



**1 COMPETITION. 3 CHALLENGES**  
**LOCAL EXPERTS. GLOBAL REACH**

# Learning Report

*What we learned from organizing a competition for  
the Global South in the Global South*

June 2020

# About this Learning Report

## Who is this learning report for?

We hope this learning report is helpful to any organisation, group of individuals or consortium that is organizing social technology competitions and challenges with a strong geographic focus on the Global South. Many of our learnings also apply to global competitions or challenges more generally.

## Why this report?

Knowledge is power! And sharing is caring... as well as multiplying! The knowledge packaged into this learning report is not theoretical. It comes from hard-learned lessons, mistakes and successes. It is the result of tending to hundreds of details all the while never losing sight of the big picture.

While this was the first edition of our “Unusual Solutions” competition, it was not the first competition we have organized. Everything we have put into “Unusual Solutions” is based on previous experiences, such as the multiple AI Challenges and “Drones as a Service Entrepreneurship programs” we have organized at WeRobotics, as well as the many challenges and competitions we have previously organized and taken part in as individuals.

We always place a strong emphasis on documenting our activities so that we can continuously improve all the while pushing the limits, try out new ideas and learn from our mistakes and successes. We do this for all activities. And we are equally keen to share and learn from others as well, which explains why we are openly sharing this learning report: so that others can take advantage of our learnings all the while sharing their experiences with us.

## Information on the Unusual Solutions competition

You can find all relevant and publicly available information on the competition website, at [UnusualSolutions.org](http://UnusualSolutions.org). And feel free to reach out to us at any time. Contact us at [humans@werobotics.org](mailto:humans@werobotics.org).

We would like to thank **Omidyar Network** and **Placefund** for their funding and support to the competition and to this openly shared learning report.

## Competition Key numbers

**245** Total applications received

Applications from **54** countries

**89%** of applications from Global South

Applications from women represented  
**24%**

All **9** finalists from Global South  
of which **1/3** women

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**What is the most impactful format:  
a competition with only one, well  
defined challenge? Or a competition  
with a well defined theme and  
several more open and loosely  
defined challenges?**



## ***In a nutshell:***

*For this competition, we chose to concentrate on three challenges we face in our daily work supporting “Drones for Social Good.” While doing so made the competition more complex and resource intensive, it enabled us to:*

- *Confirm assumptions*
- *Source more largely for ideas*
- *Create interesting insights, connections and discussions*
- *Find a truly “unusual” winning solution*

There are a number of advantages to organize a competition with only one, well defined challenge. The most important being:

- Easier to promote, as it allows to set a clear target audience and find fitting channels and partners focusing on this specific area for communication outreach
- Easier to define the target audience, resulting in stronger interest from this clearly defined target audience for the competition and less explanations needed
- Less resource intensive as it only asks for one expert jury panel and one set of selection criteria.

We previously organized challenges with one focus and a single theme, and have experienced these advantages first hand when comparing to the experiences made during the Unusual Solutions competition.

So what motivated us to try out something new, a competition that has one theme but several challenges? In our work with Flying Labs around the world, we learned first hand that creating lasting impact never depends on just one factor, but a multitude of interconnected elements. And that the enabling environment supporting a solution is as important as the solution itself. For this reason, we decided to organize a competition that simultaneously tackles several challenges making up the enabling environment. And learn through the competition which are the ones that are the most easy to solve (the ones receiving the highest number of quality applications), and if and how they can interconnect.



Our first edition of the Unusual Solutions competition, tackling three challenges at the same time, enabled us to:

- > **Confirm our assumptions** that it is far easier to source for high-quality ideas and solutions with a technology focus (for example “Data & AI Tools”) then ideas and solutions to solve ethical considerations (“Drone & Data Ethics”)
- > **Source more largely** for ideas and solutions as approximately 40% of the applications were a crossover of two “challenge themes”.
- > **Create interesting insights, connections and discussions**, during the selection processes and when closely collaborating with the nine finalists covering all 3 of the challenge themes.
- > **Find a truly “unusual” winning solution** by leaving the challenge definition more open and loosely defined.

**What are the unique characters and limitations of competitions with a true global reach ?**



### ***In a nutshell:***

- *Language*
- *Room for diversity*
- *Adapted amounts of prize money*
- *Cost for in-person Final Pitch event*



With Unusual Solutions, we wanted to create a truly global competition, with a strong focus on the Global South. Doing so, we knew that this would mean overcoming a number of hurdles that are less an issue when organising a competition for one continent, linguistic region or country. The most important limitations we faced with our competition were the following:

### ***Language***

One language needs to be chosen for the competition in order for a set panel of jury members to be able to evaluate each application and concept in a comparable way. The evident language choice to cater to the widest audience is English. While this will give advantages to some, it will come with constraints and challenges for others who either write and speak only very limited or no English. When sourcing for local solutions in a global competition, language restrictions thus are possibly one of the most important limitations.

We tried to mitigate this limitation by translating the website and some of the most important guidelines into 2 additional languages (Spanish and French) and also gave tips on how to translate applications from local languages into English for submission. We also made it clear in both rounds of evaluation to the jury members that applications and concepts should be evaluated only on the fixed criteria, and not beauty and correctness of English used, and to be lenient and “read between the lines” with applications who evidently were translated.

While any global competition will have to live with this limitation, making a plan to actively mitigate for it is a must.

### ***Room for diversity***

The beauty of a global competition is the diversity it will bring together. Diversity in culture, communication, ways of tackling challenges, expertise to name the most important. This created a unique spirit and feel for Unusual Solutions that was most evident during the Final Pitch, where the nine finalists from Argentina, Cameroon, Guatemala, India, Papua New Guinea, Tanzania and Zimbabwe represented well the geographical, sectorial, cultural and expertise diversity of the competition.

During the various phases of the competition, active management of these various diversity factors was required, in order to create a common understanding.

In addition, diversity also influences the timing (see more on “timing” in one of the questions here after) of the competition, with overlapping calendars of ideal timing due to religious festivities, yearly closing and busy moments.



### *Adapted amounts of prize money*

Setting a specific amount of prize money is a challenge when working with a global target audience. With buying power and cost drastically different from lowest to highest income countries, we asked ourselves where to align both the amounts of our seed-funding for finalists as well as the overall prize for the winning solution.

Like with language, any global competition will need to come up with its own best strategy on where to align. We decided to offer specific amounts of seed-funding and prize money that were aligning towards the higher end, i.e, close to the prize levels that one might expect to receive in the Global North.

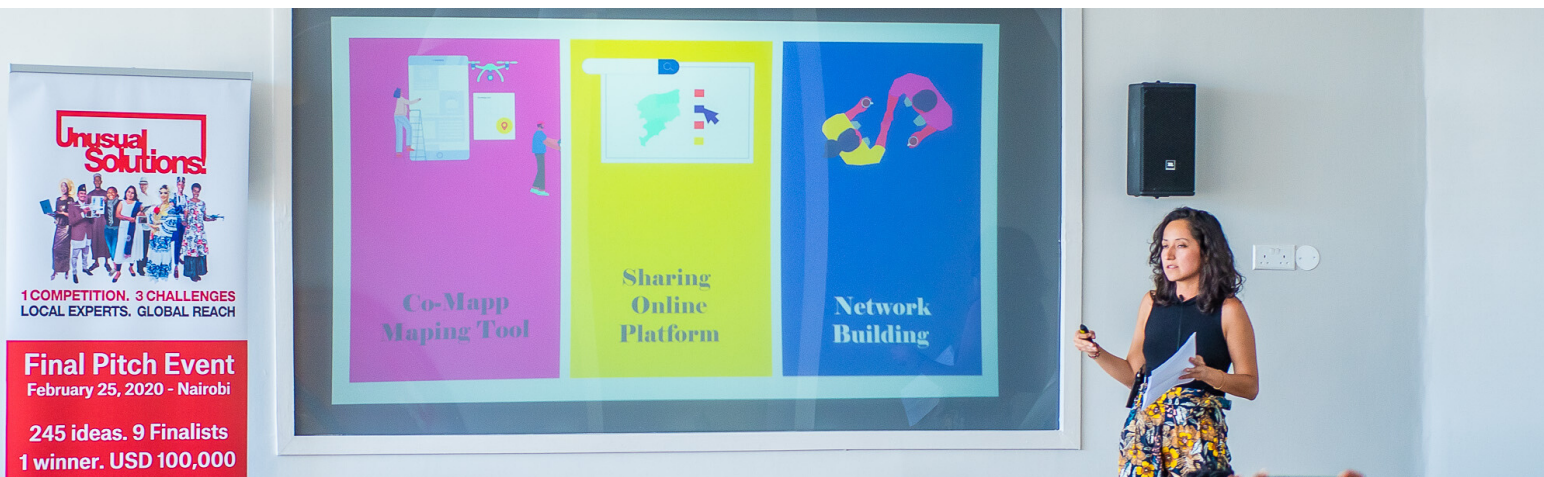
This gave the competition a character of equality by not discriminating any level of income all the while offering lower income countries the possibility to do more, thus making up for the inequality these countries face in so many other aspects. While offering lower income countries the possibility to do more, thus making up for the inequality these countries face in so many other aspects.

### *Cost for in-person Final Pitch event*

Our goal from the very beginning was to stay true to our “Global South” focus throughout the competition, including in relation to the location for the Final pitch event. Doing so came with a high budget for travel to the event.

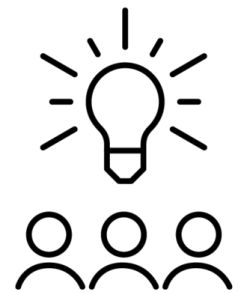
Unfortunately, reaching countries in the Global South coming from other Global South countries is considerably more expensive than flying to the USA or Europe for example.

However, bringing finalists from 7 different countries and 4 different continents to Africa was one of the highlights for all finalists, and apart from the possibility to win the final prize awarded them with a unique opportunity to discover another continent and culture, a “first” and/or “once-in-a-lifetime” opportunity for the majority of the nine finalists. For some of the finalists, for whom it was not only the first ever competition they have participated in but also the first trip outside of their country and/or region, having participated in the Final Pitch event has had a life-changing impact and gave them the needed confidence in continuing to pursue such possible funding opportunities for their winning ideas.





## What makes solutions, and the winning solution, unusual ?



### ***In a nutshell:***

- *The profile of applicants*
- *The outreach*
- *The selection criteria for the finalist solutions*
- *The criteria to elect the winning solution*

### ***The profile of applicants***

Our main target audience was edge thinkers and innovators such as emerging local startups/NGOs/social enterprises, student groups and humanitarian/development professionals from the Global South. While there are a number of competitions and challenges organized on a local level that target the same audience organized locally and regionally, there are few that target an audience on a global level. In sum, we wanted to hear from local changemakers who never participate in international competitions or who have never participated in a competition at all before and were motivated to do so by the simplicity of our application process. Unfortunately, we did not ask this question during the application submission process (which we would next time) and have no data for these criteria.

### ***The outreach***

We relied heavily on our Flying Labs network for the local outreach and communication in the 25+ countries hosting Flying Labs. Thanks to the intensive and strong local outreach by Flying Labs to like-minded local changemakers, organisations and schools, through social media as well in person promotion through talks, posters, demos, etc., we were able to draw interest from hyper-local applicants that usually are not following the more usual outreach and communication channels, thus are never informed of such opportunities. The highly effective outreach of Flying Labs allowed truly unusual applicants to submit their idea, and for a number of them to make it to the finals.

### ***The selection criteria for the nine finalist solutions***

While some of the criteria to select the nine finalist solutions were “traditional” (like relevant to the problem stated, well defined, feasible and with a realistic timeline), we also included selection criteria such as locally defined ideas (the applicant of the solution must be native to where the problem she/he is addressing comes from), original and creative ideas as well as ethical considerations taken into account in the proposed solutions. Another selection criteria of this competition focusing mainly on technology solutions was to find ideas with a heavy focus on process instead of a pure technology focus. Meaning solutions with a majority focus on making the solution accessible to beneficiaries and allowing for integration in other solutions instead of solutions with a primary focus on technology development.

### ***The criteria to elect the winning solution***

In the second round of evaluation, we also included “unusual” as a selection criteria to complement the more traditional criteria such as quality and impact of proposed concept, alignment with a relevant and local problem, realistic plan forward and adapted team to do so. The “unusual” criteria helped to set apart the winning solution and were focused once again on ethical and community inclusion considerations of the proposed concept as well as the possibility (or in this case, the impossibility) to access alternate funding to truly support a “unusual winner”.

Experiencing first hand the selection and immense surprise of Sikem Brice Nyuykonghi's of Cameroon to win the competition with his solution named *ClimateRebuild* confirmed instantly that we have been able to stay true to the name of the competition.



## Fast & Furious or Step by Step: What is the ideal tempo and timing ?



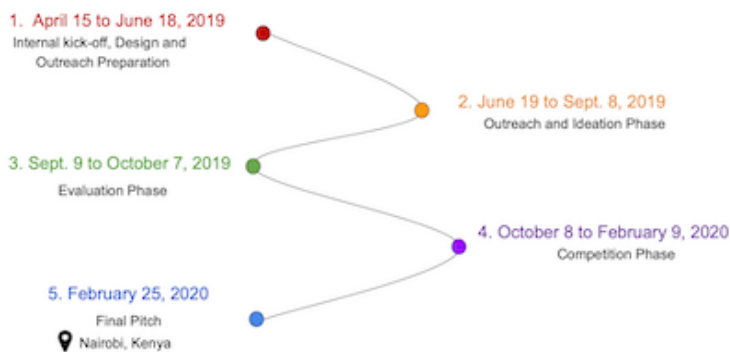
### ***In a nutshell:***

*We would repeat exactly the same tempo for a next edition: Ideation phase of 8-9 weeks, with the pre-planned option to extend it by 2 to 3 weeks, and Competition phase of 4 months.*

*For timing of future editions, we would avoid known launch periods of other, similar international or regional competitions all the while finding a timing that coincides with both "presence" and "low-season".*



We ask ourselves this question in all competitions and challenges we organize, and we haven't found a good answer yet. Possibly because there is no one answer to this question. However, by organizing Unusual Solutions, we learned new, valuable insights that confirmed some of earlier experiences made or gave us new ideas for future editions. Unusual Solutions was structured into 5 distinctive phases:



## Tempo

The two most crucial phases in terms of tempo for competitions with 2 distinctive evaluation phases (selecting a number of finalists first, then giving finalists a period of time to further develop their concept) are the "Outreach/Ideation" and "Competition/Concept development" phases. In earlier entrepreneurship competitions, we tried to shorten these phases to minimize the time of the competition. In both cases, we found that shorter Ideation and Competition phases were not positive and outcomes felt rushed.

While it is more difficult from the "organizer" standpoint to fundraise for and promote competitions that run over 9 months, this does allow for a wide outreach during "Ideation" as well as the opportunity to engage with applicants and ask them to improve their idea

if important elements are missing (an advantage and additional motivation to submit ideas early on). It also gives chosen finalists who take part in the "Competition/Concept Development" phase the needed time to develop a quality concept. We initially planned for 2 months of "Ideation", with the option already planned to extend it by 2-3 weeks depending on response.

Given the "vacation timing" issue (read more below) we ran into, we ended up extending this application period by 2 weeks, allowing us to add approximately 15% more submissions all the while motivating a number of proposition applications to improve their application thanks to the time extension. The extension also allowed us to do another round of outreach, including reaching out to all the interested parties who had signed-up to learn more and motivate them to submit their application.

Based on these learnings, we would repeat exactly this tempo for a next edition: Ideation phase of 8-9 weeks with the pre-planned option to extend it by 2 - 3 weeks.

For the "Competition" phase, we planned a minimum of 3 to a maximum of 4 months. This experience and the feedback provided by finalists (and taking into consideration experiences of prior competitions with a shorter tempo) confirmed that this is an ideal tempo. It allows the participants of this phase not only to develop their concept internally, but also to reach out to potential clients, partners, beneficiaries and other important stake-holders, to test their concept and get first validations, then improve the concept/prototype before submitting it for the Final Pitch. We would repeat this tempo in future editions.



## *Timing*

The general “Challenge / Competition” space is highly competitive, with an important and rising number of foundations, international development organisations, development banks as well as local incubation hubs and entrepreneurship initiatives announcing competitions on almost a weekly basis. With the “Ideation/Submission” phase being the most crucial of any competition to attract a high number of quality submissions, an additional challenge from the organizer standpoint is that most competitions and challenges favor either early spring or early fall for this phase, creating an even denser space.

We chose to publicly launch our competition in mid-June in order to slightly escape the “rush months” of competition / challenge announcements. Another argument we made to support this timing was the fact that our intended audience (Global South) does not observe the same seasons as the Global North in terms of “slower summer months. What we did not take into consideration, however, was that the timing of our Ideation phase would still coincide with universities being on leave. While the ideation timing allowed student groups to work on submissions during their vacation, outreach within universities was made very difficult with this chosen timing.

For future editions, we would invest more time into finding the best possible timing for a global competition, trying to avoid known launch periods of other, similar international or regional competitions (at least for the ones that are known) all the while finding a timing that coincides with both “presence” (to reach them) and “low-season” (to allow them to develop an application) for the main target groups.



## What did participants appreciate most ?



### ***In a nutshell:***

- *Seed-funding to develop their idea into a first prototype and MVP*
- *Alignment between time and resource investment*
- *Realistic and fair amount of seed-funding*
- *Equal chance for all finalists*
- *Overall feeling of being a winner*

The one, unilateral feedback we received from all nine finalists on what they appreciated most was that Unusual Solutions provided them with seed-funding to develop their idea into a first prototype and MVP. While quite a number of other challenges and competitions also propose a “2-step evaluation” approach, selecting a number of finalists to enter to a next stage, is what set “Unusual Solutions” apart in the participants eyes were the following elements:

### ***Alignment between time and resource investment***

Knowing firsthand how time and resource consuming fundraising can be, we deliberately kept the first application level (for which the competition didn’t provide any funding to applicants) short and relevant. The “Ideation” application template asked for wording restriction, which helped applicants to build sharp and powerful overviews of their idea. We provided guiding instructions with examples to help applicants refine their ideas and their pitch. The overall feedback we received from applicants for this first phase was that “compared to other competitions and challenges, creating the application was short and simple”.

### ***Equal chance for all finalists***

The nine finalists had various levels of experience, expertise and team sizes. Our goal was to give each an equal chance to win the competition, independent of their prior experience with similar competitions and/or their pitching experience. For this, we provided all finalists with the same amount of seed-funding, independent of the fact that this might fund extensively more in a very low-income country. We also supported the finalists with free mentorship and very clear guidelines and templates for their deliverables.

### ***Realistic and fair amount of seed-funding***

Each of the nine finalists was awarded USD 15,000 to develop their concept, test it out with clients, beneficiaries, partners and other stakeholders and improve it before submission during the 3.5 month “Competition” phase. The feedback we received from finalists who had participated in similar competitions was that Unusual Solutions was the first competition that awarded a realistic and fair amount of seed-funding. While a number of other competitions also award seed-funding to develop concepts, they are never at an amount that actually allows to cover for both direct cost incurred (engagement with clients, in-country travel to test the idea, equipment rental, etc.) and funding for the time invested

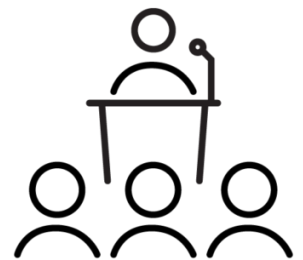
### ***Everyone wins***

Providing nine finalists with a fair and realistic amount of seed-funding also allowed for the 8 solutions that would not win the final prize of USD 100,000 to still walk away with a win. The seed-funding provided the 8 finalists with a tested and improved concept, and in some cases a working prototype that serves as an important element in obtaining further funding. All finalists shared with us that allowing them to walk away with a funded MVP was what they appreciated most. In comparison, other competitions asked them to self-fund MVPs, or only gave them a very small amount of seed-funding that did not allow to create a high quality, tested concept.





**Is it worth investing more resources (human and financial) to organize an in-person Final Pitch event instead of a virtual event ?**



### ***In a nutshell:***

*The main argument that led us to organize an in-person event was “connectivity”. The in-person format allowed us to generate a true sense of community and collaboration between the finalists and a closely connected jury. Giving an equal chance to all finalists, it also allowed to create direct relationships for future collaboration between finalists and jury members.*



Even though a pandemic was not (yet) part of possible risks when organising the Final Pitch event, we asked ourselves from the beginning if it would be more fitting to organize this event as an “in-person” or a “virtual” event. Most competitions with a Final pitch event are done in person given that most competitions do not have a truly global reach and therefore make it both quite affordable and manageable to bring together finalists on the same continent or region/country the competition is targeting. The few truly global competitions host in-person Final pitch events in a location in the Global North (and we now know why).

With the reach of our competition, finalists coming from South America, Africa, India and Oceania, jury members from 3 continents and organizers from 3 continents, organizing a virtual event would have been the most effective and affordable solution. And it would have contributed to lessen international travel for many evident reasons.

Even though expecting such a diverse and international mix of attendees and the cost and travel challenges this would create for many, we still decided to host an in-person event. The main argument that pushed us to take this decision was “connectivity” in all its forms:

- Connecting the finalists with each other, creating a true sense of community and collaboration rather than a sense of competing against each other.
- Connecting jury members with each other, to work as true and closely connected teams instead of 4 individuals each bringing in their specific expertise

- Connecting finalists with jury members after the Final pitch event, to create direct relationships and continue collaborations through mentoring, possible funding opportunities, etc.
- Giving an equal chance to all finalists for their pitch and Q&A session, independent of the level of internet connectivity available in their country, with a very high risk of a bad or spotty connection for some of the finalists. While pitching and answering questions in English was already a challenge for most of the finalists, doing so with a bad connection would have been counterproductive and put in jeopardy the many months of preparations for this important event.

Additional arguments to hold an in-person event were:

- The unique learning opportunity provided to the finalists. For all nine innovators this was a substantial stepstone in their career and for many a new, valuable experience. Pitching in front of a panel of jurors and a crowd of subject matter experts gave another dimension to the pitch event, in line with the opportunities at stake.
- The unique opportunity it created for most of the finalists to leave their country and travel to a new country, and for many a new continent. Out of the nine finalists, 6 had never left their continent or region and 4 had never left their country. Participating in-person, in a country none had ever visited before, was a very special occasion and additional motivation to participate in this competition. While many of us might take travel for granted and even see it as either a nuisance or a problem that adds on to climate change (which we do not question), it is also a rare or even unattainable luxury for over 95% of people on this planet and a life-changing experience.

## The 5 mistakes we could have avoided



### ***In a nutshell:***

- *Wait until finalists are selected before choosing the location of the Final Pitch event*
- *More defined criteria for funding eligibility*
- *Mobile-friendly application process*
- *Better visibility on website for language versions*
- *Targeted messaging for outreach*

### ***Choose pitch location after finalist selection***

We naively chose the location of our Final Pitch event in the beginning of the competition, independent of knowing the countries of origin of the finalists that would attend the in-person event. We had to learn the hard way, by pivoting from our initial choice (Panama City) and finding an alternative choice (Nairobi) 3 months before the Final Pitch event. This was due to insurmountable visa and travel difficulties, either to enter the country of the chosen location for the event, or the transit visas needed to travel to the location. We learned the hard reality of how visa restrictions (including transfer visas) make it virtually impossible for many countries of the Global South to travel to another continent of the Global South.

### ***Funding eligibility***

In the Ideation submissions, we did not include questions on the profile of the applicants in terms of “individual/team/organisation” and to what extent they already had secured fiscal sponsorship if needed, to be able to move on to the “Competition” phase and receive seed-funding. This lack of clarity from the very beginning resulted in lengthy discussions with finalists who were not part of an existing legal entity that would be eligible to accept the seed-funding, and therefore needed fiscal sponsorship. In future editions, we would set clearer guidelines, ask for the relevant information during the application process and add a short interview with potential finalists to clear up any queries for each party, set expectations and guide the candidates before confirming their place in the finals and eligibility for seed-funding.

### ***Mobile-friendly processes***

During the “Ideation” phase, the overall average of mobile use was 81% (using mobile phones to access the website as well as the application process). During peak times (after paid Social Media outreach), mobile use rose as high as 93%. We did not plan on such a high % to use their mobile phones to submit their application. While our application process was very user-friendly for anyone submitting their application through their lap/desktop, it was less user-friendly for mobile phone users.

### ***Make language versions very visible***

The “Unusual Solutions” webpage and all general information was available in English, Spanish and French, to support and motivate possible participants from Latin America, West Africa and a number of island states. In our feedback outreach to all participants, we were surprised to receive feedback that suggested the translation of the webpage into French and Spanish. It became evident that the way our website promoted these language versions was not prominent. In future editions, we would make the available language versions highly prominent, in various places of the website.

### ***Targeted messaging for outreach***

While we had a strong media campaign for the overall competition, what was missing but equally important was dedicated media campaigns to targeted audiences for each challenge. In addition, we could have promoted the competition in a stronger way to various “verticals” (for example disaster response, land rights, nature conservation, public health, etc.) by creating individual examples of the challenges for each vertical. These examples could also have served the missing “storytelling” approach that would have allowed more engagement from media outlets. In future editions, we would make use of blog posts, as the ones created on finalists and their solutions, to enhance storytelling from the beginning.

## The 5 successes we want to repeat in future editions



### ***In a nutshell:***

- *Strong branding*
- *Seed-funding for more than just the winning solution*
- *Final score based on more than just the pitch*
- *Create an open and collaborative competition environment*
- *Fitting jury*

## ***Branding***

Creating a brand helped us set the stage: we love branding because we believe in the effectiveness of emotional messages and attachment to well-branded initiatives. While investing both time and financial resources into creating a logo, a main visual as well as a landing page might be slightly “over the top” for just a unique event (which we hope this competition will not be), it allowed us to differentiate ourselves from other competitions and is certainly part of the success in terms of application diversity as well as strong implication of the finalists of this first edition.

## ***Seed-funding for more than just the winning solution***

Dividing the prize money into “Seed-funding for finalists” and “Overall final prize money” gave nine finalists the opportunity to develop their idea into a prototype/MVP concept. This increased their chances for the pitch (more equality between the candidates in terms of level of maturity of their idea). Also the other 8 finalists walked away with a developed solution, tested with beneficiaries - making it easier to obtain further funding from other parties.



## ***Final score based on more than just the pitch***

The overall evaluation of the nine finalists' concepts was based on:

1. The “Solution Description” submitted 2 weeks before the Final Pitch event
2. The 5 minute live pitch, followed by a 10 minute Q&A session at the Final Pitch event

We believe that this process allows for a more qualitative and equal selection of the final winner, as:

- This allowed jurors to gain extensive familiarity with each solution and therefore an opportunity for critical thinking over a period of two weeks prior to the live event. It also allowed jurors to prepare relevant questions for the live pitch event and gave them an opportunity to calibrate scoring between finalists and facilitate the final deliberations on the pitch event day.
- This provided finalists the confidence that jurors would evaluate their solution comprehensively, including details which could not be developed during the 10 minute live pitch performance. While the pitch event was a one-off, the Solution Description could be fine tuned over many weeks, giving an equal and fair opportunity to all finalists to present their concept in a complete and compelling way. It also lessened some of the pressure around presenting in English, as English was not the mother tongue of most finalists, and candidates having very different levels, and for some limited command, of English.



## ***Create an open and collaborative competition environment***

From the very beginning, we placed considerable importance on the collaborative environment we deliberately wanted to create with the “Unusual Solutions” competition. The global focus allowed us to bring together 53 nationalities in the application round and 7 nationalities in the Final Pitch event. The multi-focus challenges gave us the opportunity to connect and exchange with applicants from very different backgrounds. We deliberately adopted a communication style that focused on creating a spirit of openness and collaboration throughout the communication. We also built the program of the Final Pitch event and the interactions between finalists (and jurors after the competition) in a way that allowed us to create a collaborative spirit and replace the feeling of “competing” with a lived experience of “collaboration”. While the 8 finalists who did not win the competition still (understandably) were disappointed, they also walked away from the competition by feeling that they still had won (a proven concept/prototype/MVP, useful experiences and new friends).

## ***Fitting jury***

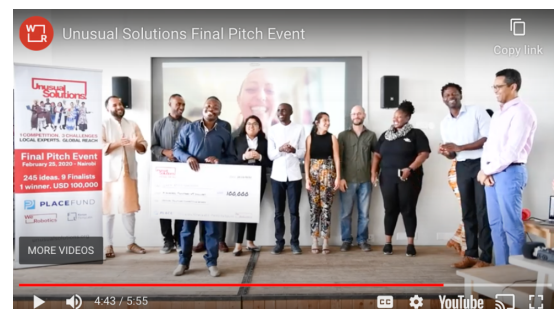
We had made the decision in our “Design” phase that the 3 jury panels that would select the nine finalists would be made up of sector experts with a high level of representation of jury members from the Global South. In short: the jury members profiles and backgrounds needed to mirror those of the applicants. In view of the nine finalists that were selected and that all are representative to a high level on the definition of “unusual” we set ourselves, the criteria of choice for the jury members was confirmed.

We had however discussed in the “Design” phase to have a jury for the Final Pitch event made up of influential, high-profile personalities of the development sector. Based on the very positive experience we had during the first evaluation phase, we shifted strategy and decided to continue with the same criteria for jury members of the Final Pitch event. In future editions, our preferred jury members would again be experts with lived experience and the same profiles backgrounds as applicants and finalists. In short: jury members that are still deeply rooted in essentially facing the same challenges as the applicants and finalists.

## ***Watch our two videos for feedback from the finalists on the competition***



*Feedback from finalists*



*Final Pitch Event, including finalist feedback*

