



2021-2022 SCUP PROGRAM

END-TERM REVIEW

December 2022

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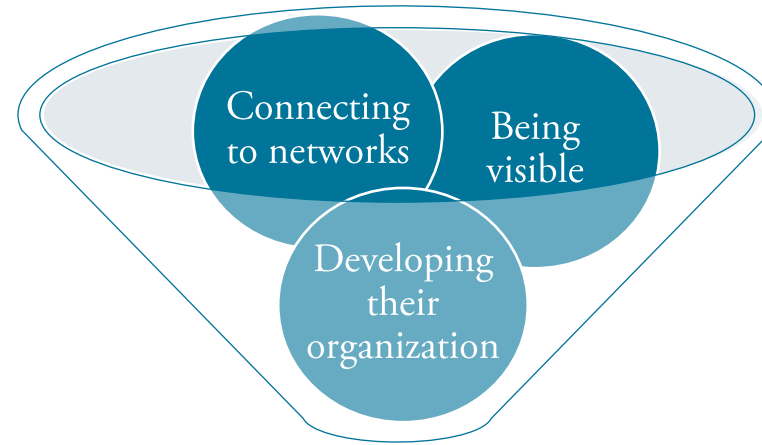
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1.

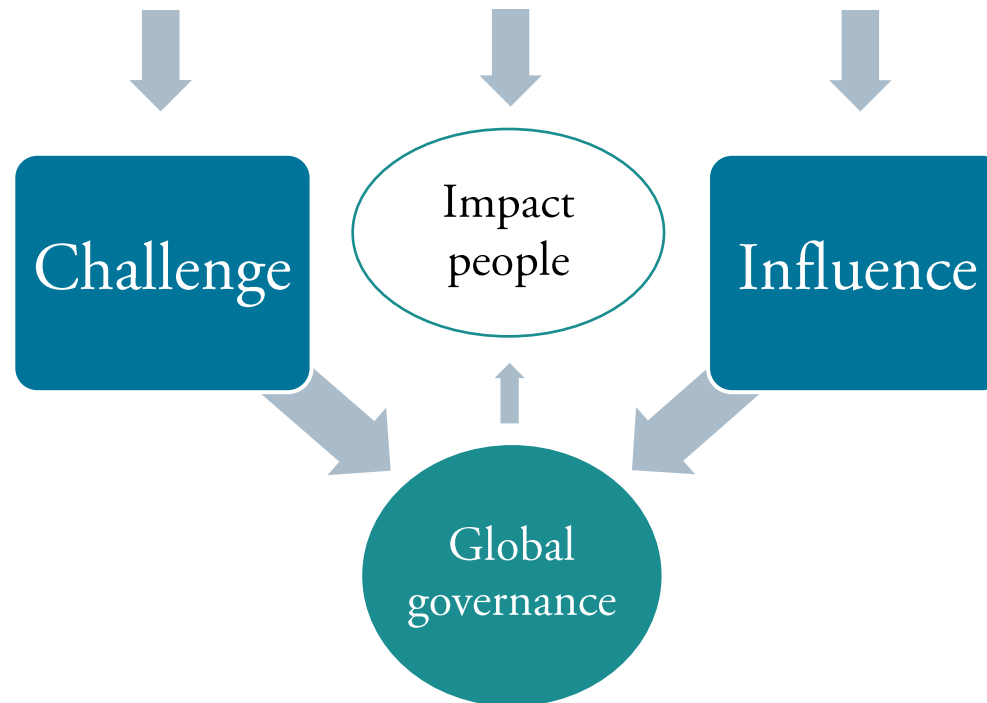
ABOUT THE SCUP

The SCUP program was launched in 2018 to provide year-long customized support towards the development of 10 of the projects showcased at the Paris Peace Forum.



The Scale-up* Program aims to help project teams get better equipped to

*Scale up means taking projects to their next strategic stage which can take many forms: achieving their next organizational goal, expanding geographically or organisationally, coming out from a niche to the mainstream, improving a service/product or amplifying reach and impact on people.



Being visible

Connecting to networks

Developing their organization

...is done in practice
via the SCUP through:

WHAT
(Concrete
Activities)

PPF SCUP allies
co-constructors of a
demand driven approach



Mentorship

- Monthly meetings of 1h + 1h of prep/follow up



Workshops

- Monthly sessions of 1h



PPF's resources

- Available daily along the year

Organisational Capacity Self Assessment Framework (OCSAF)
Through-out-the-SCUP tool

Project leaders &
Mentors
co-constructors of a
demand driven approach



Zoom on Mentorship

OFFER

Each project team is matched with up to two SCUP mentors who help them achieve the objectives defined at the beginning of the year.

The mentors are renowned personalities in their field of activity and commit to mobilizing their expertise, know-how, and networks to help the projects.



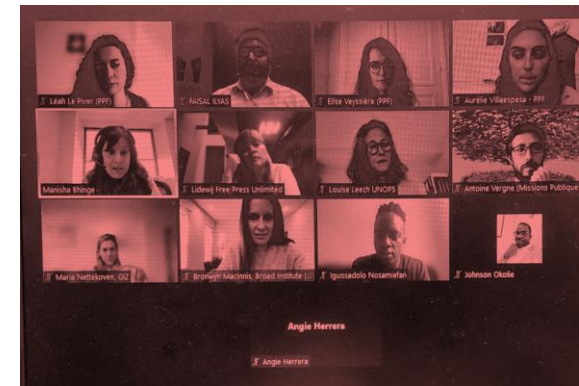
Zoom on Workshops

OFFER

Each month, project teams are invited to join members of the Secretariat and external experts to explore and learn more about a specific topic linked to their projects' development. Peer learning and interactions are highly encouraged during these sessions.

Former workshops include:

- Digital communication
- Shaping your ecosystem
- Getting into your advocacy target's shoes





Zoom on Paris Peace Forum resources

OFFER

Throughout the year of support (and sometimes beyond, if requested), the Paris Peace Forum mobilizes its internal and external resources to help project teams achieve their year-end goals.

Resources made available:

- For communication and visibility purposes: SCUP label, newsletter highlighting, social media advertising and participation in partner events,
- For networking purposes: access to the PFF community upon request and return to the next Paris Peace Forum,
- For experiment purposes: tailored financial support through the SCUP fund (max. 3000 euros/project),
- For learning and change management purposes: two collective debriefs, two satisfaction questionnaires and access to our organizational capacity self-assessment framework.

Organisational Capacity Self Assessment Framework (OCSAF) Through-out-the-SCUP tool

OFFER

The OCSAF is an invitation for project teams to reflect on where they currently are in their project development, working methods and organizational capacities by questioning the why, how and what of their organization. It takes the form of two series of online questions that must be answered individually for one and in teams for the other.

Team questions focus on:

- Strength, coherence and effectiveness of the strategy and tactics for driving change,
- Operational capacity to turn the strategy into reality,
- Aligning the strategy, operational capacities with the overall purpose.

Individual questions focus on:

- Individual leadership capacities in complex contexts.



2.

KEY FACTS AND FIGURES ABOUT THE YEAR OF SUPPORT

80 solutions selected

In 2021, the Paris Peace Forum shed light on 80 innovative projects from around the world that offer concrete solutions to our most pressing global challenges.

10 projects scaled up

10 of those then benefitted from a year of tailored support from the Forum's Scale-up Program (SCUP) to bring their initiative to the next level.

6 SCUP mentors as jury members

These were selected by 6 SCUP mentors acting as jury members – Sana de Courcelles, Kathrin Lorenz, Stefano Manservigi, Delphine O, Alexandre Stutzmann and Justin Vaisse – based on:

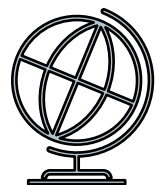
- The overall quality of the project,
- Its relevance to the PPF's priorities and approach,
- Its development potential in the context of the SCUP,
- The need for geographic, thematic and institutional diversity.



10 SCUP projects



In November 2021, the following ten projects were announced during the 4th edition of the Forum and benefitted from a year of SCUP support.



They were from Argentina, France, Mexico, Nigeria, Togo, United Kingdom, United States of America and implemented in Africa, the Middle East, South America and at international level.



OECD.AI Policy Observatory



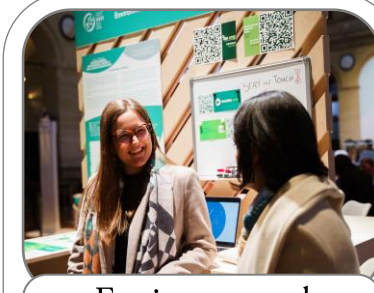
Supporting Arab Women at the Table



Workforce Disclosure Initiative



Global Cities Fund for Inclusive Response



Environmental Impunity Index Latin America



The DECIMALS Fund



Sentinel: A Pandemic Preemption System



Civic Space Guardian



Transforming Aid Delivery with Big Data



Coral Reefs of the High Seas Coalition

19 mentors

Many thanks to:

Felix Fernandez Shaw (INTPA)
Paula Gaviria (Compaz Foundation)
Mark Gray (INTPA)
Jean-Marie Guéhenno (Carnegie Corporation)
Hilde Hardeman (FPI)
Andrew Hudson (UNDP)
Michel Jarraud (WMO)
Anousheh Karvar (Representative of France to the
ILO Governing Body)
Alexis Laffittan (UNDP)
Kathrin Lorenz (GIZ)
Stefano Manservigi (PPF)
Pauliina Murphy (World Benchmarking Alliance)
Dhamari Naidoo (WHO)
Delphine O (French Ministry for Europe and
Foreign Affairs)
Lucy Parker (Brunswick)
Meredith Preston McGhie (Global Centre for
Pluralism)
Matt Reed (Aga Khan Foundation UK)
Alexandre Stutzmann (UNGA)
Daphné Yong-d'Hervé (ICC)



Key figures

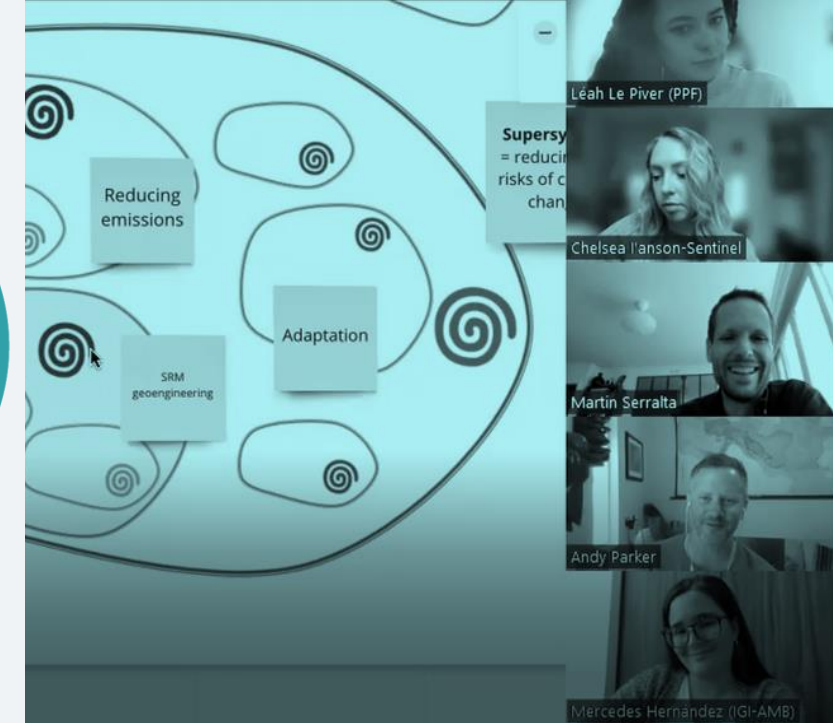
The 2021-22 cohort benefited from:

10 monthly calls per project on average with their two mentors.

9 workshops fostering capacity development and peer-learning.

5 invitations to partners' events including the One Ocean Summit, World Justice Forum, ChangeNOW and COP27.

30 highlights in PPF's newsletters.



SCALE-UP
PROJECT
2021
PARIS
PEACE
FORUM

SCUP projects at PPF5

The Fifth edition of the Paris Peace Forum allowed SCUP project leaders to:

- **Increase their projects' visibility** via active participation in an average of 2 program sessions (as speakers or moderators) and 7 social media interviews,
- **Be identified as key players** in global governance via bilateral introductions and 5 personalized VIP visits to their booth,
- **Reach closed networks** via their inclusion in 2 in-person networking cocktails and 2 partner dinners.





3.

**TRAJECTORY AND
RESULTS OF THE 10
PROJECT TEAMS**

Civic Space Guardian

Overview

Led by Directorio Legislativo, the project consists in creating a web-based tool to alert and provide information on proposed legislation or policies that may affect civic space in Latin America.

Trajectory over the past year

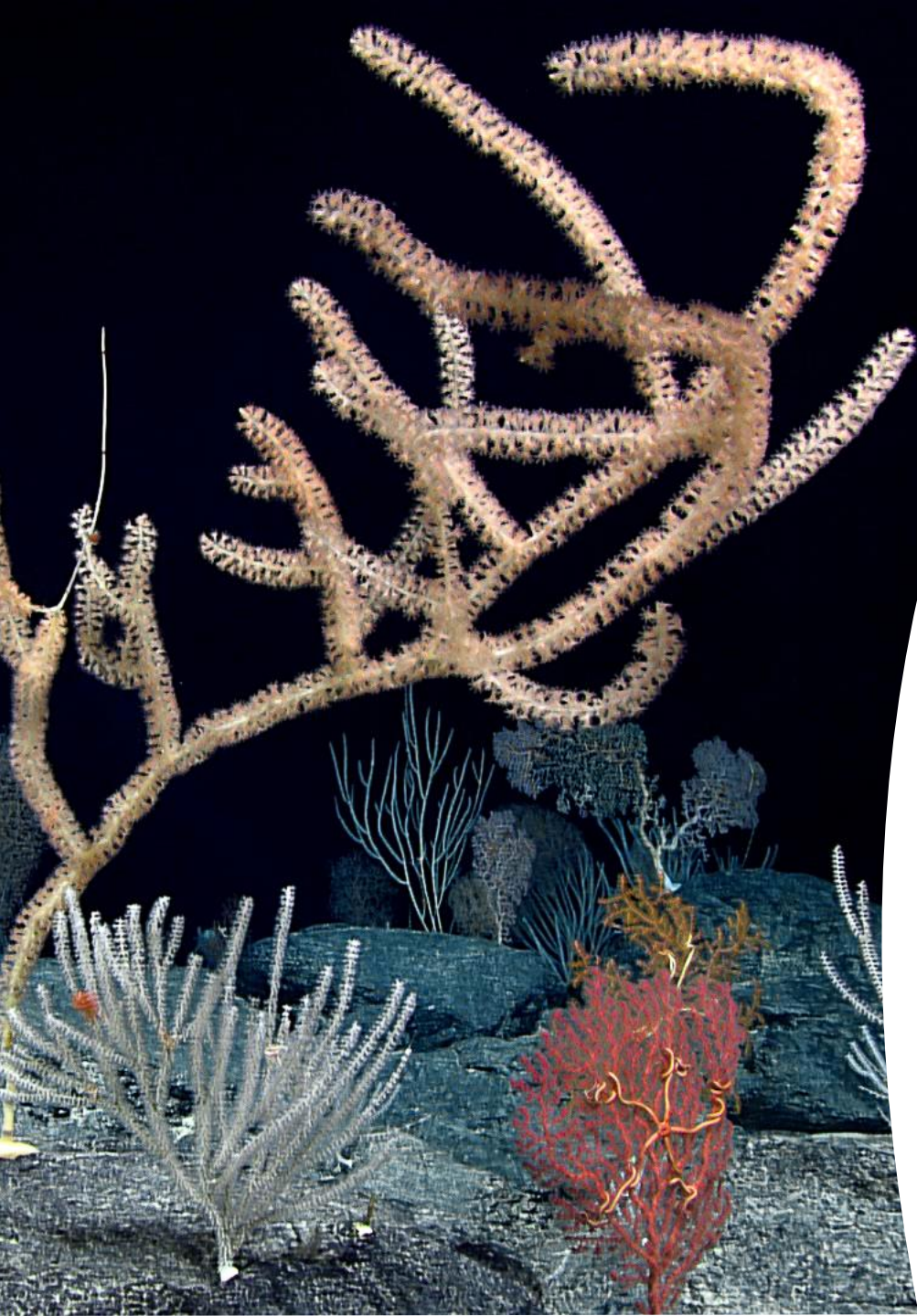
To enhance awareness, branding and external engagement, the team launched a 6-month pilot of real-time civic space monitoring in 3 Central American countries, closely guided and monitored by their mentors. This experience and tailored pitch advice from the SCUP community have so far allowed the project to extend its visibility in another region and generate interest from high-level stakeholders and potential donors.



From Argentina, implemented worldwide

“The SCUP (mentoring and workshops) not only allowed us the space to think creatively about new possibilities but also pushed us to face this process that also involves self-evaluation, reviewing our work and planning” – Felicitas Torrecilla, Research coordinator





Coral Reefs of the High Seas Coalition

Overview

Led by Conservation International, the Coral Reefs of the High Seas Coalition is a global alliance of multidisciplinary partners that aims to build the scientific knowledge, policy support, and strategic communication to protect coral reefs of the high seas.

Trajectory over the past year

Initially in need of more visibility and governmental outreach, in one year, the project team managed, via the SCUP program, to have a better defined strategy and deeper understanding of the European Union's political structure and key stakeholders to target to advocate for the Salas y Gómez and Nazca Ridges area's protection.



From United States of America, implemented in South America

"International collaboration and cooperation are absolutely critical to conserve biodiversity and cultural resources across the largest part of the high seas" - Daniel Wagner, Former advisor



Environmental Impunity Index Latin America

Overview

Led by the Environmental governance, security, and justice observatory, the project aims to create a Latin American index following criteria developed in the Global Impunity Index (UDLAP) and the Environmental Impunity Index Mexico 2020 that measures environmental impunity, considering crimes, harm, institutional capacity, policy mechanisms, and actual degradation.

Trajectory over the past year

Looking to increase their Latin American scientific, institutional and political networks, the team benefited from exposure in a partner event (The World Justice Forum), tailored connections and strategic advice which led to a model for the Index and a toolkit for policymakers, the integration of a mentor into their technical committee and new funding possibilities.



From Mexico, implemented in South America

The SCUP is key to “Expand your project's frontiers” – Azucena Chaidez, General director

Global Cities Fund for Migrants and Refugees

Overview

Led by Mayors Migration Council, the project aims to respond to the unmet needs of cities, as they support migrants, refugees, and internally displaced people, by directly funding them to implement their own inclusive response and recovery programs.

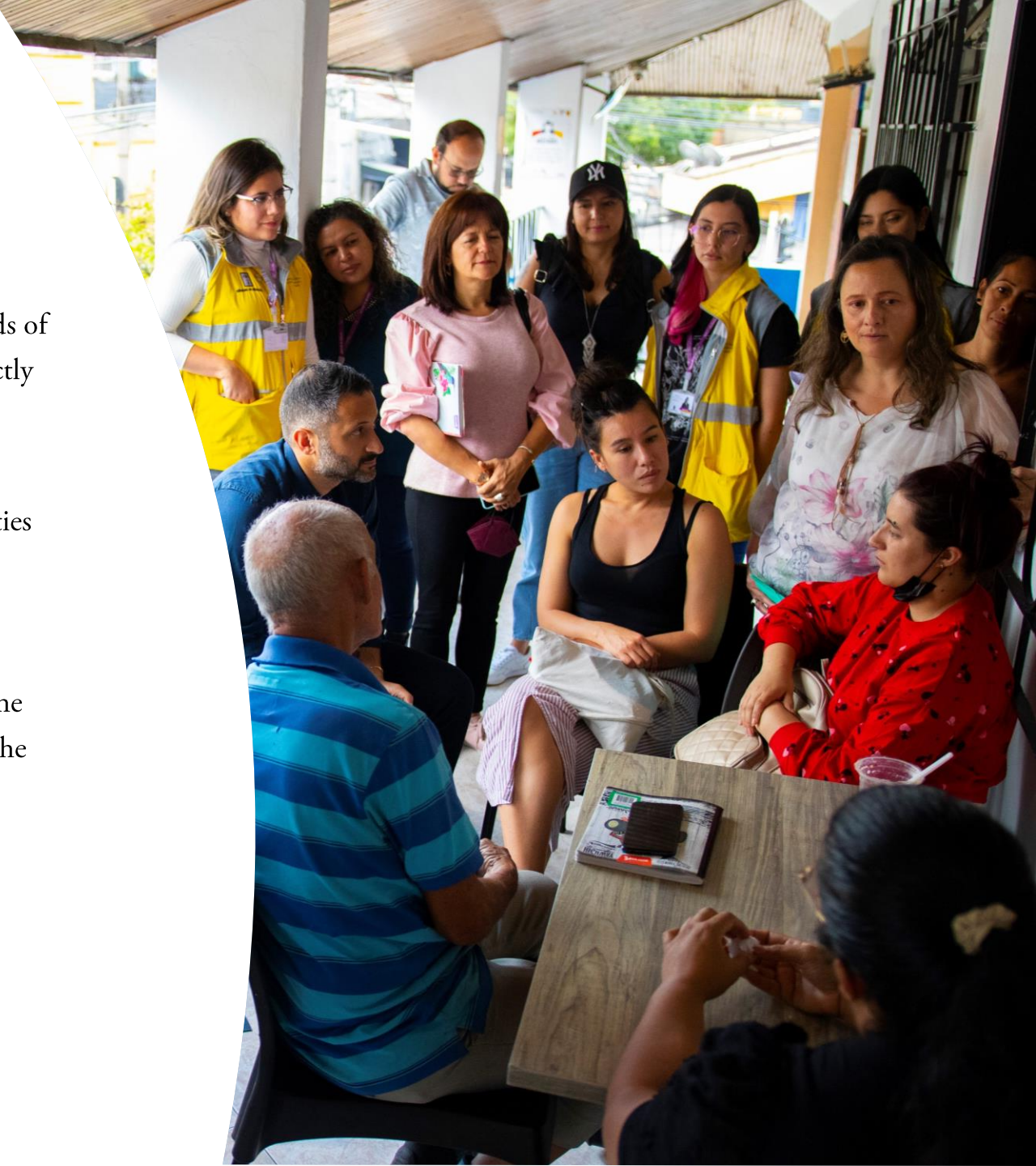
Trajectory over the past year

The main goals of the team, to increase their visibility and raise funding for 22 cities by the end of 2022, have been surpassed. 28 cities representing more than 25,000 people will benefit from the initiative, including 6 new African city grantees announced at the 5th edition of the Paris Peace Forum. Thanks to the support of SCUP mentors, the project's Leadership Board of Mayors was able to meet with the President of the UNGA at the International Migration Review Forum, elevating the project in the global agenda.



From United States of America, implemented worldwide

"Our mentors were extremely supportive of not only our project but our organization and opened doors for us that we could not have opened ourselves" – Samer Saliba, Head of practice





OECD.AI Policy Observatory

Overview

Led by the OECD, the project is an inclusive AI policy tool that helps countries promote, foster, and monitor the development and use of trustworthy AI and of the OECD AI principles.

Trajectory over the past year

The SCUP's support focused on enhancing the project's communication messaging and strategy, including the (primarily technical) team's ability to discuss the bigger picture and purpose of their work. The multiple presentations of the observatory at the fifth edition of the Paris Peace Forum, whether on stage, in a round table or during a high-level dinner at UNESCO, are the result of this in-depth framing, messaging and presentation work carried out in collaboration with SCUP mentors.



From France, implemented worldwide

"The mentorship was all in all a great learning experience" –
Luis Aranda, Policy analyst



Sentinel: A Pandemic Preemption System

Overview

Led by African Center of Excellence for Genomics of Infectious Diseases, the project is a pandemic and epidemic early warning and response system that detects viral threats in real time and helps the global community contain epidemics before they spread.

Trajectory over the past year

The project team benefited from their SCUP mentors' expertise to reflect on the sustainability of their business plan, their partnership strategy and the way they present their work.



From Nigeria, implemented in Africa

"Learning from the mentors how to approach regulatory authorities and other global influencers was a plus" – Johnson Okolie, Project manager

Supporting Arab women at the table

Overview

Led by the Arab Reform Initiative, the project aims to quantitatively and qualitatively increase the meaningful inclusion of women in peace processes in the MENA region by improving their ability to influence the outcome of negotiations and establish gender-equal post-conflict frameworks.

Trajectory over the past year

During the year of SCUP, the team and their local partners achieved key milestones in terms of knowledge production, expanding their network of women and enhancing their local and EU advocacy strategies, including thanks to SCUP mentors' advice on managing communications and advocacy in sensitive contexts, as well as mobilizing and leveraging women networks to achieve change in Libya, Iraq and Yemen.



From France, implemented in Middle East

"The sessions were very well organized and mentors were always very flexible in the dilemma we presented on a monthly basis with key pieces of advice" – Fatmé Masri, Project director



The Degrees Modelling Fund

Overview

Led by the DEGREES Initiative, the project builds capacity in developing countries to assess Solar Radiation Management (SRM). It supports studies in the Global South to assess the potential impact of SRM, enabling scientific research projects and creating a global collaborative community of experts.

Trajectory over the past year

In an early stage of development initially, the project evolved rapidly to achieve its growth objectives, from 11 to 27 research projects and from 2 to 9 staff members. Mentors supported both their organizational development, including HR and operational needs and options for growth, and their programmatic work, through guidance in strategic communication around SRM as well as inputs to applications.



From United Kingdom, implemented worldwide

“Our SCUP mentors each brought different and valuable experience. They were able to advise us across a huge range of challenges that we faced - both relating to our programmes and operations. Sometimes the advice was general, sometimes it was very specific with mentors connecting us to recruitment consultants or checking over applications for grants” – Andrew Parker, CEO



Transforming Aid Delivery with Big Data

Overview

Led by Togo Ministry of Digital Economy, GiveDirectly, Innovations for Poverty Action and the Center for Effective Global Action, the project is an instant cash transfer program that helps the most vulnerable populations in Togo in response to the Covid-19 pandemic. The program combines artificial intelligence, satellite imagery, machine learning, and mobile technology to improve the targeting of beneficiaries.



From Togo, implemented in Africa

The SCUP support to this project ended early in the year due to the team's limited human resources which prevented engagement in the SCUP program.





Workforce Disclosure Initiative

Overview

Led by Shareaction, WDI improves working conditions in multinational companies' operations and supply chains by increasing transparency and corporate accountability, thereby supporting SDG 8: decent work for all.

Trajectory over the past year

Through advice, financial aid and connections provided by the SCUP, the team was able to expand its reach and media visibility in France via a visible presence at the Change Now Summit and an in-person event hosted by one of their French investors, Amundi, in September which led to media coverage and an increase in French companies' reporting to WDI.



From United Kingdom, implemented worldwide

"Overall we are very grateful for the support provided by PPF during the year" – James Coldwell, Head of WDI



4.

**FEEDBACKS FROM
PROJECT LEADERS
AND MENTORS**

In one word,
according to
mentors and
project
leaders, the
SCUP was...



Ratings from project leaders and mentors (out of 5)

Mentors' feedback	2021	2022
Initial information about the SCUP	3,9	4
Matching mentors/projects	3,9	4,5
Project information provided at the beginning	4,2	4
Workload	4,2	4,6
Logistics and inputs from Secretariat	5	4,6
Utility of monthly meetings	4,3	4
Project leaders' engagement	3,8	4,3
Utility of mentors' meetings	4,4	3,7
Utility of OCSAF	N/A	3,4

Project leaders' feedback	2021	2022
Initial information about the SCUP	4,1	3,9
Matching mentors/projects	4,6	4,4
Definition of objectives	4,3	2,6
Workload	4,7	3,7
Logistics and inputs from Secretariat	5	4,7
Utility of monthly meetings	4,7	4,2
Mentors' engagement	4,4	4,6
Two pager	4,4	3,8
Utility of OCSAF	N/A	2,6

What worked well

95% of mentors were willing to reiterate the experience in 2023.



Project leaders' feedback

Successful mentorship:

"Allowed us to think creatively about new possibilities and pushed us to face self-evaluation, reviewing our work and planning."

"Mentoring experience went beyond our expectations."

"The choice of mentors was excellent."

Broad networking opportunities:

"Opened doors for us that we could not have opened ourselves."

"Opening networks was amazing."

Secretariat's engagement:

"We are very grateful for the support provided by PPF during the year."

"Great support team."

"PPF Secretariat was extremely helpful, active and engaged."



Mentors' feedback

Successful co-mentoring:

"Good team with my co-mentor."

"Well paired both with my co-SCUP member and with the organisation."

Strong progress from projects:

"I think the project progressed well."

"I thought they did well for a young organisation getting themselves established."

"The project made good progress in terms of clarity and definition."

"Plenty of constructive feedback provided, very good enthusiasm from project team."

Better understanding of the SCUP offer:

There was "a very clear understanding of the role and type of support that can (and cannot) be provided."

What can be improved



Project leaders' feedback

Roadmap/Monitoring: Need “a bit more guidance on how to identify our expectations so we could maximize benefit, as well as advise more on the structure of sessions.”

Flexibility of meetings: “Rather agree on a number of meetings per year and be flexible on frequency.”

Scale up definition: “This has been genuinely valuable to us, However it has not helped us to "scale up" in any meaningful sense. perhaps you could specify that projects need to be younger than, say, two years old.”

OCSAF: “Not sure the OCSAF was as useful to the mentorship sessions.”



Mentors' feedback

Roadmap/Monitoring: Need for “monitoring of progress, clearer milestones, reporting on results and not on activities.”

Need for a “more systematic design of a change project and a change objective for the 12 months of support.”

Project team engagement: “Select not necessarily the person who knows the most about the project, but someone who will have real availability and will be strategically placed within the project.”

Willingness to engage critically: “Reluctance from the project team in sharing their internal processes.”

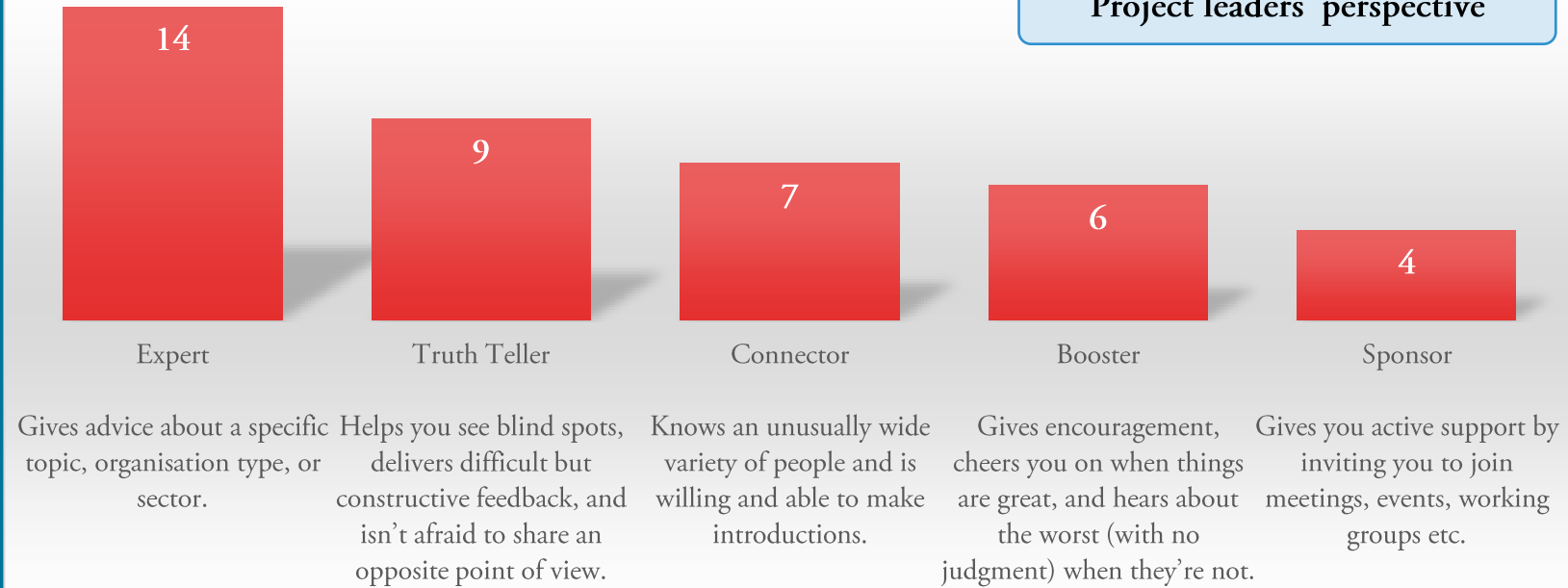
Feedback and follow up: “Useful to have more specific feedback from one session to the next on what ideas/contacts have been pursued.”



Mentoring approaches

What role(s) have mentors played throughout the SCUP program?

Project leaders' perspective



Mentors' perspective



Secretariat's perspective

Based on last year's lessons, we found that:

- The 'safe space' was achieved as real feedback and difficult discussions were possible,
- Better matching between mentors and project teams occurred as projects' needs were better assessed during the selection process interviews,
- Workshop engagement increased because topics were tailored to pre-identified objectives of growth via OCSAF,
- The OCSAF needed review – although useful to clarify objectives and help teams identify and share challenges after shining at PPF, its format was too lengthy and complex,
- Project leaders struggled with the SCUP's demand-driven approach, with requests for 'a menu' of support options to choose from and limited follow up between mentoring sessions,
- Face-to-face interactions could have helped to build lasting relationships quicker and were requested.





5.

WAY FORWARD FOR
THE SCUP PROGRAM

Adjustments to this year's SCUP based on previous feedbacks:

SCUP offering

A review of the SCUP narrative, and the way its purpose and functioning is explained has taken place to ensure better alignment between expectations and reality.

Selection process

2 criteria were added (willingness to learn and strong human resources) to select projects better suited for the SCUP and avoid dropout risks.

OCSAF

The Organisational Capacity Self Assessment Framework was re-designed (from 60+ questions to 30) to improve user experience based on feedback from the pilote cohort.

Mentorship launch

A joint SCUP kick-off was organized, including a speed dating session between mentors and project teams to further refine the matching, and encourage joint ownership of the process.

Workshops

Content will move more explicitly from capacity to peer learning including options of having workshops led by project leaders.

Mid-term debrief

An in-person format is envisaged to strengthen links between mentors and mentees, as well as maximize feedback opportunities.

Taking a step back

In 2023, a multi-year analysis of the SCUP program's impact will be produced for the first time to take stock on learning across cohorts.

Objective setting and roadmap

In 2023, the SCUP year launch will be used to set clear objectives agreed between project teams, PPF and mentors. Progress against those will be assessed throughout the year.

The 2022-23 SCUP cohort



African farmers as climate entrepreneurs - *Climate Action Platform for Africa*

The project aims to prove that smallholder farmers in Africa can generate significant revenue from regenerative practices and climate smart technologies.



EmpatIA: AI to solve public issues in LATAM - *ILDA*

The project explores the use of machine learning for government transparency, climate action and environment in Latin America focusing on openness, inclusion and evidence-based policies.



Global Index on Responsible AI - *Research ICT Africa*

The project measures progress toward the responsible use of AI in over 120 countries around the world.



Global Partner Network for Feminist Foreign Policy - *International Center for Research on Women (ICRW)*

The project is an informal, global and multi-stakeholder network and dedicated space for the advancement of feminist foreign policies worldwide.



Humanitarian Assistance Digital Infrastructure - *Commit Global*
Commit Global has built a unique digital ecosystem to assist Ukrainian refugees' needs of official information, verified housing and resources, healthcare and educational services.



Joint Environment Venture for South Asia - *Conciliation Resources*
A platform for environmental collaboration across the India-Pakistan border, creating a space for scientists & communities to collaborate and innovate to address shared climate challenges.



Jouhouzia CER Hub Lebanon - *Biladi*

The project aims to safeguard heritage in emergencies. It connects soldiers & heritage experts by putting in practice heritage rescue operations.



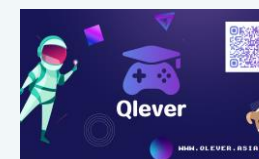
Measuring impact, to finance the future - *Vested Impact*

The project leverages millions of data points to automatically assess & quantify the non-financial impact of companies; directing financing to companies that make a profit & a difference.



PREZODE Preventing Zoonotic Disease Emergence - *CIRAD*

Operationalizing One Health: the project and its partners such as WCS foster synergies and break-down sectoral silos from local to global to prevent the risk of the zoonotic disease emergence.



QLEVER solution to fight hate online - *Equal Rights and Independent Media*

The project promotes critical thinking and strengthen the resilience of youth to disinformation and hate speech online through a unique "serious game" platform.



If you wish to know more about the Paris Peace Forum's SCUP program, check out our [website](https://www.parispeaceforum.org) or contact us at Project@parispeaceforum.org.