

TEF APPLICATION EVALUATION 2019

EVALUATION REPORT

22 March 2019

>
accenturestrategy

OUTLINE

1.

**Project Overview
and Context**

2.

**Evaluation
Methodology and
Selection Criteria**

3.

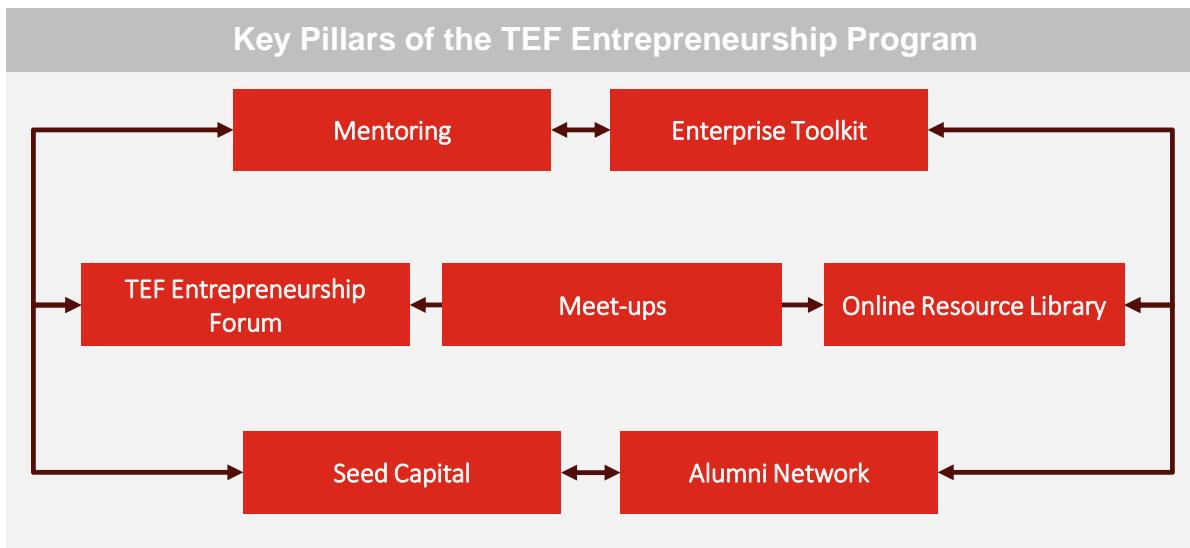
**Evaluation
Outcomes**

4.

**The top 3,050
applications:
Statistical
Review**

THE TONY ELUMELU FOUNDATION HAS COMPLETED SELECTION OF APPLICANTS FOR THE FIFTH CYCLE OF ITS BUSINESS ACCELERATION PROGRAMME (TEF EP 2019)

The Tony Elumelu Foundation Entrepreneurship Programme is a \$100m business incubation and acceleration program aimed at enabling the emergence of a new wave of entrepreneurs across Africa.



Desired 10-yr Impact

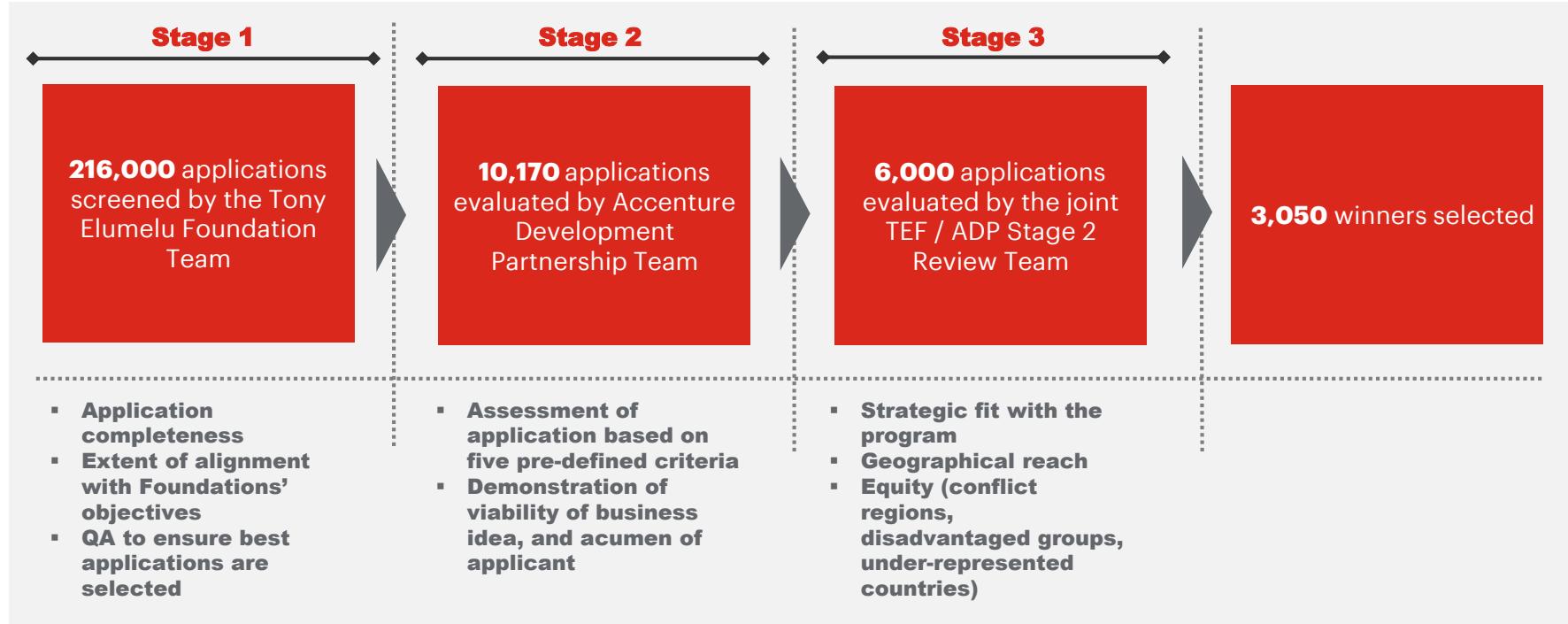
10,000
Businesses

1,000,000
Jobs

\$10billion
Revenue

... across Africa

SIMILAR TO ITS ROLE IN THE PAST 4 YEARS, ACCENTURE DEVELOPMENT PARTNERSHIPS (ADP) IS COLLABORATING WITH TEF TO SELECT THE TOP 3,050 BUSINESSES FOR THE 2019 PROGRAMME



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A METHODOLOGY DESIGNED TO ENSURE EFFICIENT AND COMPREHENSIVE REVIEW OF APPLICATIONS HAS BEEN EMPLOYED FOR THIS EXERCISE

The ADP Team focused on four key factors to ensure the evaluation and selection process is transparent, credible and rigorous:



KEY CONSIDERATIONS

- INTERPRETATION AND APPLICATION OF EVALUATION CRITERIA



The 10,170 applications were evaluated based on five (5) assessment criteria:

#	Criterion	Remarks on Interpretation	Weighting (Early stage businesses)	Weighting (Late stage businesses)
1	Feasibility	<ul style="list-style-type: none">▪ Business idea is solving a problem in a novel or innovative way▪ Business has the potential to create jobs and wealth▪ Business model is sustainable and commercially viable	30%	10%
2	Market Opportunity	<ul style="list-style-type: none">▪ Applicant understands market, customers, competitive & regulatory landscape▪ Applicant is aware of competitors and has positioned business to thrive in competitive environment	30%	30%
3	Scalability	<ul style="list-style-type: none">▪ Business has the potential to replicate across community, and extend reach to region, nation and continent with minimal barriers or costs	20%	20%
4	Financial Understanding	<ul style="list-style-type: none">▪ Applicant shows basic financial understanding of revenue streams, cost drivers, and financing needs	10%	30%
5	Leadership & Entrepreneurial Skills	<ul style="list-style-type: none">▪ Applicant demonstrates passion, commitment, leadership experience and entrepreneurial expertise▪ Applicant demonstrates previous accomplishments with respect to mobilizing people and resources	10%	10%

These assessment criteria were simplified into a total of 25 Yes/No weighted questions, which are detailed in the next slide...

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KEY CONSIDERATIONS

- INTERPRETATION AND APPLICATION OF EVALUATION CRITERIA



Viability of idea / business: Drill-down questions

	<ul style="list-style-type: none"><input type="checkbox"/> Has this entrepreneur defined the features of his/her product/service?<input type="checkbox"/> Has this entrepreneur defined the benefits of his/her product/service?
Feasibility	<ul style="list-style-type: none"><input type="checkbox"/> Is this business solving a problem in a new way that could lead to improved efficiencies, benefits to customers, etc.?<input type="checkbox"/> Is this business tapping into a new market that no one else has been able to reach or solving a problem no one else has addressed?<input type="checkbox"/> Is this business practical – will people be willing to pay for this product or service?
Market Opportunity	<ul style="list-style-type: none"><input type="checkbox"/> Has this entrepreneur properly defined the target market or market segments for his/her product/service?<input type="checkbox"/> Has this entrepreneur provided a workable marketing or advertising strategy for his/her product/service?<input type="checkbox"/> Has this entrepreneur sufficiently described how his/her business will generate income, and earn profit?<input type="checkbox"/> Has this entrepreneur indicated knowledge of the competitive landscape for his/her business?<input type="checkbox"/> Has this entrepreneur positioned his/her product/service favorably against competitors?
Scalability	<ul style="list-style-type: none"><input type="checkbox"/> Has this entrepreneur demonstrated a desire to scale his/her capability?<input type="checkbox"/> Has this entrepreneur demonstrated how his/her business will surmount possible barriers to adoption (knowledge, attitudinal, cultural)?<input type="checkbox"/> Will this business be able to surmount legal/regulatory barriers to enable it expand to other geographies within Africa?<input type="checkbox"/> Will this business have adequate access to raw materials (if applicable) or critical skills if it decides to expand beyond its current market?<input type="checkbox"/> Will this business be able to multiply its revenue (increase production, service lines, etc.) while keeping expenses as low as possible?

KEY CONSIDERATIONS

- INTERPRETATION AND APPLICATION OF EVALUATION CRITERIA

Credibility and acumen of entrepreneur: Drill-down questions



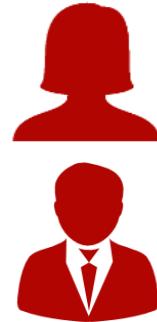
Financial Understanding	<ul style="list-style-type: none"><input type="checkbox"/> Is the financial forecast for this business realistic/based on reasonable assumptions?<input type="checkbox"/> Does the logic for making money (revenue) in this business add up?<input type="checkbox"/> Has this entrepreneur set price for his/her product/service?<input type="checkbox"/> Based on the type of business identified, does the current expense reflect all the possible operating costs associated with running this business?<input type="checkbox"/> Is the break-even revenue/volume reflective of an understanding of the inflow and outflow of cash based on expected revenue/costs?
Leadership and Entrepreneurial Skills	<ul style="list-style-type: none"><input type="checkbox"/> Has this entrepreneur demonstrated ability to influence, lead or motivate people in any capacity?<input type="checkbox"/> Has this entrepreneur demonstrated ability to manage resources (time, money, materials)?<input type="checkbox"/> Is this entrepreneur's desired impact in line with the TEF's goal of increasing jobs, building businesses and creating wealth across Africa?<input type="checkbox"/> Do the outlined business challenges show a true understanding of the industry this entrepreneur is operating in?<input type="checkbox"/> Are the current and next milestones demonstrative of a desire for accelerated but realistic progress of his/her business?

KEY CONSIDERATIONS

- EVALUATOR SELECTION AND TRAINING



Evaluator Selection



Background

- Demonstrated understanding of business planning fundamentals
 - value proposition, market analysis, product development, business financials, milestone planning

Selection

- Profile review
- Investment appraisal case study
- Review speed test

Evaluator Training



Controls

- Client data protection
- Program management plan

Content

- Program Objectives
- Interpretation of Assessment Criteria
- Application of Assessment Criteria (across industry and business stage)

KEY CONSIDERATIONS

- EVALUATION PROCESS QUALITY ASSURANCE

The scoring guideline below was used to validate the first stage ratings and eliminate impact of potential evaluator bias on outcomes:



Score band	Ranking	Scoring standard
90-100	VERY HIGH	<ul style="list-style-type: none">Business idea is a game changing one, very innovative, and meets the 3 criteria below:<ul style="list-style-type: none">✓ Sound and well-articulated revenue model✓ Sound and well-articulated marketing model (target market, competition, product differentiation)✓ Clearly demonstrated leadership skills and experience of applicant
80-89	HIGH	<ul style="list-style-type: none">Business is a game-changing one, similar to 90% and above, but has either not articulated a sound revenue model or marketing model, or demonstrated the applicant's leadership & entrepreneurship abilities (missing 1 of the 3 criteria)
70-79	HIGH MEDIUM	<ul style="list-style-type: none">Business is a regular entrepreneurship (teaching, tutoring, farming, sales, fashion design, etc.) that has a well-articulated revenue model and marketing model, and in which the leadership/entrepreneurship skills of applicant are clearly demonstrated (meets all 3 criteria) ORBusiness is a game-changing one that has not articulated a sound revenue model, sound marketing model or demonstrated the applicant's leadership & entrepreneurship abilities (missing 2 of the 3 criteria)
60-69	MEDIUM	<ul style="list-style-type: none">Business is a regular entrepreneurship (similar to 70-79% bracket), but has either not articulated a sound revenue model or marketing model, or demonstrated the applicant's leadership & entrepreneurship abilities (missing 1 of the 3 criteria)Business is a game-changing one that has not articulated a sound revenue model, a sound marketing model or demonstrated the applicant's leadership & entrepreneurship abilities (missing all of the 3 criteria)
50-59	LOW MEDIUM	<ul style="list-style-type: none">Business is a regular entrepreneurship, but application had severe information gaps or displayed poor familiarity of applicant with industry
21-49	LOW	<ul style="list-style-type: none">Generic business with insufficient information to justify the need for investment or applicant's familiarity with the industry
0-20	VERY LOW	<ul style="list-style-type: none">Applicant was incoherent – it was difficult to understand what the business idea was about

KEY CONSIDERATIONS - PROJECT MANAGEMENT DISCIPLINE



Project Management on the TEF 2019 Application Evaluation project

Evaluation Capacity Planning

- Phased team resourcing (effective team sizing based on size and flow of application tranches) to optimize project costs
- Identification of effective number of evaluations per reviewer, to minimize impact of diminishing returns

Conflict & Exception Management

- Conflict of Interest reporting process in place for identification and resolution of potential conflicts of interest
- Management of translation of foreign language applications

Evaluation Process Quality

- Preliminary QA on stage 1 review to ensure quality applications are not prematurely dropped out
- Daily QA check on stage 2 reviewed applications to ensure consistency and quality of evaluations
- Prompt feedback process in place for resolution of identified evaluator's bias

Data Integrity Management

- Access control on evaluation tool to restrict availability to only authorized personnel
- Maintenance of system backup of evaluation data to prevent data loss

Issue & Risk Management

- Daily reporting of progress vs plan to identify potential risks/issues and determine recovery/mitigation steps
- Weekly progress review and escalation of critical decisions to appropriate authority levels

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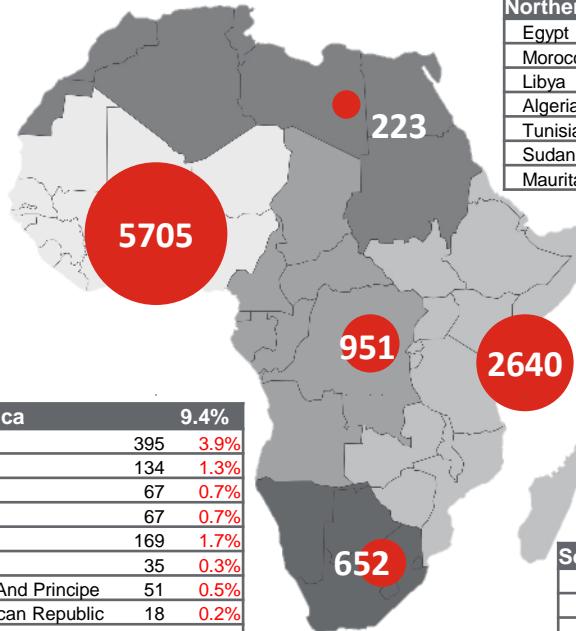
**The top 3,050
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FIFTY-FOUR (54) AFRICAN COUNTRIES WERE REPRESENTED IN THE BATCH OF 10,170 WITH NIGERIA COMPRISING 38.5% OF THE TOTAL APPLICATIONS

Western (56.1%) and Eastern (25.9%) African regions had the highest representation in the batch of entries

Distribution of all 10,170 applications by African region

Western Africa	56.1%
Nigeria	3919 38.5%
Ghana	255 2.5%
Benin	491 4.8%
Cote D'Ivoire	107 1.1%
Senegal	69 0.7%
Gambia	45 0.4%
Togo	86 0.8%
Burkina Faso	166 1.6%
Sierra Leone	100 1.0%
Niger	134 1.3%
Liberia	74 0.7%
Mali	108 1.1%
Guinea	56 0.6%
Cape Verde	42 0.4%
Guinea-Bissau	53 0.5%



Northern Africa	2.2%
Egypt	52 0.5%
Morocco	42 0.4%
Libya	4 0.0%
Algeria	20 0.2%
Tunisia	43 0.4%
Sudan	21 0.2%
Mauritania	41 0.4%

Eastern Africa	25.9%
Uganda	665 6.5%
Kenya	398 3.9%
Tanzania, UR	232 2.3%
Rwanda	278 2.7%
Zambia	207 2.0%
Zimbabwe	173 1.7%
Somalia	54 0.5%
Malawi	101 1.0%
Ethiopia	90 0.9%
Burundi	202 2.0%
Mozambique	81 0.8%
Madagascar	43 0.4%
South Sudan	28 0.3%
Djibouti	22 0.2%
Mauritius	28 0.3%
Comoros	25 0.2%
Seychelles	10 0.1%
Eritrea	2 0.0%

Central Africa	9.4%
Cameroon	395 3.9%
Congo, DR	134 1.3%
Gabon	67 0.7%
Congo	67 0.7%
Chad	169 1.7%
Angola	35 0.3%
Sao Tome And Principe	51 0.5%
Central African Republic	18 0.2%
Equatorial Guinea	15 0.1%

Southern Africa	6.4%
South Africa	158 1.6%
Botswana	262 2.6%
Namibia	124 1.2%
Lesotho	57 0.6%
Swaziland	51 0.5%

OVERALL, EASTERN AFRICA HAD THE GREATEST PROPORTION OF HIGH RANKING APPLICATIONS (18.6%) COMPARED TO OTHER REGIONS

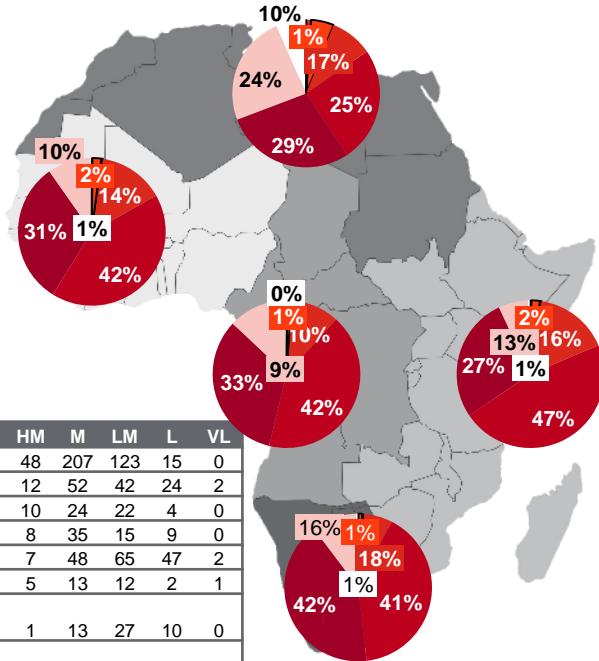
Southern Africa and Central Africa had the least proportions with 7.5% and 11% respectively

Ranking distribution of all 10,162 applications by African region (8 applications were disqualified)

Western Africa	VH	H	HM	M	LM	L	VL
Nigeria	5	90	578	1719	1159	353	10
Ghana	1	7	39	119	77	11	1
Benin	2	26	120	204	115	24	0
Cote D'Ivoire	1	2	8	48	40	6	2
Senegal	0	1	9	26	19	14	0
Gambia	0	2	2	21	16	4	0
Togo	0	0	12	24	34	16	0
Burkina Faso	0	0	1	54	94	17	0
Sierra Leone	0	0	6	9	58	27	0
Niger	0	0	13	44	50	25	2
Liberia	0	2	5	30	36	1	0
Mali	0	0	17	48	31	12	0
Guinea	0	0	6	22	19	9	0
Cape Verde	0	0	3	17	12	10	0
Guinea-Bissau	0	0	0	12	29	12	0

VERY HIGH	>=90
HIGH	80-89
HIGH MEDIUM	70-79
MEDIUM	60-69
LOW MEDIUM	50-59
LOW	21-49
VERY LOW	<=20

Central Africa	VH	H	HM	M	LM	L	VL
Cameroon	0	2	48	207	123	15	0
Congo, DR	1	1	12	52	42	24	2
Gabon	1	6	10	24	22	4	0
Congo	0	0	8	35	15	9	0
Chad	0	0	7	48	65	47	2
Angola	0	2	5	13	12	2	1
Sao Tome And Principe	0	0	1	13	27	10	0
Central African Republic	0	0	4	3	5	6	0
Equatorial Guinea	0	0	3	5	5	2	0



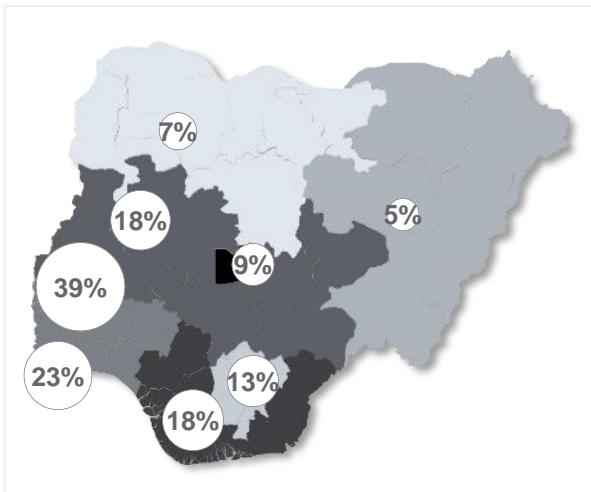
Northern Africa	VH	H	HM	M	LM	L	VL
Egypt	2	4	4	12	8	13	9
Morocco	0	1	4	14	15	8	0
Libya	0	0	1	0	3	0	0
Algeria	0	1	4	6	5	2	2
Tunisia	0	3	2	7	9	21	1
Sudan	0	0	2	7	12	0	0
Mauritania	0	0	1	15	17	8	0

Eastern Africa	VH	H	HM	M	LM	L	VL
Uganda	3	14	124	334	163	26	1
Kenya	1	18	90	166	96	26	1
Tanzania, UR	1	3	52	115	49	11	0
Rwanda	0	7	61	127	71	12	0
Zambia	0	3	11	121	62	10	0
Zimbabwe	0	1	14	100	46	10	0
Somalia	0	0	1	4	24	22	3
Malawi	0	2	12	61	22	3	1
Ethiopia	0	6	21	33	22	8	0
Burundi	0	0	15	89	85	12	1
Mozambique	0	0	11	24	25	19	2
Madagascar	0	2	5	21	15	0	0
South Sudan	0	0	1	11	14	2	0
Djibouti	0	0	5	4	6	3	4
Mauritius	0	2	3	17	5	1	0
Comoros	0	0	1	7	11	6	0
Seychelles	0	0	0	3	5	1	1
Eritrea	0	0	0	0	2	0	0

Southern Africa	VH	H	HM	M	LM	L	VL
South Africa	0	2	14	62	67	10	3
Botswana	0	3	18	126	91	24	0
Namibia	0	0	9	32	62	21	0
Lesotho	0	1	2	24	23	6	1
Swaziland	0	0	0	21	28	2	0

THE NIGERIAN APPLICATIONS WERE SPREAD ACROSS ALL 36 STATES AND THE FCT AS WELL AS THE 6 GEOPOLITICAL ZONES OF THE COUNTRY

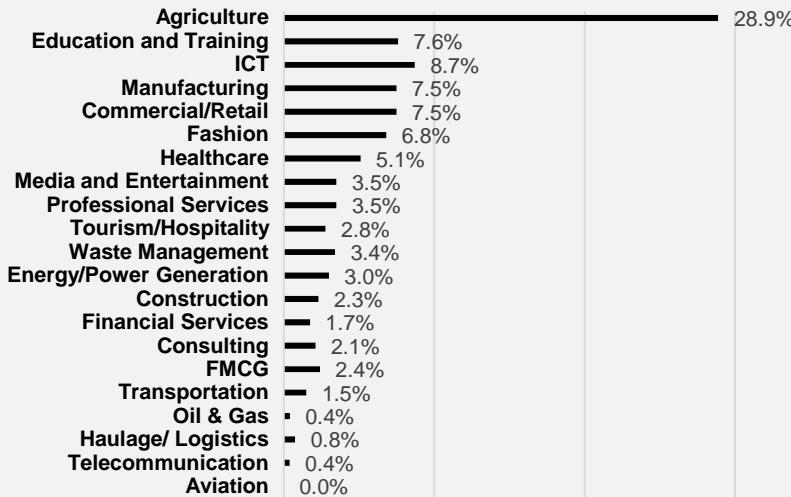
Distribution of Nigeria applications by geopolitical zone



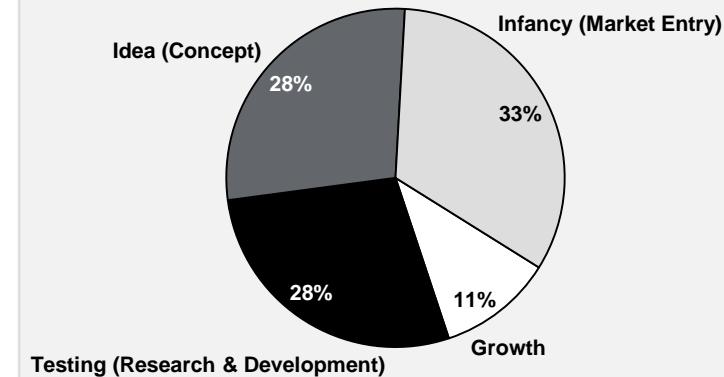
States	Number	%	States2	Number	%4
Lagos State	902	23.02%	Plateau State	68	1.74%
Abuja Federal Capital Territory	347	8.85%	Kwara State	64	1.63%
Oyo State	246	6.28%	Kogi State	52	1.33%
Rivers State	230	5.87%	Ekiti State	49	1.25%
Ogun State	155	3.96%	Ebonyi State	48	1.22%
Delta State	153	3.90%	Niger State	44	1.12%
Kaduna State	149	3.80%	Nassarawa State	37	0.94%
Abia State	134	3.42%	Borno State	35	0.89%
Enugu State	123	3.14%	Taraba State	33	0.84%
Anambra State	122	3.11%	Bayelsa State	29	0.74%
Edo State	121	3.09%	Bauchi State	23	0.59%
Akwa Ibom State	104	2.65%	Sokoto State	23	0.59%
Osun State	90	2.30%	Yobe State	22	0.56%
Cross River State	85	2.17%	Gombe State	19	0.48%
Imo State	83	2.12%	Jigawa State	10	0.26%
Benue State	79	2.02%	Kebbi State	8	0.20%
Adamawa State	75	1.91%	Katsina State	7	0.18%
Kano State	72	1.84%	Zamfara State	6	0.15%
Ondo State	72	1.84%			

APPLICATIONS SUBMITTED WERE PREDOMINANTLY FROM THE AGRICULTURE, EDUCATION, ICT, COMMERCIAL/RETAIL AND MANUFACTURING SECTORS

Distribution of applications by sector



Distribution of applications by business stage



- Similar to 2018, about one-third (29%) of applications were from the Agriculture sector; other sectors with significant representation were ICT (9%), Education / Training (8%), Manufacturing (8%) and Fashion(7%)- which are critical sectors to reducing unemployment in Africa
- 33% of applications were early-stage businesses in the Infancy (Market Entry) phase

A TOTAL OF 3,634 APPLICATIONS (35.7%) FROM THE BATCH OF 10,170 WERE FROM FEMALE ENTREPRENEURS, WITH FEMALE APPLICATIONS EXCEEDING MALES IN SOUTHERN AFRICA REGION

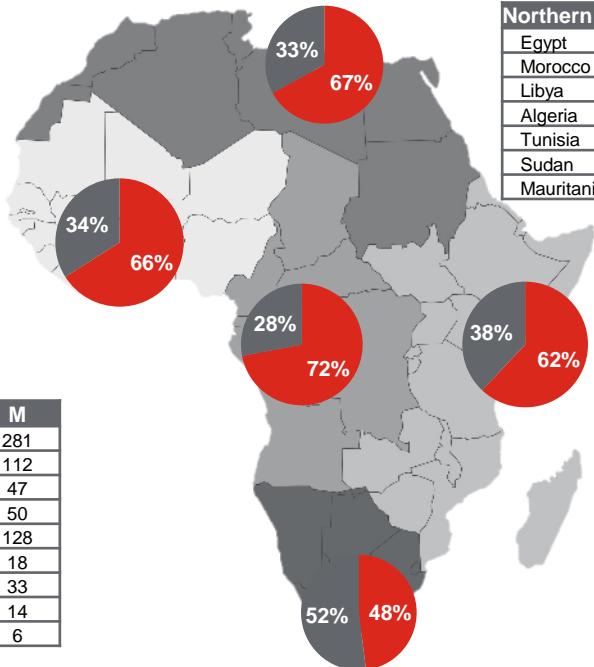
South Africa (52%), Namibia(56.5%), Lesotho(63.2%), Cape Verde (66.7%) and Madagascar (62.8%), were the countries with a higher ratio of female: male applications

Gender distribution of all 10,170 applications by African region

Western Africa	F	M
Nigeria	1401	2513
Ghana	80	175
Benin	139	352
Cote D'Ivoire	29	78
Senegal	23	46
Gambia	16	29
Togo	24	62
Burkina Faso	48	118
Sierra Leone	34	66
Niger	50	84
Liberia	13	61
Mali	33	75
Guinea	19	37
Cape Verde	28	14
Guinea-Bissau	17	36

Central Africa	F	M
Cameroon	114	281
Congo, DR	22	112
Gabon	20	47
Congo	17	50
Chad	41	128
Angola	17	18
Sao Tome And Principe	18	33
Central African Republic	4	14
Equatorial Guinea	9	6

Male
Female



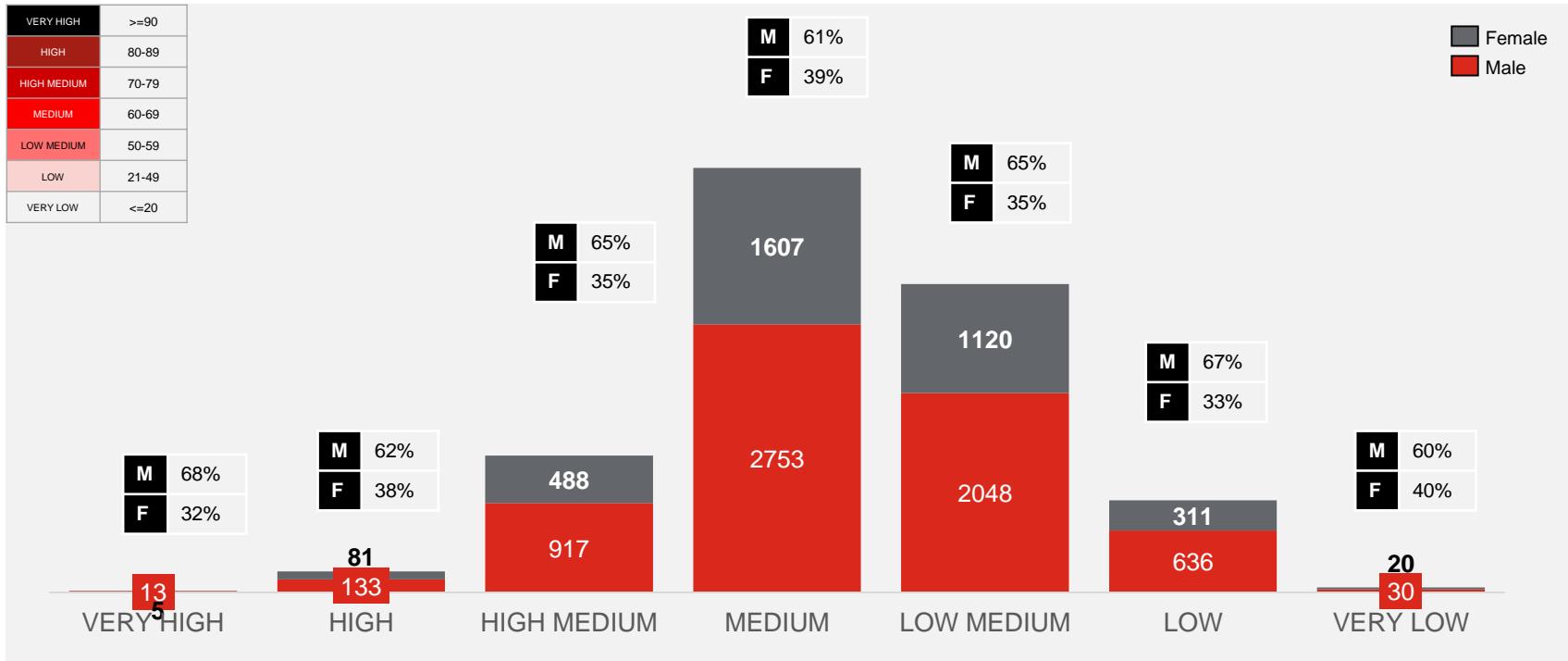
Northern Africa	F	M
Egypt	12	40
Morocco	13	29
Libya	0	4
Algeria	9	11
Tunisia	18	25
Sudan	7	14
Mauritania	14	27

Eastern Africa	F	M
Uganda	296	369
Kenya	159	239
Tanzania, UR	82	149
Rwanda	111	167
Zambia	73	134
Zimbabwe	56	115
Somalia	9	45
Malawi	38	63
Ethiopia	28	62
Burundi	69	133
Mozambique	16	65
Madagascar	27	16
South Sudan	8	20
Djibouti	9	13
Mauritius	10	18
Comoros	11	14
Seychelles	6	4
Eritrea	0	2

Southern Africa	F	M
South Africa	83	75
Botswana	126	136
Namibia	70	54
Lesotho	36	21
Swaziland	22	29

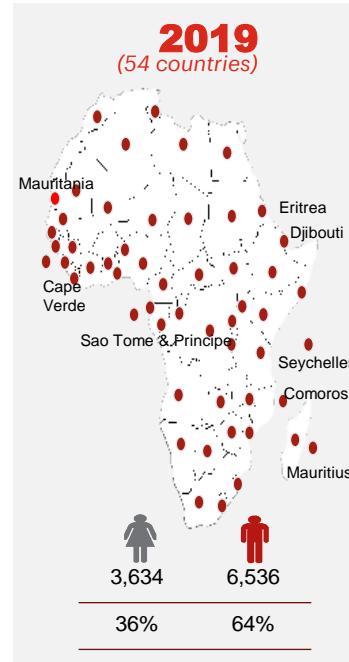
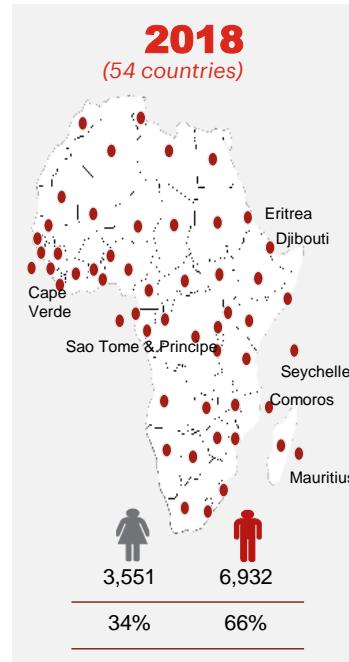
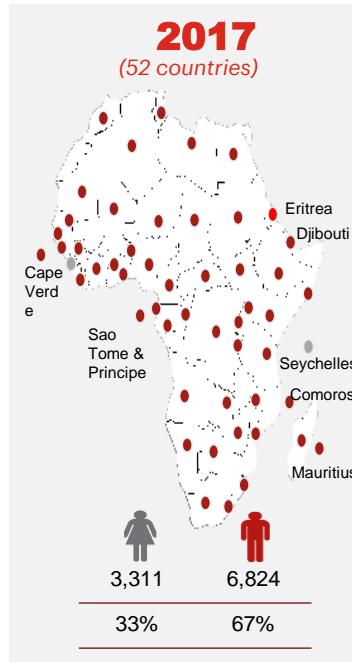
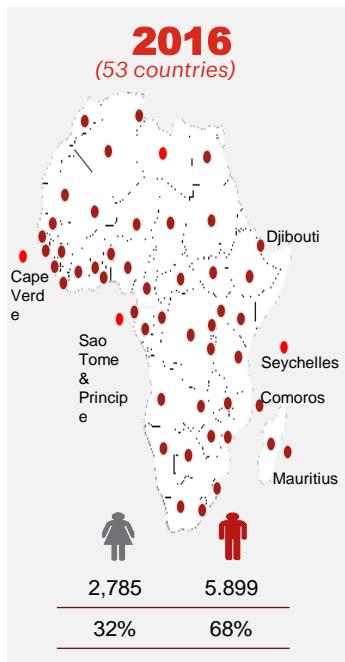
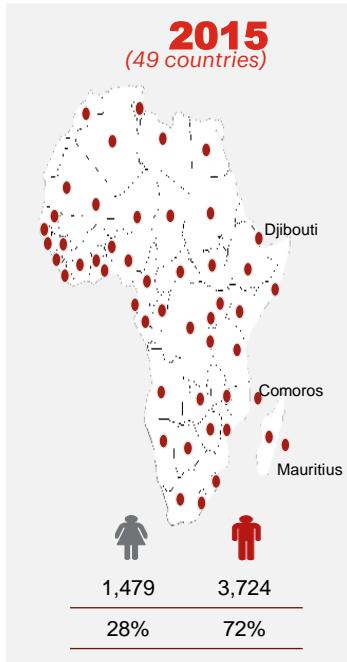
ACROSS ALL RANKING SCALES, THE PROPORTION OF FEMALE TO MALE APPLICANTS WAS APPROXIMATELY 1:2

Gender distribution by rank of all 10,162 applications (8 applications were disqualified)



COMPARED TO THE LAST YEAR, ALL 54 COUNTRIES IN AFRICA WERE REPRESENTED WITH A MARGINAL INCREASE IN THE NUMBER OF WOMEN PARTICIPATING IN THE PROGRAMME...

Country representation: 2015 - 2019

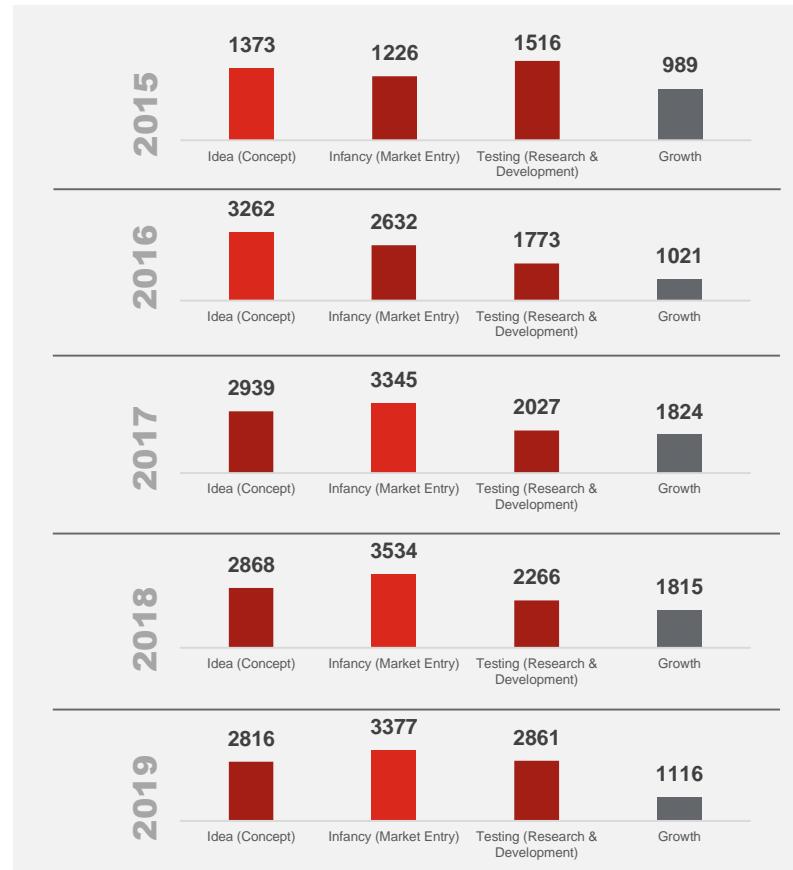


... AND MINIMAL SHIFT IN SECTORAL AND BUSINESS STAGE DISTRIBUTION

Sector distribution: 2015-2019

	2015	2016	2017	2018	2019
1 Agriculture	25.1%	28.8% ▲	27.4% ▼	28.8% ▲	29.1% ▲
2 Aviation	0.0%	0.1% ▲	0.04% ▼	0.1% ▲	0.1% ▲
3 Commercial/Retail	9.3%	7.2% ▼	5.9% ▼	7.0% ▲	7.6% ▲
4 Construction	3.2%	2.6% ▼	2.9% ▲	2.7% ▼	2.3% ▼
5 Consulting	0.0%	2.0% ▲	2.1% ▲	2.6% ▲	2.1% ▼
6 Education and Training	11.7%	7.3% ▼	7.2% ▼	7.9% ▲	7.7% ▼
7 Energy/Power Generation	2.2%	2.8% ▲	3.7% ▲	3.0% ▼	3.1% ▲
8 Fashion	5.7%	8.6% ▲	8.4% ▼	5.8% ▼	6.8% ▲
9 Financial Services	2.0%	1.0% ▼	1.7% ▲	2.6% ▲	1.8% ▼
10 FMCG	1.3%	2.7% ▲	2.6% ▼	2.0% ▼	2.4% ▲
11 Haulage/Logistics	0.0%	0.7% ▲	0.7% ▬	0.5% ▼	0.0% ▼
12 Healthcare	3.7%	3.8% ▲	4.3% ▲	4.6% ▲	5.2% ▲
13 ICT	9.1%	8.5% ▼	8.3% ▼	7.7% ▼	8.8% ▲
14 Manufacturing	5.9%	7.8% ▲	8.8% ▲	7.7% ▼	7.6% ▼
15 Media and Entertainment	4.2%	5.1% ▲	4.6% ▼	4.3% ▼	3.5% ▼
16 Oil & Gas	0.0%	0.7% ▲	0.7% ▬	0.6% ▼	0.4% ▼
17 Professional Services	0.0%	3.5% ▲	3.7% ▲	3.6% ▼	3.5% ▼
18 Telecommunication	0.0%	0.5% ▲	0.5% ▬	0.4% ▼	0.4% ▬
19 Tourism/Hospitality	2.1%	2.4% ▲	2.7% ▲	3.4% ▲	2.8% ▼
20 Transportation	1.7%	1.7% ▬	1.2% ▼	1.6% ▲	1.5% ▼
21 Waste Management	1.2%	2.4% ▲	2.7% ▲	3.2% ▲	3.4% ▲

Stage distribution: 2015 - 2019



OUTLINE

1.

**Project Overview
and Context**

2.

**Evaluation
Methodology and
Selection Criteria**

3.

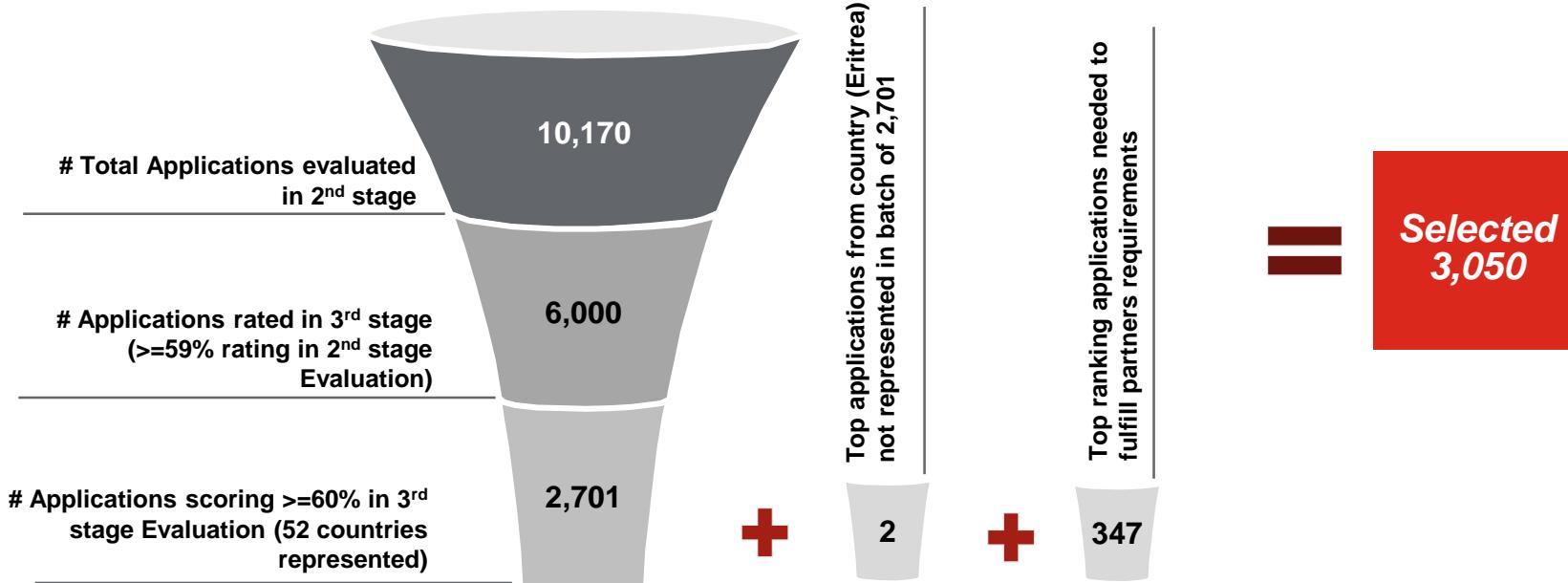
**Evaluation
Outcomes**

4.

**Top 3,050
applications:
Statistical
Review**

THE FINAL LIST OF 3,050 COMPRISED OF APPLICATIONS RANKED MEDIUM AND ABOVE IN THE 3RD STAGE, AND OTHERS SELECTED ON DISCRETIONARY BASIS

Analysis of selected 3,050 applications



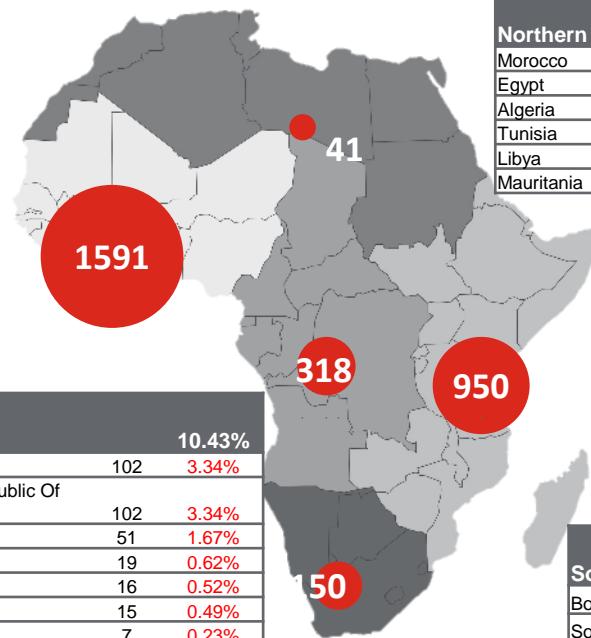
FIFTY-FOUR (54) AFRICAN COUNTRIES WERE REPRESENTED IN THE BATCH OF 3,050 WITH NIGERIA COMPRISING 36.5% OF APPLICATIONS

Western (52.16%) and Eastern (31.15%) African regions had the highest representation in the batch of entries

Western Africa		52.16%
Nigeria	1112	36.46%
Benin	156	5.11%
Ghana	58	1.90%
Guinea-bissau	52	1.70%
Mali	35	1.15%
Liberia	32	1.05%
Togo	28	0.92%
Niger	24	0.79%
Burkina Faso	23	0.75%
Cote D'ivoire	23	0.75%
Guinea	15	0.49%
Mauritania	14	0.46%
Senegal	14	0.23%
Cape Verde	7	0.23%
Sierra Leone	7	0.23%
Gambia	5	0.16%

Central Africa		10.43%
Cameroon	102	3.34%
Congo, Democratic Republic Of	102	3.34%
The	51	1.67%
Angola	19	0.62%
Gabon	16	0.52%
Congo	15	0.49%
Sao Tome And Principe	7	0.23%
Equatorial Guinea	4	0.13%
Central African Republic	2	0.07%

Distribution of all 3,050 applications by African region



Northern Africa		1.34%
Morocco	10	0.24%
Egypt	7	0.17%
Algeria	6	0.15%
Tunisia	3	0.07%
Libya	1	0.02%
Mauritania	14	0.34%

Eastern Africa		31.15%
Uganda	261	8.56%
Kenya	116	3.80%
Zambia	77	2.52%
Rwanda	77	2.52%
Tanzania, United Republic Of	65	2.13%
Madagascar	56	1.84%
Zimbabwe	54	1.77%
Burundi	53	1.74%
Ethiopia	52	1.70%
South Sudan	52	1.70%
Malawi	37	1.21%
Comoros	22	0.72%
Mauritius	10	0.33%
Mozambique	9	0.30%
Djibouti	3	0.10%
Seychelles	2	0.07%
Somalia	2	0.07%
Eritrea	2	0.07%

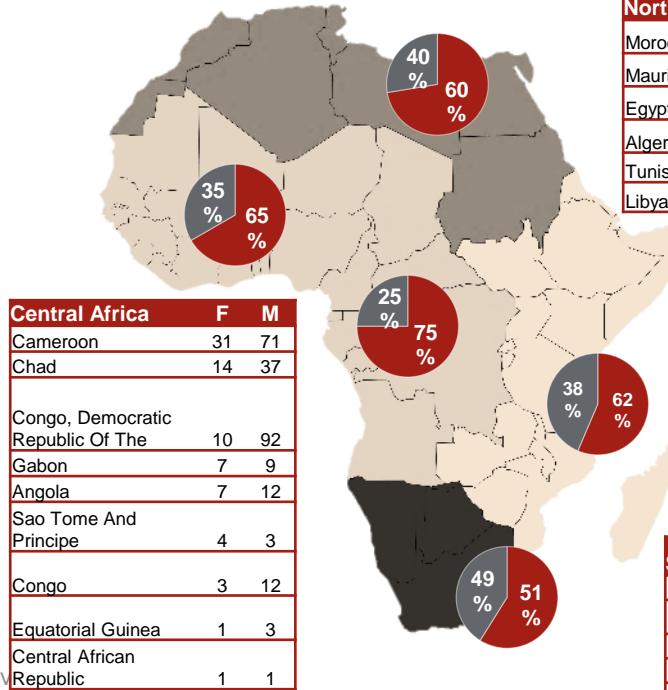
A TOTAL OF 1,087 APPLICATIONS FROM THE BATCH OF 3,050 WERE FROM FEMALE ENTREPRENEURS, REPRESENTING 36% OF WINNING APPLICATIONS

Seychelles(100%), Sierra Leone (71%), Namibia (68%), Madagascar (61%), Cape Verde(57%), Sao Tome and Principe (57%) and South-Africa (53%), were the only countries with a higher ratio of female: male applications

Gender distribution of all 3,050 applications by African region

Western Africa	F	M
Nigeria	413	699
Benin	51	105
Ghana	16	42
Guinea-bissau	16	36
Mali	12	23
Togo	11	17
Niger	6	18
Cote D'ivoire	6	17
Burkina Faso	6	17
Guinea	5	10
Sierra Leone	5	2
Senegal	4	10
Cape Verde	4	3
Liberia	4	28
Mauritania	4	10
Gambia	2	3

Male
Female



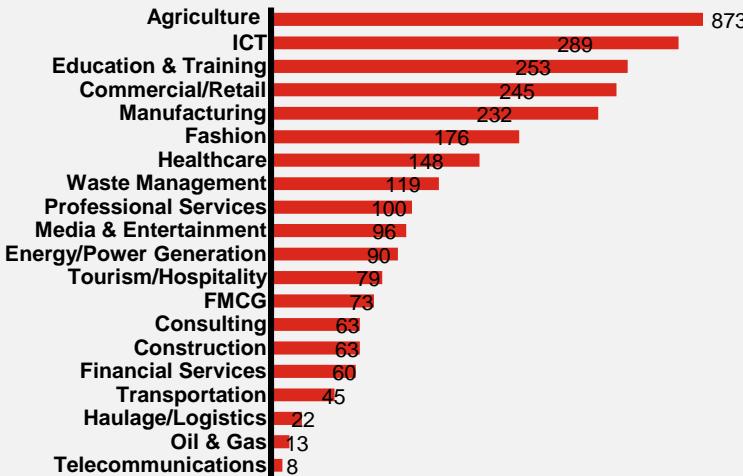
Northern Africa	F	M
Morocco	5	5
Mauritania	4	10
Egypt	3	4
Algeria	3	3
Tunisia	1	2
Libya	0	1

Eastern Africa	F	M
Uganda	101	160
Kenya	42	74
Madagascar	33	21
Rwanda	30	47
Zambia	26	51
Tanzania	24	41
Ethiopia	21	31
Burundi	19	34
Zimbabwe	19	35
South Sudan	12	42
Malawi	12	25
Comoros	11	11
Mauritius	4	6
Seychelles	2	0
Djibouti	1	2
Mozambique	1	8
Somalia	0	2
Eritrea	0	2

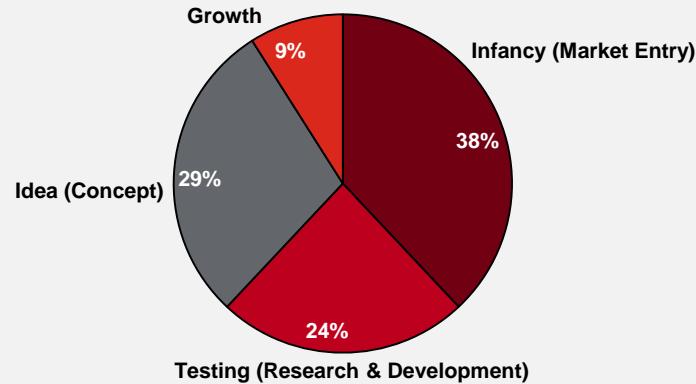
Southern Africa	F	M
Botswana	26	36
South Africa	21	19
Namibia	13	6
Swaziland	12	12
Lesotho	2	3

46% OF THE TOP 3,050 APPLICATIONS ARE FROM AGRICULTURE, ICT AND EDUCATION & TRAINING SECTORS

Distribution of applications by sector



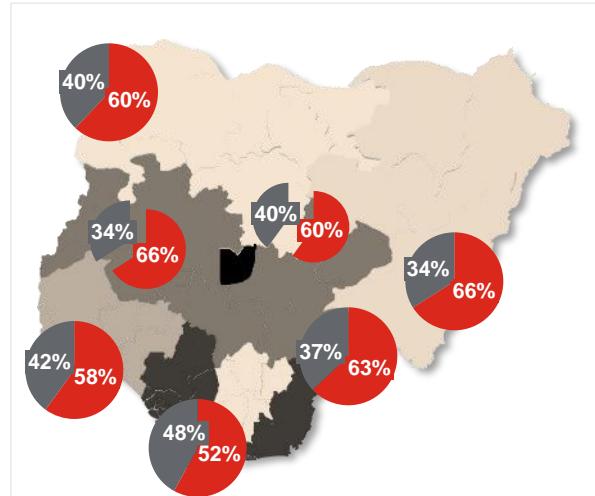
Distribution of applications by business stage



- 29% of the applications were from the Agriculture sector; other sectors with significant representation are ICT (9%), Education and Training (8%), Manufacturing (8%), Commercial/Retail services (8%), and Fashion (6%)
- Majority of the winning applications are from early stage applications in the Market Entry (38%) and Idea stages (29%)

ALL 36 STATES AND THE FCT WERE REPRESENTED IN THE FINAL 3,050 APPLICATIONS

Gender distribution by geopolitical zone of Nigerian entries in the final 3,050 applications



State	Female	Male	Total	% of Nigeria	State	Female	Male	Total	% of Nigeria
Lagos State	99	134	233	20.95%	Plateau State	9	9	18	1.62%
Abuja Federal Capital Territory	35	49	84	7.55%	Yobe State	5	12	17	1.53%
Oyo State	17	39	56	5.04%	Kano State	4	13	17	1.53%
Rivers State	22	33	55	4.95%	Benue State	5	11	16	1.44%
Anambra State	20	34	54	4.86%	Taraba State	6	8	14	1.26%
Adamawa State	19	34	53	4.77%	Niger State	5	9	14	1.26%
Kaduna State	16	27	43	3.87%	Kogi State	3	10	13	1.17%
Ogun State	14	26	40	3.60%	Nassarawa State	4	8	12	1.08%
Abia State	15	25	40	3.60%	Ekiti State	5	5	10	0.90%
Akwa Ibom State	15	22	37	3.33%	Ebonyi State	4	4	8	0.72%
Cross River State	11	24	35	3.15%	Bauchi State	1	6	7	0.63%
Delta State	9	26	35	3.15%	Sokoto State	2	4	6	0.54%
Enugu State	11	22	33	2.97%	Gombe State	2	2	4	0.36%
Edo State	14	18	32	2.88%	Bayelsa State	2	2	4	0.36%
Imo State	10	16	26	2.34%	Katsina State	1	2	3	0.27%
Ondo State	6	18	24	2.16%	Zamfara State	1	2	3	0.27%
Osun State	8	14	22	1.98%	Kebbi State	3	3	0.27%	
Borno State	7	14	21	1.89%	Jigawa State	1	1	2	0.18%
Kwara State	5	13	18	1.62%	Grand Total	413	699	1112	100.00%

APPENDIX

APPENDIX I: PARTNERS LIST

S/N	Partner	Number
1	ICRC	180
2	UNDP	754
3	Ansg	15
4	Indorama	10
5	Seme City	50
6	Botswana	20
7	AfDB	1000
8	US Consulate Lagos	20
9	TEF	1001
Total		3050



THE TONY ELUMELU
FOUNDATION



INDORAMA
CORPORATION



SÈMÈ CITY



APPENDIX II: 5-YEAR DISTRIBUTION TREND FOR TOP 20 COUNTRIES (NO. OF APPLICATIONS RECEIVED)

Total applications for each year:

5,204 8,688 10,135 10,483 10,170

Country	2015	2016	2017	2018	2019
1 Nigeria	2748	6139	5786	2322	3919
2 Kenya	770	499	606	1039	398
3 Uganda	166	308	411	1042	665
4 Ghana	167	252	384	602	255
5 Tanzania, United Republic Of	102	134	282	540	232
6 Cameroon	163	203	270	481	395
7 South Africa	148	134	261	411	158
8 Rwanda	59	86	186	439	278
9 Botswana	39	49	172	405	262
10 Zimbabwe	53	76	132	169	173
11 Cote D'Ivoire	113	110	155	279	107
12 Congo, Democratic Republic Of The	68	49	108	376	134
13 Zambia	73	71	131	311	207
14 Benin	44	55	125	139	491
15 Malawi	9	32	99	175	101
16 Ethiopia	30	94	96	83	90
17 Senegal	104	29	78	89	69
18 Burundi	23	27	63	70	202
19 Togo	20	15	56	85	86
20 Lesotho	6	11	51	56	57

About Accenture Development Partnerships (ADP)

Who are we?	What's our goal?	How do we work?	How are we different?
A non-profit group within Accenture. Started in 2003 as an employee-driven initiative	Aim to channel Accenture's business and technology skills to organizations in the international development sector	Staff small teams of Accenture employees on projects in developing and developed countries with non-profit clients	Make consulting services accessible to non-profits through an innovative business model which enables us to deliver at low cost