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# HUGUKA DUKORE



# YEAR 1 ANNUAL REPORT



December 9, 2016 - September 30, 2017

This document was produced for review by the United States Agency for International Development. It was prepared by Education Development Center, Inc. for the USAID Rwanda Huguka Dukore Activity, Cooperative Agreement AID-696-A-17-00005. The contents of this report are the sole responsibility of EDC and do not necessarily reflect the views of USAID or the United States Government.

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## EXECUTIVE SUMMARY

Education Development Center, Inc. (EDC), in coordination with consortium partners Akazi Kanoze Access (AKA), Catholic Relief Services (CRS), Connexus, Souktel, and TakingITGlobal (TIG), is pleased to submit the USAID Huguka Dukore First Annual Progress Report for the December 8, 2016 – September 30, 2017 performance period. The USAID Huguka Dukore activity is a 5-year (December 9, 2016-December 8, 2021) youth employment program that will provide 40,000 out-of-school youth, including 34,000 new youth and 6,000 Akazi Kanoze alumni, with market-relevant employability skills and pathways to new or better employment.

Huguka Dukore will build upon and scale up successfully proven Akazi Kanoze interventions, across at least 19 districts (of 30 total) countrywide using innovations that will invite more youth to participate in Rwanda's continued economic growth. With an overview of the project's three operational Fiscal Year 2017 (FY17) quarters: January - March, April - June, and July-September, this first Annual Report highlights achievements as well as key learnings and challenges encountered during implementation of the Year 1 Huguka Dukore Annual Work Plan approved by USAID on March 15, 2017.



# About the Project

## The Huguka Dukore Pathway

Huguka Dukore will provide 40,000 youth with market-relevant employability skills and pathways to new or better employment. The diagram below illustrates the options available to youth through Huguka Dukore. This pathway supports youth from the day they are recruited in their communities, through skills development and support programs, and leads youth to productive employment or self-employment opportunities.

### Foundational Phase (Who am I?)



Youth Recruitment



Work Ready Now! Training, Work Based Learning, Personal Development Plan

### Skills Development Phase (What skills and knowledge do I need?)



Technical Training Options



Be Your Own Boss Training



Saving and Internal Lending Communities

### World of Work Phase (Employment or Microenterprise?)

Self Employment



Work-based Learning

Employment (Wage)



Business Start Up, Grow your own Business and Business Development Services



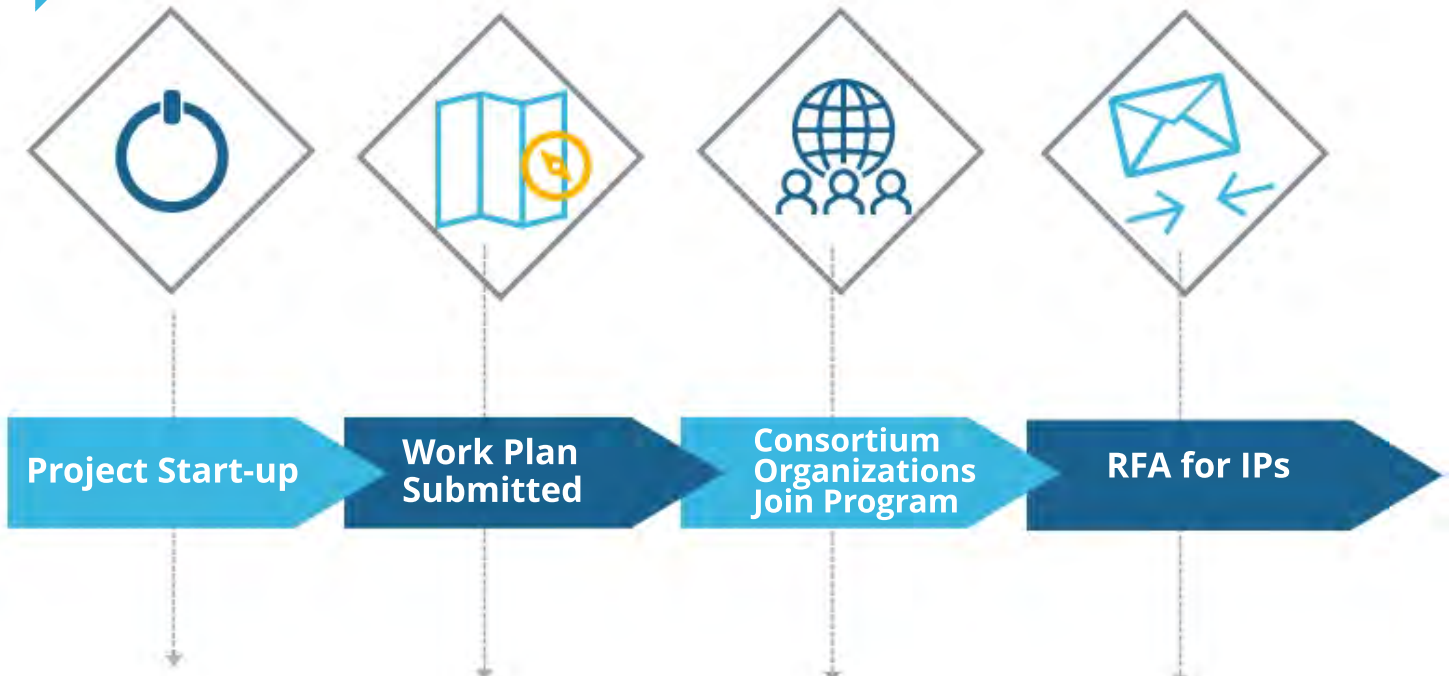
Employment

Middle Management Training and Coaching



# Major Achievements in FY17

## Quarter 2: January - March 2017



**Rapid project start-up** was accomplished with the Chief of Party, Bill Potter, arriving in country on January 17, 2017 accompanied by the EDC Senior Vice President and Director of the International Development Division, Ms. Nancy Devine. All four Key Personnel (Chief of Party, Deputy Chief of Party, Market Development Specialist and Monitoring and Evaluation Specialist) positions were approved by USAID and hired by EDC alongside office set-up, procurement of furniture and equipment, and staff recruitment and hiring.

The combined **Huguka Dukore Life of Project (LOP) Work Plan and Year 1 Work Plan document** were developed by the senior project management team in Kigali in conjunction with the Huguka Dukore consortium and the EDC home office. EDC received and incorporated feedback comments from USAID Offices of Education, Economic Growth, Health and Monitoring and Evaluation. The work plans were approved by the Agreement Officer's Representative (AOR) on March 15, 2017.

EDC signed grant agreements with five **Huguka Dukore consortium organizations**: AKA, CRS, Connexus, Souktel and TIG. EDC facilitated a project overview, roles clarification, and team-building event for the consortium organizations in February, 2017 at the project office in Kigali.

EDC released a first **Request for Applications (RFA) on February 20, 2017 aimed at selecting 8-10 Rwandan IPs capable of leading 3,500 out-of-school or vulnerable youth to new employment and better employment and/or further education**. EDC issued grants to ten local IPs during FY Quarter 3 to enable the implementation of youth employment programs across eight Year 1 districts.



**Huguka Dukore Project Launch Event Conducted.** The official USAID Huguka Dukore launch event, hosted by USAID/Rwanda, took place at a Youth Empowerment for Global Opportunities (YEGO) center in Kigali on June 13, 2017. The ceremony's speakers included U.S. Ambassador Erica Barks-Ruggles, Rwandan Minister of State in charge of Technical Vocational Education and Training (TVET) Olivier Rwamukwaya, USAID/Rwanda Mission Director Jason Fraser, and EDC Senior Vice President Siobhan Murphy. The event included extensive media coverage.

**Grants Issued to Ten Local Implementing Partners.** EDC issued 12-month Fixed Agreement Award (FAAs) grants to ten local implementing partners during the quarter. These awards followed a rigorous selection process that was approved by USAID.



**Work Readiness Curriculum Revised and Trainings Conducted for Implementing Partner (IP) Trainers.** EDC STTA led a curriculum revision process for the Work Ready Now! (WRN!) eight module, 100 hour, soft skills training package. Cross-cutting social inclusion messages and targeted reproductive health and family planning information were included for Huguka Dukore youth audiences. AKA facilitated a three-day work readiness curriculum refresher training for 118 local trainers from the ten local IPs.

**Social Inclusion Assessment Conducted.** EDC STTA led a Social Inclusion Assessment to gather data points on successful approaches and challenges around social inclusion in Rwanda. A Social Inclusion Assessment report was completed and will guide the development of a practical and action-oriented Social Inclusion Implementation Strategy and Work Plan for the integration of gender and Youth with Disabilities (YwDs) within the project activities.



**Horticulture Value Chain Opportunities Assessment.** Consortium member Connexus conducted an opportunities assessment in April 2017 to identify horticulture value chains opportunities appropriate for youth employment and entrepreneurship. The two-week assessment exercise identified technical training and employment opportunities for vulnerable youth through partnerships with private agribusinesses. The Horticulture Value Chain Opportunities Assessment Report was submitted to USAID in May 2017.



**3,428** youth enrolled in 100-hour **Work Ready Now! training** by EDC's 10 IPs. External assessments were conducted for **1,939 (662 M; 1,277 F)** of these youth.



**287**

youth completed

**Be Your Own Boss Entrepreneurship Training** delivered by 5 IPs following an EDC STTA-led curriculum design process and a TOT which was facilitated by AKA for 55 BYOB trainers.

**Youth-appropriate financial services mappings** were conducted by

Connexus. Partnerships were built with national and regional financial services providers (FSPs) and Savings and Credit Cooperatives (SACCOs) including RIM, Goshen Finance LTD, Umutanguha Finance LTD, and Clecama Ejoheza.



**1,660** youth participated

in **Savings and Internal Lending Communities (SILC) Groups** across eight Year 1 target districts. This followed a SILC methodology training conducted by consortium partner CRS for ten Huguka Dukore IPs.



**Partnerships developed with five private sector agri-businesses.** Balton Group, Holland Greentech, PEBEC LTD, Garden Fresh, and New Extension Technology will provide skills training and links to agriculture value chains for Huguka Dukore youth.



EDC issued a second **Request for Applications (RFA) for 9 additional FY18 Implementing Partners** to target approximately **10,000** youth in Year 2.



A **Macro Labor Market Assessment** was conducted with the National Employment Program (NEP), Rwanda Development Board (RDB), and the Capacity and Employment Services Board (CESB) as well as 12 private companies. Local labor market assessments will be conducted by local IPs during FY18.







## Challenges Faced During FY17

Challenges faced by Huguka Dukore during the year are summarized below.

- ◆ **Requests from District and Sector Officials to Recruit Youth Not Aligned with Huguka Dukore Selection Criteria.** District and Sector officials explained that there are many vulnerable youth categories that should be targeted by Huguka Dukore and could benefit from the project. These youth include vulnerable youth who have completed vocational training, secondary school, or university but who are jobless and with incomes under the \$1.75/day threshold. Many youth, while educated, are limited to petty trade on the streets, and many who have had access to technical trainings do not have access to startup capital and are unable to link to microfinance institutions. Finally, there are many vulnerable youth without health insurance (Mutuelle de santé) and orphaned youth without shelter. District and Sector officials' requests for Huguka Dukore interventions with these categories of vulnerable youth, most if not all of whom are under the \$1.75/day income threshold, indicates a large potential for expansion of youth recruitment for Huguka Dukore programs.
- ◆ **Low Basic Digital Literacy Skills for Many Target Huguka Dukore Youth.** TIG conducted a preliminary needs assessment to map out youth access to digital tools. During this assessment, it was determined that many rural and even peri-urban youth do not have basic computer literacy skills needed to access a potential web portal designed by the project. Because many youth will not be able to use the project's web portal effectively without some exposure to digital literacy skills, EDC will initially focus on adding digital literacy curriculum components and outreach via social media, ensuring the potential for youth engagement for all youth.
- ◆ **Access to Financing for Low Income Youth.** Identifying viable options for vulnerable, low income youth, to access financial services remains a significant challenge, especially for youth in remote, rural settings. Huguka Dukore's Year 1 mapping of Rwandan Financial Service Providers (FSPs) capable of offering youth appropriate products revealed a lack of expertise and know how among most FSPs to create tailored products for vulnerable youth who want to enter agribusiness. Limitations in securing insurance services for agriculture enterprise remains a barrier for both clients and banks and FSPs are often reluctant to lend to vulnerable youth without significant collateral. Huguka Dukore enabling youth involvement in SILC groups and productive cooperatives will help to provide youth with access to credit. During FY18 Quarter 1, the project team will provide orientation and Agriculture Value Chain Training to FSPs operating in Huguka Dukore districts. FSPs alternative approaches to risk management and mitigation, as well as with links to BDF's guarantee facilities in the short run.

- ◆ **Connecting Rural Youth to Opportunities and to Coaching.** Rural youth face many barriers to workforce training, including access to land (for agribusiness), physical distance from project partners, such as PEBEC and Garden Fresh, and physical distance between rural youth graduates and the AKA alumni who could serve as youth mentors. The project is exploring options to mitigate these challenges.
- ◆ **Time-Consuming Engagement in Complex Randomized Control Trial (RCT) Design Process.** EDC staff in Kigali and in EDC's US offices, spent significant time this year engaged in RCT design meetings through weekly conference calls with USAID Washington, USAID/Rwanda, two Principal Investigators (located at Georgetown University and University of California San Diego), Innovations for Poverty Action (IPA) in Kigali, Give Directly in England and Kigali, and EDC Monitoring and Evaluation (M&E) and Finance teams in Kigali and Washington. The RCT design process has proved to be highly complex and more time-consuming than originally anticipated. Furthermore, EDC has increasing concerns about the potential negative consequences that may impact the Huguka Dukore Project when field-level stakeholders associate the unconditional cash transfer activity within the RCT study with the EDC's WRN! curriculum and activities.

**"Before joining Huguka Dukore, I was afraid to enter into business. I feared failing or losing money, so I was staying where I was. I wasn't looking ahead. But, after learning WRN! and BYOB, I'm not afraid to take a risk. Before I couldn't even think of going to get a loan, but now I'm about to get one. I feel that I'm equipped to be able to make a real profit and reach my goals: to work in the mining industry and save up money so that I can eventually start my own business, hopefully in the agro-business value chain."**

- Jean Baptiste, 23, Ruhango District, S3 (9th grade) Education Level

*Completed WRN!, Be Your Own Boss, and is now doing vocational training in mining with RODI*





## Summary of Progress Towards Performance Indicators

Huguka Dukore is contributing to the following Intermediate Results, in accordance with the Monitoring, Evaluation and Learning Plan, approved by USAID on September 25, 2017.



### IR1: Improved employability skills for vulnerable male and female youth

- 1.1 Increased access to market relevant workforce readiness skills and employment services for vulnerable youth
- 1.2 Increased information about family planning and reproductive health services provided to vulnerable youth



### IR2: Increased viable self-employment among vulnerable male and female youth

- 2.1 Improved quality and relevance of entrepreneurship and market facilitation support services for vulnerable male and female youth especially in rural areas
- 2.2 Expanded access to entrepreneurship support programs for vulnerable male and female youth especially in rural areas



### IR3: Higher quality, more coordinated workforce development delivery system

- 3.1 Strengthened technical, financial and operational capacity of Akazi Kanoze Access (AKA) to support local workforce/youth service institutions
- 3.2 Improved capacity of workforce development institutions to provide relevant demand-driven employment services for vulnerable youth
- 3.3 Increased investments in skills development by Rwandan stakeholders
- 3.4 Strengthened networks and information sharing between public and private workforce development actors



## IR1

During Year 1, the project made significant progress under **Intermediate Result 1: Improved Employability Skills for Male and Female Youth.**



### Highlights in Data

**3,428**

Youth enrolled in WRN! Training

Annual target: 3,500

Achievement against target: **98%**

**1,944**

Youth received health orientation

Annual target: 1,600

Achievement against target: **121.5%**

**1,909**

Youth improved skills after WRN! Training



### Activity Highlights

#### **10 Local Implementing Partners Selected to Deliver Y1 Youth Employment Programs.**

During Quarter 3, EDC selected ten Implementing Partners with prior experience implementing EDC's Akazi Kanoze program package. The ten IP's enrolled **3,428** vulnerable youth in EDC's 100 hour **Work Ready Now!** soft skills curriculum, and a subset of **287** youth in Huguka Dukore's **Be Your Own Boss** entrepreneurship curriculum.

#### **Work Ready Now! Soft Skills Curriculum Revised; Refresher Trainings Conducted.**

EDC STTA worked with AKA curriculum development specialists and trainers to lead a WRN! curriculum revision and training process. This involved meetings with various governmental and non-governmental stakeholders and organizations, and conducting two workshops with master trainers and trainers from IPs. The revision and training process integrated Work-Based Learning, Gender and Social Inclusion, and Sexual and Reproductive Health advice based on information provided by stakeholders and organizations such as the Ministry of Education (MINEDUC), UWEZO, and USAID health projects. The revisions also incorporated experiences from current Huguka Dukore trainers regarding the inclusion of people with disabilities and disadvantaged youth, particularly women.

Photo credit: Paolo Patruno





EDC's Work Ready Now! curriculum focuses on the soft skills that prepare youth to succeed in securing and maintaining productive employment or self employment.

## Research, Studies, and Assessments

The project conducted two assessments in support of IR1's activities: a **Gender and Social Inclusion Assessment** and a **Macro Labor Market Assessment**.

The **Gender and Social Inclusion Assessment** gathered information and ideas on how to incorporate gender equality and social inclusion principles and strategies into the project interventions and activities based on the context-specific needs of Rwandan male and female youth in education and employment opportunities. This will support the project in addressing key barriers and gaps and in monitoring project implementation to ensure that marginalized young men and women, including youth with disabilities, benefit equally from project activities.



Claudine is receiving Huguka Dukore training (WRN! and technical training in tailoring) from AVSI in Ruhango. Pictured to the right, Claudine, who is deaf, is excitedly talking with her teacher using sign language. Claudine repeatedly shared how happy she was to get to participate in the Huguka Dukore training.

"Before coming to Huguka Dukore, I was at home with my parents. I always had enough food at home, but I didn't want to just sit home and sleep. **I wanted to work. It makes me so happy to be here learning with others.**"

Said with a laugh, "I don't want to farm as it takes a lot of time and causes blisters. I love sewing and want to do that for my work. **I know that I'll be able to support myself through sewing and that makes me happy.**"

- Claudine, 20, Ruhango District, P6 (6th grade) Education Level



The project also conducted a **Macro Labor Market Assessment** to ensure that its employment interventions are aligned with the Government of Rwanda's sector priorities, as articulated in Rwanda's Vision 2020, the Economic Development and Poverty Reduction Strategy: 2013-2018 (EDPRS 2), and the NEP. The resulting data analysis and recommendations will provide a road map for Huguka Dukore to align project interventions with promising labor markets, priority sectors, and strategic government and private initiatives in Rwanda. Many government and private sector groups noted that most Rwandan youth are not adequately prepared to work, due to limited employability and life skills. They encouraged Huguka Dukore to provide such training to provide youth with greater access to potential work opportunities.

"It's clear that the skills youth are gaining from Huguka Dukore are key in closing the gap we saw before in youth's ability to access employment opportunities. Youth graduates understood what BDF (Business Development Fund) was and what it meant to get a loan. They had seen banks and savings groups but that knowledge wasn't enough for them to find work or start their own businesses until they understood the link between employment and skills. Huguka Dukore is so important because it teaches youth how to access real employment opportunities.

- Albert Bigilimana, Project Coordinator at AVSI



## IR2

Year 1 efforts under **Intermediate Result 2: Increased Viable Self Employment Among Vulnerable Male and Female Youth** focused largely on a) designing and delivering entrepreneurship training for youth, b) identifying promising agriculture value chain opportunities and linkages to growth markets for youth, and c) mapping and providing access to saving and loan services to youth through SILC groups.



### Highlights in Data

**1,660**

Youth in SILC groups

**287**

Youth trained  
in Be your  
Own Boss

**406**

Youth in Technical Trainings





## Activity Highlights

**EDC led revision and Rwandan adaptation of basic entrepreneurship curriculum** during Quarter 3 with consortium partners, AKA and CRS. The Huguca Dukore **“Be Your Own Boss” curriculum** was adapted from EDC materials used successfully in Rwanda and Ethiopia to provide youth with the basic skills to improve an existing income generating activity or pursue self-employment. A ToT was facilitated by AKA for 55 IP trainers in early August, and the updated 35-hour training was delivered to 287 Huguca Dukore youth through 5 IP's during August and September 2017. Consortium partner Connexus began coordinating potential partnerships with agro - enterprises for the BYOB training completers. An estimated 3,000 youth will participate in the BYOB entrepreneurship training and support program during FY18.

### What is BYOB?

Youth who finish WRN! have the option of participating in "Be Your Own Boss" training (BYOB) which is an in-depth exploration of the entrepreneurship skills taught in WRN! Students develop comprehensive business plans during the course and after the training receive coaching and mentoring as they launch their new business idea or improve an already existing income generating activity.

#### BYOB Course Outline

- ✓ **Course Introduction**
- ✓ **Characteristics of business owners**
- ✓ **Coming up with a business idea**
- ✓ **Marketing**

- ✓ **Practical business activity**
- ✓ **Business operations**
- ✓ **Finance**
- ✓ **The business plan**
- ✓ **Course Conclusion**

#### Post-training Business Support



**Agriculture value chain partnerships were developed in Northern, Southern, Western and Eastern Rwanda.** The Market Development Team met regularly with the USAID Rwanda Private Sector Driven Agricultural Growth (PSDAG) program staff, held interviews with the lead agro-enterprises, led focus group discussions with youth savings and lending groups, and conducted key informant interviews with local/business leaders – to identifying youth opportunities in targeted agriculture value chains. The collected data will be developed into a youth focused road map to identify new agro-enterprise opportunities aligned with labor market demands, as well as government strategies.

**Good Agriculture Practice (GAP) and corresponding manuals were developed** to guide agriculture technicians, youth, implementing partners and farming organizations in producing high-quality crops, income generation, market access and how to improve working conditions for producers and their families.

**Access to saving and loans services through SILC groups** was provided through training facilitated by consortium member CRS for 17 IP staff and 53 field agents who facilitated setting up 115 new SILC groups with 2,433 youth (with 1,660 HD beneficiaries trained on WRN!) in 8 Districts.



## Research, Studies, and Assessments

The project conducted two assessments in support of IR2's activities: a **Horticulture Value Chain Assessment** and a **Youth Appropriate Financial Services Mapping**.

Consortium members Connexus and CRS conducted a **Horticulture Value Chain Assessment** which identified 17 potential value chain partnerships aligned to targeted Feed the Future opportunities and those cited for investment by the Government of Rwanda in economic growth strategies and policies. Meetings took place across 14 districts with input from suppliers, producers (small-scale and large-scale farmers), agribusiness associations, processors, traders, formal and informal financial institutions, as well as government officials. The goal was to identify possible access points for youth and to focus business-oriented technical trainings. From these interactions, several MOUs were developed with organizations such as Balton Group Rwanda, Holland Green Tech, PEBEC LTD, Garden Fresh, and New Extension Technology who will facilitate trainings, provide jobs, and mentor business opportunities for Huguka Dukore youth in Year 2.

The assessment identified youth employment opportunities ranging from services in the provision of extension services, training in modern farming techniques, input selling, production, and processing in collaboration with farmer organizations or larger processors (Nyabihu Potato Company, Winner /Holland Fair Food located in Burera District) in addition to opportunities in complementary services like agro-dealers and input production.



**"After participating in BYOB, I decided to re-evaluate how I ran the small business I had in livestock raising. Before I had 3 chickens and 1 goat. Now now I have 12 chickens and 4 goats. The way I used to take care of them is much different than now. Before I let them run around, but now I keep them safe and they've had offspring, which I'm now raising.**

**I am also interested in diversifying and starting a tree nursery business. Before BYOB I used to pass by the places they sold saplings and feel too afraid to start because of the high initial costs. But, now I feel confident than I can save enough money through my current small business to get the capital I need to start a tree nursery and reach my dreams."**

- Joyeuse, 21, Ruhango District, S1 (7th grade) Education Level

Trained in WRN! and BYOB



In addition, Consortium member, Connexus led a **Youth Appropriate Finance Services Mapping** activity focused on linking youth to financial services needed for them to create profitable micro businesses in Rwanda.



Meetings with senior management of FSPs were conducted across 19 target districts to discuss the opportunities presented by Huguka Dukore and to explore potential opportunities for engagement and partnership. The mapping exercise resulted in signed MOUs with RIM and CLECAM Ejo Heza, and draft MOUs sent to Goshen Finance, Duterimbere, Umutanguha Finance Company.

If all potential partners sign the MOUs, Huguka Dukore will be able to offer at least two FSPs per target district. The FSPs will agree to provide youth-appropriate financial services. The only exception is in the Eastern Province, where SACCOs (rather than FSPs) will fill the gap and provide financial services to youth.



### IR3

In support of **Intermediate Result 3: Higher quality, more coordinated workforce development service delivery system**, EDC focused Year 1 activities on a) ensuring a strong foundation for project knowledge management, b) capacity building for AKA, and c) development and coordination with the government and private sector partnerships.



## Highlights in Data

**5**

MOUs signed with private sector agro enterprises

**4**

MOUs signed with financial service providers

**10**

Implementing Partners Granted

Annual target: 10  
Achievement against target: **100%**



## Activity Highlights



**AKAZI  
KANOZE**  
A C C E S S

### Building the Capacity of AKA

The COP, DCOP and EDC STTA facilitated several capacity assessment meetings with AKA during the year to review the progress and outcomes of capacity building activities previously conducted under Akazi Kanoze. The 2016 AKA Organizational Capacity Assessment (OCA) report and capacity building plan was reviewed and a follow-up OCA with AKA is scheduled to take place during FY18 Quarter 1. This will inform a Huguka Dukore action plan to strengthen AKA's strategic management and leadership, technical training, and operational capacity.

During Year 1, AKA contributed significantly to the revision and roll-out of Huguka Dukore work readiness curricula, training Master Trainers, and conducting TOTs and refresher trainings. With EDC's support, AKA played a main quality assurance role for implementation of work readiness training implementation conducted by EDC's ten IPs. In addition to providing technical support, conducting site visits, and participating in assessments and data collection, AKA also implemented direct delivery of work readiness training programs with 131 youth.



"When we go out to visit field sites, we hear youth excitedly talking about Akazi Kanoze (Work Ready Now!) What I think is so important about the WRN! model is that it helps youth to have a dream for their future. But, not only that. It also helps them have a clear mindset and plan for exactly how they'll reach that dream.

In our first year, I've seen a lot of youth who are teen mothers or young men who have dropped out of school. They are vulnerable and have often been on the outskirts of society. I often ask myself: if Huguka Dukore wasn't here, what would they be doing? The task we have is to ensure that we can see a tangible change in their lives by the time they complete the program.

- Emmanuel Ntagungira, Employability Skills Development Coordinator at AKA



### Developing a More Coordinated Workforce System

Working with consortium partners Souktel and TIG, EDC laid the foundation for a knowledge management and sharing platform to coordinate data inputs from Huguka Dukore stakeholders. The foundation of this platform is the project's data Management Information System (MIS) that allows the project to track and measure the progress of all youth enrollees and program interventions and enable up to date data reporting and visualization. Data will be regularly compiled and presented in a dashboard format connected to the project website. The project anticipates launching the dashboard and website during FY18 Quarter 2.



## Strengthening Networks Between Public and Private Workforce Development Actors

To support and strengthen the network of workforce development actors, Huguka Dukore focused on coordination with the Government of Rwanda, other USAID projects, and other key partners:



### MINEDUC

In consultation with USAID, EDC developed an MOU with MINEDUC, to be signed early in FY18. The MOU defines collaboration points towards strengthening a quality workforce delivery system in Rwanda to support increased employability skills and viable employment and self-employment opportunities for Rwandan youth. During FY17, Huguka Dukore worked closely with Workforce Development Authority (WDA) leadership and technical teams while also making introductions with the Rwanda Development Board, Ministry of Agriculture and Animal Resources, Ministry of Youth among other central Government of Rwanda (GOR) institutions.

### USAID PROJECTS: PSDAG, DREAMS and Isuku Iwacu

#### USAID PSDAG

Throughout Year 1, Huguka Dukore conducted regular outreach to the USAID PSDAG project, particularly with its social inclusion component, which includes youth, along with women and People with Disabilities (PWD). In June 2017, PSDAG released an RFA for Women, Youth and PWD Agriculture Entrepreneurship and Leadership, and the Huguka Dukore Team is actively encouraging businesses to submit applications in response to this RFA.

EDC drafted an MOU with the USAID PSDAG project to enable potential collaboration opportunities to support both projects. For example, Huguka Dukore will train youth to supply PSDAG private sector partners' demand for skilled labor. PSDAG will provide Huguka Dukore with a list of private enterprises PSDAG has partnered with in order to link youth with private sector demand. PSDAG will also give an advantage to applications from business or organizations that have demonstrated commitment to and participation in a complementary entrepreneurship or skill-building program, such as Akazi Kanoze, Huguka Dukore, CESB, UN Women, etc. with positive documented performance and references. Finally, Akazi Kanoze Access will work with PSDAG technical and grants staff on monitoring and following up with grantees that are in their programs.



During FY17, Huguka Dukore initiated partnership discussions with the **USAID DREAMS** project (**D**etermined, **R**esilient, **E**mpowered, **A**IDS-free, **M**entored and **S**afe) which aims to reduce HIV infection among adolescent girls and young women in HIV priority areas within 15 African countries. Huguka Dukore and DREAMS share similar health and HIV awareness raising objectives for youth. In Rwanda, DREAMS will target interventions for 25,000 adolescent girls across five districts, all of which overlap with Huguka Dukore geographic sites. Huguka Dukore will develop these connections further during the first quarter of FY18.

Also during Year 1, Huguka Dukore met with the **USAID Rural Sanitation Activity Isuku Iwacu** focused on entrepreneurship within the WASH sector. Potential overlap between the two projects' entrepreneurship and BBDS objectives and planned interventions will be further explored. For example, entrepreneurship opportunities identified by Isuku Iwacu in the WASH sector could further be linked to Huguka Dukore's engaged and trained youth.

### Bilateral and Multilateral Partners



**Huguka Dukore worked closely with GIZ through the Development Partner TVET working group.** In Year 2, the project will continue to work with GIZ and CESB under the Ministry of Public Service and Labor to maximize potential benefits related to their new web portal for employment services that may be linked with the Huguka Dukore knowledge management platform.



Huguka Dukore participated in the **UNDP-sponsored Africa Youth Connekt conference** which provided an opportunity for Huguka Dukore to work closely with regional and international youth employment actors. Through the Huguka Dukore project booth at the Youth Connekt conference held at the Kigali Convention Center, Huguka Dukore was able to share best practices with other workforce development actors.

### Gender and Social Inclusion

During development of its Gender and Social Inclusion strategy, Huguka Dukore coordinated with the Ministry of Gender and Family Promotion, MINEDUC, the National Council for Persons with Disabilities (NCPD), and National Council for Women (NCW), Handicap International, the Organization for Women with Disabilities, Association Générale des Handicapés du Rwanda, and Uwezo Youth Empowerment.



### Financial Service Providers



The project pursued partnerships with a number of interested financial service providers, including Réseau Interdiocésien de Microfinance, CLECAM Ejoheza, Umutanguha Finance Company, Ltd, and Goshen Finance. Together, these partners will provide financial services to Huguka Dukore youth, allowing the project to connect youth to up to two FSPs in each implementing district (Eastern District excepted).

## Agro-Business

**Huguka Dukore consortium member Connexus made significant progress during FY17 developing partnership agreements with private sector agriculture companies.** These included MOUs with Holland Green Tech, Balton Rwanda, AgroTech, PEBEC and Garden Fresh. Collectively, these agreements represent anticipated technical trainings for more than 500 youth and agribusiness jobs for more than 300 youth, to be expanded to more youth during FY18.



Holland Greentech's agronomist shows youth how to prepare a nursery bed of tomatoes and eggplants



## Research, Studies, and Assessments



Innocent with TIG team

In support of Huguka Dukore's objective to develop a digital networking and data driven communication platform with and for project stakeholders, consortium partner TIG conducted a preliminary needs assessment to map out youth access to digital tools and platforms. The assessment determined that many rural and even peri-urban youth do not have basic computer literacy skills required to access a potential web portal designed by the project. Huguka Dukore will focus on adding digital literacy curriculum components and outreach via social media, ensuring youth engagement for all youth. Huguka Dukore began coordinating with DOT Rwanda's new, large scale Digital Ambassadors Program to identify potential computer literacy training support for Huguka Dukore



## MONITORING AND EVALUATION

The main Year 1 M&E activities included, a) development of the project Monitoring, Evaluation and Learning (MEL) plan, b) design of a robust data Management and Information System (MIS), c) conduct of baseline data collection, d) training and support to 9 IP M&E coordinators, and participation in a RCT design process.



### Monitoring Evaluation and Learning (MEL) Plan Approved by USAID

The Chief of Party, Deputy Chief of Party, and M&E Advisor participated in a series of meetings with the Huguka Dukore AOR and representatives from the USAID Economic Growth, Health, and M&E departments to review and refine the full set of Huguka Dukore performance indicators. The MEL Plan has a three-pronged approach: 1) to monitor the project's progress and performance in order to inform management of the implementation of activities, 2) to measure the achievement of project goals and objectives, and 3) to document lessons learned on the scale-up and sustainability of the project. USAID approved the Huguka Dukore MEL Plan in August 2017.

The project's performance indicators include a combination of custom-made and standard indicators from Economic Growth [Feed the Future (FtF)], Workforce Development, Higher Education, and Gender. Those indicators that are customized are designed to reflect the specific activities and needs of Huguka Dukore, and to complement the key standard indicators. In addition to supporting the USAID Education Strategy goal of expanding access to higher education and workforce development programs and the FtF objective of inclusive agriculture sector growth, the selected indicators also demonstrate how Huguka Dukore will contribute to the Government of Rwanda and USAID/Rwanda's Country Development Cooperation Strategy (CDCS), reflected through the CDCS indicators.



## Data Management Information System

Through the support of consortium member Souktel, Huguka Dukore designed and developed the Huguka Dukore MIS database system in Year 1. Throughout the MIS design process, Souktel and the Huguka Dukore team iterated on the functional specifications, responding to ongoing feedback in an effort to ensure that the solution reflected the project's needs and vision. MIS system that will enable program beneficiaries, field staff, or other designated stakeholders to capture quantitative and qualitative data and which synchronizes with the central project database.

To ensure that the project would be able to commence youth enrollment prior to delivery of the MIS database, Souktel rapidly developed a temporary technology solution that allowed the Huguka Dukore team to begin capturing and storing baseline data electronically while also familiarizing the team with the basics of form development and data collection using mobile tools. This temporary solution also provided ample opportunities for the Huguka Dukore team to think more deeply about how technology may best serve the project's need, leading to additional requests and inputs for the MIS database that have informed its ongoing development. The full database and mobile application for data collection will be ready by the end of the first quarter of FY2018 (December 2017).



(Left) Huguka Dukore and Souktel interview youth to assess their level of internet and technology access



## Baseline Data Collection

During Q4, baseline data collection was conducted for the first cohort of enrolled youth. The Huguka Dukore M&E team provided training and support to IP M&E Coordinators, Work Readiness Master Trainers, Field Officers and Trainers who were responsible for conducting the baseline survey data collection with youth. Huguka Dukore capacity building of IP M&E staff reinforces effective collection and analysis of performance monitoring data to inform project management and other stakeholders (Project Steering Committee, etc.) of progress and potential course changes.



## Data Quality Assurance

The Huguka Dukore M&E team developed systems to ensure data quality which included data collection procedures for each tool, trainings of IP staff involved in data collection, periodic Data Quality Assessments (DQAs) at IP levels, and data quality checks at each stage of data collection, transcription and reporting. In July 2017, USAID conducted its first Huguka Dukore DQA with the stated purpose of *reviewing the data collection procedures and interviewing those responsible for data collection and analysis at the beginning of the provision of the activity intervention*. Based on the assessment relative to the five standards (validity, integrity, precision, reliability, timeliness), the overall conclusion regarding the quality of the data is summarized below.

Standard	Strengths	Weaknesses
Validity	There is supervision at both EDC and sub-IP levels.	Supervision protocols need to be documented and signed at both levels.
Integrity	An MIS is under development and data collectors inputting data to the MIS have been trained on protocols.	
Precision	Data collection methods/tools being used to collect the data are exact enough to register the expected change.	
Reliability	Data collection methods are documented.	The project needs to develop a guide for data collection documentation to share with data collectors.
Timeliness	Data are reported as soon as possible after collection. Data are available frequently enough to inform program management decisions.	



## Randomized Control Trial Impact Evaluation

During Year 1, EDC staff in Kigali, Washington DC, and Waltham, participated with USAID Washington and Kigali in an intensive nine-month design process, from January through September 2017, for an RCT research study commissioned by USAID to benchmark the impact of Huguka Dukore youth employment interventions against a household grants program, delivered by Give Directly, that will provide unconditional cash transfers to youth. Key design elements included the following:



### Key RCT Design Elements

- ◆ **Costing Benchmarking.** The EDC home office Project Director, M&E Director, and Finance Director worked closely with the Huguka Dukore COP and M&E Advisor in Kigali to analyze budget data needed to build a Huguka Dukore cost estimate for the cost benchmarking aspect of the RCT. Related assumptions for including or excluding project budget items in the cost benchmarking, including methods for amortizing certain budget costs either by time or by beneficiaries served in each project year were discussed in detail with USAID and the external evaluation team.
- ◆ **Selection of Target Districts.** Based on operational and M&E capacity criteria for existing Huguka Dukore Implementing Partners, EDC proposed three districts in which to conduct the RCT study: Rwamagana, Nyamagabe, and Muhanga. Each of three selected IPs will be expected to enroll 200-250 youth, in order to reach the total 650 youth target for the RCT. Youth to be enrolled for the RCT will be a subset of the second cohort of Huguka Dukore youth recruited in October 2017.
- ◆ **Coordination with GOR.** The evaluation team requested that USAID lead the RCT design approval process with MINEDUC and WDA in accordance with USAID serving as the conduit for all RCT related communications with GOR Ministry and Agencies. USAID introduced Huguka Dukore and the study to the Minister of State for TVET and Give Directly began a process of requesting permissions at the Ministerial level for their household grants activity.
- ◆ **Coordination Meetings with EDC, IPA and Give Directly.** The EDC team met several times in Kigali with IPA and Give Directly to review key operational issues such as, a) Huguka Dukore enrollment timelines, program, subscription, implementation considerations, and challenges , b) RCT communications at the district level to be coordinated through EDC, c) RCT approval processes involving MINEDUC, WDA, Rwanda National Ethics Committee , and Ministry of Local Government, and d) updates on the developing study design and survey instrument.

**During Q1 of FY2018,** three Huguka Dukore Implementing Partners will finalize the recruitment of 1,800 youth who will participate in the RCT across three target Huguka Dukore districts: Rwamagana, Muhanga and Nyamagabe. Concurrently, Huguka Dukore will recruit seventy-five Akazi Kanozi alumni in Kayonza district to participate in an RCT pilot activity to field test youth selection processes and baseline methods. Huguka Dukore orientation events will be held for these 1,800 youth in mid-October 2018, after which a baseline survey instrument will be used with all 1,800 youth at the household level by Innovations for Poverty Action (IPA), a Kigali based NGO working with the external evaluation team in the US. Baseline collection is expected to conclude by early December 2018. Youth will then be randomly selected and assigned to one of four study arms on the basis of sector-level lottery events to be conducted by IPA and attended by Huguka Dukore, the three EDC Implementing Partners, and Give Directly. The RCT endline survey, needed to evaluate impacts, will not be conducted by IPA until fiscal year 2019, approximately 18 months after the baseline survey.



## LOOK AHEAD TO YEAR 2

The Huguka Dukore team will capitalize on the operational, program design, and M&E systems established during FY17 to achieve the ambitious targets set for FY18. In accordance with the USAID-approved FY18 Work Plan, approximately 9,500 additional youth will enroll in Huguka Dukore youth employment programs during the coming year. 8,500 new, vulnerable youth will be recruited for training in *Employment Preparations* skills building, including EDC’s Work Ready Now! curriculum. A subset of these youth (3,000 youth) will also be trained in the entrepreneurship curriculum (EDC’s Be Your Own Boss, or BYOB), while another subset of youth (500 youth) will be trained in the Accelerated Learning Program (ALP). Year 2 will also provide two training options for 1,000 Akazi Kanoze Alumni: 800 alumni will be trained in Grow Your Own Business (GROW) and 200 alumni will be trained in Middle Management.

Huguka Dukore will guide Year 2 IPs to enroll three different cohorts of youth during the year, estimated as follows:



Meeting the ambitious Year 2 enrollment target of 9,500 youth across approximately 21 districts (8 Year 1 districts + 13 new districts) will require significant IP capacity building from the program, M&E, and grants teams to enable IPs to effectively deliver the full range of high quality Huguka Dukore training packages. Huguka Dukore will conduct regular monitoring and quality assurance checks to assess the performance of Year 1 and Year 2 IPs to determine which IPs are capable to expand their work plans to accommodate additional youth going forward.

# Acronyms

AK.....	Akazi Kanoze
AKA.....	Akazi Kanoze Access
ALP.....	Accelerated Learning Program
BBDS.....	Basic Business Development Services
BYOB.....	Be Your Own Boss
BDF.....	Business Development Fund
BDS.....	Business Development Service
CDCS.....	Country Development Cooperation Strategy
COP.....	Chief of Party
CRS.....	Catholic Relief Services
DCOP.....	Deputy Chief of Party
DO.....	Development Objective
EDC.....	Education Development Center, Inc.
FAAB.....	Farming as a Business
FSP.....	Financial Service Provider
GAP.....	Good Agriculture Practice
GIS.....	Geographic Information System
GIZ.....	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOR.....	Government of Rwanda
GROW.....	Grow Your Own Business
IP.....	Implementing Partner
IR.....	Intermediate Result
LOP.....	Life of Project
MIFOTRA.....	Ministry of Public Service and Labor
MIGEPROF.....	Ministry of Gender and Family Promotion
MINEDUC.....	Ministry of Education
M&E.....	Monitoring and Evaluation
MOU.....	Memorandum of Understanding
MSME.....	Micro Small Medium Enterprises
NEP.....	National Employment Program
OCA.....	Organizational Capacity Assessment
PSDAG.....	Private-Sector Driven Agriculture Growth
PSP.....	Private Service Provider
PWD.....	People with Disabilities
QPR.....	Quarterly Progress Report

RCT.....	Randomized Control Trial
RFA.....	Request for Applications
RTQF.....	Rwanda TVET Qualification Framework
SILC.....	Savings and Internal Lending Communities
SMART.....	Skills for Marketing and Rural Transformation
SRH.....	Sexual and Reproductive Health
STTA.....	Short Term Technical Assistance
SWOT.....	Strengths, Weaknesses, Opportunities, Threats
TIG.....	Taking It Global
TOT.....	Training of Trainers
TVET.....	Technical Vocational Education and Training
UPHLS.....	Umbrella of Organizations of People with Disabilities in the Fight against HIV and AIDS in Health Promotion
USAID.....	United States Agency for International Development
WBL.....	Work-based Learning
WDA.....	Workforce Development Authority
WRN!.....	Work Ready Now!
YSO.....	Youth Service Organization
YWD.....	Youth with Disabilities



## Annex A: Progress Achieved on Planned FY17 Performance Indicator Targets

Code	Performance indicators	TARGETS		LOP ACCOMPLISHMENTS (as of Sept 2017)		FY 18 Targets
				FY 2017		
		LoP	FY 17	#	%	
	Employment rate (percentage) of youth graduates of USG-supported Huguka Dukore [CDCS DO-4]	65%	0	0		65%
	Number of individuals with new or better employment (including self-employment) following completion of USG-assisted workforce development programs [4.6.3-2, CDCS 4.2]	20,800	0	0		4,768
	Number of youth pursuing further education and/or training, after completing Huguka Dukore	3,200	0	0		734
	Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities [GNDR-4]	TBD on baseline				
<b>IR 1: Improved employability skills for vulnerable youth</b>						
1.1	Number of individuals with improved skills following completion of USG-assisted workforce development programs (Outcome) [EG.6-2, CDCS 4.2.1]	22,400	0	1,909 M= 647 F= 1,262	n/a	5,135
1.1.1	Number of persons participating in USG-funded workforce development programs	40,000	3,500	3,428 M= 1,206 F=2,222 Rural: 1562 Urban: 1866	98%	9,450
1.1.2	Number of individuals who complete USG-assisted workforce development programs [EG.6-3]	32,000	0	0		7,336

1.1.3	Number of internships financed by employers and facilitated by USG-funded WFD program	16,250	0	0		4,050
1.2.1	Number of people who received FP/RH message outside facilities [3.1.7. Zo1]	28,800	1600	1,944 M= 663 F= 1,281, Rural: 808 Urban: 1136	n/a	8,000
1.2.2	Number of civil society organizations (CSOs) receiving USG assistance engaged in health advocacy [3.1-6]	25	10	10	100%	9
1.2.3	Percent of audience who recall hearing or seeing a specific USG-supported FP/RH message [3.1.7.2-1]	80%	80%			80%
<b>IR 2: Increased viable self-employment among vulnerable youth</b>						
2.1	Number of youth who create new businesses as a result of Huguka Dukore assistance	6,760	0	0		1,820
2.2	Number of new businesses created as a result of Huguka Dukore assistance [custom] (Outcome)	4597	0	0		1,238
2.3	Percentage of youth businesses with increased capacity as a result of Huguka Dukore assistance	75%	0	0		75%
2.1.1	Number of firms receiving USG-funded technical assistance for improving business performance [EG.5.2-1]	4,000	0	0		950
2.1.2	Number of beneficiaries with new market linkages as a result of USG assistance	5,000	0	0		1,000
2.2.1	Total number of clients benefiting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors [EG.4.2-1]	13,000	0	1,660		4,000

### IR 3: Higher quality, more coordinated workforce development service delivery system

3.1	Number of USG-supported workforce development institutions meeting or exceeding minimum job placement rate (60% or more job placements for youth) [CDCS 4.2.3]	12	0	0		9
3.1.1	Number of organizational competencies developed	TBD based on final tool				
3.2.1	Percentage of Implementing Partners meeting or exceeding the target of 80% retention	80%	80%	10	100%	80%
3.3.1	USD value of cost share provided by government, private sector, and development partners targeting Huguka Dukore Activity beneficiaries	350,000	35,000	0		70,000
3.3.2	Number of employers participating in and contributing to skills development and employment services for vulnerable youth under the Huguka Dukore Activity	800	0	0		250
3.4.1	Percent of targeted workforce development institutions with established referral networks	75%	75%	0		75%
3.4.2	Number of employment opportunities posted on the DEOP	TBD				

### Deviations Below or Above 10% of Planned FY17 Targets

Code	Indicator	Explanation
1.1	Improved Skills	This is directly linked to youth completion of Work Ready Now training. All youth who complete this training and earn a passing mark of 50% and above in all assessments are counted for this indicator. More youth completed WRN training during year one than was anticipated because the project was able to accelerate the year one youth enrollment process.
1.2.1	FP/RHHealth Messages	All youth who complete the Work Ready Now training are counted for this indicator. More youth completed WRN training during year one than was anticipated because the project was able to accelerate the year one youth enrollment process.
2.2.1	Access to Financial Services	Consortium partner CRS accelerated the timetable for implementation of the SILC component, which enabled 1,660 youth to participate in SILC groups during FY17.

3.2.1	IPs exceeding 80 % retention of youth	We exceeded this target as 100 % of our IPs (10/10) retained more than 80% of youth within WR classes. Youth retention varied between 92 and 98 % across IPs.
3.3.1	Cost Share	EDC is fully committed to its cost share obligations but was not able to register cost share during FY17 due to the demands of project start up. The EDC Home Office cost share specialist is currently reviewing potential cost share which we expect to be registered in FY18.
3.4.1	IPs with Established Referral Networks	Implementing Partners that have established referral networks are known when youth start the next job placement and work based learning phase. This didn't happen in FY17 for, as the project was at its beginning, IPs had only one quarter to conduct work readiness training and offer complementary services that included micro-enterprise start up training (Be Your Own Boss Training) and Technical Training.

## Annex B: Cumulative List of Reports Posted on the Development Experience Clearinghouse

The following is a list of report/studies/documents sent to USAID's Development Experience Clearinghouse (DEC).

Report Type	Report Title	Date Submitted
Quarterly Reports	Huguka Dukore Quarterly Progress Report December 9 – March 31, 2017	May 15, 2017 (Resubmitted)
	Huguka Dukore Quarterly Progress Report April 1 – June 30, 2017	July 30, 2017