FEDERAL GOVERNMENT OF NIGERIA

NIGERIAN COMMUNICATIONS COMMISSION

FINAL REPORT

FOR

INCUBATION AND MENTORING PROGRAM FOR PRIZE WINNERS

SUBMITTED BY

SKYQUEST CONCEPT PROJECTS LIMITED

NOVEMBER, 2022

ACKNOWLEDGEMENT

Pursuant to the implementation of the Incubation and Mentorship Program and the terms of the contract, Skyquest Concept Projects Limited hereby presents the Final Report on the progress of the project implementation to the Nigerian Communications Commission (NCC).

The management of Skyquest Concept Projects Limited greatly acknowledges the leadership of Dr. Isa Pantami, Honourable Minister of Communications and Digital Economy, Prof Umar Danbatta, the Executive Vice Chairman/CEO of NCC and the entire Management Team for inviting Skyquest to be a partner in ensuring the sustainability of tech hubs and innovative entrepreneurs in Nigeria.

Skyquest wishes to note its sincere gratitude to the Emerging Technologies Research Unit for their cooperation and assistance. The Procurement Department of NCC is also acknowledged for ensuring a transparent selection process.

Equally, Skyquest wishes to note its appreciation and acknowledgement of the contributions of facilitators and Co-learning Entrepreneurs, who generously shared their knowledge, expectations, and recommendations about the project with the consulting team during program implementations.

Finally, Skyquest is particularly grateful to the Emerging Technologies Research Unit, mentors and hub managers for their helpful comments and observations as well as the technical inputs while implementing the various components of the program and in the preceding reports building up to this final report, all of which contributed significantly to the success achieved in the execution of the project as now being reported.

LIST OF ABBREVIATIONS AND ACRONYMS

APCs- Academic Publishing Centers

ASUU- Academic Staff Union of Universities

CAC- Corporate Affairs Commission

CFS-Critical Success Factor

ETRU- Emerging Technology Research Unit

EVC – Executive Vice Chairman

FIRS- Federal Inland Revenue Services

FMC&DE- Federal Ministry of Communication and Digital Economy

FME- Federal Ministry of Education

FMP- Federal Ministry of Power

I & M – Incubation and Mentoring

KPI- Key Performance Indicator

MDCN- Medical and Dental Council of Nigeria

MVP- Minimum Viable Product

NAFDAC- National Agency for Food and Drug Administration and Control

NCC – Nigerian Communications Commission

NCS- Nigerian Customs Service

NITDA- National Information Technology Development Agency

NOUN- National Open University of Nigeria

NUC- Nigerian University Commission

NUT- Nigerian Union of Teachers

PAP-Prioritized Action Plan

R & D – Research and Development Department

SMEDAN-Small and Medium Enterprises Development Agency of Nigeria

Skyquest – Skyquest Concepts Project Limited

SMP- Strategic Management Plan

SON- Standard Organization of Nigeria

SVP- Strategic Vision Plan

TETFUND- Tertiary Education Trust Fund

TRCN- Teachers Registration Council of Nigeria

UBEC- Universal Basic Education Commission

UNICEF- United Nations Children's Fund

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EXECUTIVE SUMMARY

According to the Executive Vice Chairman (EVC) NCC, Prof. Umar Danbatta, NCC as the frontline driver of innovation in Information and Communications Technology (ICT) industry organized the second edition of the NCC Hackathon with a view to drive the creation of problem-solving tech innovations. This is in line with the objectives of the Nigerian Economic Sustainability Plan (NESP) 2020, NCC's Strategic Vision Plan (SVP) 2021-2025, Executive Order 5 of 2017, and Section 1 (f) of the Nigerian Communications Act (NCA), 2003 which focuses on the promotion of Nigerian content in contracts, science, engineering, and technology.

These Hackathons symbolizes the NCC's commitment to deliver the objectives of pillars 4, 7 and 8 of the National Digital Economy Policy and Strategy (NDEPS) 2020-2030, especially as it corelates with the aspirations of the Commission's SVP 2021-2025 in promoting innovative services and maintaining effective partnership and collaborations with relevant stakeholders.

Through the Hackathon process, a total of nine tech businesses were selected between 2019 and 2021 as award winners in three different competitions, held once in a year over the past three years. In view of the challenges that impede technology/innovation entrepreneurs scale up process in the country and, given the importance of these innovative businesses as they contribute to advancing the objectives of a Digital Nigeria, the Commission considered it necessary and urgent to organize an incubation and mentoring programme for the award/prize winners.

Following the established procurement process, Skyquest Concept Project Limited emerged the winner of the bidding process and was consequently engaged to execute the Mentoring and Incubation programme. The programme, which entails four (4) months of Incubation and Mentoring activities for the prize winners commenced in April 2022 and was due to be completed in September 2022.

Three participants were nominated by each of the nine tech hubs to participate in the exercise; hence a total of twenty-seven (27) beneficiaries actually went through the programme. Following a sequence of well-structured and strategically designed Incubation and Mentorship activities in line with the scope of the consultancy and objectives of the programme, the mentees were exposed to exhaustive business development, growth, and sustainability strategies through coaching, capacity building and mentoring process.

As part of the implementation strategy, Skyquest carried out specific activities capable of yielding the desired objectives of the project. Activities such as sensitization and onboarding of the participants were facilitated by the user department –Emerging Technologies Research Unit of the NCC. In addition to several other project management measures that were adopted and implemented to capture value for money, the project consultants embarked on the following activities.

- Profiling of the participants
- Skill-gap and learning need identification survey.
- Development of appropriate training modules to address the skill gaps and learning needs.
- Intensive training and workshops.
- Tech hub-based market penetration strategy and business modeling sessions.
- Tech hub-industry based field survey.
- Tech hub site visitation.
- Hands-on activities, strategy review and evaluation process.
- Customer visit and product performance/ market fit assessment, among others.

This Final Report, being one of the series of reports required as deliverables under the assignment, is therefore presented to the Commission as a comprehensive reference document that captures vital information on the various stages of execution of the contract and attainment of the entire project objectives. It contains among other elements, the scope of the project completed, milestone attained, and most importantly, the progress achieved, and measurable outcome recorded. More so, the report includes actionable tasks expected of the tech hubs and the expanded stakeholders in addition to the attachment of **Conceptualized Incubation and Mentorship Framework and Sustainability Model for ICT Sector in Nigeria** for adoption in the country's ICT sector.

Specific aspects of the assignment covered from chapter one to eight of this Final Report include the following.

- Identity of the target immediate beneficiaries (Tech hubs)
- Detailed implementation activities from inception
- Scope of the assignment/milestone attained
- Objectives actualized
- Major outcome of specific incubation and mentorship activities
- Key strategies adopted during the assignment
- Strategic intervention needs
- Immediate actionable task for the prize winners
- Joint actionable task for NCC and Prize winners
- Further actionable task for continuous improvement, consolidation, growth, and stability by the Tech hubs.
- Specific Challenges of the Tech Hubs/limitations and possible remedies.
- Conceptualized Incubation and Mentorship Framework and Sustainability Model for ICT Sector in Nigeria.
- Conclusion, recommendation, and further actions.

CHAPTER ONE

1.0 BACKGROUND

The purposes of incubating business across the globe are largely to nurture the development of entrepreneurial companies by providing them with needed support to survive and grow during the enterprise's start-up period, and most likely the highest period of their vulnerability. Incubation and Mentoring programs provide participating entities with business support services and resources tailored to start ups desiring to scale up.

Objectively, the most common goals of incubation programs include job creation, enhancing a sectorial or community entrepreneurial climate, retaining businesses in a country or community, building or accelerating growth in a local industry and diversifying local economies.

The Federal Government of Nigeria through her relevant Ministries, Departments and Agencies, in a bid to actualize the objectives of the Digital Nigeria project, has demonstrated her commitment to adopting and expanding business incubation as a process, aimed at supporting the development and scaling of growth-oriented, early-stage enterprises in the country.

It is noteworthy to state that the incubation and mentoring process provides entrepreneurs with an enabling environment at the start-up stage of enterprise development. This intervention usually helps the participating entrepreneurs and enterprises to reduce the cost of launching their enterprise increase the confidence and capacity of the entrepreneur, and link the entrepreneur to the resources required to start and scale a competitive enterprise.

Entrepreneurs accepted into the business incubation and mentoring program are expected to participate in the program until an agreed upon milestone is reached, often measured in terms of product completion, customer acquisition, sales revenue, or profitability.

Incubation and Mentoring is a continuous relationship between the incubator and the early-stage entrepreneur and generally with graduation as the target, occurring when the early-stage enterprise has reached sufficient maturity. Through the Incubation and Mentoring process, the support provided by the incubator evolves along with the development needs of the business.

1.1 Project Objectives/Service Scope

i. Project Objectives: In project management, a proper definition of the project objectives is considered as the major component of the projects Critical Success Factor (CSF) in any given project. It is therefore imperative to enlist the Incubation and Mentoring project objectives as provided in the contract documents as follows.

i) Development of a framework for providing mentorship to the winner of prizes/grants.
ii) Development of a mentorship curriculum including relevant training modules.

iii) Conduct four (4) months of mentorship and hands-on program for NCC Hackathons Prize Winners to enhance their growth potential.

ii. Scope of Service: As captured in the Terms of Reference (ToR), the scope of the engagement which defines the key deliverables is as follows

i). To conceptualize the meaning and relevance of incubation and mentorship in fostering the realization of Digital Nigeria.
ii). Develop a sustainable incubation and mentorship practice model for the Nigerian ICT ecosystem.
iii). Examine ways the Commission's regulatory intervention will spur the emergence of flourishing innovative Digital Enterprises and start-ups in Nigeria.
IV). Conduct an intensive four (4) months hands-on mentorship programme for the 2020 NCC Hackathon prize winners.

1.2 Project Proponent

The Nigerian Communications Commission as the regulatory body in the Nigerian telecommunication sector is committed to providing the enabling environment for the transformation of the business process and governance in Nigeria in line with global trend in digitalization and information technology, for the eventual birthing of a Digital Nigeria.

In pursuit of its Strategic Management Plan (SMP), the Commission is cognizance of the increasing need for a vibrant Telecom Service Industry with high degree of operational efficiency and cost effectiveness. Globally, experts agree that the foundation for achieving market or industry operational efficiency can only be built on a network of small-scale tech entrepreneurs, which is capable of driving the much-needed digital innovation that will lubricate the wheel of Digital Nigeria.

In its committed approach towards creating a platform to enable vibrant tech innovators to create businesses that can support the Digital Nigeria project, the NCC instituted the prize winning/award competition for the purpose of identifying outstanding innovation focused tech-hubs across the country. Three editions of the award have been organized since the inception in 2019, namely the 2019 competition/exhibition award, 2020 virtual Hackathon award and 2021 competition/exhibition award. A total of nine tech- innovation focused start-ups have been selected as award winner from the past three editions, three in each edition.

Speaking at the prize-giving ceremony for the hackathon second edition winners held in November 2021 at the Commission's headquarters, the Executive Vice Chairman (EVC) NCC, Prof. Umar Danbatta said the Commission, as a frontline driver of innovation in Information and

Communications Technology (ICT) industry, organized the second edition of the NCC Hackathon with a view to drive the creation of problem-solving tech innovations. The EVC stated that the initiative was in line with the objectives of the Nigerian Economic Sustainability Plan (NESP) 2020, NCC's Strategic Vision Plan (SVP) 2021-2025, Executive Order 5 of 2017, and Section 1 (f) of the Nigerian Communications Act (NCA), 2003 which focuses on the promotion of Nigerian content in contracts, science, engineering, and technology.

The EVC added that the occasion also symbolizes the NCC's commitment to deliver objectives of pillars 4, 7 and 8 of the National Digital Economy Policy and Strategy (NDEPS) 2020-2030, and the aspirations of the Commission's SVP 2021-2025 in promoting innovative services and maintaining effective partnership and collaborations with relevant stakeholders. (https://tribuneonlineng.com/ncc-awards-n20m-grant-to-four-startups)

Apart from the prize money that were given to these award winners, NCC has also designed a robust business incubation and mentoring programme through which the winners will be mentored on how to optimize and transit their noble innovations into a viable business for wealth creation.

1.3 Identity/Particulars of Target Beneficiaries

To establish the basis of reference as might be deemed necessary for strategic planning and management decision, we have presented the simplified identity/ information about the immediate target beneficiaries of the entire exercise in this section. These include the names of the respective tech-hubs, which are the prize winners, the operational base/location, and nature of tech innovation / product as well as selection route and year of award, among others.

Table 1.1: Target Beneficiaries schedule

S/N	NAME OF BENEFICIARIES/BUSINESS	TECH.INNOVATION	AWARD/EXHIBITION	YEAR OF AWARD
1	Qataloog 1 Akin Osiyemi street, Allen Avenue, Ikeja, Lagos State	Learning Content Distribution Solution		
2	Wicrypt 5C Bethel Plaza, Garden Avenue, Enugu State	Wi-Fi Hotspot Sharing Solution		

3	Phaheem Pharmaceuticals Limited Kawon Kudu, Layin Kofi beside Glorious Future College, Nasarawa Local Government, Kano State	Footfall plate for conversion of the mechanical energy from foot stepping into electric energy, which is further being enhanced by the introduction of solar plate.	2019 COMPETITION / EXHIBITION	2019
4	Cyberfleet Integrated Limited Hub One, 10 Hughes Avenue Alagomeji-Yaba, Lagos	Klassconnect Software - On-line Learning Management System		
5	Primed E-Health Aminu Kano Crescent Wuse 2 Abuja	Smartclinic App for the provision of electronic based/digital healthcare delivery service	2020 VIRTUAL HACKATHON	2020
6	Elizade University Team Elizade University Ilara-Mokin Ondo State	Automated Temperature Scanner with Contact Tracing Capability for management and control of public health risk/disease transmission		
7	Capsule Business Technology Ltd 1, M.M Alkali Street off 442 Crescent CITEC Villas 4th Avenue, Gwarinpa, Abuja	Capsule Business Solution through integrated digital data-based inventory, bookkeeping, accounting and financial software management and business reporting solution.	2021 COMPETITION / EXHIBITION	2021
8	Brainiacs STEM and Robotics Isale Eko Ave, Dolphin Estate 106104, Lagos	Integrated STEM Solution with content development and technical support		
9	Innovia Labs: Innovia Digital Manufacturing Technologies Ltd N0, 42 Montgomery Rd, Yaba 100001, Lagos	Mujiya Grid System that offers Business hardware, deep Tech manufacturing, prototyping service, and digital manufacturing.		

Figure 1.1: Extract of Survey indication of target beneficiaries based on startup stages (Detail of survey report in the appendix)

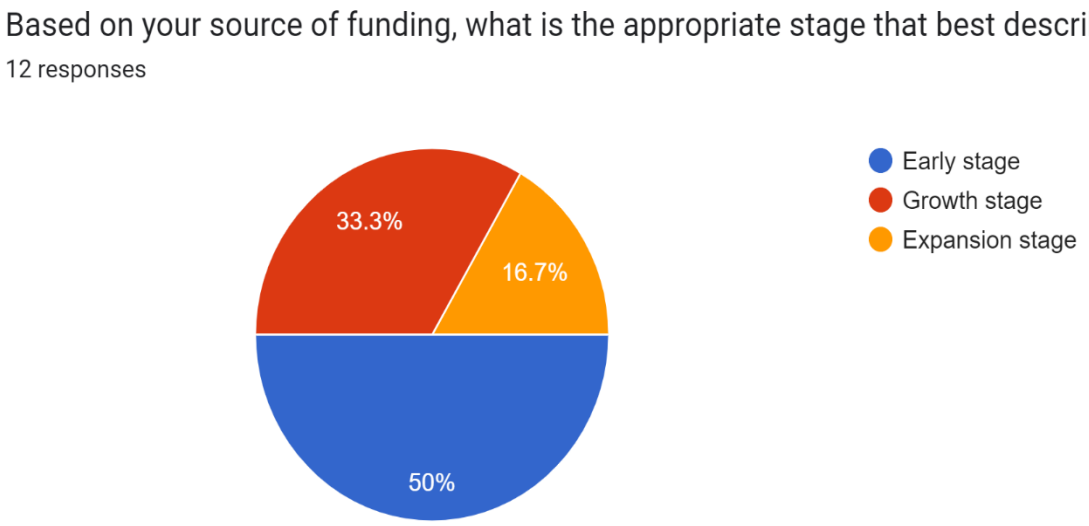


Table 1.2: Categorization of target beneficiaries based on their business location

	CITY/BUSINESS LOCATION/NO OF BENEFICIARIES			
	GEO-POLITICAL ZONE	NO	STATE/CITY	NO
	SOUTHWEST	5	LAGOS	4
	NORTH CENTRAL	2	ABUJA	2
	NORTHWEST	1	KANO	1
	SOUTHEAST	1	ENUGU	1
	SOUTH – SOUTH	0	ONDO	1
	NORTHEAST	0	‘	-
	TOTALS			9

Figure 1.2 Analysis of Beneficiaries by State of Operation

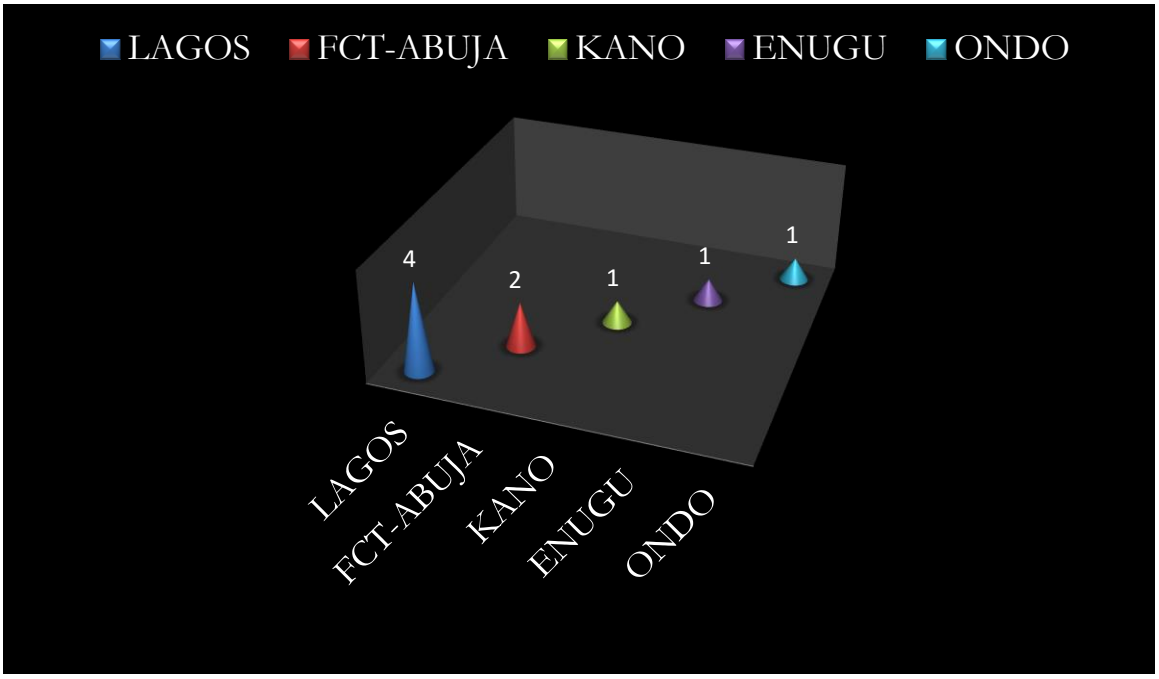


Figure 1.3: Analysis of Beneficiaries By Geo-Political Zone

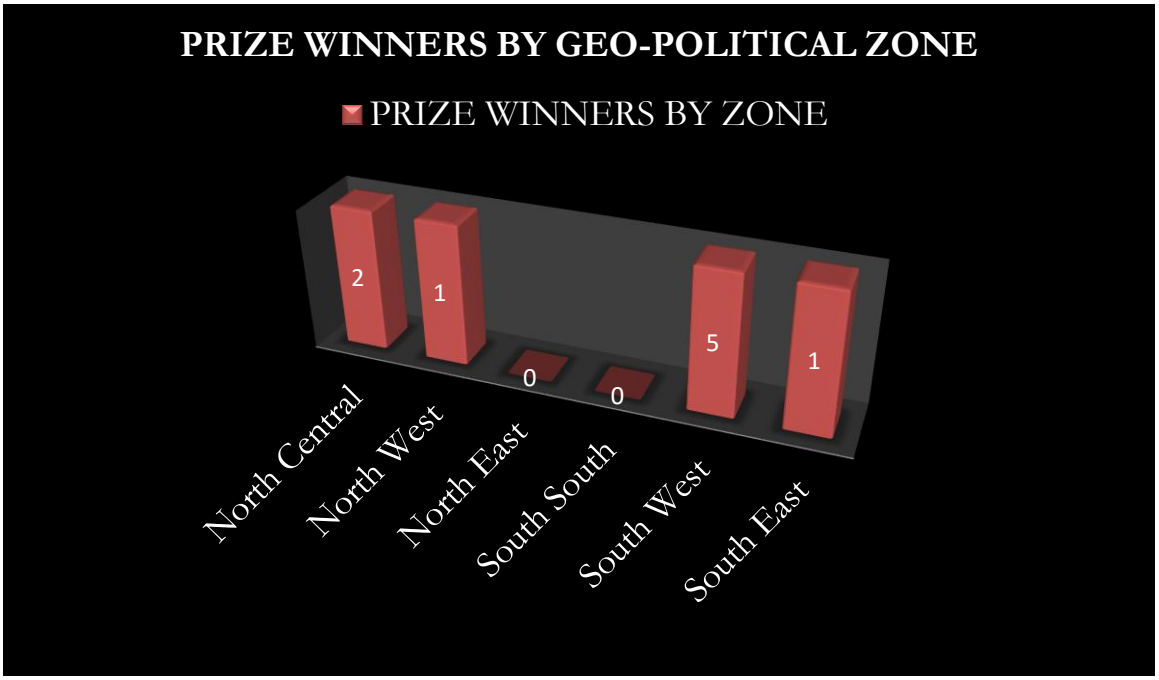


Figure 1.4 Analysis of Prize Winners By Award Type

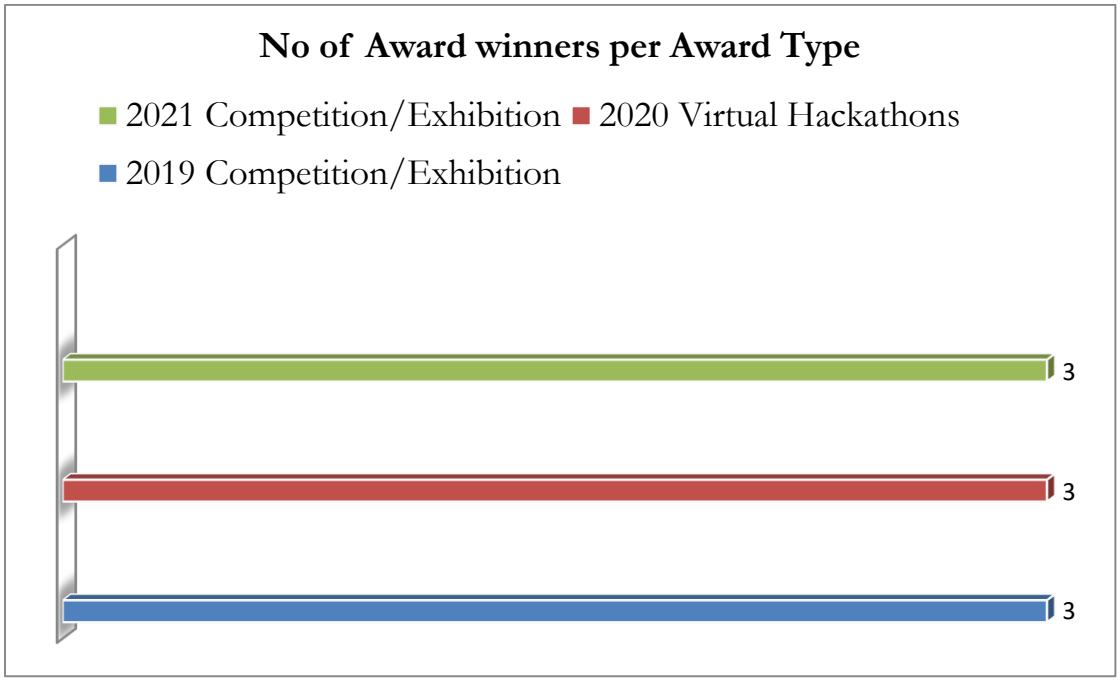
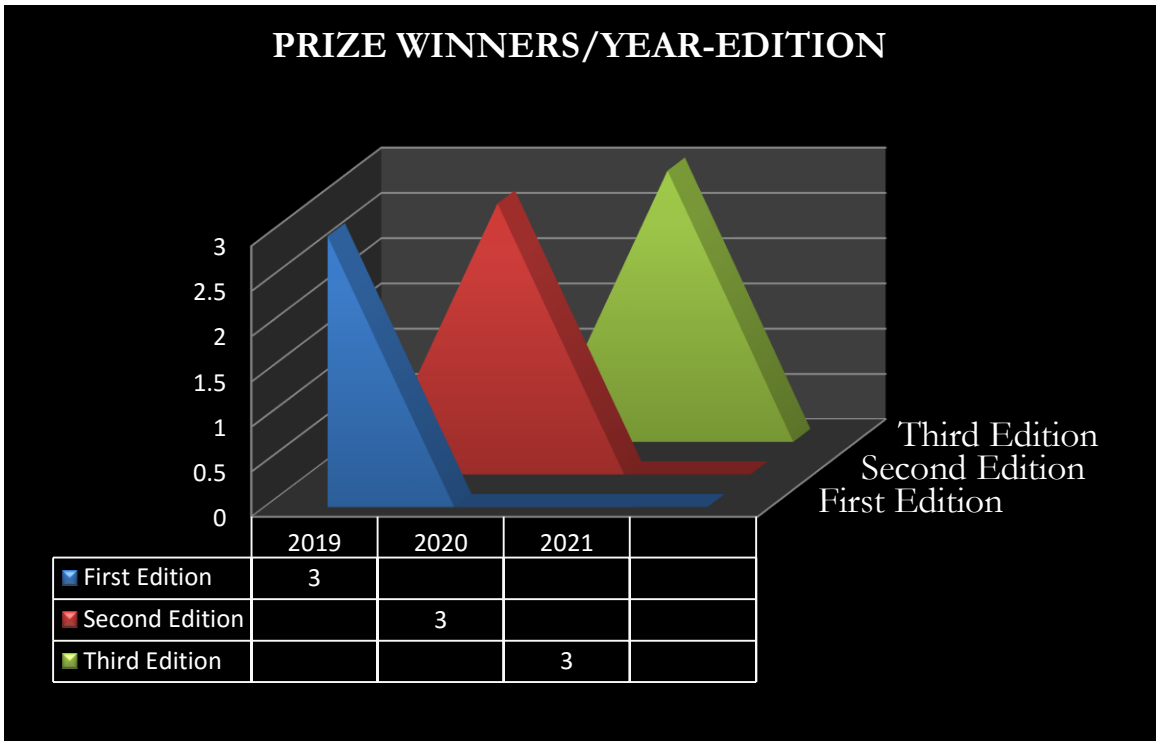


Figure 1.5. Analysis of Number of Winners By Year/Edition



1.4 Key Project Stakeholders

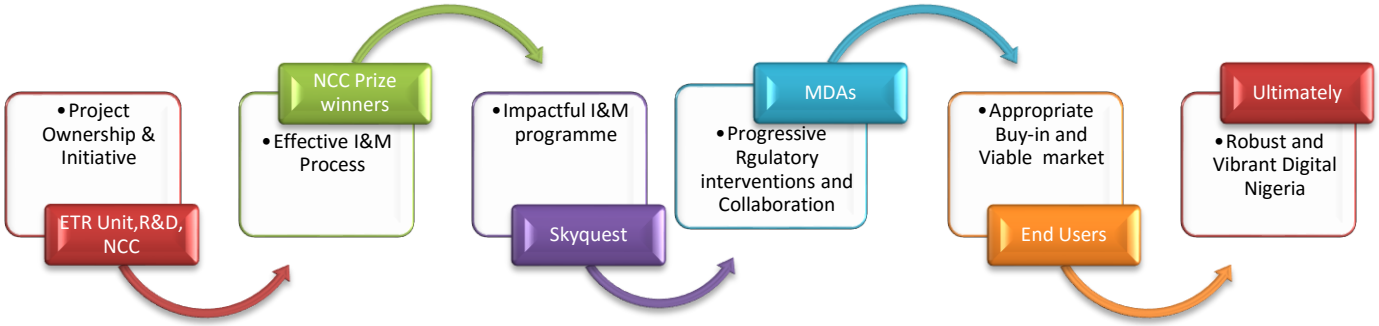
In conceptualizing the essence and relevance of the incubation and mentorship programme for Digital Nigeria, an integrated critical stakeholder mapping for the exercise was adopted. This formed the basis of establishing the linkage in the roles of the various stakeholders as critical building blocks towards actualizing the initiative.

Table 1.3 Integrated Critical Stakeholders Mapping

S/NO	STAKEHOLDER ELEMENT	RESPONSIBLE STAKEHOLDER	ROLES
1	Project Ownership/Initiative	NCC/User Department: ETR Unit, R&D Department	Provision of technical support, approval of implementation framework and continuous evaluation and expansion.
2.	Immediate Beneficiaries	NCC Prize Winners	To provide relevant data, and effectively participate in the incubation and mentoring programme
3	I&M Consultancy Service Provider	Skyquest Concept Projects Limited	Design and develop a comprehensive and up to date incubation and mentorship implementation framework as well as meet the other deliverables of the NCC Incubation and Mentoring programme assignment.
4	Intervention Entities	Respective MDA/Regulatory Authorities	Provide regulatory oversights that will not impede or constrict the development of the tech entrepreneurship ecosystem while availing entrepreneurs with support services.
5	End Users	Respective Target End Users of the Innovations	Increasing adoption of local products while providing effective customer feedback.

The expected value chain of the stakeholder mapping is illustrated in the stakeholder value chain below.

Figure 1.6 Stakeholder Value Chain.



CHAPTER TWO

2.0 THE NCC INCUBATION & MENTORING FRAMEWORK.

Having conducted relevant onboarding, structured and unstructured surveys (see appendix 1) to understand the complexities and configuration of the potential beneficiaries of the project, and in view of possible alterations that may result from unintended and unanticipated incidences, Skyquest deigned and adopted a refined business incubation model in operationalizing the objectives of the project as captured in this segment of the report.

Figure 2.1: Elements of Incubation and Mentorship Roadmap

The roadmap for the I&M activities is based on the three core elements, which were determined through the process of survey and profiling of the prize winners eventually serving as the empirical basis for the entire project implementation guide.

2.1 Project Implementation Framework (PIF)

The Project Implementation Framework is a comprehensive sequence of activities designed to actualize the core objectives of the project in a logical and measurable manner, with identifiable Key Performance Indicators (KPIs).

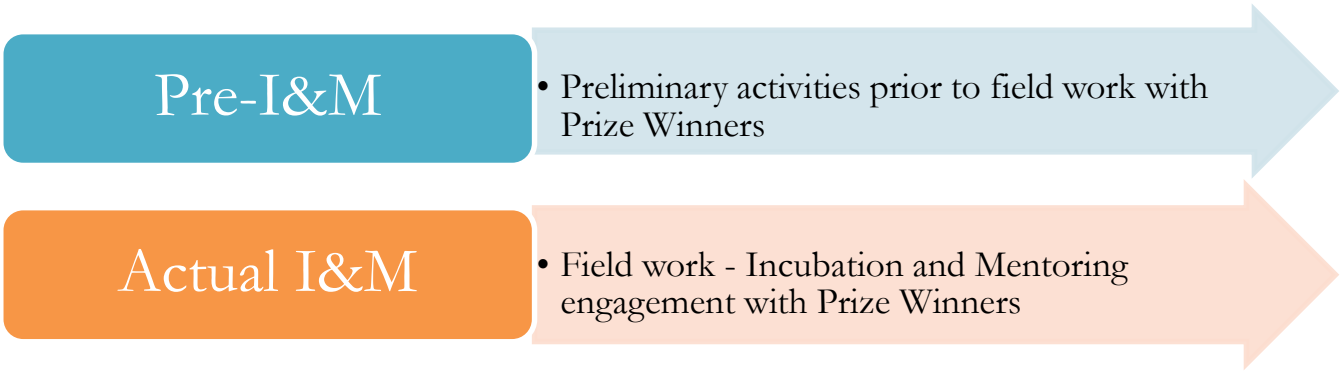
It is important to mention at this stage that the field work or direct engagement and intervention process was fully implemented as stated in the methodology submitted for the Request for Proposal (RFP). The field works commenced after the preliminary activities including onboarding of participants as well as the project inception activities designed to set the clear roadmap and operational tone for the actual field works.

Consequently, the Project Implementation Framework was made up of two broad segments namely, the Pre- I&M and Actual I&M. The pre-I&M segment refers to the preliminary or

inception activities precedent to the actual field work with the prize winner (mentees), while the Actual I&M segment involves all operational details and activities relating to the incubation and mentorship interface with the prize winners.

In implementing the incubation and mentoring program for the NCC prize winners, the framework provided for technical and methodological approach which included the following.

Figure 2.2 Project Implementation Framework (PIF)



2.1.1 I&M Actualization Flow Chart

Essentially, the framework for implementation was designed to enhance the entrepreneurial capacity of program beneficiaries – startups and tech entrepreneurs / innovators. Following established incubation and mentoring guidelines, we developed a roadmap which serves as actualization process flow as indicated in the flow chart below.

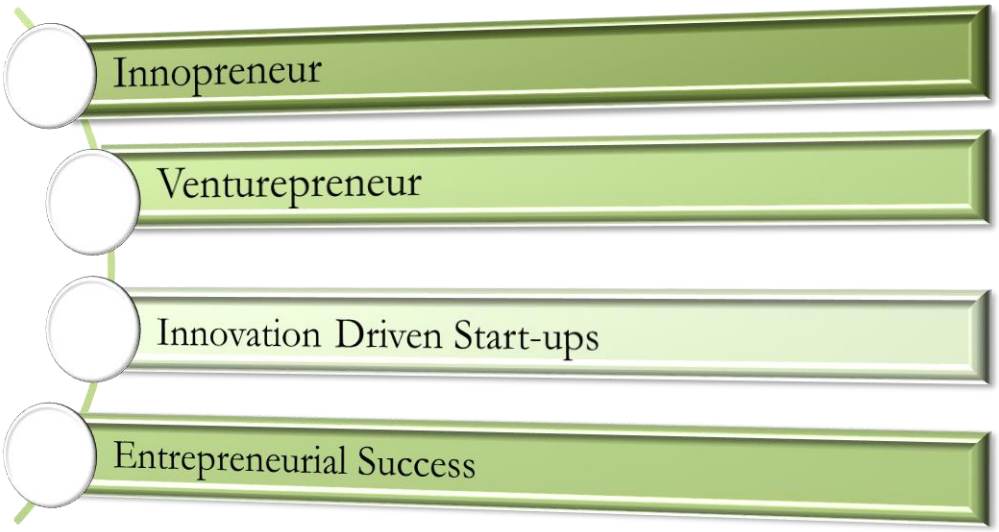
Figure 2.3 I&M Process Chart

The layers of activities were structured and implemented under specific stages of the programme corresponding to respective milestones and deliverables. Importantly, the set objectives were coherently matched with expected and actual measurable outcomes at each stage. These outcomes have been highlighted in the corresponding segments and chapters of this report.

2.1.2 Incubation and Mentoring Model

The focus of the Incubation and Mentoring approach with the target participants was largely to explore and inculcate successful models of business incubation as postulated by Rahul Patwardan in the operations of the prize winners. These are centered on the following four elements.

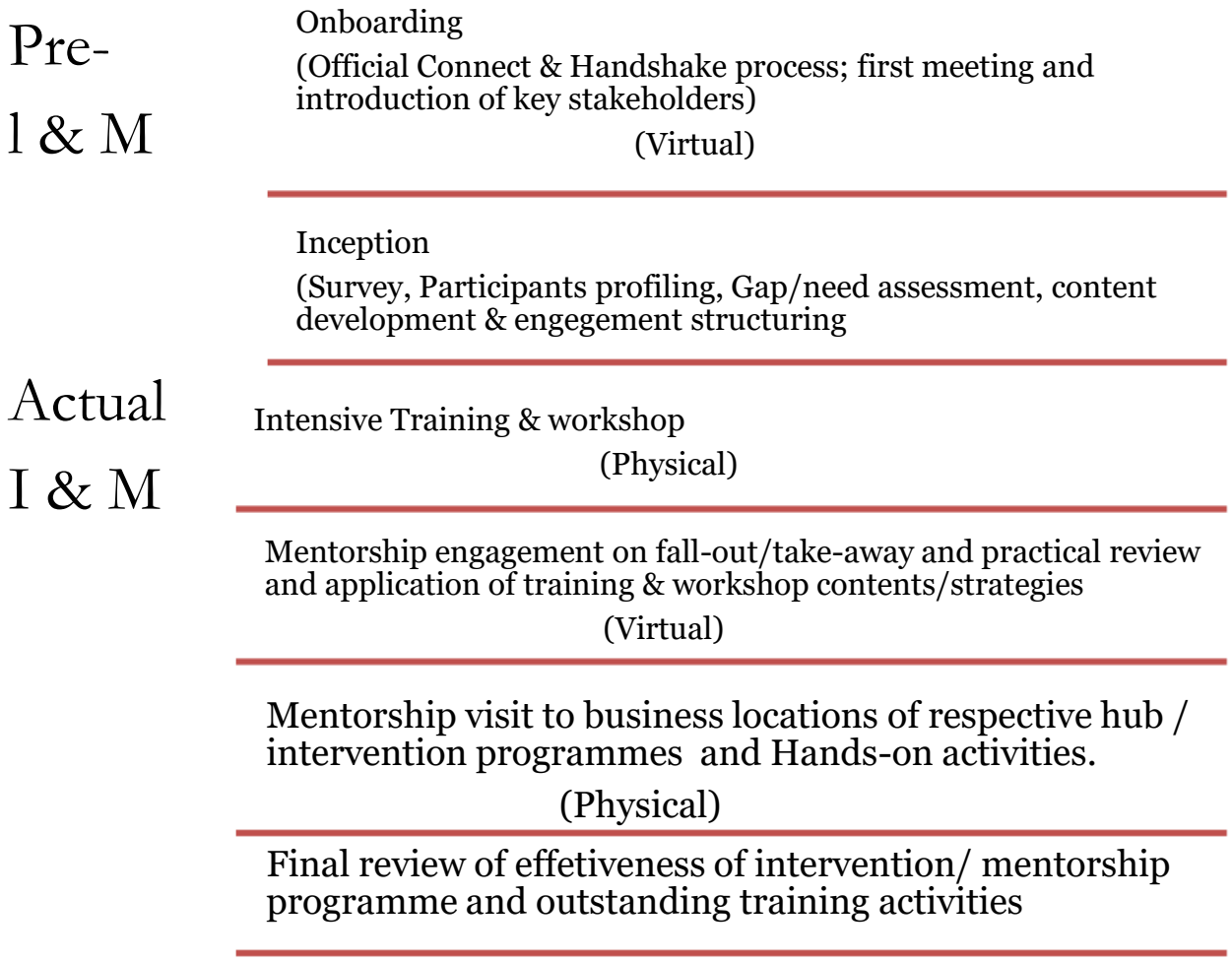
Figure 2.4: Business Incubation Models



2.1.3 Structural Design

To enhance the entrepreneurial capacity of program beneficiaries, the framework for implementation provided for a sequential execution and conduct of the respective activities, resulting in the design of two segments of activities as shown in the figure below.

Figure 2.5: Structural Design For I&M Activities



2.2 Pre-Incubation & Mentoring

The NCC Prize/Award winners for tech innovation and start-ups in the 2019, 2020 and 2021 editions of the competition are the target beneficiaries of the Incubation and Mentorship project. This comprises of a total of nine tech hubs, three selected in each of the three series.

As indicated in the previous chapter of this report, a proper profiling of these hubs was carried out to establish the framework for the mentoring programme based on skill gap, learning need and technical intervention. To achieve this, two major steps were taken. Firstly, the comprehensive record of the target beneficiaries in terms of contact, location, the basis of award and specialty were

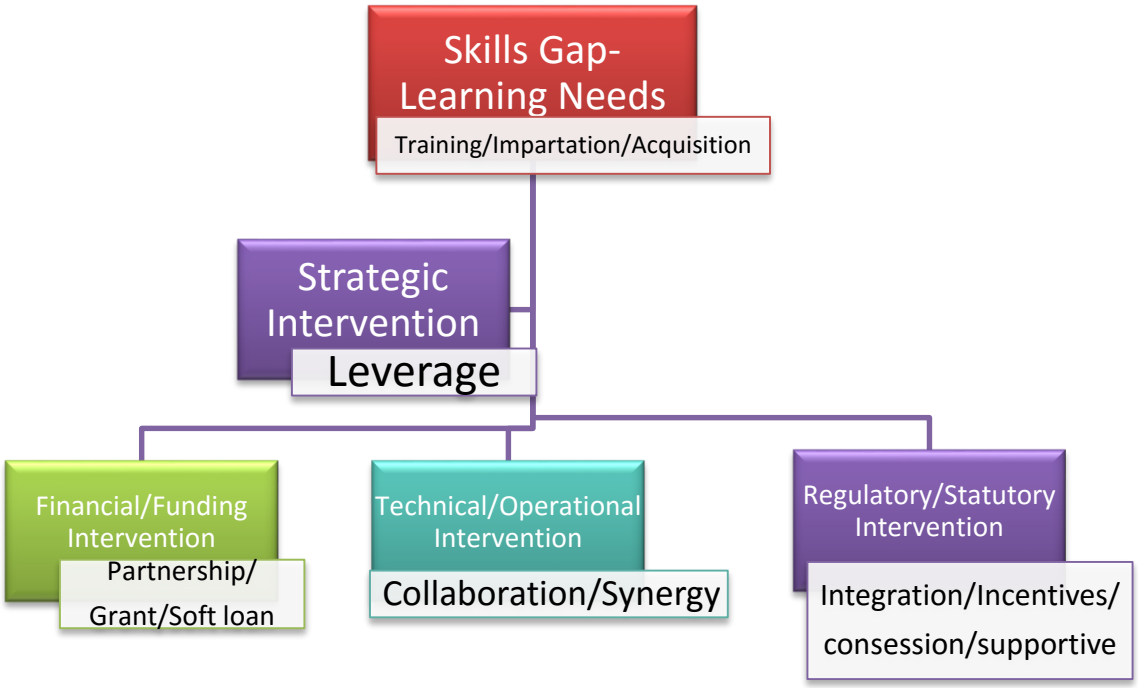
obtained from the Emerging Technologies Research Unit of the Commission, through formal correspondence and participation in the onboarding session.

Secondly, two round of survey through unstructured and structured questionnaires were designed and administered to the tech hubs to extrapolate critical information that will provide insight into the nature and dynamics of their innovation and current business model, proficiency level, current operating capacity, potential growth capabilities, market penetration status and other related information. The analysis of the surveys, in addition to other available data as it relates to entrepreneurship development, was translated into the incubation and mentorship roadmap. The summarized analysis of the outcome of the survey as well as detailed responses to the questionnaires has been attached as appendix to this report.

2.3 Actual Incubation and Mentoring.

To effectively operationalize the three-core elements of the I&M roadmap, we adopted a logical activity flow that facilitated the achievement of the programme objectives in a hierarchical value chain model.

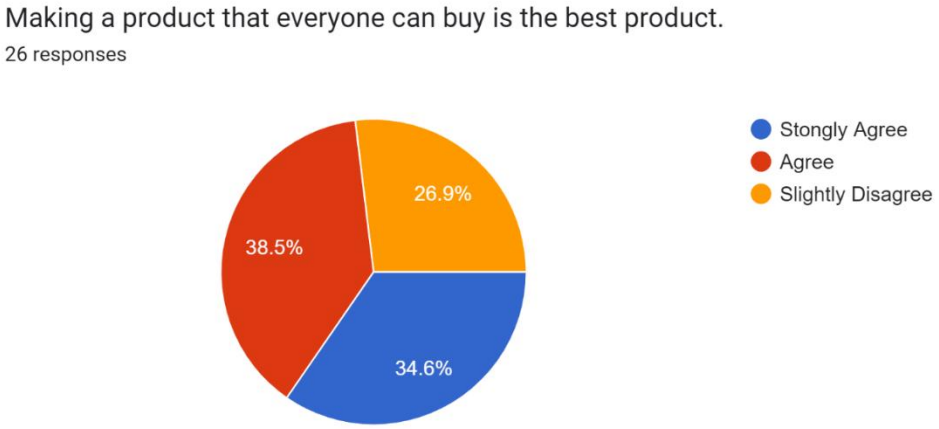
Figure 2.6 I & M Roadmap Hierarchy

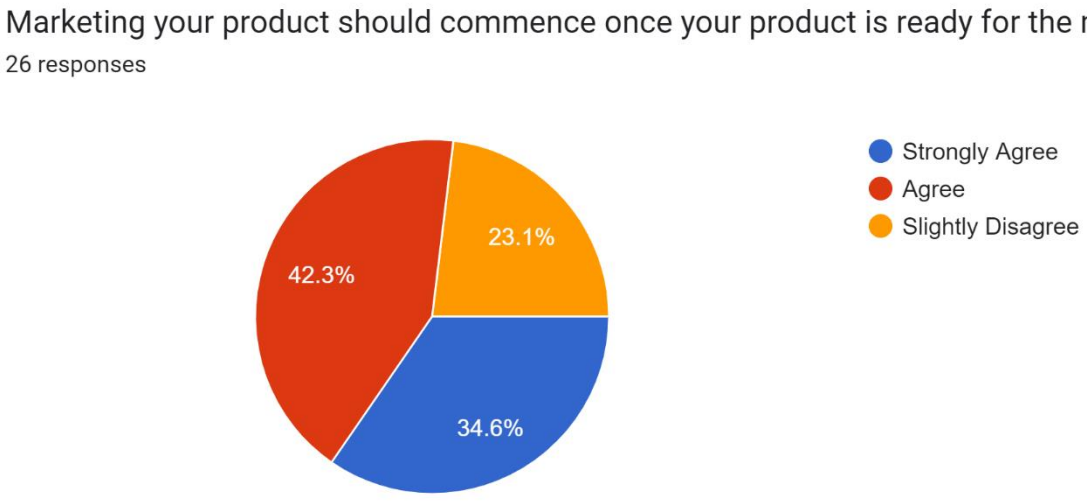


2.3.1 Skills Gap –To- Learning Needs:

Based on the preliminary survey and prize winners profiling, the critical business development growth skills gap was identified, which in turn resulted in the core learning needs. This informed the design and development of nine training modules and learning content for the program that can provide the desired learning outcomes.

Sample of unstructured questionnaire administered to tech hubs indicative of the deficiencies that exist in the ideation, iteration, and operations of the tech hubs.





2.3.2 Expanded Critical Stakeholders Model:

The Incubation and Mentoring programme for NCC prize winners, like any other project of the Commission under the Strategic Management Plan (SMP) initiative is built around critical

stakeholder management. Invariably, this is the standpoint for setting out Prioritized Action Plan (PAP) for project execution and it is used in ascertaining project's Key Performance Indicators (KPIs).

As pointed out in the early part of this report, a detailed evaluation of the identifiable critical stakeholders for the programme was conducted in terms of expected roles and responsibilities and the desired impacts. This evaluation culminated in the development of an expanded stakeholder model, contrary to the three that were identified in the Inception report, by bringing in one additional block as highlighted in the figure below.

Figure 2.7: Expanded Critical Stakeholders Model

The essence of the expanded model is to be able to extrapolate and incorporate the intervention and collaborative elements required from the relevant agencies that play both supportive and regulatory roles into the stakeholder map. This is intended to meet key project objectives, drive growth, standardization, compliance, thereby achieving international best practice necessary for the growth and stability in the digital economy.

2.4 The Critical Stakeholder KPI Status

Notably, and very critical to the success of this assignment is the fact that the critical stakeholders have been consistent in terms of project performance and commitment.

2.4.1. Emerging Technologies and Research Unit – NCC

The Emerging Technologies Research Unit, as the SBU responsible for the Incubation and Mentoring programme for the NCC prize winners has demonstrated tremendous commitment towards the actualization of the project. Through the provision of both technical and informational

support to the Skyquest team, especially in granting of audience and securing of necessary approvals, the ETR Unit has shown their readiness to bring the project to an impactful completion.

2.4.2. Skyquest Concept Projects Limited:

Aware of the importance of this project to the SMP and Digital Nigeria project of the NCC and by extension, the Federal Ministry of Communications and Digital economy, Skyquest has deployed its resources effectively towards the actualization of the objectives of the project.

In more specific terms, Skyquest engaged not only its internal staff, but equally engaged external personnel team of competent, proficient, and versatile professionals in the execution of the project. Using appropriate technology and tools for every aspect of the Incubation and Mentoring process, the professionals adopted and utilized a deliverable centered approach in the project management.

2.4.3. Tech Hubs

The participating tech hubs, being the immediate beneficiary of the Incubation and Mentorship programme, have continued to display exceptional level of professionalism, dedication, and focus. There is no doubt that the success recorded so far in the project is attributable to the positive attitude, good entrepreneurial mentality and success mind set of the participating hubs. In fact, the most commendable aspect of the prize winners is their strong understanding of the importance of their business success to the Digital Nigeria project and their willingness to contribute their quota in driving the vision.

2.4.4 Relevant Agencies:

The relevant agencies of government constitute the fourth force in the stakeholder's model, for the purpose of this Incubation and Mentoring programme. To support the growth and development of these startup businesses, it is imperative that these regulatory institutions and agencies, whose activities interface with the business development and operational scope of the hubs, design and pursue regulatory regimes that are proven to be supportive of the entrepreneurship ecosystem, especially in the technology space. Some of the critical agencies include FIRS, CAC, SMEDAN, NIPC, NEPC, NAFDAC, SON and NCS.

While Skyquest will continue to provide participating hubs linkages to these agencies as will be possible, it is our considered view that an enlarged interagency intervention spearheaded by the proponents of the Incubation and Mentoring program will be more helpful in creating the required synergy and strategic partnership that will support the tech hubs access to local and international partnerships that are necessary for increasing their funding and product viability.

CHAPTER THREE

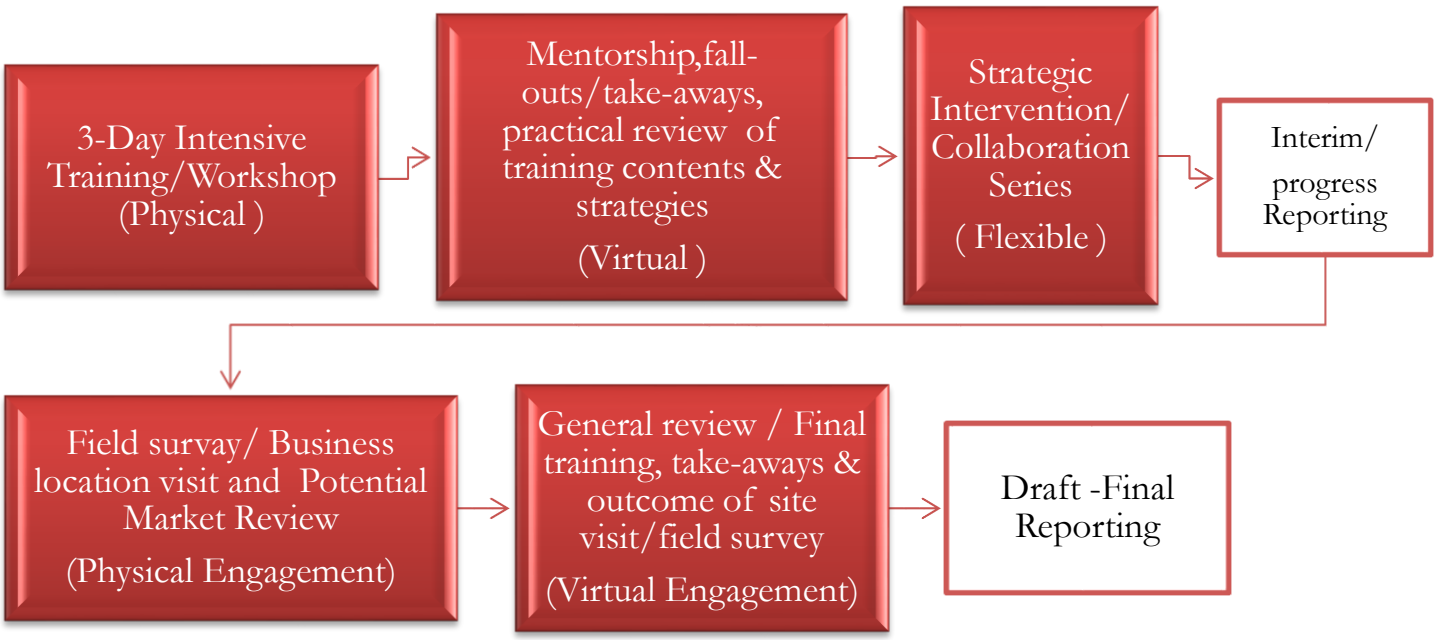
3.0 CORE INCUBATION AND MENTORING DELIVERABLES

Fundamentally, the core objective of this assignment is the provision of Incubation and Mentoring services for the NCC prize winners from the past three editions of the award scheme, spanning from 2019 through 2021. During the period in view, nine tech hubs were selected and rewarded with cash prizes as award winners after participating in a keenly contested technology driven innovation exhibitions/completion.

However, by the operational design of the programme and for the purposes of the assignment, each hub was required to nominate three representatives to participate in the four months Incubation and Mentoring process.

Having conducted various activities towards achieving key deliverables of the Incubation and Mentoring programme, as highlighted in the earlier sections of this report, the project implementers launched sequence of engagements with the participants and other related activities that make up the entire project execution process. The following logical sequence was adopted for the purpose, indicating the specific deliverables as it aligns with the project objectives.

Figure 3.1 Sequence of I&M Activities



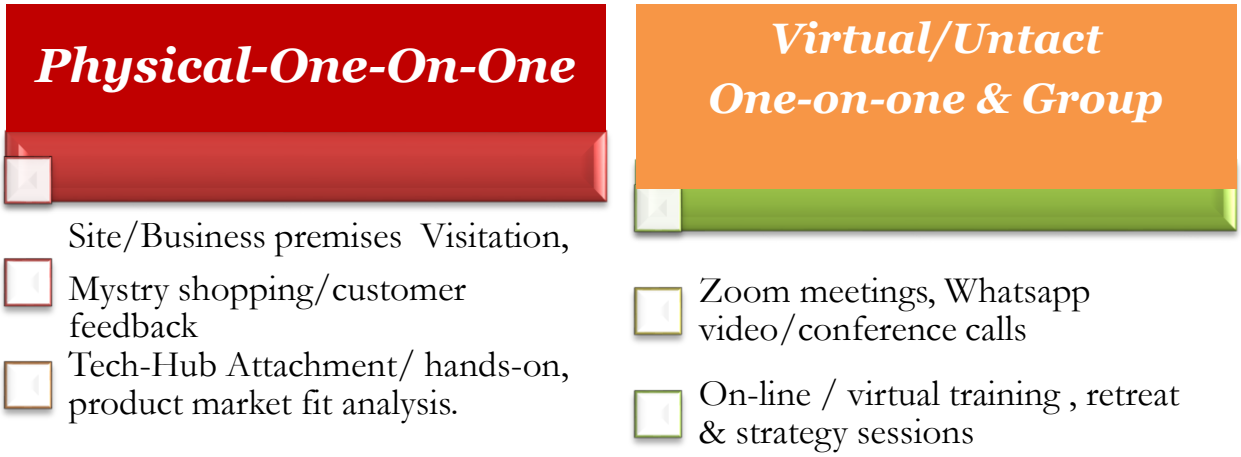
To ensure that the program implementation is flexible enough to avoid incessant interruption of the business operations of the participants, a hybrid approach was recommended by the NCC and adopted by Skyquest team. Hence some of the engagements were designed to hold virtual while others held physically as deemed appropriate, without compromising quality and overall objectives.

3.1 Strategic Approach

In consideration of cost effectiveness and operational efficiency in the project execution, the implementing team adopted the strategy of linking the Commission's objective with the critical success index of the prize winner's strategic initiative.

Therefore, to achieve maximum outcomes, the integration of adequate onsite and off-site learning methodologies on business idea conception, ideation and iteration, birthing, and establishment of a viable and profitable technology focused enterprises that will sufficiently lubricate the wheel of the digital economy was accommodated in the entire process.

Figure 3.2: Mentorship Approach



3.2 Methodology

A dual-purpose methodological approach was adopted, aimed at achieving two-fold objectives in line with the ToR of the assignment. The approach includes.

- Business Incubation and Mentoring (I & M) for NCC prize winner/grants .
- Developing a framework/model for sustainable I&M practice in the Nigerian ICT sector

3.2.1 Component of methodology/ Workflow

The following inter-connected activities capable of creating a premium value-chain in the workflow and processes were implemented in a logical order.

i. Industry based Research and investigations
ii. Interactive engagement
iii. Training and workshop facilitation

iv. Business alignments, hands-on and technological skills/capacity building, Tech Hub attachment
v. Business strategic planning and process modeling
vi. Virtual follow-ups and learning outcome verifications
vii. Scheduled fact-finding visits to outlets and client interface/circularization
viii. Re-validation and modification of existing business and marketing strategies
ix. Reinforcement and consolidation of current business development plans.
x. Market visibility and networking
xi. Strategic intervention model.

3.3 Mentor – Mentee/ (Tech hub) Ratio

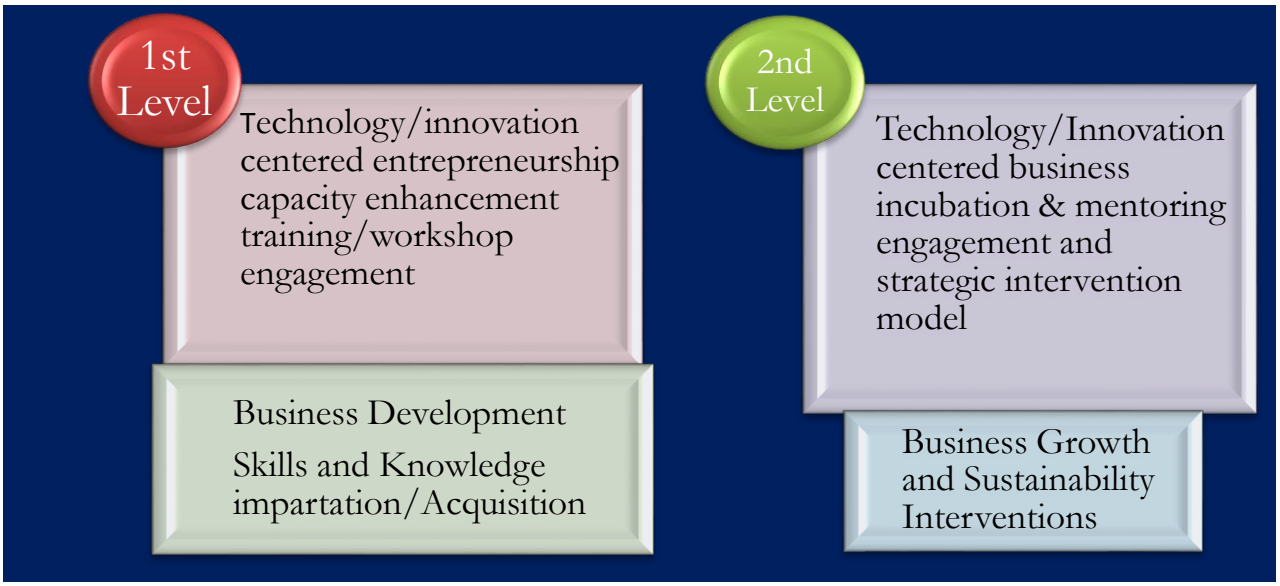
Considering the crucial nature of the mentorship programme and the need to achieve a personalized impact, we adopted an optimal mentor-mentee ratio of two mentors to one mentee (Tech hub) (2:1) for the exercise. Adequate consideration in terms of mentors' experience and expertise was given as it relates to the nature of the businesses of the prize winners in terms of technology entrepreneurship and their business objectives.

Figure 3.3: Mentor- Mentee / (Tech hub) Ratio.

3.4 Project Implementation/Engagement Pillars

To execute the project in a manner that is consistent with international best practice, the above eleven key I&M activities were operationalized in two inclusive strategic engagement pillars relating to two corresponding commitment levels. Meanwhile the two levels of engagement were structured to be completed within the project execution cycle of four (4) months, with the first level occurring in the first month while the second level commences in the later part of the first month and stretching through rest part of the programme. This approach was adopted to ensure value for money while maintaining the Commission's project implementation standard.

Figure 3.4 Two-Dimensional Engagement Pillars



Under the two-way model, the participants were taken through a first level engagement as the starting point and transited to the second level engagement as the end point of the programme.

i. First Level Engagement

At the first level of engagement, the participants were made to undergo an incubation period including a three (3) day intensive entrepreneurship training and workshops designed to enhance their business development and management capabilities, especially as it relates to starting and managing a technology and innovation-driven business.

This first level engagement was executed through skills and knowledge impartation/acquisition method, which proved to be very successful. Additionally, a three-month period of business mentoring programme that is aimed at enhancing their entrepreneurial skills and competencies started as part of the first level, but fully implemented at the second level. The contents and structure of the incubation and mentoring were designed based on the outcome of the initial survey and profiling of the prize winners, using a combination of unstructured and-structured on-line questionnaires.

ii. Second Level Engagement

At the second level engagement, which formed the closing component of the programme, the participants were taken through strategy review and intervention series that deepen their capabilities in product modification, market visibility and distribution chain.

The engagements also included business development and growth model, technical partnership and collaboration models, funding and financial management model, client acquisition, retention and

development models, business performance evaluation and sustainability models, corporate citizenship, regulatory and statutory compliance, and social responsibility of businesses.

Equally, this level of engagements will involve tech hub client/customer interaction that will revolve around the business operations of the respective hubs, their current product (MVP) features and capabilities, industry, and market as well as demand and competition.

CHAPTER FOUR

4.0 ACTUAL CONDUCT OF I&M - PRIZE WINNERS ENGAGEMENT

Skyquest Project Concepts Nigeria Limited in line with the Terms of Reference of the service contract and with regards to the core and immediate objectives of the project commenced the actual I & M engagement, following the laid down logical stages that enhanced the process flow, maximum impact and expected outcome. The core Incubation and Mentorship activities were structured into four basic stages as highlighted in the table below.

Table 4.1 Stages of I &M Engagement

Stages	Activity	Mode	Duration	Status
1	3-Day Training/Workshop	Physical-Residential	3 days	Completed
2	Review/ feedback of take-away / Training outcome/ Strategy session	Virtual	3 Weeks	Completed
3	Field survey/ On-site Visit & Hands-on/Strategy session	Physical/Business premises	3 Weeks	Completed
4	Final Training/Review/ Feedback & Follow-up stages 1-3	Virtual	2 Weeks	Completed

4.1 Incubation Activities

Two basic activities constitute the incubation process. These are the intensive training and workshop sessions and the technical intervention mediations. While the intensive training and workshop was designed to address the skill gaps and learning needs of the participants, the technical intervention was focused on practical applications of acquired skills and knowledge in specific business situations as well as strategy adoption. Fundamentally, both activities contribute to achieving the programme key objectives and measurable outcomes.

Figure 4.1 Stages of Incubation & Mentorship Activities

4.2 3-Days Intensive Training/Workshop

The first stage of the incubation and mentorship activities was a 3-day intensive training and workshop from the 12th to 15th June 2022.

The purpose of the training/workshop was to address the learning need and close the business development and management skills gap that were identified, invariably serving as the basic business incubation measure. The intensive training aspect of the project was conducted in line with modern technology, tools, standard methods as well as relevant structures and competent personnel using the following nine (9) modules highlighted in the table below.

Table 4.2 Course Outline for Incubation and Mentorship

S/N	ITEM	Subject Area
1	Module 1	Digital Entrepreneurship and Business Modeling
2	Module 2	Team Management for Effective Performance
3	Module 3	Business Development, Execution & Process For IT Alignment.
4	Module 4	Entrepreneurial Skills that drive innovation (Innovation 5 by 5)
5	Module 5	Effective Selling and Marketing Strategies in Digital Economies
6	Module 6	Strategic Financial Management for Business Sustainability and Growth
7	Module 7	Enterprise Risk Management and Business Sustainability Model: A Case Study of the Telecom Industry
8	Module 8	Intellectual Properties for Promoting SMEs and Innovation
9	Module 9	Effective Business Communication /External Reporting

4.2.1. Series of Training/Workshop Sessions:

The training and workshop was a 3-day program spanning through day 1 to day 3 (see attached program agenda).

Day 1: The actual training/workshop commenced on Monday, 13th June 2022 at 8.30 am, with the registration and collection of training kits by participants. The event was officially flagged-off by Mr. Chimezie Amadi, the head of Emerging Technology Research Unit, the user department of the project. Other members of the team who accompanied him include Murzanatu Talatu Suleiman, Munirat Garba Maidugu and Yusra I. Kabir.

In his opening remarks, Mr. Amadi reiterated the importance of the incubation and mentorship programme and the need for the participants to maximize the opportunity for improving their entrepreneurship capacity and capabilities for business success, by showing full commitment in the process. Vote of thanks was given by participants to mark the end of the event opening modalities.

Thereafter, the participants were served with breakfast before the commencement of lectures and learning activities. Three modules were covered on the first day in a series of lectures by the respective resource persons, followed by interactive sessions, group/break-out activities, syndicate/workshop sessions, question and answer segment and group presentation. The day's activities ended at about 5.30pm.

Participants and the Skyquest team , facilitators and resource persons during the opening day event.

Subsequent two days activities followed a structured pattern of registration of participants on resumption, learning recap sessions anchored by the elected governor and deputy governor of the class, presentation of modules by the resource persons and facilitators, interactive session, group discussion and syndicate sessions, group presentation, question, and answer session, plenary, breakfast, and lunch sessions and closing.

However, day 3 activities were designed to be brief, being the last day of the actual training/workshop activities. This was to give room for the official closing ceremonies and photographs and training evaluation administration to participants.

Table 4.3 Sample of group work activities by participants

GROUP 1 & 2 - QUESTION	**GROUP RECOMMENDATIONS**	**FACILITATORS NOTE**
Looking at the entrants of the new generation banks in Nigeria with their adoption of 3 key marketing penetration/differentiation strategy, namely, Posh Cars, Office edifice, and Flashy marketers. What forms can tech hubs and businesses use to replicate these key differentiation strategies.	1. Earn client interest 2. Leverage on digital branding and marketing 3. Define target audience and what is important to them 4. Rebrand product USP to suit target audience needs 5. User research and personalization 6. Be transparent and explicit in what your products can do 7. Reward referrals to improve client loyalty 8. Institutional marketing and collaboration 9. Reduce the conversion channels that clients go through 10. Marry traditional and digital advertising channels 11. Make branding appealing to target audience	Walked class through a translation process of the key differentiation strategies A. Office complex Trust, credibility, etc… B. Flashy marketers Efficient marketers, digital natives, customer seduction process. C. Posh cars Attraction, packaging, etc..

	12. Seek feedback from client	
GROUP 2 & 4	**GROUP RECOMMENDATIONS**	**FACILITATORS NOTE**
Understanding that all represented hubs/organizations participating in the program have online presence. Using Peter Obi online traction as a case study, provide recommendations on how his campaign can translate his increasing online traction to campaign victory.	**WHY THE TRACTION** A. lack of trust in other candidates are driving his online presence. B. His manifesto for the country compared to other candidates C. He is younger and more fit based on age. D. He is more accessible to the masses **HOW TO TRANSLATE ONLINE TRACTION TO CAMPAIGN VICTORY** E. He needs to host physical campaign for new voters to get PVC F. Establish support structures across all states G. Leverage influencers to get more votes H. Collaborate with traditional and religious leaders I. Utilize mass media to drive campaign J. He should get a northern candidate that is competent and popular.	The facilitators translated their recommendations into business terms and tactics as follow. A. Earn trust B. Good USP C. Increased customer reach D. Establish customer service touch points E. Influencer marketing F. Traditional and digital G. Merger

Various segments of lectures and discussion series during the training/workshop

4.2.2 Closing Modalities:

The 3-Day training/workshop for prize winner ended on Wednesday, the 15th of June 2022, with detailed closing events as scheduled.

The NCC team participated in the closing ceremony activities on-line due to logistical reasons that bother on other official engagement and negative security report within the FCT and environ. However, the executive management of the consultancy company in charge of the project, Skyquest Concept Projects Limited, were on ground to facilitate the closing activities.

The closing ceremony featured a closing remark from Mr. Chimezie Amadi, the head of Emerging Technology Research Unit, valedictory comments from the respective team lead of the participating tech hubs/prize winners, response from Skyquest management, goodwill, and farewell messages from the resource persons/Skyquest team, group photographs and exchange of contacts.

Participants with Skyquest Executive Management and resource persons during the closing event.

4.2.3 Welfare/Security:

The welfare and security of the participants were adequately taken care of by Skyquest. The welfare package covered the flight and local transport and logistics, hotel accommodation through-out the duration of the event, from date of arrival to departure, feeding arrangement consisting of breakfast, lunch, and dinner, including arrival dinner on the day of arrival.

Regarding security, it is important to point out that additional armed policemen were on ground at the venue of the event, based on our request, to scale up the normal arrangement by the hotel.

Typical breakfast/lunch sessions during the training/workshop

4.2.4 Venue of Training Events:

The venue of the training event was Global Village Suites Hotel, One Man Village, Mararaba, in Nasarawa State. The venue was selected for the dual strategic reasons of being central, and yet neutral to all the participating hubs. This afforded us the great advantage of having the participants fully focused and completely engaged through-out the period, with minimal distractions.

4.2.5 Logistics/Mode:

The training was a residential mode, as all the participants were lodged in the hotel through-out the five (5) day duration of the exercise, inclusive of the days of arrival and departure.

4.2.6 Arrival/Departure:

The participants arrived at the venue a day to the actual training/workshop activities, being Sunday, the 12th of June 2022 and departed the day after the three days of activities, which was on Thursday, the 16th of June 2022. The essence of this arrangement is to ensure that the three days that was designated for the training/workshop proper was maximally utilized without interference due to travelling logistics.

4.3 Key tools and Resources:

The following tools were utilized for the training and workshop exercises.

i. Power Point Presentation slides
ii. Demonstrations, role plays, and case studies.
iii. Exercises and Real-life case studies
iv. Question and answer sessions
v. Syndicate discussions/workshop & retreat
vi. Group/teamwork activities
vii. Pictorial Display

4.4 Expected Outcome Vs Actual Outcome

The broad expectation of the learning outcome of the training/workshop, which is the first stage of internalizing the incubation and mentorship, has been captured in five key measurable aspects. These five key aspects constitute the KPIs for evaluating the achievement of the objectives of the incubation and mentorship programme.

At the end of the three days training and following the assessment during the subsequent feedback and strategy review session with the respective tech hubs, a remarkable achievement was recorded across all nine groups as summarized in the table below.

Table 4.4 Expected/Actual Learning Outcome of the Training/Workshop

S/N	Expected outcome	Actual
1	Basic Skills and Knowledge in business development and management models for tech-based enterprise	Participants showed a good understanding and application of the required skill
2	Strong product development and improvement and market fit strategies	Most of the participants displayed better knowledge of this aspect, though yet to commence full implementation.
3	Good Client/customer Management strategies: Acquisition, Retention & Development processes	Participants proved to have gained better insight in this aspect and equally started application
4	Professional Marketing /selling strategies and greater online visibility approaches for wider market penetration	Participants displayed good grasp of the required skills and commenced adoption
5	Increase digital presence, and adopt customer success practices	Mentees exhibited of strong knowledge of this aspect and preparedness to improve in actual application
6	Improved business communication and external reporting principles and practice	Mentees demonstrated a better understanding of professionalism in business communication and external reporting ethics for adoption in their business conduct.
7	Good enterprise risk identification and management practice	Most of the mentees have shown an improved knowledge of nature and sources of enterprise risk and management activities for adoption.
8	Good workforce /team management skill and organization strategies	Participants displayed better knowledge of team dynamics in the workplace and synergy as a critical model for business success.

Table 4.5: Summary of Learning Outcome Adoption - KPIs

S/N	Expected outcome	Actual
1	Relate the basic skills and Knowledge gained to current business practice and work environment	Attained
2	Match new Skills and Knowledge with existing practice	Attained
3	Improve customer acquisition funnel and implementation practices	Attainable /In progress
4	Increase digital presence, and adopt customer success practices	Attainable /In progress
5	Improve financial, risk management and funding opportunities through grant application and partnerships	Attainable/In progress
6	Prepare and engage in Serie A or B fundraising	In view

Table 4.6 Training Course Outline/Modules and Resource Persons

S/NO	COURSE OUTLINE	RESOURCE PERSON	QUALIFICATION/ EXPERIENCE
1	Digital Entrepreneurship and Business Modeling	Ilome Ossai	BA, ICT Certification (0ver 12 years cognate experience)
2	Team Management for Efficient Performance	Sunday Asuru	BSC, Finance & Banking, ACA, (in-view MIAD) (Over 15 years of cognate experience)
3	Business Development, Execution & Process for I.T Alignment	Oludare Oladimeji	BSC, Accounting, MBA, ACA (Over 15 years cognate experience)
4	Entrepreneurial Skills that drive innovation (innovation 5 by 5)	Sunday Asuru	BSC, Finance & Banking, ACA, (in-view MIAD) (Over 15 years of cognate experience)
5	Effective Selling and marketing Strategies in Digital Economies	Ilome Ossai	BA, ICT Certification (0ver 12 years cognate

			experience)
6	Strategic Financial Management for Stability and Business Growth	Sunday Asuru	BSC, Finance & Banking, ACA, (in-view MIAD) (Over 15 years of cognate experience)
7	Enterprise Risk Management and Business Sustainability Model: A case Study of the Telecom Industry	Femi Faleye	BSC, Accounting, MSC, PhD, FCA, ACCA (Over 20 years cognate experience
8	Intellectual Property for Promoting SMEs & Innovation	Ilome Ossai	BA, ICT Certification (0ver 12 years cognate experience)
9	Effective business Communication/Strategic External Reporting	Sunday Asuru	BSC, Finance & Banking, ACA, (in-view MIAD) (Over 15 years of cognate experience)

4.5 Evaluation Of The Conduct Of Training/Workshop Exercise

At the end of the training/workshop exercise, the participants were given evaluation form to evaluate the program, using google on-line evaluation tool. This assessment was deployed to measure whether the training can fill up the competency gaps within the tech hubs. The administered questionnaire covered questions from satisfaction and participants reaction to the whole process, knowledge acquisition, behavioral application as well as measuring the business environment.

Most significantly, on the question whether the training achieved its objectives, a total of 6 out of the 10 respondents graded the program with an excellent grade, while 40 grade the program with very good. When asked to grade the team of facilitators, 9 out of 10 grade the facilitators with an excellent grade.

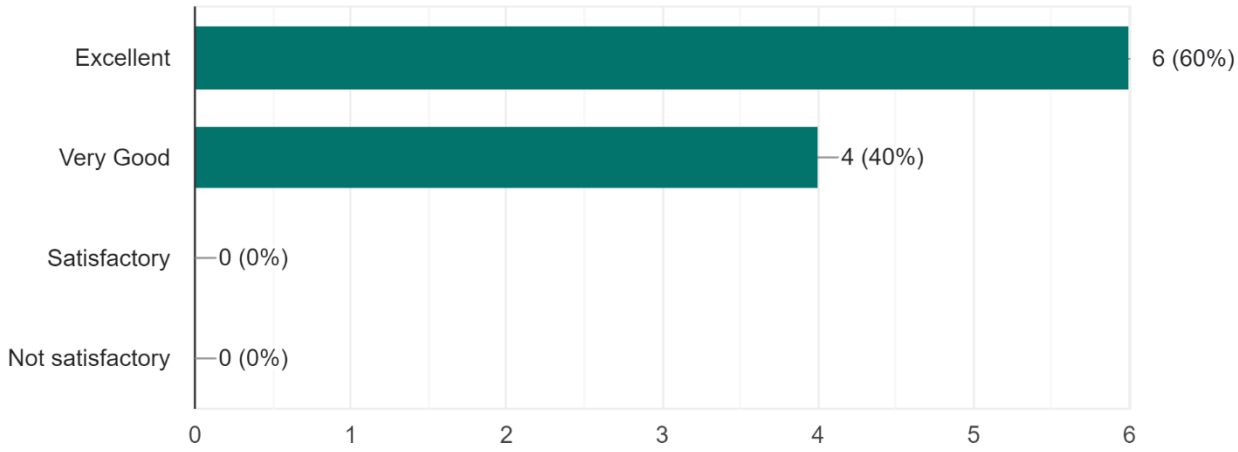
You may wish to find the detail responses to the questionnaires attached as appendix to this report.

Meanwhile, out of the nine modules, seven were covered within the three days of incubation or residential training and workshop, while two were scheduled to be delivered virtually during the subsequent stages of the engagement. The two outstanding modules are Team Management for Effective Performance and Business Development, Execution for IT Alignment.

The decision to leave out the two modules was strategic as it will be necessary to have the field survey and physical visit to the prize winners' business operating environment to develop the most appropriate perspective for the delivery to enhance learning.

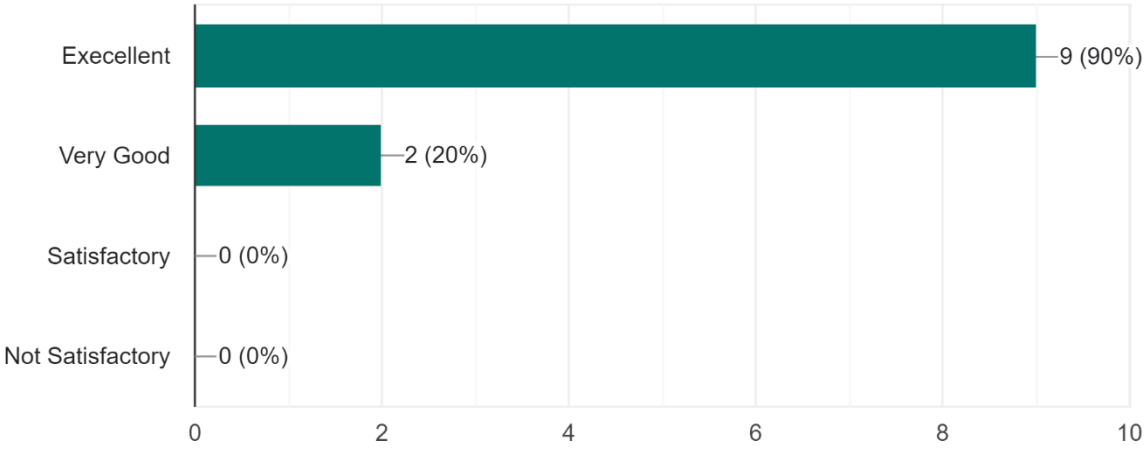
1. Do you feel the program has achieved the stated objectives?

10 responses



7. How was the performance of the programme facilitators?

10 responses



4.6 **Participation/Attendance by Prize Winners:**

The attendance and participation of the beneficiaries for the 3-Day training activities was very satisfactory and highly commendable. All the nine tech hubs were duly represented as expected. Although one of the hubs, Wicrypt, could not attend physically due to peculiar travelling and

security concern, there was a window that enabled them to feature on-line, via zoom video conferencing platform.

The breakdown showing a 100% attendance and participation of the beneficiaries is as highlighted in the table below.

Table 4.7: Target Beneficiaries Participation Report

S/ NO	NAME OF BUSINESSES	EXPECTED NO. OF PARTICIPANTS	ACTUAL ATTENDANCE/ PARTICIPATION	MODE OF PARTICIPATION	% AGE PARTICIPATION
1	**Qataloog** 1 Akin Osiyemi street, Allen Avenue, Ikeja, Lagos State	3	3	Physical	100
2	**Wicrypt** 5C Bethel Plaza, Garden Avenue, Enugu State	3	3	Virtual	100
3	**Phaheem Pharmaceuticals Limited,** Nasarawa Local Government, Kano State	3	3	Physical	100
4	**Cyber fleet Integrated Limited** Hub One, 10 Hughes Avenue Alagomeji-Yaba, Lagos	3	3	Physical	100
5	**Primed E-Health** Aminu Kano Crescent Wuse 2 Abuja	3	3	Physical	100
6	**Elizade University Team** Elizade University Ilara-	3	3	Physical	100

	Mokin Ondo State				
7	**Capsule Business Technology Ltd** 1, M.M Alkali Street off 442 Crescent CITEC Villas 4th Avenue, Gwarinpa, Abuja	3	3	Physical	100
8	**Brainiacs Stem and Robotics** Isale Eko Ave, Dolphin Estate 106104, Lagos	3	3	Physical	100
9	**Innovia Digital Manufacturing Technologies Ltd** N0, 42 Montgomery Rd, Yaba, Lagos	3	3	Physical	100
	TOTAL	27	27``		100

CHAPTER FIVE

5.0 REVIEW/ FEEDBACK AND MENTORING ACTIVITIES

The second stage of the actual incubation and mentoring activities entails the feedback, review, and mentoring sessions for addressing the take-away of the incubation and the key to the project objective. At this point, it is pertinent to point out, that as stated earlier in this report, the incubation and mentoring activities adopted a hybrid format as established in the framework of implementation.

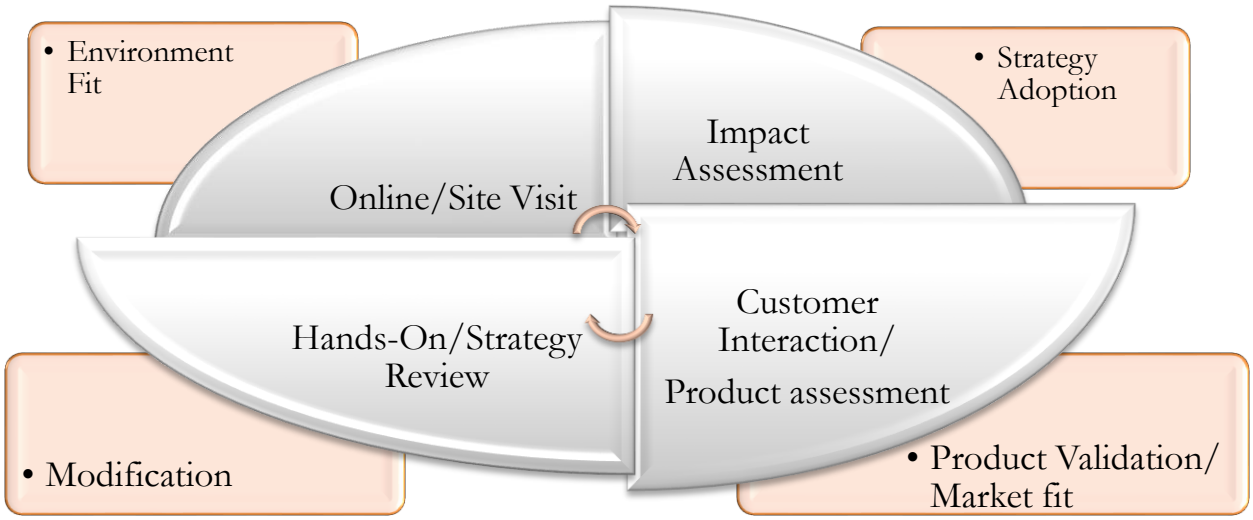
5.1 Operational Framework

Operationally, this stage activity was two dimensional. It includes the implementation of actionable tasks, identification of strategic goals and measurement of expected outcome. While actionable task dwelled on the scope of mentoring sessions arising from incubation activities, the strategic goals and measurement of expected outcomes will revolve around generating new and better business models, and key results which in some instances will require stakeholders' engagement.

5.2 Hub Attachment/Field Activities

The field activities and final stage of the incubation and mentoring program was designed to provide opportunity for further scrutiny of tech hubs capabilities and for full integration and adoption of the various lessons learnt during the incubation activities. It heralded opportunities for adding value to tech hubs products and marketing strategy as well as validation of recommended strategies as a means of aggregation and consolidation of the incubation and mentorship experience by the tech hubs. In this stage, four basic activities were carried out as represented in the figure below.

Figure 5.1 Field Activities Compass



5.2.1 Online and Offline (Site Visit) Engagement:

The key operations under the field activities focused on-the-spot assessment of key scaling variables as they relate to the respective tech hubs based on the identified focal points.

This process was also designed to deal with the issues of new and improved business strategies and models. The on-line series featured each of the nine hubs separately within the allotted time interval and commenced a week after the physical training stretching through a period of two weeks.

All the nine hubs participated in the exercise, (find the timetable of participation in the appendix), having a rigorous business strategy review engagement that lasted for a minimum of two hours per hub. Details of the activities and objectives for sessions and the remaining two subsequent stages, which were equally circulated to the prize winners and NCC project team, have been highlighted in the mentorship guide as appendix to this report.

Typical Online session of mentorship engagement with the tech hubs/NCC Prize winners

Physical visits were made to the respective tech hubs in their specified operational bases. The business environmental factors were critically evaluated to determine the level of fitness in relation to the business dynamics of the hubs in terms of visibility, accessibility of the target market and other business support elements.

5.2.2 Impact Assessment:

The level of adoption of the basic skills and new knowledge gained during the training and workshops as well as implementation of strategies recommended during the technical intervention sessions were assessed. Essentially the impact of this new knowledge, skills and strategies were reviewed for either modification or reinforcement.

5.2.3. Customer Interaction / Product Assessment:

Scheduled visits were made to major clients/customers that have used the products/services of the respective tech hubs for user feedback. This gave us the opportunity of firsthand information for proper evaluation of the product's market-fit and market penetration potential. Appropriate modification, improvement in features and functionality of the product to achieve desired market fitness as well as market repositioning strategies for competitive advantage and wider market penetration were recommended.

5.2.4 Hands – On / Strategies Review

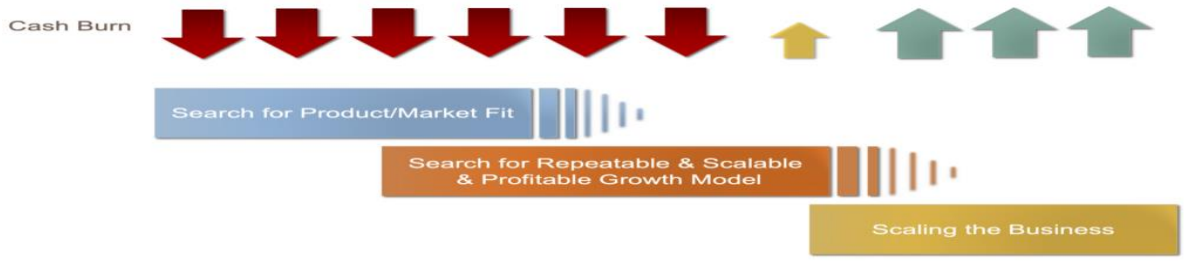
Based on the evaluation of current operational dynamics, environmental factors, market penetration status and customer acquisition standing of the products of the respective hubs, hands-on strategy review and possible strategic intervention were carried out. Various customer acquisition options, including referrals and customer loyalty programs were considered.

5.3 Findings on Tech Hub Product and Market Status

As with most start-ups and tech entrepreneurs, we discovered generic problem that was associated with them owing to inadequate funding, management competence, and marketing challenges. Here are some common symptoms that were discovered:

- **Management and marketing deficiency**
  There is no value proposition that is compelling enough, or compelling event, to cause the buyer to commit to purchasing. In the current competitive environment, products or companies that are eager to achieve market objectives will emphasis on the need to find buyers or create your own market. This knowledge was greatly lacking in most of the tech hubs
- **Poor Product/Market Fit**
  Another challenge that was discovered by the team of mentors was the failure of achieving high product or market fit. The failure of some of these tech hubs to develop a product that meets the market need was largely due to poor execution of the business concept.
- **Lack of in-house tech personnel**

As a tech hub or tech entrepreneur, which many of the beneficiaries are supposed to be, we discovered that majority of them were not having in-house tech expertise. This resulted in delay product readiness and poor execution of product concepts.



- **Failure to find a profitable Growth Model**

Another key observation was the assumption by the entrepreneurs that because they have good product that customers will naturally gravitate towards them. While some of them experienced such optimism with the few customers, it rapidly became obvious that the Cost of Attracting new Customers (CAC) was increasingly becoming higher than the lifetime value of that customer (LTV). These observations prompted the mentors to implement the 9 steps to repeatable scalable and profitable growth model during the mentoring engagements.

5.3.1 Specific Problems / Challenges of the Tech Hubs

Building new businesses is usually aspirational and often comes with so much twist and turns. During the second level of engagement between the mentors and tech hubs, the mentors attempted to have a clearer picture of the operations of these tech hubs and the challenges they face.

This understanding necessitated the program implementers to conduct a structured survey to understand the level of the tech hubs operation.

To fully grasp the enormity of the challenges, mentors conducted a business health check to validate the financial viability and sustainability index of each of the tech hubs by asking probing questions even when some of them were unwilling to share details on their financial records owing to unavailability of key financial persons or deliberate attempt to stymie the fact-finding process.

Notwithstanding, our findings are captured in the table below.

Table 5.1 Specific Challenge of Tech Hubs.

S/NO	Name Of Business	Specific Problems as Identified by Mentors
1	**Qatalog**	1. Inability to implement an effective pricing model 2. Lack of Social acceptability 3. Nonexistent funding strategy for grant sourcing **4.** Lack of adequate funding and operational base/head office 5. Nonexistent partnership operational framework 6. Lack of experienced management and marketing personnel
2	**Wicrypt**	1. Scaling of product adoption to other parts of the country and the world at large 2. High cost of product device 3. Establishment & expansion of device production facility. 4. Lack of industry partners 5. Foreign exchange dilemma
3	**Phaheem Pharmaceuticals Limited,**	1.Lack of adequate factory space/facility 2.Inadequate funding structure for product development 3. Absence of in-house tech officers/engineers 4. Social acceptability risk 5. Foreign exchange accessibility 6. Absence of clearly defined ownership/operating model
4	**Cyberfleet Integrated Limited**	1. Low customer acquisition capabilities 2. Poor product market fit 3. Lack of partnership strategy 4. Poor product asset management capabilities 5. Nonexistent funding /grant sourcing strategy
5	**Primed E-Health**	1. Ineffective product asset optimization 2. Lack of customer success integration program 3. Limited Scaling of product / service offerings to other states 4. Inadequate partnership operational framework.
6	**Elizade University Team**	1. Deployment of MVP/Feedback 2. Possible product modification 3. Financial scaling 4. Minimizing FX risk exposure 5. Explore avenue of scaling up local content of input 6. Final Product launch and market reach

7	**CSED/Capsule Business Technology Ltd**	1. Nonexistence of internal tech team (developers/coders) 2. Incomplete product design 3. Low customer adoption. 4. Lack of capital
8	**Brainiacs STEM and Robotics**	1. Poor customer acquisition management 2. Poor inventory management 3. Slow operationalization of partnership framework 4. Lack of capital
9	**Innovia Labs: Innovia Digital Manufacturing Technologies Ltd**	1. Unavailability of proper factory floor 2. Inadequate working capital 3. Inability to commercialize training as a revenue model 4. Slow implementation of funding strategy 5. Capital inadequacy

5.4 Immediate Actionable Task

All nine hubs participated effectively in the stage 2 engagement activities at this level of the incubation and mentorship programme. The actionable task at this stage and respective outcome, includes, but not limited to the following

- ✓ Review of status: Process, procedures, and Practice
- ✓ Feedback/intervention support
- ✓ Virtual Simulation and brainstorming
- ✓ Strategic options and alternative models
- ✓ Corrective and improvement measures for any shortfall
- ✓ Identification and harmonization of strategic intervention needs

Basically, in dealing with the task, the mentors/consultants engaged each group of the prize winners exhaustively on the review of technical issues relating to their specific product offering. It included a thorough review of MVP of their businesses, user testimonials and feedback mechanism, current process, procedures, and practice in terms of market visibility and advertising, brand communication channels, market penetration and client acquisition strategies as well as business growth and sustainability plan.

Other aspects that were considered during the sessions were various supply chain and network, current operating capacities and scale up potential, opportunities for growth and identifiable threat, capital adequacy and possible regulatory/ compliance constraints, including the need to leverage related policy measure in curbing possible infractions. The sessions were tailored toward each prize winner specific industry, product offering and core business focus.

5.5 Subsequent Strategic Measures and Target Outcome/KPIs

The first aspect of the targeted outcome/KPIs was the adoption of the individualized measures and strategies recommended by the mentors for the tech hubs and the evaluation of their impact on the business of the mentees. The second aspect which will be continuous will include the identification and harmonization of critical strategic stakeholder interventions as well as deepening of key results.

The harmonized critical intervention needs according to the respective hubs are captured in the table below.

Table 5.2 Harmonized Intervention Needs of Tech Hubs

S/NO	Name Of Beneficiaries/Business	Areas and Nature of Strategic Intervention/Partnership required (**Recommendation / Strategic Measures)**
1	**Qataloog**	**1**. Exhibition opportunities with tertiary institutions regulators/institutions 2. State universities through their state government but offering them a revenue window 3. Product enhancement in terms of accessibility and content security 5. Pricing modeling 6. Social acceptability strategy 7. Grant sourcing
2	**Wicrypt**	1. Expand partnership with state governments, institutional users, and ISPs to white label the wicrpt device 2. Work with relevant partners to create a digi-farm where various capacities of coders and developers are warehoused to support entrepreneurs in creating their products. 3. Initiate partnership meetings with telecom operators to extract commitment letter to patronize wicrypt 4. Exploration and activation of relevant executive orders on local purchase and production (pioneer status order) 5. Create Avenue for exhibition with institutional users 6. Minimizing Fx risks exposure 7. Explore Avenue for scaling up local content of input

3	**Phaheem Pharmaceuticals Limited,**	1. Explore Avenue for exhibition with institutional users 2. Initiate partnership meetings with state health care service agencies 3. Explore avenues for more market visibility 4. MVP modification and Product enhancement 5. Create diversified usage and application in product design 6. Drive your market through the cost savings element in terms of electricity consumption.
4	**Cyberfleet Integrated Limited**	1. Digital engagement policy 2. Social media influencers build up from circle of influence 3. Social media plan 4. Explore Avenue of collaboration with and strategic partnership with university authorities 5. Review of user research and create tractions 6. Identification of core financial needs and streamline of budget management 7. Create a campaign around your referrals
5	**Primed E-Health**	1. Review and redesign a new financial model that supports supply chain management and optimal working management 2. Onboard the digital marketing team 3. Review additional value offering they can introduce to the market 4. Explore avenues for special exhibitions to potential prospect and relevant government agencies. 5. Increased collaboration with regulatory agencies and healthcare practitioners.
6	**Elizade University Team**	7. Deployment of MVP/Feedback 8. Possible product modification 9. MoU /Business status determination 10. Financial scaling 11. Minimizing FX risk exposure 12. Explore avenue of scaling up local content of input 13. Final Product launch and market reach
7	**CSED/Capsule Business Technology Ltd**	1. Complete the building of the next phase of the technology/software product 2. Consider domesticating tech team in house 3. focus on securing grant opportunities in the short term for

		scaling purposes 4. Convene and extract support agreements from relevant stakeholder and MDAs 5. Activate collaboration and technical partnership with critical agencies and industry leaders. 6. Elicit and leverage support and concession from relevant regulatory authorities. 7. Propose a meeting to be convened by NCC with internal institutional partners while Capsule should provide the following i. Documentation on conversation with investors ii. Blueprint or cost template for developer team domestication
8	**Brainiacs STEM and Robotics**	1. Apply for government projects 2. focus on getting partnerships / collaboration with relevant stakeholders (identify at least 10 key stakeholders per quarter) 3. Create avenues for exhibition and engagement with key stakeholders 4. Identify state governments that have policies relevant to the products and propose projects to them. 5. Partnership with local and foreign competitions on stem to serve as their local partner/organizer
9	**Innovia Labs: Innovia Digital Manufacturing Technologies Ltd**	1. increase proposal writing to 10 proposals to state governments per quarter. 2. Increase digital presence with company digital policy 3. Extraction of support letter from NCC to fast track DBI release of factory space 4. Prepare a plan for required equipment viz a viz the space expected from DBI to begin execution 5. Research grants - engagement of 10 multilateral and grant donors in a year. 6. Working capital – consider bootstrapping for strategic funding of product marketing 7. Consider commercialization of training 8. Strategic partnership and collaboration with related government agencies in the areas of digital deep-tech skills acquisition

However, in view of the different intervention needs and strategic measures identified and agreed upon, it is expected that the Nigerian Communications Commission (NCC), as the project driver and other Digital Economy intermediary agencies in collaboration with the supervising Ministry, the Federal Ministry of Communications and Digital Economy (FMC&DE), should provide the lead for specific intervention engagement. This will be instrumental in scaling the business activities of the tech hubs/ NCC prize winners.

Consequently, the following areas have been identified as joint actionable measures on the part of the NCC in conjunction with the respective prize winners.

Table 5.3: Specific Intervention Needs –NCC-Prize Winners Joint Actionable Task

S/N	Name of Tech Hub	Technical Partnership/ Collaboration Initiatives	Relevant Agencies/Institution/Industry Leaders	Objectives (Regulation/ Concession Financial Scaling)
1	**Qataloog**	1.Exhibition opportunities with tertiary institutions regulators/institutions 2. State universities through their state government but offering them a revenue window 3. Institutional/Policy framework Support	FME, NUC, NOUN, TETFUND, NITDA, TRCN, ASUU, UBEC, NUT, APCs, UNICEF Federal and State Universities, COEs and Polytechnics	• Regulatory Concession/waivers • Financial Scaling • Letter of introduction • Comfort Letter • Certification • Brokering partnership meetings
2	**Wicrypt**	1. Expand partnership with state governments, institutional users, and ISPs to white label the wicrypt device. 2.Initiate partnership meetings with telecom operators to extract commitment to patronize 4. Exploration and Activation of relevant	FMC&DE, NCC, NITDA, MTN GLO, AIRTEL, ETISALAT	• Regulatory Concession/waivers • Financial Scaling • Letter of introduction • Comfort Letter • Certification • Brokering partnership meetings

		executive orders on local purchase and production (pioneer status order) 5. Create Avenue for exhibition with institutional users		
3	**Phaheem Pharmaceuticals Limited,**	1.Explore Avenue for exhibition with institutional users 2.Initiate partnership meetings with state health care service agencies 3. Explore avenues for more market visibility 4. Create diversified usage and application in product design	FMP, MDCN, FRSC TETFUND, SHMB, NCC	• Regulatory Concession/waivers • Financial Scaling • Letter of introduction • Comfort Letter • Certification • Brokering partnership meetings
4	**Cyberfleet Integrated Limited**	1. Secure the buy-in of relevant agencies and institutions 2. Explore avenues for exhibition and publicity 3. Create programmes that will enhance digital learning 4. Exploit the digital literacy roadmap of relevant agencies to create synergy and wider market penetration. 5. Explore alternative low prized funding options to boost working capital.	FMC&DE, FME, NITDA, NUC, ASUU, NCC, Federal and State Universities, COEs and Polytechnics, BoI.	• Regulatory Concession/waivers • Financial Scaling • Letter of introduction • Comfort Letter • Certification • Brokering partnership meetings

5	**Primed E-Health**	1.Review additional value offering they can introduce to the market 2. Explore avenues for special exhibitions to potential prospect and relevant government agencies. 3. Increased collaboration with regulatory agencies and healthcare practitioners.	FMH, MDCN PHCDA, NAFDAC, TETFUND, NHREC, NCC,	• Regulatory Concession/waivers • Financial Scaling • Letter of introduction • Comfort Letter • Certification • Brokering partnership meetings
6	**Elizade University Team**	1. Deployment of MVP/Feedback 2. MoU /Business status determination 3. Financial scaling 4. Minimizing FX risk exposure 5. Final Product launch and market reach	NCC, PHCDA, NAFDAC, TETFUND, MDCN, NHREC, NUC, TRCN, BoI, UBEB	• Regulatory Support framework • Financial Scaling • Letter of introduction • Comfort Letter • Certification • Brokering partnership meetings
7	**CSED/ Capsule Business Technology Ltd**	1.Securing adequate funding structure for scaling 2. Convening and extraction of support agreements from relevant stakeholder MDAs 3. Activating collaboration and technical partnership with critical agencies and industry leaders. 4. Eliciting and leveraging support and concession from relevant regulatory authorities.	SMEDAN, BoI, CAC, NIPC, FMTCI, FIRS, NEPC, NISRAL, NCC	• Regulatory Concession/waivers • Financial Scaling • Letter of introduction • Comfort Letter • Certification • Brokering partnership meetings

		5.Propose a meeting to be convened by NCC with internal institutional partners. Capsule to provide the following i. Documentation on conversation with investors ii. Blueprint or cost template for developer team domestication		
8	**Brainiacs STEM and Robotics**	1. Increase participation in government/public schools projects in the product line 2.Getting partnerships / collaboration with relevant stakeholders (identify at least 10 key stakeholders) 3.Create avenues for exhibition and engagement with key stakeholders 4. Identify and collaborate with state governments that have policies relevant to the products and propose projects to them. 5. Partnership with local and foreign competitions on stems…	FME, SME, TRCN, UBEB, UNICEF, NCC	• Regulatory Concession/waivers • Financial Scaling • Letter of introduction • Comfort Letter • Certification • Brokering partnership meetings
9	**Innovia Labs: Innovia Digital Manufacturing Technologies Ltd**	1.Research grants - engagement of 10 multilateral and grant donors in a year 2. Optimizing Working capital through bootstrapping for Strategic	FMS&T, FMHSD SMEDAN, NISRAL, BoI, NSIP/N-POWER, ITF, NCC	• Regulatory Concession/waivers • Financial Scaling • Letter of introduction • Comfort Letter

		funding needs. 3. Commercialization of training capabilities. 4. Effective integration of Digital /DeepTech into the Federal Government Empowerment / job creation initiative 5. Strategic partnership and collaboration with related government agencies in the areas of digital deep-tech skills acquisition		• Certification • Brokering partnership meetings

Generally, all the hubs require the first level intervention from the programme initiator/ coordinator, Nigerian Communications Commission, to provide the lead to the other related agencies and industry drivers, in such a manner that will be appropriate to effectively address the growth and stability of the start-ups.

The first level intervention from the NCC could be by way of issuance of comfort letters and such other actions that can assist prize winners in the following areas,

1. Attracting financial investors, both domestic and foreign
2. Securing white labeling by big players in the respective sectors
3. Accessing of grants and soft loans
4. Brokering a stakeholder meeting between the prize winners and appropriate agencies
5. Creating MoUs/ JV agreement
6. Securing waivers and concessions

5.6 Specific Business Scaling Strategic Task/Roadmap

Based on the observations across the various tech hubs arising from the filed visits and activities, specific actionable task and strategic interventions were recommended for each of the tech hubs as it pertains to their peculiar operational issues, product, and business as well as market dynamics.

To ensure adequate implementation of the recommendations from mentors to mentees, the different tech hubs were requested to develop a workplan with specific time frame for the implementation of the recommendations.

To that end, each of the tech hubs was mandated to submit a corresponding strategic roadmap that constitutes short- to- medium term measures and actionable task to the management of the

Nigerian Communications Commission. The roadmaps are expected to serve as a guiding framework to the tech hubs in achieving accelerated scaling in terms of funding, wider market reach and penetration, product /market fit, brand communication and, general business growth and stability.

Table 5.4: Specific Business Scaling Strategic Task

S/NO	Name Of Beneficiaries/Business	Recommendation Short-to-Medium Term Measures /Actionable Task
1	**Qataloog**	1.Explore exhibition opportunities with tertiary institutions regulators /institutions leveraging the NCC Digital Economy roadmap. 2. Creation and presentation of partnership framework to state governments that offer state universities revenue window. 3. Extract comfort letter for securing a university partner to house their operation and reduce credibility risk while expanding penetration opportunities 4. Improve social /digital media presence
	Wicrypt	1.Extract commitment letter from NCC to support expansion of partnership with state governments, institutional users and ISP providers to white label the wicrypt device 2.Initiate partnership meetings with telecom operators to extract commitment to patronize 3.Exploration and activation of relevant executive orders on local purchase and production (pioneer status order) 4. Work to ensure affordability of the wicrypt device.
3	**Phaheem Pharmaceuticals Limited,**	1.Development and delivery of service proposals to not less than 5 state governments in the region before the end of the incubation and mentorship cycle

		2.Identify and initiate engagement with public health facilities and other similar public institutions for collaboration. 3. Extraction of support letter from NCC to collaborate with Nigerian Society of Engineers (NSE) for exhibitions and technical partnership 4. Prepare space plan for required equipment viz a viz the appropriate factory location for more structured operations.
4	**Cyber fleet Integrated Limited**	1. Design and delivery of Digital Engagement Policy with focus on Influencer Marketing. 2. Review of user research 3. Identification of core financial needs and streamline of budget management 4. Creation of a campaign around your referrals 5. Introduction of content and curriculum element embedded in the platform as added value 6. Identification and development of target audience by state-by-state markets (list of potential customers) that can afford the KlasConnect platform 7. Creation of a digital literacy roadmap for schools in partnership with relevant stakeholders for implementation as market penetration strategy. 8. Incorporation of digital literacy component to klassconnect in applying for grants. 9. Establish quarterly targets for grant applications of at least 5 per quarter
5	**Primed E-Health**	1.Onboarding a digital marketing team 2.Establishing a product champion mechanism to support ease of customer onboarding process and deepen social acceptability 3. Improving onboarding process by implementing residential training programs.

		4. Extract support letter from NCC to facilitate exhibition and collaboration with Medical and Dental Council of Nigeria
6	**Elizade University Team**	1.Development and delivery of not less than 5 proposals to targeted funding partners/agencies to enable scaling. 2.Extraction of comfort letter from NCC to facilitate partnership agreement and MOU with targeted partners. 3.Identify Apply for not less than 10 grants through engagement of multilateral and grant donors in a year. 4.Explore the opportunities available through research grants from CBN and TETFUND for further product development. 5.Actual deployment of the MVP of the hub at NCC to enable product validation. 6.Collaboration between Elizade University and NCC to establish an appropriate business enterprise model for the hub.
7	**CSED/Capsule Business Technology Ltd**	1. Initiate and consummate partnership with a tech company or engage a team of developers/coders on equity sharing scheme to complete product design and support fundraising ventures. 2.Establish quarterly targets for grant applications of at least 5 per quarter 3. Identification and development of target audience by sector-by-sector markets for partnership purposes 4. Extraction of commitment letter from NCC to enhance stakeholder management and opportunities.

8	**Brainiacs STEM and Robotics**	1.Creation and implementation of marketing budget to enhance customer retention and acquisition. 2. Identification and application to not less than 5 government projects related to STEM education. 3. Getting partnerships / collaboration with relevant stakeholders (identify key stakeholders like 10) in the education sector. 4. Partnership with local and foreign competitions on stem as local partner and implementer 5.Improvement in the inventory management by nominating a storekeeper and manager per schedule of the hub
9	**Innovia Labs: Innovia Digital Manufacturing Technologies Ltd**	1.Development and delivery of not less than 10 proposals to state governments before the end of the incubation and mentorship cycle 2. Increase digital presence with company digital policy 3.Extraction of support letter from NCC to fast track DBI release of factory space 4. Prepare space plan for required equipment viz a viz the space expected from DBI to begin execution 5.Apply for not less than 10 grants through engagement of multilateral and grant donors in a year.

5.7 Communication/ Confirmation

To ensure effective implementation and scale up of these tech hubs, the respective hubs were written formally for confirmation of the recommended actionable task and also present their implementation work plan and timelines. The correspondence to this effect has been provided as appendix to the report.

Skyquest (Mentors) at CSED/Capsule Hub during site visit in Abuja

Skyquest (Mentors) with Phaheem team during the Tech hub visitation at Kano

Skyquest (Mentors) with Wicrypt team at the hub in Lagos during field survey /site visit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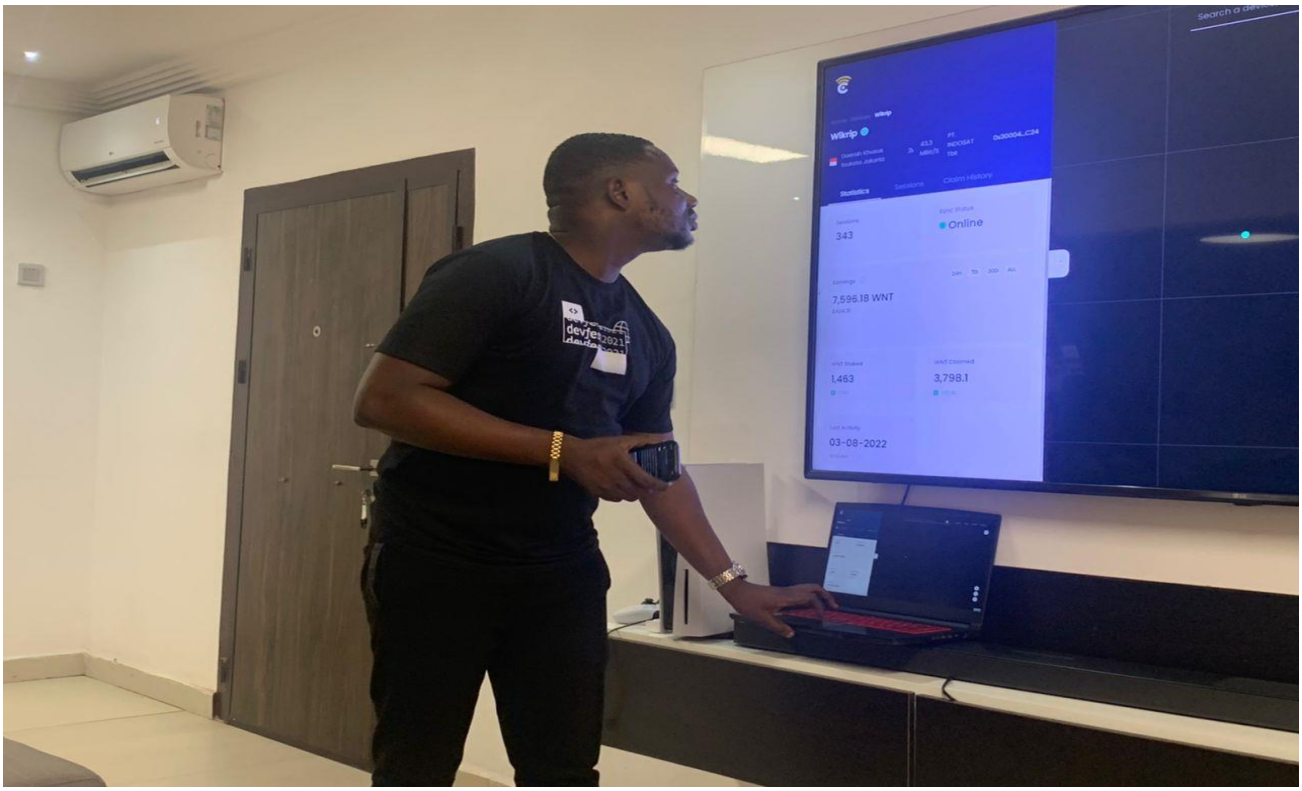
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Skyquest (Mentors) with Primed –E Health team at Gbagada General Hospital, Lagos during field survey/ site visit

Skyquest (Mentors) with Qataloog team at the tech hub in Lagos during field survey/site visit

Skyquest (Mentors) With Cyberfleet team at the tech hub in Lagos during site visit

Mentors and Cyberfleet hub at a client's office during site visit in Lagos.

Skyquest (Mentors) with Brainiacs STEM and Robotics team at the tech hub during the site visit in Lagos

CHAPTER SIX

6.0 FINAL COMPLETION PHASE

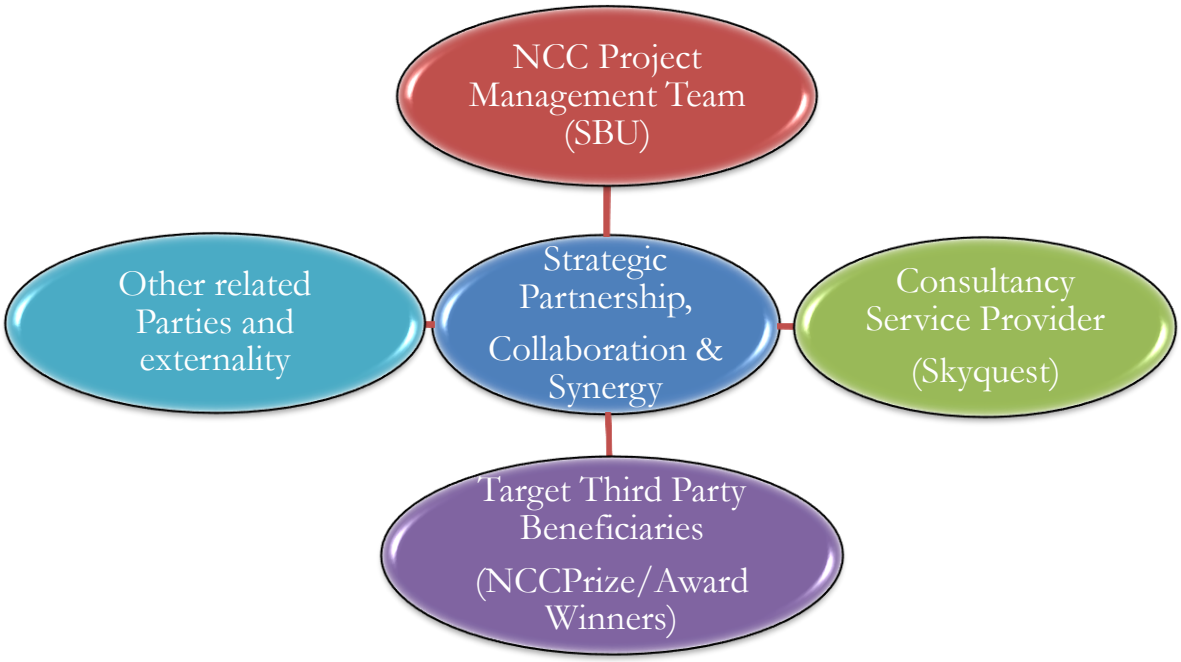
In view of the planned schedule of activities and service scope for the incubation and mentoring programme as set out in the project implementation gant chart and attainable milestones, we have eventually come to the final completion activities, having completed the relevant task and attained the corresponding objective in the preceding phases.

Most importantly, skyquest have diligently kept track of the specific work plan, project mandate and expected deliverables on this assignment for every stage covered so far. We have dutifully delivered on the key aspect of the engagement, in line with the ToR and contract agreement, from inception with verifiable evidence and measurable success. Hence, we have prepared this final report as part of the programme deliverables.

6.1 Critical Success Element

Starting from the inception of this assignment, five key operational elements were identified as the critical success factors of the project as highlighted in the figure below. These elements have continued to dominate our efforts in achieving outstanding results and creating the needed value at every level of the implementation chain.

Figure 6.1 Critical Success Elements



So far, we have been able to build and effectively leverage the much-needed synergy and collaboration among the respective critical stakeholders, which has in turn been crucial to the

current success attainment level. We are equally applying all necessary legitimate measures to sustain and consolidate the momentum as we approach the concluding part of the assignment.

6.2 Engagement Standards/ Project Execution Ethics

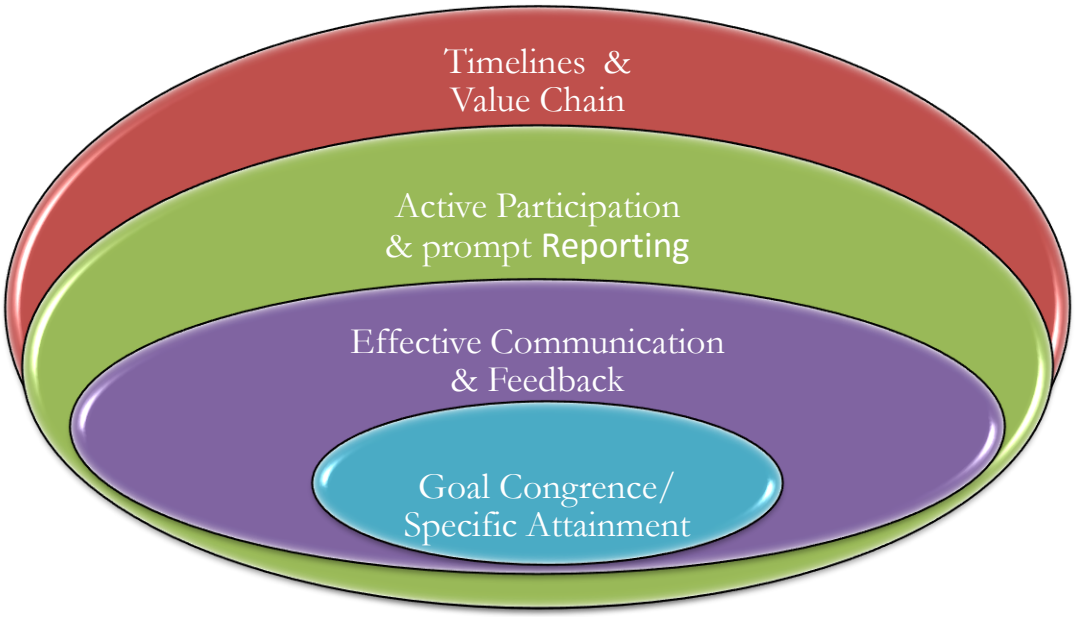
We have maintained the engagement standard and project execution ethics under this consultancy service contract thus far, especially in line with the following seven pillars:

i. Integrity and transparency
ii. Confidentiality and secrecy
iii. Professional ethical conduct
iv. Civic / social responsibility
v. Fiscal responsibility
vi. International best practice
vii. Collective responsibility.

6.3 Key Performance Indicators: (KPIs)

Essentially, we kept track of the KPIs as considered appropriate for a project of this magnitude. The key Performance indicators can be assessed along four criteria as follows:

Figure 6.2 The KPIs



6.4 Final Report

Skyquest on the strength of the above assessment have prepared and hereby submit this final report having completed the required incubation and mentorship activities.

Moreover, this final report has been based on the approval of the draft final report and after taking into consideration the observations and technical inputs of the Emerging Technology Research Unit. The report which serves as a comprehensive reference document of the project can be adopted as a sustainable incubation and mentoring framework and viable business model to support technology entrepreneurs and the digital economy ecosystem in Nigeria.

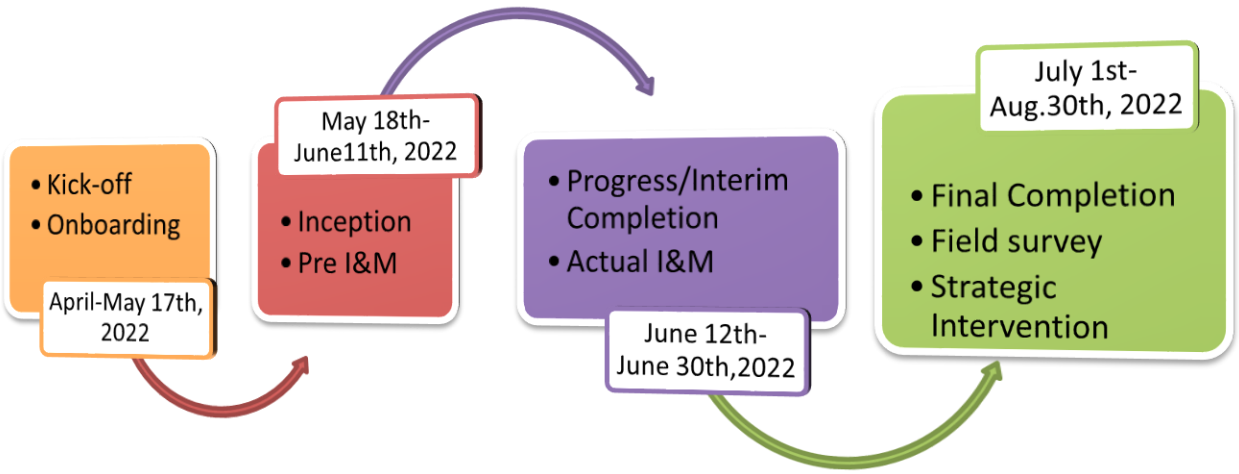
6.5 Operational Staff Team:

To maintain consistency and consolidate on the learning achievements as well as cordial relationship already established, we have retained the same set of professional staff from inception through the final stage. Moreover, the team of professional staff and experts proved to be highly competent and dedicated and showed satisfactory performance.

Table 6.1 Project Staffing Schedule/Responsibilities Matrix

NAME OF STAFF	QUALIFICATION & EXPERIENCE	AREA OF EXPERTISE	RESPONSIBILITY ASSIGNED	TEAM DESIGNATION
Femi Faleye	BSC, Accounting, MSC, PhD, FCA, ACCA (Over 20 years cognate experience		Facilitator/Mentor	Team Lead
Sunday Asuru	BSC, Finance & Banking, ACA, (in-view MIAD) (Over 15 years of cognate experience)		Facilitator/Mentor	Principal Consultant
Ossai Ilome	BA, LL.B, ICT Certifications (0ver 15 years cognate experience)	Digital Media & Business Development Expert	Facilitator/Mentor	Senior Consultant
Oludare Oladimeji	BSC, Accounting, MBA, ACA (Over 15 years cognate experience)		Facilitator	Consultant

Figure 6.3 Project Execution Trajectories



The trajectories of the four (4) months incubation and mentorship project which commenced in April and due to be completed in August has followed a consistent flow in terms of the adopted implementation framework and process chain, beginning from the kick-off meeting we had with the coordinating team at the Emerging Technologies Research Unit of the NCC.

We have thus progressed through the onboarding session of the participants, the Inception activities, to the actual Incubation and Mentoring activities. We are excited to state that the project has now been completed, having come through the commencement to the completion aspects of the deliverables and dutifully implemented the various activities as outlined in the technical and methodology of the project design. This is in line with the project implementation life cycle and completion timeline, which is September, 2022.

CHAPTER SEVEN

7.0 RISK AND ASSUMPTIONS

It is important that the potential risk factors capable of limiting the success of the project and by extension the expected scale up of the tech hubs be x-rayed at this stage to proactively deploy the risk management elements as well as making informed assumptions for the purpose of planning.

7.1 Potential Risk elements

i. Funding inadequacy
ii. Policy/ Regulatory change and inconsistency
iii. Internal Security
iv. High level of uncertainty in the Socio-Political environment
v. Economic depression pressures
vi. Inadequate commitment by target beneficiaries
vii. Technological changes
viii. Public health/Pandemic
ix. Poor time management factors

7.2 Assumptions

The following assumptions have been made as the basis of our planning and strategic approach for the execution of the project.

i. The commission will be ready to fund the project effectively and in line with payment structures specified in the RFP and award letter.
ii. The prize money has been fully paid to Prize/Award winners
iii. The basis of nominating the prize winner has been objective and credible
iv. The prize winners have reasonable commitment to the programme and have been sufficiently sensitized and mobilized for the programme.
v. Prize winners must be willing to implement recommendations
vi. NCC project management unit shall provide needed monitoring of tech hubs to ensure implementation of recommendations.
vii. NCC shall be willing to implement recommendations, especially by providing critical regulatory and technical interventions.

CHAPTER EIGHT

8.0 CONCLUSION/FURTHER ACTIONS

In view of the current level of attainment on the assignment, which in our considered opinion is consistent with the specific and general deliverables, job scope and structured milestone objectives, it is increasingly certain that the overall goals and objectives of the incubation and mentorship project will be actualized.

Whilst the implementation of the program which was based on the parameters and basic standards set out in the Inception report clearly defining the roadmap for execution and measurable deliverables, we have been able to accommodate necessary modifications as deemed necessary to enhance maximum outcome. We have equally adopted measures and approaches that enhanced quality assurance, cost effectiveness and operational efficiency.

As we progressed through the concluding part of the assignment, being the second level of mentorship engagement with the prize winners as well as strategic collaboration with the relevant parties under the expanded stakeholder framework, it is believed that the project has met its expectations in terms of set objectives and completion timelines as stipulated in the ToR.

In so far, we are confident that the entrepreneurial capacity and competencies of the participants would have increased. This will further enhance their overall business success which will generate a multiplier effect of increased productivity, employment generation and high volume of goods and services that will translate to economic growth and development. In the end the Commission must have achieved real value for money and overall alignment with the SMP.

Moreover, it is our expectation that the commission, through its appropriate unit/department and in conjunction with the respective prize winners (Tech hubs) will commence the strategic interventions activities as highlighted under the "**Harmonized Intervention Needs** and **NCC-Prize Winners Joint Actionable Task."** in tables 5.2 and 5.3 respectively.

Equally very important is the need for NCC to urgently initiate the process of addressing the specific challenges facing the respective tech hubs as listed in table 5.1, while also monitoring to ensure that the tech hubs implement the specific scalable task recommended as short-to-medium term measures in table 5.4 and other related strategic action plan identified in the various correspondence between the mentors and the tech hubs, which has been provided as appendix to this report.

Definitely, these measures will provide the accelerated stability and up-scaling that is required to consolidate on the success of this Incubation and Mentorship project.

Lastly, the commission is required to consider the conceptualized incubation and mentorship framework and models, which has been provided as appendix to the report, for adoption as a standard practice in the ICT ecosystem.

APPENDIX 1

CONCEPTUALIZED MENTORSHIP FRAMEWORK AND SUSTAINABILITY MODEL FOR ICT SECTOR

CONCEPT AND RELEVANCE OF INCUBATION AND MENTORSHIP:

The hallmark of the technological age and globalization is the shift of productive, economic, business, social engagement, and governance from the conventional mode to the digital platforms driven by information technology and complementary ICT infrastructure in the tech space. Obviously, this results in the most efficient allocation and utilization of resources leading to increased productivity, economic growth, and development.

The Federal Government of Nigeria, in realization of the enormous economic development potential and huge advantage of digitalization, embarked on Digital Nigeria project as the roadmap for operationalizing the digital economic and governance framework in the country as well as optimizing the opportunities of the digital transformation age.

However, to actualize the objective, there will be need for vibrant tech innovation driven business structures, especially start-ups, capable of growing into formidable tech space enterprises, through necessary incubation and mentoring process, which will lubricate the supply chain elements for a functional digital economy.

Across the globe, Incubation and Mentoring programs provide participating entities with business support services and resources tailored to start ups desiring to scale up. This means that start-up companies in Nigeria will require strategic support in the form of incubation and mentorship to survive and navigate through the growing challenges during the enterprise's early stages, and most likely the highest period of their vulnerability. A clinical example of the impact of incubation and mentoring programs in Nigeria has shown that Nigerian startups, out of about $4 billion startup funding invested in Africa in 2021, amassed the largest, chunk of $1.37 billion.

To this end, the federal government, through her relevant Ministries, Departments and Agencies, to foster the actualization of the digital economy objectives, will continue to demonstrate her commitment by adopting and expanding business incubation as a strategic intervention program that is aimed at supporting the development and scaling of growth-oriented, early-stage enterprises in the country, especially the ICT ecosystem.

We can safely conclude that this is what encouraged the Nigerian Communications Commission (NCC), as the regulatory agency in the telecommunication sector in Nigeria as well as the major driver of the Digital Nigeria project and in line with the Nigeria Economy Sustainability Plan (NESP) to embark on the process of identifying and selecting growth-oriented tech innovation

start-ups, which will be provided with the critical support through Incubation and Mentoring programme for desired growth and stability.

STATEMENT OF THE PROBLEM:

While the Federal Government of Nigeria through the Ministry of Communications and Digital Economy, the parent Ministry of the Nigerian Communications Commission has put together the National Digital Economy Policy and Strategy document to guide the implementation of a comprehensive intervention mechanism in the digital ecosystem, there is still need to develop appropriate complementary framework and models for actualization of the strategy goals.

Achieving the goal of a vibrant digital economy supported by technology driven and growth-oriented start-ups will require the adoption of a Sustainable Model of Incubation and Mentoring Framework that is adaptable by stakeholders in the digital business space.

This framework, when adopted, will be instrumental to the design and implementation of Incubation and Mentoring programs, as it will offer the NCC and other key stakeholders with an insight to how regulatory interventions will spur the emergence of flourishing innovative Digital Enterprises and start-ups in Nigeria.

In view of the measurable level of success achieved in the respective NCC Hackathon and competition/exhibition programmes commissioned by the NCC in 2019, 2020 and 2021 editions and the subsequent award of prizes to the winners, as well as the four (4) months Incubation and Mentoring Programme implemented by Skyquest Concepts Ltd for the NCC in 2022, a sustainability roadmap will be required in order to consolidate and optimize the benefits of the initiative.

Therefore, it became imperative to condense the frameworks utilized for the implementation of both programmes into a sustainable model for adoption in the digital economy ecosystem to support the emergence of innovative digital enterprises in Nigeria.

THE NCC INCUBATION AND MENTORSHIP MODEL:

INTRODUCTION

According to the International Business Innovation Association (InBIA), business incubation is specially designed programs to help young startups innovate and grow. The incubators usually provide workspaces, mentorship, education, and access to investors for startups or sole entrepreneurs. Traditionally, Incubation programmes require an application process to join and usually entail a commitment for a specific amount of time.

The purposes of incubating business across the globe are largely to nurture the development of entrepreneurial companies by providing them with needed support to survive and grow during the enterprise's start-up period, and most likely the stage when they are highly susceptible to failure. Incubation and Mentoring programs provide participating entities with business support services and resources tailored to start ups desiring to scale up.

Objectively, the most common goals of incubation programs include job creation, enhancing a sectorial or community entrepreneurial climate, retaining businesses in a country or community, building or accelerating growth in a local industry and diversifying local economies.

It is noteworthy to state that the incubation and mentoring process provides entrepreneurs with an enabling environment at the start-up stage of enterprise development. This intervention usually helps the participating entrepreneurs and enterprises to reduce the cost of launching their enterprise, increase the confidence and capacity of the entrepreneur, and link the entrepreneur to the resources required to start and scale a competitive enterprise.

Entrepreneurs accepted into the business incubation and mentoring program are expected to participate in the program until an agreed upon milestone is reached, often measured in terms of product completion, customer acquisition, sales revenue, or profitability.

Incubation and Mentoring is a continuous relationship between the incubator and the early-stage entrepreneur and generally with graduation as the target, occurring when the early-stage enterprise has reached sufficient maturity. Through the Incubation and Mentoring process, the support provided by the incubator evolves along with the development needs of the business (e.g., the business has developed prototypes, pilot products, has started selling and so on).

APPLICATION PROCESS

To kick start the process of the Incubation and Mentoring program, organizations will have to provide an application process to enable targeted participants to sign up. Usually, the application process is comprised of the following steps.

1. **Call for Application:** This will require the applicants to fill out an application form and provide answers to questions about themselves or their business. Depending on the internal workings of the organizations, in terms of the number of the implementing team members, applicants can be required to submit a business plan.

2. **Interview:** The applicants will be subjected to an interview session, typically short and designed so the interviewer can learn about the applicant's experience. This can be achieved through a brief video call or a physical session.

3. **Receive a decision**: Thereafter, applicants will be notified based on the timeline provided in the call for application. Generally, it is short, taking just a few weeks for an incubator to make an acceptance decision.

4. **Implementation process**: This will encapsulate the provision of technical and moral support to participants towards deepening their product development and improvement in their marketability and funding among other needs as will be identified while onboarding, training, coaching, graduation, and mentoring. Usually, it is residential or hybrid.

SAMPLE: NCC INVITATION FOR HACKATON PUBLISHED ON 6TH SEPTEMBER 2021

Invitation to the NCC's IoT Code Camp and Hackathon 2021

The Nigerian Communication Commission as part of its strategic vision plan 2021- 2025 captures the need to encourage the development of new technologies and local content through cutting edge research to stimulate sustainable economic growth and development in Nigeria.

Pursuant to the above, the Commission invites Tech Hubs, Innovation Driven Enterprises (IDE) in Nigeria to enter eligible start-ups and their solutions in the third edition of the NCC IoT Code camp and Hackathon with focus on two categories.

- **Development of IoT (Internet of Things) solutions for kidnapping and banditry in Nigeria.**
- **Assistive robotics solutions for effective e-waste management.**

The NCC IoT Code camp and Hackathon will promote tech-driven enterprises and the adoption of IoT based solutions by the translation of novel ideation to the actual development of hardware /software solutions as useable products as an outcome of the event.

An independent panel of judges will determine a First and Runner-up entry for each category and judge's decisions are final.

The First and Runner-up adjudged for each category will receive cash prizes of **₦5million** and **₦3million** respectively.

Eligibility

The criteria for participation in the competition include the following:

- Enterprise MUST provide certificate of registration with Corporate Affairs Commission
- The project should have clear relevance to one of the two categories above.
- Clear problem statement, proposed solution, and roadmap to deployment.
- Proof of concept (which may also include technical feasibility of idea with diagram, algorithm, existing models, or case studies, etc.).
- Novelty of solution (including a declarative statement on ownership of intellectual property)
- Solution including prototype development can be concluded within 3 months of receipt of the grant (including statement of application of funds).

Guidelines

All applications should be ONLINE.

There is no cost to enter the competition and full control and ownership of intellectual property of the entries remain with the participant.

All entries must be made by a Tech Hub /Innovation Driven Enterprise who will register and submit on behalf of the entry the following documentation:

I. Evidence of relationship with the startup/solution being entered
II. 4-page Executive Summary of the project concept
III. Names, Age, contact details, passport photos and profile of all Team members.
IV. Website (if available)
V. 5-7 minutes video of the pilot project

Interested and qualified enterprises should go to **http://ncc.gov.ng/iothackathon2021** and submit the above documents per the instructions provided.

Timetable

The Hackathon will open from 5th July to 26th July 2021 with other key dates as follows:

Date	**Stage**
05th Sep - 26th Sep	Applications open online
29th Sep - 06th Oct	Evaluation of applications
09th Oct - 10th Oct	Contact shortlisted Startups & Tech Hubs
16th Oct - 17th Oct	2 Day Idea Pitch Deck and grading of Competitors by the Judges
19th Oct	Award of prizes/Closing ceremony

Disclaimer/Important Notice

Applying to the Hackathon counts as a public disclosure of your idea and it is your responsibility to protect it adequately before making an application.

Before applying, please ensure you are satisfied with the level of protection for any idea or material included in the application and seek your own legal advice if necessary.

Failure to do so may affect your ability to protect it in the future.

Applicants are not required to include more detail about their ideas than they feel comfortable with or than is indicated in the online application form. However, please be aware that providing insufficient detail may affect the ability of the judges to make a fair assessment of your application.

IMPLEMENTATION PROCESS

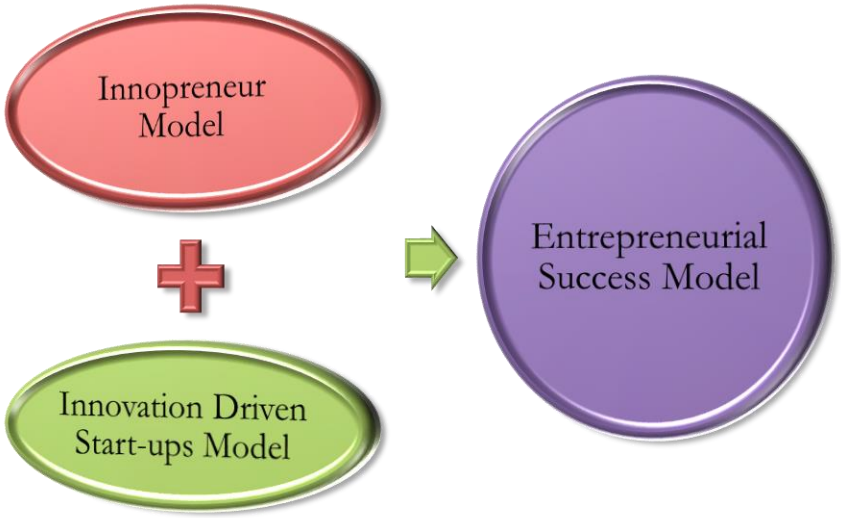
Having collated the applicants by the implementing organization or agency following the laid down processes and procedures listed in the sample for invitation to the IoT code camp above, winners will be selected, and prize-winning ceremony organized and concluded. Subsequently, the organization, NCC in this instance, can then proceed to appoint or engage a consultancy/ mentoring agent or company through standard procurement process to conduct the incubation and mentorship programme.

It was this process that resulted in the procurement/contractual agreement between NCC and Skyquest Concept Project Limited to conduct an intensive four (4) months hands-on mentorship programme for the 2020 NCC Hackathons prize winners, which covered all the respective winners for the 2019, 2020 and 2021 editions of the competition/exhibition, using appropriate models.

ELEMENTS OF THE MODEL

In view of the practical experience with the prize winners and respective tech hubs during the four (4) months Incubation and Mentoring cycle, a combination of three focal elements of business development and growth strategy have been identified as appropriate model for incubation and mentorship practice for the Nigerian ICT ecosystem.

Figure 1: The Focal Element Models



i. Innopreneur Model:

At this level, which is the primary stage of the incubation and mentorship programme, the emphasis should be on reviewing the innovative ideation in terms of product concept, technological relevance, economic value proposition, potential market size and technical feasibility, business viability and profitability. These, among other technical criteria shall form the basis of selection for the award and subsequent participation in the incubation and mentoring programme.

ii. **Innovation Driven Start-Ups Model:**

Under this stage of the model, the focus should be on development of the critical business management and operational skills and competencies which the upcoming tech entrepreneurs will require to drive the business end of their innovation as they navigate through the early stages of the business. This is considered very crucial, in view of the teething challenges that usually confront such early start-ups making them highly vulnerable and susceptible to failure.

To this end, structured training, and practical workshops, using appropriate modules and contents developed based on empirically determined skills gap and learning need, should be the mechanism for actualization of the model, which is essentially the incubation process.

iii. Entrepreneurial success Model:

This stage deals with exposing the tech entrepreneurs to rudiments of design and adoption of appropriate business strategies and model which will be required for scaling, market penetration, product viability and acceptability, profitability, growth, and stability. This will entail series of

strategic intervention, site visits, customer authentication and validation, funding optimization, stakeholder engagement, technical partnership framework, etc.

The participants will be introduced to different strategic options and business scaling methods as will be appropriate for their specific product prototype as it is relevant to their market and competitive dynamics.

Furthermore, the participants will be provided with the guide to strategic financing options and avenues to access the funds required for scaling.

INCUBATION AND MENTORSHIP FRAMEWORK

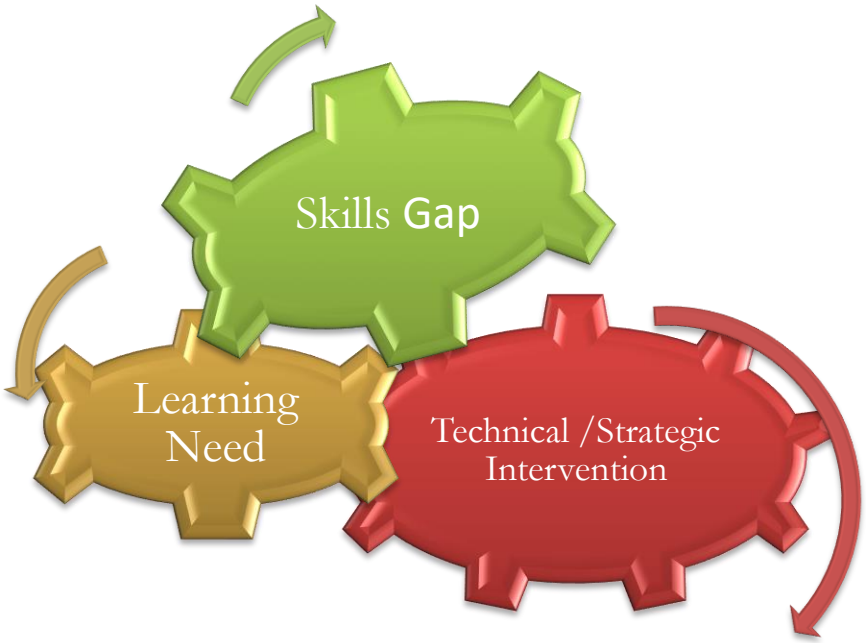
A successful adoption and adaptation of the model will require a suitable strategy that demonstrates a practical application of a sustainable incubation and mentorship model. At this point, it is important to point out that the Incubation and Mentorship program as conceptualized in the project document aims to provide the NCC Prize winners with individual organization's engagement and guidance in scaling up their business.

The project is expected to provide the entrepreneurs/award winners and participants with practical core product innovation, business development and managerial skills on one hand, and business growth, profitability, and sustainability strategies on the other hand.

Specifically, through the incubation programme, being the first level of engagement, the mentors /consultants will avail the participants with opportunities to learn how to apply the skills gained through well-articulated training and practical workshops into their daily business engagements with hands-on-guide.

The mentorship programme, which is the subsequent level of engagement in the entire cycle, aims to provide additional support to the participants as they drive towards stronger and scalable business operations in terms of growth, profitability, and stability through the right strategies. These two levels of engagement were operationalized through the Incubation and Mentorship (I&M) elements serving as a roadmap for implementation.

Figure 2: Elements of Incubation and Mentorship Roadmap



Suffice to state that, the roadmap for the I&M activities was based on the three core elements determined through the process of survey and profiling of the prize winners, and eventually serving as the empirical basis for the entire Project Implementation Framework.

Project Implementation Framework (PIF)

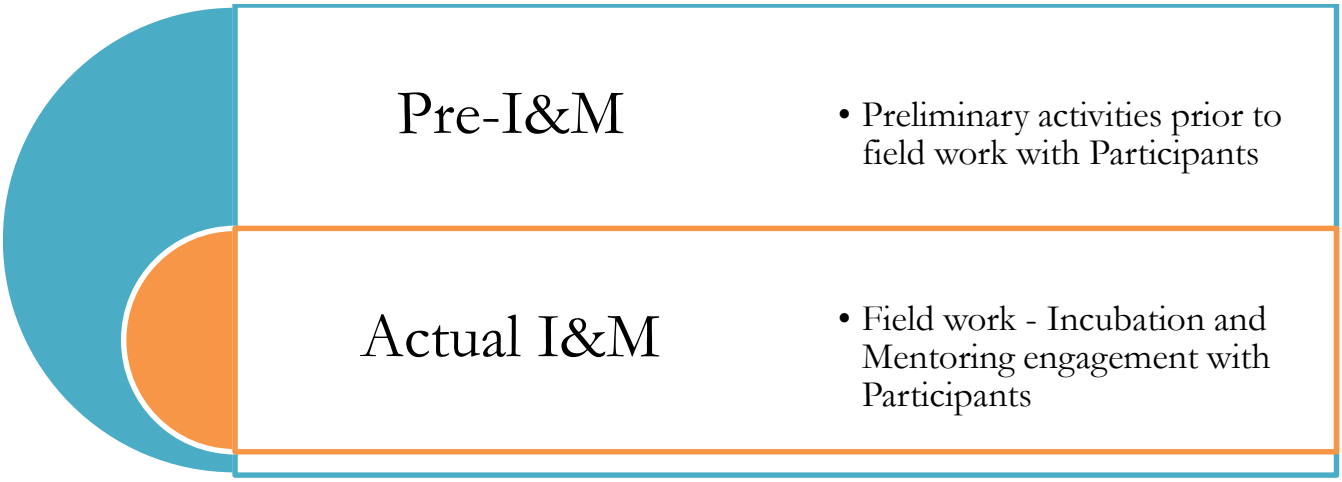
The Project Implementation Framework is a comprehensive sequence of activities designed to actualize the core objectives of the I&M project in a logical and measurable manner, with identifiable Key Performance Indicators (KPIs).

It is important to mention at this stage that the field work or direct engagement and intervention process shall be fully implemented using a well setout methodology which must have been submitted through the Request for Proposal (RFP) and inception report and approved by the responsible User Department. The field works shall commence after the preliminary activities including onboarding of participants as well as the project Inception activities designed to set the clear roadmap and operational tone for the actual field works.

Consequently, the Project Implementation Framework shall comprise of two broad segments namely, the Pre- I&M and Actual I&M. The pre-I&M segment refers to the preliminary or inception activities precedent to the actual field work with the mentees, while the Actual I&M segment involves all operational details and activities relating to the Incubation and Mentorship interface with the mentees or participants.

In implementing the Incubation and Mentoring program for the participants, the framework should provide the technical and methodological approach which will comprise the following.

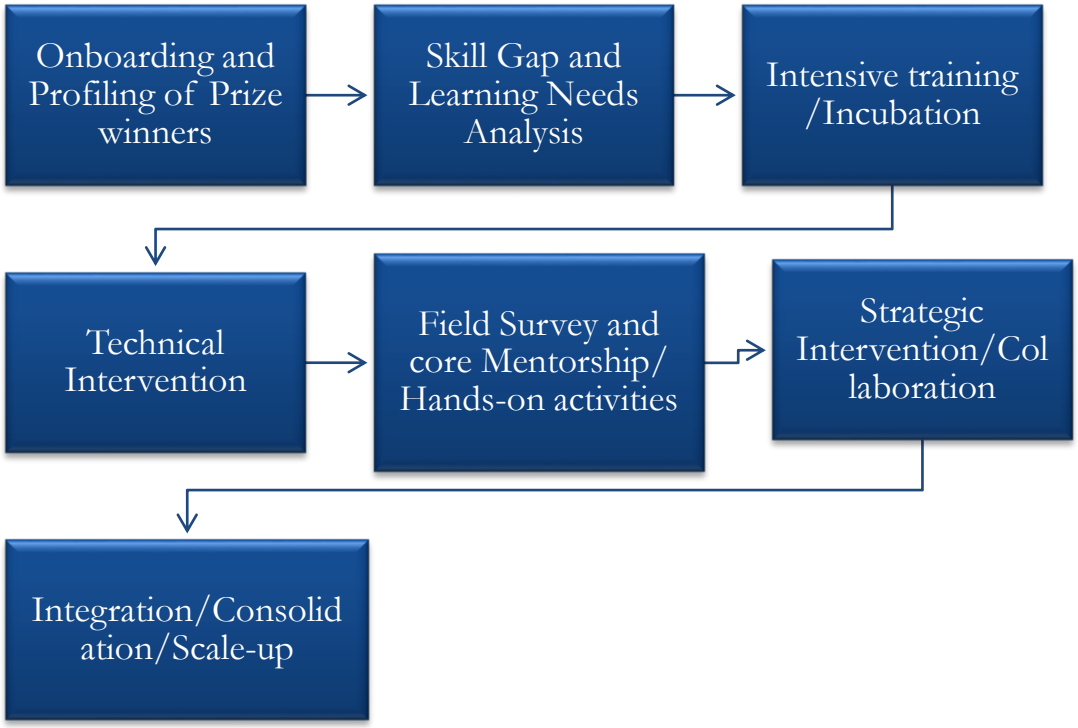
Figure 3: Project Implementation Framework (PIF)



2.1.2 I&M Actualization Flow Chart

Essentially, the framework for implementation should be designed to enhance the entrepreneurial capacity of program beneficiaries – startups and tech entrepreneurs / innovators as indicated in the chart below.

Figure 4: I&M Process Chart

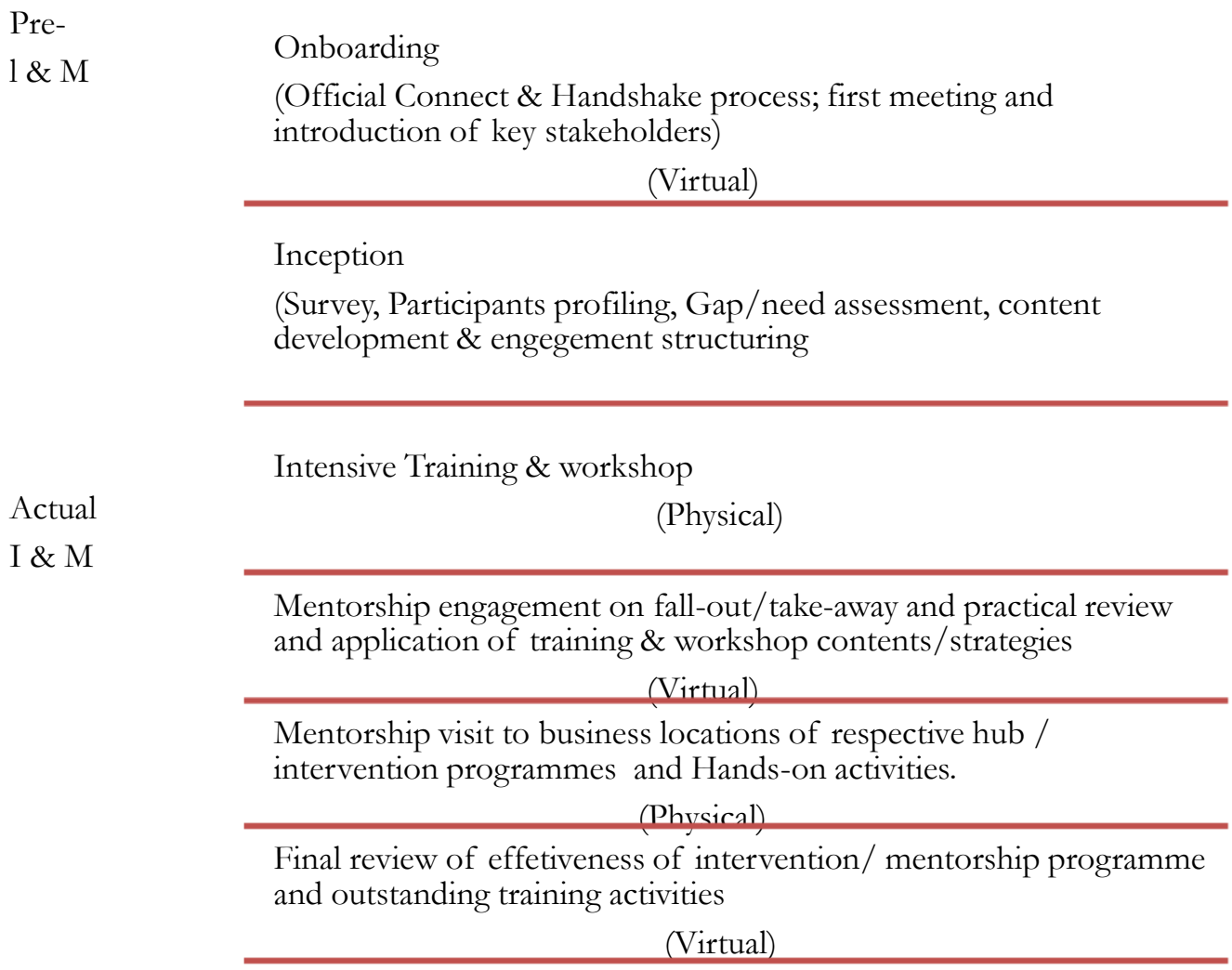


The layers of activities shall be structured and implemented under specific stages of the programme corresponding to respective milestones and deliverables. Importantly, the set objectives should be coherently matched with expected and actual measurable outcomes at each stage.

Structural Design

To enhance the entrepreneurial capacity of program beneficiaries, the framework for implementation will require a sequential execution and conduct of the respective activities, resulting in the design of two segments of activities as shown in the figure below.

Figure 5: Structural Design For I&M Activities



Pre-Incubation & Mentoring

Proper profiling of the tech hubs/ participants of the incubation and mentorship programme will be carried out to establish the structure for the exercise based on skill gap, learning need and technical intervention. To achieve this, two major steps will be taken.

Firstly, the comprehensive record of the target beneficiaries in terms of contact, location, the basis of award and specialty shall be obtained from the User Department, through formal correspondence and participation in the onboarding session.

Secondly, survey will be conducted through unstructured and structured questionnaires to be designed and administered to the tech hubs to extrapolate critical information that will provide insight into the nature and dynamics of their innovation and current business model, proficiency level, current operating capacity, potential growth capabilities, market penetration status and other related information. The analysis of the surveys, in addition to other available data as it relates to entrepreneurship development, will then be translated into the Incubation and Mentorship roadmap.

Skills Gap –To- Learning Needs:

Based on the preliminary survey and mentees profiling, the critical business development growth skills gap shall be identified which will constitute the core learning needs. This will inform the design and development of appropriate training modules and learning content that can provide the desired learning outcomes, which may include the following course outline.

Table 1 Course Outline for Incubation Process (Training/Workshop)

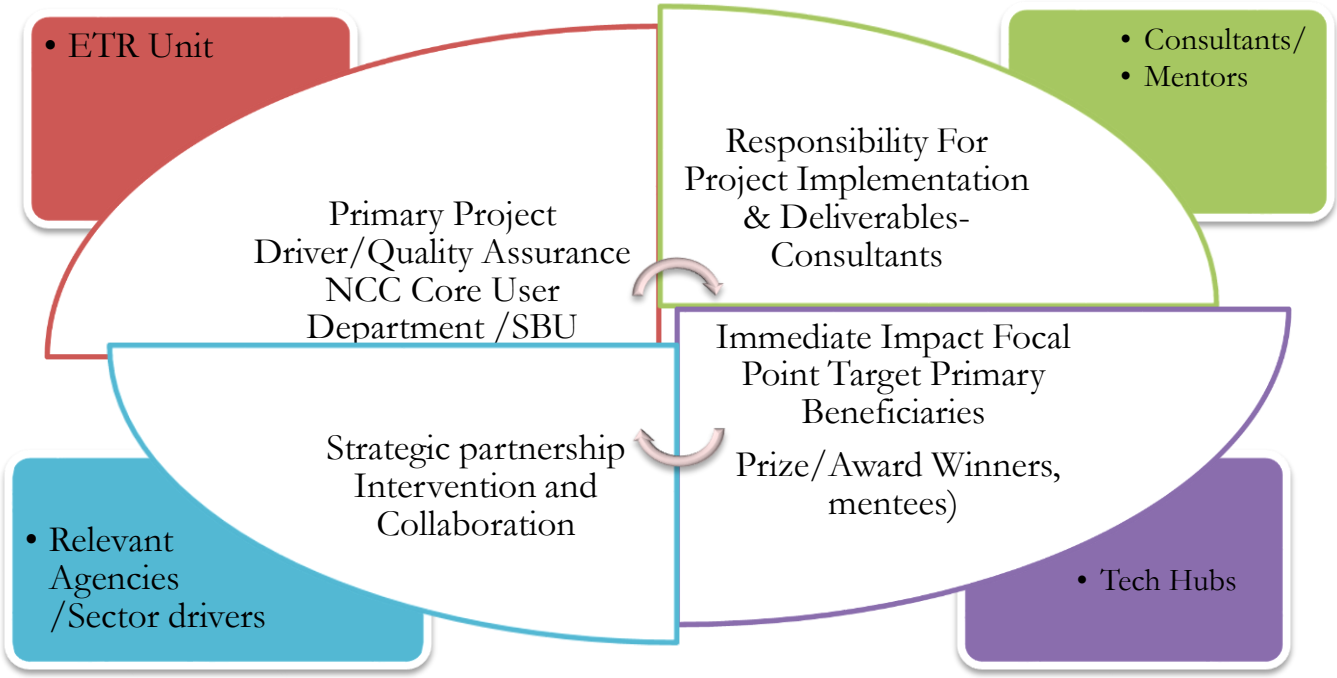
S/N	ITEM	Subject Area
1	Module 1	Digital Entrepreneurship and Business Modeling
2	Module 2	Team Management for Effective Performance
3	Module 3	Business Development, Execution & Process For IT Alignment.
4	Module 4	Entrepreneurial Skills that drive innovation (Innovation 5 by 5)
5	Module 5	Effective Selling and Marketing Strategies in Digital Economies
6	Module 6	Strategic Financial Management for Business Sustainability and Growth
7	Module 7	Enterprise Risk Management and Business Sustainability Model: A Case Study of the Telecom Industry
8	Module 8	Intellectual Properties for Promoting SMEs and Innovation
9	Module 9	Effective Business Communication /External Reporting

Critical Stakeholders Matrix:

The Incubation and Mentoring programme for NCC prize winners, like any other Incubation initiative should be built around critical stakeholder mapping and management that will aid the setting of Prioritized Action Plan (PAP) for project execution as well as in ascertaining project's

Key Performance Indicators (KPIs). This will enable a detailed evaluation of the identifiable critical stakeholders for the respective sectors and help in specifying their expected roles and responsibilities and the required impacts, thereby serving as the basis for the development of critical stakeholder model.

Figure 6: Critical Stakeholders Model



The essence of the critical model is to be able to extrapolate and incorporate the intervention and collaborative elements required from the relevant actors that play both supportive and regulatory roles into the stakeholder map. This is intended to meet key project objectives, drive growth, standardization, compliance, thereby achieving international best practice necessary for the growth and stability in the digital economy.

Incubation and Mentorship Transition Guide

To create a proper linkage between the innovation driven start-up and entrepreneurial success models for maximum output, a transiting interface will be required to serve as avenue for practical application of the skills acquired through the training on one hand and preparatory for the development and adoption of the business success growth strategies, using the incubation and mentorship guide.

The Transition Guide Structure

The structure of the interface process shall comprise of the following steps.

1. One 2 two-hour virtual sessions with each hub/mentee.
2. One 2 two-hour physical session / visit to hubs/mentees.
3. One 5-hour virtual session with all winners/participating hubs/mentees.

As part of commitment towards ensuring that business mentorship is used in a positive and impactful way, a guide is created for the entrepreneurs to engage with the mentors to ensure that there is high benefit potential to both parties.

The guide is intended to:

- Provide mentees with a structured mentorship plan
- Provide mentors and mentees with accountability framework
- Provide a core set of outcomes

The plan may be adapted as necessary – e.g., if there is a need to focus on a specific area of the business. Below is the breakdown of activities and objectives to be deployed for this phase of the exercise.

Table 2: *Mentorship Activities And Objectives*

ACTIVITIES	OBJECTIVES
Revisit takeaways from the previous practical sessions	• Check-in with previous session's identified business challenges on treated subject matters. • Hubs to report additional challenges in their business execution and operations. • Mentor to provide input and constructive feedback based on business model and financial management. • Address any outstanding areas on the business plan • Continue conversations on other identified areas for improvement based on criteria and previous discussions • Establish actionable outcomes with mentee based on feedback given to date and core goals.

Growth Strategies: What is Next?	• Check-in with previous week's actionable outcomes/core goals. • Mentee to share growth strategies for their specific business with mentor (preferably prior to session) and prepare questions. • Mentor will assess suitability of growth strategies for the specific business. • These sessions would look closely at the sustainability and scalability of the business • Mentor to provide input and constructive feedback on sustainability and scalability of business • Continue conversations on other identified areas for improvement based on criteria and previous discussions • Establish actionable outcomes with mentee based on feedback given on scalability and sustainability/core goals. • Identification of strategic intervention need and business scaling actionable task by mentees. • Establishment of joint actionable/ intervention task by both tech hubs and the NCC.
Hub attachment/Field Activities	• Evaluation of environmental factors to determine the level of fitness in relation to the business dynamics of the hubs in terms of visibility, accessibility of the target market and other business support elements. • Assessment of degree of adoption and the impact of this new knowledge, skills and strategies were reviewed for either modification or reinforcement • Obtaining first-hand information for proper evaluation of the product's market-fit and market penetration potential. • Introduction appropriate modification, improvement in features and functionality of the product to achieve desired market fitness • Repositioning strategies for competitive advantage and wider market penetration. • Hands-on strategy review and possible strategic intervention.

	• Consideration of various customer acquisition options, including referrals and customer loyalty programs
Complete Mentorship Relationship	• Final check-in with previous stages actionable outcomes/core goals. • Identify specific challenges of the tech hubs and possible solution • Confirm specific and immediate/short-term intervention activities and work plan/timeline for implementation by respective tech hub. • Wrap-up any final tasks, adjustments, and thoughts • Discuss time together, learning, achievements, and way forward.

RECOMMENDED REGULATORY INTERVENTIONS TO SUPPORT THE EMERGENCE OF INNOVATIVE DIGITAL ENTERPRISES IN THE ICT SECTOR

In view of the cross dimensional and inter sectorial nature of the innovations, in terms of support and collaboration for scaling, the regulatory intervention activities of the NCC are expected to be interagency based in most cases. Therefore, the following areas of intervention should be considered.

Suggested Regulatory Intervention - NCC

S/N	REGULATORY INTERVENTION	OBJECTIVES	RELEVANT AGENCIES
1	All tech innovation startups in the ICT sector to be accredited	Quality Assurance and Compliance Monitoring	NCC/NITDA
2	All accredited start up to enjoy specific percentage discount on custom duties for imported material/input in the first five (5) years of commencement of production	Reduction in operational cost during the development stage	NCC/NCS
3	Micro, Small and Medium Enterprises including private schools that patronize indigenous tech company's ICT learning tools and applications to enjoy tax concession on taxable incomes.	Boost market for local tech products/services	NCC/FIRS
4	All private health care service providers that patronize indigenous ICT application to enjoy same level tax concession on taxable income	Boost market for local tech products/services	NCC/FIRS

5	CBN to provide FX request by accredited tech innovation startup in the first five years of operation.	Speedy procurement of imported input	NCC/CBN
6	The upstream telecom operators to adopt a minimum of three (3) tech innovation startups each year. The expenses should be considered as tax allowable.	Encourage technical partnership and collaboration and discourage harsh competition by sector giants	NCC/FIRS
7	Commercial and Deposit money banks to create special soft loan packages for accredited tech innovation companies	Enhance funding capacities for scaling	NCC/CBN

SUPPLEMENTARY LEGISLATIONS AND EXECUTIVE ORDERS

The regulatory interventions highlighted above remains critical to the growth and survival of the tech hubs. However, to achieve required impact that will accelerate the growth of innovation and technology driven start-ups in the ICT sector, there may be need for some form of supplementary legislation and executive orders that will serve as necessary complement and backup to the regulatory interventions. This will require strategic partnership and collaboration among the various arms of government.

APPENDIX 2

PHOTOGRAPHS AT TRAINING PROGRAMME AND OTHER OUTING WITH THE TECH HUBS

Respective Tech Hubs/Prize winners with the resource persons

Elizade University Team Led

Brainiacs STEM Robotics

CSED/Capsule

Innovia Labs

Primed E-Health

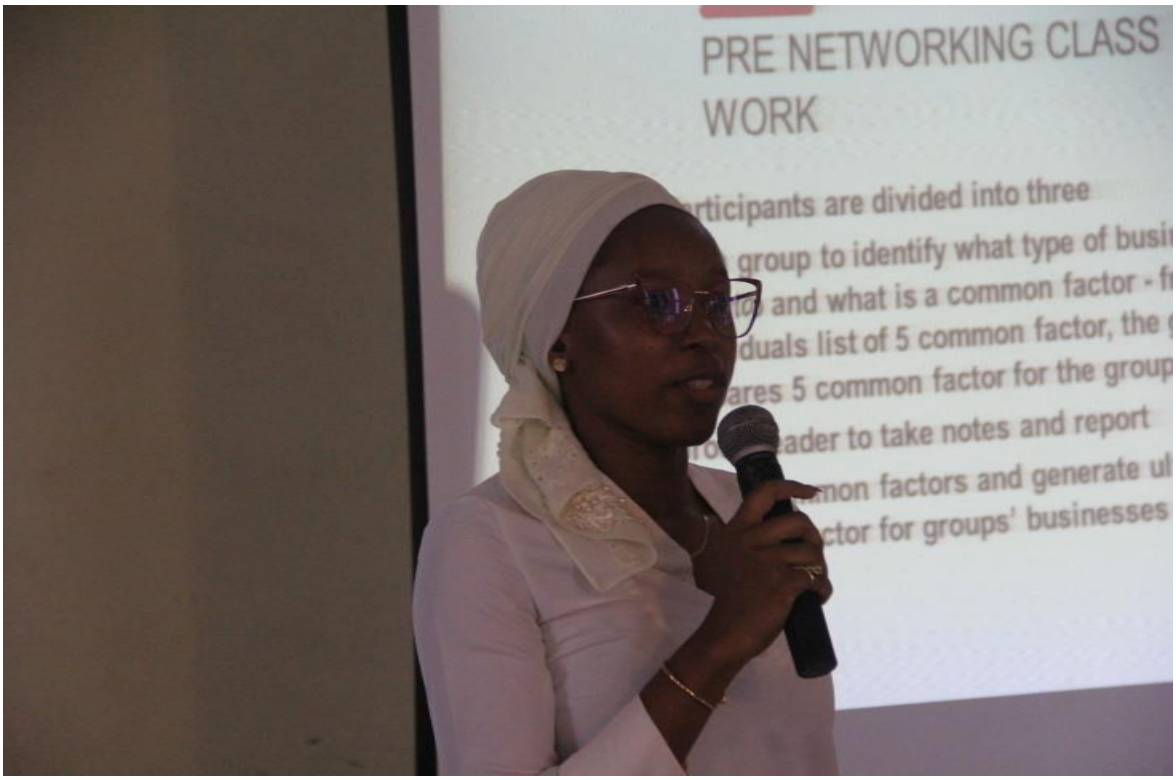
Cyberfleet

Phanheem

Cross section of participants seated during the official opening events

Typical training session involving presentation by the resource persons and responses from the participants.


ID FREEMAN


PRE NETWORKING CLASS
WORK
rticipants are divided into three
group to identify what type of busi
and what is a common factor - f
duals list of 5 common factor, the
ares 5 common factor for the group
ader to take notes and report
mon factors and generate u
ctor for groups' businesses

Participants sharing their thought as the lecture go on

Various groups holding standing discussion during the workshop break-out sessions

Cross sections of participants during the lecture sessions on Day 2


ABIOLA.K


OSARO, JOEL
DUROJAIYE, P.


ABIOLA.K

Representatives of the participants makes validatory speeches to mark the end of the training event.

MD/CEO, Skyquest Concept Projects Limited, in a group photograph with the participants and resource persons during the closing ceremony

A typical breakfast/lunch session

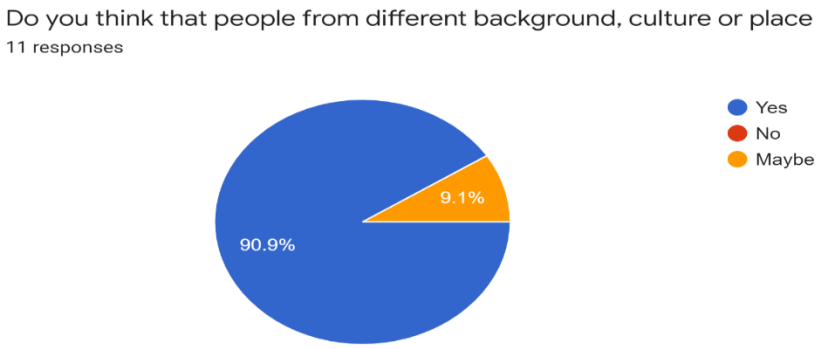
Participants receiving their meals at lunch time during the incubation exercise.


FEDERAL

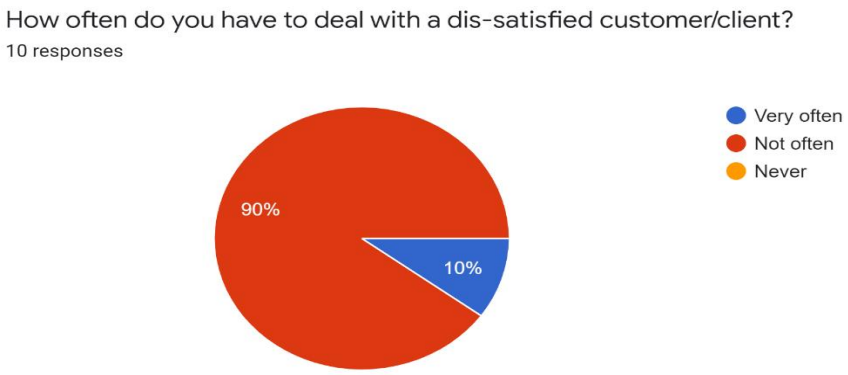
APPENDIX 3

ONBOARDING SURVEY DATA

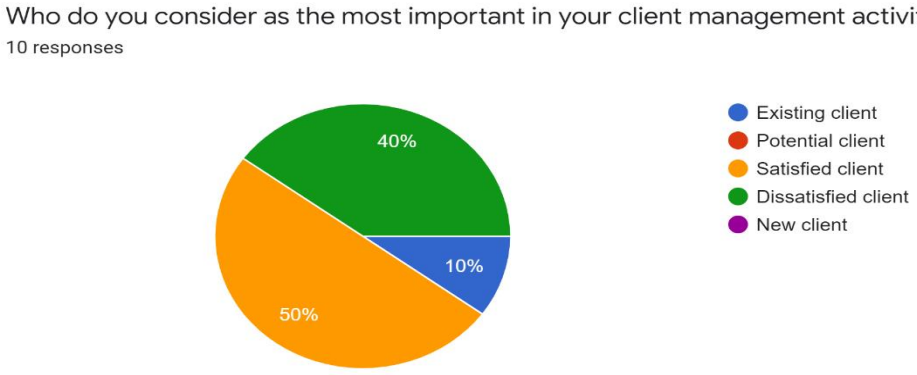
Survey Extract 1



Survey Extract 2



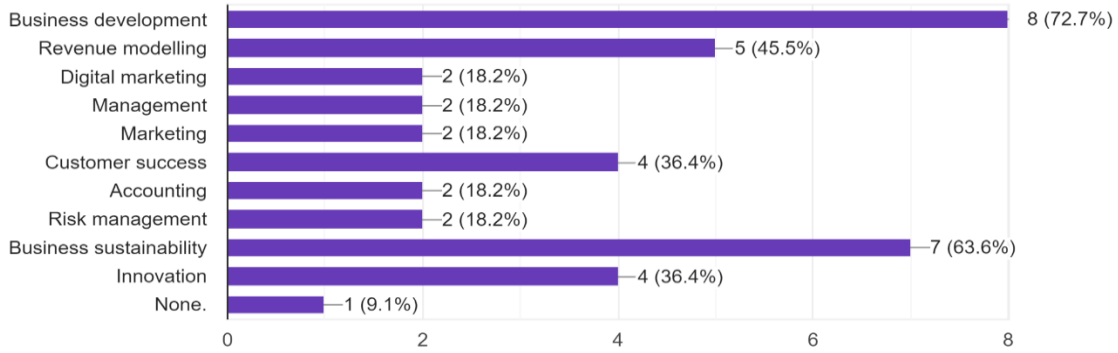
Survey Extract 3



Survey Extract 4

From the list below, select four areas you will require training urgently to keep your business on track.

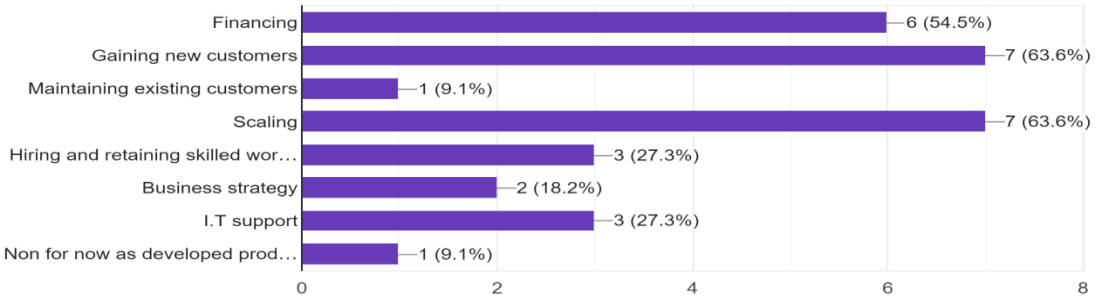
11 responses



Survey Extract 5

What's the biggest pain point you're facing right now? (Select as many options as you like.)

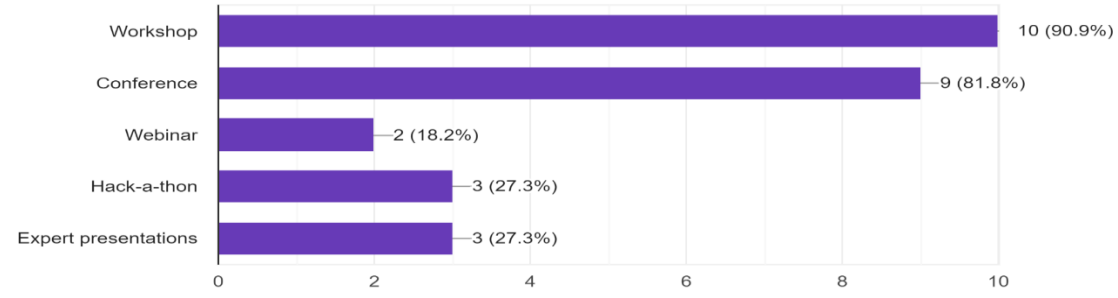
11 responses



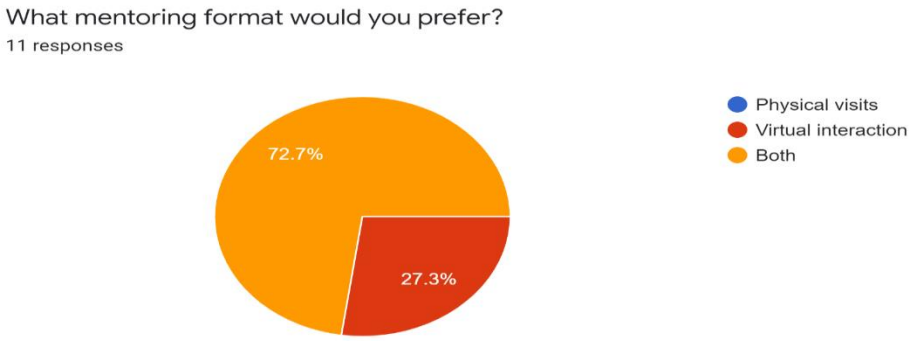
Survey Extract 6

What two format of educational programming would you be most likely to attend?

11 responses



Survey Extract 7



While 24 out of the expected 27 representatives of the prize winners participated physically in the training/workshop, 3 participated remotely.

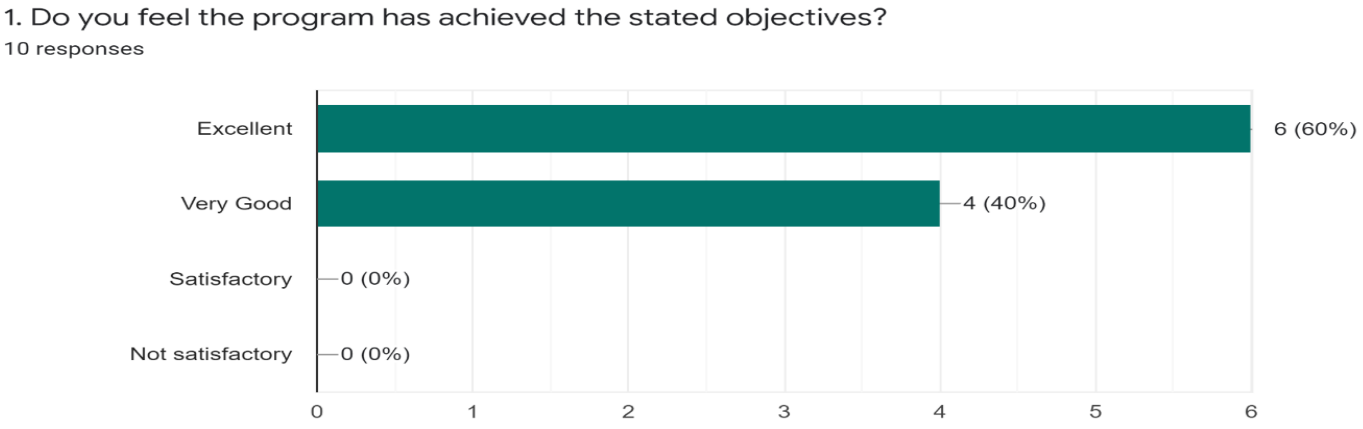
The outcome of the training evaluation based on the responses participants is presented in the extracts below.

APPENDIX 4

TRAINING EVALUATUON/ ASSESSMENT DATA

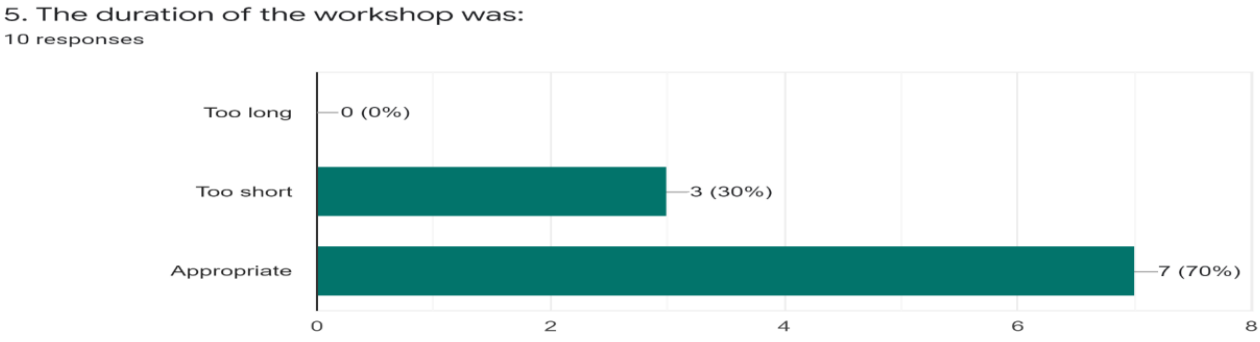
Training Evaluation 1: The responses of the participants to the on-line evaluation instruments have been provided as extract 1-6 below. Meanwhile, in some of the questions, some of the respondents selected more than one options, thereby making it difficult to arrive at a 100% score in two questions. However, on the final analysis, valid conclusion could be reached, in relative terms.

Training Evaluation Extract 1:



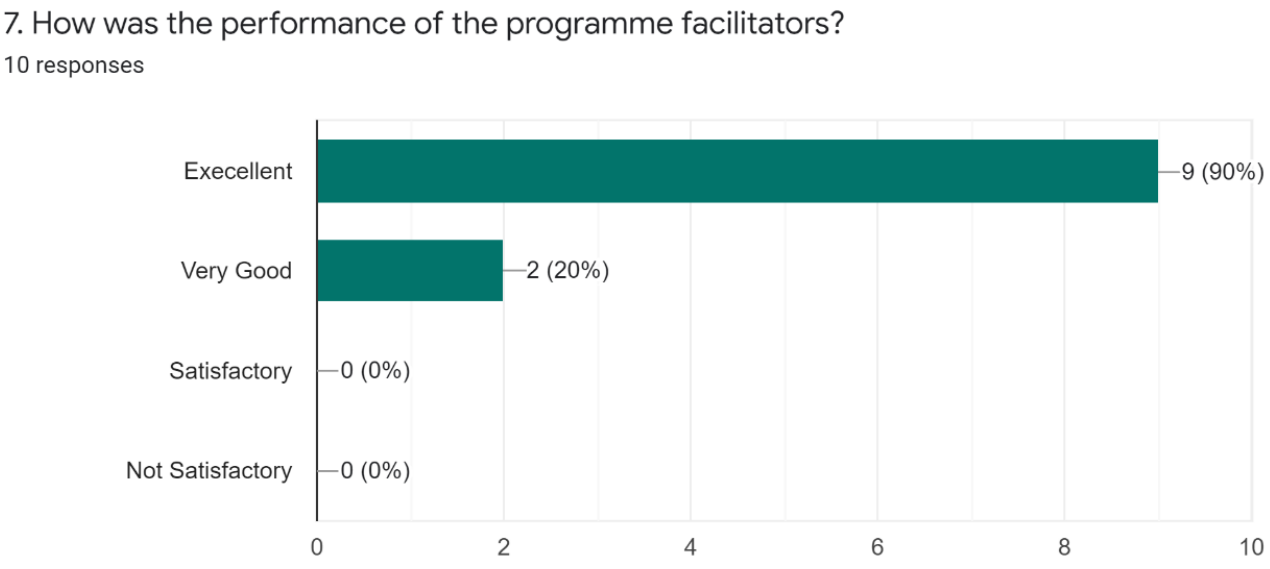
Note 1: In termers of achievement of objectives, 60% of the respondents rated the training as excellent while the remaining 40% rated it as very good.

Training Evaluation Extract 2:



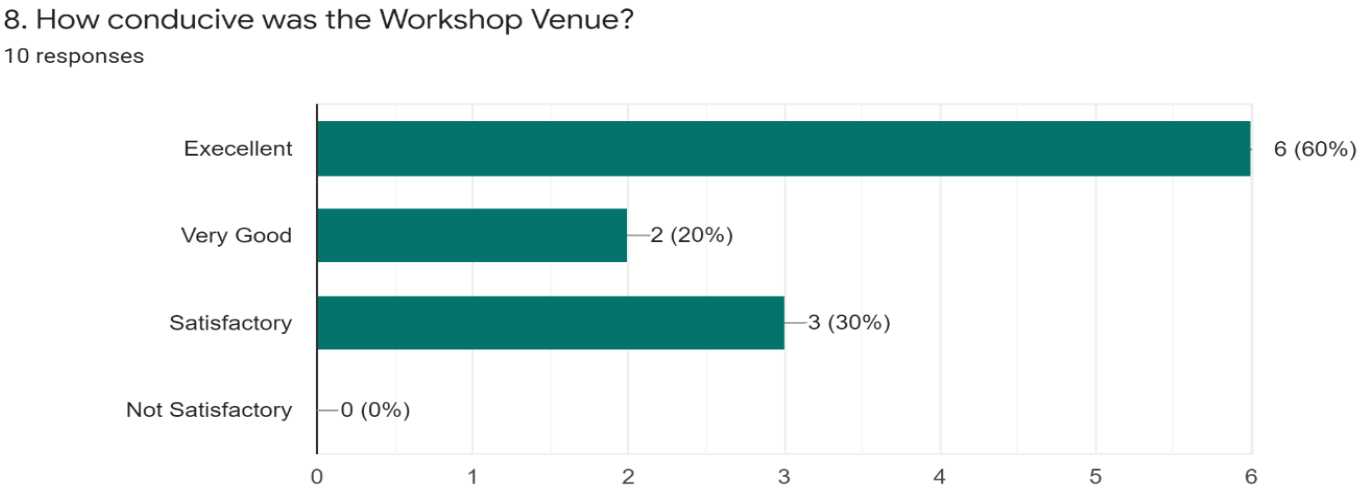
Note 2: On the duration of the training, 70% of the respondents felt it was appropriate while 30% felt it was too short.

Training Evaluation Extract 3:



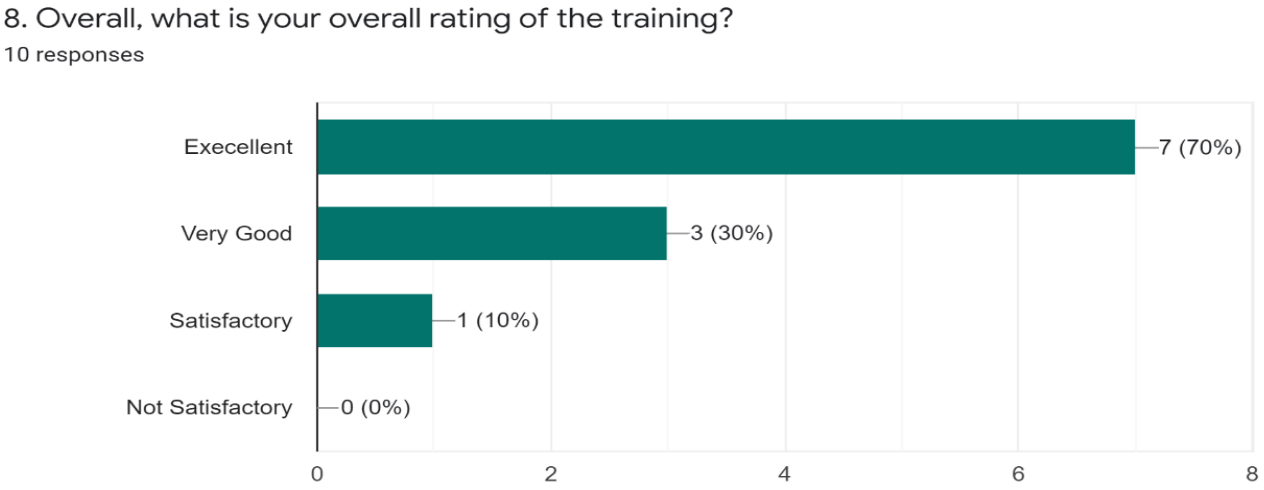
Note 3: On the performance of the facilitators, not less than 80 % of the respondents rated the facilitators as excellent, while the rest felt they were very good.

Training Evaluation Extract 4:



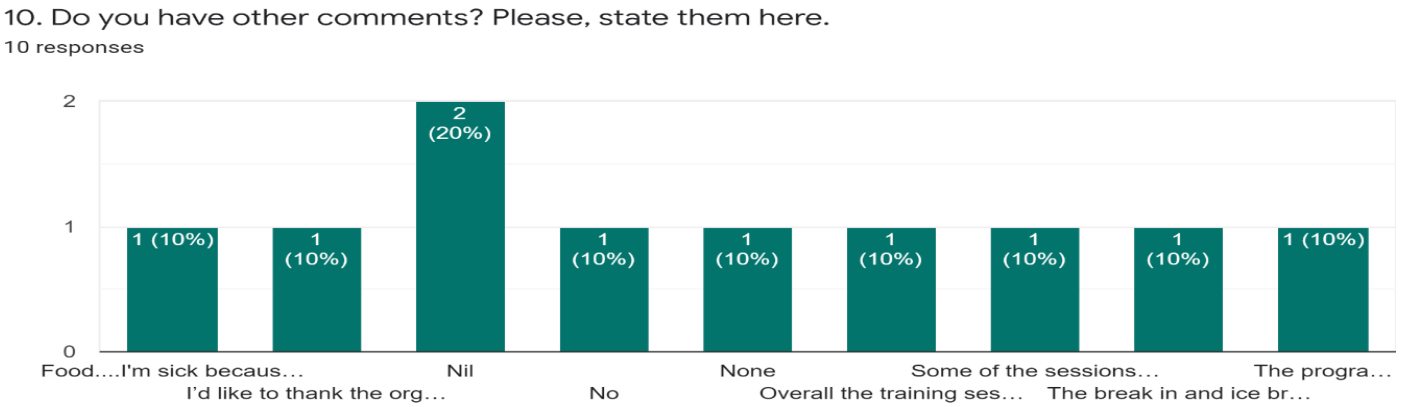
Note 4: On the aspect of the training venue, at least 60% of the respondents felt the venue was excellent, while the rest felt it was either satisfactory of to be very good.

Training Evaluation Extract 5:



Note 5: On the overall basis, 70% of the respondents considered the training programme as excellent while 30% felt it was very good

Training Evaluation Extract 6:



.Note 6: On a general note, most of the responded commented positively on various aspect of the training programme based on their personal experience.

APPENDIX 5

Correspondence on Hubs specific short-medium term measures as attached.