FINAL EVALUATION REPORT

REDpreneur 2.0

Business Skills and Enterprise Development Programme

by Austrian Red Cross

Findings, conclusions and recommendations · April 2026

200+

PARTICIPANTS

39

VENTURES INCUBATED

22

ODA COUNTRIES

Austrian Development Agency

Presentation Agenda

01

Programme Characteristics

02

Evaluation Goals and Methodology

03

Relevance, Effectiveness, Sustainability

04

Recommendations and Perspective

REDpreneur 2.0 in numbers

A three-year, three-cycle programme delivered globally with hybrid online + in-person formats.

200+
Participants
Across 39 countries

143
Graduates
>50% sessions, business + financial plan

39
Venture cases
Across 22 ODA countries · target was 30

3
Training cycles
2023/24 Global · UA Localisation Pilot · 2024/25 Global

€1.0M
Total budget
50% ADA · ERSTE · VIG · NS partners · participant fees

55–70%
Female participation
Across cohorts

REDpreneur 2.0 Theory of Change

INPUTS

Project team & coaches
ADA co-funding,
ERSTE/VIG sponsorship
Digital platform,
learning materials
RCRC partnerships

ACTIVITIES

Training Academy
Master Class
Inspiration Sessions
Peer-to-peer exchange
Investment Readiness
REDpreneur conference

OUTPUTS

143 graduates
39 venture cases
Business + financial
models
Multi-stakeholder
alumni network

OUTCOMES

Mindset shift
Skills gain ≈ +75%
Reduced donor
dependency
Investment readiness
Org. buy-in

IMPACT

Financial independence
Service sustainability
Resource multiplication
Movement leadership
Ecosystem development
SDG contribution

KEY ASSUMPTIONS

Humanitarian services are increasingly outsourced · Organisations are open to entrepreneurial shift · Lack of business skills in humanitarian organisations · Local ecosystems can sustain ventures

Four components, one journey

From awareness to investment readiness, with continuing post-programme support.

01

Inspiration Sessions

Awareness raising

Online entry point: ignite entrepreneurial thinking, share ideas, encourage action.

→

02

Training Academy

Skills + incubation · 2 months

Participatory online format. Participants ideate, validate, scale or replicate income-generating activities.

→

03

Master Class

Acceleration · 3 months

Hybrid accelerator for TA graduates. Ventures advance toward investment readiness.

→

04

Network & Growth

Continuing support

Check-ins, matchmaking, alumni platform, curated content sessions, peer collaboration.

A Business Partnership in the enterprise development space

The instrument

REDpreneur 2.0 is funded as an ADA Business Partnership under the Private Sector & Development budget line. ADA contributes 50%; the consortium and partners cover the rest.

What makes it distinctive

An NGO-led private sector engagement. Red Cross National Societies and partner CSOs build earned-income ventures, treating commercial logic as a tool for humanitarian sustainability.

Where the value sits

On the bridge between humanitarian service delivery and enterprise development. The lessons travel in both directions: humanitarian context informs venture design; business discipline informs RCRC operations.

An end-of-programme evaluation for learning, accountability, steering

APPROACH

Three OECD-DAC criteria — Relevance, Effectiveness, Sustainability.

Applied across the full programme period (April 2023 – March 2026), with summative assessment to inform follow-up programming.

17 EVALUATION QUESTIONS

EQ1 – EQ4	Relevance
EQ5 – EQ13	Effectiveness
EQ14 – EQ17	Sustainability

PRIMARY USERS

Designed to be useful, not filed away.

AutRC management and thematic teams.

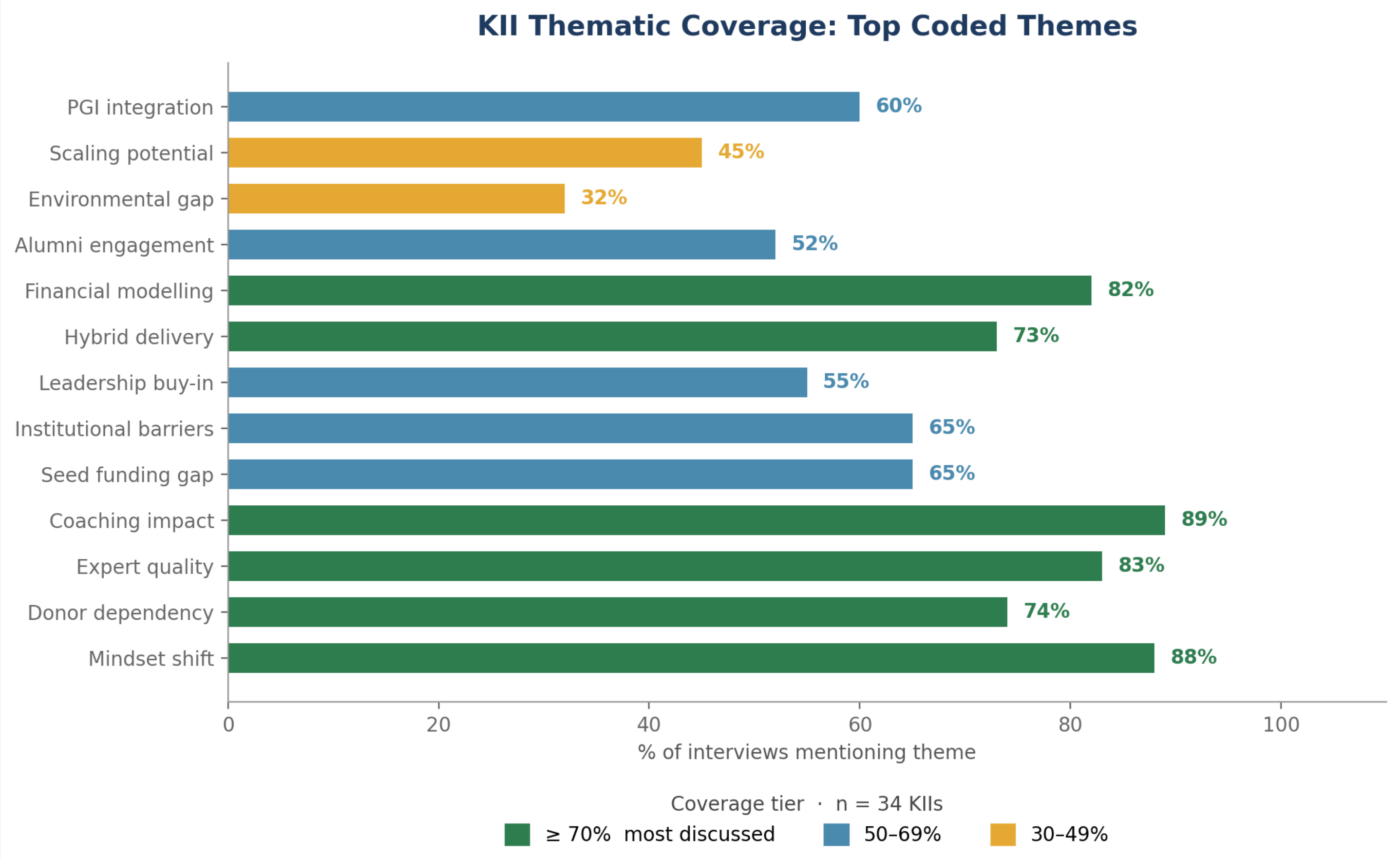
ADA programme management.

RCRC partners and implementing partners.

Prospective funders and ecosystem partners.

Findings explicitly designed to feed the design of follow-up programmes including REDpreneur Africa.

A mixed-methods design with four-way triangulation



151 programme documents reviewed

34 key informant interviews

34 survey responses (≈24%)

2 focus group discussions

DELIVERED ON INCEPTION PRIORITIES

- African partner countries covered
- Less-successful cases included
- Recommendations linked to EQs

Honest limitations

Five constraints shape how findings should be read. None invalidate the headline conclusions; all are mitigated through triangulation.

Limited focus group coverage

Two FGDs conducted vs. four planned. Global Cohort venture-team participation was lower than expected.

Survey response rate ≈24%

Treated as indicative, not representative. All programme-wide claims supported by qualitative triangulation.

Positive respondent skew

Survey and FGD respondents skew toward more active participants. Less-successful cases reached primarily through KII.

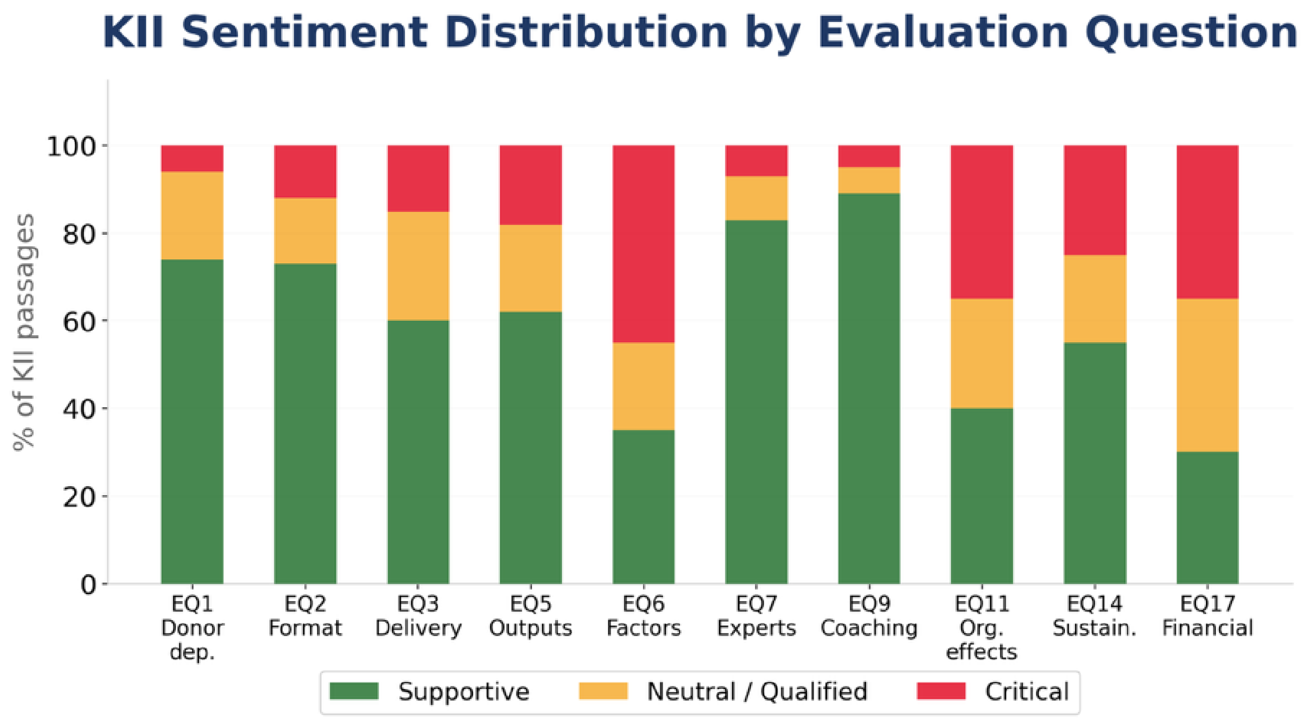
Indirect beneficiaries unavailable

End-customers of ventures not reached at scale within budget; venture-mediated outreach yielded limited returns.

REDpreneur 2.0 produced a measurable, replicable shift — in mindset, in skills, in ventures

Scaling depends on adding seed capital, institutional engagement and formalised localisation

From donor-dependent to enterprise-minded



EQ6 and EQ17 show highest critical sentiment | Section 3.3

FINDING

Mindset shift achieved — and broadly endorsed.

80% of respondents reported the programme changed their views on charging for humanitarian services.

4.63/5 — donor dependency widely recognised as unsustainable.

Multiple National Societies have since embedded income-diversification targets in strategic plans.

From the evidence base: four conclusions

CR1 — Genuine Strategic Need Confirmed

Donor dependency was universally recognised as unsustainable (survey mean 4.63 / 5; 93% rated 4 or 5). Multiple National Societies have embedded income-diversification targets in strategic plans. Strong alignment with IFRC Strategy 2030 and Austrian development policy.

CR2 — Mindset Shift: Most Significant Outcome

80% of respondents reported the programme changed or partially changed their views on charging for humanitarian services — the most densely evidenced outcome across all data sources. A gap persisted between individual transformation and systemic change.

CR5 — Ukrainian Localisation as Replicable Model

Context-adapted, local-language delivery proved more effective than the standard global format. The Ukrainian model — including localised content, Telegram, local experts and the RED HUB Kyiv — established a precedent for all non-Anglophone regional contexts.

CR6 — Time Burden: Structural, Not Individual

Dual-role conflicts were a programme architecture issue. The absence of formal time-allocation agreements with NS leadership left participants without institutional protection. 35% reported external events significantly disrupted their progress.

Format earned high marks across all components

COMPONENT RATINGS

Master Class
4.57

Most valued component. Investment Readiness Panel a standout feature.

OUT OF 5 · 91% ENDORSED

Training Academy
4.52

Intensive skills development. Financial modelling the persistent gap.

OUT OF 5 · 90% ENDORSED

Inspiration Sessions
4.38

Effective awareness entry point; limited transformational depth.

OUT OF 5 · 88% ENDORSED

KEY FORMAT CONCLUSIONS

CR3 — Multi-stage Pipeline Fit for Purpose

Financial literacy gap was a structural vulnerability — mentorship compensated but did not resolve it. Risk is heightened for REDpreneur Africa given lower baseline financial literacy.

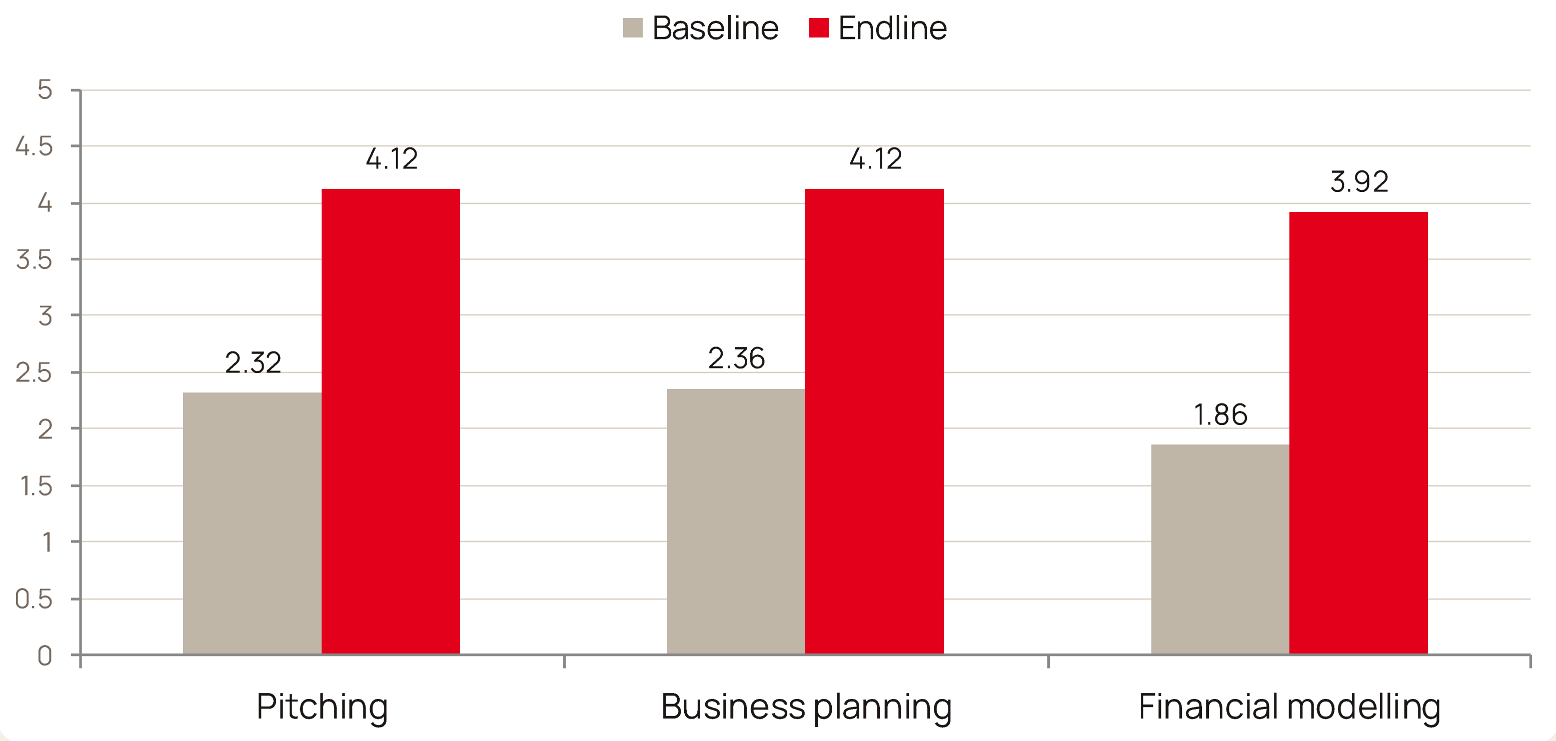
CR4 — Hybrid Delivery: Essential, Not Optimal

Participants consistently identified insufficient in-person interaction as the primary gap, while the digital backbone remained critical for global access.

CR8 — Strong PGI, Weak Environmental Lens

PGI integration was strong (female participation 55–70%) but organic. Environmental sustainability was the weakest cross-cutting area — no systematic screening tools were applied.

Skills moved from low to high across every core competence



DELTA

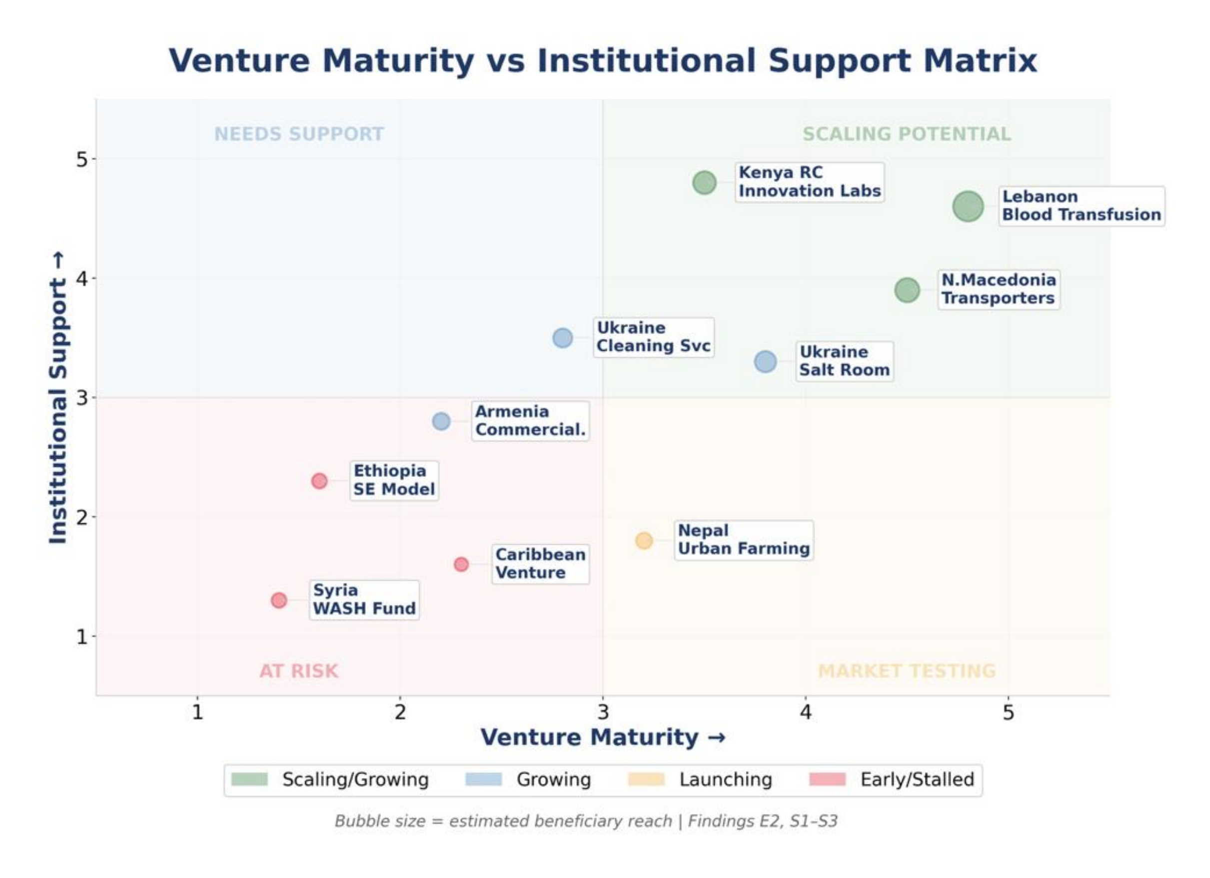
≈ +75% gain across the board.

Baseline-to-endline change consistent across all three cohorts.

88% of respondents confirm the programme accelerated their venture progress.

Financial modelling shows the smallest improvement and the biggest perceived gap on exit — Recommendation E2 addresses this.

39 ventures across 22 ODA countries — target exceeded



FINDING

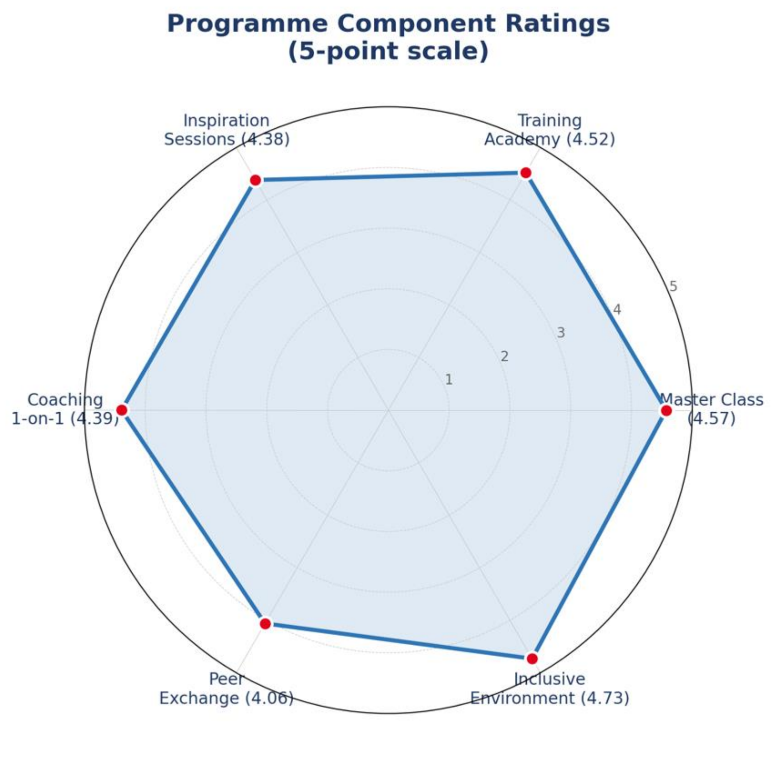
Ventures sit across the maturity spectrum.

55% of reporting ventures in growing or scaling phase by Nov 2025.

Flagship cases like Lebanon Blood Transfusion and Kenya RC Innovation Labs occupy the scaling-potential quadrant.

Cases at risk are clustered where institutional support is thin — pointing to where the next phase can intervene.

Every component rated 4.3 or higher



Source: Survey data (n=34) | Findings R4–R6, E9, E15

TOP-RATED

Coaches are the signature strength.

Expert quality	4.71 / 5
Master Class	4.57 / 5
Training Academy	4.52 / 5
Peer exchange	4.73 / 5
1-on-1 coaching	4.39 / 5
Inspiration	4.38 / 5

The integrated lecture-mentorship model is the core competitive advantage.

Austrian Development Agency

CRITICAL INSIGHT

Capacity-building alone did not produce launches

The Ukrainian and Global cohorts created a natural experiment. The variable was seed capital.

UKRAINIAN COHORT

€15K seed grants

Secured through parallel funding

Markedly higher implementation rates. Ventures with seed capital moved from plan to operation within months.

GLOBAL COHORT

No seed funding

Standard format, no start-up capital

Many ventures stalled after graduation. Capacity was built, but the bridge from plan to launch wasn't there.

→ Theory of change should explicitly position venture launch as conditional on enabling resources, not as a direct output of training.

Ukrainian model: a tested template for non-Anglophone scale-up

Local-language delivery

Training conducted in Ukrainian, with materials adapted to local context. Lower drop-off, higher completion.

RED HUB Kyiv as institutional anchor

Evolved into the most advanced regional delivery model. Provides a concrete blueprint for regional hubs elsewhere.

Ecosystem and seed-capital integration

Ventures connected to local financing pathways and granted seed capital — translating skills into launches at much higher rates.

→ Implication for REDpreneur Africa: budget for French-language delivery and local ecosystem partnerships from day one.

The intra-layer priority was the right start, wider engagement of non-RCRC social entrepreneurs is desirable

Building enterprise capacity inside RC societies first was a sound design choice. The next phase needs a wider aperture.

TODAY

Mainly RCRC intrapreneurs, balanced by 25% external participants from CSOs and start-ups

Strong fit for Movement strategy. Builds internal capacity and institutional change. But narrows the talent pipeline and the venture portfolio.

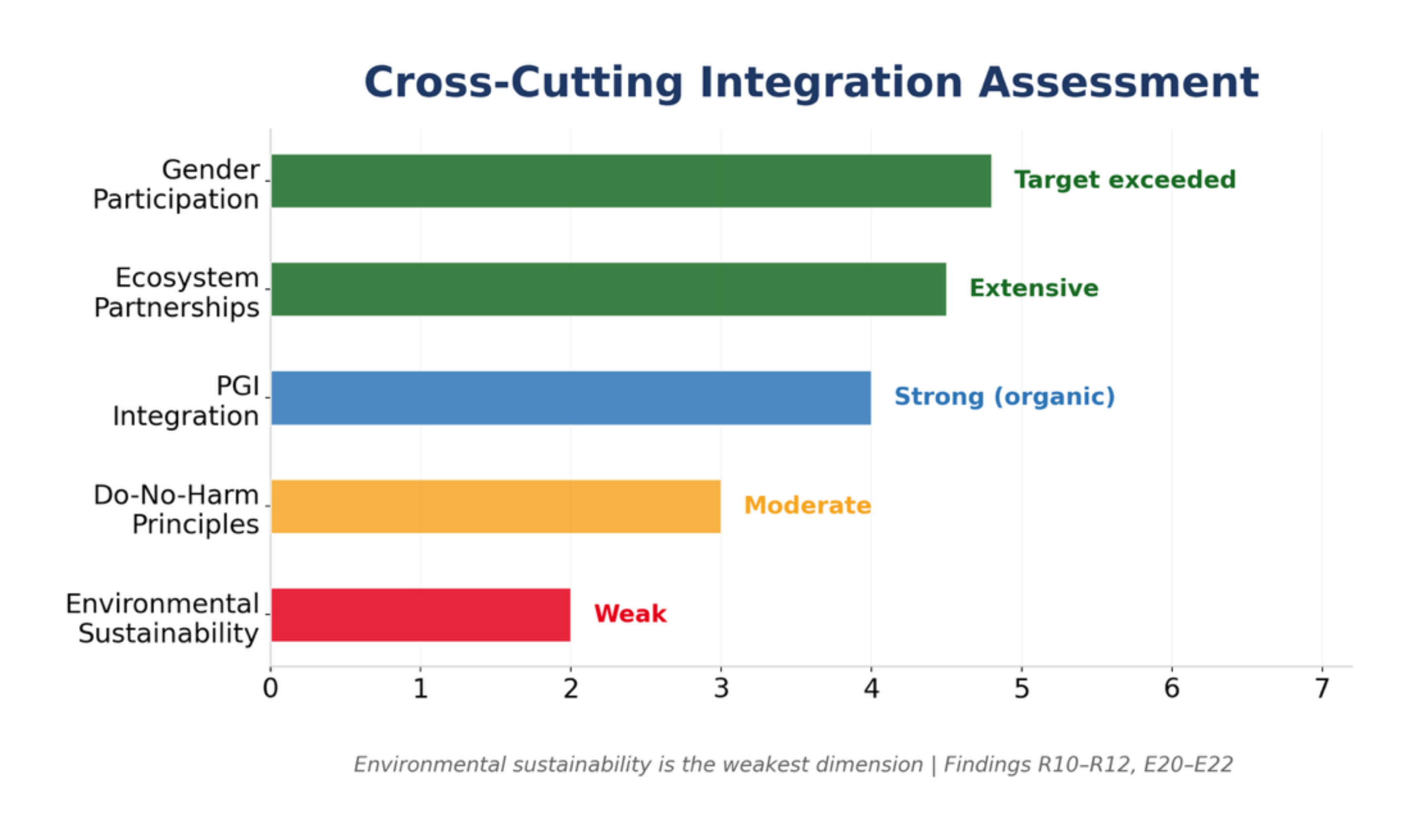
NEXT PHASE

Further opening and offer to CSOs, individual entrepreneurs and impact-driven start-ups

Wider participant pool brings external mindsets, faster venture iteration, ecosystem connections. RCRC intrapreneurs remain — alongside others.

→ Pair with deliberate ecosystem linkages: local startup hubs, financial institutions, business incubators in each region.

Strong on gender. Weak on environment



GAP TO ADDRESS

No environmental screening for ventures.

Gender parity achieved organically across cohorts; female participation 55–70%.

No systematic disaggregated outcome analysis by age or disability.

Environmental sustainability not embedded in venture selection or progress monitoring — the weakest cross-cutting dimension.

Institutional barriers, not market factors, threaten venture survival

PRIMARY THREATS

Legal entity, leadership, post-programme.

Top-right quadrant: institutional barriers (legal entity constraints, procurement rigidity, revenue reinvestment restrictions) and leadership buy-in.

Market-side risks are real but secondary; ventures have demonstrated demand.

Mid-tier risks — post-programme support, key-person dependency, financial sustainability — can be addressed by programme design.

16 recommendations, six strategic priorities

01 EQ5 · EQ14

Integrate seed capital

Make seed capital a standard programme component. Use the Ukrainian model as a tested template.

→ E1 · S1

02 EQ4 · EQ11

Institutional engagement

Senior leadership sponsorship, time-allocation agreements, structured organisational orientation.

→ R1 · R4 · E4

03 EQ3 · EQ15

Localise by default

Local-language delivery as standard. French capacity for Africa. RED HUB Kyiv as regional-hub blueprint.

→ R3 · S2

04 EQ4 · EQ9

Post-programme support

Two-year scaling pathway: quarterly coaching, milestone-based funding, peer-governed alumni model.

→ R6 · E5 · S1

05 EQ13 · EQ17

Diversify funding & capacity

Five-year diversification plan. Tiered fees by country income. Dedicated business development function.

→ E2 · S4

06 EQ16

Formalise capacity transfer

Structured Training-of-Trainers. Certified regional facilitators. Compensated alumni-as-mentors pathway.

→ S3 · E6

16 recommendations across four priority quadrants

STRATEGIC

Important, plan for cycle 2.

- **E2** Restructure financial modelling into three tiers
- **R5** Add environmental + PGI screening for ventures

HIGH PRIORITY

Start here.

- **E1** Make seed capital a standard programme component
- **S2** Codify RED HUB Kyiv as a regional-hub blueprint
- **E4** Require senior leadership sponsors + orientation
- **R2** Add a pre-Academy financial literacy foundation module
- **S1** Build a two-year post-graduation scaling pathway

MONITOR

Lower urgency, defer or de-scope.

- **E3** Make single-main-coach the default model
- **E6** Implement standardised post-programme monitoring
- **R4** Negotiate leadership time-allocation agreements
- **S3** Launch Training-of-Trainers; pay alumni as mentors
- **S4** Diversify funding (5-year plan); tier fees by income

QUICK WINS

Low effort, high urgency.

- **R1** Engage participating orgs on leadership + finance
- **R3** Standardise local-language delivery (French for Africa)
- **R6** Partner with local financial institutions in regions
- **E5** Transition alumni to a peer-governed model

What the next phase needs to carry forward

01	**Integrate seed capital from inception**	Build the bridge from skills to launch. Use Ukrainian model as tested template.
02	**Open further the participant aperture**	RCRC intrapreneurs alongside wider spectrum of local CSOs, individual entrepreneurs, impact-driven start-ups.
03	**Localise by default**	Local-language delivery as standard. French capacity for Africa from day one.
04	**Wire into local enterprise ecosystems**	Partnerships with local startup hubs, financial institutions, incubators in each region.
05	**Formalise organic capacity transfer**	Convert ToT dynamics, alumni mentoring and cross-cohort learning into structured programme assets.

REDpreneur 2.0 built a replicable global model

Scale-up depends on three additions:
seed capital · institutional engagement · formalised localisation

Thank you!

Questions and discussion

Backup slides · deep-dives

Six slides — one per priority quadrant, plus deep-dives on seed capital and localisation

High priority recommendations: start here

Five recommendations with the strongest evidence base and the highest leverage for the next cycle.

E1

Make seed capital a standard component

Ukrainian cohort secured ~€15K seed grants and saw markedly higher launch rates. Global cohort, with no seed funding, saw many ventures stall. Linked: EQ5, EQ14.

S2

Codify RED HUB Kyiv as regional-hub blueprint

RED HUB Kyiv is the most advanced regional delivery model: localised content, ecosystem links, seed-capital integration. Replicable for Africa. Linked: EQ3, EQ15.

E4

Require senior leadership sponsors

Dual-role conflicts and lack of NS leadership engagement were the most-cited structural barriers. Formal sponsorship + senior-manager onboarding addresses Finding 6. Linked: EQ4, EQ11.

R2

Add pre-Academy financial literacy module

Financial modelling is the persistent skills gap on exit. A short pre-module (2–3 weeks asynchronous + assessment) raises the baseline. Critical for REDpreneur Africa.

S1

Build a two-year post-graduation pathway

Quarterly coaching, milestone-based follow-on funding, peer-governed alumni model. Bridges the "capacity built but venture stalled" pattern in Global cohort.

Strategic recommendations: plan for cycle 2

Two recommendations that require deeper redesign work and should be planned for the next funding cycle.

E2

Restructure financial modelling into three tiers

THE EVIDENCE

Current financial-modelling block is one-size-fits-all. Participants from very different baseline literacy levels could not progress at their own pace. CR3 confirmed financial literacy as the persistent skills gap on exit.

WHAT IT TAKES

Tiered structure: basic → intermediate → advanced. Diagnostic at intake. Most acute for REDpreneur Africa cohorts where baseline literacy is lower. Linked: EQ13, EQ17.

R5

Add environmental and PGI screening for ventures

THE EVIDENCE

Environmental sustainability was the weakest cross-cutting dimension — no systematic screening tools were applied. PGI integration was strong (55–70% female participation) but organic, not by design.

WHAT IT TAKES

Simple screening rubric at venture-selection and milestone reviews. Closes the gap without major workflow changes. Linked: EQ4, EQ9.

Quick wins: low effort, high urgency

Four recommendations that can be implemented within the current programme structure with minimal redesign.

R1

Engage participating orgs on leadership and finance

Short structured engagement (2-hour workshop + written commitments) at the start of each cohort. Surfaces dual-role conflicts before participants enrol. Linked: EQ4, EQ11.

R3

Standardise local-language delivery

Local-language delivery proved more effective than English-only. French capacity from day one is a hard requirement for REDpreneur Africa. Lessons from Ukraine directly transferable.

R6

Partner with local financial institutions

Ukrainian model worked because ventures plugged into local financing pathways. Each regional roll-out should secure 2–3 financial-institution partnerships before launch.

E5

Transition alumni to a peer-governed model

Alumni network is currently informal and centrally managed. Lightweight peer-governance (rotating coordinators, regional chapters) unlocks self-sustaining mentoring.

Monitor: lower urgency, defer or de-scope

Recommendations to keep on the watch list. Deferred or scoped down to free design capacity for higher-priority items.

E3

Make single-main-coach the default

Multi-coach setup occasionally created inconsistent feedback. Single-main-coach preferred but resource-intensive. Pilot in one cohort before scaling.

E6

Standardised post-programme monitoring

Each cycle currently uses different M&E protocols. Standardised endline + 12-month follow-up enables cross-cohort comparison — but adds reporting load.

R4

Negotiate leadership time-allocation

Formal time-allocation agreements address dual-role burden. Required for E4 to be enforceable, but a complex negotiation step. Plan as part of E4.

S3

Training-of-Trainers; alumni mentors

Compensated alumni-as-mentors pathway scales capacity transfer. Requires budget line not in place. Defer to cycle 2 once S4 provides headroom.

S4

Diversify funding (5-year plan)

Programme is 50% ADA-funded. Diversification with tiered fees by country income reduces single-donor dependency. Long-horizon work; scope in cycle 2 design.

Seed capital: the variable that mattered

The Ukrainian / Global comparison was a natural experiment. The single distinguishing variable was access to start-up capital.

UKRAINIAN COHORT

~€15K seed grants

Secured through parallel funding. Markedly higher implementation rates — ventures with seed capital moved from plan to operation within months of graduation.

GLOBAL COHORT

No seed funding

Standard format with no start-up capital. Many ventures stalled after graduation. Capacity was built, but the bridge from plan to launch was missing.

→ Theory of change should explicitly position venture launch as conditional on enabling resources, not as a direct output of training. Recommendations E1 + S1 address this together.

Localisation: the Ukrainian model as blueprint

Three reinforcing elements made the Ukrainian rollout the most advanced regional delivery model. Each is replicable.

LOCAL-LANGUAGE DELIVERY

Ukrainian, not English

Materials adapted to local context, delivered in the working language of participants. Lower drop-off, higher completion rates than the global English-only format.

RED HUB KYIV AS ANCHOR

Permanent regional base

Evolved into the most advanced regional delivery model. Provides a concrete blueprint for regional hubs in Africa, Asia and the Balkans. Codify before scale-up.

ECOSYSTEM & SEED-CAPITAL

Funding from day one

Ventures connected to local financing pathways and granted seed capital. Translated training into actual launches at much higher rates than centralised, capital-free model.

→ Implication for REDpreneur Africa: budget for French-language delivery and local ecosystem partnerships from day one. Recommendations R3 + S2 address this together.