricing and rules around who can purchase pharmaceuticals from

various sources, and health data and data protection. The latter may extend to less sensitive data; one anecdote described challenges obtaining a list of pharmacies and their hours of operation.

## Financing

- **There is insufficient early stage, risk capital to seed and develop health innovations.** Access to finance was the second most frequent response when stakeholders were asked about key challenges that health enterprises, and social enterprises in general, face in Senegal. While traditional banks, microfinance institutions (MFIs), and DFIs are present, these organizations do not provide the risk capital that early stage health enterprises require. Partners reported a scarcity of angel investors and seed capital for business start-up, as well as lacking impact investors and venture capital, which often provide financing to somewhat more mature enterprises looking to grow. Through this mapping, SHOPS Plus identified a small number of investors; however, most had very few investees in their portfolio, and even fewer in health. Limited amounts of seed capital are also accessible to entrepreneurs through business plan and innovation competitions. As one stakeholder described it, “Senegal is in its infancy for innovation financing.”

## Technical Capacity

- **Technical capacity gaps prevent entrepreneurs from going from idea to impact.** Stakeholder interviews with investors, incubators, and other technical advisory service providers revealed that many health enterprises lack the technical skills required to translate their innovative idea into a successful, impactful business. While many entrepreneurs bring strong skills as health practitioners or in technology development, they often lack management training and capacity. Partners expressed that entrepreneurs would benefit from stronger skills in general management and financial management. The most commonly cited area in which early-stage health enterprises and social enterprises more broadly require capacity building related to developing their business model, and figuring out how to grow their business. For example, in the health sector, entrepreneurs that seek to improve health outcomes often focus on B2C models, and fail to consider opportunities for business-to-business B2B models. Enterprises also require support identifying learnings and using data to refine and validate their business models. Finally, enterprise supporters and entrepreneurs themselves both expressed a need for capacity building in fundraising and marketing.

## Social Capital

- **Health enterprises want to work with the public sector, but they often don't know how.** Entrepreneurs want to collaborate with the government to obtain government buy-in and ensure that they are addressing real needs of the health system. Some enterprises seek to sell their products and services to the public sector, or integrate their innovations into the public health system. However, enterprises have trouble getting meetings with public sector regulators and policymakers, and find that the best avenues or platforms for collaborating are not transparent. Some stakeholders noted that entrepreneurs and government work very differently, which can create a disconnect even when they have common goals.
- **Entrepreneurs seek networks and platforms that will help them become better integrated into the health system and the entrepreneurial ecosystem.** Stakeholders

described that health enterprises could benefit from strengthening their networks, particularly within the health sector. Through connections with doctors and the public sector, entrepreneurs can better understand provider and patient needs. Partnerships with the public and private health sectors, as well as NGOs, may help entrepreneurs access new markets and establish credibility. Stakeholders described that it is difficult for entrepreneurs to understand the ecosystem of partners and support that is available to them in Senegal. In addition, access to entrepreneurs from more mature entrepreneurial ecosystems, such as those in Kenya or India, could help Senegalese enterprises learn from the experiences of more successful health enterprises that have been operating longer than local examples.

## Entrepreneurial Culture

- **Becoming an entrepreneur is often seen as a second choice career to securing a corporate job, limiting the pipeline of talented young professionals.** Some stakeholders described that local culture is not supportive of entrepreneurship. They explained that in Senegal, starting your own company is often associated with microenterprises and street vendors, and it can be assumed that an entrepreneur first failed to find a job with a larger company or in government. When parents pay for more prestigious and expensive universities, they may pressure the student to work with a large corporate employer over a social enterprise. This cultural understanding of entrepreneurs and entrepreneurship may limit the number of new health enterprises, as well as the pipeline of talented young professionals willing to work for health enterprises.



SHOPS Plus Private Sector Specialist and local consultant discuss challenges NEST's CEO & Co-Founder has faced in starting a network of high-quality MCH facilities.

- Photo credit: Babacar Birane

## Market Intelligence

- **Accessing health data and market research on customers is difficult for private enterprises.** Stakeholders noted that a challenge specific to enterprises in the health sector is the difficulty of accessing information and data. Data on health service utilization, provider and patient needs, as well as market research on customers of the health sector are difficult to obtain. Without this information, it is difficult for entrepreneurs that want to contribute to health outcomes to innovate and develop solutions that make sense.

# Recommendations

Based on the ecosystem mapping, SHOPS Plus has identified the following opportunities for USAID/Senegal and implementing partners to strengthen the ecosystem and support health enterprises in Senegal.

- 1. Facilitate a series of workshops that bring public stakeholders and health entrepreneurs together to encourage innovation and collaboration in addressing national health challenges.** Public health stakeholders are not familiar with health enterprises and the role that they can play in achieving public health goals. There is a need to demonstrate how health enterprises can help address barriers to health care delivery, such as models that reach remote or underserved populations, or how they can enhance existing channels through complementary services, such as digital health platforms for patient engagement. At the same time, health enterprises are not necessarily addressing MSAS priorities. Many entrepreneurs address challenges that they have experienced through their own life, and have not put themselves in the shoes of public providers and other health system actors. Through a series of workshops, public stakeholders can describe challenges the health system is facing, and health entrepreneurs together with public stakeholders can brainstorm and co-create innovative solutions to these challenges. This dialogue and co-creation may also encourage government ownership and support of innovations driven forward by private enterprises.
- 2. Incentivize the development of new ideas and the entrance of new enterprises in the health sector by offering seed funding and technical support.** Developing a new product or starting a new business is risky, and often requires time and resources that the entrepreneur does not have. Awarding small amounts of seed funding and access to technical assistance can incentivize an entrepreneur to act on their idea, and provide them with the resources they need to figure out if their idea will succeed. At present, business plan competitions and other mechanisms for providing seed funding to social enterprises in Senegal have not focused on health, and have not supported many health enterprises. By creating a seed funding opportunity focused on health and advertising the opportunity among key health networks, such as the *Alliance du secteur privé de la santé (ASPS)*, USAID/Senegal can encourage new health innovations and new entrants in the health market. It may be possible that this health-focused seed funding opportunity could be organized and co-financed as a ‘health window’ of an existing business plan or innovation competition. For example, there may be opportunities for SHOPS Plus to partner with Reach for Change, which runs competitions and supports innovations that improve the lives of children, or an opportunity focused on ICT for health could be sponsored in partnership with Orange.
- 3. Provide hands-on support to existing health enterprises to learn what works and create examples for others to follow.** When asked about promising health enterprises in Senegal, ecosystem partners named the same 3-5 enterprises. The enterprises identified were still early-stage enterprises, and many have not yet reached a business model that is sustainable and able to scale. A targeted package of support can accelerate these enterprises so that they can grow their impact, or fail fast. Support should include technical assistance to validate and strengthen business models, facilitate market access, and enhance management capacity to implement a robust cycle of experimentation and learning to test and improve health solutions. By supporting these enterprises, the health sector, entrepreneurs, and development partners can learn about which private sector

models are working, which are not, and can disseminate these lessons for other health enterprises in Senegal to build from.

4. **Partner with investors, incubators and support programs to build their capacity for supporting and investing in the health sector.** Many partners that fund and support social enterprises in Senegal are interested in adding more health enterprises to their portfolios. However, some worry that a high level of health technical expertise is required to evaluate business models and provide effective support. Given that many of the impact investing and other enterprise support organizations are relatively new to Senegal and have small portfolios, it is not practical for them to invest in in-house health expertise. Through a partnership with USAID/Senegal and its access to a large network of health expertise, these organizations may be able to share the risk of investing in a new sector, and gain comfort and experience in working with health enterprises. USAID/Senegal and associated implementing partners support partners by helping enterprises navigate the health policy and regulatory environment, conducting valuable market research on health-seeking behaviors, and facilitating access to markets through networks of public and private providers.
5. **Include health enterprises in efforts to share health information and integrate private sector data into national systems.** Health enterprises need good data to create more appropriate, effective health products and services, but access to health data was noted as a key challenge by stakeholders. While protection of certain types of health data is of critical importance, other types of health information are less sensitive. USAID/Senegal and development partners should explore opportunities for sharing health data from public sector agencies, universities and research institutions, and international partners with health entrepreneurs. SHOPS Plus is already working with the MSAS to harmonize public and private sector data collection instruments and to ensure coordination and reporting of private sector data into country-wide systems such as DHIS2. SHOPS Plus is also ensuring private sector participation in the development of the revised National Health Information Strategy (NHIS) in coordination with the MSAS and the ASPs. Where possible, SHOPS Plus should include health enterprises in these efforts.

# Annex A. Desktop Review Sources

The following sources from the grey literature were used as part of the desktop review. The desktop review also included news articles, program and organizational websites, and blog posts resulting from internet searches in French and English for terms including: health, innovation, enterprise, social enterprise, incubator, impact investor, entrepreneur, network, accelerator. The websites of specific organizations, such as impact investors, innovation networks, and other social enterprise support organizations, were also reviewed for relevant information.

Dalberg, 2012. Assessment of Impact Investing Policy in Senegal.  
[http://dalberg.com/documents/Impact\\_Investing\\_Senegal\\_Eng.pdf](http://dalberg.com/documents/Impact_Investing_Senegal_Eng.pdf)

Global Impact Investing Network (GIIN), 2015. The Landscape for Impact Investing in West Africa. <https://thegiin.org/assets/upload/West%20Africa/04%20Senegal%20Chapter.pdf>

Strengthening Health Outcomes through the Private Sector (SHOPS) Project, 2016. Senegal Private Health Sector Assessment: Selected Services and Products.  
[https://www.shopsplusproject.org/sites/default/files/resources/Senegal%20Private%20Health%20Sector%20Assessment\\_Selected%20Products%20and%20Services.pdf](https://www.shopsplusproject.org/sites/default/files/resources/Senegal%20Private%20Health%20Sector%20Assessment_Selected%20Products%20and%20Services.pdf)

World Bank, 2015. Enterprise Surveys: Senegal Country Profile 2014.  
[https://www.enterprisesurveys.org/~/\\_media/GIAWB/EnterpriseSurveys/Documents/Profiles/English/Senegal-2014.pdf](https://www.enterprisesurveys.org/~/_media/GIAWB/EnterpriseSurveys/Documents/Profiles/English/Senegal-2014.pdf)

World Economic Forum, 2013. The Impact Investing Working Group of the Presidential Investment Council, Senegal. <http://reports.weforum.org/social-innovation-2013/the-impact-investing-working-group-of-the-presidential-investment-council-senegal/>



# Annex B. Ecosystem Mapping Interview Guide

## The landscape for health innovation and entrepreneurship in Senegal:

1. What does the landscape for social enterprises and innovation look like in Senegal? For health in particular?
2. Which social enterprises in the health sector should we be watching ?
3. What resources are available to entrepreneurs?
4. Which organizations are helping to promote and improve entrepreneurship and enterprise development, and how? *(Note specific organizations; check all types of organizations mentioned using table below)*

Check	Type	Examples, Notes
	Universities	
	Accelerators	
	Incubators	
	Competitions	
	Government	
	Donors	
	Other	

5. If I wanted to start a health enterprise in Senegal, or seek out funding, where would you suggest I go?

## The organization and their support to enterprises

1. Now we'd like to learn more about your organization. We have some specific questions, but please start by telling us at a high level what your organization does.
2. How would you categorize your organization or the part of your organization that supports enterprises? *(Ask only if necessary; we may already know)*

Donor-funded initiative	Impact Investor	Bank	Professional association
Challenge / competition	Investor – VC or Angel	Business services provider	University
Government agency	Investor – Private Equity	Network	Corporation
Accelerator	Foundation	Industry association or trade group	Technical experts/consultants
Incubator	Micro Finance	Other <i>(Specify)</i>	

3. What stage(s) of enterprises does your organization work with? How do you define that stage? *(Can indicate more than 1, take notes on what they provide to each stage of enterprise if support differs by stage; note if another term is used to indicate their stage)*

<b>Idea/Seed / Blueprint –</b> Developing the blueprint for the future business	
<b>Start-up / Validate -</b> Testing and refining the business model	
<b>Growth / Preparing for Scale -</b> Enhancing conditions required for scale	
<b>Expansion / Scale –</b> Rolling out model to reach large numbers of customers	

4. What additional parameters are there around which types of enterprises your organization will work with? *(Probe to understand areas of focus below).*

*Sector focus (health, other, multiple?)*

*Geographic focus?*

*Beneficiary population requirements?*

*Ownership requirements?*

5. How does an enterprise obtain your services? (Circle option below and note other details)

Application-based model	Organization selects which enterprises it works with
Open, Fee-based	Any enterprise can pay a fee for services
Open, Pro-bono	Any enterprise can access services free-of-charge

Note additional details:

6. Does your organization provide any financial support to social enterprises? What kind and how much?

Type	Amount (exact or range)	Parameters/Notes
Grant capital		
Equity		
Debt or loan		
Other (combination, mezzanine finance...)		

Additional details:

7. What types of technical support does your organization provide to health enterprises? (Understand both delivery method, such as trainings, events, technical experts, and technical areas they provide support in)

**Enterprise-level support:** Circle all that apply and provide details below.

Bootcamps, workshops	Mentorship	Networking events and opportunities
Cohort-based training program	Business support services (legal, accounting, etc. – please list below)	Publicity or platforms and events for showcasing enterprises
Short-term advising by technical experts	Office / work space	Formal education and training
Long-term, custom TA	Access to investors and funders	Other

**Market-level support:** Circle all that apply and provide details below.

Policy advocacy or lobbying	Value chain infrastructure that benefits enterprises	Market research and data
Investing in demand creation	Standards, quality assurance	Other

**Technical areas they provide support in:** Circle all that apply and provide details as needed.

Business Planning & Strategy	Financial Management & Accounting	Market research and data
Research & Product Development	Human resources	Impact measurement, performance measurement, M&E
Sales & Marketing	Human-centered Design	Technology
Graphic Design/Creative	Fundraising & Pitching	Healthcare Technical areas; please list below
Legal assistance (IPR, licenses, contracts, tax issues, etc.)	Operations Management	Other

**Partnerships and Additional Partners:**

1. How do they partner with other organizations to support social enterprises/health enterprises? *(Note who they partner with, what are some of their key initiatives)*
2. Do they/How do they partner with government to support social enterprises/health enterprises?
3. Have they partnered with any corporates to support social enterprise – and in what ways?

**Thoughts on what’s needed to support health innovation and entrepreneurship in Senegal:**

1. What key challenges do health enterprises in particular, or social enterprises in general, face in Senegal?

*Business sustainability challenges (i.e. marketing, willingness to pay):*

*Enabling Environment challenges (i.e. regulatory issues, integrating with national health insurance):*

2. What are the gaps in the ecosystem of support for enterprises? What types of support do enterprises need that no one is currently providing? *(Make notes and probe by category below; feel free to note others)*

<b>Capacity building</b>	
<b>Enabling operations, access to markets</b>	
<b>Facilitating transactions, generating demand or awareness</b>	
<b>Building market infrastructure, policy issues</b>	
<b>Other</b>	

3. Where are the gaps or opportunities in the healthcare market that social enterprises can fill?
4. How do we develop a strong pipeline of enterprises to work with? Are there any less traditional channels we should consider to identify enterprises to ensure we are reaching new entrepreneurs?
5. What advice do you have for us and USAID on how we can best support health enterprises in Senegal?

### **Wrap-up**

1. Any questions for us? Any other thoughts you'd like to share?
2. Do you see any opportunities for us to collaborate?
3. Who else should we talk to? *(Ask whether they have contacts and are willing to make an introduction to the people or organizations they name)*

# Annex C. Stakeholders Interviewed

Organization	Contact Name	Contact Title
CTIC Dakar	Eva Sow Ebion	Chief, Business Development
MakeSense / SenseCampus	Arthur Massonneau	Director SenseCampus
YUX	Yann Lebeux	Cofounder & CEO
Protosen	Aymeric Voisin	Founder & CEO
Volkeno	Abdoul Khadre Diallo	Founder & CEO
Innodev (UCAD)	Dr. Cheikh Mouhamed Fadel Kebe	Director
Rencontre des Entrepreneurs	Ratsimandresy Rivolala	Cofounder & Director
Karangue	Mamadou Sall	Founder & CEO
Eyone	Henry Gueye	Cofounder & Director
NEST	Khadidiatou Nakoulima	CEO
Reach for Change	Papa Mayacine Diop	Program Manager Senegal
HOPE	Jean Luc Semedo	CSR
Orange	Mouhamed Kane	Co-Founder
Africaine de l'investissement Participatif	Mouhamed Soumare	Cofounder and CEO
Cofina Startup House	Laissa Mouen	Director
RSE Senegal	Philippe Barry	President
Investisseurs & Partenaires	Mamadou Ndaw	Investment Manager
MSAS	Ndeye Fatou Tall Ndiaye	Head of PPP
Yaay	Seynabou Thiam	Cofounder & Project Director
ADEPME	Joséphine Kane	Partnership Manager
Defko Africa	Oumar Kande	CEO
Enablis Senegal	Ibrahim Ba	Executive Director
	Fatimata Diop Sene Kane	Enterprise Development Associate
JokkoLabs Senegal	Fatoumata Niang Niox	Executive Director Senegal
British Council (GREAT Entrepreneur)	Patrice Herran	Head of Programmes & Business Development
Gaston Berger University	Fatoumata Sow Ndongo	Head of University Incubator
Senegal Women's Investment Club / Dalberg	Francine Ndong	Women's Investment Club Manager
Yenni	Boubacar Sagna	CEO
Jokkosante	Adama Kane	CEO



