



Investing in rural people



Bundesministerium für
wirtschaftliche Zusammenarbeit
und Entwicklung

BMZ – IFAD Partnership

Creating Rural Youth Employment Opportunities: Support to
Integrated Agribusiness Hubs in Africa

Annual Progress Report

December 2019 – November 2020

Report prepared for
The Federal Ministry of Economic Cooperation and Development (BMZ) by
the International Fund for Agricultural Development

Report No. 1
November 2020

Table of Contents

EXECUTIVE SUMMARY	1
I. Introduction	3
II. Brief Description and Objectives of the Project.....	4
a. Background	4
b. Goal and Objectives	4
c. Target Group	5
d. Expected Outputs/Outcome	5
e. Components/Activities	5
III. Status of Implementation Progress.....	6
a. Overall Implementation Progress	6
b. Activities carried out during the reporting period.....	9
b.1. Rwanda Hub.....	9
b.2. Nigeria Hub	15
IV. Financial Progress	21
V. Programme Management	21
VI. Lessons Learned.....	25

Appendixes

Appendix 2: Updated logical framework: Progress against objectives, outcomes and outputs

Appendix 3: Proposed AWPB for the forthcoming year

EXECUTIVE SUMMARY

As part of the first phase of the programme, International Fund for Agricultural Development (IFAD) initiated the process of rolling out the first two hubs with the selected Partnering Hosts (PHs) in two countries – International Institute for Tropical Agriculture (IITA) in Nigeria and Kilimo Trust in Rwanda. However, the planned start-up in March 2020 was slightly delayed due to the unforeseen outbreak of COVID-19 pandemic, thereby requiring to adapt to operational adjustments in IFAD and in both countries. The adaptation to the COVID 19 situation has included reorganising the start-up schedules to virtual functionality and ensure business continuity. However IFAD acknowledges that the lack of field face-to-face interaction and facilitation of key stakeholders in the delivery chain – especially with young people – will require concerted efforts to maximise on direct field support during 2021. Indeed, moving forward, the lessons learned from implementation during the COVID 19 situation will inform field engagement during 2021. Key among them include: (i) better planning for work streams to accommodate flexibility for virtual support and targeted in-person field support using in country resources within the hub agribusiness ecosystem; (ii) improve means for measuring delivery and results in a partly virtual work environment; (iii) improving coordination in scheduling activities across the work streams; (iv) encouraging partnering hosts and their partners in the consortiums to upgrade their connectivity and ICT platforms to ensure business continuity and; (vi) adjust the delivery guidelines to accommodate COVID 19 related lessons to improve implementation arrangements.

IFAD has established an internal core technical team composed of members from its Production, Markets and Institutions (PMI) division, Results and Impact Assessment (RIA) division and Environment, Climate, Gender and Social inclusion (ECG) division. In addition, IFAD has recruited a specialist in youth employment and four consultants to offer technical assistance toward the programme. IFAD has also developed a standard operating system and procedures for financial management and reporting to be followed by the various PHs and their delivery partners. Subsequently, the PHs in both countries front loaded many of the preparatory activities and recalibrated their operations. In addition, IFAD has been actively engaged in partnership building exercises and is currently scoping collaboration with key development partners (GIZ, International Chambers of Commerce, International Land Coalition etc.).

As mentioned above, all interactions since April 2020 have been carried out virtually. Meetings have been held between IFAD, the PHs, GIZ and key stakeholders to agree on the Annual Work Plans and

Nigeria Hub	
Country Coverage	- Oyo State - Imo State
Target & Outreach	2,200 youth between the age bracket of 18-35 in line with national definition (50% women) graduated and non-graduated. 70% will find meaningful employment (accounting for 1,540) and 30% that start agribusiness enterprises (accounting for 660).
Commodity focus	Maize, Cassava, Poultry, Aquaculture, Horticulture
Avenues for employment opportunities based on LMA/VCA	Specific job creation partners have been identified that will provide placement positions for graduating trainees. Based on the partnership development thus far, these partners are both government institutions and private businesses. <i>Imo State Ministry of Agriculture</i> <i>Jobberman (placement agency)</i> <i>APDC (urban agriculture)</i> <i>Ekimiks Ltd. (human resource development)</i>
Training Centres	Principal Hub 1: Owerri (Imo) Principal Hub 2: Songhai Centre Satellites (Emii, Irete, Odimara), and the Ibadan hub (Oyo).
Implementing partners	IITA Youth Agripreneur (IYA), Movement, Ekimiks Ltd. and Africa Projects Development Centre (APDC)

Budget (AWPBs), IFAD signed the two grant agreements with the IITA (Nigeria) and Kilimo Trust (Rwanda). Subsequently, the programme organised two distinct virtual inception processes culminating into two start up workshops for the two agribusiness hubs in both countries which gathered all

relevant stakeholders for the official launch of the

Figure 1 Snapshot of Nigeria Hub

programme. As part of the start-up phase for the first two hubs, the PHs prepared three key preparatory studies (value chain analysis, labour market assessment and institutional capacity assessment) that have been crucial in revising the planned activities and guiding implementation arrangements for development of the hubs. The programme has also developed youth targeting mechanisms that include (i) a detailed Targeting Strategy, (ii) Gender Assessment for Implementing Partners (IPs) and Gender checklist for Gender-sensitive Recruitment and Evaluation Process and (iii) Programme advertisement and Selection process key steps. In terms of the programme management, there has been a need to enhance the partnership building and management procedures, administrative procedures, harmonization of financial management and reporting procedures and putting in place adequate institutional arrangements in preparation for full implementation. Figure 1 and Figure 2 offer a snapshot of both the hubs in Nigeria and Rwanda.

Rwanda Hub	
Country Coverage	• Eastern Province (Nyagatare, Rwamagana, Kayanza, Ngoma and Bugesera) • Northern Province - Gicumbi, Burera, and Musanze; • Western Province - Nyabihu, Rubavu and Rutsiro, and Rusizi; • Southern Province- Nyanza, Huye, and Ruhango
Target & Outreach	• 400 Youth within 16-30 age bracket (50% female); most likely in school or school dropouts. • 800 Youth 16-30 age bracket (50% female and 50% male) graduated from tertiary institutions (TVET and formal learning) or productive age living in rural areas – graduates and non-graduates).
Commodity focus	Maize, Common Beans, Soya, Paddy, Vegetables, Dairy, Goats and Poultry.
Avenues for employment opportunities based on LMA/VCA	• Aggregation & marketing node (39.6%), • Production (32.6%) • Processing/ value addition (17.5%) • Sale & marketing of value-added products (7.6%) • Pre-production (2.7%).
Training Centres	Principal hub: Rwanda Polytechnic Satellite hubs: 8 Integrated Polytechnic Regional Colleges (IPRCs)
Implementing partners	Rwanda Polytechnic (RP), Rwanda Youth in Agribusiness Forum (RYAF), African Agribusiness Incubators Network (AAIN)

Figure 2 Snapshot of Rwanda Hub

In terms of financial progress, IFAD received a contribution of EUR 2 Million, as part of the first instalment of EUR 10 Million allocated for 2020. The financial report (under IV. Financial progress) in excel format highlights the expenditures in details and available budget amounts.

Concurrently, while the two hubs in Rwanda and Nigeria are making good progress in the pre-hub phase, IFAD launched a second call for proposals for the next three hubs in Cameroon, Mozambique and Kenya. The PHs were identified in mid-November and are expected to be signing agreements in Q1 2021. The identified partnering host for Kenya and Cameroon is PROCASUR while for Mozambique is Beira Agricultural Growth Corridor Partnership (BAGC). Thus, the PHs are actively pursuing linkages within the agribusiness and the broader farming community (NGOs, public and private sector actors) who have the potential to collaborate with and contribute to the programme. The programme is also actively engaged in mobilizing resources from private sector foundations (Visa Foundation) and other channels such as IFAD's South South Triangular Cooperation facility. Apart from the preparatory assessments, the project is also developing "how to" operational products on specific themes to support implementation, such as innovative approaches for youth access to land and employment. Moving forward, it is expected that the experience garnered over the last 8 months will serve to improve delivery. Figure 5 gives an overview of the key next steps moving into 2021.

Programme Phases	Key Activities	Targets for PY 2020-2021		
		NIG/RWA	KEN/MOZ/CAM	TBC hubs
Start-up	Identification and selection of partnering hosts	Complete	Q4 2020	Q1 2021
	Linkages with IFAD country programmes and dev partners	Complete	Q4 2021	Q1 2021
	Preparatory studies (LMA, VCA, IA)	Complete	Q1 2021	Q2 2021
	Capacity analysis of selected hubs	Complete	Q1 2021	Q2 2021
	Start-up workshop	Complete	Q1 2021	Q1 2021
	Engagement with farming community (partnership development)	Continuous		
Pre-Hub	Technical support and upgrade facilities	Q2 2021	Q2 2021	Q3 2021
	Targeting mechanism and strategy	Complete	Q1 2021	Q1 2021
	Analysis of financial and business service providers	Q4 2020	Q1 2021	Q1 2021
	Training of Trainers	Q1 2020	Q2 2021	Q2 2021
	Curriculum development	Q4 2020	Q2 2021	Q2 2021
Hub Nurturing	On boarding first batch of trainees	Q2 2021	Q3 2021	Q3 2021
	Initiate business planning agripreneurs	Q2 2021	Q3 2021	Q3 2021
	Technical and managerial training	Q2 2021	Q3 2021	Q3 2021
	linkages with markets and finance	Q3 2021	Q4 2021	Q4 2021
	Business clustering for first batch of trainees	Q3 2021	Q4 2021	Q4 2021

Figure 5 Key Activities for PY 2020-2021

The following report provides an overview of progress up to date including, achievements so far and planned activities to be delivered in the coming implementation year.

I. Introduction

General Information

IFAD Division: **Environment, Climate, Gender and Social Inclusion (ECG)**

Local Counterpart: **IITA (Nigeria), Kilimo Trust (Rwanda)**

Country/Region: **Nigeria, Rwanda, Mozambique, Cameroon, Kenya**

Starting Date: **19th December 2019**

Expected Closing Date: **31st December 2024**

Contact person (e-mail address): **t.anyonge@ifad.org**

II. Brief Description and Objectives of the Project

a. Background

The bulk of the world's 1.2 billion young people defined as ranging between the ages of 15-24, live in the rural areas in developing countries. The rate of unemployment amongst this young cohort stands at a staggering 75% and is higher amongst young women. Globally, young people are two to three times more likely than adults to be unemployed. In 2017, the ILOs report on Global Trends for Youth Employment, estimated that 70.9 million young people are unemployed globally and more than 200 million youth are working poor, earning less than \$2 per day. Rural youth, in particular young women and girls, are often excluded from decision-making and political processes. They generally have inadequate access to decent work,¹ land, water, productive resources, input/output markets, finance (working and investment capital), needed agri-business skills and entrepreneurial opportunities. The failure of rural areas to deliver decent work for young people distorts national economies, threatens political stability and can trigger migration. It also is a threat to future global food security: the world needs thriving commercial small farms that can support young people and their families and global peace.

Africa is the youngest and fastest-growing continent in the world. According to the International Monetary Fund, population growth on the continent means that by 2035, there will be more young people entering Africa's workforce each year than in the rest of the globe combined. The employment challenges, however, are particularly acute with many young people who are struggling to find formal work. Projections show that in Sub-Saharan Africa (SSA) alone, the population of youth will grow from 150 million in 2010 to over 350 million by 2035. As rural youth have energy and ideas, they are well placed to drive the way forward and are key to achieve sustainable development in Africa as per the 2030 agenda. However, while agriculture offers an opportunity to absorb this expanding young labour force, youth tend to perceive agriculture as an unattractive employment option, and their lack of access to Assets, Skills and Services in rural areas further restricts their ambitions. Tapping into the potential of young rural women and men for innovation and entrepreneurship can contribute to achieving a youth demographic dividend.²

b. Goal and Objectives

The goal is to create sustainable employment and income generating opportunities for youth in agriculture related activities.

The objective is to develop a network of integrated agribusiness hubs to build entrepreneurial capacity and technical/managerial skills of rural youth for sustainable employment. The specific objectives are:

- To support development of youth integrated agri-business hubs through strategic partnerships.

¹ Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

² For a more detailed background and rationale for this programme, refer to "Creating Employment Opportunities for Rural Youth in Africa: Support to Integrated Agribusiness Hubs", IFAD, 2019.

- To generate empirical evidence of the developed and tested integrated agribusiness hub models to inform policy and national institutional adjustments to drive scaling up the successful models to create jobs for youth.

c. Target Group

(i) Target countries. This initiative focuses on Africa, mainly in the two regions of East and Southern Africa (ESA) and West and Central Africa (WCA). Through a phased process, early mover countries will be selected on the basis of a selection criteria³ and through an open call for proposals.

(ii) Direct and indirect target group. There will be direct and indirect beneficiaries:

- *Direct beneficiaries:* The project will target 11,275 rural youth beneficiaries based on the envisaged co-financing. In total, it is envisioned to reach this number by implementing a minimum of nine (09) hubs. 9,020 young persons will be supported to take advantage of wage employment opportunities (70%), another 2,255 (30%) young women and men with an interest and motivation to be self-employed in farming and other agribusiness enterprises will be supported to seize opportunities within all the segments of commodity value chains (with highest youth employment potential).
- *Indirect beneficiaries:* This initiative will also benefit 11,275 youth indirectly as the 2,255 enterprises to be created and/or expanded will create a minimum of five wage jobs for the fellow youth.

d. Expected Outputs/Outcome

It is envisaged that the outcomes will be:

Outcome 1. Increased self and wage employment opportunities for youth through functional networks of integrated agribusiness hubs.

Outcome 2. Evidence-based knowledge products on youth employment using integrated agribusiness hub model to influence policy shifts, and to enable other development actors (public, private and semi-private) to scale up wholly or parts of the model.

e. Components/Activities

Component 1 – Agribusiness hub Support and capacity development. Component 1 focuses on start-up, establishing the agribusiness hubs and developing an integrated mentoring programme to enable youth to take advantage of self and wage employment opportunities. Capacities are being built to strengthen the governance framework for partnership arrangements, where the role of private and public sector stakeholders will be underscored. Agribusiness hub activities will take into consideration country context to allow hub Partnering Hosts (PHs) to shape their delivery modalities to align with the country situations best suited to create youth employment opportunities. This component has two sub-components: (i) *pre-hub system development* and; (ii) *hub operations*.

³ Criteria for selection includes: (a) there is a wealth of experience in the target countries in working with youth; (b) there is strong experience in supporting the development of agro-enterprise and agribusiness development; (c) partner institutions have capacity to offer mentorship and post-mentorship services; (d) countries in which the IFAD supported Agri-Business Capital (ABC) Fund will be implemented; and (e) high viability to link IFAD investment projects that include explicit interest and support to youth employment.

Component 2 – Knowledge sharing for policy dialogue and scaling-up. Component 2 aims to capture the experience and document knowledge emerging from the interventions and results from component 1. In particular, it seeks to utilize the reviews, studies and analysis that component 1 will develop for configuring interventions. It will also build on the baseline and track the project performance through an M&E system. It will focus on conducting an Impact assessment of the grant. It essentially aims to generate and publish knowledge using all relevant data and information into knowledge products, policy briefs, case studies and best practices. Likewise, the component is also focusing on knowledge dissemination using various communication channels relevant for different audiences including testing a P2P Knowledge sharing platform.

III. Status of Implementation Progress

a. Overall Implementation Progress

The onset of the COVID-19 pandemic coincided with the planned launch dates for the programme's launch in Rwanda and Nigeria. The global health crisis undoubtedly affected previously arranged activities and the programme start-up phase had to be delayed and adapted. The start-up workshops, which were initially planned for March 2020 in both countries, were postponed to July 2020 and comprised a hybrid meeting accommodating both in person and online participation to ensure safety of the participants. The presence of IFAD HQ staff, which was initially envisioned for the inception workshops as well as the implementation support missions, had to be organised virtually due to travel restrictions. Although the lack of physical presence proved challenging, proper ICT arrangements still allowed for adequate interactive discussions and business continuity. Similar arrangements also enabled for the design and approval of the targeting strategy developed in partnership between IFAD and the PHs to move forward, which benefited from feedback from a wide range of stakeholders present in the online inception meetings in both Nigeria and Rwanda. The preliminary studies (value chain scoping study, labour market assessment, and institutional capacity assessment) prepared by the PHs, which are key milestones to guide project implementation, were also conducted by adapting its methods to the COVID-19 context. Overall, both Nigeria and Rwanda hubs have advanced their implementation progress at impressive rates given both the unforeseeable health circumstances and the consequent delay in start-up. Section III.b provides a deeper overview of the progress achieved in Project Year 1 (PY1), 2020, in both countries.

Regional Expansion. In addition to the two pilot countries, in August 2020 IFAD initiated a second call for proposals which led to the identification and selection of PHs in three more countries: Mozambique, Kenya and Cameroon. IFAD received 75 bids and through a transparent and meticulous selection and evaluation process, proposals were assessed based on a set of criteria with weights (i) Technical stability (Wt: 50%); (ii) financial aspects (Wt: 25%) and; (iii) institutional strengths (Wt: 25%). Following the selection of the PHs for the three countries (PROCASUR for Kenya and Cameroon and BAGC for Mozambique), another round of call for proposals will be issued in another four countries in May of 2021.

Partnerships and linkages. The programme has already made direct contact with both IFAD country offices and GIZ in Nigeria and Rwanda. IFADs country teams have also engaged with the programmes. In Rwanda, the IFAD Country Office (ICO) has set up a technical team to further the discussions on collaboration with Kilimo Trust and developed a MoU to guide implementation of agreed actions. In

Nigeria, avenues are being sought with IFADs first Non-sovereign (NSO) lending operation to leverage on private sector actors and the hubs. The programme has also made preliminary contact with GIZ in Kenya, Mozambique and Cameroon.

IFAD has also started forging partnerships with multiple state and non-state actors and cross-regional development organisations. In particular, IFAD has been actively engaging in partnerships with International Labour Organization (ILO), African Union Development Agency (AUDA-NEPAD), Global Donor Platform for Rural Development (GPDRD), International Chambers of Commerce (ICC), International Land Coalition (ILC) and other in-country partnerships being forged with PHs in Nigeria and Rwanda.

Institutional assessment, labour market analysis and value chain scoping studies. Both IITA and Kilimo Trust (KT) have conducted a preliminary institutional analysis of the principal and satellite hubs to understand the available facilities/infrastructure and the current capacity to deliver on the programme. These studies are currently being further refined prior to the launch of hub operations in Q2 2021. In Nigeria and Rwanda, commodity value chains entry points have been identified through desk review and primary data collection that has been used to rank and select value chains best suited to attract young entrepreneurs, offer a high profitability index, also identifying the barriers and opportunities in these entry points and those with potential for youth wage employment. More details on the three studies can be found in sections III b.2 for Rwanda and III b.3 for Nigeria.

Annual Workplan and Budget (AWPB). KT and IITA have developed AWPBs in line with the respective project proposals that have received a go-ahead from IFADs technical team. The AWPB account for the activities to be undertaken by component and related expenses that will be incurred until Q2 2021. See Appendix 3.

Targeting strategy. IFAD collaborated closely with both teams in Rwanda and Nigeria for designing the targeting strategies. In both cases, a draft strategy was presented during the programme launch and inception workshops and discussed with national counterparts, implementing partners (IPs), technical teams and other relevant institutions to ensure technical viability and buy in. Both targeting strategies were built on: (i) solid desk review of existing literature using statistical data; (ii) information gathered during field visits through Focus Group Discussions (FGD) conducted by IPs (June/July) in line with other scoping studies (VCs/ Institutional analyses) involving key informants (KIs) from different youth age cohorts/ education levels and gender disaggregated and; (iii) inclusion of inputs from technical teams and national counterparts through the inception workshops and follow up meetings.

The targeting strategy integrates guidance on the key steps for implementation modalities to ensure outreach of the intended target group and their selection: (i) mobilisation and information campaign, (ii) criteria for selection and application process, (iii) selection process and validation of candidates and also (iv) a Gender Assessment for Implementing Partners (IPs) and Gender checklist for Gender sensitive Recruitment and Evaluation Process, aimed at ensuring gender-sensitivity is taken into account by PHs when conducting the youth selection process.

Knowledge Management. In 2020, the programme made a significant progress towards component 2 on Knowledge Management. Emerging studies based on the value chain analysis and the labour market assessment have been carried out and are being compiled into a knowledge series by country and thematic. In addition, the programme will also develop a strong *How-to-do* note based on the experiences of implementation based primarily on the Nigeria and Rwanda experience. In addition,

related studies such as the *Youth Access to land for employment opportunities* has already been developed and is expected to be published before the year-end. Following the kick-off and clarity on the detailed project implementation activities, IFADs Results and Impact Assessment (RIA) division is in the process of preparing an experimental design methodology combined with a behavioural field experiment to assess behavioural aspects around training uptake for instance. This will also be interlinked with the M&E system that will be developed in conjunction with the study. IFAD is also presently in the midst of developing a grassroots approach to engaging with youth. The programme will work actively together with the youth team to identify nodes for improved P2P learning and sharing amongst youth networks at varying levels: grassroots, regional and global.

Planned next steps:

Activity	Target Deadline	Country	Responsible
Preparatory studies to be finalised	Q1 2021	Nigeria and Rwanda	IITA and KT
Preliminary studies to be conducted	Q1/2 2021	Mozambique, Kenya and Cameroon	Selected PHs
Baseline development	Q1 2021	Nigeria and Rwanda	IITA and KT
	Q2 2021	Mozambique, Kenya and Cameroon	Selected PHs
Established partnerships with IFAD country programs and other dev. partners	Q1 2021	Mozambique, Kenya and Cameroon	Selected PHs
Inception workshops for relevant stakeholders	Q2 2021	Mozambique, Kenya and Cameroon	Selected PHs
Annual Workplan and Budgets prepared	Q2 2021	Mozambique, Kenya and Cameroon	Selected PHs
Upgrading of facilities'	Q1 2021	Nigeria and Rwanda	IITA and KT
	Q2 2021	Mozambique, Kenya and Cameroon	Selected PHs
Curriculum Development	Q1 2021	Nigeria and Rwanda	IITA and KT
	Q2/3 2021	Mozambique, Kenya and Cameroon	Selected PHs
Detailed mapping of broader farming community	Q1 2021	Nigeria and Rwanda	IITA and KT
	Q2 2021	Mozambique, Kenya and Cameroon	Selected PHs
Communication and outreach plan developed	Q4 2020	Nigeria and Rwanda	IITA and KT
	Q1/2 2021	Mozambique, Kenya and Cameroon	Selected PHs
P2P model developed	Q3 2021	Nigeria and Rwanda	IITA and KT
	Q3 2021	Mozambique, Kenya and Cameroon	Selected PHs
Impact assessment methodology developed	Q1/2 2021	All countries	IFAD
Knowledge products developed and disseminated	Continuous	All countries	IFAD/PHs

b. Activities carried out during the reporting period

The following section summarizes the main activities implemented by the selected PHs in 2020. Sections (b.1 and b.2) consist of an overview of the main activities carried out by the PHs in Rwanda and Nigeria, respectively, which involve both start-up phase activities and pre-hub phase activities.⁴

b.1. Rwanda Hub

In Rwanda, the agribusiness hubs is been implemented by Kilimo Trust together with Rwanda Polytechnic (RP), Rwanda Youth in Agribusiness Forum (RYAF), and African Agribusiness Incubators Network (AAIN). Kilimo Trust is the overall coordinating agency of R-YES project (project administration, reporting, studies/assessments, on-boarding stakeholders, integrated hub set up, rolling out R-YES innovation fund, coordinate establishment of linkages to the larger farming community, knowledge management and project monitoring and evaluation). Rwanda Polytechnic, through its affiliated Integrated Polytechnic Regional Colleges (IPRCs), Technical and Vocational Education and Training (TVETs) and Business Incubation Centres (BICs) will host all capacity building initiatives, selection and on-boarding of youth, and provide a platform for youth to engage with the larger farming community. AAIN will be responsible for business incubation and mentorship of trainers in Rwanda Polytechnic satellite centers, and technical backstopping of Rwanda Polytechnic and its satellite centers on incubation. On the other hand, RYAF will be responsible for youth identification, on-boarding youth, policy analysis and advocacy. In order to ensure timely implementation of the programme, new project staff have been recruited. They include: (1) Project Finance & Admin Officer, (1) Knowledge Management Officer, (1) Value chain Specialist, and (1) Project Manager. Recruitment is on-going for the following positions: Project M&E Officer, Youth Engagement & Advocacy Officer, and Agribusiness Incubation officer.

Activity	Accomplishments/Status
Activity 1.1.1: Awareness creation and on-boarding of all relevant stakeholders	Project inception meeting and launch completed, and meeting minutes and report delivered; awareness campaigns in R-YES target districts will start in January 2021
Activity 1.1.2: Establishing linkages and identifying areas of collaboration with on-going IFAD country programs	Ongoing meetings with IFAD and BMZ programs
Activity 1.1.3: Conduct Stakeholders identification, profiling and engagement	Implementing partner (RYAF) is now finalizing profiling templates before starting profiling exercise
Activity 1.2.1: Undertake detailed institutional capacity gap and needs analysis of partnering host and support institutions	Institutional Capacity Assessment report completed
Activity 1.2.2: Conduct scoping studies to identify potential value chains	Value chains scoping report completed
Activity 1.2.3: Undertake baseline studies and develop M&E and performance appraisal tools	Baseline ToRs are being finalized

⁴ For a full list of activities planned for both start-up and pre-hub phases refer to “Creating Employment Opportunities for Rural Youth in Africa: Support to Integrated Agribusiness Hubs”, IFAD, 2019, p. 32.

Activity 2.1.1: Conduct labour markets analysis and detailed value chain studies for selected value chain from start-up phase	Assessment reports (Value chain and labour assessment reports) completed
---	--

Component 1– Agribusiness hub Support and capacity development

i) Inception workshop and onboarding of all relevant stakeholders

The R-YES project in Rwanda was officially launched in July 2020 by the Permanent Secretary of Rwanda’s Ministry of Agriculture and Animal Resources (MINAGRI), with about 50 participants (online and physical) from IFAD, BMZ, Kilimo Trust-led consortium partners (including Rwanda Youth in Agribusiness Forum (RYAF), African Agribusiness Incubators Network (AAIN) and Rwanda Polytechnic), Government of Rwanda, FAO, Youth Entrepreneurs and other partners.

The four-day workshop generated space for discussion between diverse stakeholders and resulted in valuable feedback on the project’s proposal, initial studies and strategies, which were later integrated and taken into account for refining the studies (value chain, labour market, institutional capacity).⁵

The last day included thematic breakout sessions which enabled more in-depth discussion and contribution from all participants onto areas relevant to the project implementation. These different thematic areas were: **Access to finance**, **Access to Markets**, **Land & water**, and **(Skills & Technologies** (production & Post-harvest technologies). The outcomes of these debates included concrete solutions and required interventions to be taken into account by the PHs in Rwanda.

ii) Establishing linkages and identifying areas of collaboration with on-going IFAD country programs and GIZ

The following sub-activities have occurred in PY1:

- Planning meetings have been held with the leadership of IFAD Single Project Implementation Unit (SPIU) to identify areas of collaboration between R-YES and IFAD loan projects.
- IFAD SPIU has set up a technical team to further the discussions on collaboration with R-YES and develop MoU to guide implementation of agreed actions.
- R-YES has held virtual meetings with BMZ, in talks with GIZ team in Rwanda to schedule a meeting that will help to identify areas of collaboration between R-YES and BMZ/GIZ investments in Rwanda.

iii) Institutional capacity assessment

To establish the readiness of Rwanda Polytechnic training centers for effective delivery of R-YES project, an assessment was conducted to understand any gaps that need to be addressed, in terms of facility upgrade, delivery of training, nurturing of the youth in agribusiness, among others. The assessment also contributed to defining the gaps on organizational capacity and informed the selection of training centers as described below.

⁵ For key takeaways, refer to “Inception Meeting and R-YES project Launch - Proceedings Report.”

Selection of training centers. To understand the capacity of the training centers to respond to industry needs and expectations of R-YES partners, Kilimo Trust conducted Capacity Assessment of 24 agribusiness TVETs (out of 31 agribusiness TVETs in Rwanda). Eight (8) TVETs were selected as primary focus for R-YES project.

To leverage their institutional strengths, the 8 centers were clustered as follows:

- **Northern sub-hub** - This will specialize on agro-processing, production and agribusinesses around the value chains of Dairy, Potatoes, Vegetables, and Piggery. It comprises of Sina Gerald TVET school, and IPRC Musanze (*ESTB Busogo TVET to be considered later*). Northern sub-hub will majorly serve the districts of Musanze, Gicumbi, Rulindo, and Nyabihu & Rubavu districts (targeting cross-border trade).
- **Southern sub-hub** – Will specialize in training on horticulture/vegetables, Rice and Dairy. It comprises of 2 training centers: IPRC Huye and Kabutare TVET school. This will serve R-YES target districts of Nyanza, Ruhango, Gisagara, Huye and Rusizi.
- **Eastern sub-hub** – Will focus on training on Poultry, Rice, Maize, Vegetables, and Dairy. It will primarily serve the districts of Nyagatare, Kayonza, Rwamagana, and Bugesera. It comprises of 2 training centers: IPRC Gishari and EFA Nyagahanga TVET.
- **Services sub-hub (in Kigali)** - Will focus on training and development of digital solutions, communication support systems, manufacturing and repair of tools & equipment to reduce drudgery. The primary partners in this sub-hub are the IPRC Kigali, and Nyarutarama BIC and other partners. The Southern Sub-hub will serve other hubs and the larger farming community

iv) Labour market assessment

PHs in Rwanda have conducted labour market assessments comprising of desk-based research, interviews and focus group discussions with youth and relevant stakeholders/key informants. The objectives of the Labour Market Assessment were to:

- 1) Identify existing and potential employment opportunities (self and wage) that are suitable for the youth in the target value chains;
- 2) Identify the required skill sets by youth to take advantage of the identified employment opportunities;
- 3) Identify the required capital investments for youth to profitably benefit from the identified employment opportunities;
- 4) Identify key barriers hindering the youth from taking advantage of the available employment opportunities;
- 5) Identify pre-conditions/ recommendations for youth engagement in the identified employment opportunities. Based on the findings from these studies, PHs will inform their implementation strategies and further tailor the approach taken by their projects.

116 **respondents** were engaged in this study. These included:

Youths: those engaged at the different nodes of the already identified strategic agricultural value chains for youth inclusion i.e. maize, dairy, rice, potatoes, coffee, vegetables (tomatoes, carrots,

onions & cabbage), poultry and piggery. Focused Group Discussions were used to investigate Youth dynamics that affect their participation in the selected value chains.

Key informants: these were interviewed to seek views on youth employment opportunities and challenges, policy actions on youth employment and to share knowledge on other ongoing interventions targeting the youth in the identified agriculture value chains. These included representatives of:

- National agencies e.g. Ministry of Agriculture (MINAGRI); RYAF, MIFOTRA, MINICOM, MYCULTURE, Ministry of ICT, RDB, RDDP, Rwanda inspectorate, Consumer Protection Authority RICA and PASP;
- Districts e.g. District veterinary officer, District agronomist, District youth coordinator, JAAF, PSF, Head of Cooperatives and Head of Education – TVET;
- Youth owned enterprises dealing in the identified targeted strategic value chains to provide case studies on the profitability of the different identified employment opportunities suitable for the youth.
- Market off takers (processors, exporters, and wholesalers) dealing in the identified targeted strategic value chains.
- Producers and suppliers of agricultural technologies e.g. Global Industrial and Agro Technologies (GIT) Ltd, BRAZZAFRIC, AGROTECH, and Bank of Kigali (BK)Techouse
- On-going youth initiatives e.g. Rwanda Dairy Development Project (RDDP); and the Climate Resilient Post-harvest and Agribusiness Support Project (PASP).

From the study, several employment opportunities/entry points (self and wage) suitable for the youth were identified in the strategic value chains, including those most appealing to both female and male youth. The majority of these employment opportunities are concentrated at the produce aggregation & marketing node (39.6%), followed by production (32.6%) i.e. specifically provision of commercial production support services, processing/ value addition (17.5%), sale & marketing of value-added products (7.6%), and lastly pre-production (2.7%). These results will inform how the R-YES project will prioritize opportunities to enhance youth employment in the target value chains.⁶

v) Value chains scoping study

To guide project implementation, Kilimo Trust conducted value chain scoping study in Rwanda's 7 districts (Nyagatare, Gatsibo, Gicumbi, Rusizi, Rubavu, Nyanza and Muhanga). The objectives of the value chain scoping study were to:

1. Document agricultural value chains and nodes in which most rural youth are currently engaged in;
2. Identify 4 - 5 value chains with greatest potential to attract and provide meaningful/decent employment (self and wage) to youth in agribusiness.

⁶ For more details refer to "The Rural Youth Employment Opportunities: Support to Integrated Agribusiness Hubs in Rwanda (R-YES) Project - Youth Led Labour Market Assessment" Draft Report.

Due to COVID-19 containment measures (especially social distancing), the study primary data collection sample sizes had to be reduced while still ensuring representativity and where possible adopting ICT solutions such as telephone interviews. Target respondents included male youth in agribusiness, female youth in agribusiness, youth not in agribusiness, parents (since they control resources), directors of agriculture and natural resources, agronomists, veterinaries, youth coordinators, financial institutions, traders, processors and input dealers, relevant officials in the ministry of agriculture, ministry of trade, the national youth council and the national employment program. Four (4) focus group discussions (each comprising 8 participants) were held per cell i.e. one for young men (16 – 35 years) only, one for young women (16 – 35 years) only, one for youths not engaged in agribusiness (50% females) and lastly, one for parents (to youths). From each cell, youth were identified and randomly selected with the guidance from youth leaders, through government administrative structures and IFAD loan projects. In total, 92 focus group discussions (FGDs) were conducted.

Total number of focus groups per district

District	Cells (1 cell per selected sector periurban & rural)	4 FGDs/cell (1 Female group in agriculture, 1 Male group in agriculture, 1 mixed group in nonagriculture, and 1 group for parents)	VCs of interest in which the district ranks among the top 5 producers in Rwanda.
Nyagatare – East	4	16	Maize, Common Beans, Soya, Paddy, Vegetables, Dairy, Goats and Poultry.
Gatsibo - East	4	16	Maize, Common Beans, Paddy, Vegetables, Fish, Sericulture, Dairy, and Poultry.
Rubavu - West	4	16	Potatoes, Vegetables and Rabbits
Gicumbi -North	4	16	Common Beans, Vegetables, Potatoes, Dairy, Goats, Pigs and Rabbits
Nyanza – South	3	12	Vegetables, Poultry, Sericulture, Cassava and Coffee
Muhanga -South	4	16	Dairy, Soya, Fruits, Cassava, Paddy

Preliminary findings have shown the value chains in which youth (disaggregated by male and female) are currently engaged in; the potential top 5 value chains in which can be engaged in (disaggregated by male and female); major incentives and disincentives for youth engagement in agriculture; major challenges faced by different youth categories in the identified potential value chains; most limiting productive assets to youth involvement in the identified value chains; underlying limitations to access and utilization of the highlighted productive assets by youth and; what needs to be done to attract and retain youth in the identified priority value chains.

Based on the findings, thirteen (13) Value Chains were selected as those with most potential for youth integration and profitability: *tomatoes, onions, cabbage, carrots, chilli, green pepper, and French beans, Maize, Poultry, Piggery, Dairy, Rice, and Potatoes.*⁷

Target Groups and outreach: The project in Rwanda is targeting directly 1,200 (70% wage employment & 30% self-employment) youth 16-30 (of which 50% female) of different skill levels according to the below age categories 16-25 and 25-30 and education attainment. Specifically, the targeting criteria consider age and education level according to the following targets:

- (i) 400 Youth within 16-30 age bracket (50% female); most likely in school (TVET final year) or school dropouts.
- (ii) 800 Youth 16-30 age bracket (50% female and 50% male) graduated from tertiary institutions (TVET and formal learning) or productive age living in rural areas – graduates and non-graduates).

In line with R-YES objective, it is expected that 360 (30%) youths will be self-employed through established own agri-businesses, and create a minimum of five wage jobs; while 840 (70%) youths will be employed in agribusinesses and related sectors within for gainful wage employment.

Geographic targeting: The project will be national in scope, targeting selected districts in all provinces across Rwanda. Preliminary analysis identified the following potential districts where the project will concentrate its efforts:⁸

- Eastern Province in the districts of Nyagatare, Rwamagana, Kayanza, Ngoma and Bugesera;
- Northern Province, districts of Gicumbi, Burera, and Musanze; □ Western Province, districts of Nyabihu, Rubavu and Rutsiro, and Rusizi; □ Southern Province, districts of Nyanza, Huye, and Ruhango.

Implementation arrangements: Responsibilities for mobilisation and information Campaign will stay with the project PMU, in collaboration with RYAF and District Coordinators from IFAD funded projects, Youth Forums (representatives at district and sector level) including existing youth cooperatives. To ensure transparency and wide outreach, campaigns will use radio and local newspaper, as well as direct support from local village institutions and young leaders.

Criteria will be clearly explained to beneficiaries (including having women on a minimum 50%) and also priority for youth from categories 1 and 2 to ensure poverty targeting.⁹ This will be the role of PMU in connection with Provincial Coordinators, TVET and Village Leaders at community level. The selection process will include intermediate steps: Community Based Boot camps at TVET/Satellite to

⁷ For full report findings refer to R-YES Value Chain Scoping Study.

⁸ District targeting criteria include: (i) Presence of Value Chains and agribusiness potential (production, trade, processing, services) identified through data analysis and VCs/labour studies. (ii) Value Chain has been selected according to the following criteria: suitable for both young men and young women; creating opportunity for youth of different socioeconomic and education levels, so to enable all target group to access opportunities. (iii) Presence of IFAD-funded interventions targeting youth in agribusinesses (mapping analysis) and potential for value chain development. (iv) Presence of young people among population (higher than 20%) as well as % of youth neither in employment or training (NEET), being more than 20% of the population.

⁹ For detailed targeting criteria refer to Targeting Strategy document for Rwanda.

be led by the African Agribusiness Incubators Network (AAIN) and inclusion of the private sector for the pitching exercise to select ideas of young inspiring entrepreneurs.

Component 2 Activities – Knowledge sharing for policy dialogue and scaling-up

(i) Communication and outreach

- The development of a communication plan/strategy and refinement of communication gaps is planned to happen in Q1 2021.
- Awareness raising campaigns in the different target districts are planned for Q1 2021.

b. 2 Nigeria Hub

In Nigeria, IITA has created a consortium with the Songhai Centre and each institution will utilize their facilities as the two principal hubs. The implementing partners have also been identified and include IITA Youth Agripreneur (IYA), Movement, Ekimiks Ltd. and Africa Projects Development Centre. IITA and Songhai offer a combined nucleus to advance the Hub model as a mechanism to advance youth inclusion in the labour markets. Both have reach that extends to vocational schools, development projects, farmer training centers, NGOs and local businesses. Both are comfortable with the youth-led principles that require their facilities be operated by youth and understand how this approach has special relevance to 'at-risk' farm businesses and rural development projects.

Despite delays incurred due to the COVID-19 pandemic and most recently due to political unrest, IITA and Songhai have made progress in several activities at the Nigeria Hub. Some of the highlights include:

Activity	Accomplishments/Status
Activity 1.1.1: Preparatory studies (Value Chain Analysis, Labour Market Assessment, Institutional Analysis)	Institutional Capacity Assessment report completed, Value chains scoping report completed, Labor Market Assessment report completed (Though these needs further refinements due to mostly secondary data used as a result of strict COVID 19 restrictions and political unrests).
Activity 1.1.2: Advocacy and youth awareness	Inception workshop completed; development of outreach and communication strategy for IITA and Songhai ongoing; Contact with six (6) potential private sector partners
Activity 1.2.2: Upgrading training facilities	Commencement of Oyo hub renovation and upgrade activities e.g. processing centre, aquaponics layout design and quotation submission
Activity 1.2.3 Business modelling and planning	Oyo Agrihub Business Plan ongoing; Oyo hub work plan and budget draft submitted
Activity 3.1.1. Project Administration	Procurement of office supplies ongoing
Activity 3.2.1. Establish M&E Strategy	Monitoring, Evaluation and Learning plan has been designed; currently under review by external reviewer before directing it to IFAD staff for approval

Activities in the pipeline

- Consultative visit to Songhai Center in Iwo for familiarization/Hub briefing and update/activities integration
- Market research and enterprise validation
- Consultative visits with the IFAD project PMU in the Niger-Delta
- Baseline assessment within outside Oyo state
- Refinement of preparatory studies

Component 1– Agribusiness hub Support and capacity development

i) Inception workshop and onboarding of relevant stakeholders

In Nigeria the inception workshop organized in July 2020 attracted participants from within and outside the country. A total of seventy (70) participants attended the e-workshop, with delegates from IFAD, GIZ, IITA, Songhai Centre, Imo and Oyo State Government, Youth groups, World Bank, FADAMA projects, Ekimiks Nig. Ltd, African Project Development Center (APDC). Central Bank of Nigeria (CBN), River Basin Inspectorate, and the general public. Inputs generated by the workshop participants contributed to reworking and refining the AWPB.

Some of the constructive feedback are worth highlighting:

- Training methodology: the initial methodology was questioned because of COVID-19 restrictions, and it was then agreed on the need to provide online learning and basic ICT training for all youth participants.
- Youth Selection/gender-sensitivity: There should be adequate gender awareness to ensure the selection process is objectively driven, based on skill, commitment, and the entrepreneurial spirit. This should be emphasized during the mobilization and campaign stages, the type of offer that is available for young people, and the requirements based on education, training curricula, service and pathways, for the purpose of self-targeting and inclusiveness. To ensure this is taken into account, PHs staff will undergo a gender selfassessment prior to initiating the youth selection process.
- Capital/Starter Pack: thanks to feedback from the workshop participants, the Nigeria hub will now consider the introduction of innovative financing from project funds to support outstanding and committed Agripreneurs.
- Partnerships: A partnership with the State Government was fostered during the workshop, and now this was translated into a MoU between IITA and the State Government to secure public facilities to be used by IITA for the purpose of this project.

ii) Establishing linkages and identifying areas of collaboration with on-going IFAD country programs and GIZ

The following sub-activities have occurred in PY1:

- MOU with partners in areas such as urban agriculture (value chain integration) and business development training and planning has been developed.
- Outreach to 6 private sector players previously identified as relevant to project (e.g. linking producers to markets; providing data about youth in agribusiness countrywide - possibly

sharing statistics about youth preferences in terms of entering agribusiness, demographics, training in business)

- Contact with existing IFAD value chain projects to leverage on what they have learned and also other existing GIZ projects (tomato value chain project) to potentially attach some youth to them to leverage technology knowledge

iii) **Institutional capacity assessment**

In Nigeria, the Institutional analysis of the IITA and Songhai Hubs was critical towards the Hub's conceptual development, and to reconcile the somewhat different models pursued by IITA and Songhai, the two implementing partners of the project. The assessment included an analysis of roles and responsibilities of implementing partners, which also led to the currently ongoing development of an internal communications strategy between the two PHs, in order to enable efficient and effective communications. The institutional capacity assessment also included an inventory of facilities and infrastructure which will be made available for the programme. These include: IITA facilities and Oyo State Government facilities at the Rural Community Development Centre (RCDC) Awe, an additional site that will be used for Agri-Hub operation in Oyo.

Inventory of RCDC Awe site facilities

Facilities	Quantity	Size/capacity
Land	200ha	50ha already
Classroom	3	40 each
Auditorium	1	700-1000 people
Hostel/dormitory	1	24 rooms
Administrative office	5	4 staff each
Processing (cassava and palm oil)	2	-
Fish ponds	8	1000 capacity each
Pen (Sheep and Goat)	1	20

Inventory of IITA HQ facilities

Facilities	Quantity	Size/capacity
Fully Equipped Training Room	1	50 people
General office for interns	2	20 people each
Processing center	1	-
Earthen fish ponds	17	-
Cage Culture facilities for Tilapia	-	-
Concrete Tanks for Catfish and Tilapia	10	-
Hatchery Facility	1	1,000,000 Hatchling capacity
Glass Fiber Tanks	4	-
Smoking Klin	1	250 kg
Cleared land for crop production	-	50ha

Micro-propagators	-	-
Screen house	-	-

Following this analysis, IITA has kick-started the upgrade of facilities at the incubation sites, in order to advance the pre-hub phase as much as possible and move forward on work which can continue despite the COVID-19 circumstances. The Oyo hub renovation and upgrade include updating the processing centre and aquaponics layout design. ICT tools and office supplies are also being procured to contribute to the upgrading of facilities. A facility manager is coordinating all revamping activities.

The assessment also informed the recruitment of essential project staff, including: (1) Accountant; (1) Technician; (1) Production officer; (1) Project Coordinator; Monitoring and evaluation staff.

iv) Labour market assessment

PHs in Nigeria have conducted a labour market assessment initially comprising of desk-based research. Its preparation coincided with the COVID-19 pandemic, and some standard data collection methods such as site visits, focus group discussions and key informant interviews under these circumstances were not possible. Recent social and political instability and unrest also hampered the possibility of robust primary data collection. However, the PHs are currently working on adapting to these conditions and will then further refine the study with primary data.

One of the key outcomes of the desk-based study was identifying partners to assist IITA and Songhai to better manage skills development, job placement and agribusiness support services. These partners are assigned into three categories:¹⁰

- **Job creation partners:** these partners will provide placement positions for graduating trainees. Based on the partnership development thus far, these partners are both government institutions and private businesses.
- **Financing partners:** these are institutions that will provide credit support to graduate trainees, particularly those that seek to start their own enterprises. A financial institution such as Sterling Bank will be a financier to the project, with potential to add several microfinance institutions in the medium-term.
- **Marketing partners:** this will primarily be private sector driven to provide marketing platforms for the graduates as well as support services. It will be aligned to Songhai's novel e-marketing platform, Timbuktu. Cellulant (marketplace logistics) provides a payment platform for Nigeria's agricultural sector that permits better access to market information and buyers. It also offers training in marketplace logistics that opens doors to investment. These cross-sector services are based upon mobile phone technology. Cellulant technologies are available across Nigeria and will be promoted across all of Young Africa Works's youth training actions. In addition, many reliable marketing outlets for agricultural produce have been developed by the IITA Youth Agripreneurs and Songhai.

¹⁰ For the full study and list of partners identified, refer to "Preparatory Studies and Delivery Model

Integrated Agribusiness Hubs-Nigeria - A strategy document prepared for the International Fund for Agricultural Development (IFAD)"

Based on the findings from a combination of the Labour Market Assessment, Value Chains Study and Institutional Capacity Assessment, PHs will inform their implementation strategies and further tailor the approach taken by their projects.

v) **Value chains scoping study**

For the same circumstances highlighted above, Nigeria's value chain scoping study has initially been based on desk research. However, COVID-19 adaptation measures are currently being taken by the PHs in order to advance primary data collection and contact with youth and key informants in the project areas. From the initial study, findings have informed some potential pathways and selected action areas:

- Aquaculture training is presently ongoing by Songhai but its support activities must be expanded to hatchery and fingerling production, produce lower-cost fish feeds, improve the handling and marketing of fresh fish, and to preserve and market fish through smoking and drying.
- For vegetables, there is need to identify and acquire the most product disease-resistant varieties; improve, expand and commercialize seedling operations; and to develop methods for reducing post-harvest losses through better packing, transportation, and marketing. Songhai offers expertise in organic vegetable production and has strong links to East-West Seed Company. IITA offers experience in greenhouse design and management. The two shall be linked.
- Plans exist to greatly expand poultry operations in Agbala through the establishment of a 5000-unit bird production facility and the production of day-old chicks. A large poultry business operates next door to the planned Agribusiness Hub and possibility exists to link internship and apprenticeship to this business. Smaller scales appropriate to the means of the youths will receive consideration.
- Maize offers opportunity in that it can be established over large areas at relatively little cost and grown twice a year under predominant rain-fed conditions. It is well suited to intercropping and crop rotation, including with soybean. IITA is well positioned to overcome production constraints related to weak seed systems and contamination by aflatoxin. It has ready access to the best soybean varieties and technologies as well.
- With cassava, a pressing need is to obtain the best new varieties and to propagate them at commercial scale for use by departing trainees; the Hub must also establish pilot cassava processing as an agribusiness model for replication by others. The IITA Station in Onne can assist in this area.

vi) **Targeting strategy**

Target Group and Outreach: The project will target directly 2.200 youth between the age brackets of 18-35 in line with national definition (50% women) at all skill levels. It is expected that 70% will find meaningful wage employment (accounting for 1,540) and 30% that start agribusiness enterprises (accounting for 660) will as well create a minimum of five jobs for fellow youth. This last case is expected to be mostly in the age bracket 25-35.

The project will direct at least 360 younger (school-age) youth to careers in agriculture through school programs engineered by IITA's pioneering STEP program. The main hub will train 256 youth each year for four years, or 1024 youth over four years. In addition, the satellite hubs will train a similar number of youth (1024), while APDC trains 180 youth in specialized applications of urban agriculture and STEP provides training to 360 younger youth through secondary schools allied to the project; resulting to a total of 2,200 direct beneficiaries.

Geographic targeting: The project will be national in scope (youth from all the country can apply and participate). Hub and satellites location are geographically located in Oyo and Imo States: the mother hub in Owerri (Imo) comprising its satellites (Emii, Irete, Odimara), and the Ibadan hub (Oyo).¹¹

Implementation arrangements: It is expected that IITA Youth Agripreneur (IYA) Movement, Songhai and Africa Project Development Center (APDC) will be in charge to inform other partners involved about project target groups, criteria for identification and requirements for the selection. IYA and Songhai websites will announce the project and update the youth and development communities about its plans and progress. To ensure transparency and wide outreach, campaigns will use local radio and local newspaper, as well as direct support from local village institutions and young leaders. Next, an Agribusiness Hub website, Facebook group, Twitter account and other network mechanisms shall be developed that are specific to this project.

Screening process for youth interested in enterprise development will be slightly different from those interested in skill development for wage employment. In the case of enterprise development, specific attention will be placed on development of business ideas and enterprise behaviours of the candidate. The Panel will evaluate the candidates with most relevant entrepreneurial profile, who developed the best entrepreneurial ideas.¹²

Component 2 Activities – Knowledge sharing for policy dialogue and scaling-up

i) Communication and outreach

In Nigeria, following one of the recommendations that came out of the inception workshop discussions, IITA and Songhai are in the process of developing a well-defined communications strategy between both partners. The need was highlighted during the inception workshop and has since then been integrated into the strategy between PHs in Nigeria. This includes establishing internal communications channels and modes of operation for continuous staff interaction, and also planning around outreach and communication to the external audience.¹³

¹¹ The selection for the geographic location was driven by: (i) Presence of existing training centres, including satellite and the assessed capacity (institutional analysis); (ii) Value Chains and agribusiness potential (production, trade, processing, services) identified through data analysis and VCs/labour studies. Value Chain has been selected according to the following criteria: suitable for both young men and young women; creating opportunity for youth of different socio-economic and education levels, so to enable all target group to access opportunities. (ii) Potential opportunities for youth (young men and women) along identified Value Chains (iii) presence of IFAD-funded interventions targeting youth in agribusinesses.

¹² For detailed targeting criteria refer to Targeting Strategy document for Nigeria.

¹³ <https://www.iita.org/iita-project/creating-employment-opportunities-for-rural-youth-in-africa-support-to-integrated-agribusiness-hubs-in-nigeria/>

IV. Financial Progress

So far, IFAD has received a contribution of EUR 500 000, as part of the first instalment of EUR 2 Million agreed for 2020, and in line with the formal request for payment submitted on 13th January 2020.

In early November 2020, an interim progress report was prepared and submitted along with the payment letter request for the second tranche of the first instalment in the amount of EUR 1.5 Million. A financial management report was included to detail the state of expenditure of the approved first tranche.

In view of the submission of the annual progress report, a financial report is attached (above in excel format) to update on the financial progress, with particular reference to the availability of budget and the expenses incurred for each category included in Schedule 2 of the Supplementary Funds Arrangement signed on 18th December 2020.

For each activity/category of expenditure, the attached excel sheet present funds allocated, committed and available through the following;



Final BMZ-Financial
Report.xlsx

- Overall summary
- IFAD summary
- Rwanda hub summary
- Nigeria hub summary

A partial revision of the budget allocation was made in order to process the first disbursement for the implementing partner supporting in the establishment of the agribusiness hub Rwanda, and in line with Article 1.05 of the above-mentioned Supplementary Funds Arrangement.

IFAD has disbursed a total of USD 749,730 under its grant window and a total of Euro 206, 698.50 from the BMZ supplementary funds. The table below indicates the division in disbursement towards the two hubs in Rwanda and in Nigeria.

Disbursement of BMZ and IFAD per agribusiness hub				
Recipient	BMZ GRANT		IFAD GRANT	
	Total grant amount EUR	Disbursement EUR	Total grant amount USD	Disbursement USD
KILIMO TRUST- Agribusiness hub Rwanda	299 000.00	108 319.50	1 750 000.00	263 599.20
IITA - Agribusiness hub Nigeria	703 000.00	98 379.00	1 750 000.00	486 131.00
Total		206 698.50		749 730.20

V. Programme Management

The day-to-day coordination of the Programme is managed by the youth team hosted in IFAD's Environment, Climate, Gender and Social Inclusion (ECG) division, which ensures overall programme

coordination (e.g. in terms of technical and financial planning and reporting, M&E, implementation support, compliance with IFAD regulations and the grant agreements). The team is led by the Lead Technical Specialist- Youth and by a Technical Specialist on youth employment who is responsible for the day-to-day management of the Programme, administrative services provided by an Administrative Assistant.

To ensure adequate technical assistance, a core team composed of five (5) technical experts from multiple divisions and departments in IFAD has been established with members from IFADs Results and Impact Assessment (RIA) division, Production, Markets and Institutions (PMI) division and; Environment, Climate, Gender and Social Inclusion (ECG) division. IFAD has recruited one general staff and one programme officer to support the Programme over the course of its duration. In addition, around four (4) technical consultants have been recruited to support the implementation of the programme. Moving into the next phase, the programme will recruit consultants specialising in (i) Renewable Energies and Energy Efficiency Technologies; (ii) Green Jobs and Enterprises; (iii) Inclusive Rural Finance; and (iv) M and E. These consultants will provide technical support towards the project in their related areas.

A financial management consultant was recruited to develop the financial management and reporting systems for the PHs. To this extent, the programme has developed a standard operating system and procedures for financial management and reporting to be followed by the various partnering hosts and their delivery partners. This includes financial software and systematizing reporting lines and periods to harmonize with the program and BMZ annual reporting timelines. IFAD has organised one training for Rwanda on procurement and another for Nigeria is due to be conducted in in Q4 2020.

PHs steering committee/board: While the overall oversight of the programme will take place from IFAD, Nigeria and Rwanda have established committee for the overall implementation of the programme. In Rwanda, a Project Steering Committee (PSC) has been constituted by the CEO of Kilimo Trust, with representation from the heads of all Implementing Partners IFAD Rwanda Single Project Implementation Unity (SPIU) and other IFAD country projects, and private sector partners. IFAD will be represented in the PSC but only in the capacity as an observer. The project team leader shall be ex-official secretary to the PSC. The PSC shall undertake assessment of implementation progress and reports, ensure coordinated implementation of the Project by the different partner agencies and shall hold regular meetings every six months. Internally within the Recipient, the PSC shall be complemented by oversight role of the Board of Trustees of Kilimo. Likewise, in Nigeria, an Agribusiness Hub Delivery Board has been established with IFAD country representation (as an observer), private sector representation, youth representation, civil society representative and the agribusiness hub manager(s) serving as the secretary of the Board.

Supervision missions: Between Q1 and Q2 of 2021, the core technical team together with a financial management expert will carry out the first annual supervision missions in Nigeria and Rwanda. In addition, start-up workshops will be organised in Kenya, Mozambique and Cameroon.

The missions will be carried out to critically review programme implementation by the PHs and their implementing partners to assess the progress against the AWPB set out in 2020. Supervisions also aim at providing any implementation support possibly needed by the PHs and mapping out the domains

in which further support might be needed. Peer supervisions will be ensured as well as the organisation of meetings with IFAD country programmes and relevant partners to strengthen collaboration and synergies with other on-going interventions, for increasing impact and avoid overlapping. The missions will focus on programme achievements, sustainability of programme activities, M&E and overall financial management. In addition, the mission will contribute to the identification of main implementation constraints, and recommendations will be made for corrective measures and/or adjustments to be made. Subject to the COVID status globally and the country context, the missions may be scheduled virtually. The tentative dates proposed for the 2021 supervision missions are presented below:

Country	PHs	Tentative Supervision Date
Rwanda	Kilimo Trust	20 th March 2021
Nigeria	IITA/Songhai	30 th March 2021
Kenya	TBC	Q3 2021
Mozambique	TBC	Q3 2021
Cameroon	TBC	Q3 2021

Monitoring and Evaluation: For both Nigeria and Rwanda, a results framework is being constructed and standardized M&E templates shall be distributed across Hubs and partnering youth groups to assist in cross-site comparisons. Experienced youth from other initiatives shall be included within the evaluation team. Lessons learned will be disseminated through publication, training materials, social media and annual and final reports. M&E procedures shall be designed in accordance with Knowledge Management plan. IITA and IYA shall jointly conduct the Project’s Monitoring and Evaluation effort and the Songhai center in Agbala shall operate a service center that includes monitoring and evaluation and will be reinforced by qualified consultants with required specialized expertise. In Rwanda, a Monitoring and Evaluation and Learning team will be led by Senior Program Officer and employ KT’s M&E online system and tools as well as the Donor Committee for Enterprise Development (DCED) measurement standards. The Monitoring, Evaluation and Learning (“MEL”) team, with support from the team leader, Quality Assurance of the Recipient shall be responsible for the delivery of all Monitoring, Evaluation and Learning Products of the Project. The M&E and Learning of the Project shall further be strengthened by the regular field visits by a joint team of the project management unit whose aide memoires shall inform the iterative changes in Project’s plans to deliver the best quality results for the youth.

Resource Mobilization. IFAD is currently engaged with Visa Foundation and is actively seeking additional co-financing that will match IFADs contribution of USD 3.5 million. Talks are currently ongoing and it is expected that a decision will be taken in Q4 of 2020 on VF’s contribution to the programme. Discussions have started with Verizon International in areas of digital solutions and potential support in financing through grants of excellent business plans, which may emanate from the hub nurturing process on a competitive basis. As part of the third call for proposals from the South South Triangular Cooperation (SSTC) facility, the ECG youth team would like to sponsor a unique grant that offers innovative solutions, approaches and methodologies in responding to COVID19 in Nigeria to the tune of USD 500,000. If selected the project will be implemented by IITA and directly link with the agribusiness hub programme.

Communication and Visibility. Currently, IFAD has already been engaged on multiple platforms in highlighting the programme (including on podcasts, social media, IFADs Annual Report, Youth@heart campaign, CFS side events etc.). The identified hubs will also undertake KAP analysis to identify communication needs and knowledge for various project stakeholders. Both PHs in Rwanda and Nigeria have also engaged in local level communication and outreach about the programme.

VI. Lessons Learned

The Programme has identified a few key lessons that will be useful for implementation as it enters its next phase. They are as follows:

- **Enhancing management and technical capacity of partnering host and implementation partners:** There has been a need to enhance the administrative procedures and put in place adequate institutional arrangements in preparedness for full implementation. Nevertheless, a lot of work has already gone ahead and both institutions in Rwanda and Nigeria have front loaded a lot of the work and have retroactively financed activities that will be recovered upon disbursement.
- **COVID 19 implications:** The COVID 19 implications has led to an expected delay in project start-up and implementation activities. In particular, connectivity to satellite agencies and the inability to physically meet with young stakeholders has been a challenge. This has also resulted in an operational challenge in building needed procedures/arrangements to receive and adequately manage resources. Notwithstanding, both KT and IITA, have mitigated this issue by reorganising themselves internally and working remotely. Both institutions have identified forms of business continuity through virtual means and have embedded COVID 19 sensitivity activities into their Annual Workplans and Budgets. Moreover, supplementary activities are also being identified and pursued to fit in the country context of the COVID 19 pademic. In Nigeria, for example, co-financing is being sought through the IFAD SSTC facility to the tune of USD 500,000 to develop innovative solutions, approaches and methodologies in responding to COVID 19. For Kenya, Mozambique and Cameroon, IFADs call for proposal has specifically requested the bidders to offer COVID 19 response mechanisms in their proposals.
- **Inception workshops and multi-stakeholder feedback:** Despite the virtual nature of the meetings due to COVID 19 restrictions, the inception workshop discussions including a wider stakeholder group provided diverse and valuable inputs to both Rwanda and Nigeria programmes. Regarding the targeting strategy, which was initiated by IFAD, the workshops contributed to refining the strategy through discussions, comments, and later amending, and final validation. This level of engagement is an important lesson learned and would potentially be repeated during mid-implementation in order to gather different viewpoints - having technical people discussing successes and failures can be very helpful and through multiple angles and different voices with creative solutions can be developed.
- **Gender-sensitivity:** gender sensitive personnel and capacity should not be taken for granted. It became evident since the inception workshops that both Rwanda and Nigeria partners could benefit from structured guidance from IFAD on gender-sensitivity, especially to ensure that the panel formed to recruit future young entrepreneurs, interns and apprentices for incubation and internship/apprenticeship would not be gender biased. In order to fill that gap, IFAD has produced a Gender Assessment for Implementing Partners (IPs) and Gender checklist for Gender-sensitive Recruitment and Evaluation Process in order to support PHs in developing and implementing gender responsive actions as part of their youth employment strategy.

- **Building institutional linkages:** The institutional linkages of partnering hosts and their partners and the arrangements that enable them to work is critical to the success of the agribusiness hubs. Emerging lessons from Nigeria and Rwanda demonstrate that this will be a long-term process and requires steady support to harmonize the work amongst key stakeholders. With the provision of adequate technical assistance, the programme will endeavour to continuously support such linkages on a tiered approach at a local, national and international level of institutional linkages.
- **Roll out of remaining hubs.** The experience from launching the first batch of hubs has formulated a string of lessons for the pre-hub phase. While the key lessons have been captured here, the knowledge gained has laid the foundations for improvements for the launch of the next hubs.

Appendix 2: Updated logical framework: Progress against objectives, outcomes and outputs

Results Hierarchy	Objectively verifiable indicators*	Means of verification	Assumptions
Outreach	Estimated persons receiving services supported by the project (RIMS 2.3.1) (Target=11,275)		
Goal To create sustainable employment and income generating opportunities for youth in agriculture related activities	% of targeted young men and women (15-35) who have reported improvements in income following graduation from hubs against the baseline (Target = 30%) % of targeted young men and women (15-35) who have reported access to wage employment following graduation from hubs against the baseline target (Target = 70%)	☐ Project M&E records ☐ Mid-term review of Programme ☐ Impact assessments ☐ SMEs records and national/local labour statistics	☐ Political and economic stability in the country and the region. There are no climatic shocks ☐
Objective/Outcome 1. 11,275 self and wage employment opportunities for youth through functional networks of integrated agribusiness hubs	09 integrated agribusiness hubs successfully established and operational	☐ Project M&E records ☐ Impact assessments ☐ SMEs records and national/local labour statistics ☐ MIS systems ☐ Outcome Surveys	☐ Programme financing is disbursed in a timely manner and supports implementation
	2,255 agri-enterprises established by mentored rural youth		
	9,020 of rural youth in wage employment		
Output 1.1 09 Integrated agribusiness hubs are upgraded, setup and operational	09 facilities/equipment upgraded for hubs operationalization	☐ Project M&E records ☐ Progress reports ☐ Hub reports ☐ MIS systems ☐ MoUs signed	☐ Installation of facilities and equipment is timely ☐ Technical assistance and backstopping for systems development is effective and efficient
	At least 09 partner Financial Service Providers identified		
	09 assessments in commodity value chains reports		
	09 labour market assessments reports		
Output 1.2.	09 enhanced competency based training modules approved and used by PHs in collaboration with the education and training system	☐ Project M&E records ☐ Hub Reports ☐ Surveys with employers	☐

Appendix 2: Updated logical framework

At least 09 Modular technical, vocational and business training are developed and conducted	09 training and recruitment plan for TVET trainers and specialists for select streams developed	☐ MIS systems ☐ Progress Reports Curricular Programs developed ☐ ☐	☐ Training is well designed and properly conceived ☐ Rural youth are committed and enrol in agribusiness hubs
	2,255 youth trained in income generating activities and business management** (RIMS 2.3.8)		

Results Hierarchy	Objectively verifiable indicators*	Means of verification	Assumptions
	30-60% time in courses allocated to practical instructions		
Output 1.2.1 9,020 youth are trained in wage-employment and access job placement opportunities	09 skill development trainings based on labour market assessments	☐ Project M&E records ☐ Hub Reports ☐ Surveys with employers ☐ MIS systems ☐ Progress Reports	☐ Farms/enterprises interested in receiving young people as apprentice
	At least 09 consultative meetings between employers and PH		
	At least 20 MoUs signed with employers		
	9,020 of persons provided apprenticeships and internships by employers/agro enterprises		
Output 1.2.2 2,255 youth are trained in self-employment and establish enterprises	At least 500 to 1000 individual and/or joint business plans developed	☐ Project M&E records ☐ Hub Reports ☐ Reports from financial institutions ☐ Programme Surveys ☐ MIS systems	☐ Agribusiness interested in partnering with young people ☐ FSPs and partner banks will adapt and offer opportunities for rural youth enterprises
	At least 70% of trained youth access financial services (RIMS 2.3.4)		
	At least 50% of business linkages established between agribusinesses owned by trained young people		
	At least 70% of incubated youth have improved market access (RIMS 2.1.3)		
	At least 70% of agribusinesses providing services to the farming communities		
	25-50% of finance raised in support of business plans		
	At least 70% of young people accessing post-hub mentoring services		
Objective/Outcome 2. At least 5 Integrated agribusiness hubs models up taken and scaled	At least 05 country-level policy engagement processes conducted leading to pro-youth employment policy adjustment (RIMS 3.3.5)	☐ Impact assessments ☐ Relevant National Policies	

Appendix 2: Updated logical framework

by public and private actors through policy changes		□ Outcome Surveys	□ Hubs are successfully operating services and there is interest from multiple stakeholders to duplicate/replicate hub model
Output 2.1 At least 2 Evidence-based knowledge products developed	01 Knowledge Management and Communication strategy developed and functional	□ Project M&E records	□ Youth are interested in participating in policy dialogues and in sharing knowledge
	At least 02 knowledge products generated	□ MIS systems	
	01 impact assessment plan developed	□ Knowledge products	
		□ Progress Reports	
		□ KM strategy paper	
Output 2.2. increased # of rural youth involved in Policy dialogue	At least 05 policy dialogue workshops conducted		□ Quality technical support can be found to carry out impact assessments
	02 Policy Guidance Notes/briefs developed		

Results Hierarchy	Objectively verifiable indicators*	Means of verification	Assumptions
Output 2.3. Knowledge is shared and exchanged	01 P2P platform is developed for rural youth		
	02 exchange visits for graduating youth conducted		
	6 channels for KM/COM product dissemination		
	50-70% of the 2,255 graduated youth participate in business fora		

Appendix 3: Proposed AWPB for the forthcoming year

Rwanda Hub Detailed work plan for the period 16th June 2020 to 15th June 2021

Component	Activity	Methods	Milestone(s)	Deliverable/Outputs	Deliverable due date	Delivered by	Budget
Component 1: Institutional support and capacity development	Activity 1.1.1: Awareness creation and on-boarding of all relevant stakeholders	Stakeholder Meetings and workshops, one on one meeting with key partner representatives, inception meeting and project launch	Project inception meeting and launch undertaken	Meeting minutes, reports	30 th July 2020	KT & RYAF	16,790
	Activity 1.1.2: Establishing linkages and identifying areas of collaboration with on-going IFAD country programs	Planning meetings, MOUs signing and developing joint workplans	Joint workplans developed	MOUs signed	15 th June 2021	KT	1,470
	Activity 1.1.3: Conduct Stakeholders identification, profiling and engagement	Profiling of partners that are critical for success of the project	a) Roles of project partners documented b) Other projects leveraging R-YES project identified	Profiling reports	30 th Nov 2020	RYAF	9,060
	Activity 1.2.1: Undertake detailed institutional capacity gap and needs analysis of partnering host and support institutions	Developing terms of references and capacity assessment tools, engage short term consultancy to collect and analyse data, prepare report, disseminate findings	Institutional system investment plan prepared	Institutional Capacity Assessment report	30 th Sept 2020	KT	9,850
	Activity 1.2.2: Conduct scoping studies to identify potential value chains	Developing terms of references and data collection tools, data analysis and identification of priority value chains for youth engagement	List of priority value chains developed	Value chains scoping report	31 st August 2020	KT	15,950

Component	Activity	Methods	Milestone(s)	Deliverable/Outputs	Deliverable due date	Delivered by	Budget
	Activity 1.2.3: Undertake baseline studies and develop M&E and performance appraisal tools	Develop terms of references and ICT data collection tools, data analysis and reporting; use findings to revise targets	TOR developed, Inception report and tools finalized	Baseline report	30 th Nov. 2020	KT & AAIN	15,000
	Activity 2.1.1: Conduct labour markets analysis and detailed value chain studies for selected value chain from start-up phase	Developing terms of references and conducting assessment involving literature review, Focused group discussion, key informant interview and administration of structured questionnaires. Data collected is analysed and opportunities for providing meaningful wage and selfemployment for the youth documented	a) Priority values and key nodes that provides best employment opportunities for the youth identified (TORS, inception reports, preliminary findings, final report) b) Inventory of commercial business service providers developed	Assessment reports (Value chain and labour assessment reports)	30 th Sept 2020	KT & RYAF	25,100
	Activity 2.2.1 Undertake investment and cost-benefit analysis for identified business opportunities with greatest potential to engage youth along focus value chains	Gross margin and profitability analysis	Decision support tools on choice of enterprises finalized	Profitability/Cost benefit analysis reports and	31 st Dec 2020	RYAF	6,850
	Activity 2.2.2 Develop inventory of potential commercial business service providers to be engaged	Develop tools and collect institutional Profiles of strategic public and private sector institutions in agribusiness sector	Institutional profiles collected and documented	Agribusiness Enterprise Inventory	31 st Jan 2021	AAIN	1,380
	Activity 2.3.1 Develop governance and management framework and tools for established hub	Develop checklist, Review of existing government documentation, legal fees	Guidelines on integrated hub documented	Framework for hub governance and leadership established	31 st Jan 2021	AAIN	2,180

Component	Activity	Methods	Milestone(s)	Deliverable/Outputs	Deliverable due date	Delivered by	Budget
	Activity 2.3.2: Capacity building of relevant institutions on agribusiness hub approach and coordination framework	Needs identification, Workshops, and follow-up action plans	Training report		31 st December 2020	AAIN	9,050
	Activity 2.4.1: Upgrading of partner host facilities and systems to match integrated agribusiness hub standards	Assessment of facilities, developing gaps, floating of open tenders, award of service contracts and actual upgrading done by successful service providers	Inventory of required items and actual procurement	Hub facilities upgraded	31 st Dec 2020 through June 2021	KT & RP	211,700
	Activity 3.1.1: Develop training curriculum and modules (including mentorship and apprenticeship guidelines)	Stakeholder discussions, review and updating of existing manual; develop new manuals where missing	Training curriculum reviewed and areas of revision identified	Agribusiness and entrepreneurship Training curriculum and modules developed	15 June 2021	AAIN & RP	13,260
	Activity 3.2.1: Develop entry criteria and selection of participating youth	Meetings with stakeholders, Interview with youth groups, review and validation of the selection criteria	Selection panel constituted and functional	Participating youth Selection criteria in place	31 st Jan 2021	KT & RYAF & AAIN & RP	4,750
Component 2 – Knowledge sharing for policy dialogue and scaling-up	Activity 5.1.1: Undertake KAP analysis to identify communication needs and knowledge for various project stakeholders	Develop terms of reference and tools, undertake survey involving key informants and focused group discussion, data analysis and reporting. Use findings to review of existing communication plans and document existing communication gaps	Gender dimensions included in KAP analysis	Communication and Knowledge management strategy and plan developed	30 th Sept 2020	KT	1,840

Component	Activity	Methods	Milestone(s)	Deliverable/Outputs	Deliverable due date	Delivered by	Budget
-----------	----------	---------	--------------	---------------------	----------------------	--------------	--------

Activity 5.1.1: Undertake KAP analysis to identify communication needs and knowledge for various project stakeholders													
Activity 5.1.2: Prepare and validate communication and Knowledge management strategy and plan													
Activity 5.2.3: Organise planning and review meetings for implementing partners and IFAD country programs													

Nigeria Hub Detailed workplan for 2020/2021

Component and Sub-component.	Activity	Methods (Tasks)	Outputs	Delivered by	Budget (USD)	Budget - BMZ
Component 1. Development of Integrated Agribusiness Hub					303,046	69,592
Sub-Component 1.1: Agribusiness Hub Planning	Activity 1.1.1: Advocacy and youth awareness	Assemble advocacy materials (Q1), organize advocacy campaigns (Q2), conduct project Inception Workshop (Q1)	Agribusiness Hub Workshop Report (Q1)	IITA	11,580	
	Activity 1.1.2: Organizational strengthening	Recruit Hub assistant (Q2), organize Agbala Agribusiness Hub and satellite activities (Q2)	2 principal Agribusiness Hub Strengthening Strategy Report and Trainers Toolkit (Q3)	IITA and Songhai	28,590	
	Activity 1.1.3	Conduct Training of Trainers Workshop (Q3), Conduct skills gap assessment, TNA, KAP for hub staff	ToT conducted for staff in the 2 principal agribusiness hub	IITA and Songhai	10,800	
Sub-Component 1.2: Agribusiness Hub Establishment	Activity 1.2.1: Selecting youth trainees	Assemble training tools (Q3), develop selection criteria (Q3), recruit 140 youth (Q3), conduct pilot training (Q4)	Training curricula printed and posted, Round 1 Interns characterized and identified (Q4)	IITA, Songhai and APDC	15,940	
	Activity 1.2.2: Upgrading training facilities	Assess available training facilities and improve them as needed, including upgrading of ICT and pilot enterprises (Q2 & Q3)	Recruitment guidelines formalized and incorporated into 2020 Annual Report (Q4)	IITA, Songhai and APDC	63,098	21,500

	Activity 1.2.3: Business modeling and planning	Identify pilot learning enterprises and develop agribusiness planning materials around them (Q3)	Business planning guidelines formalized and incorporated into 2020 Annual Report (Q4)	IITA/Songhai and Ekimiks	12,300	
	Activity 1.2.4: Identifying finance mechanisms	Identify partnering finance institutions and design needed credit tools (Q4), also identify job placement mechanisms.	Note that planning finance mechanisms continues into 2021	IITA and Ekimiks	12,300	
Component and Sub-component.	Activity	Methods (Tasks)	Outputs	Delivered by	Budget (USD)	Budget - BMZ
Sub-Component 1.3: Agribusiness Hub operations	Activity 1.3.1: Technical support to trainers	Designing of training tools (Q3), communication and teaching materials (Q3), enterprise development kits (Q3)	Training modules and framework formalized (Q3)	IITA, Songhai and APDC	10,070	
	Activity 1.3.2: Curricula development	Development and publishing of curriculum on agribusiness orientation, employment, agribusiness and urban agriculture skillsets (Q3)	Training Curriculum developed and published	IITA, Songhai and APDC	4,176	
	Activity 1.3.3: Technical and business training	Theoretical and Practical training session conducted towards the employment and entrepreneurial track(Q4)	Training conducted for 140 youths (Q4)	IITA, Songhai, APDC and Ekimiks	134,192	48,092
Component 3: Project Management					186,595	21500
Sub-Component 3.1: Project Administration	Activity 3.1.1. Project administration, procurement and finance	Recruitment of relevant staff (Q1), establish two administrative and training offices (Q2), Procurement of materials (Q2) complete Project Implementation Plan (Q3) and compile 2020 Annual Report (Q4)	Project Implementation Plan (Q1), Quarterly Technical Reports (Q 2&3) Procurement plan (Q2) and Year 1 Project Report and Financial Statement (Q4)	IITA	126,085	21,500
Sub-Component 3.2. Project M&E	Activity 3.2.1.: Establish an M&E and Year 2 KM strategies	Assign M&E Specialists (2), develop project M&E strategy and baseline survey tools (Q3), test survey tools (Q4)	Project M&E Plan (Q2), Knowledge Management Framework (Q4)	IITA and Songhai	24,240	
Sub-Component 3.3. Indirect Costs (8%)	Activity 3.2.1.: Receive and allocate project Management Fees	Receive and allocate project Management Fees	Year 1 Financial Statement	IITA	36,270	
Total budget for year of reference (2020): \$489,641 and 91,092						

Nigeria hub tentative time frame for 2020

[illegible]

[illegible][illegible]

Sub Component 1.2: Agribusiness Hub Establishment

Activity 1.2.1	Selecting youth trainees													
	Local travels													
	Local travels													
	Communications													
	Communications													
	Strategic Orientation lecture													
	Strategic Orientation lecture													
Activity 1.2.2	Upgrading training facilities													

	Training Equipment												
	Training Equipment												
	Enterprise Equipment & Materials												
	Enterprise Equipment & Materials												
	Local travel												
	Local travel												
Activity 1.2.3	Businesss modelling and planning												

	Business planning consultant													
	Business planning workshop													
Activity 1.2.4	Identifying finance mechanisms													
	Finance Consultant													
	Finance Workshop													
Sub-Component 1.3: Agribusiness Hub Operations														

Activity 1.3.1:	Technical support to trainers											
	Training Tools											
	Enterprise Development Tools											
	Urban Enterprise Development Tools											
	Training Communications											

[illegible][illegible]

[illegible]

