STARTUP
BUSINESS FOUNDATION

Annual Report

2024

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FORWARD

The Startup Business Foundation (SBF) 2024 report is an annual report of the implementation of the decision of the annual general meeting (AGM) of the Board of Trustees (BOTs) held on the 12th of December, 2023.

The resolution of the decision meeting of the Board offers a blueprint designed to show how the Foundation can contribute to unlocking potential in our community for sustainable, holistic, and inclusive community development, through collaboration and partnership with different facets of the Private Sector, Government, Civil Society Organizations (CSOs), etc., which guarantees inclusive participation and citizen engagement to ensure no one is left behind.

The decision aligns with the pursuit of socio-economic transformation of our community, as envisioned in the SBF's long-term aspiration. The report also builds on the achievements and lessons learned during the implementation of the previous year's programs. The approach recognizes the multifaceted and interlinked nature of sustainable development, which calls for interventions to be implemented simultaneously through coordinated development programs.

During the planning period, we focused on social impact programs and projects that can generate jobs for our people and have multiplier effects on socioeconomic, environmental, and health outcomes. Despite macroeconomic risks, including fuel price instability, foreign exchange volatility, and inflation, the Foundation achieved substantial progress.

To achieve this, the program is guided by four strategic objectives, namely: establishing a strong foundation for concentric socio-economic empowerment; community initiative in technological and innovative capacity building; building a solid framework that enhances the SBF research & innovation department to strengthen sectoral research and publication capacity; and enabling a vibrant, enlightened, and healthy community.

By the end of 2024, we could say we achieved an 85% effective implementation of the plan and expectations through flagship programs and project execution. Cumulatively, we argue that we have empowered 1 million youths, directly and indirectly, through our laudable digital economy and rural and agricultural programs, thereby lifting people out of poverty and creating several jobs (full- and part-time) in our community.

It would also be said that these programs have also improved health and education in our community. To achieve the plan's objectives, a total of N188.1 million is required and budgeted. However, we could only raise N78 million from our partners and donors; 92.4% of the donations were made by Nice Agro Frontier Limited, Niltech Agro Limited, and Unclekay Digital Services, among other social enterprise projects and services executed by the organization.

The delivery of these laudable initiatives contained in the report couldn't have been achieved without the concerted efforts and commitment of all stakeholders, partners, and sponsors, and we appreciate you all for your support for us and humanity.

We therefore enjoin all lovers of humanity, development agencies and organizations, local and foreign donors, and civil society groups to fully participate actively and get involved to enable us to realize the community of our dream.

EXECUTIVE SUMMARY

We established numerous strategic partnerships across multiple project initiations, development, and execution phases. We understand that partnership is a critical part of a non-governmental organization's operations. These partners include, but are not limited to, educators, digital technologists, organized private-sector groups and organizations, community leaders, administrators, and industry leaders who have expressed interest in and share our vision. We understand that partnerships require constant nurturing and a strong commitment to overcome any issues that arise—staying on goal, reconciling work styles, and maintaining a spirit of collaboration.

The reports show our consistent research, publication, and capacity-building for youth in our community. We initiated projects such as the Partnership for Food, Job, and Rural Infrastructure initiative, a compendium of industrialization opportunities in Nigeria, and the construction of an enterprise incubation center.

Given the importance of a principal as a driving force for change, we know it could be a disaster or merely a bump, depending on the strength of the partnership and the support built among stakeholders. We made sure this new leader understands the initiative and knows that partners are not tenants, that they have rights and responsibilities, which is fundamental to moving ahead. This situation underscores the urgency of communicating the initiative's value and results to all stakeholders as it grows and matures.

The implementation roadmap outlines the yearly performance review process:

- **Target Setting:** Objectives and targets set according to the project and program plan objectives to be completed by each department in coordination with the SBF planning committee to ensure consistency. These targets align with implementation plans and provide clear guidance on the way forward for all stakeholders.
- **Budget Allocation:** The Budget appropriation process aligned with the plan execution timeline, and disbursement delays were partially avoided.
- **Quality Assurance and Performance Monitoring:** A performance monitoring and continuous data collection mechanism informs the annual plan performance review process and provides decision-makers with the necessary visibility on plan objectives' progress.
- **Reporting:** Quarterly reports were drafted by the planning committee and submitted to the Board for review. These reports inform the mid-year and year-end performance reviews.
- **Consequence Management:** Holding stakeholders accountable for this Plan's results was employed in achieving the plan's objectives.

Finance is a critical aspect of every organization, and it becomes challenging in the first quarter of the year. We had to work with in-house staff while conducting sectoral analysis and marketing research on micro, small, and medium enterprise development surveys. Additional funds were made available in the second quarter to execute major projects.

Finally, the reviews and recommendations from the projects and programs planning committee and M&E provided an in-depth understanding of the challenges and the way forward, based on the problems experienced and those overcome.

COMMUNITY DIGITAL SKILL PROGRAM

Digital transformation is currently shaping our economy, traversing and redefining market boundaries across virtually every sector and all aspects of human life. Nigeria has experienced significant economic impact from the GSM revolution, which has increased the ICT sector's contribution to gross domestic product.

Despite significant progress, the digital economy is still emerging in Nigeria. According to the World Bank, in 2016 the global digital economy was estimated at $11.5 trillion (15.5 percent of global GDP) and is expected to exceed 25 percent of GDP by 2026. The Nigerian economy must be positioned to capitalize on this projected growth.
Moreover, we discovered that many youths in the community lack the skills needed to join this league and make a meaningful impact in their communities. Consequently, in line with the SBF objective towards human capacity development, we developed a program titled "Community " aimed at training, engaging, and empowering youth in our community with digital skills. The objective is to train a significant number of young, tech-savvy, resilient, and entrepreneurial people in our community who can innovate, explore, and create opportunities in the ICT space.

To realize this lofty yet pertinent vision, we needed partnerships and collaborations with stakeholders interested in the community development program. Therefore, with support from development partners such as Unclekay Digital Services, Basicon Engineering Company Ltd, Niltech Agro Limited, and Nice Agro-Frontier Limited, the SBF training department trained approximately 4,500 youth between April 2024 and December 2024. The trainees comprised youths from different churches, communities, and youth organizations, as well as members of the public who expressed interest in learning digital skills.

IMPLEMENTATION MODEL

The implementation of this training program was strategically planned and executed in synergy with different stakeholders in the community.

The SBF training department went on several courtesy visits to partners and associates. Subsequently, letters were sent to traditional rulers, community leaders, churches, and youth leaders, etc, inviting them to register for the training and providing follow-up reminders to keep them informed of the training dates. Social media creatives were also shared via WhatsApp in these groups, as well as on Facebook, Twitter, and Instagram, with accompanying notes outlining the upcoming trainings.

All of the trainings followed the same format, with SBF staff moderating and the SBF Media Director, a qualified Google and Microsoft trainer, along with other contracted IT professionals, as facilitators.

Each training lasted 120 minutes, during which the facilitator, using PowerPoint presentations, led conversations on the topics: Building Your Online Presence; reaching the right customers on different social media platforms; and running advertisements using Ad Manager for 1 hour. The next hour was spent answering questions from participants at each training.

COMPENDIUM OF INDUSTRIALIZATION OPPORTUNITIES & PRE-FEASIBILITY STUDIES

Another significant piece of progress made by the Foundation through its research and innovation department was the development and publication of a compendium of viable business and investment opportunities, as well as a pre-feasibility study of small- and medium-scale industrial projects in Nigeria.

However, the research, documentation, and review date back to 2022, and we have been working continuously, gathering information, updating, and developing the compendium based on the prevailing market and economic indices for the projects captured in each industry.

The Compendium of Industrialization Opportunities is a single-page source material, containing executive summaries of over 200 industrial projects in areas such as Agriculture, Healthcare Services, Education, Food Processing, Manufacturing, Media & Internet, Restaurant/ Hotel Services, Retail, Export, construction, and mining, and several other business development services. These are projects with over 80% local content in terms of availability of raw material, equipment and machinery, manpower, and other requirements.

An interesting aspect of this well-researched document is that it was developed through tailored field research rather than a mere academic article. The SBF research produced this publication through various consultations, interviews, telephone calls, industry visits, and collaboration with organized private-sector groups and industry leaders currently working on these projects.

This compendium was made available to all stakeholders and interested start-ups, who can choose to invest in light of the country's emerging industrial environment. Any of these can be cited in any part of Imo State and Nigeria today.

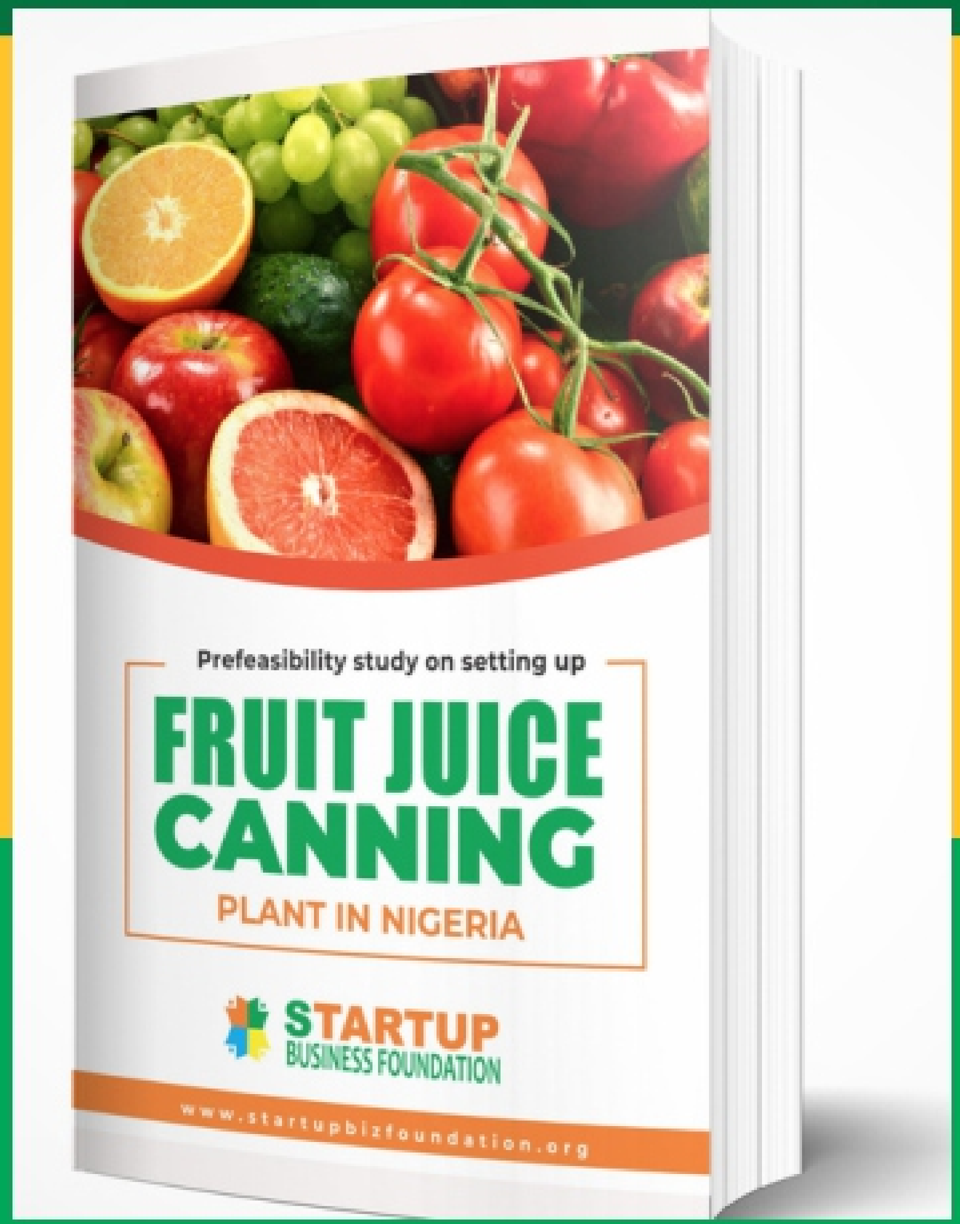
Upon publication of this compendium, it was donated to all stakeholders interested in the development of industrialization in Imo State. These include: The Central Bank, the Bank of Industry, and other development banks, as well as Deposit Money Banks in Nigeria, State Governments, and State SME Development Agencies, the National Youth Service Corps (NYSC), the National Directorate of Employment (NDE), Universities, and other Higher Institutions. In fact, all segments of society, especially private-sector associates such as The Chamber of Commerce, the National Association of Small and Medium Enterprises (NASME), the Manufacturers Association of Nigeria (MAN), and other bilateral chambers and business associations, as well as the general public.

PRE-FEASIBILITY STUDY DEVELOPMENT

Similarly, the SBF research and innovation team conducted extensive research to develop pre-feasibility studies on viable small-scale industries and businesses across nearly all areas of need in Nigeria. These studies cover manufacturing, agriculture, agro & allied processing, entertainment, IT, and education, among others.

The purpose of these studies was primarily to help potential entrepreneurs identify investment projects. These documents consist of information required to make well-researched investment decisions. Pre-feasibility Studies and Business Plan Development are some of the services provided to enhance the capacity of individual SMEs to capitalize on viable business opportunities.

The need to come up with pre-feasibility reports for undocumented or minimally documented sectors attains greater imminence as the research that precedes such reports reveals certain thumb rules, best practices developed by existing enterprises by trial and error, and certain industrial norms that become a guiding source regarding various aspects of business set-up and its successful management.



To serve its objective, each of these documents/studies covers various aspects of concept development, start-up, production, finance, market demand and supply, and business management.

These reports also capture other important factors that can play an instrumental role in a project's success, including sectoral information, a brief on government policies, and the international scenario, which have some bearing on the project itself. It is noteworthy that these projects have over 80% local content across raw materials, equipment and machinery, manpower, and other requirements.

To achieve this purpose, the research and project management department conducted an extensive data-driven exercise and market survey, using qualitative and quantitative data from questionnaires, mailings, direct and indirect interviews, and other sources. Each of these studies was developed based on prevailing market prices and conditions, with special consideration for locally made equipment and the availability of raw materials in different parts of the country.

Nevertheless, other macroeconomic indicators, such as inflation, government policies, and crude oil prices, could pose a major hindrance to the long-term sustainability of these pre-feasibility studies.

We shall continue talks with strategic partners and collaborators, both public and credible private-sector institutions, to advance our operations in this regard. This will include the Bank of Industry (BOI), Federal Institute of Industrial Research (FIIRO), Central Bank of Nigeria (CBN), Raw Materials Research and Development Council (RMRDC), United National Industrial Development Organization (UNIDO), German Technical Cooperation (GTZ), the Nigeria Prisons Service, National Agency for Science and Engineering Infrastructure (NASENI), Energy Commission of Nigeria (ECN), Standard Organization of Nigeria (SON), Council for Renewable Energy of Nigeria (CREN), Niger Delta Development Commission (NDDC). Ministry of Niger Delta Affairs, National Board for Technology Incubation (NBTI), World Bank, Japan International Cooperation Agency (JICA), Atomic Energy Commission, Ministry of Petroleum on Cooking Gas Project, Nigeria Agricultural Cooperative and Rural Development Bank (NACRDB), National Orientation Agency (NOA), Corporate Affairs Commission (CAC), National Bureau of Statistics, Head of Service of the Federation, etc.

ENTERPRISE INCUBATION HUB CONSTRUCTION PROJECT

In line with the implementation of the 2023 Survey findings and recommendations, and after conducting specific needs assessments and analyzing the relevance and impact of the industrial incubation model to the social, economic, cultural, and environmental reality of our communities, the Board of the SBF therefore initiated the project as a digital divider.

Following this decision, in line with the project plans for the year, the SBF management embarked on the construction of a 70 x 100-foot Enterprise Incubation Hub Facility at Umuagwo, Ohaji Local Government Area, Imo State. The choice of the location is based on its strategic proximity and central geographical position relative to many other states in both southeastern and south-southwest Nigeria.

The project plan and execution involved several stakeholders, including the SBF project planning committee, community and youth leaders, architectural engineers, the project manager, the organized private sector chairman and president, and government building approval and permit authorities. Several structural and soil tests, including an environmental impact assessment (EIA), etc, were carried out by relevant authorities to ascertain the suitability of the project location. Upon receiving legal and regulatory approval, the project commenced.

The Incubation facility is designed to foster an entrepreneurial culture, create jobs, accelerate the growth of new and existing businesses, encourage their commercialization, and improve small businesses' access to resources available in our community.

The research further showed that fewer than half of formally established businesses stand a chance of succeeding in the long term, and that entrepreneurial deficiencies are addressed only superficially, which is the main cause of the collapse of emerging enterprises. This is the catalyst behind the Foundation Enterprise Development Hub Project, which followed the 2023 sectoral survey and findings conducted by the SBF team on the relevance of MSME extension support services and the establishment of an Incubation facility in eastern Nigeria. It illustrated the need to address skills development training fatigue among potential entrepreneurs and to provide ongoing support to ventures, among other needs.

This proposed hub aims to increase the odds by providing unique, adaptable, functional, and feasible programs for entrepreneurs at various developmental stages (start-ups) and to create an enabling environment where enterprises can learn to operate efficiently, understand the legislation that governs their industries, and ultimately expand their services and reach beyond the borders of Nigeria."

This project is anticipated to form part of the SBF Enterprise Development Program in the future, which will offer an incubator model and acceleration programs for entrepreneurs. The Hub, upon completion, would be a business incubator with a mission to build, drive, and support the spirit of innovation.

This program is planned to operate in line with the National Board for Technology Incubator regulations and requirements. The project will make a significant contribution to employment and the trained workforce in our community upon inception. The Hub will also create considerable indirect employment in each region, with hundreds of jobs.

However, the SBF couldn't secure the external funding needed to complete construction of the facility, and the project has remained stalled to date. Nevertheless, we hope to continue the construction of the facility once the needed resources for the project are secured.
We believe that the realization of this project will bring a facelift to MSME development and growth in the entire southeastern part of Nigeria and the country at large.

NEED-BASED IMPACT ASSESSMENT FOR THE PROJECT

International/ Continental Market: Nigeria ratified the African Continental Free Trade Agreement (AfCFTA). The next step is to map out strategies on how the country can benefit most from the continental economic integration deal. The scheme, it is gathered, could unite 1.3 billion people, create a $3.4 trillion economic bloc, and boost trade within the continent itself.

AfCFTA was designed, essentially, to establish a single market for trade in goods and services in Africa and improve intra-African trade. By trading with one another, African nations will be able to retain more resources on the continent. One way Nigeria can benefit from the upcoming scheme is to critically assess its quality infrastructure (QI) and skilled manpower.

However, low levels of quality infrastructure development have been identified as one of the main challenges to boosting exports.

In addition to the lack of adequate capacity among public institutions to provide quality assurance services, the inability of industries to meet target market standards, and the unaffordable costs of compliance with international standards, the main development challenges in QI are: Nigerian non-oil exports struggle to penetrate European markets due to poor-quality infrastructure and manpower constraints. Hence, there is a need to establish ultra-modern industrial incubation centers where the right information, skilled manpower, and quality products are developed.

Global Market:

Research has shown that the Chinese market is saturated, and there is bound to be a paradigm shift in the international market for a new zone suitable for the production/ manufacturing of products.

This is evident, as many Chinese companies are planning to relocate their technology/production plants to other parts of the world. The key consideration will be the availability of cheap labor, skilled workers, and technology. Africa would be the best continent in the world. Specifically, Nigeria, Africa's most populous country, would be the best bet.

Similarly, the coronavirus outbreak has underscored the imperative of decentralizing the supply chain rather than clustering it at a single center. Therefore, building the capacity to absorb these potential opportunities will be a categorical advantage.

Assessment Mechanism for The Facility Outputs:

The incubators' outputs are the successful tenants who graduate from them. The performance of these firms after graduation, in line with the set objectives, needs to be evaluated to ascertain their status outside the incubators and to justify funding of the incubation system.

This evaluation, which is a continuous exercise, would enable us, among other stakeholders, to identify flaws in the incubation process as currently practiced and make amends in how we evaluate incubator graduate firms. We have adopted the following indices: survival rates, number of jobs created, capital and turnover growth, impact on the local economy, tax payments, cluster initiation and formation, and neighborhood lifting.

Survival Rate

We use the survival rate of incubated firms to evaluate the impact of the incubation process, as it reflects incubators' ability to cushion the effects of uncertainties inherent in new business start-ups, thereby increasing firms' chances of survival. The report indicates that about 47 percent of incubated firms survive after four years and only 38 percent survive after six years in Nigeria (National Institute of Marketing of Nigeria). Therefore, to mitigate this effect, we have designed a feedback and support mechanism that provides the assistance our graduates need.

Employment Generation

The number of jobs created by the graduate firms can sometimes be used to evaluate the impact of our facility on the communities in which we are located. It has been noted that direct employment may not give the true picture of the total employment generated. Therefore, other models are used. Also, economic impact will be defined as the sum of direct, indirect, and induced effects. Direct economic effects arise when new businesses create jobs and hire workers to fill new positions. The indirect economic impacts occur as new finished goods and services are purchased from other firms in either case.

Number of Graduates/ Retention in Local Area

The impact of our incubation facility on economic development in our area can be measured by the number of incubated firms that remain in our locality. The tenants could not be expected to have relocated outside the states where the incubators were located. These will enable us to determine how many graduates remain in our region and the impact they have on local economies.

CASSAVA CULTIVATION PROJECT

In line with the initiative titled "Partnership for Food, Job and Rural Infrastructural Initiative (PFJRI), the SBF stepped forward to cultivate cassava on four (4) hectares of land. We believe that the next step is industrialization in the agricultural value chain, which is the right answer to the question of diversification. Nigeria has massive potential and capacity not just to be a global powerhouse in agriculture and food processing, but also to be competitive in global markets.

The PFJRI's rationale is based on the need to increase rural incomes, employment, and investment opportunities; add value; and provide raw material feed for micro- and small-scale industries, among other objectives. In addition, the scale of this program created rural economic linkages among over 200 smallholder farmers, agro-traders, and large-scale processors. It significantly encouraged youth to embrace agriculture within our community.

The effort is geared toward encouraging youth to engage in agricultural and food processing activities. To many in our community, agriculture and agribusiness are for the poor and uneducated. However, given the prevailing conditions in Nigeria and worldwide, agriculture is a powerful tool for socio-economic development and job creation. The rural resources have the potential to make significant contributions to equitable economic development.

Both as an escape route out of poverty for the many unemployed rural youths, and to form a solid level of small-scale private sector entities for sustained and equitable economic growth, considering that 80 percent of the population lives in rural areas, PFJRI for food and agricultural productivity has two operational project components as follows:

(1) Capacity building comprised three sub-components
(a) Awareness raising and community mobilization
(b) Basic capacity building
(c) Policy support for MSME's.

Component 2:
Support to rural MSMEs supported three sub-components:
(a) Support to management and technical skill training;
(b) Marketing support, and
(c) Technology support and funding linkages.

By investing in rural agro and allied networks, we were able to build grassroots resilience, protect the vulnerable, and create opportunities for innovative, ground-up solutions to emerge.

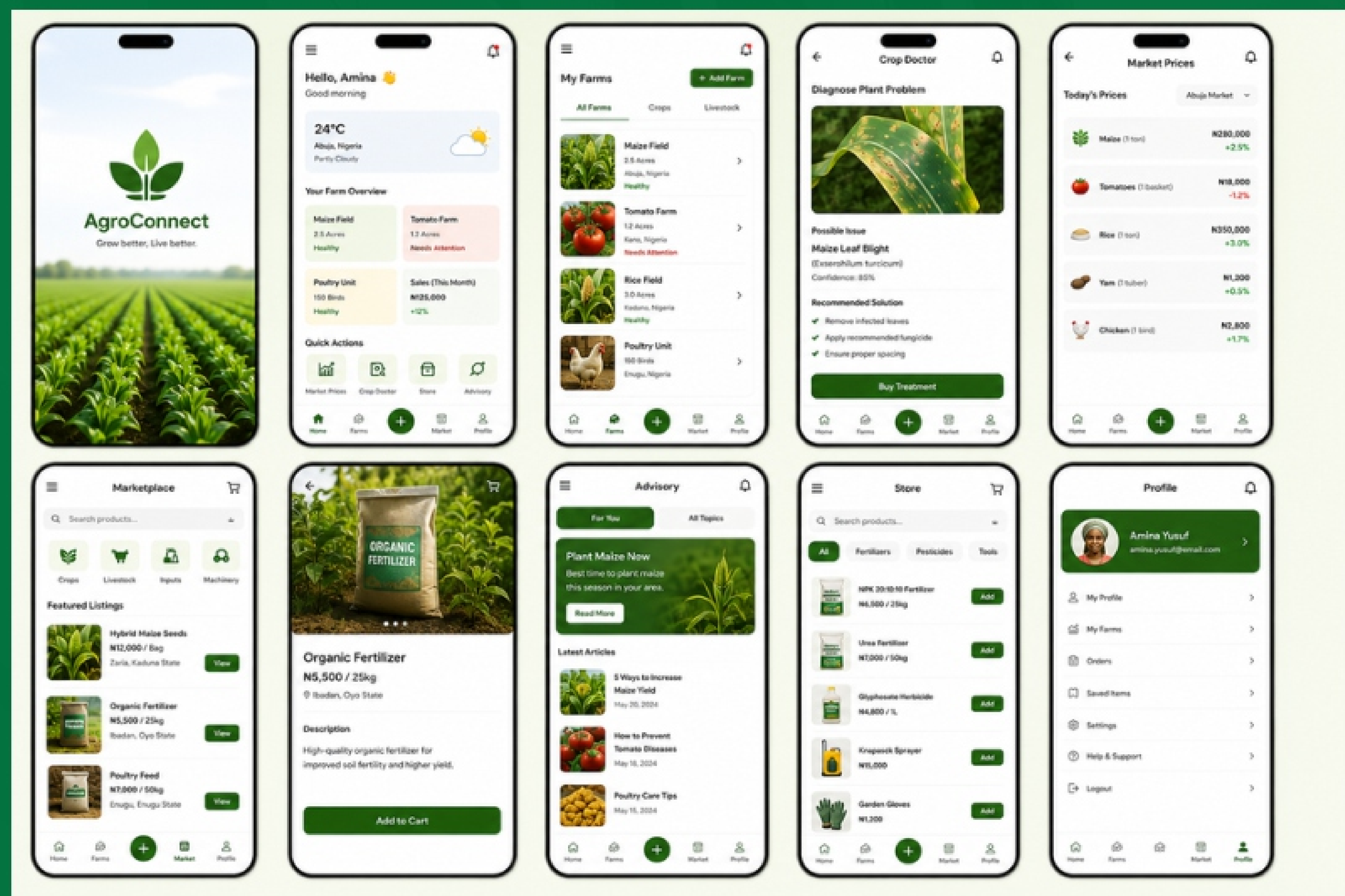
AGROFIX MOBILE SOFTWARE DEVELOPMENT

To further develop and expand the rural agro initiative, the Startup Business Foundation, along with the Unclekay Digital Services team, has developed a mobile Application software, AgroFix, which is yet to be deployed.

The objective is to create a digital platform that supports rural farmers and other actors in the agricultural value chain, with a focus on digital transformation, cross-border trade, access to finance, improved productivity, and profitability.

Key Features

- Robust & flexible system for Farm Management
- Traceability & Output Predictability
- Accountable & Efficient Operations
- Standard package of practices
- Alert Log & Management (pest infestation, diseases, etc.)
- Incorporates end-to-end solutions
- Satellite and weather input-based advisory
- Crop reports & insights – easy reporting on-the-go
- Geo-tagging for accountability & accurate predictability
- Adherence to Compliance & Certification



Segments

- Farming Companies
- Seed Production Companies
- Agri Input Companies
- Financial Lending Institutions
- Crop Insurance Provider
- Government & Advisories

SMART RISK OFFERINGS

Agri-Lending
For Banks, NBFCs and Microfinance Institutions

- Agricultural Credit Risk Assessment by Region
- Optimization of Loan Disbursement Process
- Loan Delinquency Management
- NPA Management and Timely Collection
- Ag-alternate Data for Loan Underwriting
- Water Stress & Drought Assessment

Agri-Insurance
For Insurance companies and Government Bodies

- Ag-alternate data for Insurance Underwriting & Risk Monitoring
- Customize Crop Insurance Products and Schemes
- Conduct Crop Cutting Experiments (CCE)
- Yield Index Monitoring

Trading and Risk Hedging
For Commodity Traders & Sourcing Managers

- Crop Detection and Acreage Distribution Analysis
- Crop Health and Crop Growth Analysis
- Forecast Crop Failure and Weather-Associated Risks
- Regional/Farm Level Crop Yield Index Monitoring

IMPLEMENTATION MODEL

- To ensure reach, the Startup Business Foundation extension team took additional steps by collaborating and partnering with various farmers' groups and other organized private-sector organizations. These groups include:
- Farmers Association of Nigeria (FAN).
- Collaborate with organized private sector organizations like Chambers of Commerce, NASME, NASSI, Manufacturers Association, etc.
- Partner with apex banks such as CBN, NIRSAL, BOA, and other agriculturally friendly financial institutions.
- Agricultural insurance companies and third-party guarantee institutions.
- Among other agribusiness development services providers.

PROJECT EXECUTION UNIT

Executing Project Agent, made up of SBF-ERC technical and support staff.
- They will be responsible for product coding and functionality designs of the mobile application and technical matters as they relate to the project.

Review Committee, comprising a majority of representatives from private sector organizations and cross-border collaborating institutions.

- To provide strategic guidance to the project.
- To review the monthly progress report.
- To address any major problems affecting project implementation.

Project Management Unit, made up of a partnered business development provider (private sector firm) with some staff of SBF-ERC.

- To provide selected technical expertise, particularly BDS-related, for monitoring and evaluation of the components of the project.
- To ensure that the operational, monitoring, reporting, procurement, and outreach communication requirements of the project are implemented.

At the conclusion of the project, it is anticipated that the PMU will cease to exist, and the activities provided will continue on a commercial basis as needed.

Benefits and target population

The project is designed to foster a vibrant and commercially sustainable deepening of financial and business development support services for the agricultural sector. This, together with the diversification agenda from consumption to production, will help generate investment, job creation, and productivity improvements in the SME sector.

Sustainability & Risk

The sustainability of this project depends critically on:

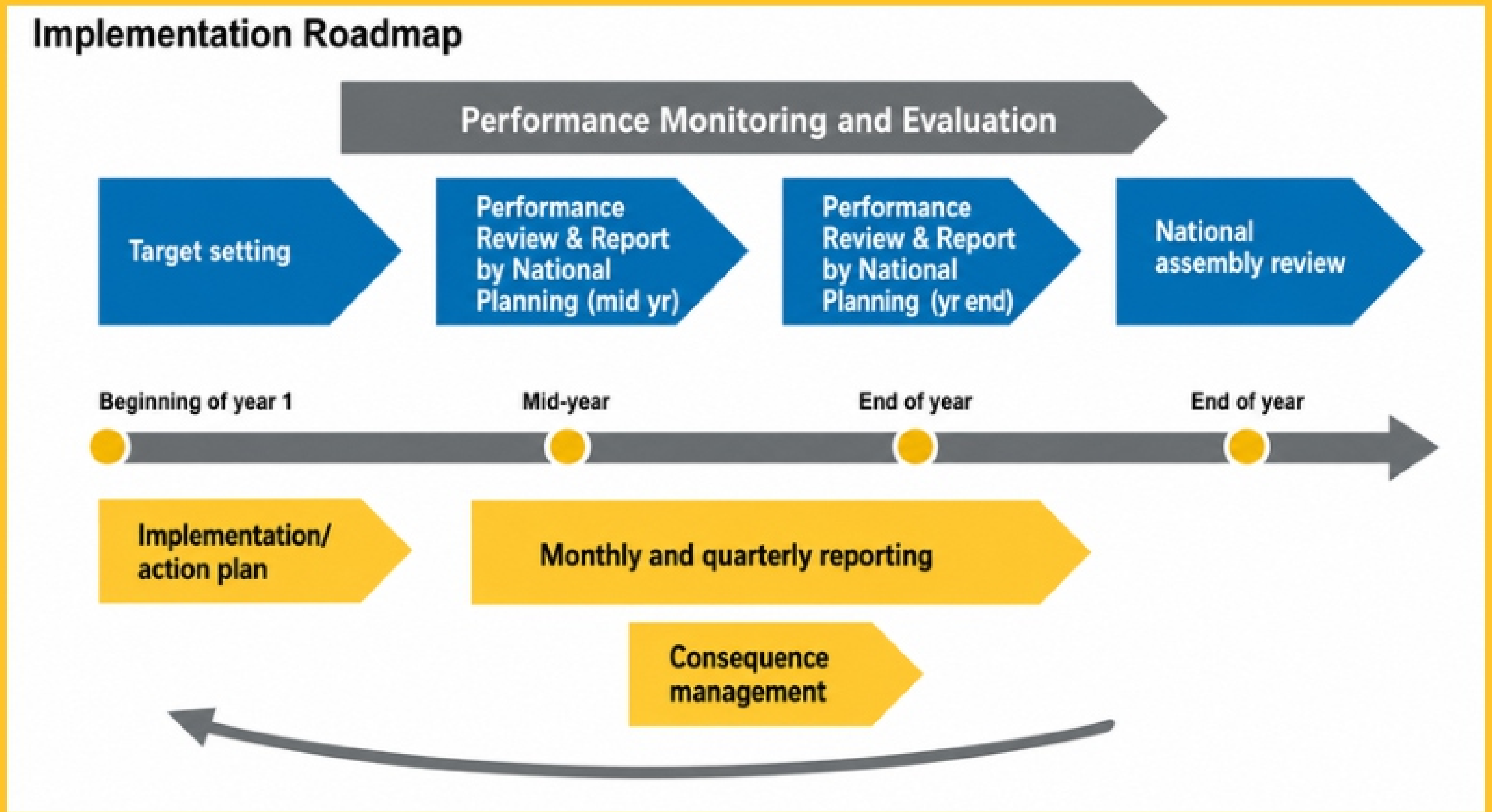
- Less involvement of the government in the implementation of the project; rather, it is largely private sector-driven.
- Satisfactory achievement of performance targets.

PROJECT & PROGRAM MONITORING & EVALUATION

The M&E framework is critical to the Foundation's evidence-based assessment, which tracks the plan's performance against set objectives and target goals. The Plan includes a comprehensive SBF Monitoring and Evaluation (M&E) system to facilitate tracking of project implementation and effectiveness and the identification of bottlenecks for early resolution. The focus of the M&E for this Plan is to institutionalize Results-Based Planning and Performance Monitoring and Reporting, and the use of evidence for responsive decision-making. Since inception, the SBF has adopted a medium- to long-term project planning approach.

Our experience with implementing the 2023 annual projects and programs plans reveals the following improvements to the SBF's M&E system:

- Updated information on core knowledge and competence to drive M&E activities.
- Presence of an SBF M&E Standard Operating Procedure and Compliance.
- Efficient application of technology to support the evaluation methodology and approach.
- The team expanded M&E to the monitoring of programs and projects, on both spending and tracking outcomes.



Most importantly, the M&E Unit was given authorization and high visibility within the organizational hierarchy to carry out its mandate using results-based scorecards. This also provides a detailed view of the performance of each project and program executed.

In addition to the innovative financing mechanisms already articulated in this Plan, the SBF will ensure value for money by tying quarterly funds released to finance departments to the outcomes of periodic monitoring and evaluation reports carried out by the Monitoring and Evaluation Unit.

CRITICAL IMPLEMENTATION CONSIDERATIONS

- Establish departmental arrangements that will support relevant Monitoring and Evaluation Units in the tracking of implementation progress.
- Publish progress reports on a quarterly, semiannual, and annual basis to communicate progress and highlight blockers. Each department lead submits performance scorecards/reports to coincide with the start of preparation for the Medium-Term Unit Strategy and Annual report.
- Ensure M&E Units lead the charge in monitoring progress towards implementing the project and program plans in their relevant communities and source relevant data to operationalize the framework.
- Foster participatory M&E by engaging various stakeholders such as CSOs and PWDs within the Plan's M&E process.

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