

PROGRESSIVE NARRATIVE REPORT

(As of December 2021)

UNDP/MOCI LIVELIHOOD & EMPLOYMENT CREATION PROJECT



“GROWTH ACCELERATOR LIBERIA PROGRAMME”

December 31, 2021

Project Overview

On July 23, 2021, Accountability Lab Liberia (through its Country Director W. Lawrence Yealue, II) serving as fiscal sponsor of iCampus Liberia and UNDP Liberia's Resident Representative, Stephen Rodrigues signed a Responsible Party Agreement (RPA) for iCampus to manage and run the Liberia MSMEs Growth Accelerator Programme.

Ranked 176th out of 189 countries on the UNDP 2019 Human Development Index, Liberia faces stack challenges in respect to poverty and inequality. Poverty affects a slight majority of the population (50.9%), with the burden heavier in the rural areas (71.8%) as compared to the urban settings (31.5%). Key factors contributing to poverty and inequality in Liberia includes limited access to sustainable and viable income-generating opportunities.

In response to the COVID-19 pandemic, UNDP Liberia recognizes the need to support measures that reduce the socio-economic impact for the vulnerable and contribute to socio-economic recovery.

The two intervention areas that can support the creation of sustainable and viable income-generating opportunities, includes, agriculture and Micro, Small and Medium Enterprises (MSMEs).

Emergency and recovery support for the informal sector (domestically owned SMEs), which account for 85% of employment, is critical in addressing the economic shocks faced by informal workers because of the COVID-19 health crisis.

The Liberia MSMEs Growth Accelerator Programme is an initiative aimed at supporting impactful entrepreneurs to scale and grow their ventures through access to technical assistance, mentorship, and co-financing. The programme contributes to the reduction of poverty and the minimization of inequality in by targeting youth, women, and persons with disabilities in Montserrado, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh by supporting the creation of resilient livelihood and income-generating opportunities for poor and vulnerable population by 2024. The programme key outcome is by 2024, targeted MSMEs in the mentioned counties have increased access to finance and capacity- building initiatives for business establishment and expansion.

Accountability Lab Liberia, the lead organization that applied for this programme on iCampus' behalf, is a local Liberian not-for-profit organization that support a new generation of active citizens and responsible leaders in Liberia. It acts as an incubator for high and low-tech ideas developed by young people that can unleash positive social and economic change.

iCampus Liberia (iCampus), the entity that manages and runs this programme, is a shared innovation, co-working and community space for organizations focusing on the intersection of technology, business development and social change in Liberia. It acts as a physical and virtual space for youth-focused ICT and governance training; a networking and innovation hub; and a focal point for social entrepreneurs and change-makers.

Section 1: Project Status

	<i>Activity</i>	<i>Status</i>	<i>Progress towards target</i>	<i>Number of beneficiaries disaggregated by gender and age</i>
<i>1</i>	Co-design of the programme	<i>Completed</i>	Accountability Lab Liberia (iCampus) in coordination with UNDP, MOCI, GrowthAfrica and BSC-Monrovia designed the programme's marketing/communication materials; iCampus Liberia disseminated the programme's materials through various electronic and print media, including radio and social media outlets, ensuring there was sufficient appetite amongst ventures with the ability to innovate and to deliver better, more affordable products and services;	<i>N/A</i>

2	Mobilization of Key Independent Investment Committee	<i>Completed</i>	iCampus set up a five-member Independent Investment Committee (IIC) who convened in the iCampus' Blue Lake Meeting Room for 3-days and screened the top 25 application and selected the 10 semi-finalist who are now part of the first cohort of the Programme.	<i>3 Males and 2 females, including 2 youths.</i>
3	Recruitment of Business Development Services Providers	<i>Completed</i>	Through a rigorous process, iCampus recruited two business development services providers, including GrowthAfrica, a leading African accelerator and entrepreneur support organization headquartered in Nairobi, Kenya and BSC-Monrovia, a Liberian-based business development firm who are designing and facilitating the capacity development activities of the programme, including bootcamps, workshops and mentorship.	<i>N/A</i>
4	Development of the call for applications and the selection of the programme's semi-finalists	<i>Completed</i>	The call for applications was launched on August 27, 2021 in the project seven targeted counties, of Montserrado, Grand Cape Mount, Grand Bassa, Sinoe, Grand Gedeh, Lofa and Nimba. The team received a total of 167 applications from nine (9) counties. Twenty-five (25) ventures were shortlisted from the 167 applications. The five-member Independent Investment Committee	<i>N/A</i>

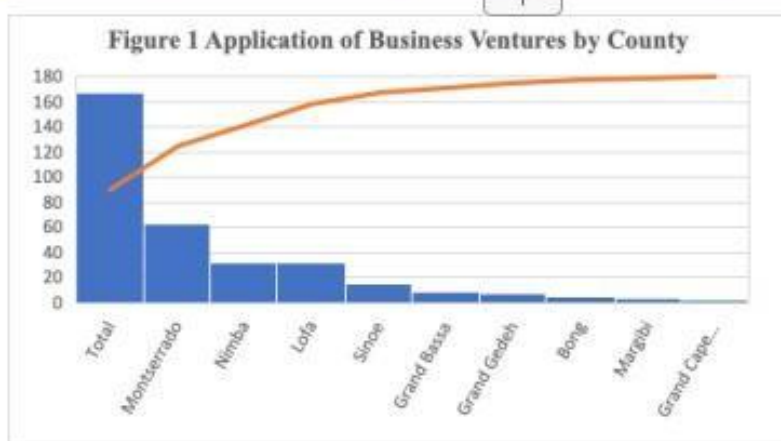
			(IIC) convened at the iCampus over a three-day period and selected the 10 semi-finalists who are now part of Growth Accelerator Liberia Programme's first cohort.	
5	Capacity Development / Mentorship for Semi-finalist ventures	<i>Ongoing</i>	The 10 semi-finalists along with the Growth Accelerator Liberia Programme's implementing partners and UNDP convened in Buchanan, Grand Bassa County for 3 day visioning bootcamp and a 3-days workshop on understanding customers, competitors and product innovation. Preparing workshop 2, the final pitching and workshop 3 are ongoing.	Majority of the 10 semi-finalists are youth-led and two are women-led.
6	Final Pitching / Selection of Finalists	<i>Not started</i>	<i>The Final Pitching / Selection ceremony of cohort 1 will be held at the Ministerial Complex Ballroom on December 7, 2021</i>	<i>N/A</i>

Measurable Results

The call for applications for the Growth Accelerator Liberia Programme was launched on August 27, 2021 and closed on September 10, 2021. The team received a total of 167 applications from nine (9) counties. Although the project's targeted counties are the seven (7) counties of Montserrado, Cape Mount, Bassa, Sinoe, Grand Gedeh, Lofa and Nimba, applications were open to the 15 counties of Liberia. Applications were received from two non-targeted counties of Margibi and Bong, for a total of nine (9) respondent counties. As **Table 1** (below) shows nearly two-fifths (38 percent) of the ventures came from Montserrado County, which hosts Liberia's capitol of Monrovia. About a third (32 percent), respectively, came from Nimba and Lofa Counties. The latter two counties along with Bong (at 4 percent) constitute the traditional food basket of Liberia.

Table 1 Growth Accelerator Liberia Applicants by Respondent County

County	No. of Ventures	Percent
Montserrado	63	38%
Grand Cape Mount	2	1%
Grand Bassa	9	5%
Grand Gedeh	7	4%
Nimba	32	19%
Bong	4	2%
Margibi	3	2%
Sinoe	15	9%
Lofa	32	19%
Total	167	100



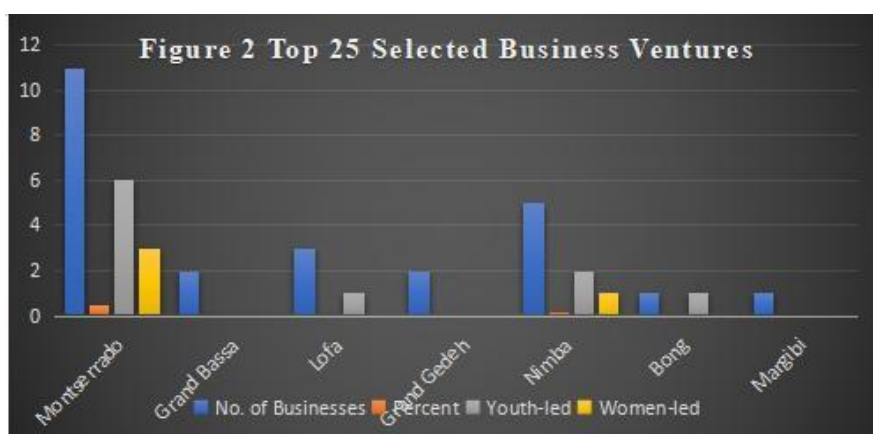
Twenty-five (25) ventures (see **Table 2** below) were shortlisted from the 167 applications based on five (5) core criteria; namely, (1) the business/venture is registered; (2) has financial/revenue statement, which means it (a) reported the last 12 months of sale and (b) requested an amount from the Growth Accelerator Programme; (3) has been in business for at least six (6) months; (4) the owner(s) have a full-time employment status in the business venture; and (5) business/venture is a sustainable agri-business.

Ventures scoring high (i.e., above 126 points) were selected from each of the nine (9) respondent counties. In competitive counties such as Montserrado, preference was given to startups and less to matured ventures to account for a host of factors that include, women-, youth-, PwD-led and, importantly, growth potential to scale up.

This led to the shortlisting of eleven (11) ventures in Montserrado, two (2) in Grand Bassa, three (3) in Lofa, two (2) in Grand Gedeh, five (5) in Nimba, one (1) each in Bong and Nimba. All the 25 selected ventures were led by youth except those in Grand Bassa, Grand Gedeh and Margibi. Fifty-four (54) percent of the 11 selected ventures in Montserrado County were led by youth, while 27 percent were women-led businesses (see **Table 2** and **Figure 2** below).

Table 2 Top 25 Selected Business Ventures by Targeted Population

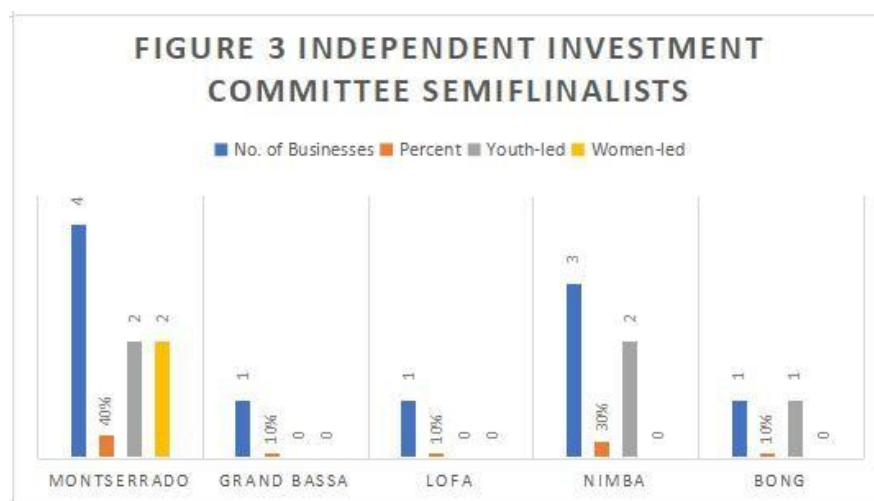
County	No. of Businesses	Percent	Youth-led (%)	Women-led (%)
Montserrado	4	40%	2 (50)	2 (50)
Grand Bassa	1	10%	0 (0)	0 (0)
Lofa	1	10%	0 (0)	0 (0)
Nimba	3	30%	2 (66)	0 (0)
Bong	1	10%	1 (100)	0 (0)
Total	10	100%	5	2



A five-member Independent Investment Committee (IIC) made up of stakeholders from the Central Bank and business community were setup and convened at the iCampus over a three-day period to further screen and select 10 semi-finalists who will form part of Growth Accelerator Liberia Programme's first cohort. **Table 3** (below) presents the IIC's 10 semi-finalists, distributed among five (5) counties of Montserrado (4), Grand Bassa (1), Lofa (1), Nimba (3), and Bong (1). Majority of the 10 semi-finalists are youth-led and none but two are women-led (see **Table 3** and **Figure 3**).

Table 3 IIC 10 Semi-finalists by Targeted Population

County	No. of Businesses	Percent	Youth-led (%)	Women-led (%)
Montserrado	4	40%	2 (50)	2 (50)
Grand Bassa	1	10%	0 (0)	0 (0)
Lofa	1	10%	0 (0)	0 (0)
Nimba	3	30%	2 (66)	0 (0)
Bong	1	10%	1 (100)	0 (0)
Total	10	100%	5	2



The “Visioning Bootcamp” brought together the ten (10) businesses/ventures that made it through the one hundred sixty-seven (167) applicants for Cohort 1 of UNDP Liberia’s MSME Growth Accelerator Programme. Each of the 10 ventures had 2 representatives, for a total of 20 persons attending the bootcamp, from Thursday, September 30 to Saturday, October 2, 2021, in Buchanan. There were 7 females (35%) and 13 males (65%).

At the third day of the camping, venture participants participated in two sets of evaluation exercises prepared by the iCampus Liberia team and Growth Africa. Nineteen (19) of twenty (20) participants, constituting 95% of the participants responded to the evaluation exercise. Out of the 7 females, 5 responded; and 12 of the 13 males responded.

In the ‘Participants Post-Training Evaluation’ were three (3) sections. Each statement had four (4) options, and respondents were asked to mark the box under the option which best explains their response to the question.

‘Training Content’

Were the objective(s) of training easily understood? About 95% responded between good and excellent. Were the different presentations clear? 52% felt excellent and 48% felt good. Were the agenda and topics outlined adequately covered? 52% felt good and 37% felt excellent.

‘Training Content-How well did you understand’

Concept of cohort training, 42% and 48% responded good and excellent, respectively, while for the concept of business leadership, 42% responded good and 58% excellent. For what is a vision and how to keep it alive, 95% responded between good and excellent: 42% good and 53% excellent.

‘Training Facilitation,’

Facilitators’ knowledge of the topics covered, 21% good and 74% excellent; Facilitator’s presentation skills, 37% good and 63% excellent; Support to group discussions and individuals’ views, 15% average, 37% good and 48% good; All questions answered satisfactorily, 15% average and 85% responded between good and excellent.

‘Overall Training Performance’

Training schedule and timing, 32% average, 42% good and 26% excellent; Did the training provide new ideas, skills, and knowledge? 48% good and 52% excellent; Overall training rating, 52% good and 48% excellent.

Overall Training Performance



There were two other open-ended questions’ “What is your biggest take-away from the training; and “Any other relevant comment and or observation you would like to make?” About 99% of the respondents were very positive about gaining new knowledge on the roles and responsibilities of a leader and a manager, applying your vision from concept to documentation with long and short-term goals.

There were other relevant views like; planning, time management, social and marketing networks, changing strategies but remaining constant with your purpose and vision and business model mapping. Responses in the latter question were mostly surrounded with gratitude towards the GoL, UNDP Liberia, iCampus Liberia, Growth Africa, BSC-Monrovia and most especially the planning and organizing team and the dynamic facilitators. Others asked for more training opportunities and to improve the social impact concept of the businesses. For convenience, participants want to stay closer to training venues, and the five ventures that won’t make it to the finals should be given some startup package to appreciate their participation in the exercise.

Workshop One - Customers, Competitors and Production Innovation

Workshop One of the Growth Accelerator Liberia Programme focused on Customers, Competitors and Product Innovation for the 10 semi-finalists was held at iCampus on October 13-15, 2021. Two representative from each of the 10 ventures were in attendance for the 3-day workshop, including 14 males and 6 females. GrowthAfrica and BSC-Monrovia teams with support from iCampus facilitated the various sessions of the workshop. On the final day of the workshop, semi-finalist Joseph Kodah of Kodah Enterprises expressed his thanks and gratitude to the team for being organized and well knowledgeable in the topics covered. He further expressed that the Growth Accelerator Liberia Programme is a dream-come-true initiative that will help to scale and grow Liberian businesses in the years to come.

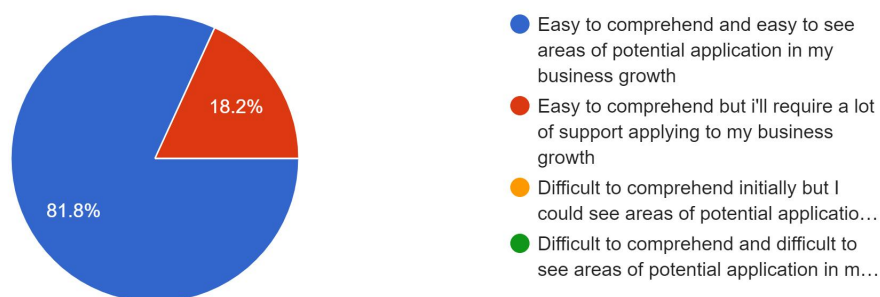
Workshop Two - Value Chain, Supply Chain, Production, Distribution, Sales and Customer Care

Workshop Two (2) of the Growth Accelerator Liberia Programme, cofacilitated by GrowthAfrica and BSC-Monrovia Consultants with support from the iCampus Liberia team focused on Value Chain, Supply Chain, Production, Distribution, Sales and Customer Care. The three (3) day workshop core objective was to increase the semi-finalist ventures understanding of how value for the customer is created through the supply and value chains that then becomes the basis for great customer care. The value architecture was used during the workshop to draw the bridge between supply, distribution, production and extended value chains that cannot operate in isolation. During the workshop the facilitators also highlighted to the entrepreneurs how none of the things they need to do can be done without making key financial decisions. Key exercises completed by the entrepreneurs during the course of the workshop included: ***Brand formulation, Value Architecture, Financial Architecture and Growth Plans.***

A total of thirty (30) people were in attendance in the workshop including, eight (8) females and twenty (22) males which was inclusive of the 10 ventures 2 representatives, GrowthAfrica facilitators, BSC-Monrovia facilitators, iCampus staff and UNDP Liberia representatives. The two (2) representatives from each of the ten (10) ventures were in full attendance at all sessions of the workshop. More than 80% of participants responded in the post-workshop evaluation that the materials presented were easy to understand and applicable in their line of business.

Was the material presented easy to understand and see potential areas of application?

11 responses



However, majority of the participants requested that the presentation materials be shared a couple of day before the workshop to ensure substantial review and interaction during the workshop session. This called for prior sharing of presentation materials and improved communication between facilitators and semi-finalist ventures. The feedback and lessons learned were integrated into subsequent activities such as the Final Pitching and Selection Ceremony.

Final Pitching and Selection Ceremony - December 7, 2021

In anticipation of the final pitching and selection ceremony, the ten (10) semi-finalists over the several months have participated in a series of business development workshops, bootcamps and training. This process enabled the semi-finalists to develop detailed proposals (growth plans) for the pitching event.

Final pitchers are represented in Table 2 below. Getting to the semi-finalist stage involved a few selection processes. First, the initial pool of 167 applicants (from across nine counties of Liberia) was narrowed down to 25 applicants by iCampus Liberia and Business Development Consultants based on five criteria, namely, (1) the business/venture is registered; (2) has financial/revenue statement, which means it (a) reported the last 12 months of sale and (b) requested an amount from the Growth Accelerator Programme; (3) has been in business for at least six (6) months; (4) the owner(s) have a full-time employment status in the business venture; and (5) business/venture is a sustainable agri-business. The second selection process involved a five-member Independent Investment Committee (IIC) made up of stakeholders from the Central Bank and business community were setup and convened at the iCampus over a three-day period to further screen and select 10 semi-finalists who will form part of Growth Accelerator Liberia Programme's first cohort.

Table 2 Growth Accelerator Liberia Cohort-1 Semi-Finalists

No.	Venture/Business	County
1	Wungko's Farm	Bong
2	The LunchBox	Montserrado
3	Redimere Chocolate	Nimba
4	Yountornor Enterprise	Lofa
5	Nimba Ventures	Nimba
6	Evergreen Enterprises	Montserrado
7	Modern Agro	Grand Bassa
8	LIBRA Sanitation	Montserrado
9	Kodah Enterprises -Poultry	Montserrado
10	Ma Bendu Steel Mill	Nimba

The Final Pitching & Selection Ceremony took place on Tuesday, December 7, 2021, at the Ministerial Complex in Congo Town, Monrovia, Liberia. At the event, the ten (10) semi-finalists pitched their **"Growth Plans"** before a six-person high-level judging panel comprising of senior experts in development, agriculture, banking, education, and law. The high-level judging panel assessed the semi-finalists against six (6) selection criteria **[here for the record we could include a snap of the judging criteria, plus official program in the annex, in addition to news links and pictures]**: (1) business model strength; (2) financials; (3) investability; (4) marketing plan; (5) implementation plan; and (6) scalability.

Table 3 Growth Accelerator Liberia Cohort-1 Finalists

Ranking	Venture	Grant Amount
1	Nimba Ventures	\$40,000
2	Wungko's Farm	\$40,000
3	Redimere Chocolate	\$40,000
4	The LunchBox	\$36,500
5	LIBRA Sanitation	\$38,250
Total		\$194,750

At the end of the last selection process, the six-person high-level judging panel selected the six (6) finalists, including Mrs. Jeanine Milly Cooper, Minister of Agriculture, Mrs. Nkechi Joyce Arizor, Managing Director/CEO, United Bank for Africa Liberia, Cllr. Oswald Tweh, President, Liberia Chambers of Commerce, Mr. George Mensah-Asante, Dr. Tanya Garnett, Adjunct Professor, University of Liberia and Mr. Christian Osterlind, Senior Programme Officer, Embassy of Sweden Monrovia. **Table 3** (above) visualizes the five finalists along with their individual rankings and grant amounts.

As we move into the grant disbursement and followup, it is our recommendation that UNDP Liberia consider sharing as quickly as possible the grant Implementing Partner (IP) grant agreement template as well as information on the funding process to avoid a delayed project financing implementation for the ventures.

1. *Has the funding expanded or made a difference in the quality of the services that you provide and/or in your organizational effectiveness? If so, in what way(s)? If not, what circumstances or obstacles impeded or limited your work?*

iCampus now has a team of 6 core staff based in Monrovia, and an active network of consultants and volunteers all over Liberia. The organization has put in place all of the necessary systems and procedures to manage significant grants from a variety of donors; and has a history over the past 7 years of developing and implementing creative, community-driven entrepreneurship and inclusion activities. The organization is overseen by a Liberian Board of Directors which meets quarterly to discuss activities, provide guidance on policies and to discuss organizational finances. iCampus has won a variety of awards for its work- including being chosen as the best innovation space in Liberia by the Society for the Promotion of Peace and National Reconciliation in Liberia. iCampus' current work aligns with the *Livelihood and Employment Creation Programme* in a variety of ways. First, iCampus is working to build an ecosystem for entrepreneurship in Liberia - across urban and rural communities. A core focus is community-building and learning around these issues through events, networks and campaigns that strengthen horizontal and vertical linkages. iCampus' work is about learning by doing and sharing as we learn.

Second, the Accountability Lab Liberia's incubator works that iCampus co-manages specifically to increase the capacity of Liberian CSOs to participate in learning, issue-based reforms and advocacy through the provision of training, mentorship, networks and funding.

Accountability Lab Liberia and iCampus has significant experience managing related projects in Liberia both in terms of content and process. Accountability Lab Liberia has partnered with iCampus to build the USAID LAVI Learning Lab with LAVI support, successfully managing four LAVI grants to do so over the course of four years. The iCampus space has already become a hub for innovation around advocacy and outreach, hosting numerous events, networks, coalitions and organizations as outlined at the outset of this document. The Growth Accelerator Liberia Programme has increased the iCampus team's capacity to run and effectively manage large entrepreneurship related programmes. Additionally, through the programme, the iCampus team have received numerous trainings and capacity development from GrowthAfrica and BSC-Monrovia with respect to bootcamp, workshops and worklabs content development, management and facilitation.

2. *What impact did the funding have on the population you serve? The community? Number of males, females, youth, refugees, persons with disabilities.*

The larger iCampus Liberia community made up of 3000-plus youths, women and persons with disabilities have immensely benefited from the programme by expressing interest and submitting applications to the call. For example, 10% of the 167 applications received during the application period were members of the larger iCampus community who have interest in growing or scaling their their StartUps and ventures.

Additionally, the programme has positively impacted youths, women and persons with disabilities in both rural and urban communities in Liberia by stimulating and increasing their entrepreneurial mindsets to grow and scale their business ventures through mentorship, technical assistance and co-financing.

3. *During the course of the project, what transpired that is differed from what you anticipated?*

The original work plan of the Growth Accelerator Liberia Programme articulated 6 two-day workshops for the 10 semi-finalists ventures. However, due to administrative delays in finalizing the Responsible Party Agreement (RPA) with the UNDP and transfer of the first tranche payment, considering the timeline for implementation, the iCampus team negotiated with UNDP to update the work plan to instead conduct three 3-day workshops that captures all contents of the 6 workshops. Workshop One has been completed, while Workshop Two is scheduled for November 10-12, 2021 for the 10 semi-finalists and Workshop Three is scheduled for January 12-14, 2022 for the 5 finalists.

4. *Based upon current conditions, are there things that you would do differently in utilizing the funding award? If so, what?*

- iCampus will allocate more resources to increasing comms/visibility around the programme's outcome and results.
- iCampus will allocate at least 5% of the total programme's value to the Monitoring, Evaluation and Learning (MEL) activities of the programme.
- iCampus will increase the number of semi-finalist ventures from 10 to 20; while increasing the finalists from 5 to 10 ventures.

5. *What were the primary lessons that you and your team learned from this funding project, including during the pursuit of your objectives? How might they impact your future thinking, performance, or services?*

- Programs such as the Growth Accelerator Liberia requires a detailed written comms/visibility strategy during the design stage.
- To measure long term impact of the programme on the targeted population, more resources has to be allocated to the Monitoring, Evaluation and Learning (MEL) activities of the programme.
- Collaborating with national and international business development service providers around programme's delivery is key to a more effective and efficient Growth Accelerator Programme while ensuring knowledge transfer.

6. *If the project involved collaboration with other organizations, please comment on its effect on the project.*

Accountability Lab Liberia - iCampus contracted the services of two business development services providers, The Business Startup Center - Monrovia (BSC-Monrovia) and GrowthAfrica to run a series of activities aimed at strengthening the capacity of the selected ventures. The business development services providers have provided strategic advise, training and expertise and brought to the programme the

knowledge required to enable the entrepreneurs to ensure sustainability over time. iCampus, BSC-Monrovia and GrowthAfrica as a team are providing the 10 semi-finalist ventures with professional skills, business development capacity, and opportunities to interact with potential business partners, investors and financial backers.

Profile of Business Development Services Providers:

- **The Business Startup Center (BSC) Monrovia** is an independent local business development firm operating in Liberia. The BSC is registered under the laws of Liberia and has been operating for the past 11 years. The BSC has a strong and experienced team that has the capacity to conduct research, business assessments, surveys; carry out technical assistance in developing internal management structures, organization capacity assessments, financial modelling, investment analysis, and matching making.
- **GrowthAfrica** is a leading African accelerator and entrepreneur support organization headquartered in Nairobi, Kenya and with operations across currently 6 countries. . They focus on growing successful enterprises in Africa through business acceleration, strategic advice and access to investments. They are the business runway to success for local businesses seeking a platform for their business take-off and for international companies in need of a market, landing space and growth hub. Growth Africa will be responsible during this project for development of training methodologies, development of the curriculum, remote facilitation of workshops and bootcamps, and provision of mentorship/coaching with on-the-ground support from the local business development service provider, the BSC. GrowthAfrica is the technical implementation partner for the 2 Growth Accelerator programs so far executed in Malawi.

Building on the success and lessons learned by GrowthAfrica from the Growth Accelerator Programme in Malawi and BSC-Monrovia's previous Entrepreneurship Business Plan competitions, this program will super-charge a variety of start-ups from across Liberia and will strengthen business and enterprise development services by promoting access to finance, capacity- building and innovation that are responsive to the rights and needs for economic advancement of women, youth and PWDs.

Annex

Photos

GAL Launch of Call for Applications - iCampus, Monrovia, Liberia - August 27, 2021



Visioning Bootcamp - Buchanan City, Grand Bassa County - September 30, 2021



Workshop One - Customers, Competitors and Product Innovation - October 13-2021



Workshop Two - Value Chain, Supply Chain, Production, Distribution, Sales and Customer Care - November 10-12, 2021

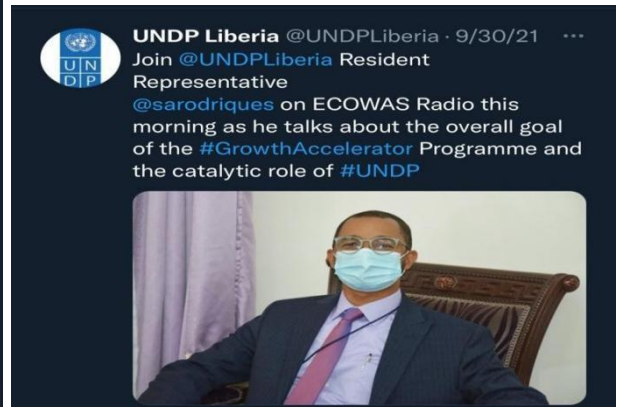
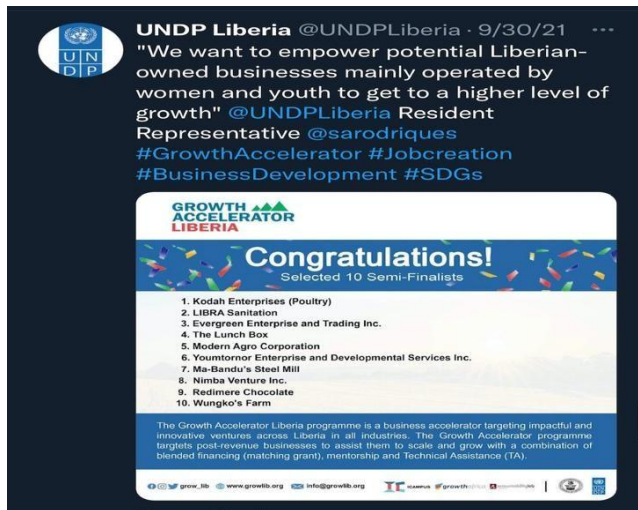


Final Pitching and Selection Ceremony - December 7, 2021



Final Pitching and Selection Ceremony in the news: UNDP Liberia, “Five Liberian Business win grants from the Growth Accelerator Liberia Programme,” December 8, 2021. Available at <https://www.lr.undp.org/content/liberia/en/home/presscenter/articles/2021/five-liberian-businesses-win-grants-the-country-s--growth-accele.html>

GAL (Growth Accelerator Liberia) Programme in the Media



Representatives of iCampus Liberia, UNDP and Accountability Lab posed after the official launch and Press Conference on Tuesday August 31, 2021



Business participants and officials of iCampus Liberia, the Business StartUp Center-Monrovia, and UNDP at the end of the Growth Accelerator program in Buchanan.