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Sierra Leone Opportunities for Business Action SOBA 2

QUARTERLY REPORT 2017 Q1



For the SOBA programme, Q1 of 2017 was characterised by the implementation of the programme ‘**ramp-up**’ expanding impact and achievements in a shorter period of time. The team grew by 12 full-time consultants commencing their work in the start of the year, existing interventions were scaled and new ones introduced. The activities of the iLab Business Hub grew exponentially cementing SOBA as the key player in the entrepreneurship ecosystem in Sierra Leone. Moving into Q2, the pace and depth of the whole Portfolio is operating at peak and preparing for the measurement activity associated with Q3 Annual Review/ Project Completion Report.

The following presentation outlines a summary of the SOBA programme in Q1 of 2017 and includes the following sections:

1. Portfolio Development & Strategy
 - Ag-inputs & Services
 - Food Processing
 - Poultry Processing
 - Renewable Energy
 - Ilab/ Business Innovation Hub
2. Monitoring & Results Measurement
 - Milestones
3. Project Management

1. PORTFOLIO DEVELOPMENT & STRATEGY

Q1 SOBA Portfolio and technical activity was defined by the programme ramp-up, including expanded team, new projects, scaled interventions, and the birth of the iLab Business Hub. Moving into Q2, Portfolio pace and depth is operating at peak. The team is ready for the start of the agricultural season and braced for impact measurement activity associated with Q3 Annual Review.

1. Ramp-Up Performance

SOBA ramp-up delivery – a response to DFID’s request to expand impact and achievement and do so in a shorter period of time – achieved peak performance in Q1. At the end of the quarter, the Portfolio team is operating with scaled partnerships at maximum pace and reach. The following characterises activity:

- Expanded portfolio team, from 12 to 20 full-time consultants as well as a several short-term technical support staff.
- Greater depth of activity with high performing partners. Examples: Nianda IP2 demo plots/points of sale expanded from 4 to 12 throughout the country; TJAL marketing and promotional activities scaled.
- New, light-touch partnerships underway. Examples: Poultry farms receive productivity diagnostics; Energy companies receive “start-up” guidance.
- iLab Business Hub launched, including entrepreneurial ecosystem and professional services support and investment aimed at fostering sustained, business support services targeted to Small and Growing Businesses (SGBs) in SOBA sectors.

2. iLab: Replication & Scale-Up Tactics

SOBA is strengthening partner and network resiliency, scaling adoption across markets in order to scale impact, and documenting evidence base required to demonstrate high quality delivery against targets as end of programme priorities. The following characterise SOBA scale-up objectives:

- Spur wide adoption to expand impact.
 - Increase visibility of successful approaches and practices among firm and market competitors
 - Target “second tier” partners with light touch interventions to spur replication
- Strengthen resiliency by building regional networks.
 - Strengthen networks, ensuring resilient – as opposed to brittle – connectedness and product/service availability for poor
 - Build regional connectivity, trade and investment
 - Ground supporting sectors (professional services, entrepreneurial ecosystem actors) required to support laggard firms moving into sectors/adopting approaches
- Prove impact and document learning.
 - Build evidence base to demonstrate delivery

Overview & Activities

- **Value Prime Enterprises**, an innovative aggregated supplier of agri-inputs, visited SL and established trade deals with local distributors. Soil testing was completed for P4F; Nianda and Fresh Salone purchased ag inputs from Kenya. **SOBA worked with VP to set up a business model and to target SL. Orders have been completed independently.**
- **TJAL:** SOBA support to TJAL is focused on reaching more agents, servicing agents better, strengthening inventory and management systems, expanding products on offer, and embedding advisory services. In Q1:
 - **Technisem approached TJAL to be their in-country representative and distributor of Technisem seeds.** Partnership launched.
 - **TJAL launched 28 demo plots in Q1. The first 8 were supported by SOBA; however, the second 20 were established independently** and feature 15 vegetable varieties. On site training for farmers continues.
 - TJAL ordered 12 containers of NPK and urea. The firm also introduced a new product- foliar fertilizers.
 - TJAL also procured a delivery van and hired an Operations Manager and local agronomist, following SOBA guidance.
 - Ag-Dealer development initiative continued with launch of cohorts 2+3.
- **Seed Tech set up a 20 acre farm for demonstration** and seed multiplication as well as a new outlet in Makeni. More outlets are planned for Q2. The firm is following its investment proposal, but has launched activity ahead of investment. Investor outreach, including with Cordaid, is ongoing.
- **Nianda set up 4 demo plots and showed a strong harvest. Sales underway for their Hazera hybrid vegetable seeds and demand is strong.** Investment Phase 2 partnership under design – following huge Q1 success, Nianda is positioned to expand significantly.

Next Steps

Information & Skill Development:

- **Smart Farmer underway.** Utilizing **low-cost** sms marketing tactics, SOBA iLab and marketing firm collaboration to push good Agricultural Practices information alongside product promotions underway. Expected to reach ~3,000 farmers
- **Hybrid maize seed trials underway.** DuPont Pioneer hybrid maize seed trials aimed at proving a strong maize seed alternative for saved Western Yellow varieties with low yield. Project has kicked off; planting underway in Q2.
- **Smart Subsidy pilot underway.** Designed in Q1, the Smart Subsidy pilot is a collaboration with MAFFS and NGOs where SOBA aims to pilot a scalable “smart subsidy” alternative to giveaways that will ground market development and agent-farmer relationships. Expected to reach ~2,000 farmers.

Distribution & Supply Management:

- **TJAL, Seed Tech, Nianda engagements continue and/or move to a new phase. All efforts are on the planting season in Q2.**
- **Ag-Dealer Development:** Ongoing work to build ag-dealer programmes within SOBA partners and to launch down-market players positioned to expand access to products and information. Total number of agents 46.



Partner Snapshot: Value Prime

All of the ag-inputs distributors with which SOBA works struggle to manage consistent supply of quality, wide-ranging goods. In recognition of this challenge, SOBA has undertaken a number of activities with partners, including: 1) improved customer understanding and response; 2) stronger inventory management systems; 3) new supplier relationships – enter Value Prime Enterprises.

Value Prime offers b2b ag-inputs supply solutions. VP was founded in 2015 to serve East and West African ag-inputs markets with high quality products that could be ordered just-in-time. With SOBA support, Value Prime developed a business case, strong supply relationships/prices, and targeted the SL market. In Q1, VP visited SL with SOBA support and to establish relationships with SL-based distributors. Within last three months, VP has completed orders to SL distributors valued at over USD 50,000.

Other key successes include:

- SL ag-input partners now have access to higher quality, new products that they can offer farmers (hybrid seeds, fertilizers, drip irrigation technology, soil testing, etc).
- Professional soil testing service and soil improvement recommendations for P4F completed.
- Business to business engagements happening independently without SOBA involvement.



Overview & Activities

- **Bennimix business and financial management strengthening and market penetration continues:**
 - Two buyer-led workshops held at the Bennimix Factory with SOBA leading and facilitating the first workshop and Bennimix leading and facilitating the second workshop.
 - Audit and improved business and financial management training underway.
 - Marketing: two more road shows and weekend supermarket storms to boost sales volumes and increase brand awareness completed.
- **Aromatic Coffee and BB Enterprise IP1 activity:**
 - Accounting firm hired to implement business and financial management improvements.
 - Buyer-led workshops completed by Aromatic Coffee with Kono farmers aimed at improving supply gaps for Aromatic.
 - Branding and brand awareness campaign launched for both Aromatic Coffee and BB Enterprises.
- **Packaging market research and business case development completed.**

Next Steps

- **Aromatic & BB:**
 - Improved hygiene, production practices, and new sales and marketing campaign launched in Q2.
 - New supply-side, sourcing strategies launched with BB.
 - Aromatic Coffee Brand relaunch and brand awareness raising campaign.
- **Lion Mountains IP3 partnership extension launched**
 - Introduction of high-quality, foundation seeds and Good Agricultural Practice information pushed to LM outgrowers.
 - Building out the kiosks: 1) linking in solar and solar sales; 2) improving operational management
- Packaging partnerships to launch, including expanded packaging imports fit for SGB market and local packaging solutions.
- iLab Customer Orientation workshop and competition for Bo-based processors completed.
- Made in Sierra Leone activities and market research underway.

Intervention Snapshot: Gender-Based Violence & the Workforce

With support from Lion Mountains, SOBA set about to document and to address gender inequity and gender-based violence associated with females moving into the workplace.

SOBA led qualitative research with LM female kiosks sellers and factory staffs in Bo, resulting in the following:

- Overview of key considerations for employing women in the specific operating environment of LM and wider learning on gender sensitization employment practices with a focus on sustainability and scale.
- Recommendations for addressing challenges faced by women in the home through low-cost, business-based support
- Guidance for how to avoid and manage risks arising from providing employment opportunities to women and as part of a “improving workforce performance” approach

Trial for recommended practices will launch in Q2.

Overview & Activities

- Buyer-led workshops completed in Kabala, Moyamba and Mile 91 with seven poultry companies (Big Things, Masuba, Ensorbeh Poultry, Glorious, Mammy Umu, Kayamba and Mayefeh poultries).
 - Poultry companies hosted 80+ traders and farmers, negotiating for pre-season maize purchase.
 - Through the buyer led workshops SOBA facilitated the procurement of over 7.5 MT of maize.
- Adaptive management trials ongoing. 23 total aggregators received scales. Poultry farmers report change in purchase from bags to weight, reinforced through contracts/buyer workshops.
- **Poultry expert bolsters SOBA investments and builds new trade links and better trade terms.**
 - See snapshot to right for productivity engagements. In addition:
 - Three business cases were developed for support function services (Day Old Chicks supply, feed and veterinary services) to attract investment from support function service businesses.
 - Three potential partners have been identified and pre partnership engagement already in progress for the provision of support function services to the sector.
 - Identification and recruitment of international suppliers for feed and DOC completed.

Next Steps

- Launch partnerships with VetMan and Lanark and expand engagements with Leecon and Big Things to tackle veterinary services and feed gaps.
- Build out new supplier relationships for feed components, day-old chicks, and vet drugs.
- Establish model farms and learning sights, showcasing diagnostic recommendations and promoting improved practices for poultry farmers.
- Launch solar engagement exploring low-cost, renewable energy alternatives for poultry houses.
- Launch new feed composition alternative activities, including market research on the availability and prices of garri, vegetable oil, and pigeon peas as well as a potential trial.
- Ongoing activity related to maize, including promotions, trials, scales, shellers, workshops.

Intervention Snapshot: Improving On-Farm Productivity & Practices

With support from a poultry expert and in partnership with Leecon and Big Things, SOBA completed a series of activities aimed at improving on-farm productivity:

- Six business diagnostics were completed for Leecon Poultry, Big Things, Masuba, Ya Marie Agro Enterprises, Glorious Poultry and Mayefeh Poultry.
- Get Fit productive practice manual completed.
- Two poultry get-fit trainings were delivered to over 50 poultry farmers in Waterloo and Makeni.
- Lab test for three different poultry feed options completed.
- New feed composition options identified, aiming to work around maize shortages while improving productivity concurrently.

Overview & Activities

- **Marketing and Distribution**
 - BBOX: Marketing plan completed and inventory received. Marketing plan is operational - radio jingles designed, produced, and airing on Capital, SLBC, AYV, and Start stations. Television adverts launched. BBOX's sales team trained in product, customer service, and tailored messaging for each segment.
 - EES: 1) Acquired d.light inventory. Retailer network activated and growing; 2) Sold nearly 50% of their inventory within one month of acquisition. Positioning to order next consignment in May.
 - Easy Solar: Partnership graduated to Investment Phase 2. Marketing plan completed. Inventory has been acquired. SOBA/Easy Solar will test and demonstrate approaches to support and accelerate company scale-up efforts, such as shifts in marketing strategies, distribution channels, and sales force development to support growth in Sierra Leone.
- **Policy & Compact**
 - Contributed to Energy Revolution Compact Stock Take in February 2017 the purpose of which was to review implementation of the Compact and assess progress.
 - SOBA/REASL Investment Phase 1 ongoing – see Partner Snapshot.
- **Investment**
 - Sub-regional, Mano River Union (MRU) renewable energy investment strategy assessment and engagement planned for Q2 and Q3.

Next Steps

- **Investment:** Landscape analysis of the renewable energy ecosystem in the MRU to produce planned with an investment roadmap through Sierra Leone. Collaboration with SOBA, RMI, REASL and others.
- **REASL:** Investment Phase 2 launched toward operationalizing Strategy Plan.
- **Fostering Scale-up:** Energy community activities and learning events such as Pitch Night, investment readiness guide, setting up a sales team how-to guide, and marketing trials planned.
- **Impact Case Study** to define SOBA's renewable energy sector impact underway and completed for Annual Review.



Partner Snapshot: REASL

SOBA and the Renewable Energy Association of Sierra Leone (REASL) are currently engaged in Investment Phase 1 partnership. The results to date include:

1. **Constitution and Code of Conduct:** Ratified with the support of dedicated Corporate Governance Counsel.
2. **2017-2020 Strategic Plan:** Focused and actionable strategic plan developed through a series of participatory planning engagements with the member body and newly joined members. An accompanying financial model will follow in Q2.
3. **Engagements with Ministries, Departments and Agencies:** Support to access “green lane”; provide list of solar energy products to MOE and NRA for inclusion in ASYCUDA; develop framework for MOU with MOE.
4. **Membership base:** Membership has nearly doubled to 23 members through March 2017.



Overview & Activities

- **Entrepreneurial Ecosystem study completed**, highlighting progress in private sector support and providing recommendations to accelerate pace of development across 8 key pillars. Study to be launched in Q2.
- **Freetown Pitch Night launched** to model entrepreneurship as an desirable activity to participate, support, and invest in.
- **Roundtable events with both marketing and financial service providers** to ideate on potential business models for servicing small and growing businesses (SGBs). Following events, SOBA launched partnerships and trials in both sectors.
- **Entrepreneur database** of over 1800 SMEs compiled. Ongoing Textit campaigns aimed at fostering entrepreneur discussions and investment underway.
- **Launched Business Clinics** connecting businesses to professional service providers in HR, Marketing, and Finance & providing support to potential 2nd-movers.

Next Steps

- Conduct second **Business Innovation Lab (Unreasonable Labs)** focusing on enticing experienced professionals who have greater capability to scale enterprises.
- Support growth and targeting of professional and business support services:
 - **Financial service provider trials** to assess how service providers can demonstrate to SGBs that their services can result in better business decisions and faster growth and to launch new, tailored financial management tools aimed at SGBs in Sierra Leone.
 - **Partner with marketing firms** to research opportunities to service particular SGB segments, **trial new value propositions**, and **develop a rapid skill development program to quickly increase domestic marketing capabilities**.
- Strengthen entrepreneurial ecosystem:
 - **Stimulate replication and adoption of entrepreneur community engagement and collaboration strategies** including Pitch Nights, Business Clinics, and Entrepreneur Coffee Hours.
 - **Facilitate increased flow of information across the entrepreneurial ecosystem** by investing in private-sector-driven automated marketing and research systems.



Partner Snapshot: Freetown Pitch Night

In collaboration with privately-run incubation and innovation centers in Freetown (SENSI Hub, GEN, & Impact Hub), SOBA sponsored the launch of Freetown Pitch Night. The monthly event showcases 3-5 entrepreneurs and a keynote speaker on topic of entrepreneurship.

Pitch Night aims to:

- Increase desirability and confidence in pursuing entrepreneurship;
- Provide pitch practice to growth entrepreneurs;
- Role-model pitching and entrepreneurship to others;
- Foster networks and linkages to markets, investors, and capacity developers.

The first two sessions in Q1 focused on Food Processing and Women Entrepreneurs. Attendance grew from 91 to 133 from the first to second session and included marketing experts, consultants, investors, bankers, and other entrepreneurs.



2. MONITORING & RESULTS MEASUREMENT (MRM)

Overview & Activities

Training on DCED Standards to MRM – SOBA’s monitoring and results measurement (MRM) system is built into its entire implementation and management process and based on the Donor Committee for Enterprise Development (DCED) Standards for Results Measurement. The entire SOBA team were trained on these standards which outlines a set of key elements that forms the basis of a good results measurement system.

In-House assessments – MRM team continued to support a number of in-house assessments carried out as a means to improve program intervention activities. These included:

- **Fresh Salone EIA** – an early impact assessment was carried out for Fresh Salone and learnings were shared with intervention teams.
- **Buyer led workshops** – tools were developed to capture baseline information from maize aggregators and poultry farmers during the buyer led workshops. Workshop evaluations were also done and learnings were used to improve other buyer led workshops.
- **Adaptive Management (AM) trials** – Weighing scales were introduced at point of sales. Baseline information was collected on average weight of maize bags and also to check on interest and early uptake on use of scales at sales points.

SOBA Research – MRM team was involved in design of tools and field data collection for these research:

- **Renewable Energy Marketing Research** – Research was undertaken to understand consumers current energy needs and explore best ways to market and reach out to these consumers.
- **Packaging Market Research** – Research undertaken to understand current packaging demand and if there was any scope to bring in new packaging companies in Sierra Leone.

Next Steps

- **Refresher training** – A MRM refresher training on SOBA’s Logframe Indicators & calculation methodology is planned for May/June before teams start with field data collection for the AR.
- **RE case Study** – A case study to measure & highlight SOBA’s contribution to the Renewable Energy Sector in Sierra Leone as a whole is planned to start in June.
- **Impact Assessment** – Impact assessment for Lion Mountain rice farmers, Ag-inputs sector and maize farmers are also expected to commence in May/June.

MRM Snapshot

MRM Trainings

- DCED Standards to Monitoring & Results Measurement – Two days for entire team and three days for MRM Analyst.
- Advanced Excel & Data Management Training – One day for entire team (basic excel use) and two days for MRM Analysts (advanced excel use). Another two days was for developing web based data collection tools.

Webinar on Aggregation System

- SOBA shared its experience on the use and benefits of having a aggregation system in place. Aggregation system is an automated excel based system linked to intervention guides and used to aggregate program level results.
- By having an aggregation system in place programs worry less about the aggregation process and can concentrate and spend more time on quality data collection.

MRM: MILESTONES

| Ref | Milestone | Quarter | Milestone Delivery Date | Location | Risk Assessment | Mitigation Strategies | Status as of March 2017 | Verification |
|-----------|--|---------|-------------------------|--------------|---|--|--|--|
| Portfolio | | | | | | | | |
| 1 | Bennimix: New product line formulas developed and trialed. New product line selected. | Q1 | 31-Mar-17 | Freetown | <p>There are very limited packaging options for processed foods in Sierra Leone and SOBA's partner has been ordering the required packaging materials from India which involves a very lengthy process that lasts for months. SOBA however hopes to work with local packaging companies in country this time around to help them trial local packaging. There is likelihood that the packaging materials produced locally may not meet the required quality which may disrupt the timing of the trial, and even if the packaging material is outsourced from India there is a strong chance that the trial will be delayed.</p> <p>There is a chance that customers will not like the flavor, task and presentation of the new products thereby affecting adoption.</p> | <p>SOBA is providing specific support to the selected local packaging company with continuous engagement and monitoring to ensure the packaging are up to the desired quality. Where packaging will be outsourced, decisions will be reached very early and orders placed well ahead of time.</p> <p>The trial will include an extensive list of new product variations and flavors to ensure customers have a wide range to choose from.</p> | <p>Completed. Bennimix has successfully developed an adult product line tested with different customer profiles. Based on the testing, the most viable product was selected. Branding, packaging and marketing plans are underway to launch the new product. SOBA also plans to work with Bennimix to develop its first, and to launch expanded baby product line.</p> | <ol style="list-style-type: none"> Consumer preferences and trial review Pathway to launch outlined |
| 2 | Packaging market research completed. Investment decision made (go/no go). | Q1 | 31-Mar-17 | Sierra Leone | <p>SOBA is engaging emerging businesses in packaging and business promotion service provision, including foreign businesses; but actual investment will depend on the attractiveness of the investment cases SOBA will help them develop and results/market uptake of initial trials/pilots. Inexperience in design and print, and low capacity of local packaging company partners relative to foreign competitors is a huge limitation to faster outputs, market uptake and competitiveness.</p> | <p>SOBA is leading the market research with support from the partners towards building a fact based business case. SOBA is also supporting the partners on developing creative marketing and distribution strategies to ensure pilot phase is successful, while also sharing risk to minimize initial investment cost and encourage scale up.</p> | <p>Completed. SOBA completed packaging assessment, including report and investment case in Q1. The research has informed SOBA's decision to invest in the development and trial of a third party packaging solution in partnership with a local packaging company and targeted to high value consumer goods, such as instant rice or snacks, that have a strong incentive to invest and are also extremely underserved. Partnership design is underway.</p> | <ol style="list-style-type: none"> Packaging market assessment (completed by SOBA) Sector strategy (SOBA) Investment case (if decision is a go) |
| 3 | Entrepreneur ecosystem assessment and engagement strategy completed. | Q1 | 31-Mar-17 | Freetown | <p>Primary research needs to be completed to understand gaps in the market. Lack of existing Sierra Leone support players may require large intervention plan to create impact. Unreasonable Institute is going through a re-branding which requires team to build own brand to hold labs before June. Unreasonable is also creating new training modules, however they will not be ready until March.</p> | <p>SOBA is executing a broad, fast fact-finding mission by conducting interviews with investors, NGOs, corporate partners, SMEs, professional services firms, universities, and government agencies in January; this will also begin creating buy-in from stakeholders in the engagement plan. SOBA will prepare an ecosystem mapping which will highlight the key players that exist in the country and set groundwork for cooperation. SOBA's experience running an Unreasonable Lab previously will allow a faster launch to execution period creating bandwidth to handle pragmatic changes.</p> | <p>Completed. Ecosystem report completed with 147 qualitative survey respondents and 21 in-person interviews. Report provides initial assessment across 8 pillars of the entrepreneurial ecosystem, highlights areas of positive momentum, and provides recommendations on areas for future investments/interventions. The 2nd Unreasonable Lab will be conducted over two weekends in May (5-7 & 12-14) to better sign to entrepreneurs and mentor schedules.</p> | <ol style="list-style-type: none"> Entrepreneurial Ecosystem & Landscape Study Unreasonable Lab Schedule for 2017 |
| MRM | | | | | | | | |
| 4 | Monitoring & Results Measurement Training for all SOBA staff completed and four new intervention guides developed. | Q1 | 31-Mar-17 | Freetown | <p>Alexis (ASI) to co-facilitate training with SOBA's MRM team. Both MRM & Portfolio team time and commitment needed to complete Intervention Guides.</p> | <p>MRM training planned for week of 30th January. Intervention guides will be completed based on the learnings from the MRM training by portfolio & MRM team in February & March (target of two per month).</p> | <p>Completed. One week MRM training was held in late January/early February. Two days of training was for the entire team while the remaining three days was intensive training for MRM team only. Intervention Guides for Easy Sales, Lion Mountain, Fresh Salami & T-jak were also developed and tested.</p> | <ol style="list-style-type: none"> Monitoring & Results Measurement Training Materials Four new completed Intervention Guides |

3. PROJECT MANAGEMENT

Overview & Activities

- Following the response to DFID's request to ramp-up the SOBA programme in Q4 of 2016, Q1 of 2017 was characterised by **onboarding** of all new team members recruited as a result of the ramp-up. This included a thorough induction, security briefing, operational set-up and training on SOBA systems and processes as well as induction into market systems development approaches and a 2 day training on Monitoring and Results Measurement (MRM)
- Q1 also saw increased focus on the development of the **Shared Service Platform**. A new ASI County Manager led the review of the progress in implementation of the SSP and developed a three month improvement plan to increase efficiencies and quality of support services for all of the ASI-implemented project. An **ASI compound** for international advisers was set up to maximise VfM and increase efficiency.
- Following the move to the central ASI Sierra Leone office, SOBA began utilising the old office as an **event space** at no cost to DFID. Events included workshops, Pitch Nights and business clinics, which otherwise would have had to be held at external venues.
- In Q1 increased emphasis was placed on **facilitating learnings across all ASI-implemented programmes** in Sierra Leone. This included strategic collaboration on the 'Made in Sierra Leone' initiative bringing together Team Leaders of all programmes to discuss a common approach to the initiative combing private sector development, public financial management, revenue perspectives.
- Recommendations from the **internal audit** were implemented for both SOBA and the ASI Sierra Leone office.
- Team building and increasing opportunities for **professional development** of team members was prioritised. This included conducting a number of trainings (MRM, Excel Gender and Violence Against Women and Girls), introducing a thorough performance management and professional development system and increased focused on career guidance.

Next Steps

- With Q2 being the second last quarter and the ramp-up team being fully in place, the focus of programme management will be placed on **driving delivery**. This will include ensuring development of workplans, forecasts and delivery dashboards as well as focus on speedy procurement and contracting to remove any bottlenecks to delivery.
- Q2 will also see the preparations for the Annual Review/ Project Completion Report. A detailed preparation plan will be developed with each team member having assigned specific tasks. Data collection will be done over a period of time to ensure efficiency and effectiveness.
- Professional development will be further prioritised to ensure staff retention in the months before the close of the programme.

An aerial photograph of a densely populated city, likely in the Caribbean, with a blue color overlay. The city features numerous buildings, many with flat roofs, and is surrounded by green hills. In the background, the ocean is visible under a cloudy sky. The text 'www.sobasl.org' is centered in white, bold font.

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