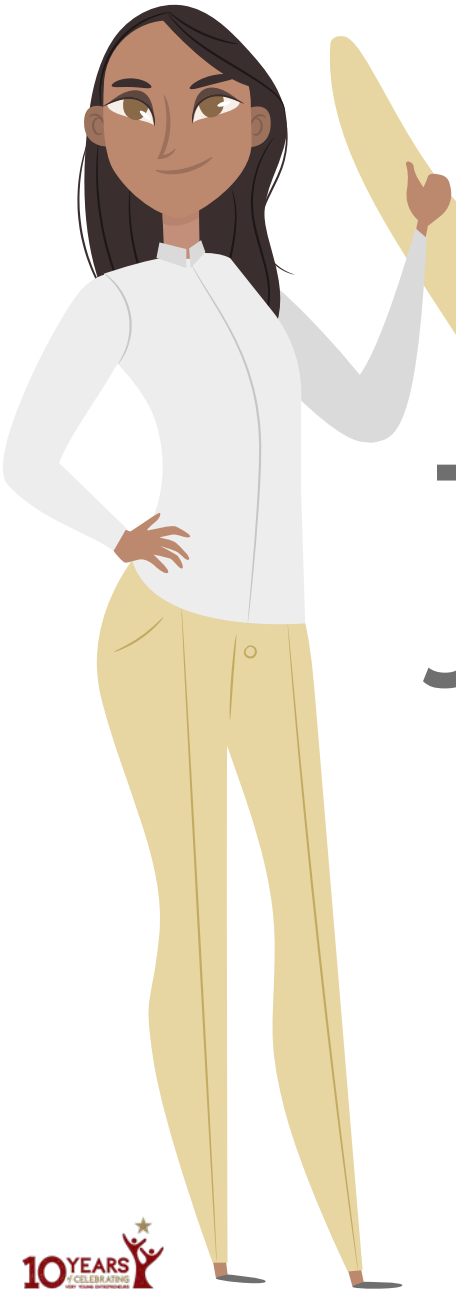
THE ANZISHA PRIZE

PRESENTS



JUDGE BETTER

VOLUME 1

Organising **Entrepreneurship** Competitions that **Optimise Learning**

Judge Better is a series of guides and tools to improve learning outcomes in entrepreneurship competitions at schools, universities, accelerators, and hubs.

10 YEARS OF CELEBRATING YOUNG YOUNG ENTREPRENEURS

African Leadership Academy
Developing the next generation of African leaders

mastercard foundation

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THE ANZISHA PRIZE
Celebrating Innovative Young African Entrepreneurs

The Anzisha Prize seeks to fundamentally and significantly increase the number of job-generative entrepreneurs in Africa. We test, implement, and then share models for identifying, developing, and connecting high potential, very young entrepreneurs (15-22 years old) - and their parents and teachers. These efforts will ensure our ecosystem's collective success in creating a pipeline of entrepreneurs with the capabilities for scale. The Anzisha Prize is a partnership between African Leadership Academy and Mastercard Foundation.

African Leadership Academy
Developing the next generation of African leaders

African Leadership Academy seeks to transform Africa by developing a powerful network of entrepreneurial leaders who will work together to achieve extraordinary social impact. Each year, ALA brings together the most promising young leaders from across Africa for a pre-university program in South Africa with a focus on leadership, entrepreneurship, and African Studies. ALA continues to cultivate these leaders throughout their lives by providing ongoing training and connections to networks of people and capital that can catalyse large-scale change. For more information, visit www.africanleadershipacademy.org.

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mastercard. foundation

The Mastercard Foundation seeks a world where everyone has the opportunity to learn and prosper. Through its Young Africa Works strategy, Canadian EleV program, and the Mastercard Foundation Scholars Program, the Foundation works with partners to ensure that millions of young people, especially young women, access quality education, financial services, and dignified work. The Mastercard Foundation was established in 2006 through the generosity of Mastercard when it became a public company. The Foundation is independent with its own Board of Directors and CEO. For more information and to sign up for the Foundation's newsletter, please visit www.mastercardfdn.org. Follow the Foundation on Twitter at @MastercardFdn.

10 YEARS CELEBRATING

INTRODUCTION

MAKING THE PITCH COUNT

Finalist pitches at the 2020 ALA Enterprise Fest

Every year since 2010, the Anzisha Prize has run a competition to identify the best of Africa's youngest entrepreneurs (aged 15-22 years old). Over the same period, we have supported the annual "Enterprise Fest" at African Leadership Academy, where student teams from across Africa pitch for their venture to receive support in the following year.

Anzisha ultimately seeks to increase the number of job-generative young African entrepreneurs, and running effective selection processes is critical to that work. As a team we have seen hundreds of pitches and worked with scores of judges. Drawing from this experience and learning from others, we have refined our approach to each competition, focusing especially on the judging process.

We are delighted to introduce the Judge Better series, through which we will share insights on different aspects of designing, running and adjudicating an entrepreneurship competition to improve learning outcomes. This first volume is designed for anyone tasked with organising and managing the judging process of a pitch competition, both within and beyond educational settings.

HOW TO USE THIS GUIDE

In this guide, you will see that we address different role players:

- **The coach:** a teacher or business coach who knows the contestants well. (You'll find that we sometimes use the terms interchangeably.)
- **The judge:** generally, an external guest with little or no familiarity with the context but relevant expertise.
- **The organiser:** the team or individual managing the competition process - from design to execution.

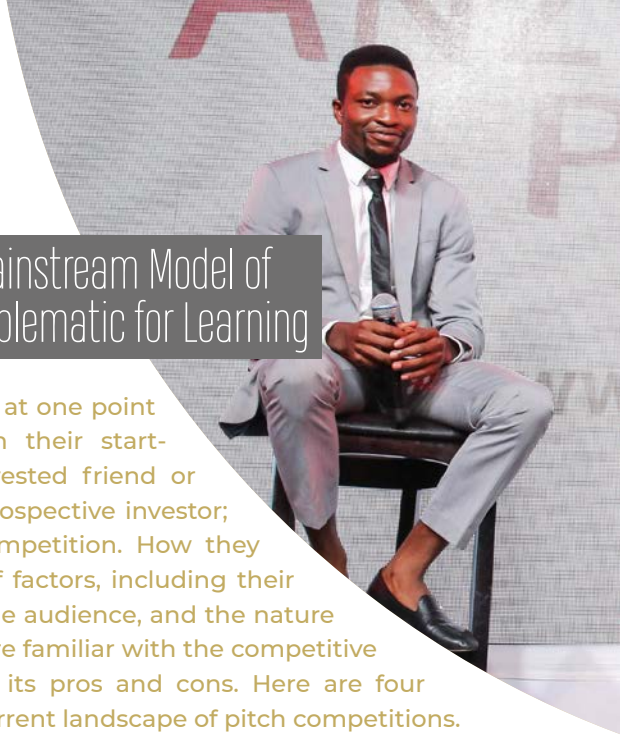
As you plan the competition, it is important that you understand these different roles so that you can prepare and empower the individuals filling them. A quick scan through this booklet should give you a sense of what Anzisha has done and continues to do, and how you can modify it to suit your context.

Part I highlights some weaknesses in the pitching world, particularly for very young entrepreneurs.
Part II covers key insights about strengthening the judging process in order to enhance the participants' learning experience.
Part III offers a recap of the principles to judge better, along with an introduction to the Anzisha Judge Better tool developed by our team for this very purpose. We hope you find value in this resource and look forward to hearing how you adapt its principles for use in your competition.

Nolizwe Mhlaba
Josh Adler
Melissa Mbazo-Ekpenyong

PART I

Disharmony: Why the Mainstream Model of Pitch Competitions is Problematic for Learning



Every entrepreneur or student, at one point or another, has had to pitch their start-up idea to someone: an interested friend or family member; a mentor; a prospective investor; or a group of judges in a competition. How they pitch depends on a number of factors, including their personality, prior experience, the audience, and the nature of the interaction. Many of us are familiar with the competitive model of pitching, which has its pros and cons. Here are four observations that reflect the current landscape of pitch competitions.

1. **The Gift of Gab: Pitch Performance vs. Venture Performance.** Participants who know "Silicon Valley" business lingo, are already familiar with pitch processes, and are brilliant presenters will stand out more, at least initially. Unless judges know how to make someone feel comfortable and ask the right questions, participants who are skilled orators but have weak ventures might overshadow a more promising venture that is not presented as well.

> JUDGES NEED TO IDENTIFY A GOOD BUSINESS THAT MAY HAVE BEEN BADLY PITCHED [BY A PROMISING ENTREPRENEUR]; AT THE SAME TIME, THEY HAVE TO SPOT GOOD PITCHES THAT LACK FEASIBILITY OR VIABILITY.
> NTUTHUKO SHEZI | ANZISHA JUDGE 2018 | SOUTH AFRICA

2. **It's not about the Judges: The Reality TV Effect.** The advent of reality television shows, pitting entrepreneurs against each other in front of judges and studio or virtual audiences, has influenced the execution of competitions in schools and institutions across the world. Not only do entrepreneurs have to impress a panel of judges, but they also have to vie for the attention and affection

of hundreds, if not thousands, of viewers! In this kind of setting, the conversation can become more about the judges and less about the contestants. While these shows can make for ratings gold, the entertainment factor often comes at the expense of an empowering environment for contestants.

3. **Chasing the Circuit: A Catch-22.** Thousands of competitions are hosted annually the world over. Young entrepreneurs face tremendous pressure to raise funds for their ventures. The appeal of pitch competitions is understandable, given that prizes are typically disbursed as cash. Yet, participating in too many of these can be a stumbling block to very young, early stage entrepreneurs. While chasing the circuit provides opportunities to secure funding, it also means time away from running and developing a business with real cash flow from real customers. The challenge for young entrepreneurs is in finding balance – being strategic about which competitions to participate in and how else to access finance.

4. **Preparation, Tools, and Transparency.** When it comes to judging and scoring, some processes are ad-hoc. More often than not, judges are ill-prepared, poorly briefed, or have little time to fully engage. This approach denies judges the opportunity to really get to know the participants and their ventures. In addition, a single-round adjudication process can mean contestants are assessed on an incomplete segment of their entrepreneurship journey. Alignment among the judges and coaches, together with transparency around the judging criteria, is critical. Judges and contestants must know how they are being assessed.

Creating opportunities to pitch their ventures enables young entrepreneurs to sharpen their communication skills.

2019 Anzisha Judges
Left to Right: Ifrah Arab (Kenya / Somalia), Njeri Rionge (Kenya), Christian Ngan (Cameroon), Adenike Adeyemi (Nigeria), Marlon Parker (South Africa).

PART II

Responding to the Disharmony: Insights from the Anzisha Prize

1. [For Organisers] Selecting the Judges

This should go without saying: it is really important to recruit a diverse panel of judges whose profiles reflect a variety of experiences. There is tremendous learning value to young entrepreneurs interacting meaningfully with such a group.

Some tips about the judge selection:

- ★ Consider demographic diversity, for example, representation across genders, socioeconomic contexts, or geographic origin.
- ★ One of the United Nations' basic principles of gender mainstreaming[1] highlights the importance of women's equitable participation in decision-making. For Anzisha, for instance, this means avoiding panels made up of men only.
- ★ Vary the type and amount of the judges' industry expertise.
- ★ Include a former competition participant, for a different kind of insider perspective.

Expertise comes in many forms. Look closer to home, within your community, for the people with wisdom and experiences to share and guide aspiring young entrepreneurs.

[1] *Read the International Labour Organisation's Gender Equality Tool at https://www.ilo.org/public/english/bureau/gender/newsite2002/about/defin.htm*

2020 E-Fest Judges flanked by ALA Entrepreneurial Leadership Head of Department Dave Tait (left) and Teaching Fellow Oulimata Sane (right)

Above all else, avoid just ticking boxes of the more obvious or visible indicators of diversity, as this can be a reductive exercise. A multi-gender judging panel whose members are all C-suite executives in different tech companies could be great for a high-profile national IT pitch competition. But would such a panel add as much value to a multi-sector pan-African competition for young, early-stage entrepreneurs? Probably not. Show nuance in your understanding of diversity through your selection of judges. The 2019 Anzisha Prize judging panel (pictured below) comprised: three women and two men, ranging in age from the early-20s to early-50s; nationals of Cameroon, Kenya, Nigeria, and South Africa; and representatives of the ICT space, organic cosmetics industry, and business services and entrepreneurship support sectors. By sharing their experiences and knowledge of for-profit and not-for-profit management systems and entrepreneurship landscapes in different African countries and the diaspora, this selection of judges provided rich learning moments for the 2019 candidates.

STRIKE A BALANCE

External judges bring objectivity and industry expertise, while coaches or mentors will have more intimate knowledge of the contestants and their businesses. Both types of inputs are vital to the judging process and should be factored in accordingly.

Insights

"Being a judge who is a Fellow alumna, you get to see both sides of the coin. You are able to empathize with the finalists - like 'I get you!' - and your presence puts them at ease."
Ifrah Arab - 2019 Anzisha Judge - 2016 Anzisha Finalist

Christian Ngan (Cameroon) served as a judge during the 2019 Anzisha Prize competition. His presence on the panel as the sole French-speaking judge was beneficial to both the judges and finalists. All non-English-speaking participants are assigned an interpreter so they can present in a language they are more comfortable with. Christian was able to push the level of questioning to the francophone finalists in a way that challenged them while assuaging their concerns of their ideas getting "lost in translation." Moreover, being a sector expert, Christian could clarify a contestant's response to the judges where an interpreter might have lacked the contextual knowledge.

2. [For Organisers] Preparing the Judges

To best apply their knowledge and adjudicate the pitches, judges need a well-rounded understanding of their role, the objectives of the competition, and the participants.

Some preparation tips:

- ★ Design a clear orientation process for the judges.
- ★ Provide ample context for the judges: What is your program about? Who are the young entrepreneurs? What are their ventures or ideas?
- ★ Create opportunities for judges to interact with participants before and apart from the pitches.
- ★ Ensure alignment in the judges' understanding of: the process, the participants, and the rubric.

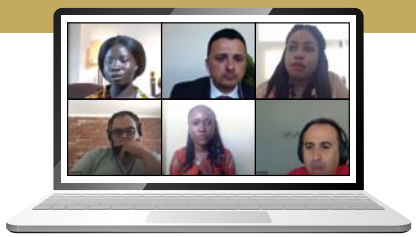
QUESTIONS OF FAIRNESS COME IN TO PLAY HERE IF SOME CONTESTANTS GET TO SPEND MORE TIME WITH JUDGES BEFORE THEY PITCH THAN OTHERS. YOU NEED TO DECIDE WHETHER YOU TRUST YOUR JUDGES AND WHETHER THE LEARNING OPPORTUNITY TRUMPS THESE CONCERNS. OUR VIEW – LET THEM SAY HI!

Virtual pitch competitions

Although the Anzisha Prize competition has always taken place in person, there are alternative formats that allow larger volumes of entrepreneurs to participate across different time zones and geographic locations. In many such cases, early stages take place online (entrepreneurs upload their pitch videos onto a portal) and then shortlisted contestants convene in person for the final round.

See, for example:

- ★ Endeavor's Guide to Virtual Pitching: https://anzisha.info/endeavor-virtual-pitch
- ★ Entrepreneurship World Cup: https://entrepreneurshipworldcup.com/
- ★ Global Pitch: https://globalpitch.com/
- ★ StartCon: https://www.startcon.com/pitch/
- ★ StartupFuel Virtual Pitch Contest: https://www.startupfuel.com/
- ★ Models of Impact Virtual Pitch Competition: http://www.modelsofimpact.co/challenge



Above: *2020 Finalist (now Fellow) Aseitu Olivia Kipo (Ghana), top left, pitches her venture, Kobaa-Ok, to the judges.*

Whether partially virtual or fully remote, the principles discussed throughout this book should still govern how you organise and judge your pitch competition.

3. The Pitching & Scoring Process

A participant-focused approach seeks to ensure that each competition serves as an opportunity for learning with and from fellow contestants and judges. Here are tips to help foster that kind of environment:

- ★ **[Coaches] Be the coach and cheerleader.** Provide support before, during, and after the pitch competition.
- ★ **[Organisers] Include a simulation round where the coaches' scores are aggregated as an input to the final outcome.** Simulating the exact conditions of the final pitches familiarizes participants with the process, putting them more at ease, and also allows coaches to give direct feedback. The coaches' collective score will be weighted against the judges' individual scores in the final pitches.
- ★ **[Organisers] Facilitate peer-to-peer feedback.** By pitching in front of their peers during the simulation, participants can learn from each other and also benefit from the judges' feedback to others.

- ★ **[Organisers] Develop a clear, easy-to-read rubric** for the judges' use. Judges should know what and how they are scoring, as well as why. It is important that the participants also have access to this rubric and know its contents. [NOTE: we will delve into rubrics later in the Judge Better series. In the meantime, visit https://anzisha.info/judgebetter to see examples of rubrics.]
- ★ **[Judges] If appropriate to a given competition, score relative to circumstance**, not just performance on the day. In other words, consider what participants have been able to achieve, given the resources they have access to. Assess them on this entrepreneurial ability and potential they have demonstrated overall, not just in their five minutes on stage.

FOOD FOR THOUGHT

Where appropriate, details such as socioeconomic background, language and educational level can be incorporated into the judging and scoring system. Acknowledging the circumstances that precede participation in a pitch competition affords judges the opportunity to connect with each applicant, recognize potential, and reward those that embody entrepreneurship values such as perseverance. Anzisha does this through the deliberation process. Read more about this in Principle 1.

Insights

Wellness support in the lead up to the final pitch is helpful as its core role is to help entrepreneurs keep the right perspective about the opportunity that pitching presents for them. A helpful perspective to provide each young entrepreneur is as follows: people are genuinely interested in hearing about your business journey and pitching is a platform for you as an entrepreneur to share your story, receive feedback on what to continue doing, and crowd source for new ideas on what to adjust to ensure the long term sustainability of the business. It's also a great opportunity to gain supporters that will be just as invested in your success.
Thokoza Mjo (South Africa) | Head of Venture Acceleration, Anzisha Prize

I instantly felt that I was in a safe environment. I always got constructive feedback from the (Anzisha) team and the other finalists, which gave me courage to stand in front of them and pitch my idea. What I got from this experience – rehearsing together and helping each other – was compassion: I felt that I could relate to all the projects, and so I wanted everybody to win!
Raghda Medhat (Egypt) | 2019 Anzisha Fellow

Since I was still working on my presentation, I caught some mistakes that other finalists were making, which helped me with my pitching.
Jariatou Jallow (The Gambia) | 2019 Anzisha Fellow

4. Deliberating and Reaching Consensus

The outcomes of many competitions are decided almost exclusively by simply tallying up scores on a placard. Majority votes do not work in these contexts. Judges have to convince each other and reach a consensus. Arriving at a unanimous decision requires a strong facilitator.

Tips for Deliberation:

- ★ **[Organisers] Factor in the teacher/coach's voice in the deliberation process.** Those who have mentored, coached, or otherwise worked closely with the young entrepreneurs can help paint a fuller picture about their entrepreneurial pursuits and potential. Their weighted score must count towards the final score.
- ★ **[Judges] Use the rubric** and all information available to you to justify your scores and advocate for your preferred participant. In addition, while the scores are a strong input to the final outcome, deliberation allows you, as judges, to tease out nuances.

Insights

As judges we must remember that we are evaluating the potential of an entrepreneur to execute on a vision. We are looking for qualities such as resilience, grit, and a roll-up-the-sleeves-and-work mentality. A person's ability to deliver a pitch performance does not necessarily translate into entrepreneurial ability. Listen with empathy, ask the right questions to identify those who can prove traction and potential.
Bita Diomande (Cote d'Ivoire) | 2018 Anzisha Judge

A 5-minute pitch can only tell you so much. What do the people who have been with them for two weeks have to say? They can paint a broader picture of each finalist.
Ifrah Arab (Kenya/Somalia) | 2019 Anzisha Judge

Endeavor views its selection process as a service, where transformational conversations with preeminent business leaders push candidates to reflect and answer tough questions about their business models, team strength, and future growth plans. Final candidates must gain unanimous approval from a panel of experts in order to become Endeavor Entrepreneurs. It's wonderful to see this key principle of our process adopted by other programs like Anzisha and highlighted within this book. Ensuring that mentors, judges and coaches reach consensus on candidate selection is so important for the growth of an entrepreneur ecosystem overall as it ensures debate that asks the right questions and choices that fully align with a program's criteria and values."
Linda Rottenberg (USA) | Co-Founder & CEO, Endeavor Global

PART III

Anzisha's **'Judge Better'** Principles

Over time, the Anzisha Prize has used a range of tools (Excel, paper-based forms, Google sheets, etc.) to help us manage our judging process. This has culminated in a set of principles that we consistently adhere to, alongside a tool that can be used for any competition – not just our own. The tool is a Google Sheet add-on which you can learn more about and download at https://anzisha.info/judgebetter.

Note that all images of the tool shared in this section represent older iterations. The next volume will contain illustrations showing an updated version of the tool.

This section provides an overview of Anzisha's "Judge Better" principles.

Principle 1: Define - and defend - your principles

Every organisation has a set of values or principles that informs and guides its work. As the organiser, be sure to articulate what those are at the onset of the competition. Be prepared to explain why they matter to your organisation, and how they are relevant to the judging process.

During the deliberation process of the Anzisha Prize, the judges discuss their scores and rankings of the contestants. A facilitator (a team representative) guides the conversation and ensures alignment with the principles and values.

2019 Finalist Segbe Graff Accrombessi (Benin) (left) with her peer host and translator Fatou Kine Guèye (Senegal).

YOUR VALUES REFLECT WHAT MATTERS TO YOU

With clear standards in place, judges will better understand your priorities. Consider the following guiding values in the judging competition:

1. Diversity matters (as seen, for example, in the selection of judges and contestants).
2. Scoring could be relative to circumstance not just on the basis of absolute performance. Some contestants are better positioned than others to access resources and networks before and beyond the competition. A question you might consider when judging relative to circumstance is: ***For whom would this award and recognition unlock greater opportunities for scale? Should that matter?*** Note, however, that other competitions are adjudicated based on the absolute performance of contestants. The assumption here is that participants are on more or less equal footing ahead of their pitches. ALA's annual Enterprise Fest (E-Fest) is an example of such a competition. Since all contestants are students with equal access to resources and training / coaching in similar conditions, relativity factors less.
3. In gauging the potential of the individual or the venture, ***does one supersede the other, in your competition? Or will judging be based on some combination of the two?***

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Judge Top 20	Rank Score
Candidate	1
Candidate	2
Candidate	3
Candidate	4
Candidate	5

Anzisha Top 5	*Gender*	*Nationality*	*Region*	*Sector*	*Name of Business*	*Age*
Candidate 1	Male	Nigeria	West	Health	Trep Labs	22
Candidate 2	Female	Somalia	East	Youth Empowerment	2doon	21
Candidate 3	Female	Tanzania	East	Business Services	Huduma Smart	22
Candidate 4	Male	Ghana	West	Manufacturing	IYC Life Company Limited	22
Candidate 5	Male	Kenya	East	Energy	Eco Makaa	22

Programme Principles for Top 5

- At least 2 women ☐
- At least 3 regions ☐
- At least one agriculture ☐
- At least one <21 ☐

This example reflects some of the factors that Anzisha values and strongly considers during the deliberation, given our demographic and pan-African focus: regional diversity; age; gender; sector (agriculture is identified as critical for growth in Africa)

SAMPLE QUESTIONS FOR THE DELIBERATION

- Do the winners' profiles reflect the diversity we seek to represent? (e.g. for a competition seeking to prioritize women entrepreneurs, ask "are there enough women?")
- Do the winners push an agenda? Do they align with our organisational values?

Whichever your approach, make sure everyone involved in the competition knows what the principles are. This is an important step to delivering with integrity and excellence.

Principle 2: Be transparent about the process and criteria

Communicate clearly and consistently the principles, process, and criteria to contestants, judges, and coaches. This transparency - at all times and at key points in the lead up to and throughout the competition – will help ensure comfort with and understanding of the eventual decisions. Most importantly, as Wiggins (1993) asserts in Assessing Student Performance: Exploring the Purpose and Limits of Testing, the goal of assessment should be to improve a learner's performance, not merely monitor it. Given our interest in developing entrepreneurs, it is vital that they know with clarity how they are being evaluated.

Principle 3: Coaches must score - just like the judges - to inform and improve the judging outcome

Simulating the pitches ahead of the final presentations is beneficial to the contestants, their coaches, and, ultimately, the judges. Contestants practice their presentations under authentic competition conditions. Coaches deepen their understanding of the nuances and complexity of deliberation, allowing them to offer better feedback to contestants. Judges will see quality presentations, increasing their likelihood of ongoing engagement with the young entrepreneurs.

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Moleskine Foundation
@Work Pitch Contest
Adama
Milano, Italy

Scoring Sheet for: Sipho Moyo

	Score by Criteria (1-10)							
Finalists	Leadership	Tests	Jobs Impact	Scalability	TechnicaAbility	Total	Sipho Moyo's Top 20	Sipho Moyo'ss Top 5
							1	1
							2	2
							3	3
							4	4
							5	5
							6	
							7	
							8	
							9	
						0	10	
							11	
							12	
						0	13	
							14	
							15	
						0	16	
							17	
							18	
						0	19	
							20	
						0		
						0		

Sample of an individual coach's scoring sheet, which they complete guided by a detailed rubric

---

Rank	Josh	Rank Score
1	Candidate	5
2	Candidate	4
3	Candidate	3
4	Candidate	2
5	Candidate	1

Rank	Melissa	Rank Score
1	Candidate	5
2	Candidate	4
3	Candidate	3
4	Candidate	2
5	Candidate	1

Rank	Thokoza	Rank Score
1	Candidate	5
2	Candidate	4
3	Candidate	3
4	Candidate	2
5	Candidate	1

Rank	Louise	Rank Score
1	Candidate	5
2	Candidate	4
3	Candidate	3
4	Candidate	2
5	Candidate	1

Rank	Aaron	Rank Score
1	Candidate	5
2	Candidate	4
3	Candidate	3
4	Candidate	2
5	Candidate	1

The coaches are able to see each other's top 5 rankings

[FOR ORGANISERS] • THIS FIRST PHASE IS A VITAL PART OF THE WHOLE PROCESS AS IT CAPTURES THE COACHING TEAM'S INPUT. IT IS IMPERATIVE TO CARRY OUT THIS STEP, EVEN IF YOU ARE A ONE-PERSON 'TEAM', DOUBLING AS BOTH ORGANISER AND COACH, AND EVEN IF YOU DO NOT HAVE TIME TO SIMULATE THE PITCH SESSION PRIOR TO THE OFFICIAL COMPETITION. THE COACH'S KNOWLEDGE OF THE CANDIDATES AND THEIR JOURNEYS IS VALUABLE, AND SHOULD COUNT IN THE FINAL DECISION-MAKING PROCESS.

Rank	Anzisha Top 20	Rank Score
1	Candidate	
2	Candidate	
3	Candidate	
4	Candidate	
5	Candidate	
6	Candidate	
7	Candidate	
8	Candidate	
9	Candidate	
10	Candidate	
11	Candidate	
12	Candidate	
13	Candidate	
14	Candidate	
15	Candidate	
16	Candidate	
17	Candidate	
18	Candidate	

Rank	Anzisha Top 5	*Gender*	*Nationality*	*Region*	*Sector*	*Name of Business*	*Age*
1	Candidate	Female	Zimbabwe	South	Education	Venture XYZ	21
2	Candidate	Male	Sierra Leone	West	Agriculture	ABC Holdings	19
3	Candidate	Female	Morocco	North	Manufacturing	Venture 123	20
4	Candidate	Female	Rwanda	East	IT	1001 Ltd	16
5	Candidate	Male	Madagascar	South	Agriculture	Green Farm	21

Programme Principles for Top 5

- At least 2 women ☑
- At least 3 regions ☑
- At least one agriculture ☑
- At least one <21 ☑

The tool converts the individual coaches' scores into an aggregate score

2019 Judge Christian Ngan (Cameroon) reviews his scoring sheet during the pitch session

Principle 4: Avoid devices when judges are scoring!

Have you ever tried to avoid the temptation to check your phone so you could lend your full attention to someone or something else? It's not always easy. Research suggests that even if you can do this successfully, "the mere presence of these devices reduces available cognitive capacity."[2]

The Judge Better approach of scoring on paper and not devices is geared at focusing attention fully on the contestants and the rubric. Anzisha judges always use paper score sheets, which a team member collects (or takes photos of) to then capture and enter the scores in the app. Our use of technology is for the logistics of scoring more than the substance of the process. Avoiding devices is one way to prioritize the contestants (over an app or the internet or the form of presentations).

[2] *Adrian F. Ward, Kristen Duke, Ayelet Gneezy, and Maarten W. Bos, "Brain Drain: The Mere Presence of One's Own Smartphone Reduces Available Cognitive Capacity," Journal of the Association for Consumer Research 2, no. 2 (April 2017): 140-154.*

2019 Anzisha Finalist (and eventual grand prize winner) Yannick Kimanuka (D. R. Congo) (left) presented in French and is pictured here with an interpreter and the emcee

Principle 5: The final decision must be unanimous

Not all competitions choose a final winner and runners up like Anzisha does. Some end in the selection of a cohort, while others hand out a variety of prizes, and so on. Regardless of what you are awarding, a single-round vote is inadequate for reaching a decision. Remember, the scores serve as strong indicators of the outcome. But deliberation surfaces the nuances. The judges must discuss their scores - *advocate! challenge! debate! explain! persuade(?)!* - until they all agree on each of their selections.

2019 Judges Ifrah Arab (Kenya / Somalia) and Njeri Rionge (Kenya) applaud the presenters after the final pitches, and prepare for deliberation

Phase 4	Winner and Top 3

Output **Grand Prize Winner, 1st Runner Up and 2nd Runner Up**

Procedure The overall Top 5 is displayed to everyone in the room.

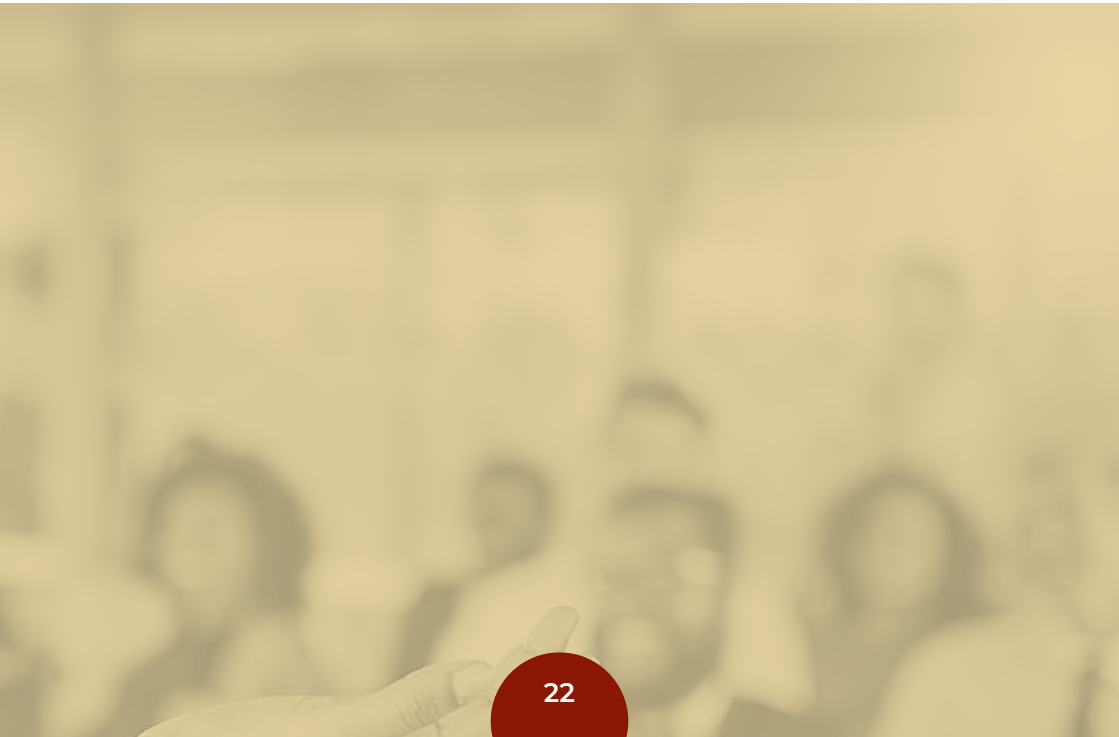
The whole group deliberates on which candidate should be grand prize winner. Copy and paste values only of this candidate onto the Phase 4 sheet. The rest of the column will autofill.

The whole group deliberates on which candidate should be 2nd runner up. Copy and paste values only of this candidate onto the Phase 4 sheet. The rest of the column will autofill.

The judges deliberate over the top 5 to select the final winners

	Grand Prize Winner	1st Runner Up	2nd Runner Up
Candidate	**Yannicl Kimanuka**	**Osvaldo Rey Chrysostome Mokouma**	**Cecil Chikezie**
Name of Business	Complexe Scolaire Kim's	AquagriTech	Eco Makaa
Sector	Education	Agriculture	Energy
Gender	Female	Male	Male
Nationality	Democratic Republic of Congo	Republic of the Congo	Kenya
Region	Central	Central	East
Age	21	20	22

The tool automatically populates the selected candidates' details



CONCLUSION

Getting through a pitch competition is an achievement all on its own. Yet, the experience of preparing for one can be stressful for even the most seasoned entrepreneurs. Consider how much more daunting it can be for very young, less experienced, aspiring entrepreneurs.

We offer guidance in this book for managing the judging process of a competition that, at a minimum:

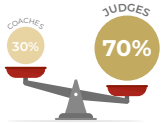
1. Takes into consideration the contestants' respective contexts and their teachers/coaches' input;
2. Assesses performance through a clear rubric and easy-to-navigate framework around which the judges can align;
3. Goes beyond a one-time interaction between judges and participants to maximize the learning outcomes.

There is a role that you can play, as an organiser, coach, mentor, and judge, to make the competition a valuable learning experience that encourages participants to continue on their entrepreneurial journey.

We are excited to share our Judge Better approach with you, starting with this organising guide. More importantly, though, we hope that the tips and principles offered in this booklet will help you to deepen the learning of the young participants in entrepreneurship competitions you design, host, or judge.

Visit https://anzisha.info/judgebetter to get the tool, read the instructions, watch video tutorials, and hear from the team!

THE PROCESS



PRESENTATION PREP

Contestants put their pitches together

PITCH SIMULATION

Contestants pitch to the coaching team under conditions mirroring the final presentations

JUDGES' PACKS

Judges learn about the contestants and their ventures, as well as the scoring process

QUESTIONS TO CONTESTANTS

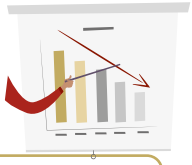
Based on what they read, judges compile questions ahead of the final pitches

MEET & GREET

Judges convene with each other and the competition organizers. Further context is given, and clarifications made.

FINAL PRESENTATIONS

Contestants pitch their ventures and field questions from the judges



SCORING

The coaches' collective score from the simulation is weighted against the judges' scores for each individual contestant

DELIBERATION

Judges debate their scores until they reach a unanimous decision

ANNOUNCEMENT OF WINNERS

ACKNOWLEDGEMENTS

It is no easy feat selecting winners in a competition of immensely talented young people from different parts of Africa. The Anzisha Prize recognizes the following individuals who shared their time and expertise to help identify and celebrate some of the continent's best young entrepreneurs. Thank you for trusting the Anzisha process and sharing your feedback to help us make it the pioneering model it is today.

ANZISHA PRIZE JUDGES

Adenike Adeyemi
Executive Director, FATE Foundation

Ashwin Ravichandran
Managing Director, MEST

Benedicte Mundele (Anzisha Fellow)
Founder, Surprise Tropicale

Bita Diomande
Founder, SAMPA Africa

Charmaine Padayachy
Deal Executive, African Rainbow Capital

Chris Kwekowe (Anzisha Fellow)
Co-Founder & CEO, Slatecube

Christian Ngan
Chairman & CEO, Adlyn Holdings

Daniel Nel
Founder & CEO, Nebula

Deepali Khanna
Managing Director,
Rockefeller Foundation (Asia)

Erik Charas
Founder & Managing Director,
Charas, LDA

Gareth Taylor
Country Manager, Bolt

George W. Bakka (Anzisha Fellow)
CEO, Patasente

Gossy Ukanwoke
EFounder, Beni American University

Heba Gamal
Senior Director (Market Expansion & Growth), Common Networks

Ifrah Arab (Anzisha Fellow)
CEO, Supermom Kenya

Itumeleng Kgaboesele
Co-Founder & CEO,
Sphere Holdings

Jalal Ghiassi-Razavi
Director, Allan Gray Orbis Foundation

Jasandra Nyker
CEO, BioTherm Energy

Khanyi Dhlomo
Founder & CEO, Ndalo Media and Ndalo Luxury Ventures

Kolawole Olajide (Anzisha Fellow)
Founder & CEO, BridgeLabs

Marlon Parker
Founder, Reconstructed Living Labs (RLabs)

Michelle Atagana
Head of Communications and Public Affairs, Google South Africa

Mohamed Nanabhay
Deputy CEO, Media Development Investment Fund

Naadiya Moosajee
Co-Founder, WomHub

Nawfal Fassi-Fihri
Managing Director,Endeavor Morocco

Njeri Rionge
Founder & CEO, UpCountry Africa Fund

Ntuthuko Shezi
Founder & CEO, Livestock Wealth

Palesa Mabidilala (Makanda),
Founder & CEO, EnziAfrica

Peter Bamkole
Director - Enterprise Development Centre, Pan-Atlantic University

Philippa Wheaton
Co-Director, Ashoka UK

Polo Leteka
Co-Founder & Executive Director,
IDF Capital

Samir Abdelkrim
Founder, Emerging Valley

Sangu Delle
Chairman & CEO, Golden Palm Investments

Saran Kaba Jones
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Somachi Chris-Asoluka
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Thulani Madondo
Co-Founder & Executive Director,
Kliptown Youth Project

Wanjiru Waweru Waithaka
Managing Director,
Funkidz Ltd

Wendy Luhabe
Social Entrepreneur /
Economic Activist

Willy Mukiny Yav
Executive Director,
Pygma Group

Yusuf Randera-Rees
CEO & Co-Founder,
Awethu Project

Zibusiso Mkhwanazi
Group CEO,
M&N Brands

JUDGING TOOL DEVELOPERS

Josh Adler
Melissa Mbazo-Ekpenyong
Joseph Ekpenyong
Shihan Khan
Stephen Fox

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ABOUT THE AUTHORS

Nolizwe Mhlaba

Nolizwe leads the Anzisha Prize's work to support the individuals who are likely to wield the most influence over young people's decisions to pursue entrepreneurship: teachers and parents. She brings a hybrid background in education and international development to her work, creating meaningful and inclusive learning experiences for diverse groups and contexts. Nolizwe previously taught African Studies, Cambridge A-Level History, and Entrepreneurial Leadership at African Leadership Academy, and has worked globally in youth development and policy organisations. She is a graduate of McGill University and holds master's degrees from the School of Oriental and African Studies and the University of Massachusetts in Amherst.

Josh Adler

Josh is an organisation builder with almost 20 years of global experience in the business, education and non-profit sectors. Since 2012, he has driven the evolution of one of the world's most admired high school entrepreneurship programs at African Leadership Academy. Josh is a respected speaker and advisor to organisations globally on effective transitions from school to entrepreneurship and the potential impact this could have on youth unemployment. As the Executive Director of the Anzisha Prize, he seeks to drive a large-scale movement where many more students choose an entrepreneurship path. Josh is a graduate of the University of the Witwatersrand, South Africa (BSc, 2001) and the University of Geneva, Switzerland (MBA, 2012). In 2008, he and his co-founder were recognized as high-impact Endeavor Entrepreneurs. Today, he serves as a global advisor to the Moleskine Foundation (Italy) and sits on the board of the Children's Radio Foundation (South Africa).

Melissa Mbazo-Ekpenyong

Melissa brings seven years of experience in the non-profit sector where she has managed projects that span across the African continent. Along with programme management, her expertise lies in finding and sharing the stories of young African entrepreneurs to ensure that young Africans view entrepreneurship as a viable form of livelihood in response to the unemployment crisis on the continent.

Melissa joined the Anzisha Prize in 2015. In her role as the Deputy Director, she leads operations and strategy implementation. She is an economics graduate and is currently pursuing her MBA at the University of Cape Town so as to further maximize the impact of the Anzisha Prize and continue to contribute to the African entrepreneurship ecosystem.

THE ANZISHA PRIZE

JUDGE BETTER

NOTES

NOTES

THE ANZISHA PRIZE

African Leadership Academy

Developing the next generation of African leaders

mastercard foundation