



# RETURNING MIGRANTS' ECONOMIC REINTEGRATION: MAPPING OF STAKEHOLDERS, PROGRAMMES, AND POTENTIAL PARTNERSHIPS

NIGERIA – ANNEXES

ALTAI CONSULTING FOR THE EUTF – 2022



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# CONTENTS

<b>A. STAKEHOLDER INFORMATION SHEETS</b> .....	<b>3</b>
A.1. IOM.....	3
A.2. GIZ.....	6
A.3. Lagos State Employment Trust Fund .....	13
A.4. EdoJobs .....	22
A.5. Delta State Job and Wealth Creation Bureau & MSME Agency.....	32
A.6. Enugu SME Centre and Enugu Jobs.....	48
A.7. Industrial Training Fund.....	53
A.8. Genius Hub .....	59
A.9. Field Ready.....	66
A.10. Sustainable Hospitality Alliance.....	69
A.11. Jobberman .....	75
A.12. Poise Nigeria.....	80
A.13. ICMPD Centre of Practical Skills, Start-up centre, Business park .....	83
A.14. N-Power programme (Nigerian government) .....	87
A.15. NAPITIN project (EU, AFD, GIZ) .....	91
A.16. World Bank projects (IDEAS, EdoBEST, Nigeria for Women) .....	93
A.17. UNICEF Generation Unlimited .....	99
A.18. ActionAid Dare To Hope project .....	103
A.19. Federation of Informal Workers Organisation of Nigeria .....	105
A.20. OZE .....	109
A.21. I-DICE programme (AFDB, AFD, EU) .....	112
A.22. ILO Employment and Reintegration Programme .....	115
A.23. GEEP programme (government).....	117
<b>B. Presentation of the edo and delta states' technical education boards and of their training institutions</b> .....	<b>120</b>
B.1. Edo State Technical Education Board .....	120
B.2. Delta State Technical Education Board .....	122
<b>C. Details on and comparison of selected microfinance institutions</b> .....	<b>125</b>
<b>D. Nigeria poverty and migration statistics</b> .....	<b>126</b>
<b>E. List of stakeholders interviewed</b> .....	<b>128</b>

# A. STAKEHOLDER INFORMATION SHEETS

## A.1. IOM

IOM	
<b>Country</b>	Nigeria
<b>Intervention area</b>	Whole country
Voluntary return and reintegration assistance	
<b>Project name</b>	EU-IOM Joint Initiative for migrant protection and reintegration ('JI')
	Other IOM-managed projects provide extra funding/support for target migrants/returnees, including the REAG-GARP and <i>Starthilfe</i> project for migrants returning from Germany, and an AVRR programme with Switzerland. The below factsheet focusses on the JI, which is IOM's main reintegration programme in Nigeria and has harmonised the reintegration assistance process for all IOM-supported returnees.
<b>Main project objectives and features</b>	<p>The JI provides protection and voluntary return and reintegration assistance (AVRR) to returnees stranded on the migration routes to Europe and in Northern Africa – plus some migrants returning from Europe. It also organises migration-related awareness-raising campaigns in the main areas of departure in Nigeria and works to strengthen the country's migration governance. As part of the AVRR component, the JI offers economic, social, psycho-social assistance to returnees in order to facilitate their reintegration (and prevent irregular remigration). IOM collaborates with federal, state and local partners, including CSOs and the private sector, to provide the following types of economic assistance:</p> <ul style="list-style-type: none"> <li>• Some returnees have benefitted from temporary cash-for-work after their return, while waiting for the economic reintegration process to start. Those identified as particularly vulnerable/affected during the COVID-19 crisis have received a cash transfer (pilot).</li> <li>• 5-day business skills training delivered by trained CSOs to all interested returnees.</li> <li>• Few returnees have benefitted from TVET so far, mainly due to a low demand. During the business skills training, the counselling and orientation session now includes information about TVET opportunities, which helps identify/stimulate the demand and organise referrals (to GIZ mainly).</li> <li>• Individual economic support, initially targeted at vulnerable returnees only, is now offered to most returnees. Before that, most returnees were invited to set up a collective project/microbusiness; some were selected to join a community-based projects (4 are on-going).</li> <li>• Few direct job placements have been achieved so far because of the lack of adequate opportunities/offers from employers and employment agencies.</li> <li>• In the follow-up phase, case management expert teams (CMETs) and IOM/CSO staff provide technical advice, coaching, and in-kind support to returnees.</li> </ul>
<b>Project duration</b>	April 2017 – on-going
<b>Project location</b>	Nationwide, with a focus on the main areas of return (Edo, Delta, and Lagos states)

<b>Budget and donor</b>	EUR 15.5 million (100% EUTF funded) + top-up (regional total EUR 100 million)
<b>Number of beneficiaries (target)</b>	11 300 returnees receiving reintegration assistance
<b>Number of beneficiaries (to date)</b>	Over 15 000 beneficiaries of economic reintegration support as of July 2022
<b>Coordination with national authorities and external support agencies</b>	
<b>Institutional anchoring and relationships</b>	<p>Multiple and strong collaboration with the line ministries, including NCFRMI, the Federal Ministry of Labour and Employment and state Employment Directorates, Migrants Resource Centres, NAPTIP, Edo State Task Force Against Human Trafficking, etc.</p> <p>Collaboration with national and local actors became smoother over time and the JI's absorption capacity improved. Coordination is effective through formal meetings and informal relations, and generally appreciated by all parties.</p> <p>Weak political prioritisation and reliance on EU/IOM funding are major constraints for full national leadership, ownership, and sustainability.</p>
<b>Referral mechanisms (set up or planned)</b>	<p>For business skills training, counselling and orientation, individual and micro-business support, and follow-up assistance, IOM refers returnees to the CSOs it partnered with and trained in all intervention states, which are themselves supported by CMET incl. state-level actors.</p> <p>Referrals to GIZ for TVET (and potentially internships and job placements), more rarely to MRCs, the Lagos State Employment Trust Fund, and EdoJobs.</p>
<b>Perspectives / future partnership opportunities</b>	IOM is already a key AVRR implementing partner for the EU/EUTF.
<b>Remarks</b>	
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• High financial needs of returnees upon arrival in Nigeria combined with delays in the start and delivery of the economic assistance, especially in the first years of the JI, means that returnees need more short-term/immediate cash support.</li> <li>• Returnees are more interested in individual support and in cash than other forms of economic support.</li> <li>• Individual and collective projects face management, group dynamics, and sustainability issues; community-based projects require considerable time and resources to materialise.</li> <li>• Low demand for TVET (but may be growing once returnees are able to meet their basic financial needs), lack of opportunities for direct job placements, and challenge for returnees to access additional financial support; overall, matching returnees' and the labour market's demand and capacity is challenging.</li> <li>• Lack of resources for longer and more intensive follow-up support to returnees (need for longer term coaching, easier access to additional funds/finance etc.).</li> <li>• Need to continue supporting national actors in taking a stronger reintegration leadership, coordination and/or management role despite capacity constraints, incl. a more central role in managing referrals.</li> </ul>
<b>Other comments and lessons learnt</b>	Reintegration monitoring and sustainability surveys are conducted on a regular basis by IOM among returnees having received assistance and independent surveys were carried out by Altai Consulting in 2019-2021. Key results include:

	<ul style="list-style-type: none"> <li>• 2 in 3 returnees surveyed by Altai Consulting were overall satisfied with the assistance received from the JI.</li> <li>• 80% of returnees reported not being informed of reintegration opportunities offered by actors other than IOM, but only about a quarter say that they were not offered enough options that suited their interest and plans.</li> <li>• The EU-IOM requirement to formalise micro-businesses creates an additional burden for returnees.</li> <li>• Two thirds of respondents who set up a microbusiness with JI support were able to cover at least “most” of their needs, as opposed to less than 20% of respondents not yet having done so; and three quarters said that IOM’s economic assistance helped improve their employment and financial situation.</li> <li>• The pilot cash assistance modality provided to particularly vulnerable returnees during the COVID-19 crisis could be extended or integrated into the economic assistance package for future returnees, if donor funding and policy allow it.</li> </ul>
<b>Contacts</b>	
<b>Focal points and contacts</b>	<p>Prestage Murima, IOM Head of Programmes, pmurima@iom.int, +234 9062421084</p> <p>Ruth Mbugua, IOM Migrant protection and assistance programme manager, rmbugua@iom.int, +234 907 121 1449</p>

## A.2. GIZ

GIZ	
<b>Country</b>	Nigeria
<b>Overview</b>	<p>The GIZ so-called ‘Sustainable Economic Development Cluster’ (SEDEC) in Nigeria currently includes seven GIZ programmes which all work on different aspects of sustainable economic development in Nigeria:</p> <ul style="list-style-type: none"> <li>• Programme Migration for Development (PME)</li> <li>• Skills Development for Youth Employment (SKYE)</li> <li>• Pro-Poor Growth and Promotion of Employment in Nigeria (SEDIN)</li> <li>• Green Innovation Centre for the Agriculture and Food Sector in Nigeria (GIAE)</li> <li>• Promotion of Agricultural Finance for Agri-based Enterprises in Rural Areas (AgFin)</li> <li>• Programme Migration &amp; Diaspora (PMD)</li> </ul> <p>In addition, the country component of the Tech Entrepreneurship Initiative Make-IT in Africa (MakeIT) is also associated with the cluster.</p> <p>This infosheet focusses on the first three projects which more intentionally include returnees in their target groups.</p>
<b>Intervention area</b>	GIZ intervened in many states throughout the country. Details by programme are provided below.
Counselling and assistance to candidate migrants and returnees	
<b>Project name</b>	Programme Migration for Development ( <i>‘PME programme’</i> )
<b>Main project objectives and features</b>	<p>Returnees from Germany receive pre-departure counselling and, possibly, TVET.</p> <p>In Nigeria, three Nigeria-German Centres of Jobs, Migration and Reintegration (NGCs) located in Lagos, Abuja or Benin City offer the following support services:</p> <ul style="list-style-type: none"> <li>• Information and counselling on legal and irregular migration, reintegration, career path and job opportunities (incl. through labour market information events and job fairs)</li> <li>• Shelters</li> <li>• Social and psychosocial support</li> <li>• Short soft skills, employability, and business skills training (incl. business management and financial literacy)</li> <li>• 6–12-week TVET in various sectors, incl. fish farming, agro-processing, car mechanics, manufacturing, construction, hairdressing, fashion, catering, event management, and ICT</li> <li>• Internship and job placement opportunities</li> <li>• Coaching/mentoring and follow-up support</li> </ul> <p>NGCs provide such assistance either directly through their own staff, or in collaboration with Migrant Resource Centres and through partnerships with and referrals to multiple civil society and private sector organisations.</p>
<b>Project duration</b>	2017 – 2023 (on-going). With good prospects for project extension beyond 2023
<b>Project location</b>	Lagos and Edo states, and FCT/Abuja
<b>Budget and donor</b>	EUR 14.77 million

<b>Number of beneficiaries (target)</b>	No set target – demand driven service. Among target beneficiaries, 75% are meant to be voluntary returnees from Germany.
<b>Number of beneficiaries (to date)</b>	As of late September 2022: <ul style="list-style-type: none"> <li>• 52 700 individual consultations;</li> <li>• 1 000 beneficiaries of psycho-social support;</li> <li>• 104 700 individual support measures (social and economic assistance);</li> <li>• 20 000 people in employment (out of which 11 200 have started their own business);</li> <li>• Among all beneficiaries having received support, 800 were German returnees and 2 000 returnees from third countries.</li> </ul>
<b>Youth employability &amp; employment (incl. returnees)</b>	
<b>Project name</b>	Skills Development for Youth Employment ('SKYE project')
<b>Main project objectives and features</b>	<p>The project objectives are to increase the prospects of employment for Nigerian youth aged between 15 and 35 and for returnees in selected sectors of the economy. It works on both the job supply and demand sides, and at the upstream (policy, institutional, sector), meso, and micro levels, by:</p> <ul style="list-style-type: none"> <li>• Funding long and short-term technical trainings and internships, entrepreneurial, soft, and employability skill trainings (e.g., CV writing training, job interview training, incl. through an e-learning platform) and career counselling for young people including returnees. Over half of beneficiaries were trained in agriculture, the rest in construction, fashion, ICT, and hospitality. Those wishing to set-up their own business are typically provided with a start-up kit and some follow-up coaching. Most returnees are referred to the project by IOM and MRCs.</li> <li>• Organising labour market information campaigns (notably in partnership with the GIAE project), physical and virtual job and career fairs, and piloting online platform for mobile devices that links crafts persons with potential clients, to order to better link the demand with the supply of employment.</li> <li>• Establishing institutionalised dialogue on TVET between public and private sector actors at the federal and state levels. Dialogue forums are organised with representatives from relevant state and federal ministries, business associations, civil society, trade unions and development partners with the view to align TVET more closely with labour market needs. Recommendations are made for improving TVET and employment policy, regulation and promotion.</li> <li>• Designing and implementing pilot models for formal and non-formal TVET in the field of industrial electronics, industrial mechanics, technical facility management and office administration, electrical and solar photovoltaic installation and maintenance: dual vocational training (combination of classroom and workplace-based training) and involvement of the private sector in training design and delivery.</li> <li>• Improving the quality of TVET by delivery by developing or improving national and state guidelines, standards, curricula, and teaching materials; and by training and mentoring teachers for TVET in selected, labour-intensive sectors (mainly agriculture, construction, solar energy and manufacturing).</li> <li>• Building capacity of intermediary organisations, both within the federal and state government agencies and the private sector (e.g., chambers of commerce and industry, business associations, state employment agencies, local job centres, TVET centres, and counselling institutions), by: promoting organisational change; piloting innovative training models; building information systems; and organising study tours and training. Training on technical contents, teaching didactics, administration, collaboration &amp; leadership, and data management.</li> </ul>

<b>Project duration</b>	May 2018 – September 2023 (on-going). Discussions are underway for a new funding from BMZ until 2026.
<b>Project location</b>	7 states: Lagos, Edo, Ogun, Enugu, Abuja, Plateau, Adamawa
<b>Budget and donor</b>	EUR 42.2 million from the German Ministry for Economic Cooperation and Development (BMZ) + co-funding from the Swiss Agency for Development and Cooperation (SDC)
<b>Number of beneficiaries (target)</b>	SKYE's initial target was to provide vocational training and place in (self-) employment or internships a total of 11 000 beneficiaries. There was no specific sub-target for returnees.
<b>Number of beneficiaries (to date)</b>	As of June 2022: <ul style="list-style-type: none"> <li>• 12 000 beneficiaries of TVET and soft and employability skills training, incl. 520 returnees;</li> <li>• Among these beneficiaries, 5 750 people benefitted from TVET (incl. 520 returnees) and 4 400 gained employment or started their own business (incl. 375 returnees);</li> <li>• 94 returnees were referred to the project by IOM.</li> </ul>
<b>Support to entrepreneurship and private MSMEs</b>	
<b>Project name</b>	Pro-Poor Growth and Promotion of Employment in Nigeria ( <i>'SEDIN' project</i> )
<b>Main project objectives and features</b>	<p>The project supports the development of micro, small and medium-sized enterprises (MSMEs) with the aim to improve income opportunities and economic growth and to increase youth employment in selected sectors: agriculture (potatoes, manioc, rice, tomatoes, chilli and ginger), clothing, leather goods and social housing construction sectors. It works on the supply and demand sides, at the policy, institutional and operational/field level. More specifically, SEDIN aims to:</p> <p><b>Boosting entrepreneurial skills by:</b></p> <ul style="list-style-type: none"> <li>• Modernising short business start-up and marketing courses for people willing to set-up a business;</li> <li>• Designing a six-month 'training and coaching loop' for start-up and established entrepreneurs (4 successive modules: Inspire, Create a business idea, Start, and Scale); and rolling them out among training providers so they can, in turn, train MSMEs on a continuous basis;</li> <li>• Setting up and strengthening service providers for MSMEs, such as MSME advice centres and job centres (the later with EdoJobs);</li> <li>• Providing secondary school students with entrepreneurial skills training and career guidance;</li> <li>• Basic financial literacy has also been incorporated into school curricula.</li> </ul> <p><b>Implementing interventions targeting returnees</b> among other groups. The project offers the following:</p> <ul style="list-style-type: none"> <li>• 2-day career path counselling and entrepreneurial thinking training with up to 100 participants per location<sup>1</sup></li> <li>• 13-day entrepreneurship training for beginners covering rudiments in business start-up and development, financial literacy, sales strategies, and client retention, followed by mentorship (10 days) and a nine-week internship</li> <li>• 5-day financial literacy training on how to manage their finance (also offered to local communities)</li> </ul>

<sup>1</sup> Includes modules on basic entrepreneurship skills, mentality coaching, career consulting, CV writing and interview preparation.



	<ul style="list-style-type: none"> <li>• 8 weeks 1-on-1 business coaching, targeted specifically at German returnees who already run a business, help them develop a business plan and provide work equipment to selected beneficiaries</li> </ul> <p>Typically, returnees are referred to the project by IOM and MRCs.</p> <p><b>Developing value chains in selected sectors</b>, including, in Edo: ICT/e-commerce and Cassava Processing, and in Lagos: recycling, and Leather and garment (component with EU co-funding – see below)</p> <p><b>Facilitating access of MSMEs to financial services</b> by:</p> <ul style="list-style-type: none"> <li>• Providing capacity building and technical support to the Central Bank of Nigeria, 15 microfinance institutions, and state employment agencies (organisational change, product development, risk management, internal controls, social performance, reporting);</li> <li>• Helping government, private and civil society organisations in developing and rolling out training and e-learning courses to improve financial literacy among farmers and MSMEs (incl. start-ups and agri-businesses) and the general population.</li> </ul> <p><b>Strengthening the regulatory and institutional framework</b> by:</p> <ul style="list-style-type: none"> <li>• Conducting diagnostic studies and organising a dialogue on necessary reforms between MDAs and the private sector; and</li> <li>• Providing advice on issues such as employment promotion, business registration, land acquisition, building permits, and taxation.</li> <li>• As a result, in some states, advocacy and conflict arbitration bodies were created, taxes on MSMEs diminished, and the time required for land acquisition and obtaining a building permit has been reduced.</li> </ul> <p>Most activities related to ‘Strengthening the regulatory and institutional framework’, ‘Facilitating access of MSMEs to financial services, establishing/strengthening services providers (advice centres for MSMEs, TVET centres...), and ‘Working with secondary school curricula and providing career counselling and basic entrepreneurship knowledge to students’ target other states than Lagos and Edo (see list of intervention states below).</p>
<b>Project duration</b>	The project started in 2011. Phase 3 started in 2017 and will end in October 2023. Discussions are underway for a new funding from BMZ until 2026.
<b>Project location</b>	<p><u>Southern states</u>: Lagos, Edo, Ogun, Oyo, Abia. SEDIN ‘migration and reintegration activities’ are targeted at Lagos, Edo and Abuja, with extensions to Ogun and Ondo states.</p> <p><u>Northern states</u>: Kaduna, Kano, Niger, Plateau</p>
<b>Budget and donor</b>	<p>EUR 42 million from German Federal Ministry for Economic Cooperation and Development (BMZ).</p> <p>The associated project/component ‘Nigeria Competitiveness project’ (NICOP) is co-funded by the EU (EUR 9 million).</p>
<b>Number of beneficiaries (target)</b>	Returnees are intentionally targeted/included among beneficiaries but represent a relatively small percentage. Initially, 4 000 returnees were to take the Inspire training module, 2 000 the Create module, 1 000 the Start module, and 500 the Scale module.
<b>Number of beneficiaries (to date)</b>	<p>As of June 2022:</p> <ul style="list-style-type: none"> <li>• 140 000 people improved their financial literacy (among entrepreneurs and young people), incl. 30 000 secondary school students who received career counselling and nearly 4 500 who took the Inspire training module.</li> <li>• Over 5 350 job seekers and microentrepreneurs trained and coached to gain business skills (through the short start-up course or the Training and Coaching Loop) and supported to formalise their business in various sectors including in agriculture/farming.</li> </ul>


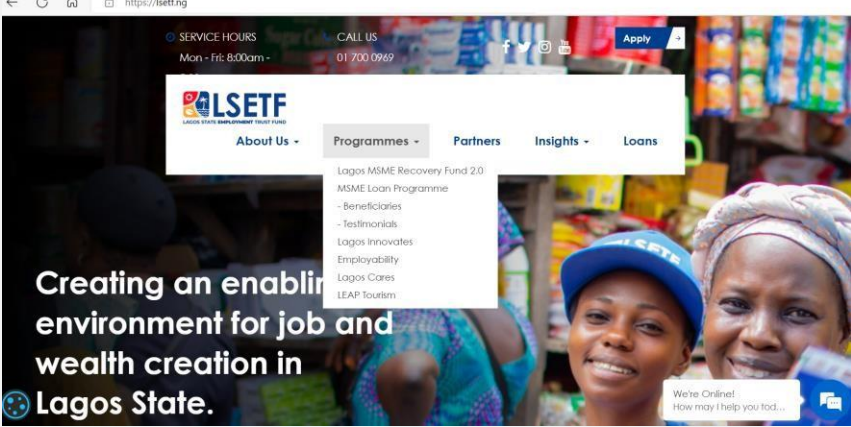
	<ul style="list-style-type: none"> <li>• 870 returnees received short-term business start-up training (any module) or another form of support. 500 benefitted from the Start module. 152 of them were referred to GIZ by IOM.</li> <li>• 2 631 jobs were created. Nearly 2 000 trained job seekers and microentrepreneurs (incl. returnees) registered their business officially to CAC, FIRS, NAFDAC, and/or SMEDAN.</li> <li>• Over 10 000 MSMEs were trained on contract management.</li> <li>• 1 175 entrepreneurs gained access to credit and financial services (in other states than Lagos and Edo).</li> </ul> <p>The project monitors the number of people gaining employment and establishing a business through the checklists/Kobo monitoring survey developed for the post-training assessments (6,12, 24 months after training completion).</p>
<b>Coordination with national authorities and external support agencies</b>	
<b>Institutional anchoring and relationships</b>	<p><b>PME:</b></p> <ul style="list-style-type: none"> <li>• The project and NGCs are under the leadership of the Federal Ministry of Labour and Employment (FLME). They also work closely with the relevant federal and state MDAs, labour administration and state employment agencies, Migrant Resource Centres, IOM, other GIZ projects (see below), and many civil society and private organisations providing a range of services to young people incl. returnees.</li> <li>• Collaboration with these stakeholders is described as relatively fruitful. Monthly meetings are held with IOM, notably to organise returnees' referrals (from GIZ/MRCs to IOM and the other way around).</li> </ul> <p><b>SKYE:</b></p> <ul style="list-style-type: none"> <li>• The project's lead partner is the Federal Ministry of Finance, Budget and Planning. Yet, it actively collaborates with numerous federal and state technical MDAs (incl. state employment agencies such as Lagos State Employment Trust Fund and EdoJobs, migrant resource centres, job centres), as well as with CSOs, Nigerian and German business associations, and individual private partners (employers, TVET centres, innovation hubs, etc.). The project team reports high satisfaction with their collaboration with LSETF and EdoJobs. No active partnership with NDE and SMEDAN despite attempts to set up a collaboration (except at the policy/institutional on the coordination of the MSME policy implementation).</li> <li>• SKYE also actively collaborates with IOM (mainly in Lagos and Edo) and ICMPD (in Enugu).</li> <li>• Coordination with these actors is focused on and often limited to the project purposes rather than at the broader, sector and strategy level.</li> </ul> <p><b>SEDIN:</b></p> <ul style="list-style-type: none"> <li>• The lead partner is the Federal Ministry of Budget and National Planning. In addition, the project works with the many other relevant MDAs, the Central Bank of Nigeria, 15 microfinance institutions, SMEDAN (at the policy coordination and institutional level), state employment agencies (LSETF, EdoJobs...) and private and CSO organisations. The collaboration is strong due to the project's long history and support. The consulting firms GOPA Consultants and AFC Agriculture and Finance Consultants support field implementation.</li> </ul>
<b>Referral mechanisms (set up or planned)</b>	<ul style="list-style-type: none"> <li>• IOM and MRCs refer returnees to GIZ (PME, SKYE, and SEDIN) and their partner organisations, mostly for TVET and entrepreneurship training.</li> <li>• SKYE organises a profiling and counselling session for returnees even after IOM or MRCs have already done so.</li> <li>• GIZ/SKYE also refers to IOM returnees in need of social and psycho-social support.</li> </ul>

<p><b>Perspectives / future partnership opportunities</b></p>	<p>There are great complementarities between IOM and GIZ activities, on TVET, youth employment, and reintegration aspects as well as at the policy and institutional levels. Some have already materialised, notably through referrals from IOM to SKYE and the other way around, through respective support to MRCs, and through policy dialog initiative.</p> <p>However, complementarities and synergies should be further strengthened and EU funding to GIZ could help achieve them and strengthen coordination between the two organisations. For example:</p> <ul style="list-style-type: none"> <li>• IOM could make a better use of the range of services offered by GIZ, the Nigerian-German Centres and the MRCs to youth (or better inform all returnees about these opportunities)</li> <li>• GIZ could more actively participate in existing, government-led reintegration initiatives and coordination structures.</li> <li>• EU funding to all main initiatives contributing to returnees' reintegration (IOM and GIZ – as well as ICPMD) would foster inter-agency collaboration and place them under stronger EU and government leadership.</li> </ul> <p>There are also great complementarities between EU/EUTF and GIZ's strategy and programming.</p> <ul style="list-style-type: none"> <li>• Nigeria is one of the only countries in the region where EUTF did not fund "root cause" programmes aiming to provide TVET and/or employment opportunities to youth alongside the JI AVR. Initially, EUTF was to co-fund the SKYE project, but it did not happen for political reasons.</li> <li>• GIZ could not only complement IOM's actions for returnees but also that of other EU, EU Member States (and other donor) funded programmes aiming to promote youth employability and employment (see infosheets 15, 16, and 21).</li> </ul> <p>To sum up, there is a partnership and funding opportunity for the EU that would likely create greater sectoral and programming coherence, and increased benefits for the EU, GIZ, the government, and returnees.</p> <p>GIZ is seeking additional sources of funding for its next phase of programming 2023-2026, ideally directed to its entire 'SEDEC cluster' rather than to the SKYE project specifically.</p> <p>Such funding could support both TVET and employment promotion:</p> <ul style="list-style-type: none"> <li>• <u>On the TVET side</u>, EU funding in coordination with national/state institutions and the World Bank IDEAS project (among other projects) could contribute to strengthening capacities of existing TVET institutions and establish new ones, particularly in rural areas.</li> <li>• <u>On the employment promotion side</u>, EU funding could help scale up the model of EdoJobs local job centres in more locations in Edo, but also in other states in collaboration with the state employment agency. Beside funding infrastructure, EU funds could be used for improving the policy framework for employment promotion in GIZ's partner states (Edo, Lagos and Ogun).</li> </ul>
<p style="text-align: center;"><b>Remarks</b></p>	
<p><b>Challenges and lessons learnt</b></p>	<ul style="list-style-type: none"> <li>• The GIZ SEDEC cluster projects are geographically spread, do not carry out all components in all states; this can result in fragmented and patchy interventions although, by design, they are to be coherent, synergetic, intensive, and long-term.</li> <li>• MRCs' capacities and management are uneven and weak overall despite technical and financial support from GIZ and other organisations (ILO, IOM). The NELEX website is not functional, outdated, and not user-friendly. NGCs are both supporting MRCs and creating a parallel system. NGCs and MRCs are now in the process of merging, however.</li> <li>• The way IOM implements its data protection policy for returnees hinders effective and rapid referrals to GIZ and its partners.</li> </ul>

	<ul style="list-style-type: none"> <li>• Working with and improving the quality of public TVET centres and other employment structures and services is a challenge because of capacity, management, and political leadership issues. The level of engagement and capacities from federal and state authorities is also uneven and evolving.</li> <li>• The capacity of training graduates remains weak overall and the percentage creating a business and/or gaining employment after the training is relatively low (see beneficiary result data above and under the PME project).</li> <li>• Facilitating access to funding (microfinance) for young entrepreneurs and returnees remains difficult because of considerable constraints on both the demand and supply side. Loan application processing is slow and success rate low. Initiatives in this regard have not yet been successful. NGC is currently developing a revolving fund pilot project with FIWON to provide access to working tools for graduates of the Federal Ministry of Labour and Employment (FMLE) skills acquisition centres and MRC/NGC trainings. Community-based saving and loan groups could also be explored as an alternative.</li> <li>• The coordination of GIZ with reintegration sector players and with other youth employment programmes and development partners could be improved.</li> <li>• GIZ has not been able to establish an active partnership with NDE or SMEDAN at the field implementation level due to weak management, heavy bureaucracy, and limited responsiveness on their (MDAs') end.</li> <li>• At the national level, there is a need for an effective labour market information system to better guide employment policies and programming, and a need for a unified, centralised, and up-to-date public job vacancies &amp; matching platform whose target and reach goes beyond potential migrants and returnees to encompass the whole Nigerian youth. Greater collaboration with private employment agencies/platforms is also needed.</li> <li>• Need to further develop/identify TVET service providers and good training curricula in health care, the creative industry, green jobs, and the digital economy.</li> </ul>
<b>Contacts</b>	
<b>Website</b>	PME project: <a href="https://www.giz.de/en/worldwide/62318.html">Advisory Centre Nigeria   Startfinder: https://www.giz.de/en/worldwide/62318.html</a> SKYE project: <a href="https://www.skyenigeria.net/">https://www.skyenigeria.net/</a> SEDIN project: <a href="https://sedin-nigeria.net/">https://sedin-nigeria.net/</a>
<b>Focal points and contacts</b>	PME project: Sandra Vermuijten, sandra.vermuijten@giz.de SKYE project: Tobias Wolfgarten, skye@giz.de SEDIN project: Markus Wauschkuhn, sedin@giz.de GIZ Abuja: +234 8135157249

### A.3. LAGOS STATE EMPLOYMENT TRUST FUND

Lagos State Employment Trust Fund	
<b>Country</b>	Nigeria
<b>State / locations of operation</b>	Lagos state (state-wide)
Organisational information	
<b>Type of organisation</b>	State level employment promotion agency Public, officially registered
<b>Year of creation</b>	2016 (establishment by law)
<b>Type of support / services provided</b>	<p>LSETF was created with an initial capital of 25 billion naira with the mandate to tackle unemployment and promote entrepreneurship in Lagos State by empowering its residents with skills, job and wealth creation opportunities. LSETF fosters skills, employment and entrepreneurship by:</p> <ul style="list-style-type: none"> <li>• Formulating state policies designed to improve the business environment in Lagos State</li> <li>• Strengthening the institutional capacity of MSMEs</li> <li>• Improving access to finance and markets</li> <li>• Promoting human capital development through programmes designed to train Lagos residents with relevant skills (employability, entrepreneurship, technical, soft skills) and place them in paid employment</li> <li>• Supporting innovation hubs (esp. in the tech ecosystem) for founders and start-ups with infrastructure, funding, learning and networks</li> </ul>
<b>Size and governance</b>	<p>LSETF employs 60 to 100 people.</p> <p>LSETF main office is in Lagos and covers the whole state.</p> <p>It also has local liaison offices in all local government areas (LGAs) of Lagos state that can help local residents get information about LSETF services, prepare applications, etc.</p> <p>Half of the Executive Board and Management are composed of women.</p>
<b>Profile of beneficiaries</b>	<ul style="list-style-type: none"> <li>• <b>Beneficiaries of loan programmes</b> can be individuals or businesses in any type of industry as long as they reside and are registered as resident in Lagos state. No typical profile in terms of education background, gender, age etc. Currently, some small-loan programmes are targeted at individual micro-entrepreneurs of the informal sector, while others (with higher interest rates) are for small and medium enterprises of the formal sector. Some financial support programmes specifically target schools, training centres, artisans, businesses in the tourism and hospitality sector, and women entrepreneurs (see details on eligibility criteria for loans and modalities below). New programmes are periodically launched based on the economic context (e.g., Covid) and on partners' programmes and funding (e.g., local banks or international development agencies).</li> <li>• <b>Support to innovation enterprises and hubs</b> is mostly for technology- and innovation-driven start-ups, but specific programmes can also include other types of start-up entrepreneurs (see details below).</li> <li>• <b>Beneficiaries of entrepreneurship and vocational trainings, internships, and job placements</b> are typically from the youth in the formal and informal sectors. LSETF attempts to achieve men/women parity, although women tend to be more numerous in certain sectors/jobs and men in others. It has enrolled about 40 returnees in the past as part of its collaboration with IOM</li> </ul>

	and GIZ, but they represent a small minority among all LSETF beneficiaries to date.
<p><b>Total capacity (current and future)</b></p>	<p>Management/absorption capacity assessed as high based on direct interactions with the LSETF management staff, reports from LSETF funding and implementation partners, direct observation of their main office, the presence of liaison offices in all LGAs, and the results achieved to date (which are detailed below).</p> <p>The initial target of people trained has already been reached. New financial products have recently been launched targeting various groups including poor Lagos state residents and informal workers, and they are now offered to all training graduates. The number of partner enterprises and hubs is growing.</p> <p>LSETF was directly created by the state government and benefits from strong political support.</p>
<p><b>Communication strategy for reaching beneficiaries &amp; potential beneficiaries</b></p>	<ul style="list-style-type: none"> <li>• LSETF liaison offices in all LGAs</li> <li>• Collaboration with external partners: Lagos state government, banks, UNICEF, IOM, GIZ, UNDP, UNCDF, TVET centres, innovation hubs, etc.</li> <li>• Website: <a href="https://lsetf.ng/">https://lsetf.ng/</a></li> </ul>
<p><b>Photo</b></p>	<p>Main office</p>  <p>Website home page</p> 
<p><b>Details of services offered</b></p>	
<p><b>Access to finance for MSMEs</b></p>	<p>There are various types of loans offered, with different target groups, eligibility criteria, and credit modalities (see details on the LSETF <a href="#">webpage</a>). Currently available:</p> <p><b>MSME loans:</b></p> <ol style="list-style-type: none"> <li>1. <b>For new, start-up microbusinesses, after business owner has obtained a vocational training certificate</b> recognised by a Lagos state</li> </ol>

	<p>certifying body (or prior relevant experience can be demonstrated): loan from 50 000 to 250 000 naira per person. Tenor of 12-15 months (incl. 3-month moratorium). Equity = 5% of loan size, 9% annual interest rate. Eligibility criteria: registered as resident in the state, with national and tax ID, owing a bank account.</p> <ol style="list-style-type: none"> <li>2. <b>For women start-up microentrepreneurs, after they obtained a vocational training certificate</b> recognised by a Lagos state certifying body (or prior relevant experience can be demonstrated): loan from 50 000 to 250 000 naira per person. Tenor of 12 months (incl. 3-month moratorium). Equity = 5% of loan size, 10% annual interest rate. Eligibility criteria: registered as resident in the state, with national and tax ID, owing a bank account. Higher loan amounts (up to 5 million naira) with longer tenor (up to 24 months) available to female-headed businesses already in operation for 1 year or more; the largest loans are for formal businesses.</li> <li>3. <b>For “nano” entrepreneurs</b> (new scheme launched late 2021 targeting the “bottom of the pyramid”): loan from 50 000 to 100 000 naira. Annual interest rate: 9%. Tenor: 12 months, can be extended to 24. Eligibility and collaterals: minimal: no guarantor required but a recommendation letter from a professional association, a civil servant, local or religious leaders... – as the aim of this scheme is to reach the “bottom of the pyramid” (e.g., street vendors, petty retailers in the informal sector, etc.).</li> <li>4. <b>For established microbusiness owners</b> (business must be in existence for at least 1 year, not need to provide a vocational training certificate): loan from 50 000 to 500 000 naira per person, with 12-month loan tenor (no moratorium). Other loan eligibility criteria and modalities: same as above.</li> <li>5. <b>For established small and medium businesses in the formal sector</b>, in operation for at least 1 year (CAC registration, FIRS tax number, and 12-month corporate bank statement): loan up to 5 million naira per business. Tenor of 24-36 months. Equity = 5% of loan size, annual interest rate 5%.</li> <li>6. <b>For artisan microbusinesses</b>: loan up to 500 000 naira. Tenor of 12 months. No equity (tbc). 9,5% annual interest rate. 6 months bank statement; other loan eligibility criteria and modalities: same as above. Higher loan amounts (up to 5 million naira) with longer tenor (up to 24 months) available to artisan businesses already in operation for 1 year or more; the largest loans are for formal businesses.</li> <li>7. <b>For low-cost schools, training centres, and businesses in the tourism and hospitality sectors (formal businesses)</b>: loan of up to 5 million naira, tenor 24-30 months, equity = 5% of loan size, interest rate 5-9%.</li> </ol> <p>Main funding partners: FirstBank, Access Bank, US Africa Development Foundation, UNDP, GIZ, EdFin microfinance bank.</p> <p><b>MSME grants:</b></p> <p>Under the <b>Lagos CARES programme</b>, LSETF also offers grants to Lagos-based MSMEs, particularly those that took a loan before the Covid, to help them recover from the crisis. The Fund provides the following:</p> <ul style="list-style-type: none"> <li>• Credit grants to co-finance up to 40% of new loans given to businesses by qualified financial institutions after the onset of the COVID-19 crisis. Grants amount up to 100 000 naira for formal microbusinesses (3 staff minimum, evidence of registration and tax payment) and 2.5 million for SMEs (10 staff minimum, evidence of registration and tax payment).</li> <li>• Operations grants to support operational expenditure, incentivising MSEs to reach pre-COVID level of employment. Grants amount up to 150 000 naira for microbusinesses and 2.5 million for SMEs to cover up to 50% of any verifiable/ documented monthly operational cost for 6 months including but not limited to staff salaries, documented utilities, and documented private security expenses. Same conditions as above apply.</li> </ul>
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	<ul style="list-style-type: none"> <li>IT enhancement grants for up to 200 000 naira for microbusinesses and 2.5 million naira for SMEs (e.g., for IT equipment, bookkeeping software and apps, solar systems etc.). Same conditions as above apply.</li> </ul> <p>Lagos Cares financial partners may include Access Bank, UNDP, Polaris Bank, Bet King, VFD Group, TGIC, Century Group, GLA, ARM, IBM, Standbic IBTC, LAPO Microfinance Bank.</p> <p><b>Student loans / education sponsorship:</b></p> <p>Another programme is the <b>EDFIN student loan</b> (in partnership with EDFIN), which provides an educational financial support in form of a loan to Lagos State residents aged 18-45.</p> <ul style="list-style-type: none"> <li>Other eligibility criteria: must have a bank account, 12 months bank statement, and clean credit report; have admission to, and be enrolled in a course in an accredited/ verifiable educational institution (online and within Lagos); provide 2 co-signers with a sizable income, good credit history and a low debt-to-income ratio; evidence of tax payment (for applicants with work experience) or tax registration (for applicants without work experience); NYSC registration.</li> <li>Selection process: review of application documents; in-person interview; loan sensitisation training for shortlisted candidates; credit check. Funds are disbursed directly to the educational institution.</li> <li>Financial partner: EdFin Microfinance Bank</li> </ul> <p>LSETF does not have an active collaboration with financial cooperatives.</p>
	<p><b>Key results:</b></p> <ul style="list-style-type: none"> <li>Under the schemes #1 and 2 above, 1 717 start-up micro-entrepreneurs have received a loan as of 20 July 2022 (after having presented a valid training certificate). 474 loans are now closed. Portfolio at risk of default by amount = 43%. Portfolio at risk by number = 68.7% of total disbursed loans.</li> <li>Under scheme #3, 124 nano-entrepreneurs have applied for a loan to date, of which 31 have been accepted.</li> <li>Under the previous MSME Covid Lagos MSME Recovery Fund 2.0 which recently closed, 1 600 MSMEs benefitted from financial support.</li> </ul>
<p><b>Education, training and placements</b></p>	<p>The <b>LSETF Employability Support Project</b> started in 2018 with the aim of training 10 000 young Lagos residents (age 18-45) in various sectors (see list below) and help place successful graduates in line for immediate employment.</p> <ul style="list-style-type: none"> <li>Training programmes are administered through a large network of over 65 vetted<sup>1</sup>, mainly private vocational training centres across the state (listed <a href="#">here</a>). Vocational training centres are expected to have active contacts or partnerships with potential private sector employers who can influence the training contents and offer internship, apprenticeship, and employment opportunities. TVET centres are responsible for such placements – LSETF just monitors them.</li> <li>LSETF has also a database of over 850 employers offering internships and jobs in Lagos state.</li> <li>More sectors, training centres and potential employers are being added based on periodic skills gaps and absorption capacity assessments conducted by LSETF and its partners in Lagos state, and regular meetings with industry representatives (e.g., training in internet banking was recently added).</li> <li>Selection of vocational training participants: Candidates and employers register on the dedicated <a href="#">programme webpage</a>. A secondary school</li> </ul>

<sup>1</sup> Vocational training centres' selection process: LESTF publishes a request for proposal/expression of interest and directly reaches out to potentially relevant/recognised ones for specific training types, and then assesses their expertise, facilities, training programmes and trainers based on self-report and direct observations. Additional spot-checks are performed during training. Feedback is periodically gathered from trainees and employers.



education is not required but much needed to be able to follow the training. Candidates with some prior experience in the sector are favoured. They need to provide a guarantor. Special attention is given to underprivileged groups (women, disabled people, etc.). LSETF tries to reach 50% of women among training participants (depending on the training/trade). Returnees are eligible, and some have participated in the past as part of a GIZ-sponsored initiative a few years ago. For them, entry conditions were eased, and the minimum end-of-training assessment score was lowered to give them more chance to get the certificate.

- Trainings are sponsored and/or directly managed by UNDP, GIZ, and the US Africa Development Foundation. They typically last 4-12 weeks depending on the sector/trade, with most of them being hands-on (~70% practice vs. 30% theory). LSETF periodically reaches out to training participants to assess training quality (and the entire process from application to graduation and job placement) and consults with employers to see how to improve future trainings.
- A stipend of 1 000 naira per day is provided to training participants.
- The type of training certificates delivered to graduates differ because they are not delivered by LSETF but by individual vocational training centres and/or the institution organising the training. For example, UNDP-sponsored training graduates receive a nationally recognised certificate, while those sponsored by the US Africa Development Foundation are just state certificates. LSETF is looking to systematise certification by NBTE.
- In-kind support for training graduates to set up their business is not systematically included by LSETF and VET centres, and not often sponsored by external partners/donors.
- Other courses are proposed, e.g., employability training, IT, etc. through other LSETF training partners such as Jobberman, Coursera, and Microsoft. For example, Jobberman offers free soft skills training for all LSETF trainees (on attitude and behaviours, searching and applying to jobs, etc.). Open courses provide free introduction in programming and coding for people with no higher education (over 100 people trained as of July 2022).

**Results:**

The target number of trained people has been reached and exceeded. Average number of people trained: 3 000 per year (see below).

**Number of trainees by sector (as of July 2022):**

Beauty	0	62	62
Business Support	742	42	784
Construction	2 854	80	2 934
Creative	2 552	215	2 767
Education	126	0	126
Entertainment	944	0	944
Financial Services	868	0	868
Health & Beauty	933	0	933
Hospitality & Tourism	1 400	128	1 528
Manufacturing	98	0	98
Renewable Energy	60	0	60
Services	209	27	236
Technology	605	43	648
<b>Total</b>	<b>11 391</b>	<b>597</b>	<b>11 988</b>

	<p>LSETF asks vocational training centres to follow-up with training graduates to place them in employment and monitor after 6 to 12 months whether they are still in the job or established a business. Based on reported data, 65% of graduate trainees have been placed in internships and employment.</p>
<p><b>Innovation hubs, coaching and other services</b></p>	<p>Lagos Innovates aims to make it easier to build a successful tech start-up in Lagos State. It currently provides founders and operators of co-working spaces and innovation hubs with access to high-quality infrastructure, learning, capital and networks. It does so through several types of support: workspace vouchers, hub loans (early-stage investment capital), and events sponsorship for investor and peer networking. They are open to all innovation-driven enterprises that are less than three years old and based in Lagos.</p> <p>The application process is online, competitive, and merit based.</p> <ul style="list-style-type: none"> <li>• <b>Workspace vouchers</b> for start-ups at the very early stages of their ventures (ideation to very early revenue). To help defray the cost of accessing high-quality infrastructure, Lagos Innovates covers 30% to 75% on average of membership costs at any of the 46 partner hubs for 3 to 12 months. The value of the award varies by stage.</li> </ul> <p><u>Partner hubs</u> are listed on this <a href="#">webpage</a>. Beneficiaries can access any hub of their choice and move from one to another. Some are just coworking space, others are incubators, or accelerators. Some give access specific equipment, legal advisers etc. The list will be extended to include more hub partners as and when required.</p> <p><u>Enrolment/selection</u>: Two application campaigns of 1 week, every year; soon 4 times a year.</p> <p><u>Eligibility criteria</u>: Venture not yet incorporated or incorporated less than one year from the application date, and tax compliant. Small team of co-founders without any paid staff and with a monthly revenue of more than 1 million naira. No other third-party capital (grants, equity or debt) prior to application. A reference person is an asset.</p> <p>Applications are scored by a panel of judges from within the Lagos start-up ecosystem, taking into account four criteria: innovative idea and market opportunity; strength of the entrepreneur/co-founding team; progress or traction to date; and strength of recommendation by a credible third-party. If a candidate does not pass, they can still apply to the idea hub programme (below): there is flexibility. The profile of beneficiaries is very diverse and of any age, background, etc “from bottom end to top”.</p> <ul style="list-style-type: none"> <li>• <b>Hub loans</b> are available to innovation hubs operators who are looking to fund expansion or improvement of their existing facilities at current sites or increase their number of locations.</li> </ul> <p><u>Eligibility criteria</u>: Hub operating as a co-working facility, incubator or innovation hub, and located and registered in Lagos state. At least one of the shareholders or directors is a Lagos State resident and can show evidence of personal tax compliance. The business has also been tax compliant for the last three years or since it has been operational.</p> <ul style="list-style-type: none"> <li>• <b>Idea hub programme</b> is a 12-week incubation programme designed to support very early stage tech-enabled ventures with relevant skills (access to administrative services such as legal, accounting, HR, etc.), networking opportunities and events (with government, corporates, start-ups, investors, other Lagos Innovates supported start-ups etc.), funding (application for Lagos Innovates Workspace Vouchers for 6 or 12 months (valued between 120 000 and 1 800 000 naira) and mentorship (from seasoned industry experts).</li> </ul> <p><u>Eligibility criteria</u>: Lagos resident, tech sector, at early stage.</p> <ul style="list-style-type: none"> <li>• <b>The Talent development programme</b> supports capacity development by facilitating access to IDE- or tech-focused entrepreneurship content and</li> </ul>





	<p>programming (partnership with Honeywell Group (<a href="#">website</a>). It funds, through a reimbursable loan, up to 80% of the cost of programme attendance by the highest potential individuals (founders, developers or tech start-up employees) active in the Lagos tech start-up ecosystem through a student loan programme.</p> <p><u>Target sectors:</u> Trainings are focused on IT, coding, data analysis, product design, software development, graphic design, product management, marketing and communications.</p> <p><u>Training partners:</u> 10 (list at the bottom of this <a href="#">webpage</a>).</p> <p><u>Eligibility criteria:</u> Applicants must be Lagos residents, between the ages of 22 and 40, have completed NYSC, have a bank account, a clean credit record, and a guarantor. Additional criteria can be required by the training institution.</p> <p><u>Selection process:</u> Quarterly application campaigns of 1 week each. Involves a review of application documentations, practical assessment, and in-person interview.</p> <ul style="list-style-type: none"> <li>• The <b>Co-investment programme</b>, not yet operational, will make funds available to venture capital firms to invest in Lagos-based ventures backed by angels, incubators and/or similar investors on a case-by-case basis (risk capital combined with start-up mentorship).</li> <li>• The <b>Lagos Innovates Accelerator programme</b> (not yet operational) aims to help scale-ready ventures achieve the right level of traction to successfully raise venture capital funding. It will be delivered in Lagos by an organisation and will provide a combination of capital, mentorship and learning to successful ventures over a programme of 12 weeks. Two cohorts or intakes a year, of five ventures each.</li> </ul> <p><b>Key results:</b> 250 people benefitted from a voucher to date, 62 more are in the pipeline. The number of partner hubs has grown over time.</p>
<b>Partnerships</b>	
<b>Capacity to integrate returnees</b>	<p>LSETF has had a project with GIZ to organise training and job placement for a few dozens of returnees.</p> <p>The project stopped in 2020 and was not renewed by GIZ but LSETF is interested to resume this type of initiative in favour of returnees, be it with GIZ, IOM, or another organisation. It has the experience and capacity to do so – and more so now than at that time.</p>
<b>Beneficiary absorption capacity</b>	Several dozens annually at least, possibly more.
<b>Existing partnerships / partners</b>	<p>LSETF has various partners:</p> <ul style="list-style-type: none"> <li>• Institutional partners: state government</li> <li>• Main financial partners to date: UNDP, UNCDF, UNICEF GenU, GIZ</li> <li>• Main partner financial institutions for loan schemes: listed above.</li> <li>• Business development support partners: FAG Consulting, G.E. Osagie &amp; Co, Leapworld, PML, SIAO, etc.</li> <li>• No partnership to date with IOM, MRC, NELEX, ILO, and other government and donor employment programmes.</li> </ul>
<b>Perspectives / future partnership opportunities</b>	<p>There is both an opportunity and a need to setup or step up and sustain the collaboration of IOM, GIZ, and MRCs/NGC with LSETF around the economic reintegration of returnees, for the following reasons:</p> <ul style="list-style-type: none"> <li>• Lagos is a major emigration and transit hub for youth, and a major area of return.</li> </ul>

	<ul style="list-style-type: none"> <li>• The mandate, work and target group of these organisations is complementary and partly overlapping: they all aim to facilitate access of youth aged 18-35 (mostly) to employment and entrepreneurship</li> <li>• LSETF has a strong leadership and management team, significant and capable personnel, many liaison offices for community outreach, and several strategic, funding, and technical partners.</li> <li>• LSETF has already successfully worked with GIZ to provide training, internships, employment, and entrepreneurial support to young people incl. returnees. GIZ reports being very satisfied with their collaboration with LSETF and that LSETF has been able to attract the interest and support of the Lagos state government in GIZ's activities in Lagos state.</li> <li>• Working with and through LSETF could significantly reduce the work and management costs of IOM, GIZ, and MRC/NCG in future, and ease the referral and post-support monitoring, while migrant returns are on the rise again. LSETF already has a network of vetted vocational training centres, innovation hubs, and potential employers. It conducts periodic skills gaps and needs assessment and engage with industry representatives to ensure its trainings and employment services are relevant to local labour market needs. It also has strong quality assurance and M&amp;E mechanisms.</li> <li>• As a state government agency for vocational training and employment, LSETF is backed up by national policies and benefits from strong state government support. Working with and through Nigerian institutions helps avoid creating parallel structures and programmes singling returnees out of the rest of the young population, and offers greater prospects for ownership, continuity and sustainability of returnees' reintegration programmes.</li> </ul>
<b>Comments and lessons learnt</b>	
<p><b>Challenges, lessons learnt and the way forward</b></p>	<ul style="list-style-type: none"> <li>• Few returnees applied for TVET – though LSETF does not know whether the demand increases as time passes after migrants' return in Nigeria.</li> <li>• Returnees with primary school education find it difficult to keep focused and succeed in class. Trainees probably need to have at least a secondary education degree.</li> <li>• LSETF offered returnees mentoring and coaching support and soft skills training to increase their chances of getting the training certificate and a job.</li> <li>• At the end of the vocational training, graduates need a start-up kit and further coaching and follow-up support. LSETF needs funding from external partners/donors in order to include that in future.</li> <li>• LSETF should resume organising job / opportunity fairs (stopped since Covid).</li> <li>• For graduates interested in an internship and wage employment, it is difficult to find employers offering a sufficient pay. Paid internships and decent wage are a must, especially for returnees. There is a need to engage in advocacy to convince employers or change and enforce the applicable regulation.</li> <li>• Facilitating access to finance for the bottom of the pyramid remains a challenge because of considerable constraints on both the demand and supply side. Loan application processing is slow and success rate low.</li> <li>• Monitoring and evaluation systems must be strengthened to more systematically follow beneficiaries post-training (after the internship or job placement) and to better assess the outcomes and impacts of the innovation hubs.</li> <li>• Innovation hubs: Need to further reduce the cost of innovation hubs for beneficiaries, and to develop "virtual incubators". Hubs need to recruit more mentors in order to build a longer-term relationship with start-uppers. Soft skills training should be developed for innovation vouchers beneficiaries. Loans to start-uppers (innovation vouchers beneficiaries) should be subsidised to further decrease the interest rate.</li> </ul>

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## A.4. EDOJOBS

Edo State Skills Development Agency (EdoJobs)	
<b>Country</b>	Nigeria
<b>States / locations of operation</b>	Edo state (state-wide)
Organisational information	
<b>Type of organisation</b>	State level employment promotion agency Public, officially registered
<b>Year of creation</b>	2017
<b>Type of support / services provided</b>	<p>EdoJobs, an initiative of the Edo State government, is aimed at tackling unemployment through skills acquisition, job creation, entrepreneurship and empowerment programmes, in collaboration with various private and public organisations.</p> <ul style="list-style-type: none"> <li>• Formulating state policies and programmes designed to improve the employment and business environment in Edo State</li> <li>• Strengthening the institutional capacity of MSMEs</li> <li>• Improving access to finance and markets</li> <li>• Publishing job vacancies on an online portal and social media, and organising job fairs and other events</li> <li>• Providing job counselling to help resident with job searches, career path advice and access to training and internship opportunities (walk-ins accepted)</li> <li>• Promoting human capital development through programmes designed to train Edo residents with relevant skills (employability, entrepreneurship, technical, soft skills) and place them in internships, apprenticeships, and paid employment</li> <li>• Supporting start-up entrepreneurs with infrastructure, funding, learning and networks</li> </ul>
<b>Size and governance</b>	<p>EdoJobs main office is in Benin City and covers the whole state. It also has 7 local job centres in the 3 senatorial districts of Edo (Benin City, Usen, Auchi, Uromi that can help residents get information about EdoJobs services, benefit from job counselling, prepare applications, etc. Their creation was supported by the GIZ SKYE project. GIZ is planning to support EdoJob in establishing more local job centres.</p> <p>The number of EdoJobs full-time employees is about 60 (and growing).</p>
<b>Total capacity (current and future)</b>	<p>EdoJobs was directly created by the state government and benefits from strong political support.</p> <p>EdoJobs was created with a target of 200 000 people gaining employment. EdoJobs reports over 170 000 beneficiaries of its various programmes and support services since its creation (as of mid-2022). Reported beneficiaries have benefitted from job counselling and orientation, (any type of) professional training, an internship, apprenticeship, or a job, and/or from any form of entrepreneurship support.</p> <p>For the period January-June 2022, it reports nearly 20 000 beneficiaries from 25 programmes across all 18 LGAs. Local job offices have received between 1 500 and 2 000 visitors every month.</p> <p>EdoJobs' management/absorption capacity is high based on reports from EdoJobs technical and financial partners, direct interactions with the EdoJobs management staff, direct observation of their main office, the presence of</p>

	liaison offices/job centres in LGAs, and the results achieved to date (detailed below). The number of services, trainings, partner enterprises and hubs has been steadily growing.
<p><b>Communication strategy for reaching potential beneficiaries</b></p>	<ul style="list-style-type: none"> <li>• Website: <a href="http://www.edojobs.careers">http://www.edojobs.careers</a></li> <li>• EdoJobs job centres</li> <li>• External partners: Edo state government, international donors/cooperation agencies, TVET centres, innovation hubs, banks, local and international private sector companies etc. (details further below)</li> </ul>
<p><b>Photo</b></p>	<p>Edo Innovates location</p>     <p>Edo Tech Park</p>



Edo Production Centre



**Details of services offered**

**Professional training, internships, and job placements**

**EdoJobs job centres provide a range of employability and employment services:** visitors can receive job counselling on demand (walk-ins accepted), get available job and skills listings, apply for jobs and other Edojobs programs and opportunities, attend interview skills and CV review classes, and participate in job fairs. Job centres also organise Employers’ Engagement Forums and other networking events.

Under its **Vocational Skill Programme**, EdoJobs creates and promotes professional training and employment opportunities for Edo residents in various economic sectors within and outside Edo State. Main target beneficiaries: youth between 18 and 35. Some type of activities target (or include) secondary school students and people over 35.

**Vocational and entrepreneurship trainings:**

- Economic sectors of focus include ICT (basic Microsoft Office and ICT skills; advanced Microsoft training; database management, Python programming, and cloud computing with Amazon cloud services; designing apps with coding with Microsoft; software engineering: training organised at the Edo Tech Park with the Decagon company; digital marketing, web development and data analytics under the EdoWorx/Udacity programme, which also includes career guidance, and remote, online jobs via the Udacity platform); catering; cosmetology; media, entertainment, and creative industry (fashion design, music and movie creation and production, script writing, cinematography, acting...); agriculture; business administration (accounting, management, sales, etc.); various artisan, trade and business jobs (construction trades, solar panel installation, welding and metal work, woodworking, paint production, installation and repair of industrial machines, shoe making, POS agent, logistics etc.) and others.
- Partner training centres are selected by EdoJobs in and around the main cities or also in more rural, remote areas whenever possible.
- Selection of training participants: Job seekers in the formal and informal sectors. A secondary school education is not required but much needed to be able to follow the training. Candidates with some prior experience in the sector are favoured.



- Returnees have been sponsored by GIZ and IOM in the past (for IOM: 124 returnees enrolled in community-based projects), but they represent a minority among all LSETF beneficiaries to date.
- Training duration: 1 day to 6 months depending on the training (e.g., 1 day on bulk sales of farm products or using tractor booking apps; 4 days for wallpaper installation; 5 days for cosmetology; 1 month for the Decagon software engineering training; 2 months for point of service agents; 3 months for advanced ICT; 5 months for the EdoWorx/Udacity tech training programme; 6 months for welding and several other trades)
- Stipend available for training participants sponsored by the state government and donor programmes.
- Trainees in the Decagon Tech software engineering training programme receive 150 000 to 400 000 naira monthly (25 beneficiaries per batch). Decagon's acceptance rate into its cohorts is 0.5% and the placement rate for developers who graduate is 100%.
- Certification: The type of training certificates delivered to graduates (e.g recognised by the state, nationally by NBTE, or else) differ because they are not delivered by EdoJobs but by individual vocational training centres and/or the institution organising the training.

**Soft skills trainings:**

- Career education and advice (less than a day for secondary school students)
- CV writing and review classes every week at a set day and time in job centres and several other locations (duration: less than a day)
- Online or in-person trainings with Jobberman (2 hours) and Poise Graduate Finishing Academy (3 weeks) for NYSC corps members, undergraduate students, and job seekers

**Internships, apprenticeships, job matching and placement:**

- 3-month internship, apprenticeship and job placement programme enrol qualified applicants and training graduates, with a mentoring plan; programme partners/sponsors include GIZ SKYE, IOM, NAT Wood Furniture, First Bank Plc, Edo Development and Property Agency etc.
- EdoJobs has database of potential employers.

**Skill Up: ([webpage](#))**

- It is an app launched in January 2022 by EdoJobs in partnership with the French Government, French academia and investors, and Wazobia, available to all smart phone users within and outside the state.
- It helps people acquire, at their own pace, some technical skills and soft skills (public speaking, teamwork...), develop a career path and plan, grow a professional network, and access internships and jobs or create their own business.
- The main target group is job seekers and professionals in the creative industry (music, movie shooting and editing, other similar fields – about 15 job profiles). Other courses will be added. Additional training will be provided through virtual and face-to-face classes organised in collaboration with local partners (EdoJobs, Wazobia etc.).
- The goal is to train 1 000 young people in the first 3 years of the project through this platform, and then about 3 000 per year.

**Networking:**

- Quarterly Edojobbers meetups have gathered several hundreds of Edojobs beneficiaries of selected skills programmes with the aim to build the Edojobs Alumni into a community and facilitate access to employment and business opportunities.

	<ul style="list-style-type: none"> <li>• Edo job and enterprise fairs (job / opportunity fairs) periodically gathering employers, job seekers, entrepreneurs, and business and financial service providers in various locations (Benin City, Auchi, Uromi, etc.); some are organised with GIZ funding.</li> </ul> <p><b>Cash for work:</b> A public work volunteering programme. Some cash for work activities were sponsored by IOM and included returnees enrolled as part of their economic reintegration.</p> <p><b>Key results:</b></p> <ul style="list-style-type: none"> <li>• Total number of people who benefited from vocational and entrepreneurship training so far: 22 215 (as of June 2022).</li> <li>• Over 1 800 people participated in an employability skills training, including 850 trained by Jobberman (as of June 2022)</li> <li>• Walk-in visitors at the job centres: over 4 600 as of end May 2022 who benefitted from various programmes including career counselling, CV review, soft skills training, and job opportunities at the Edo job centres.</li> <li>• 350 participants (total) in the quarterly Edojobbers meetups (end May 2022)</li> <li>• 112 participants in the Decagon Software Engineering programme (end May 2022)</li> <li>• Number of people registered on Skill Up for online training: about 1 500 aged 16-30 (as of July 2022 – initial target for year 1 exceeded)</li> <li>• Direct job matching: over 12 000, incl. 3 700 placed in long- or short-term jobs through GIZ support</li> <li>• The internship, apprenticeship and job placement programme sponsored by GIZ, and other partners achieved a 70% employment rate, based on EdoJobs data</li> </ul> <p>Post-training monitoring and follow-up: EdoJobs asks vocational training centres to follow-up with training graduates to place them in employment and to monitor graduates after training completion, whenever possible.</p>
<p><b>Support services for entrepreneurs</b></p>	<p>EdoJobs has various facilities and programmes for different purposes, economic sectors, and target groups. The main ones are listed below.</p> <p>The <b>Edo Production Centre</b> was created in 2018 in Benin City. It is an industrial location and multipurpose facility able to host a cluster of over 200 local artisans and small-scale manufacturers included some returnees supported by IOM and the CSO SEYP.</p> <ul style="list-style-type: none"> <li>• <u>Infrastructure/equipment</u>: Refurbished warehouse composed of four blocks. Fitted with shared factory and office space, 24-hour electricity, security, good road connection, solar powered streetlights. Such infrastructure provides a boost to industrial productivity and an enabling environment for economics of scale and low-cost wealth and job creation.</li> <li>• <u>Presence of relevant administrations is ensured or planned</u>, e.g., Bank of Industry, Corporate Affairs Commission (CAC), National Agency for Food and Drug Administration and Control, Edo Internal Revenue Service, among others.</li> <li>• <u>Profile of beneficiary artisans/manufacturers</u>: welders, metal workers, waste recycling, polythene cut, printers, woodwork and furniture making, recyclers, shoemakers, etc.</li> </ul> <p>A separate <b>Industrial Park</b> is planned for bigger industries.</p> <p>The <b>Edo Food and Agri Cluster (EdoFAC)</b> was created in 2018 as an aggregation ground for farmers to interface with buyers of their products. The facility is situated in a rural community (at Ehor in the Uhunmwode LGA). Key features:</p>

- It gathers existing aggregators who buy farm produce such as cassava, plantain, yam, pineapple, and meat in large quantities from the farmers, and condition, sell and distribute them to different parts of Nigeria.
- It also trains farmers to modernise their agriculture and business practices (welding, use of computer, food processing, setting up a cold room, packaging, marketing etc.), provides them with equipment, and organises players across the agriculture value chain to operate closer to the farmers.
- It aims to impact 8 000 farmers each year.

**Edo Innovates (Edo Innovation Hub)**, also created in 2018, is an innovation centre in Benin City that aims to improve skills and access to jobs in the ICT and creative sectors and help tech enterprises grow. It does so by providing a range of services to entrepreneurs and job seekers of various backgrounds (usually aged 16 or 18 to 50):

- Offering new and existing businesses office, several co-working spaces and meeting/training halls for rent; this service comes with access to ICT labs, fast internet, training opportunities, mentoring, admin and tech support, and other services and amenities.
- Teaching in-demand tech skills (e.g., basic Microsoft, Gmail, cloud storage, and online safety training, 2 weeks; Scratch coding course of children, 3 weeks; data analytics and machine learning using SQL, Excel and python, 8 weeks; Microsoft Power platform training, 2 weeks; web development, 3 months; cloud computing using Amazon Web Services, 3 months; soft skills training); several sessions are organised every year.
- Connecting training graduates and other job seekers to internship and job opportunities.
- Organising weekly business clinics (3-hour, walk-in information and customised support sessions)
- Building a start-up community.

The **Edo Tech Park**, created in 2020 in partnership with the private sector, is a mini city for software engineers specifically, with a first phase that spans over 20 000 square metres in Benin City. Key features:

- While the tech park is not a government project, it is supported by the state government and EdoJobs: they contribute through infrastructure and equipment including land, good road connections, uninterrupted electricity, co-working spaces, high-speed internet via fibre-optic (by MainOne and Facebook), and offices for rent.
- Decagon, a Lagos-based start-up, brings the technical and organisational expertise. It manages the park and provides an intensive 6-month training and follow-up support to selected, resident software engineers.
- Graduates will be able to work remotely for national and global companies (objective: 15 000 software engineers trained between 2020 and 2025).
- In the project's second phase, a residential and commercial area is to be developed in the same compound.
- The Tech Park complements the work that Edo state is doing with the African Development Bank in setting up the I-DICE fund to invest in Digital and Creative Enterprises (see infosheet 21 below).

The **Edo Creative Hub**, launched in late 2021 in partnership with the private sector and other relevant stakeholders, is also a physical location in Benin City provided by Edo State Government for the state's entertainment and creative industry and professionals. It includes a stage for art performances and a range of other facilities. Content creators can learn about techniques, production, and marketing, attract investment, and create jobs. The hub partners with the Bank of Industry to offer loans to eligible creators and entrepreneurs.

The **Edo Future500 Fellowship** was launched to bring together 500 young budding entrepreneurs from all Edo state LGAs and provide them with the knowledge, commitment, and experience to become industry experts in key sectors within 5 years. Key fellowship components are:

- Professional skills development: fellows are provided with professional skills development trainings based on their area of interest.
- Attachment to mentors who provide fellows with guidance and support towards making the right decisions for business growth.
- Business formalisation for businesses that have not yet been formalised.
- Sales support and market expansion: fellows participate in activities to boost business visibility and sales and expand their market reach; can be provided with support/resources to access the international market.
- Access to finance: at the end of the fellowship program, fellows are provided with funding opportunities to boost their businesses.

The **Edo Enterprise Development / Transforming Nigerian Youth programme** was launched in early 2022 in partnership with Enterprise Development Centre and MasterCard Foundation. It provides online training and follow-up support for youths interested in starting a business or strengthening an existing business. Participants benefit from free learning (no credit or data required); support for formalizing their business; a free business website, verified Google business account, and logo design; mentoring by market, business and funding experts, and more.

Various **online platforms**:

- Edojobs Business Community: a networking platform for entrepreneurs
- Edojobs Artisans Online Platform helps connect Edo state artisans with clients and jobs.
- Edo Online Market Place is an online marketplace (e-commerce platform) created in partnership with Konga for Edo state resident business owners. It was launched in late 2021. Registration is free with ID, utility bill, CAC registration, corporate accounts, and registration as a member of the EdoJobs Business community. Over 1 000 businesses owners are currently registered on the platform and searchable on the [KONGA website](#). Items can be purchased across many categories such as IT and electronics, fashion, home and kitchen, groceries, art and craft etc.

EdoJobs runs or partners with numerous other one-off, short-term or periodic/longer-term entrepreneurship and employment support programmes. Examples include training on entrepreneurship, financial literacy, basic bookkeeping, accessing finance, etc.

**Key results** as of mid-2022:

- Over 33 300 beneficiaries of Edo Innovates
- Over N 212 million grant received for start-ups at Edo Innovates
- 3 100 youth and SMEs trained on entrepreneurship and financial literacy
- Over 2 500 SME owners received business development and acceleration training, incubation and start-up support, and 78 start-ups with 282 staff have benefitted from workspace at the Innovation Hub
- Beneficiaries of the Edo Production Centre: 264
- 1 267 beneficiaries of the Creative Hub, including 73 people trained in sound, script writing and cinematography
- Over 660 beneficiaries of Transforming Nigeria Youth Programme
- Over 1 100 business owners currently in the Edo Future 500 business community
- 250 beneficiaries of cash for work

<p style="text-align: center;"><b>Access to finance for MSMEs</b></p>	<p><b>The Edo MSME Fund</b> (2-billion-naira fund created by the state governor and managed in partnership with the Bank of Industry) provides financial and technical support to qualified MSMEs based in Edo state.</p> <p>Target businesses are MSMEs in the following sectors: manufacturing and processing; ICT, digital marketing and e-commerce; transportation; creative industry and entertainment; agribusiness; healthcare and fitness; education; renewable energy; eateries and hospitality; cold chain businesses; made in Nigeria product distributors; arts and crafts; solid minerals processing.</p> <p><b>There are/were two types of small loans offered</b>, for owners of an existing business only (whether these small loan schemes are still in operation is to be confirmed). Key characteristics:</p> <p><u>Category A:</u></p> <ul style="list-style-type: none"> <li>• Loan size: 100 000 to 200 000 naira</li> <li>• Target group, eligibility conditions, selection process: established business in operation for at least 6 months; formalised and registered; bank account with BVN; clearly identified business premises; detailed business plan; must have subscribed to the EdoJobs business community; preference is given to those who have obtained and repaid loans in the past. No collaterals or guarantor required.</li> <li>• Interest rate: 5% per annum, monthly repayment</li> <li>• Administrative processing charge: 4% (for EdoJobs)</li> <li>• Tenor: 1-year, with a 2-month moratorium</li> </ul> <p><u>Category B:</u></p> <ul style="list-style-type: none"> <li>• Loan size: 200 000 to 500 000 naira</li> <li>• Target group, eligibility conditions, selection process: same as above + 1 guarantor required who is a community leader, head of a reputable association, or another respectable person.</li> <li>• Interest rate and administrative processing charge: same as above</li> </ul> <p><b>Two larger loans schemes currently in operation</b> (see details on the dedicated <a href="#">webpage</a>):</p> <ul style="list-style-type: none"> <li>• Target beneficiaries: MSMEs operating in the same sectors as above.</li> <li>• Funding type, interest rate, and additional charges: <ul style="list-style-type: none"> <li><u>Term Loan</u>, for the procurement of machineries, equipment, and fittings; interest rate: 5% per annum.</li> <li><u>Working Capital</u>, for procurement of raw materials and inputs; interest rate: 6% per annum.</li> <li>Additional charges: 1% appraisal fee; 4% administrative fee (one-off); 0.5% commitment fee (only applicable to loans from N10 million and above)</li> </ul> </li> <li>• Obligor limit and security/collaterals: <ul style="list-style-type: none"> <li><u>Microcredits</u> (for registered enterprises): from N1million to N10million. 2 credible guarantors required; 10% security deposit; post-dated cheques for loan repayment; credit life insurance of the Chief Promoter.</li> <li><u>SMEs</u> (for limited liability companies): from N10 million to N20 million. Bank guarantee required from any acceptable commercial bank (Letter of Intent is required at the point of application); legal mortgage on a developed landed property located in an urban area; undated cheques for monthly loan repayment; credit life insurance of the Chief Promoter.</li> </ul> </li> <li>• Loan takers must become a member of the EdoJobs Business Community. Other conditions may apply.</li> </ul> <p><b>Grants:</b></p>
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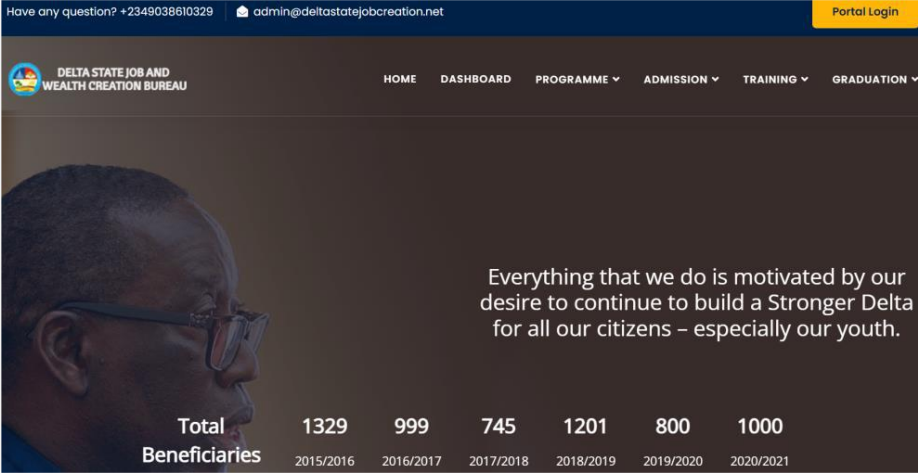
	<p>Under the <b>Edo CARES grants programme</b>, EdoJobs also offers/offered grants to Lagos-based MSMEs to help them recover from the COVID-19 crisis. The Fund provides the following (scheme conditions and modalities may evolve, check updates with EdoJobs):</p> <ul style="list-style-type: none"> <li>• Credit grants to co-finance up to 40% of new loans given to businesses by qualified financial institutions after the onset of the COVID-19 crisis. Grants amount up to 100 000 naira for formal microbusinesses (3 staff minimum, evidence of registration and tax payment) and 2.5 million for SMEs (10 staff minimum, evidence of registration and tax payment).</li> <li>• Operational grants to support operational expenditure, incentivising MSEs to reach pre-COVID level of employment. Grants amount up to 150 000 naira for microbusinesses and 2.5 million for SMEs to cover up to 50% of any verifiable/ documented monthly operational cost for 6 months including but not limited to staff salaries, documented utilities, and documented private security expenses. Same conditions as above apply.</li> <li>• IT enhancement grants for up to 200 000 naira for microbusinesses and 2.5 million naira for SMEs (e.g., for IT equipment, bookkeeping software and apps, solar systems etc.). Same conditions as above apply.</li> </ul> <p><b>EdoJobs also advertises other technical and financial support programmes for entrepreneurs</b> residing in the state such as the Shell LiveWire programme, the Coca Cola Foundation entrepreneurship development programme, the Tony Elumelu Grant programme, SMEDAN, the CBN MSME Development Fund, and others.</p> <p>In addition, EdoJobs organises <b>workshops to inform entrepreneurs about funding opportunities and provides guidance</b> on the selection and application process.</p>
	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• 814 business owners from the 18 LGAs received funds from the MSME Funds as of end June 2022.</li> <li>• Over N 212 million grant received for start-ups at Edo Innovates</li> </ul>
<b>Partnerships</b>	
<p><b>Existing partnerships / partners</b></p>	<p><b>Institutional partners:</b> state government</p> <p><b>Main financial partners to date:</b> GIZ (SKYE and SEDIN projects), French government, Swiss cooperation, World Bank, UNDP, Oxfam, etc. IOM: mainly for cash for work and community-based projects.</p> <p><b>Main partner financial institutions for loan schemes and other financial services:</b> Bank of Industry, First Bank, Access Bank</p> <p><b>Other private sector partners for training and entrepreneurship support services:</b> Amazon Web Services, Decagon, Enterprise Development Centre, Facebook, Genius Hub, Google, Jara stores, LAFAAAC, LinkedIn, LPTC (London Professional Training Centre), MasterCard, Poise Nigeria, SLOT Academy, WebForce3, Tech on Mars and other Skill Up partners and sponsors (Canal+, EDHEC, INA, La Femis, La Ruche etc.), and other local training centres.</p>
<p><b>Capacity to integrate returnees and Perspectives / future partnership opportunities</b></p>	<ul style="list-style-type: none"> <li>• IOM, GIZ and EdoJobs have a similar role in employment and entrepreneurship promotion, and the same target group – focus on youth between 18 and 35, including returnees and potential migrants who are many in the state.</li> <li>• Edo is a major emigration and transit hub for youth, and a major area of return.</li> <li>• EdoJobs as a state government agency for vocational training and employment is backed up by national policies and benefits from strong state government support.</li> </ul>

	<ul style="list-style-type: none"> <li>• Working with and through Nigerian institutions helps avoid creating parallel structures and programmes singling returnees out of the rest of the young population, and offers greater prospects for ownership, continuity and sustainability of returnees' reintegration programmes.</li> <li>• EdoJobs has an on-going partnership with GIZ and IOM on youth employment and returnee reintegration, and on-going technical and financial support from GIZ to further develop EdoJobs activities and absorption capacity.</li> <li>• Its staffing is expanding, collaboration with the private sector is growing (employers, donors, and technical partners), and additional job centres and programmes will be established for increased community outreach and impact.</li> <li>• EdoJobs is interested in expanding current partnerships and establish new ones, including for returnees.</li> </ul>
<b>Beneficiary absorption capacity</b>	Several dozens annually at least, possibly more.
<b>Comments and lessons learnt</b>	
<b>Challenges, lessons learnt and the way forward</b>	<ul style="list-style-type: none"> <li>• Challenges finding strong, local partners for effective and efficient programme implementation.</li> <li>• Returnees hardly ever apply to TVET.</li> <li>• Many training and employment opportunities – but not all – are for people who completed secondary or higher education.</li> <li>• Lack of paid internships and decent wage jobs available.</li> <li>• EdoJobs result monitoring and evaluation systems need strengthening, including processes for following-up on beneficiaries after support has been provided or training has been completed.</li> <li>• Access to finance: EdoJobs loans are not (yet) for start-up, nano entrepreneurs of the informal sector. Currently, the MSME Fund loan schemes are not suitable for reaching the base of the pyramid – including many returnees.</li> <li>• Next year's elections might jeopardise the strong political and financial support received so far from the state government, if the current governor/party is not re-elected; however, it is unlikely that the new governor would entirely discontinue on-going programmes.</li> <li>• Senior management appear to be very busy – availability/responsiveness challenge.</li> </ul>
<b>Contacts</b>	
<b>Focal point and contact</b>	Ukinebo Dare, EdoJobs Managing Director, ukinebo.dare@edojobs.org

## A.5. DELTA STATE JOB AND WEALTH CREATION BUREAU & MSME AGENCY

Delta State Job and Wealth Creation Bureau, & MSME Development Agency	
<b>Country</b>	Nigeria
<b>States / locations of operation</b>	Delta state (state-wide)
Organisational information	
<b>Type of organisation</b>	State level employment promotion agency Public, officially registered
<b>Year of creation</b>	2015: Launch of the Delta State Government job creation programme implemented by the Office of the Chief Job Creation Officer 2019: Institutionalisation by law establishing the Delta State Job and Wealth Creation Bureau
<b>Type of support / services provided</b>	<p>The mandate of the Delta State Job Creation Bureau (shortened as 'Delta Job' below) is to design, plan and execute job and wealth creation programmes and initiatives aimed at curbing youth unemployment. This includes:</p> <ul style="list-style-type: none"> <li>• Providing, promoting and facilitating training for skills acquisition, entrepreneurship development, start-up, establishment and economic empowerment of youths in various vocational, technical and agricultural enterprises and businesses; aim is for beneficiaries to become self-employed and employers of labour outside of the oil and gas sector which is prominent in the state;</li> <li>• Develop a database of unemployed, under-unemployed and fully employed persons;</li> <li>• Promoting the development of value chains and access to markets and finance;</li> <li>• Building capacities of all relevant stakeholders;</li> <li>• Mobilising and partnering with international and national organisations and agencies, the private sector, CBOs and CSOs;</li> <li>• Participating in formulating state policies designed to improve youth employment, entrepreneurship, and skills development in Delta State;</li> <li>• Putting in place an information and monitoring system.</li> </ul> <p>Budget: currently 1 billion naira annually</p> <p>Main job creation schemes are the STEP and YAGEP programmes (see details below).</p> <p>The state government's job creation and youth empowerment programmes also include the following:</p> <ul style="list-style-type: none"> <li>• Rural Youth Skills Acquisition programme (RYSA)</li> <li>• Girl Child Entrepreneurship Skills Training programme (GEST)</li> <li>• Women Entrepreneurship Skills Acquisition Programme (WESAP)</li> <li>• ICT-Youth Empowerment Programme (ICT-YEP)</li> <li>• Bank of Industry's sponsored Graduate Employment Enhancement Programme (GEEP)</li> </ul> <p>Delta Job has also launched the Production and Processing Support Programme (PPSP) for boosting agriculture modernisation and productivity and is in the process of setting up an Agro-Industrial Park (see further below).</p>
<b>Size and governance</b>	Delta Job main office is in Asaba (state capital) and covers the whole state.



	<p>It also has outreach offices in 2 districts that can help local residents get information about its services, prepare applications, etc. Planning to set up more offices when budget becomes available.</p> <p>Number of Delta Job employees: 35 regular state government civil servants; hundreds of short or longer-term consultants and contractors involved in programme implementation as training facilitators, field inspectors, etc.</p>														
<p><b>Profile of beneficiaries</b></p>	<ul style="list-style-type: none"> <li>• Beneficiaries need to be residents of Delta state.</li> <li>• 22% of beneficiaries are 18–25-year-old, 55% are 26-34, and 23% are 35 or more.</li> <li>• 50% of beneficiaries are females.</li> <li>• 45% of beneficiaries have O education level, 22% have a diploma, and 33% a (higher) degree.</li> <li>• Most beneficiaries come from a situation of unemployment or are in the informal sector of the economy.</li> </ul>														
<p><b>Total capacity (current and future)</b></p>	<p>1 000 beneficiaries every year on average since 2015.</p> <p>Management/absorption capacity assessed as relatively high based on direct interactions with the management staff, reports from Delta Job funding and implementation partners, direct observation of their main office, the presence of outreach offices, and the results achieved to date (detailed below).</p> <p>Delta Job was directly created by the state government and benefits from strong political support.</p>														
<p><b>Communication strategy for reaching potential beneficiaries</b></p>	<ul style="list-style-type: none"> <li>• 2 district level outreach offices</li> <li>• Collaboration with external partners: Delta state government, banks, Chevron through the PIND Foundation, World Bank.</li> <li>• Websites: <a href="https://deltastatejobcreation.ng/">https://deltastatejobcreation.ng/</a> (Delta state job creation website) and <a href="https://deltastatejobcreation.net/">https://deltastatejobcreation.net/</a> (open-access portal with programme databanks and tools).</li> </ul>														
<p><b>Photo</b></p>	<p>Website home page:</p>  <table border="1"> <thead> <tr> <th>Total Beneficiaries</th> <th>2015/2016</th> <th>2016/2017</th> <th>2017/2018</th> <th>2018/2019</th> <th>2019/2020</th> <th>2020/2021</th> </tr> </thead> <tbody> <tr> <td></td> <td>1329</td> <td>999</td> <td>745</td> <td>1201</td> <td>800</td> <td>1000</td> </tr> </tbody> </table> <p>Orientation session for STEP and YAGEP beneficiaries in 2021:</p>	Total Beneficiaries	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021		1329	999	745	1201	800	1000
Total Beneficiaries	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021									
	1329	999	745	1201	800	1000									



Distribution of inputs to YAGEP beneficiaries:



YAGEP farm cluster:



### Skills Training and Entrepreneurship Programme (STEP)

<p><b>Objective and target group</b></p>	<p>The Skills Training and Entrepreneurship Programme (STEP) launched in 2015 aims to train, equip, establish and mentor unemployed youths, graduates and school leavers.</p>
<p><b>Overall process</b></p>	<p>It is implemented in annual cycles. The training programme is composed of 3 main steps:</p> <ol style="list-style-type: none"> <li>1. Orientation and Personal Effectiveness Training</li> <li>2. Learning and acquisition of practice-oriented income-yielding skills in different skills/trades</li> <li>3. Entrepreneurship and Business Management Training</li> </ol>

	<p style="text-align: center;"><b>DESIGN COMPONENTS</b></p> <p><b>Delta State Job and Wealth Creation Bureau</b>, formerly the Office of the Chief Job Creation Officer, was created with the <b>responsibility</b> to plan, design and execute job and wealth creation programmes, projects and initiatives aimed at curbing youth unemployment through training for skills acquisition, entrepreneurship development, establishment and economic empowerment of beneficiaries in various vocational, technical and agricultural enterprises and businesses.</p> <p>The <b>strategy</b> is to identify, orientate, train, equip and start-up unemployed youths in their respective skills/enterprises of choice. The <b>aim</b> is to improve their socio-economic status by making them self-employed, business owners, managers and leaders.</p>
<p><b>Training programme &amp; curricula</b></p>	<p>A standard sets of training guides and modules are used for each step. Each module outlines the key training or learning tasks and their constituent activities or actions based on monthly, weekly and daily schedule.</p> <p>The module sets out the critical minimum proficiency that should be delivered by the trainer (or attained by the trainee). This ensures harmonisation and quality of the programme. It also makes it transparent/predictable, and more easily monitorable. STEP trainers are however encouraged to flexibly apply and deploy techniques based on their own experience.</p>
<p><b>Sectors targeted by the TVET component</b></p>	<p>STEP covers the following skills/enterprise categories:</p> <ul style="list-style-type: none"> <li>• ICT: computer hardware maintenance/repairs, smart phones and PC tablets</li> <li>• Building and construction services: POP-interlocking-tiling-painting-masonry, welding &amp; fabrication, electrical installation/repairs (incl. solar energy), and plumbing</li> <li>• Handicrafts: fashion design and tailoring, and furniture and upholstery</li> <li>• Personal services: hairdressing and makeover, decoration and event management, and catering and confectionary/baking</li> <li>• Audio-visual technology services: light and sound technicians, cinematography (visual cameraman), set designers, production managers, and audio-visual editors</li> </ul> <p>The skill areas are continually being modified in response to the preferences of participants and needs of the job market.</p>
<p><b>Selection and profile of beneficiaries</b></p>	<p>A new batch of trainees is recruited every year. The selection process starts with a call for applications. Eligible candidates are unemployed youths aged 18-35 years, with minimum educational qualification set at secondary school certificate.</p> <p>Application forms are widely publicized in print, electronic and online media. Announcement of Application forms are obtained from designated offices in the 25 state's LGAs. In addition, the application forms can be accessed, completed and submitted on the job creation web portal.</p> <p>Applications are reviewed, eligible/shortlisted candidates are screened using oral interviews at various designated screening centres (in Asaba, Warri and Ughelli) together with due diligence checks on their biodata. Applicants are interviewed to assess their passion, interest, readiness, and availability to participate in the programme. Screening criteria include educational qualifications, relevant professional experience, communication and content</p>

	<p>delivery, behaviour and confidence, appearance (neatness, smartness, dressing). They also need to provide several documents<sup>1</sup>.</p> <p>Brown STEP applicants are subjected to admission proficiency test to determine their eligibility for admission into Brown STEP.</p> <p>In the most recent programme cycle, 1 out of 23 applicants ended up being enrolled. All have secondary education or higher. Over 55% of STEP beneficiaries are females. At least one person living with disabilities per LGA is enrolled into the STEP (and/or YAGEP) programme as part of the “People living with disabilities special programme” (PWD). 175 PwDs have been enrolled as of June 2022.</p>
<b>Class / promotion size</b>	750 people annually on average for the STEP programme.
<b>Stipend</b>	The programme supports the accommodation and feeding expenses of participants who are not residing near the training centres. Stipend amount: 10 000 naira / month.
<b>Orientation and personal effectiveness training</b>	<p>This first introductory session is aimed at onboarding and orienting trainees and instilling a mindset of change.</p> <p>It is composed of a series of motivational, character building and self-confidence enhancement seminars. The training modules cover life skills, coaching on personal character attributes, personal management (time, resources, goal setting, personal responsibility, etc.), and interpersonal skills.</p> <p>Duration of this orientation and training session: 3 days</p> <p>Format and contents: see <a href="#">webpage</a>.</p>
<b>Modular vocational skills training / acquisition</b>	<ul style="list-style-type: none"> <li>• This is the stage where beneficiaries acquire skills for the creation of particular types of products or services as basis for the start-up of their own enterprises. Training participants must choose a skill category/job profile as part of their application for the programme (see options below).</li> <li>• Training duration ranges from 3-9 months depending on respective job profile/enterprise: longest is 9 months for welding, metal works; 8 months for fashion design and tailoring, electrical; 4-5 months for catering and hairdressing.</li> <li>• Training is based on standard skill acquisition manuals that give the daily and weekly schedule of instructions, demos, and exercises. Training curricula/manuals available on this <a href="#">webpage</a>.</li> <li>• Selection of trainers and training institutions: advertisement on various platforms and media, review of applications, shortlist, field inspections (with observation of facilities and environment, interview with personnel, using a checklist); main screening criteria: capability of the training centres and trainers, functionality, availability to enrol beneficiaries, accessibility by road</li> <li>• List of partner training institutions available on this <a href="#">webpage</a>.</li> <li>• <a href="#">Code of conduct</a> for trainees and trainers</li> <li>• The number of trainees sent to each training institutions depends on their respective absorption capacity as assessed during the assessment process. Typically range from 3 to 15 people.</li> <li>• The training format and balance between theory and practice depends on the vocation, but usually 20% classroom training and 80% practice (in workshops, internship/on-the-job training etc. - see training curriculum)</li> <li>• At the end of the vocational skills training, a post-training proficiency test is administered to STEP trainees to assess their skills level and determine</li> </ul>

<sup>1</sup> Means of identification (National Identification Card, Passport, Driver's Licence, or Permanent Voter's Card); Two passport photographs; Proof of LGA of origin; Birth certificate; Original copies of educational qualifications (for sighting); National Youth Service Corps (NYSC) discharge certificate (for graduates only); Certificate of previous training (if applicable).

	<p>who will proceed with the last training (entrepreneurship). Assessment of proficiency is done by an independent panel comprising practitioners in the skills category.</p>
<p><b>Entrepreneurship and business management training</b></p>	<p>This 3–5-day training is designed to get trainees ready to start-up, own and successfully run a business. The training covers topics and questions including:</p> <ul style="list-style-type: none"> <li>• Fundamental principles of entrepreneurship</li> <li>• Starting a business</li> <li>• Writing and using a business plan</li> <li>• Marketing and communicating business product/service</li> <li>• Coping with business competition and challenges</li> <li>• Documenting a business, sourcing and using business finance</li> <li>• Growing the business, customer relationship</li> <li>• Creating and managing business collaboration and partnership</li> </ul> <p>During the programme, participants are also invited to various business 'best practices' seminars and webinars and supported to register with CAC and the Ministry of Commerce and Industry.</p> <p>Online guidance and tips are also provided on this Delta Job <a href="#">webpage</a> and the Delta State MSME Development Agency <a href="#">website</a> (under 'Business Guide').</p>
<p><b>Start-up support</b></p>	<p>Successful trainees (not all) are given start-up support to establish their enterprises. The support is in kind and cash. The principle of start-up support is to provide successful beneficiaries with the critical minimum items necessary to start and own their microenterprise. Starter packs have some common elements, but others differ according to the skills/enterprises involved.</p> <p>The common element is the cash component for 12-month shop rent and a 6-month stipend to serve as livelihood buffer during enterprise gestation. It is a loan repayable in 2-3 years at zero-interest rate. The actual amount of shop rent subsidy differs from location to location and enterprise to enterprise.</p> <p>In addition, the starter pack includes start-up equipment, tools and materials specific to the type of sector and business (in-kind grant). The content of each starter pack is defined by teams of trainers/practitioners and procured and delivered to training graduates by Delta Job.</p> <p>Extra cash support can be provided by the state government to selected, outstanding entrepreneurs.</p>
<p><b>Post-training mentoring and monitoring</b></p>	<p>The last stage of the programme ("Monitoring and mentoring") is carried out by another government agency, the Directorate of Youth Monitoring and Mentoring (DYMM) who report directly to the state Governor. DYMM's mandate is to assess, through independent monitoring, how beneficiaries use the starter/support pack and what happens to them thereafter. Its mandate is also to sustain the success recorded in the programme over the years through follow-up mentoring and support.</p> <p>Since inception in 2015, two consecutive tracer surveys of beneficiaries have been carried out as part of the post-programme monitoring activities, in 2018 and 2020 (see survey results below).</p> <p>Mentoring involves guiding and assisting the established beneficiaries from business start-up through growth and sustainability. Designating mentors have the responsibility to provide business advisory (e.g., on input sourcing, production practices, crop/ livestock management, financial management and marketing) and problem-solving assistance to programme graduates.</p> <p>Delta Job also engaged a dedicated, full-time Supervisor to oversee the operations at the clusters and to coordinate all mentors and follow-up support activities.</p>

<p><b>Results</b></p>	<p>Since the first programme cycle in 2015, STEP benefitted about 5 250 people (as of August 2022). Dropout rate before end of training programme: 10-15% of enrolled participants About 75% of graduates end up establishing and registering their business. 2 tracer surveys were conducted by independent organisations among past graduates 1 to 2 years after training programme completion. They show that 59% of businesses were still operational at the time of the survey on average across the various batches of programme participants and types of microenterprises, and slightly improved over time:</p> <table border="1" data-bbox="459 539 1267 712"> <thead> <tr> <th>TIME PERIOD COVERED</th> <th>PROGRAMME</th> <th>TOTAL NO. COVERED</th> <th>SUCCESS RATE (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16 – 2016/17 plus Brown STEP 2017/18</td> <td>STEP</td> <td>1,828</td> <td>56%</td> </tr> <tr> <td>2015/16 to 2018/19</td> <td>STEP</td> <td>3,332</td> <td>60%</td> </tr> </tbody> </table> <p>The improvement in success rate is the outcome of cumulative programme reforms including beneficiary targeting, quality control in training content and methodologies and realignment of enterprise combinations. A third tracer survey was planned for 2022 but funding has not yet been secured.</p>	TIME PERIOD COVERED	PROGRAMME	TOTAL NO. COVERED	SUCCESS RATE (%)	2015/16 – 2016/17 plus Brown STEP 2017/18	STEP	1,828	56%	2015/16 to 2018/19	STEP	3,332	60%
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<p><b>Youth Agricultural Entrepreneurs Programme (YAGEP)</b></p>													
<p><b>Objective and target groups</b></p>	<p>The Youth Agricultural Entrepreneurs Programme (YAGEP) started in 2015 involves the training and development of youth entrepreneurs in agriculture and agribusiness and equipping participants to establish their own enterprises. Unemployed youths aged 18-35 years are trained and established or reinforced in their chosen agricultural enterprises, including poultry, piggery, fishery, apiculture, arable crop production (cassava, yam, maize, rice, tomato, okra, watermelon, pumpkin and plantain), and agro processing (more subsectors have been offered over time). 30% of beneficiaries so far were females.</p>												
<p><b>Training format, programme &amp; curricula</b></p>	<p>YAGEP is based on a similar design and process as STEP:</p> <ul style="list-style-type: none"> <li>• Annual call for applications</li> <li>• Orientation and personal effectiveness training</li> <li>• Modular technical skills training: 4 months for poultry, 6 months for fish farming, 3-6 months for crops</li> <li>• Post-training proficiency test</li> <li>• Entrepreneurship and business management training</li> <li>• Starter pack, and mentoring and monitoring</li> </ul> <p>Total programme duration: up to 8 months. Standard training curricula/manuals available on this <a href="#">webpage</a>. Same stipend arrangements as for STEP apply. The instructional and hands-on practical agricultural training takes place at accredited agricultural training centres over a defined period, depending on the enterprise. The list of training partners is available on this <a href="#">webpage</a>.</p>												
<p><b>Agricultural sector/job profiles targeted</b></p>	<p>The training covers agricultural “technical” skills and knowledge spanning the entire enterprise production cycle. For example:</p> <ul style="list-style-type: none"> <li>• For crops, the training covers land preparation, planting, production and cultural practices, crop management, weeding, harvesting and farm-gate tasks.</li> </ul>												

	<ul style="list-style-type: none"> <li>For livestock/fisheries, the practical training covers sourcing and management of starter stocks, feeding practices, animal health and disease prevention, harvesting and other relevant issues.</li> </ul> <p>For agro processing, the hands-on training covers the stages of transforming raw outputs into processed products and by-products, processing equipment and technologies, product packaging and standardisation.</p> <p>Distribution of the YAGEP beneficiaries/enterprises 2015-2022 by type of agricultural subsector:</p> <table border="1" data-bbox="467 459 1042 958"> <thead> <tr> <th rowspan="2">YEAR</th> <th colspan="5">TYPE OF AGRICULTURAL ENTERPRISE</th> <th rowspan="2">TOTAL</th> </tr> <tr> <th>POULTRY</th> <th>FISH PRODUCTION</th> <th>CROP PRODUCTION</th> <th>PIGGERY</th> <th>AGRO-PROCESSING</th> </tr> </thead> <tbody> <tr> <td>2015-2016</td> <td>136</td> <td>82</td> <td>18</td> <td>20</td> <td>0</td> <td>256</td> </tr> <tr> <td>2016-2017</td> <td>0</td> <td>261</td> <td>102</td> <td>0</td> <td>0</td> <td>363</td> </tr> <tr> <td>2017-2018</td> <td>0</td> <td>120</td> <td>39</td> <td>0</td> <td>0</td> <td>159</td> </tr> <tr> <td>2018-2019</td> <td>56</td> <td>46</td> <td>24</td> <td>7</td> <td>12</td> <td>145</td> </tr> <tr> <td>2019-2020</td> <td>82</td> <td>71</td> <td>74</td> <td>24</td> <td>0</td> <td>251</td> </tr> <tr> <td></td> <td>20.33%</td> <td>49.40%</td> <td>21.89%</td> <td>4.34%</td> <td>1.04%</td> <td>100%</td> </tr> </tbody> </table>	YEAR	TYPE OF AGRICULTURAL ENTERPRISE					TOTAL	POULTRY	FISH PRODUCTION	CROP PRODUCTION	PIGGERY	AGRO-PROCESSING	2015-2016	136	82	18	20	0	256	2016-2017	0	261	102	0	0	363	2017-2018	0	120	39	0	0	159	2018-2019	56	46	24	7	12	145	2019-2020	82	71	74	24	0	251		20.33%	49.40%	21.89%	4.34%	1.04%	100%
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<p><b>Selection and profile of beneficiaries</b></p>	<p>About 250 applicants are selected to participate in the programme every year. The same eligibility conditions and selection process and criteria as for STEP apply. Applicants must have either prior experience or proven interest in agriculture. Accordingly, there are two target groups and training paths:</p> <ul style="list-style-type: none"> <li>Green YAGEP are candidates who have no prior practical knowledge in agriculture but desire to establish their farm enterprises ('first timers').</li> <li>Brown YAGEP applicants already have agricultural skills and own agricultural enterprises but are struggling and need refresher training in practical and managerial skills, participate in best practice workshops, and receive support packages to revive, grow, and sustain their business. They are subjected to field verification of claimed agricultural enterprises to qualify for admission.</li> </ul> <p>Delta Job has prioritised the Brown-YAGEP in the recent past to capitalised on their experience and motivation and for increased success rates, as shown by past tracer surveys. Having some prior experience in agriculture has therefore been an eligibility criterion, but the Green component could resume in future.</p> <p>The number of trainees sent to each partner training institution is based on the institution's absorption capacity (typically 3-15 people per batch).</p> <p>Profile of YAGEP beneficiaries 2015-2022:</p>																																																						

	MALE	FEMALE	WASC	OND/NCE	BACHELORS DEGREE/HND
2015-2016	187	69	98	40	118
2016-2017	275	88	128	67	169
2017-2018	131	28	50	29	80
2018-2019	110	35	76	21	48
2019-2020	144	107	114	52	85
<b>TOTAL</b>	<b>847</b>	<b>327</b>	<b>466</b>	<b>208</b>	<b>500</b>
<b>PER CENT</b>	<b>72%</b>	<b>28%</b>	<b>39.69%</b>	<b>17.72%</b>	<b>42.59%</b>

<b>Training specificities</b>	<ul style="list-style-type: none"> <li>• Brown YAGEP participants undergo orientation and farm enterprise training (OFET) instead of the introductory Orientation and personal effectiveness training. After that, they join best practices workshops.</li> <li>• Green YAGEP beneficiaries (only) take the technical skills training. The curriculum is designed to expose participants to both theoretical instruction and hands on experience in existing agricultural enterprises. Training is based on standard fit-for-purpose modules for the enterprise and daily activity logbooks prepared by practitioners in conjunction with Delta Job. While the training modules ensure quality assurance by trainers/training centres, the daily activity logbook is the tool for ensuring discipline among the beneficiaries, preventing truancy/absenteeism and upholding the quality of training.</li> <li>• The Entrepreneurship and agribusiness management training is for both Brown and Green programme participants. It complements the personal effectiveness training and the agricultural skills training, teaching participants basic entrepreneurship and farm business management skills through a series of seminars, so that they can own and run their farm enterprise as autonomously as possible.</li> </ul>
<b>Post-training support</b>	<p>Over the years, YAGEP adopted the cluster and non-cluster models in establishing the Green YAGEPreneurs. Cluster model involves co-locating YAGEPreneurs of different enterprise combinations where structures and other facilities/amenities are provided for common use, while non-cluster model is where the YAGEPreneur is established in his/her individual location. Co-locating beneficiaries in designated clusters is seen as beneficial for more effective targeting, higher cost efficiency, easier performance tracking and more accurate impact evaluation. To this end, Delta Job and the Ministry of Agriculture have designated land locations that are developed into YAGEP clusters for crop production and fishery. Similarly, the agro-processing enterprise category of trainees are organised into groups of entrepreneurs. (Groups of) training graduates receive in-kind support to start-up their business (the “starter pack”). The starter packs for YAGEPreneurs vary from one agricultural enterprise to another.</p> <ul style="list-style-type: none"> <li>• In the case of livestock and fish enterprises, the starter pack includes livestock houses/fishponds, operating facilities and amenities, animal feeds, livestock vaccination, and other inputs, in tranches.</li> <li>• As regards crops, the starter packs include site planning, land preparation, seeds/seedlings, fertiliser, and crop agrochemicals.</li> <li>• Each group of graduates from the agro-processing training is supported with start-up agro-processing mills.</li> </ul> <p>Candidates for Green YAGEP must show proof of own or secured location for the agricultural enterprise. Trainees are wholly responsible for finding and</p>



securing suitable locations for their enterprise as well as have own supplies of water and energy. The location must be physically verified as suitable by the Delta State Job and Wealth Creation Bureau prior to providing the starter pack items.

Candidates for Brown YAGEP must own and show the live farm enterprise for which support is needed. The live farm enterprise must be physically verified by the Delta State Job and Wealth Creation Bureau as owned by the candidate, prior to giving the support pack items.

In addition, participants are given buffer stipends for a limited period during enterprise gestation as well as some working capital to purchase inputs and/or working materials.

Farmers are encouraged to officially register and formalise their business. Further mentoring is available from the training institutions and trainers as well as from Delta Job and the state Directorate of Youth Monitoring and Mentoring (DYMM) throughout the production cycle. DYMM was specifically created in the Governor's office for this purpose.

A satellite-based digital survey map of all verified YAGEP farm enterprises is being developed showing the GPS location of verified YAGEP farm enterprise, the type of enterprise, and the names and contacts of owners. Post-programme monitoring survey data could be incorporated in future.

The information from the mentoring, monitoring and feedback system is used to make periodic adjustment in implementation and realign activities towards programme objectives. Specific information from the monitoring process is useful for deciding and applying sanctions on erring training centres and beneficiaries.

The programme also promotes farmers' subscription to the agricultural insurance offered by the Nigerian Agricultural Insurance Corporation in order to mitigate peculiar agricultural risks and inspire confidence in enterprise owners and agricultural lenders.

**Results**

Dropout rate before end of training programme: 0-5% only in the past years because of the focus on experienced ('Brown') farm owners.

YAGEP participants are less numerous than STEP participants (25% vs. 75% of annual recruits). Since the first programme cycle in 2015, 1 750 people benefitted from YAGEP as of August 2022. 25 farm enterprise clusters were established by 'Green programme participants' as of mid-2022, in addition to individually owned farms, all registered.


YAGEP agricultural outputs are estimated based on farm enterprise data generated through a combination of data collection methods, namely physical measurement of farm enterprise outputs and sample survey of programme beneficiaries.

Agricultural outputs of YAGEP beneficiaries 2015-2022:

CYCLE	POULTRY		FISH PRODUCTION (MT)	PIG PRODUCTION (PORK) MT	CROP PRODUCTION			
	Meat (MT)	Eggs (Nos)			Cassava	Grains	Fruit (Plantain)	Vegetable
2015-2016	322.32	13,708,800	295.20	296.88	20.00	-	60.00	66.00
2016-2017	283.64	12,063,744	1,094.98	273.13	16.00	444.00	48.00	382.00
2017-2018	249.60	10,616,095	1,219.18	251.28	12.80	487.20	38.40	478.00
2018-2019	335.57	11,4589, 63	1,2276.8	275.71	170.24	206.88	75.72	419.04
2019-2020	498.73	13,511,088	1,140.94	609.91	890.19	201.50	255.58	407.23
<b>TOTAL</b>	<b>1,689.87</b>	<b>61,358,690</b>	<b>4,977.98</b>	<b>1,706.91</b>	<b>1,109.23</b>	<b>1,339.58</b>	<b>477.70</b>	<b>1,753.87</b>

	<p>The 2020 tracer study (mentioned above and which covered both STEP and YAGEP programmes) showed that on average, 71% of YAGEP graduates were still running their farm at the time of the survey:</p> <table border="1" data-bbox="459 293 1273 465"> <thead> <tr> <th>TIME PERIOD COVERED</th> <th>PROGRAMME</th> <th>TOTAL NO. COVERED</th> <th>SUCCESS RATE (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16 – 2016/17 plus Brown STEP 2017/18</td> <td>YAGEP</td> <td>598</td> <td>66%</td> </tr> <tr> <td>2015/16 to 2018/19</td> <td>YAGEP</td> <td>923</td> <td>77%</td> </tr> </tbody> </table> <p>Some clusters have evolved into integrated fish and rice production hubs. Survey data and testimonies from beneficiaries show that some farmers acquired additional land 2-4 years after training completion for their own use, diversified their business, run consultancy services for other farmers, and even exports their production to other states and abroad.</p> <p>YAGEP contributed to the growth of the state’s agricultural sector. National Bureau of Statistics’ data show that the production grew at an accelerated rate in 2015-2017 (13.3% annual average), compared to the period 2013-2015 (8.6% annual average).</p>	TIME PERIOD COVERED	PROGRAMME	TOTAL NO. COVERED	SUCCESS RATE (%)	2015/16 – 2016/17 plus Brown STEP 2017/18	YAGEP	598	66%	2015/16 to 2018/19	YAGEP	923	77%
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<b>Graduate Employment Enhancement Programme (GEEP)</b>													
<b>Objective and target groups</b>	<p>This programme is different from the Bank of Industry-funded GEEP entrepreneurship programme. It is designed for a distinct segment of unemployed graduates with professional training who live in urban areas. In particular, GEEP is targeted at fresh, unemployed graduates with bachelor’s degree or Higher National Diploma in Engineering, ICTs, environmental disciplines (architecture, estate management, quantity survey, urban planning) and others. The aim is to improve the employability and job-readiness of the graduates by training them and placing them in short-term employment or helping them to establish their own business.</p>												
<b>Selection criteria and process</b>	<p>Advertisement of the programme and its eligibility criteria (call for applications), review of candidates’ applications based on pre-identified employers’ needs and selection criteria, interviews.</p> <p>The profile and number of programme beneficiaries is based on the needs of the pre-identified employers participating in the programme.</p>												
<b>Support / services provided</b>	<ul style="list-style-type: none"> <li>• Employability and soft skills training and seminars</li> <li>• Provision of industrial work experience through internship placements or short-term employment contract in relevant practice-oriented private sector establishments that applied to participate in the programme; Delta Job pays them a 6-month stipend</li> <li>• Sourcing and provision of jobs information to the participants and exposing them to job opportunities for those interested in wage employment</li> <li>• Provision of business incubation support such as professional advisory, technical assistance and counselling to graduates wishing to translate their professional knowledge and skills into live businesses and companies.</li> </ul>												
<b>Results</b>	<p>Usually around 20 beneficiaries per year</p>												
<b>Access to microfinance for MSMEs – Delta State MSME Development Agency</b>													
<b>Objective and target groups</b>	<p>Delta Job works with the <b>Delta State MSME Development Agency (DEMSMA)</b>, an evolution from and institutionalisation of the earlier Delta State Micro-Credit Programme. Its mandate is to:</p> <ul style="list-style-type: none"> <li>• Promote and coordinate the development of MSMEs in Delta state</li> <li>• Provide business support and advisory services for MSMEs</li> <li>• Promote agribusiness value chain and cluster development</li> <li>• Leverage digital technology for products development and services</li> </ul>												

	<ul style="list-style-type: none"> <li>Facilitate linkages between MSMEs, development partners, donor agencies and large corporation to provide MSMEs with capacity development, access to finance and markets</li> </ul>
<b>Financial services provided</b>	<p><b>Loan schemes:</b></p> <p>The Delta State Microcredit Scheme created in 2007 used to offer customised loans to artisans, farmers, traders, women, and youth entrepreneurs. All loans were extended through artisans' associations, farmers'/multipurpose cooperative societies, market unions, commodity associations, women's groups and youth associations, and to their members. DEMSMA does not lend money to MSMEs directly any longer. Instead, DEMSMA:</p> <ul style="list-style-type: none"> <li>Works with lenders who provide loans to small businesses</li> <li>Sets guidelines for loans made by its partnering lenders, community development organisations, and micro-lending institutions</li> <li>Reduces risk for lenders</li> <li>Provides guidance and support to MSMEs, and makes it easier for them to access capital</li> <li>Some loans come with continued support to help MSMEs start and run their business.</li> </ul> <p><u>Purpose:</u> can be used for most business purposes, including long-term fixed assets (e.g., furniture, real estate, machinery, equipment, construction, and remodelling) and operating capital (e.g., seasonal financing, export loans, revolving credit, and refinanced business debt).</p> <p><u>Loan amounts:</u> From 50 000 to 5.5 million naira or more. Most loans offered are collateral free. Eligibility and loan conditions/modalities vary. CBN-funded loan schemes have a 5-9% interest rate per annum with a max tenor of 12 to 18 months depending on the scheme. Bank of Industry/GEEP schemes have 0% interest rate (only 5% administrative fee) with a tenor of 6-9 months depending on the scheme.</p> <p><b>Grants:</b></p> <p>The Delta Cares programme is a World Bank/State stimulus intervention programme that provides grants to MSMEs to facilitate economic recovery from the Covid-19 pandemic. It targets Delta state business owners having bank statement and registration as enterprise or belonging to a cooperative society registered with the State Ministry of Trade and Investment. Similar conditions as for Lagos and Edo states "Cares programmes".</p>
<b>Partners</b>	<p>Funding partners for loans and grants include: CBN MSME Development Fund, CBN Special Intervention Fund, Bank of Industry GEEP programme, and other financing schemes; NIRSAL; NEXIM (Nigeria export and import bank); SMEDAN; Zenith Bank; UBA bank; other financial institutions incl. microfinance banks; World Bank; UNIDO; African Development Bank; IBM; private foundations and non-governmental organisations, etc.</p>
<b>Agro-Industrial Park</b>	
<b>Objective</b>	<p>The construction of the park is on-going, planned for completion in 2023. It will be a dedicated hub of 220 hectares providing the infrastructure and enabling environment for the operation of about 30 agro-processing factories in a profitable and sustainable manner. It will strengthen the agricultural value chain and creates opportunities for and synergies with many STEP and YAGEP programme beneficiaries. The target is to create over 4 000 direct and indirect jobs within the park, and more outside.</p> <p>The Park will be managed in partnership with the private sector (Delta State government, 40% equity; MIRAI Agro Resources, 30%; and Northworthy Limited, 30%).</p>

	<p>Individual investors that will settle and operate in the Park have the obligation and responsibility for constructing and developing own agro-processing factories based on the approved building plan and within the stipulated timeframe.</p>
<p><b>Services provided</b></p>	<ul style="list-style-type: none"> <li>• Guaranteed access to land and security of land tenure (long-term lease)</li> <li>• Good location and connection: distance of 20km from Asaba the State capital (about 25 minutes driving, 27km from Asaba International Airport)</li> <li>• Commercial plots</li> <li>• Warehousing, handling, storage and packing facilities/equipment</li> <li>• Quality test laboratories and equipment</li> <li>• Miting and training workshop facilities</li> <li>• Constant power, water, and security</li> <li>• Sewage and waste management plant</li> <li>• Office, residential and hospitality space/buildings for the Park managers, residents and visitors</li> <li>• Rice plant/factory</li> </ul> <p style="text-align: center;"><b>INFRASTRUCTURE, FACILITIES &amp; SERVICES IN THE AGROINDUSTRIAL PARK</b></p> 
<p><b>Target industry sub-sectors</b></p>	<ul style="list-style-type: none"> <li>• Processing of grains, for example, rice, maize, soybean and others</li> <li>• Roots and tuber crops processing, for example, cassava, yam, potatoes and others</li> <li>• Banana and plantain processing and related products</li> <li>• Processing of oil palm and related oil-based products</li> <li>• Milk processing, dairy and milk-based products</li> <li>• Livestock processing, for example, beef, broilers, pork and others</li> <li>• Fish processing and related products</li> <li>• Processing of fruits and vegetables</li> </ul>
<b>Partnerships</b>	
<p><b>Capacity to integrate returnees</b> <b>Perspectives / future partnership opportunities</b></p>	<p>STEP and YAGEP have some experience with returnees who entered the programme because they went through the selection process – no deliberate strategy to enrol them. In the future, a special window could be created for them, with specific selection criteria and process. A MoU would be needed with IOM with agreed terms and conditions.</p> <p>Delta Job has the willingness, capacity, and credibility to become an IOM partner for returnee reintegration.</p> <ul style="list-style-type: none"> <li>• Delta Job is a functional vehicle for programme management and implementation.</li> </ul>

	<ul style="list-style-type: none"> <li>• Its programmes have been running for a significant number of years, have measurable (and measured) results, and have received national awards.</li> <li>• IOM is struggling to find good training partners especially in Delta and in rural areas while Delta Job has already a network of selected and experiences partners – and of potential providers of internships and employment.</li> <li>• Working with and through Delta Job would reduce IOM’s work and management costs and avoid creating parallel structures and programmes singling returnees out of the rest of the young population. It would offer greater prospects for ownership, continuity and sustainability of returnees’ reintegration programmes.</li> <li>• Delta Job benefits from strong visibility and political and financial back-up from the state government. The government covers programme management and overhead costs. Moreover, government back-up maximises programme follow-up, effectiveness and sustainability of results. For example, in 2021, the state government funded the refurbishment of YAGEP fish farm clusters affected by floods, reinforced the dykes and built an elevated wooden walkway as part of the maintenance work to ensure their operational continuity, which fish farmers could not have done on their own.</li> <li>• “Where you have a public/gov institution that is ambitious and works professionally and transparently, it should be supported by development partners: that’s their role”, according to the Bureau’s director.</li> <li>• Additional support to returnees would be available from the Delta State MSME Development Agency, which runs a clinic facility for MSMEs. The State Ministry of Science and Technology also manages an innovation hub for tech start-up entrepreneurs.</li> </ul> <p>The fact that Delta Job was established by the current state governor and benefitted from his strong leadership and support also means that next year’s national elections may change this situation. Yet, Delta Job was legally established as a state government institution by an executive bill and as such, should survive a change in political leadership at the state level.</p>
<b>Beneficiary absorption capacity</b>	A few dozens annually at least.
<b>Existing partnerships / partners</b>	<p>Delta Job has a few partners:</p> <ul style="list-style-type: none"> <li>• Institutional partners: state government</li> <li>• Main financial partners to date (mostly for one-off projects): Chevron through the PIND Foundation, World Bank</li> <li>• Main partner financial institutions for loan and grants schemes: listed above.</li> </ul> <p>No partnership to date with GIZ (Delta is not a GIZ focus state), IOM, MRC, NELEX, ILO, and other government and donor employment programmes.</p> <p>Delta Job is looking for establishing more partnerships with national and international funding agencies.</p>
<b>Comments and lessons learnt</b>	
<b>Challenges, lessons learnt and the way forward</b>	<ul style="list-style-type: none"> <li>• The selection of programme beneficiaries has been streamlined and made more rigorous and objective over time to avoid wrongful selection leading to moral hazards. Experienced farmers have been preferred in the YAGEP selection process to avoid enrolling applicants who are not genuinely interested and motivated.</li> <li>• Their orientation to the type of microbusiness/agricultural activity must be guided by their preference rather than by programme and logistical constraints. A demand-driven approach is critical to success.</li> </ul>

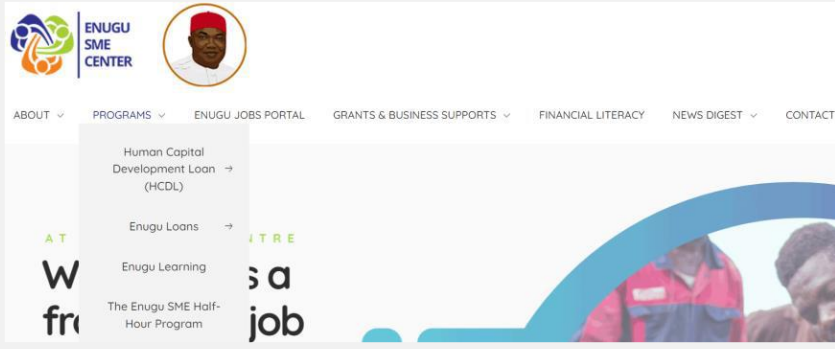
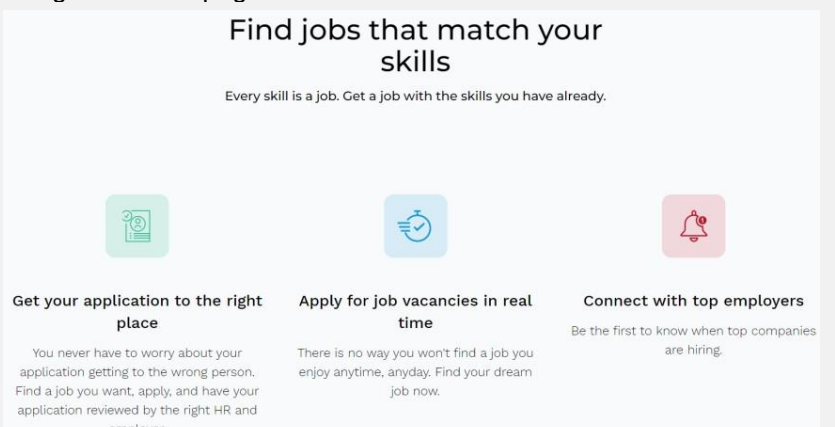
	<ul style="list-style-type: none"> <li>• Sustained commitment, personal responsibility and soft skills are often lacking despite the initial 3-day orientation and training session; this results in dropouts and failure. Youth participants must be subjected to high standards of programme discipline through codes of conduct and personal guarantees by respective community and social leaders.</li> <li>• Programme participants must be subjected to adequate good-quality instructional training and hands-on practical exposure. Quality assurance of training delivery must be stepped up. Field inspectors have been deployed.</li> <li>• The YAGEP start-up support must incorporate adequate amounts of high-quality efficient production inputs in a timelier manner. The cash component has also not always been delivered in a timely manner.</li> <li>• The cost of agricultural inputs and production has been rising (livestock, fish feeds, starter stock, planting materials, fertilisers/agrochemical, petrol). This increases programme costs for Delta Job and jeopardises the business model and growth and profitability of the YAGEP farms. Weather hazards (heavy rainfalls, floods, droughts) and pests and diseases also affect agriculture productivity and farms' sustainability.</li> <li>• Poor, unstable and expensive access to a source of power is a major constraint for all farms and businesses in the state.</li> <li>• High incidence of theft especially in poultry and fish farms as well as activities of herders in some locations pose serious problem.</li> <li>• Beneficiaries should obtain access to suitable land and crucial production infrastructure. The systems of land ownership and land tenure make it difficult for YAGEP beneficiaries to access contiguous land. Litigations and disputes from host communities have significantly affected progressive development of some YAGEP clusters. In 2016, the Governor created a land bank serving as a repository of available arable land. Farmlands and arable lands have been acquired for large state agriculture projects and smaller scale YAGEP beneficiaries.</li> <li>• For YAGEP: the cluster approach to establishment of youth agricultural enterprises, that is, co-location of youth agricultural entrepreneurs, can only be effective and sustainable if the enabling conditions are in place. These need to be identified and more systematically factored in programme design and implementation.</li> <li>• Business plan development, business documentation by programme beneficiaries once they have established their business, official registration, and keeping records of business/farm activities, incl. bookkeeping, are to be improved and systematised. Continuous and sustained follow-through and mentoring of newly established businesses are critical.</li> <li>• STEP and YAGEPpreneurs still have limited access to credit and insurance schemes despite information and support provided by Delta Job. The above-listed hazards create a major obstacle for farmers to access these services because they insurance companies are not ready to mitigate related losses and financial institutions raise their interest rates.</li> <li>• The success and sustainability rate of STEP programme beneficiaries / microbusinesses must further increase. Transitioning from a heavily state government subsidised business model to a situation where microbusinesses, farms and clusters are technically and financially self-reliant is a challenge.</li> <li>• Ensuring business viability and profitability is also key to attract and retain more youths in agriculture. Youths tend to be more interested in trade/retail.</li> <li>• For YAGEP, the introduction of modernised agricultural technologies and production systems and of improved crop varieties and livestock breeds is needed to curtail risks and drudgery so that agriculture can be more attractive to youths. YAGEP brands youth agriculturists as "entrepreneurs"</li> </ul>
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	<p>and “business owners” in such a manner that is professionally dignifying and appealing to them.</p> <ul style="list-style-type: none"> <li>• Programmes should also promote more promising industries and sectors outside of agriculture and establish innovation hubs.</li> <li>• Officers of the Delta State Job and Wealth Creation Bureau and political appointees need additional orientation/training on programme management/cycle and implementation arrangements.</li> </ul>
<b>Contacts</b>	
<b>Focal points and contacts</b>	<p>Prof. Eric Eboh, Delta State’s Chief Job and Wealth Creation Officer, eceboh@yahoo.com, +234 803 666 0475</p> <p>Delta State MSME Development Agency (DEMSMA): demsma@deltastate.gov.ng, +234 908 131 9500</p> <p>Head of DEMSMA: Orezi Esievo, +234 8064371169. Email: jesievo@gmail.com</p>

## A.6. ENUGU SME CENTRE AND ENUGU JOBS

Enugu SME Centre and Enugu-Jobs	
<b>Country</b>	Nigeria
<b>State</b>	Enugu state
Organisational information	
<b>Type of organisation</b>	<p>Legal status of Enugu SME Centre: State government agency for SME support and promotion. Public, officially registered.</p> <p>Enugu-Jobs is a subsidiary of Capitis Global Services, a private company; it partners with the Enugu SME Centre.</p>
<b>Year of creation</b>	Enugu SME Centre: 2005
<b>Type of support / services provided</b>	<p>Enugu SME Centre was created with the mandate to promote entrepreneurship, support existing MSMEs and tackle unemployment in Enugu State.</p> <ul style="list-style-type: none"> <li>• Initiating and articulating policy ideas for small and medium enterprises growth and development in Enugu State</li> <li>• Promoting and facilitating development programmes, instruments, training and support services to accelerate the development, modernisation, coordination and monitoring of MSME operations</li> <li>• Improving MSMEs' access to finance and markets</li> <li>• Facilitating employment and strengthening youth employability and skills by publishing job vacancies, organising job matching, and providing training to job seekers and recruited candidates (through Enugu-Jobs)</li> </ul> <p>As part of its efforts to increase employability, training and job creation, the State government through the SME Centre commissioned Capitis Global (a Human capital development and consulting firm and partner of the SME Centre) to design, set up, and manage the Enugu-Jobs platform. This private sector stance was to ensure that the Enugu-jobs platform was operated and managed without the bureaucracy associated with government agencies.</p> <p>Enugu-jobs entered a collaborative partnership with Jobberman to fast-track knowledge exchange and capacity building. Although the collaborative partnership with Jobberman has been completed, Enugu-jobs having built internal capacity, the two organisations still find ways to collaborate when required.</p>
<b>Size and governance</b>	<p>Enugu SME Centre: 1 office in Enugu</p> <p>Enugu-Jobs: 1 office within the Enugu SME Centre location, with 8 full-time employees and 3 interns</p>
<b>Profile and selection of beneficiaries</b>	<p>MSMEs, start-up entrepreneurs and job seekers residing in Enugu state. Many economic sectors and job profiles are covered by its programmes and services (industry, services, ICT, etc.). Open to low to high skilled labour. Focus on young people.</p>
<b>Total capacity (current and future)</b>	<p>Enugu SME Centre: details not available</p> <p>Enugu-Jobs aims to place 20 000+ people in employment (or create 20 000 jobs) every year. An average of 50-80 job vacancies are published on the platform monthly, and 50 recruitments achieved/facilitated.</p>
<b>Communication strategy for reaching beneficiaries &amp; potential beneficiaries</b>	<p>Website: <a href="https://www.enugusme.en.gov.ng/">https://www.enugusme.en.gov.ng/</a></p> <p>Social media: enugusmeagency</p> <p>The SME Centre created the syndicated radio programme called the "Enugu SME Half Hour" to advertise its programmes and services. It is broadcasted on Urban Radio FM on Monday 1:30pm, Solid Fm on Tuesday 9am, Radio</p>



	<p>Nigeria FM (Coal City FM) on Wednesday 1:30pm, and Dream FM on Friday 1:30pm.</p> <p>Enugu-Jobs has done the same every week for some time, and is planning to resume by mid-September 2022</p>
<p><b>Photo</b></p>	<p>Enugu SME Centre webpage:</p>  <p>Enugu-Jobs webpage:</p> 
<p>Details of the services offered</p>	
<p><b>Enugu-Jobs: Job matching and placement platform, and training</b></p>	<p>Enugu-Jobs was created in 2020. It is an initiative of the Enugu SME Centre supported by Capitis Global Services which operates the platform, and Jobberman which manages employment services. Enugu-Jobs is an institution and job portal offering a <b>range of services</b>:</p> <ul style="list-style-type: none"> <li>• Employers in Enugu state can advertise vacancies for full-time and part-time employment, internships, and apprenticeships (mostly in the formal sector), and get a shortlist of the most qualified candidates.</li> <li>• Job seekers in Enugu state can register online and apply to open positions both online and offline.</li> <li>• Employers who have recruited people through Enugu-Jobs can refer candidates for training.</li> <li>• Enugu-Jobs (in partnership with the SME Centre) offers employability training (duration: 7 days), soft skills training (3–5 days), technical training (2 weeks to 3 months depending on the vocation/job), and entrepreneurship training (10 days to 1 month).</li> <li>• Employers and recruited employees select the most suitable training provider based on their needs. Enugu SME Centre can provide a training hall or relevant facility. Duration and programme are adapted to employers' and trainees' needs.</li> <li>• Training providers can register by contacting Enugu-Jobs and SME Centre.</li> <li>• The Jobberman-organised soft skills training is for free, others are paid. Employers can ask Enugu-Jobs to arrange training for their new recruits based on their organisational needs. The training takes place before</li> </ul>


	<p>candidates start working. Enugu SME Centre can provide a loan to cover the training cost, which the employer repays from the candidate's salary in instalments over a 3–6-month period. Jobseekers can also enrol for the available technical or soft skills training programmes at their own cost.</p> <ul style="list-style-type: none"> <li>• Enugu-Jobs organises various employment-orientated or other events such as career fairs every month to provide an opportunity for jobseekers and employers to engage (announced on social media and the radio)</li> </ul> <p><b>Registration modalities:</b></p> <ul style="list-style-type: none"> <li>• To advertise job vacancies, employers must pay an annual registration fee of 8 500 naira.</li> <li>• Job seekers can register and create a profile on Enugu-Jobs and Jobberman at no cost, which will enable them to apply for jobs, access training, attend career fairs etc. To sign up, jobseekers must provide personal information including name, email address, date of birth, CV etc.</li> <li>• Training providers can register for free on the Jobberman Learning platform by providing the relevant course curricula, costs, duration, learning outcomes etc. 10 have registered to date.</li> </ul> <p><b>Websites:</b></p> <p><a href="https://www.enugusme.en.gov.ng/enugujobs/">https://www.enugusme.en.gov.ng/enugujobs/</a>  <a href="https://www.enugu-jobs.com/">https://www.enugu-jobs.com/</a></p> <p><b>Some key results:</b></p> <ul style="list-style-type: none"> <li>• 50-80 job vacancies published monthly, and 50 recruitments achieved/facilitated by Enugu-Jobs. About 4 000 job seekers registered on the platform + many offline applications are received for each job vacancies.</li> <li>• 380 persons trained to date, approximately 25-30 persons monthly</li> </ul>
<p><b>Enugu SME Centre: Training</b></p>	<p><b>Training type:</b> The Enugu SME Centre offers short training courses both in-person and online (webinars on Facebook Live, Instagram Live, WhatsApp etc.).</p> <p><b>Type of training proposed:</b> employability and soft skills training (with Jobberman); financial literacy training (<a href="#">online</a>), technical and entrepreneurship skills for various sectors and job profiles (e.g. car mechanics, solar energy services, electrical wiring, CCTV and home automation, design and fabrication of professional electronic equipment, graphic design, product design, programming, cyber security, fashion business, digital marketing, welding, furniture-making, POP installation, wall screeding, painting, etc.) and other types of training and webinars (work from home opportunities, driving innovations, etc.).</p> <p><b>Target groups:</b> Some training programmes, masterclasses and webinars target women specifically, such as the 'Upskill Her Initiative', a free digital skills training for women aged 20-35.</p> <p><b>Training modalities:</b> Duration varies from a few weeks to over 7 months. Some training participants can get a stipend or a study microloan for the duration of the training. Most trainings are organised in partnership with training providers and private sector employers. Graduates are then placed in internships, apprenticeships, jobs, or get registered on the Enugu-Jobs and Jobberman recruitment platform for employment opportunities.</p> <p><b>Training partners:</b> Jobberman, local training providers, local private companies</p>
<p><b>Enugu Tech: Innovation hubs, coaching and other services</b></p>	<p>Enugu Tech is a public-private partnership project developed and designed to train and provide a path to new jobs to about 50 000 young people. Beneficiaries learn a technology skill through self-paced, online training and instructor-led training, and are placed within a hub.</p>

	<p>Training courses include: user experience design, user interface, and design thinking; data analytics and visualisation (with SQL and Power BI); and programming.</p> <p>Enugu SME Centre provides a microloan of 20 000 naira to be repaid within 5 months of the training start date.</p> <p>Business and financial management tips and webinars are also available <a href="#">online</a> free of charge.</p> <p>The Tech City hub provides workspace, group/individual coaching, legal advice and other forms of technical support to training graduates, and organises job fairs, networking events, etc.</p>
<p><b>Enugu Loans: Access to finance</b></p>	<p><b>Loan schemes:</b></p> <p>Enugu SME Centre, through partner financial institutions, offers a range of loan schemes with competitive interest rates (check <a href="#">website</a> or contact the Centre for updates and details):</p> <ul style="list-style-type: none"> <li>• Enugu SME Micro Credit Lending programme provides working capital to small business owners</li> <li>• Enugu-Lidya Business Loans (in partnership with Lidya Bank) helps MSMEs expand their business, hire professionals and cover for invoices and supplies</li> <li>• Enugu Studentpreneur Development Loan programme (ESDLP) to support burgeoning start-up entrepreneurs from the incubation stage</li> <li>• Enugu Trader Facility (ETF) for SME clusters, funded and managed in partnership with Carbon</li> <li>• MSME Development Fund (MSMEDF) funded by the CBN</li> <li>• Agri-Business/Small and Medium Enterprise Investment Scheme (AGSMEIS) funded by the CBN for MSMEs</li> <li>• Targeted Credit Facility (TCF)-COVID-19 Intervention Fund funded by the CBN to support households and MSMEs affected by the Covid</li> </ul> <p><u>Loan amounts</u> range from 50 000 to several million naira.</p> <p><u>Interest rates</u> range from 5% to 15% per year depending on the scheme, the economic sector of operations, the applicant's business and financial history, revenue/business size, etc.</p> <p><u>Tenors</u> typically range from 3 to 12 months, but some can extent to 3+ years.</p> <p><u>Eligibility and conditions:</u> Some schemes target young people aged 18-35 and accept individuals and non-registered businesses. Some have no collateral, but are secured with Direct Deposit Instruction with Remita, Lien of BVN or other non-asset collateral structures (e.g., for ETF). Others do require collaterals (e.g., Enugu SME Micro Credit Lending programme). Several schemes require loan applicants to complete a free financial literacy and/or entrepreneurship training and submit a summary business plan. Some can also provide follow-up support and coaching to loan takers (e.g., AGSMEIS).</p> <p><b>Grants:</b></p> <p>Enugu SME Centre, through partner financial institutions, offered several grants as part of the Covid and post-Covid response (some of them are still active, contact the SME Centre for updates):</p> <ul style="list-style-type: none"> <li>• Survival Fund MSME grants sponsored by the CBN: one-off 50 000 naira to officially registered MSMEs affected by Covid and operating in key sectors; during Covid, sub-programmes were providing grants as a contribution to staff payroll and to support road transportation, taxi and car mechanic businesses and self-employed artisans</li> <li>• CAC grant to formalise and registrate business names of MSMEs, artisans and women (one or more persons)</li> </ul>

	<ul style="list-style-type: none"> <li>• Artisan Support grant focussing on youth aged 18-35 in specific economic sectors: one-off payment of 20–30 000 naira</li> </ul>
Partnerships	
<p><b>Beneficiary absorption capacity</b></p> <p><b>Capacity to integrate returnees</b></p>	<p>The SME Centre has significant experience while Enugu-Jobs is more recent and needs institutional and technical support to further grown and help more job seekers incl. returnees.</p> <p>No prior experience with returnees specifically, but willingness to partner with IOM and other organisations involved in returnees’ economic reintegration. Able to adapt some of the current training modules and provide tailored support to returnees.</p> <p>Enugu-Jobs’ specialised programs such as the Career Fast-tracker, STAR Window, ASPIRE Project, and its employability/entrepreneurship/soft and technical skills trainings would all be of importance and a viable contribution to the economic reintegration of returnees.</p> <p>EU and IOM would be invited to provide funding and engage in knowledge exchange for a fruitful, mutually beneficial partnership.</p>
<p><b>Existing partnerships / partners</b></p>	<ul style="list-style-type: none"> <li>• Main institutional partner: Enugu State government</li> <li>• Training partners: Jobberman (for the soft skills training notably), Facebook (for the online digital skills training for business owners named ‘Boost Your Business’), Wild Fusion, Fenix, WiCrypt, Utiva, Autoease, BlueAfric, and other local training providers.</li> <li>• Partners on loan schemes: CBN, Bank of Industry, VFD Bank, NIRSAL, First Bank, Fidelity Bank, Carbon, Lidya, Remita, BVN etc.</li> <li>• No on-going partnership with FMLE, NELEX, GIZ, IOM, ILO, or other donor programmes.</li> </ul>
<p><b>Perspectives / future partnership opportunities</b></p>	<p>A partnership between Enugu-Jobs and IOM (and/or GIZ, if it is willing and able to expand its intervention area) would be beneficial to all parties if the number of returnees in Enugu justifies it. This is because of the numerous advantages of working through state level MDAs, of the many relevant programmes and services offered by the Enugu SME Centre and Enugu-Jobs, and their on-going partnerships with Jobberman, local training providers, and financial institutions.</p>
Comments and lessons learnt	
<p><b>Challenges, and lessons learnt</b></p>	<p>Enugu-Jobs intends to launch of a more intuitive and user-friendly e-platform and set-up a vocational and enterprise training centre. A more robust/complete information and monitoring and evaluation system would also be needed. On the longer-term, it ambitions to increase its reach to more states especially around the South-East of Nigeria.</p>
Contacts	
<p><b>Focal points and contacts</b></p>	<p><u>Enugu SME Centre:</u>  Phone: +234 808 934 4768; +234 808 499 8224; +234 904 243 9495  Email: info@enugusme.ng  Address: No. 2, Market Garden by SME Roundabout Opposite Ebeano Tunnel GRA, Enugu</p> <p><u>Enugu-Jobs:</u>  Phone: +234 (0) 915 983 9782  Email: info@enugu-jobs.com  Contact person: Geraldine Aniukwu, Executive Assistant, geraldine.a@enugu-jobs.com</p>

## A.7. INDUSTRIAL TRAINING FUND

Industrial Training Fund	
<b>Country</b>	Nigeria
<b>Region / states</b>	Nationwide
<b>District / city</b>	Nationwide (interviewed at their Lagos Isolo area office location)
Organisational information	
<b>Type of organisation</b>	Federal state parastatal agency
<b>Year of creation</b>	1971
<b>Type of support provided</b>	<p>ITF provides short and long-term direct training and vocational and apprentice training for government workers, private sector workers, and the general youth. It focuses on specific industries and trades and most trainings have a strong practical component.</p> <ul style="list-style-type: none"> <li>• Long-term training for technical ('hard') skills: every year, ITF carries out "skills intervention trainings" in all state capitals on behalf of the federal government for youth between 18-45. At the end of the training, graduates receive a start-up pack (e.g., equipment/machinery, toolbox, etc.)</li> <li>• Short-term trainings ('soft skills'): skills improvement for professionals already in the job/industry; usually sent for training by their employer.</li> </ul> <p>ITF refunds up to 50% of the employers' contributions for private employers registered with the Fund, implementing a corporate training policy and using other training service providers.</p> <p>ITF also carries out research and consultancy services. It administers the Students Industrial Work Experience Scheme (SIWES – for students in industry to gain practical experience in an enterprise for 1 year). It provides human resource development information and training technology service to industry and commerce to enhance their manpower capacity and in-house training delivery effort.</p> <p>ITF's main clients are government ministries, departments and agencies (MDAs), private companies registered with ITF, and international development partners.</p>
<b>Main funding</b>	ITF's main source of funding is the employers' contribution. Every employer with 5 staff or more or with an annual turnover of 50 million naira a year must contribute 1% of the company total annual payroll to the ITF. ITF can also get funding from clients (MDAs, private companies, development agencies, etc.) using its training services.
<b>Governance, organisation size &amp; structure</b>	<p>The Fund is placed under the leadership of the Ministry of Industry. It has a 13-member Governing Council drawn from the public and private sectors who manage the Fund and co-operate in identifying training needs and devising training policy and system.</p> <p>ITF operates with 14 Departments and 2 Units at the Headquarters located in Jos, Plateau state, plus 40 Area Offices (one in almost every state incl. a corporate office in Abuja and several areas offices in Lagos due to its large population: in Isolo, Ikeja, Apapa, Lekki, Victoria Island, Lagos Island, etc), 4 Skills Training Centres, and a Centre for Industrial Training Excellence.</p>

	<p style="text-align: center;"><b>Geographical Spread</b></p>
<p><b>Cost (of trainings)</b></p>	<p>Short-term training: From 50 000 naira to 75 000 naira for 3 to 5 days.  Minimum 50 000 to millions of naira per person for 2 months training excluding start-up pack (and feeding and transportation). The longer (up to 6 months), the more expensive.</p>
<p><b>Profile of trainees</b></p>	<p>18 to 45-year-old. Can be highly skilled professionals of the formal public and private sector or young people with very limited prior education and no professional skills.</p>
<p><b>Total capacity (current and future)</b></p>	<p>On behalf of the Nigerian federal government only, ITF already trains a minimum of 500 youths across the country every year. Trainings for registered companies come in addition to that. More than 1 000 trainees per year nationwide, distributed across states and ITF training centres, based on local capacities and on-going trainings.  The most modern and best equipped ITF training centres are in Abuja and Plateau state.</p>
<p><b>Communication strategy for reaching potential beneficiaries</b></p>	<p>Through government and donor programmes, contributing private companies, media and social media  Website: <a href="https://itf.gov.ng/">https://itf.gov.ng/</a></p>
<p><b>Photo</b></p>	<p>Headquarters office in Los:</p>  <p>Corporate office in Abuja:</p>







Benin City office:




### Training details

<p><b>Types of industry sectors targeted by trainings and training courses</b></p>	<p>Business administration and management            ICT            Banking and finance            Human resources            Health, environment, safety, security            Engineering, technical and vocational courses in very various sectors and trades: e.g., Catering and hospitality management, Electricity, Electronics, POP, Tiling, Mechanics, Masonry, Plumbing, ICT, Graphic design, Agribusiness, Poultry farming, Greenhouse technology, Fish farming etc.            Detailed training brochure 2022 available <a href="#">online</a>.            For certain trainings, ITF partners with SMEDAN to provide additional, entrepreneurship training to trainees, e.g., how to set up a microenterprise or cooperative, to develop a business plan, to manage financials, bookkeeping, sourcing for funds, etc.</p>
<p><b>Admission requirements / selection criteria and literacy level required</b></p>	<ul style="list-style-type: none"> <li>• Youths between 18- to 45-year-old</li> <li>• Being employed by a registered contributing company or sponsored by the government or another programme</li> <li>• Education/skills requirements: depending on the training; at least secondary school (must be able to read and write).</li> </ul>
<p><b>Training length / structure / format</b></p>	<ul style="list-style-type: none"> <li>• Short-term trainings: 2-5 days training</li> <li>• Long-term trainings: 2 to 6 months</li> </ul> <p>Exact duration depends on the training. Most trainings have a strong practical component – this is what ITF is known for.</p>
<p><b>Frequency of courses</b></p>	<p>Annual government-sponsored training. Other training sessions based on client's needs and request.</p>
<p><b>Curricula and certification offered</b></p>	<p>ITF is accredited by NBTE. ITF delivers federal government certificates of competence signed by ITF DG. Training programmes are usually designed and certified by ITF. Some curricula are approved by NBTE.</p>
<p><b>Trainers &amp; class size</b></p>	<p>On average 20-25 trainees per class or per batch. Can be more for certain trainings, up to several dozens of participants at a time.</p>

<p><b>Per diem/ stipend for trainees and attrition rates</b></p>	<p>Accommodation and food are not included in the ITF training cost. ITF requests that clients/sponsors (government or private employers requesting the training) pay their trainees a stipend for transportation + 500 naira a day for food. Without the stipend, attrition can be high.</p>
<p><b>Quality of infrastructure &amp; training equipment</b></p>	<p>The ITF training location in Ikeja has an appropriate environment, good working condition, generally well equipped (see photos below).</p>
<p><b>Photo</b></p>	<p>Training location in Lagos:</p>  <p>Electrical workshop (Lagos training location):</p>  <p>ICT training room (Lagos location):</p>  <p>Mechanical engineering training workshop (Lagos):</p>  <p>Welding &amp; fabrication training workshop (Lagos):</p>






		
<b>Monitoring post-training</b>	<p>Trainees are expected to be 'field ready' after the training and be able to find employment or set-up their business. ITF can however follow up by phone with trainees for a few months. Help connect them with existing or potential employers upon request. Still available for further mentoring but not additional funding.</p>	
<b>Employment success rates post-training</b>	<p>Not available from the Isole area office or online.</p>	
<b>Partnerships</b>		
<b>Capacity to integrate returnees into the program</b>	<p>Yes, no restriction as long as they can read and write, and training costs are sponsored.</p>	
<b>Beneficiary capacity (how many returnees can they serve?)</b>	<p>No set limit but probably not more than a few dozens per training centre and per year – to be discussed and confirmed with ITF.</p>	
<b>Partnership with the private sector?</b>	<p>Partnerships with some international, national and local companies, mainly for apprenticeship: Nestle, Academy Press, etc. Private sector representatives also sit on the ITF Governing Council.</p>	
<b>Institutional partnerships and relationship with labour market intermediation mechanisms</b>	<p>Institutional and training partners and sponsors: Federal and state governments (e.g., Lagos State Ministry of Wealth Creation and other state-level technical ministries depending on the skills for which training is organised); SMEDAN; professional institutions; Nigerian Content Development and Monitoring Board; the Nigerian and other Chambers of Commerce; British Commission; etc. No direct partnership with employment agencies and other intermediary mechanisms in Lagos state such as the Lagos State Employment Trust Fund, the MRC/NGC etc. But a few referrals from IOM returnees through the MRC/NGC were done last year. ITF HQ may have more direct collaborations with development partners.</p>	
<b>Remarks and lessons learnt</b>		
<b>Challenges and lessons learnt</b>	<p>Recommendation from ITF: Wage employment is not an option for most underprivileged youths because of the situation of the labour market. Returnees should continue to be directed to microbusinesses as opposed to job placements in existing (formal) enterprises. The question is not how to do more job placements but how to make TVET more effectively linked to labour market opportunities, and how to make individual and collective reintegration projects more sustainable. Feedback by other stakeholders on ITF: doubt about quality of ITF training programmes, curricula and trainers. Some training facilities are not sufficiently well equipped and up to date. Linkages with private sector companies/employers should be multiplied.</p>	



Contacts	
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## A.8. GENIUS HUB

Genius Hub	
<b>Country</b>	Nigeria
<b>Region / states</b>	Edo state (mainly)
<b>District / LGA</b>	Within Edo: Benin, Auchi, Uromi
Organisational information	
<b>Type of organisation</b>	Organisation registered with the CAC and operating a social enterprise under the name “Genius Hub” and an NGO under the name “Genius Hub Global Initiative”.
<b>Year of creation</b>	2004 (for the Young Girls Foundation, at the origin of Genius Hub) 2015 (for the Genius Hub and Genius Hub Global Initiative)
<b>Type of training and other services provided</b>	<ul style="list-style-type: none"> <li>• Training: self-development and life/soft skills training; employability; entrepreneurship; TVET; digital skills</li> <li>• Support to microentrepreneurs (e.g., business registration, mentoring, facilitation of access to markets and finance)</li> <li>• Internships and job matching/placements</li> <li>• Awareness raising campaigns and citizen engagement on issues such as human trafficking and irregular migration, available livelihood opportunities as alternative to irregular migration</li> <li>• Shelter and psychosocial support for returnees and victims of trafficking</li> <li>• Movie production, production of war garments and wigs</li> </ul> <p>Trainings are managed either by the NGO or the enterprise section of Genius Hub. Main targets groups are women and girls (80% of trainees), returnees and victims of human trafficking, as well as “potential migrants” and youth.</p> <p>Genius Hub also manages a junior school club (reaching over 2 000 students across 64 public and private schools in Edo state with training and sensitisation activities) and a young girls foundation (also conducting education, sensitisation, and training activities).</p>
<b>Budget and main funding sources</b>	The enterprise department of the Hub generates its own revenue from various clients, while the NGO department receive funding from its national and international donors (see list further below).
<b>Organisation size &amp; structure</b>	<ul style="list-style-type: none"> <li>• 3 offices in Benin, 2 in other states (Lagos and Kano)</li> <li>• 25+ LGAs and 55+ community reached</li> <li>• Average of 1 200 trainees annually</li> <li>• Shelter for 12 people currently and 24 people potentially (tbc).</li> <li>• 27 staff members: CEO and chief operation officer, project manager, training facilitators (14 employed at the time of the interview), communication personnel, accountant, administration manager, M&amp;E officer, consultants</li> <li>• GH is governed by a Board.</li> </ul>
<b>Cost (of trainings)</b>	50 000 naira per person on average for the vocational training Returnee discovered by GH (as opposed to referred by IOM, GIZ or NAPTIP/ETAHT) are trained for free after some investigation.
<b>Profile of trainees</b>	<ul style="list-style-type: none"> <li>• Most GH trainees are returnees, 80% are females.</li> <li>• Age: depending on the programmes</li> <li>• Junior School Club: age 8 to 15</li> </ul>

	<ul style="list-style-type: none"> <li>• Education background: generally low. Most trainees are very vulnerable, in the informal sector, and have little income.</li> </ul>
<p><b>Total capacity (current and future)</b></p>	<p>Over 10 000 trainees total since the creation of GH, including over 9 000 people trained in vocational or livelihood skills, with a focus on women and youths. Average of 1 200 trainees every year specifically in Edo (in various types of trainings and training fields).</p>
<p><b>Communication strategy for reaching beneficiaries &amp; potential beneficiaries</b></p>	<p>Information and awareness raising campaigns in community setting.  Staff members dedicated to partnership development and community outreach.  On-going collaboration with NAPTIP/Edo State Task Force Against Human Trafficking, and punctual/time-bound partnership with and referrals from IOM and GIZ.  Online information and communication channels:  <a href="https://geniushubglobal.com/">https://geniushubglobal.com/</a>  Facebook: Geniushubglobal  LinkedIn: Geniushubglobal  Twitter: @geniushubglobal  Instagram: @geniushubglobal</p>
<p><b>Photo</b></p>	<p>GH office in Benin City:</p>   <p>Training delivered by a GH training facilitator:</p> 

Details on training services		
<b>Training courses</b>	<p>Self-discovery &amp; life management skills training:</p> <ul style="list-style-type: none"> <li>• Self-esteem &amp; self-image</li> <li>• Goal setting &amp; decision-making</li> <li>• Time management</li> <li>• Networking</li> <li>• Interpersonal relationships &amp; diversity</li> <li>• Personal branding</li> <li>• Communication skills</li> <li>• Critical thinking</li> <li>• Money management</li> <li>• Emotional intelligence</li> <li>• Resilience</li> </ul>	<p>Vocation skills trainings:</p> <ul style="list-style-type: none"> <li>• Hair styling, Make up</li> <li>• Fashion design, tailoring</li> <li>• Cosmetology</li> <li>• Arts &amp; craft (e.g., beads making)</li> <li>• Photography</li> <li>• Interior design</li> <li>• Event planning</li> <li>• Catering</li> <li>• Electrical repair</li> <li>• Home cleaning</li> <li>• Automobile servicing</li> <li>• Welding and fabrication</li> <li>• Carpentry</li> <li>• Farming</li> </ul>
	<p>Entrepreneurship skills:</p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Sales</li> <li>• Leadership</li> <li>• Networking</li> <li>• Creativity</li> <li>• Time management</li> <li>• Emotional intelligence</li> <li>• Business skills</li> <li>• Sales and marketing</li> <li>• Problem solving</li> <li>• Negotiation</li> </ul>	<p>Employability skills training:</p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Problem solving</li> <li>• Emotional intelligence</li> <li>• Teamwork</li> <li>• Reliability</li> <li>• Organisation and planning</li> <li>• Self-management</li> <li>• Leadership</li> <li>• Office computing</li> <li>• Proposal writing</li> <li>• CV writing</li> </ul>
	<p>Digital skills trainings</p> <ul style="list-style-type: none"> <li>• Digital marketing</li> <li>• Social media marketing</li> <li>• Email marketing</li> <li>• Web analytics</li> <li>• UI/UX design</li> <li>• Digital project management</li> <li>• Product management</li> <li>• POS agent</li> <li>• Programming / coding</li> <li>• Search engine optimisation</li> <li>• Videography</li> <li>• Graphic design</li> <li>• Digital business analysis</li> </ul>	<p>Film making trainings:</p> <ul style="list-style-type: none"> <li>• Video editing</li> <li>• Directing</li> <li>• VFX artist</li> <li>• Boom operator</li> <li>• Sound mix &amp; design</li> <li>• Script writing</li> <li>• Production design</li> <li>• Prop design</li> <li>• Gaffer / lighting</li> <li>• Grip</li> <li>• Continuity</li> <li>• Set artist</li> <li>• Hair &amp; makeup artist</li> <li>• Costume design</li> </ul>
<b>Admission requirements / selection criteria incl. literacy level</b>	<p>No prerequisite besides being a returnee (for most programmes) as confirmed after proper investigation.</p> <p>In-depth profiling.</p> <p>Training languages: pidgin, and all local languages as necessary.</p>	
<b>Training length / structure / format</b>	<p>Training duration: 3 months for most TVET trainings. 7 days for soft and employability skills.</p> <p>As much as possible, the trainings are practical, hands-on, at the training location and at the workplace (internship) when relevant and applicable.</p> <p>Mentoring and coaching after the training (see details below)</p>	

<b>Frequency of courses</b>	Training programmes run for the entire year, basically making it 4 sets of trainings/trainees in a year.
<b>Curricula &amp; accreditation</b>	Genius Hub is certified as a training centre by the National Business and Technical Examinations Board (NABTEB) and the Industrial Training Fund. Some training programmes/curricula have been designed by GH (as opposed to NBTE for example). All courses come with a certificate. Some certificates are recognised by NAPTIP.
<b>Trainers &amp; class size</b>	GH has a database of over 50 training facilitators in various skills areas, recruited as consultants on a short or long-term basis. GH staff members are also part of the pool of trainers and teach their respective areas of expertise. Some training classes have over 50 participants while others are smaller, depending on the training and popular demand.
<b>Per diem/ stipend for trainees and attrition rates</b>	Provided by the client/donor. IOM and GIZ typically budgeted for 10 000 naira per month (30 000 for the entire 3-month vocational training).
<b>Quality of infrastructure &amp; training equipment</b>	The training facility in Edo is 945 m <sup>2</sup> and includes equipment/machines for vocational trainings (sewing and tailoring, hairdressing, cosmetology...), 65 computers, etc. (see photos below). Less equipment in the Lagos and Kano locations.
<b>Photos</b>	<p>Training workshop – hairdressing:</p>  <p>Training workshop – ICT &amp; other classes:</p>  <p>Training workshop – tailoring and fashion design:</p>

		
<b>Mentoring / coaching</b>	Mentorship is provided to trainees as well as young girls (under the Young Girls Foundation).	
<b>Monitoring post-training</b>	<p>GH maintains a trainees database that consist of their name, address, phone number, phone number of their next of kin.</p> <p>For every batch of trainees, a WhatsApp group (having a class governor) is created to share information, documentation, resource material and for providing follow-up group mentoring, monitoring, and support.</p>	
<b>Internships and job matching/ placements</b>	<p>Not all trainees are supported post-training with internships and job placements:</p> <ul style="list-style-type: none"> <li>• 114 internships and job placements have been organised in the first semester of 2022.</li> <li>• 15 graduates who benefitted from soft and employability skills training in Uromi and Auchi had job placement into private and public sector.</li> <li>• Most other trainees have created their own job/business. Some integrate a new or established cooperative.</li> </ul>	
<b>Post-training employment rate</b>	All trainees were trained on the bases of creating an employment pool. GH reports that 99% of trainees start their own business.	
<b>Financial or in-kind support</b>	No external support or funding except from the funding from the Genius Enterprise. Some donors may fund a start-up kit for trained microentrepreneurs.	
<b>Other services</b>		
<b>Reintegration assistance</b>	<p>Process followed or recommended by Genius Hub for the rehabilitation and reintegration of returnees and victims of trafficking:</p> <ul style="list-style-type: none"> <li>• Returnees' profiling by the Edo State Task Force Against Human Trafficking</li> <li>• Genius Hub addresses them at designated government shelters or other available shelters</li> <li>• Invitation to the Genius Hub training centre via phone calls and SMS</li> <li>• Second profiling and counselling by Genius Hub</li> <li>• Self-discovery courses, then pouring out returnees' aspirations in writing</li> <li>• Development of "personal mission statement"</li> <li>• Skill selection and introduction to the relevant training facilitators</li> <li>• Training in the selected field/job profile</li> <li>• Introduction and induction into Genius Hub multipurpose cooperatives</li> <li>• Post-training mentorship and follow-up support</li> <li>• Facilitation of access to markets and funding/finance</li> <li>• Invitation to high profile events and exhibition organised by Genius Hub where beneficiaries are given opportunities to showcase their products, make sales, and met with potential business partners and suppliers</li> <li>• Some beneficiaries can become facilitators and mentors themselves</li> </ul>	

<p><b>Business facilitation / access to markets</b></p>	<p>This can include:</p> <ul style="list-style-type: none"> <li>• Facilitating the creation of new cooperatives or integrating the new businesses into Genius Hub multipurpose cooperatives</li> <li>• Organising job and opportunity fairs</li> <li>• Developing an “job outsourcing app” to connect artisans to service requests from customers with up to 100 000 subscribers (with EdoJobs and GIZ)</li> <li>• Developing a “Genius Hub Online Market and Community”: this is meant as an online marketplace for profiled business owners and artisans. This e-commerce site (with payment processing by www.paystack.com) would be integrated with WhatsApp, allowing microentrepreneurs to digitally market their business and easily disseminate their information and contacts. It would also provide a directory and mapping of business owners and artisans to be easily reached by their potential clients.</li> <li>• Providing guidance to facilitate access to loans and grants for microentrepreneurs</li> </ul>
<p><b>Shelter</b></p>	<p>Space that can be used as a shelter for 12 homeless returnees at this time, in addition to providing space for training and awareness raising activities. Could accommodate more people with adequate funding and equipment.</p>
<p><b>Psycho-social support</b></p>	<p>Training (e.g., for teachers) on psycho-social support and direct PSS provision has been done by GH in the past with IOM and the Edo state Taskforce Against Human Trafficking. Training on family strengthening. Art-based activities and the self-discovery and life management training can also be delivered for PSS purposes.</p>
<p><b>Community sensitisation and mobilisation</b></p>	<p>In schools, markets, churches, communities, etc. Mostly around issues of irregular migration, human trafficking (“<i>I am Not for Sale</i>” campaign), sexual and reproductive health, and sexual and gender-based violence.</p>
<p><b>Partnerships</b></p>	
<p><b>Partnership / relationship with labour market intermediation mechanisms and with the private sector</b></p>	<p>Genius Hub has worked with:</p> <ul style="list-style-type: none"> <li>• IOM: providing life skills, self-esteem, effective communication, and critical and creative thinking training for returnees.</li> <li>• NAPTIP and the Edo State Task Force Against Human Trafficking: providing assistance and training to victims of trafficking.</li> <li>• GIZ projects SKYE and PME, and ActionAid: providing various trainings for their beneficiaries (young people including returnees). GIZ is satisfied with their collaboration with Genius Hub and described them as one of their best field partners.</li> <li>• EdoJobs</li> <li>• Several other national and international organisations: Industrial Training Fund (ITF), UK-Aid, SOS Children's Village, Airtel, Coca-Cola Foundation, British America Tobacco Nigeria Foundation, Market Development in the Niger Delta, and Foundation for Partnership Initiative in the Niger Delta-PND.</li> </ul> <p>Genius Hub maintains relationships with private sectors representatives and employers notably for the purpose of training, internships and job matching/placement.</p>
<p><b>Capacity to integrate returnees into the program</b></p>	<ul style="list-style-type: none"> <li>• GH is located in a major area of emigration and return. It focuses on irregular migration, human trafficking and economic empowerment.</li> <li>• The type and range of services provided is relevant to returnees’ reintegration – economic and beyond – and matches with returnees’ needs – including soft skills and employability trainings.</li> <li>• It already supports returnees’ reintegration in various ways and on an on-going basis and has worked with IOM in the past and GIZ (on-going).</li> </ul>



	<ul style="list-style-type: none"> <li>GH already has an office in Kano, new area affected by irregular migration and returns. Intends to grow its activities and establish additional offices in Enugu, Ondo, Benue, Abuja, Maiduguri, Oginigba, and Abia.</li> </ul>
<b>Beneficiary capacity</b>	<p>Genius Hub ambitions to grow and impact at least 100 000 beneficiaries from 2022 to 2027, including through certified hybrid TVET programmes (in-person, hands-on training + e-learning platform). It intends to achieve this through direct implementation as well as through partnerships with other organisations and service providers.</p> <p>It has trained between 1 000 and 2 000 people annually since 2018, including 50-250 returnees. It may be able to train and empower more people with adequate funding.</p>
<b>Remarks and lessons learnt</b>	
<b>Challenges and lessons learnt</b>	<p>To further expand its activities and absorption capacity, Genius Hub would need more space and digital equipment, and get a more reliable source of power.</p> <p>Challenges experienced while working with returnees include: their geographic mobility and their significant need for moral and psycho-social support (more than what is currently provided by IOM and its partners, more accessible, and for a longer period of time).</p>
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<b>Focal points</b>	<p>Isimeme White, Chief Innovation Officer  Obehi Okpiabhele, CEO  Jeremiah Jacob, Director of Business Development and Startup Incubation</p>
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## A.9. FIELD READY

Field Ready Nigeria	
<b>Country</b>	Nigeria
<b>Region</b>	Nationwide
<b>City</b>	Based in Port Harcourt but training activities can take place all over Nigeria based on clients' needs
Structure	
<b>Type of organisation</b>	Private sector Limited liability company
<b>Type of support / trainings / services provided</b>	<ul style="list-style-type: none"> <li>• Technical, entrepreneurship, soft skills, and health &amp; safety trainings usually indirectly through private consultants</li> <li>• Coaching / mentoring services, private sector networking (connecting labour with demand, not HR capacity) either in-person or through webinar</li> <li>• Technical training of employees for private companies, or of job seekers for government employment programmes, typically through a national training institution (Yaba Tech in Nigeria, but looking at others in future)</li> <li>• Job placement service</li> </ul>
<b>Organisation size &amp; structure</b>	<ul style="list-style-type: none"> <li>• Field Ready programme Head office located in the UK</li> <li>• Offices in Nigeria, Ghana, Mozambique, and in the future: Sierra Leone, and Senegal</li> </ul>
<b>Cost (of trainings)</b>	<p>Depends on training type, equipment, class size, and length, but always funded by the client, the company, the government, etc. Selected and enrolled trainees do not pay for themselves.</p> <p>Example of training costs for funders:</p> <ul style="list-style-type: none"> <li>• Soft skills training: USD 50 per person</li> <li>• Technical trainings can be from USD 300 up to 5 000 per trainee for a full 12-week training.</li> </ul>
<b>Profile and selection of trainees</b>	<p>Depend on the training and the needs of the client. Could be engineers, holder of a basic, specific TVET certificate, or only secondary school education.</p> <p>Inclusivity and diversity are key to the programme. For some trainings/clients, at least 50% of the recruits must be females.</p> <p>Selection process:</p> <ul style="list-style-type: none"> <li>• If there are 50 jobs available, then Field Ready seeks about 100 applicants.</li> <li>• Applicants register online on the website and send their details, documents, and personal statement.</li> <li>• A pre-selection takes place, then Field Ready asks basic questions to understand their critical thinking skills (phone/online).</li> <li>• Then there is an in-person meet and greet with the technical commissioners to look out for their communications skills and confidence, and there are group activities to observe how candidates carry themselves and collaborate. Candidates are graded on their presentation, individual, and teamwork skills.</li> <li>• The last stage is a 5-minute interview.</li> </ul>


<b>Total capacity (current and future)</b>	<p>Last year approx. 100 people were trained in Nigeria, which was low because of the COVID-19 crisis, but it could be higher in normal times.</p> <p>In each batch/classroom, it could be up to 30-35 people per cohort, but the programme is demand driven and Field Ready only trains as many as they know that they could place or is requested by the client.</p> <p>For general/employability training, online training with more participants is being piloted.</p>
<b>Communication strategy for reaching trainees &amp; potential trainees</b>	<p>The client (private company, government...) can select and provide the trainees. On demand, Field Ready can also recruit them, through its vacancy website <a href="https://www.getfieldready.com/">https://www.getfieldready.com/</a>, social media (Facebook, Instagram, twitter, WhatsApp) or other means.</p> <p>Eligibility criteria would depend on the type of training and clients' needs.</p>
<b>Training details</b>	
<b>Training courses &amp; type of training</b>	<p>Combination of applied technical skills based on the clients' needs (e.g., logistics, forklift drivers, electrical, solar and air conditioning installation/mechanics, instrumentation, electronics, drilling, welding, mechanics, specialised engineers etc.), soft skills, and health and safety training.</p> <p>This involves both theory, in-class training, and practical, hands-on application in a workshop or directly in the workplace.</p> <p>"Soft skills" = applied personal skills = communication, attitude, leadership, teamwork, gender diversity, time management, branding etc. Can be 2-4 weeks.</p>
<b>Training duration</b>	<p>Depends on the type of jobs, needs of clients, training package etc. Often from 3 to 6 months, could be shorter or longer.</p>
<b>Frequency of courses</b>	<p>Whenever the clients need. No normal/semester schedule, except the online webinars (on employability or soft skills) across countries.</p>
<b>Curricula, accreditation, certification</b>	<p>General trainings (employability, soft skills, health and safety...) are reviewed every year so that they remain up to date.</p> <p>For technical trainings: the Programme development director and Learning director in the UK and local programme learning managers design and develop the programme/curricula. In some cases, they are those provided/certified by NBTE, or another federal or state institution, or a professional organisation. Sometimes aligned with/tailored to the specific needs of the client. Field Ready then train the trainers from the local training partner.</p> <p>Yaba Tech in Lagos, the main local training partner of Field Ready in Nigeria, is already accredited by NBTE as an education institution. Some training curricula are aligned/approved with NBTE or state level institutions. But Field Ready gives their own certificate to successful trainees.</p>
<b>Types of industry sectors targeted by trainings and private sector partners/clients</b>	<p>Various sectors and industries.</p> <p>In Nigeria: Large, medium, and smaller companies, mostly from the formal, private sector (with a sufficient budget for recruiting and training staff).</p> <p>Examples: FanMilk, NCDMB, Oolu Solar, LADOL, Pirano Energy, Arnergy, Emerald Energy Resources, Transafam Power, Wartsila, Bisedge, Jubaili Bros, Chi Limited, Nordic Degree, etc.</p> <p>In other countries: global private companies such as Coca-Cola.</p>
<b>Trainers</b>	<p>Employed by local institution (Yaba Tech) and training consultants. Yaba Tech went through a vetting: visit, interviews with management, review of records, etc. For specific trainings, Field Ready needs to ensure that they have the right labs and enough machines for training purposes. They can also ask to look at the CVs of the trainers and interview them. They need to do reports and assessments of the candidates, so they have to be skilled and motivated.</p>

<b>Stipend for trainees and attrition rates</b>	No need for stipend: clients pay for trainees 100%. Candidates stay at the Yaba Tech accommodation/hostels. Cost (general for food, transportation and other costs) can be USD 200 or more / month / per candidate. 98% completion rate; most dropouts are due to personal/family reasons.
<b>Monitoring post-training and employment success rate</b>	In some cases, trainees are directly and automatically hired by the client. Trainees would either be recruited directly at the end of the training by the client company who assigned Field Ready to design and organise the training (most common approach, insertion rate nearly 100%). In the other cases (e.g., government-sponsored training and employment programmes requesting Field Ready to train people and place them afterwards), after the trainees are placed in internship, the trainees and the supervisors fill out monthly evaluations for a minimum of 6 months. Field Ready managers are in daily contact with private companies to place in employment the people being trained and then keep contact with recruiters/employers to check whether they are still in the job. A minimum placement rate, e.g., 60%, is sometimes set by the client, with an associated financial incentive: Field Ready would not be fully paid if this rate is not achieved. By comparison, government training programmes report achieving 26% placement rate on average.
<b>Partnerships</b>	
<b>Experience with returning migrants</b>	Not to their knowledge but most likely no.
<b>Capacity to integrate returnees</b>	Yes, as long as they meet the basic requirements. Focus is on building capacity of young Nigerians.
<b>Beneficiary capacity</b>	Flexible, can enrol many returnees depending on the clients' needs and financial capacity.
<b>Partnerships</b>	They have regular collaboration with, or as client: at federal & state levels, mainly the NBTE, NCDMB National Content Development & Monitoring Board (for the oil and gas industry), and National Youth Service Corps (not yet partnership). No collaboration with state employment agencies, IOM, or MRC/NGC so far.
<b>Remarks</b>	
<b>Challenges</b>	Communication with and turn-over within government, delays. Doing business in Nigeria is difficult. You need relationships. It is harder to place trainees in rural areas that are outside of urban areas. Some Nigerian not ready to relocate to where the potential work/employer is. Candidates need time to find a job because companies/employers are not ready to recruit immediately. Candidates also have expectations, are demanding, want to be engaged more. It can be a challenge for companies and managers.
<b>Other comments and lessons learnt</b>	"Field Ready has competitors, but very few that provide the same range of services as us" (quote from Altai Consulting's interview with Field Ready). Need to establish close relationships with MDAs, state agencies, LGAs and private companies so that they spread the word and Field Ready can develop its business in rural and remote areas.
<b>Contacts</b>	
<b>Focal points and contacts</b>	John Elsner, Field Ready Director of Commercial Development, john@getfieldready.com, +1 360 890 5148 Mrs. Elefedo Idachaba, Nigeria Country Director, elefedo@getfieldready.com, +2348023971059

## A.10. SUSTAINABLE HOSPITALITY ALLIANCE

Sustainable Hospitality Alliance	
<b>Country</b>	Nigeria
<b>State</b>	Lagos
<b>District / city</b>	Lagos
Organisational information	
<b>Type of organisation</b>	Charity organisation registered in the UK. Its members are world-leading hotel companies (details further below).
<b>Year of creation</b>	1992
<b>Type of support provided</b>	<p>SHA offers practical tools, in-person and online trainings, programmes, and resources to support member hotels and hotel companies to improve their social responsibility. Key intervention areas are: understanding, enforcing and promoting human rights; youth employments; climate action; and water management issues<sup>1</sup>.</p> <p>SHA has a youth employment working group gathering 18 leading hotel companies. Since 2004, under the Youth Employment Programme, SHA and its members notably developed training programmes for young people from disadvantaged backgrounds to gain practical experience and job opportunities in hospitality, in 4 countries: Nigeria, Kenya, India, and Sri Lanka. SHA also supports several of its members in the development of their own individual employability programmes.</p> <p>200+ hotels have participated in youth employment programmes and 6 000+ vulnerable young people were supported with training and employment opportunities as of end 2021. Nigeria is one of the most recent SHA intervention countries. A small-scale pilot programme was implemented in Lagos before the Covid-19 crisis with a few partner hotels. A new programme in Lagos funded by FCDO and focusing on people with disabilities just ended (details below). A replication of that programme is currently in discussion with another funder (a member organisation).</p>
<b>Main funding</b>	Member contributions, external grants from donor organisations, and donations from individuals.
<b>Governance, organisation size structure</b>	<p>Members of SHA consist of world-leading hotel companies (Hyatt, Hilton, Marriott, Radisson, Accor, Arabella, BHW, Four Seasons, Scandic etc.) and other strategic partners with a combined reach of over 35 000 properties and 5.5 million rooms – 30% of the global industry by rooms.</p> <p>SHA has 15-20 employees with a wide range of backgrounds in sustainability, hospitality and international development. The head office is in London, with team members based in different countries around the world.</p>
<b>Cost of trainings</b>	UK pounds 900 to 1200 (USD 1 000–1 450) per person for the full 3 months training recently implemented in Nigeria, all included (training costs, stipend, management and overhead costs of SHA and local training partners etc.). The cost could be reduced to £ 600-700 (USD 730–830) per person with a larger cohort (of 20-25 trainees) of non-disabled people and a local project management team.

<sup>1</sup> SHA notably sensitised several of its members on various topics including safe labour migration, human trafficking (prevention and assistance to victims), prevention of exploitation of temporary migrant workers, worker rights, sourcing locally and responsibly, water savings and environmental assessment and protection, etc.

<b>Profile of trainees</b>	Disadvantaged youth is SHA's main target group: typically, young people aged 18-35 from low-income families, or living without parental care, with little education, survivors of human trafficking, refugees, or people living with disabilities. The most recent trainings in Nigeria targeted people with disabilities specifically.
<b>Total capacity (current and future)</b>	The most recent training programme funded by FCDO included 36 people in two cohorts. The new training currently under discussion is for 30 people. But SHA can organise for more and larger cohorts (up to 20-25 trainees per cohort, and several cohorts a year if funding is made available). SHA is looking to develop its youth employment partnerships and activities in Nigeria because of the success of the recent pilot programmes, and the great needs of the country's hospitality industry and of the vulnerable, un(der)employed youth.
<b>Communication and strategy for reaching potential beneficiaries</b>	SHA communicates about its Youth Employment Programme among its member organisations and engage in advocacy to and partnerships with UN agencies, donors and NGOs. Website: <a href="https://sustainablehospitalityalliance.org/our-work/youth-employment/">https://sustainablehospitalityalliance.org/our-work/youth-employment/</a> Trainees are informed about the SHA training opportunity by SHA's local training partner, and/or the training programme sponsor/donor and national authorities.
<b>Photo</b>	 <p>Photo credits: © SHA</p>
<b>Training details</b>	
<b>Types of industry sectors and jobs targeted by trainings</b>	Hospitality industry, including housekeeping, chefs and kitchen staff, waiters, receptionists, etc. Yet some trainees end up working in restaurants outside the hotel industry, in retail, and in various other sectors/jobs. SHA is interested in and looking to design training for employment in the hospitality industry supply chain (logistics, warehouse, painting, plumbing, electrical, elevator mechanics, etc.). It needs to find the right local training partners able to train vulnerable people on those technical skills while SHA would provide the introductory and soft skills training.
<b>Admission requirements / selection criteria and literacy level required</b>	<p>Selection criteria:</p> <ul style="list-style-type: none"> <li>• Trainees must be over 18 and usually up to 35, but SHA is flexible in the upper age limit.</li> <li>• Socially, economically, or physically vulnerable candidates are prioritised.</li> <li>• A school degree of certificate is not a SHA requirement, but some hotels may require it.</li> <li>• Being able to read and write is a strong advantage for participants to fully benefit from the training. The SHA training curriculum does not include a literacy class, but this could be included in future trainings, if need be, upon request, and if funding for it is available.</li> </ul> <p>Selection process:</p> <ul style="list-style-type: none"> <li>• Shortlisting of written applications</li> <li>• In-person group information session on the hospitality industry and the training conditions and requirement (e.g., attendance over 85% is a precondition for obtaining a training certificate)</li> </ul>

	<ul style="list-style-type: none"> <li>• One-on-one interview to check their understanding of what was explained in the information session, and of their attitude, character, and readiness for the training.</li> <li>• In that process, many applicants give up because they understand the training requires quite a lot of work and a strong, consistent commitment.</li> </ul>
<p><b>Training length / structure / format</b></p>	<p>The duration of the full training is 3 months (about 300hrs total), organised as follows:</p> <ul style="list-style-type: none"> <li>• <b>Introduction and soft skills training:</b> life skills (communication, digital and interview skills, financial literacy, work-readiness, values, mindfulness), English for hospitality business, introduction to hospitality: industry, jobs, food/culinary, housekeeping, safety, understanding guests (details on the dedicated <a href="#">webpage</a>). Duration: 1 month (about 100hrs). This module was designed by SHA in collaboration with its member organisations. In past trainings in Nigeria, it was taught through SHA’s local training partner ‘Project Enable Africa’, an NGO specialised in working with people living with disabilities and previously trained by SHA. This part of the training takes place at the partner office location in Lagos.</li> <li>• <b>Practical, on-the-job training,</b> at the partner hotel location (the hotel can be a non-member hotel brand), by the hotel staff assisted by the SHA training partner Project Enable Africa. Duration of 2 months (about 200hrs). At the hotel’s request, SHA can extend the duration of the practical training by a couple of weeks. During the last month, the SHA training partner NGO tries to find available job vacancies for trainees in the hospitality sector or related workplace, connect them with recruiters, and help them apply (CV writing, job interview etc.). This process can extend beyond the end of the practical training, for about another month.</li> </ul> <p>Some trainees need individual coaching, mentoring, counselling, psycho-social support alongside the soft skills and practical training. Such issues often come up in the workplace. This is already built in the training design and is part of the SHA local training partner’s role.</p> <p>The training programme adopts an activity-based learning, learning-by-doing approach. According to SHA, there are lots of interactions and learning-by-doing, even in the first part of the training focussing on soft skills (no long theory, sitting-in-a-classroom session). Beneficiaries learn to improve their oral communication skills, the way they dress and take care of themselves, etc. Trainees see immediate benefits every day when they return home. They get positive feedback from their families and social networks and their confidence level increases. They feel respected and empowered by the attention and support they get during the training, the way they are addressed and treated, and the fact they are expected to do the same type of work than other personnel in the hotel.</p>
<p><b>Frequency of courses</b></p>	<p>On demand, as required by the training sponsor.</p>
<p><b>Curricula and certification offered</b></p>	<p>The training <a href="#">curriculum</a> allows for a succinct training for entry-level workers. It was developed by SHA with input from the hospitality industry, to match their specific needs. Within one month of core training, graduates are ready for training or apprenticeship in entry level positions and skills gained are transferable for a career in any hotel in the industry and beyond. SHA and its local training partner are not accredited as an official training institution by NBTE, and the certificates they deliver is not an official certificate from the federal or state governments: it is SHA’s own training certificate.</p> <p>One certificate is offered by SHA for successful trainees upon completion of the soft skills training, and another one for the full training. Some trainees who want to pursue a career outside the hospitality industry decide to leave at the end of the soft skills training and can still get the first certificate.</p> <p>SHA is not planning to align with the national skills qualification framework/curriculum. However, going forward, SHA would like to liaise with TVET centres, NBTE, and other relevant national institutions to help them adjust</p>

	<p>their own curricula/qualification frameworks to the current needs of the hospitality industry that SHA represents. SHA found that current curriculum and training programmes tend to be too theoretical and unnecessarily lengthy and costly. Trainees also often cannot wait to get a paid job.</p>
<b>Trainers &amp; class size</b>	<p>Trainers from SHA's local training partners are previously trained by SHA on the introductory and soft skills training curriculum. Each cohort is typically composed of 15 to 25 trainees.</p> <p>The hotel staff involved in training/supervising participants in the second, on-the-job part of the training are often experienced with that. They however get support from SHA's local partner to adapt their approach to the special condition, vulnerabilities and needs of the SHA trainees.</p>
<b>Per diem/ stipend for trainees and attrition rates</b>	<p>A stipend of 30 000 to 40 000 naira per month is provided to training participants, based on the agreement between SHA, its local training partner, and the training sponsor/donor. This stipend is meant to include trainees' transportation costs to the training locations and grooming. This stipend is given to trainees at the beginning of each month. Trainees are responsible for managing it the way they want. They also typically get food on the training site.</p> <p>In the most recent training programme in Nigeria, only one trainee left the introductory and soft skills part of the training before the end. SHA explains this high completion rate by the fact that trainees well informed from the start about what the training entails and requires from them, and because of the training is relatively short and very practical, focused on immediately applicable skills.</p>
<b>Quality of infrastructure &amp; training equipment</b>	<p>First part of the training: depends on the local training partners, but this module doesn't require very complex/modern equipment and infrastructure.</p> <p>The second part of the training takes place directly in the (luxury) hotel(s) location, which has all facilities required for the practical training.</p>
<b>Monitoring post-training</b>	<p>After helping training graduates access employment at the end of the training (in partner hotels, other hotel brands, or possibly other sectors), the local training partner continues to monitor and mentor them.</p> <p>SHA and its partners only commit to train participants – not necessarily to achieve a 100% employment rate ("Our mandate is not that of a job agency"). The hotel(s) hosting the practical component of the training do(es) not commit to hire graduates at the end of the training; and they do not necessarily have recruitment needs at the time the training ends.</p>
<b>Employment rate post-training</b>	<p>In the latest SHA training programme in Nigeria, 36 people started the training, and 35 graduated (1 dropout for personal reasons). Among the 35, 26 gained employment (74% of graduates) and 4 have returned to education. Across countries, the employment rate among graduates ranges from 57% to 80% within 1-3 months of the end of the training.</p>
<b>Partnerships</b>	
<b>Partnership with the private sector</b>	<p>Hotel chains members of SHA.</p>
<b>Partnerships and relationship with labour market intermediation mechanisms</b>	<p>in Nigeria, SHA does not have yet a partnership with federal or state level government MDAs, an employment agency, IOM, MRC/NGC or GIZ, but is interested to establish such partnerships.</p> <p>SHA is looking to establish a collaboration with a national NGO/CSO or training partner in Nigeria able to bring national authorities and agencies to the table and facilitate collaboration with professional associations of the hospitality industry – beyond individual hotel brands. This is because SHA's goal is to scale up its youth employment programme and make it nationally owned and sustainable.</p>
<b>Other partnerships</b>	<p>SHA has worked with IOM on awareness raising and training campaigns within the hotel industry in the Gulf states on issues related to labour migration, foreign workers' rights, human exploitation and trafficking, etc. It also worked in Asia with</p>

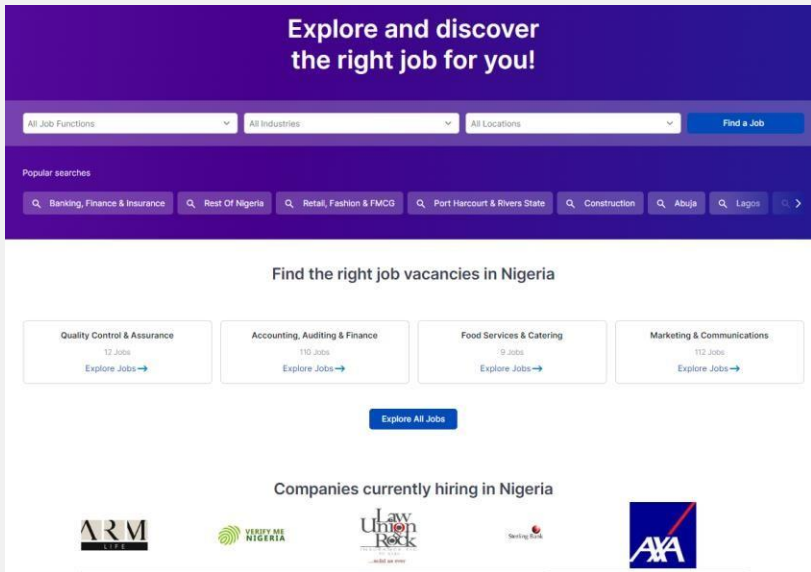



	<p>USAID on a project providing support to victim of sexual exploitation and trafficking. In future, SHA would like to pursue this type of collaboration with UN and bilateral cooperation agencies, and to work in more countries – anywhere where there is a local need, demand, and funding.</p>
<p><b>Capacity to integrate returnees into the programme</b></p>	<p>SHA has the capacity to integrate returnees in its training and youth employment programme. Its focus is precisely on vulnerable youth groups including migrants and refugees. SHA is used to work with people with special needs requiring increased attention and individual coaching and care. Its training curriculum has been designed to fit the needs of the industry and can easily be adapted to the local context and the specific needs of returnees.</p> <p>SHA is now in the process of identifying new partners in Nigeria to work with. It wishes to partner with humanitarian and development agencies, philanthropic foundations, national agencies, and local NGOs/CSOs able to identify and refer vulnerable youth, deliver trainings, provide assistance to training participants in need of shelter and psycho-social support, etc.</p> <p>SHA is also looking to expand its training and employment programme and promote social responsibility beyond hotels (e.g., to encompass the entire hospitality industry supply chains). It is about to collaborate with GIZ on this agenda in 9 countries in Africa (but Nigeria is not among them). SHA is interested to partner with GIZ and IOM Nigeria on this.</p>
<p><b>Remarks and lessons learnt</b></p>	
<p><b>Challenges</b></p>	<ul style="list-style-type: none"> <li>• In Nigeria, in Lagos specifically: the cost of living is high and increasing (impacts the stipend amount and training cost).</li> <li>• Need to work with local NGOs to facilitate access to PSS, shelters, counselling etc. SHA's youth employment programme for vulnerable youth is more than just TVET.</li> <li>• Employers (in the hospitality industry) are often hesitant to recruit people with disabilities or from deprived background.</li> <li>• Finding employers providing a decent wage (at least minimum wage) is a challenge outside of the luxury hotel brands – e.g. in other hotels, in restaurant, retail etc. that may be closer to where training graduates live.</li> <li>• Need to work in a more sustainable way with national authorities, professional associations, etc.</li> <li>• Youth employment actors and the hotel industry tend to work in silo; there is a lack of dialog and national leadership overall.</li> <li>• High family pressure and demand on young people. For example, when a family member falls sick, training graduates having gained a wage job are expected to return home to take care of them, and sometimes for several weeks, leading to them losing their job. Family pressure actually increases after they get a job.</li> <li>• The NGO should continue to be around for at least 6-9 months after the training to support graduates in that process.</li> <li>• There is career progression in hotel industry, but it takes time.</li> </ul>
<p><b>Lessons learnt and other comments</b></p>	<p>In Nigeria, local capacity is there, the population of vulnerable youth is large, and the needs of the hospitality industry are big.</p> <p>All hotels have jobs at an achievable entry level, which are suitable for young people from every background and don't require high levels of education or previous experience. With that achievable entry level, hotels can offer young people from every background the opportunity to earn a decent living, which can often lead to fulfilling, life-long careers.</p> <p>Tourism and hospitality are recognised as important drivers of economic growth and job opportunities – accounting for 1 in 4 of all new jobs created across the world in the last five years. Forecasts suggest that, as the world recovers from the pandemic, more than 100 million jobs globally could return to the global travel and tourism sector, which presents a huge opportunity to contribute towards</p>

	<p>decreasing youth unemployment. Hotels and restaurants are present in most communities across the globe, so offers a worldwide solution to this global issue. The skills developed within a hotel or restaurant are not only transferable within the industry but give a solid foundation for many other career opportunities.</p>
<b>Contacts</b>	
<b>Focal point &amp; contact</b>	<p>Mrs. Anjana RAZA, SHE Head of Youth Employment,  anjana.raza@sustainablehospitalityalliance.org, +44 7805956306</p>

## A.11. JOBBERMAN

Jobberman	
<b>Country</b>	Nigeria
<b>States / locations of operation</b>	Nationwide The Youth Engagement and Learning programme has 7 focus states: Lagos, Edo, Ondo, Imo, Kano, Kaduna, and Adamawa
Organisational information	
<b>Type of organisation</b>	Private job portal and career platform
<b>Year of creation</b>	2009
<b>Type of support / services provided</b>	<p>Jobberman is a Nigeria-based job portal and career platform that lists candidate job applications for employers, helps connect people looking for jobs with companies hiring, and more. Main services offered:</p> <ul style="list-style-type: none"> <li>- Publishing job postings, registering job seekers, matching them (this includes job alerts and one-click applications)</li> <li>- Assessing registered job seekers' core competencies soft and technical skills for different job functions to help recruiters pre-identify the most suitable candidates among all applicants</li> <li>- Providing advice to job seekers for job search, incl. creating or reviewing their CVs and cover letters and offering insights on relevant job search and career development tips (general advice online or in-person)</li> <li>- Providing soft skills and employability training (notably under the Jobberman Youth Engagement and Learning programme, see below)</li> <li>- Offering internships and job placement opportunities</li> </ul> <p>Jobberman Youth Engagement and Learning is an arm of Jobberman implemented in partnership with the Mastercard Foundation and aiming to train 5 million job seekers and place 3 million in dignified work between 2020 and 2025.</p>
<b>Size and governance</b>	One main office in Lagos, over 100 employees. First job platform in Nigeria, over 2.5 million job applicants and 60 000 employers registered online.
<b>Recognition, prize, reward</b>	In February 2012, it was named No. 8 in Forbes Magazine Top 20 Tech Startups in Africa, and it was included in the McKinsey Internet report on aspiring countries as an innovative company. According to alexa.com, Jobberman is ranked the 48th most visited site in Nigeria and receives 5 000 job applications every day.
<b>Profile and selection of beneficiaries</b>	<p><b>For job postings and job matching:</b></p> <ul style="list-style-type: none"> <li>- Age: 18-45</li> <li>- Type of sectors: Any sector, but particularly the following ones: education, healthcare, hospitality (hotel, restaurants, catering), admin/office, accounting/banking/audit/finance/insurance, creative/design, management, marketing/business development, construction, customer service, driver/transport/logistics, engineering/tech, real estate, farming/agriculture, sales/retail/trade</li> <li>- Education background: mostly graduates and undergraduates, so-called "white collars" (less postings for people with lower education levels)</li> <li>- Most registered job seekers are in urban area, but some in small towns and rural areas too.</li> </ul> <p><b>For soft skills training:</b> see below</p>

<p><b>Total capacity (current and future)</b></p>	<p>Between July 2020 and December 2021, during Covid, Jobberman placed 130 000 people in employment (7 650 placement every month). Over 200 000 people trained per year (short soft skills training). Need to increase to 1.8 million per year to reach the 2025 beneficiary target. Location of the in-person training: in the 7 focus states listed above.</p>
<p><b>Communication strategy for reaching beneficiaries &amp; potential beneficiaries</b></p>	<p>Jobberman has an active communication and marketing strategy for its job postings and matching services, including multiple social media platforms. For its soft skills training, organisations, private companies, and schools/universities reach out to Jobberman for their employees or students to understand the importance of soft skills and to strengthen them. TVET institutions and public employment agencies offering TVET (such as Lagos State Employment Trust Fund and EdoJobs) also send their trainees to Jobberman for complementary soft skills acquisition. Jobberman does not have a partnership or referral mechanism with IOM, MRC, the Nigerian-German Centre for Jobs, Migration and Reintegration, FMLE, NDE, SMEDAN, or ITF. Jobberman reaches rural LGAs through partner organisations such as NGOs, youth organisations, or state employment agencies (e.g., EdoJobs). Website: <a href="https://www.jobberman.com">https://www.jobberman.com</a></p>
<p><b>Photo</b></p>	<p>Homepage</p>  <p>Lagos office:</p> 



**Details of the soft skills training (Youth Engagement and Learning programme)**


<p><b>Training course</b></p>	<p>Jobberman offers 5 training modules: personal effectiveness and time-management, communications and negotiation, teamwork, emotional intelligence, and creativity.</p>
<p><b>Admission requirements / selection criteria incl. literacy level, and typical profile of beneficiaries</b></p>	<ul style="list-style-type: none"> <li>- People who subscribe online from their own initiative, or beneficiaries sponsored by their employer, government programmes, NGOs, youth organisations, or international development agencies working on employment promotion</li> <li>- Age: 18-35</li> <li>- Can be professionals (in formal or informal sector) or jobless</li> <li>- Gender: ensures 50% women participation whenever possible</li> <li>- Education level: 10% of training beneficiaries with primary education or less; 70% with secondary education; 20% with tertiary ad above.</li> <li>- Participants in the online training need to be able to read and write and have access to internet and one of the digital platforms on which the training takes place. The training is available in English, pidgin, and local languages.</li> </ul>
<p><b>Training length / structure / format</b></p>	<p>2.5 hours per module.</p> <p>Not all trainees take all 5 modules: the training programme depends on an initial, short assessment of their situation and needs.</p> <p>Training offered through various, free-to-use digital platform: WhatsApp and Telegram (chat-based, with interactive contents); Zoom (weekly, interactive live classes, with certified instructors); Coursera and Thinkific (automated, easy-to-navigate, self-paced learning, and mobile-friendly).</p> <p>In-person sessions are also organised to increase outreach at the grassroots, community level, for National Youth Service Corps (NYSC) beneficiaries, for NGO programme beneficiaries, etc. An in-person training session is usually composed of only one module chosen by the 'client'.</p> <p>All sessions mix theory (short introduction) and practical, interactive role play, scenario-based exercises and simulations (blended approach), especially in in-person training sessions.</p>

	<p>For each competency, trainees are individually assessed at baseline and endline. Various entry levels: beginner, intermediary, and experienced level (<a href="#">webpage</a>).</p> <p>Best performers of each training batch (at baseline and at endline) get an award and rank first in shortlists shared with recruiting employers.</p>
<b>Frequency of courses</b>	On-demand, at any time. The very short training duration allows for several in-person sessions per day if needed.
<b>Curricula, accreditation, certification</b>	<p>The training approach and contents were developed based on international training standards and best practices in soft skills development. It can be adapted to the needs of the clients and target group, with additional modules on CV writing, job interview skills, how to use the Jobberman recruitment platform, etc.</p> <p>Jobberman is not accredited as a training institution by the federal government. The training certificate is advertised by Jobberman as being “internationally recognised” because of its international ambition rather than because of some sort of international accreditation or certification.</p>
<b>Trainers &amp; class size</b>	<p>Online sessions can accommodate a high number of people connected at any time. In-person sessions can have a few participants to several dozens of participants (more in university auditoriums).</p> <p>At first, trainers for in-person trainings were Jobberman employees. Jobberman then recruited external consultants/contractors due to increased demand, who are trained by Jobberman’s senior trainer employees.</p>
<b>Training cost</b>	<p>Free of charge for beneficiaries, clients/employers, and other organisations. Employers sponsoring or participating in the Youth Engagement and Learning programme get free job listing with unlimited access to applicant CVs, valid for 45 days.</p> <p>The real cost for Jobberman is that of the training facilitators and their transportation and accommodation expenses when the training takes place in-person.</p>
<b>Stipend for trainees and attrition rates</b>	<p>As the training is either online or in-person but very short and organised closed to participants’ usual location, no stipend is provided, at least not by Jobberman.</p> <p>Some training participants do not complete the online training, which is one of the reasons why Jobberman also started to organise short, in-person sessions.</p>
<b>Support and monitoring post-training</b>	<ul style="list-style-type: none"> <li>- At the end of the training, training facilitators provide guidance on how to register on Jobberman’s online recruitment platform for internship and job opportunities</li> <li>- Access to additional, free training materials and tips online on Jobberman website and social media platforms</li> <li>- Networking between training graduates on WhatsApp, Telegram, Facebook etc.</li> <li>- Alumni network (63 000 members as of June 2022)</li> <li>- Jobberman trainers and partner organisations sponsoring the training (NGOs, state employment agencies etc.) are available to provide further advice and support to training graduates</li> </ul>
<b>Results and absorption capacity</b>	<p>506 000 trainees as of end of June 2022. Looking for more ‘clients’ and partners in order to reach the target of 5 million people trained by 2025.</p> <p>63 000 training graduates were hired.</p> <p>Among people who got a job through the Jobberman website, 95% took the training, because of main channel/pathway to the online vacancy platform is the free training.</p>

### Partnerships

<p><b>Capacity to integrate returnees and absorption capacity</b></p> <p><b>Perspectives / future partnership opportunities</b></p>	<ul style="list-style-type: none"> <li>- Returnees and Jobberman Youth Engagement programme have a similar target group in terms of age (18-35) and education background. Lagos and Edo are among Jobberman’s focus states, and IOM is interested in stepping up its presence and partnerships in other states that are new areas of emigration and return such as Kano and Kaduna, which are also Jobberman focus states.</li> <li>- The lack of soft skills is precisely one of the main obstacles to returnees’ integration or return into employment, so they need such training and the one offered by Jobberman is entirely free.</li> <li>- Jobberman has no prior experience with returnees specifically although some may have benefitted from the soft skills training without having been intentionally sponsored or targeted as returnees. No obstacle for returnees being enrolled. Refugees and IDPs have been targeted through partnerships with specialised national and international agencies.</li> <li>- Jobberman is eager to establish new partnerships and to increase the number of participants. The capacity to train people online is almost unlimited. Jobberman is willing and able to step up its reach for in-person sessions in its 7 focus states.</li> <li>- The short training duration and its focus on active, role-play-based learning is particularly adapted to the returnees. The dual format (online and in-person) is also convenient as it suits returnees with various levels of education and internet connectivity and digital literacy. Returnees may need more than one module, however.</li> </ul>
<p><b>Existing partnerships / partners</b></p>	<ul style="list-style-type: none"> <li>- The main funding partner of the Youth Engagement programme is Mastercard. Other one-off or regular donors or partners include GIZ, UNICEF GenU, LSETF, and EdoJobs.</li> <li>- GIZ and UNICEF GenU have selected young people to benefit from Jobberman’s soft skills training and still currently do.</li> <li>- Two universities also invite Jobberman annually to train their final year students: Babcock and Covenant universities in Ikenne and Ota.</li> </ul>
<p><b>Comments and lessons learnt</b></p>	
<p><b>Challenges and lessons learnt</b></p>	<p>Dropouts in the online version of the training</p> <p>Need to establish more partnerships and enrol more participants to reach the 2025 beneficiary target</p>
<p><b>Contacts</b></p>	
<p><b>Focal points and contacts</b></p>	<p>David Mbelu, Head of Partnerships, <a href="mailto:dmbelu@jobberman.com">dmbelu@jobberman.com</a></p> <p>Innih IkhideHead, Youth Engagement and Learning, <a href="mailto:iikhide@jobberman.com">iikhide@jobberman.com</a></p> <p>Olamide Adeyeye, Lead, Monitoring, Evaluation, Research and Learning, <a href="mailto:oadeyeye@jobberman.com">oadeyeye@jobberman.com</a></p>

## A.12. POISE NIGERIA

Poise Nigeria	
<b>Country</b>	Nigeria
<b>Region / states</b>	Nationwide, with a focus on Lagos and Edo states
Organisational information	
<b>Type of organisation</b>	Private consulting company providing training services mainly
<b>Year of creation</b>	2002
<b>Type of services provided</b>	<p>Short training courses for public, private and civil society organisations and their staff and beneficiaries. Longer courses on-demand.</p> <ul style="list-style-type: none"> <li>• Employability training</li> <li>• Employee induction training</li> <li>• Soft skills incl. communication, teamwork, leadership</li> <li>• Entrepreneurship and management skills</li> <li>• Technical and vocational skills (mostly for office and business jobs but not only)</li> <li>• ICT/digital skills</li> </ul> <p>Job placement services, and consultancy services</p>
<b>Funding</b>	Training courses and consultancy services are paid by Poise clients
<b>Organisation size &amp; structure</b>	Main office in Lagos. Over 50 full-time employees in Nigeria. Also operates in Kenya.
<b>Cost of trainings</b>	Short trainings (a few days max) can cost about 10 000 naira or less per trainee. A 10-week employability training for non-graduates with a 3–6-month internship comes at 62 000 naira; same for the 8-week Enterprise development training.
<b>Profile of trainees</b>	<ul style="list-style-type: none"> <li>• Employees of public, private, and civil society organisations.</li> <li>• Some beneficiaries are sponsored by the government programmes, NGOs, private companies or international development agencies working on youth employment promotion. Can be professionals from the in formal or informal sector, unemployed youth, fresh university graduates, or non-graduates.</li> <li>• Poise has trained people from all age groups and education backgrounds – see below on programme-specific requirements.</li> </ul>
<b>Total capacity current &amp; future</b>	Over 1 000 people trained every year on average
<b>Communication / outreach strategy</b>	Outreach through media and social media, referral/word of mouth, and partnerships. Webpage: <a href="https://www.poisenigeria.org/">https://www.poisenigeria.org/</a> and social media
<b>Photo</b>	 <p>Main office in Lekki, Lagos</p>



Training details	
<b>Training courses</b>	2022 training brochure published <a href="#">online</a> . Training themes and contents can be entirely customised to clients' and beneficiaries' needs.
<b>Admission requirements / selection criteria</b>	Some training programmes have eligibility criteria such as age, gender, location, or education level. For example, <ul style="list-style-type: none"> <li>• The PSENSE Employability skills programme targets graduates with 0-3 years' work experience.</li> <li>• The Career Kickstart programme sponsored by Oxfam targeted unemployed youth in Lagos and Edo aged 18-32 with HND degree or above and with 60% women.</li> <li>• The Ekobits and Edobits tech and media training programmes target young people from underprivileged backgrounds. Selection interviews are organised for such open youth employment programmes sponsored by external partners and donors.</li> </ul> Best training outcomes are achieved with people having secondary education or higher. Training language is English by default but can be adapted. No other requirement except if set by the client.
<b>Training length / structure / format</b>	<ul style="list-style-type: none"> <li>• Short training courses (listed on the brochure) last 1-3 days but duration can be adapted to clients' and trainees' needs.</li> <li>• Longer-term courses can last 8-10 weeks (e.g., the PSENSE Employability skills training and the Enterprise development training) or longer.</li> <li>• In-class theory component; some courses are also available online.</li> <li>• For some trainings, a practical component is included; depending on the vocation, it takes place in an on-site workshop or as an external internship (e.g., 3-6 months internship in the PSENSE employability skills training).</li> <li>• Post-training mentoring is also possible.</li> </ul>
<b>Frequency of courses</b>	<ul style="list-style-type: none"> <li>• Short training courses listed on the brochure have 3 to 6 sessions per year.</li> <li>• Other courses are organised based on demand.</li> </ul>
<b>Curricula &amp; accreditation</b>	Poise has its own training programmes and curricula for the courses it proposes but can also adapt them to client's needs or use other curricula. The Poise Nigeria group received accreditation or certification from the Chartered Institute of Bankers of Nigeria, Protocol School of Washington (USA), Ethics Institute of South Africa, Ubuntu Adventure Learning Institute (South Africa). It is affiliated with them as well as with Cross Bridge Consult (Ghana) and Biddle Consulting (USA). Certifications delivered at the end of the trainings are not officially recognised by NBTE except for the PSENSE employability skills certification, approved by the National Universities Commission.
<b>Trainers &amp; class size</b>	Trainers are practitioners with years of industry experience as well as training experience. Number of trainees per batch varies. Class size depends on the course and client.
<b>Stipend</b>	Poise in partnership with other organisations can provide scholarships for unemployed youth (e.g., Oxfam, Work in Progress Alliance, EdoJobs, Microsoft, etc.).
<b>Quality of infrastructure &amp; equipment</b>	High

<b>Post-training support and monitoring</b>	<p>Employability/employment programme graduates are usually offered internship and job opportunities through job fairs and direct placements. Poise job postings are reserved for Poise graduates.</p> <p>Post-training monitoring has been organised for regular employability training and other sponsored youth employment programmes through post-training surveys, tracer studies, and/or alumni association.</p>
<b>Results and employment rate</b>	<p>Over 25 000 individuals trained over 20 years.</p> <p>8000+ youths empowered through ICT, employability and entrepreneurship training programmes.</p> <p>Ekobits Tech4All programme: 5 years active. 505 youths trained. 87% employed.</p> <p>Edobits: 2 years active. 135 youths trained. 80% employed.</p> <p>The PSENSE employability training, which includes a 3–6-month internship, attains an employment rate of 87%.</p>
<b>Partnerships</b>	
<b>Partnership with the private sector?</b>	Partnered with Microsoft, MTN and many other international and national companies for funding or training purposes. Private sector also provides internship and employment opportunities to graduates.
<b>Partnership / relationship with labour market intermediation mechanisms</b>	<p>No collaboration with FMLE and FMYSD offices and job centres, NELEX, MRCs, Nigerian-German Centres for Jobs and Reintegration, IOM, or private employment agencies.</p> <p>It has an on-going programme with EdoJobs, not with Lagos State Employment Trust Fund or other state employment agencies.</p>
<b>Capacity to integrate returnees into the program</b>	<p>Some Poise training courses are relevant to returnees needs (employability, soft skills, vocational skills...).</p> <p>Poise opportunities are open to returnees who qualify. They can be sponsored by IOM, GIZ and any other organisations. A quota can be negotiated for them in training programmes sponsored by other organisations.</p> <p>Poise has its main office in Lagos, a key state of emigration, transit and return. Poise is planning to expand its operations in Edo state, another key migration and return area, notably as part of the Edobits programme. A new office is being set up there to offer same services to the local youth including intending and returned migrants.</p>
<b>Beneficiary capacity</b>	Undefined (depending on budget and needs) but significant. The Oxfam-sponsored Career Kickstart programme enrolled 300 people per year.
<b>Remarks and lessons learnt</b>	
<b>Challenges and lessons learnt</b>	<p>Training returnees can be challenging especially for long-term training and training focused on the theory rather than practice (high attrition).</p> <p>All training programmes and contents should be customised to needs of target groups.</p>
<b>Contacts</b>	
<b>Contact</b>	<p>Esho Oluwajuwonlo, Project &amp; Programme Manager on Poise Nigeria Employability, Entrepreneurship and IT Programmes</p> <p>Phone: +234 7067136541; +234 01-3427870. Email: poise@poisenigeria.org; projects@poisenigeria.org</p>

## A.13. ICMPD CENTRE OF PRACTICAL SKILLS, START-UP CENTRE, BUSINESS PARK

ICMPD Centre of Practical Skills, Start-up Centre, and Business Park	
<b>Country</b>	Nigeria
<b>Region / states</b>	Enugu
<b>District / city</b>	Enugu
Organisational information	
<b>Type of organisation</b>	Project currently managed by ICMP, and associated with and hosted by the private Godfrey Okoye University
<b>Start date</b>	2019
<b>Type of support provided</b>	<ul style="list-style-type: none"> <li>• The Centre of Practical Skills (CoPS) is being set up by ICMPD. It aims to provide vocational training to Nigerian youth – incl. returnees – for various construction-related job profiles (electricity, plumbing, etc.), starting in October 2022. Training for various other job profiles will be launched in the future.</li> <li>• The associated Start-Up Centre will provide entrepreneurship training, coaching and technical advice/support to CoPS graduates to help them build successful and sustainable businesses (business planning, registration, marketing etc.). It will also facilitate access to finance through a venture capital fund and a microfinance institution (Umuchinemere Procredit Micro Finance Bank Ltd).</li> <li>• In the same compound, a Business Park will host Nigerian and international companies eager to develop their business and invest locally. They may also provide employment to some graduates and create joint ventures with CoPS graduates.</li> </ul> <p>The three project components (infrastructure and management) are all in the setup phase, with the CoPS being most advanced.</p>
<b>Main funding</b>	BMZ/GIZ, European Investment Bank, Austrian Development Agency, with contributions from private sector partners (ADENBECK, AFB, LEEWAY, MORADI consulting, MERL, MCS, TEXTILE ONE, KE KELIT...) Total budget non available.
<b>Cost of trainings</b>	<p>Training cost:</p> <ul style="list-style-type: none"> <li>• 110 000 naira for trainees subsidised by the government</li> <li>• Around 200 000 naira for non-sponsored trainees</li> <li>• Rate for returnees under discussion</li> <li>• Future trainings may have a different cost.</li> </ul> <p>The above amounts do not include follow-up coaching at the Start-up Centre.</p>
<b>Profile of trainees</b>	<ul style="list-style-type: none"> <li>• Secondary school certificate at least. Literate in English.</li> <li>• Age: 18-40</li> <li>• Women and returnees are priority target groups.</li> </ul>
<b>Total capacity (current and future)</b>	<ul style="list-style-type: none"> <li>• First batch of CoPS trainees: up to 120 people (in five construction trades) depending on available resources and on the quantity and quality of applications.</li> <li>• The training capacity of the CoPS after the first phase is eventually planned to increase to 200-250 persons/year, including through affiliate centres in other regions.</li> <li>• Business Park: at least 25 companies hosted by the end of 2025</li> </ul>

<b>Communication strategy for reaching beneficiaries &amp; potential beneficiaries</b>	<p>There is no formal referral mechanism (yet) but GIZ, who is funding part of the project, can inform and refer returnees. To recruit trainees, ICMPD has published calls for applicants/vacancy announcements and informed GIZ, NCFRMI, ERRIN and the national reintegration platform for them to share the information within their own networks.</p> <p>Dedicated webpage on ICMPD website: <a href="#">The Centre of Practical Skills - ICMPD</a></p>
<b>Training details</b>	
<b>Training courses</b>	<p>First training: 5 construction job profiles (plumbing, electricity, masonry)</p> <p>Future job profiles/sectors: ICT, agriculture/agribusiness/food processing, tourism, textile</p>
<b>Admission requirements / selection criteria</b>	<p>Review of written application, followed by written test and/or an interview.</p> <p>Key selection criteria: ability and motivation. Trainees need to be fully literate.</p> <p>Women and returnees are given special attention.</p> <p>A quota for returnees is currently under discussion with donors.</p>
<b>Training length / structure / format (incl. practice or theory?)</b>	<p>Dual education concept: depending on the training / job profile, the training at the CoPS may last 6 to 12 months (8 months for the first training for employment in construction, starting early October every year). It may alternate in-class theory a few days a week with practice in a workshop or in the form of apprenticeship for the rest of the week; or the practical session may start later (e.g., for the electricity training).</p>
<b>Stipend for trainees</b>	<p>Accommodation is available for all trainees, plus a sizable stipend to be set and provided by the government or other sponsoring agency. No stipend for non-sponsored individuals.</p>
<b>Frequency of courses</b>	<p>Annual recruitment</p>
<b>Curricula &amp; certification</b>	<p>Training language: English, pidgin if needed.</p> <p>The host university is already accredited by the National Board for Technical Education (NBTE). The curriculum for the upcoming training session is based on the one from NBTE, upgraded to meet European training institutions and companies' standards, which were involved in the curriculum review.</p> <p>Certificate issued by the accredited University.</p>
<b>Types of industry sectors targeted by trainings</b>	<p>Construction, industry, and housing sectors (for the first batch of trainees in 2022-2023).</p> <p>Other sectors and job profiles will be added in the future.</p>
<b>Trainers &amp; class size</b>	<p>13 Nigerian teachers engaged and capacitated (with the help of European teachers, going through a preparatory train-the-trainers programme in cooperation with the partner companies to ensure effective and successful certificate training).</p> <p>Initial training of trainers on-going in June-July 2022. Supervision rate of 1 trainer for every 10 trainees approximately. Regular capacity building sessions for trainers are planned.</p>
<b>Quality of infrastructure &amp; equipment</b>	<p>All necessary modern training equipment, machines, IT/computers, etc. will be installed.</p>
<b>Photo</b>	<p>University entrance:</p>



Classroom under construction for ICT, electrical installation and masonry classes:



Gas power plant under construction:



<p><b>Monitoring post-training</b></p>	<p>Graduate trainees will have the chance to integrate the post-training phase and receive coaching and financial support through the Start-Up Centre, which will help with post-training monitoring.</p> <p>An Alumni association will aim to keep graduates in contact/network, inform them of job/business opportunities, and collect data on their post-training trajectory. Details are not yet defined.</p>
<p><b>Post-support employment rate</b></p>	<p>Not yet available</p>
<p><b>Partnerships</b></p>	
<p><b>Institutional anchoring and relationships</b></p>	<p>Implemented in partnership with Godfrey Okoye University (a private university accredited by NBTE) and European private sector partners.</p> <p>Private sector-driven but collaborates with relevant MDAs.</p>
<p><b>Capacity to integrate returnees into the programme</b></p>	<p>Enugu is not a main area of return, but some returnees may be geographically flexible and even willing to resettle in a different state.</p> <p>Job profiles/trainings offered are in line with the desire of some returnees.</p> <p>ICMPD's mandate is focused on migrants and returnees.</p>

	<p>Returnees will benefit from facilitated access to the CoPS during the recruitment process (details not yet defined, quota under discussion) and from special attention throughout the training.</p> <p>No formal returnee referral mechanism established yet but GIZ, who is funding part of the project, can inform and refer returnees. To recruit trainees, ICMPD has published calls for applicants/vacancy announcements and informed GIZ, NCFRMI, ERRIN and the national reintegration platform for them to share the information within their own networks.</p>
<b>Beneficiary capacity</b>	Currently limited compared with the number of Nigerian returnees in the country, and in Enugu in particular, but future development of the CoPS and affiliate centres in other regions may increase CoPS' absorption capacity in the 3-5 years to come.
<b>Partnership with the private sector</b>	<p>Godfrey Okoye University is a private university, and the Business Park will host up to 25 private sector companies. The Start-Up Centre may play a role in linking graduate trainees up with these companies or other potential employers (no database of employers in place yet).</p> <p>The business park is in the same compound and part of the same projects and may be able to recruit trained returnees or provide internships.</p>
<b>Partnership / relationship with labour market intermediation mechanisms</b>	<p>Collaboration being established with GIZ and Nigerian-German Centre for Jobs, Migration and Reintegration. None with Enugu-Jobs.</p> <p>Fruitful potential synergies with EU, IOM, GIZ and NAPTIP reintegration programming (who could inform eligible youth and returnees about and refer them to the CoPS) as well as with other donor and (federal and state) government programmes on youth skills, employment, and entrepreneurship promotion programmes, including with Enugu Jobs and the Enugu SMS Development Agency. Partnerships and referral mechanisms still need to be established with these organisations as well as other MDAs and donors.</p>
<b>Remarks and lessons learnt</b>	
<b>Challenges and lessons learnt</b>	<ul style="list-style-type: none"> <li>Identifying and establishing partnerships (incl. with the private sector), designing and building infrastructure, developing/validating training curricula, training trainers, recruiting beneficiaries, etc. takes time and resources. Need for continuous marketing of the project to MDAs and potential employers and beneficiaries.</li> <li>Few applications received for the first batch of trainees, need to better advertise the CoPS, and demand from returnees and ability to relocate in Enugu to be confirmed.</li> <li>Distance / transportation from the city (location far from the city)</li> <li>From past ICMPD experience: low motivation and commitment of returnees until the end of the training – they need incentives and psychological support.</li> <li>Plans to increase the training capacity after the first phase to 200-250 persons year, including through affiliate centres in other regions.</li> <li>The project is intended to become self-sustaining in the medium term, based on a business plan, operating procedures, and sustainability model; long-term funding and financial viability of the service remains a challenge.</li> <li>Plans to develop a legal migration concept to provide job opportunities in Germany and Europe.</li> </ul>
<b>Contacts</b>	
<b>Focal points and contacts</b>	Mojisola Sodeinde, Head of Office for the West Africa region, based in Abuja, Mojisola.Sodeinde@icmpd.org, +234 903 885 2642, +234 803 408 0442
	Meggy (Mechthild) Kantert, Manager of the Centre of Practical Skills project, Mechthild.Kantert@icmpd.org, +234 90 926 146 54

## A.14. N-POWER PROGRAMME (NIGERIAN GOVERNMENT)

N-Power	
<b>Country</b>	Nigeria
<b>Intervention area</b>	Whole country
<b>Project name</b>	'N-Power' programme, a component of the National Social Investment Programme
<b>Main project objectives and features</b>	<p>Overall objectives and target groups:</p> <ul style="list-style-type: none"> <li>• Tackles youth unemployment and helps increase social development through life-long skills development.</li> <li>• Targets unemployed, graduate and non-graduate Nigerians between the ages of 18 and 35 to develop/upgrade their skills and enter into – and boost – various key economic sectors.</li> <li>• Target sectors: IT/technology, creative industry, agriculture, power, construction, utilities, automotive, environment, aluminium, and gas.</li> </ul> <p>These sectors correspond to the several programme components:</p> <ul style="list-style-type: none"> <li>• For non-graduates: N-Tech, N-Agro, N-Creative, N-Tech Hardware, N-Tech Software, and N-Build.</li> <li>• For graduates: N-Teach, and N-Health; applicants must have completed the mandatory one-year NYSC programme and have a degree or experience in education/teaching and health care, respectively.</li> </ul> <p>Key activities:</p> <ul style="list-style-type: none"> <li>• Enrolling and providing young Nigerians with job/technical training and education in their state of residence; the technical training lasts several months, depending on the sector/vocation.</li> <li>• Participants are then placed in an assignment/workplace for an internship/apprenticeship which is meant to last 6-9 months (full-time for graduates working in schools or health care, part-time for non-graduates placed in private sector companies and cooperatives).</li> <li>• From the 2019 batch: the programme starts with a centralised in-camp training programme for 3 months that includes classes on life skills, leadership, communication and negotiation, attitude re-orientation, and work ethics.</li> <li>• A monthly stipend is provided, of 30 000 naira for graduates, 10 000 for non-graduates, and for some components, start-up equipment such as a laptop for N-Tech beneficiaries.</li> <li>• At the end of the programme, qualified trainees are awarded certificates and attestations.</li> </ul> <p>The programme was designed as a two-year programme cycle but ended up lasting nearly 4 years for the first batch, 3 years for the second, and about 1 year from the third one.</p>
<b>Project duration</b>	2016 – on-going
<b>Project location</b>	Nationwide programme engaging beneficiaries in their states of residence
<b>Budget and donor</b>	<p>Main funding source: Federal government for selection, stipend, national management and monitoring system; state government for all operational and local monitoring costs.</p> <p>Programme budget/expenditure: 140 billion naira per batch for the first two batches (2016-2020 and 2017-2020), at the federal level only. Total budget since 2016 and the contribution of state governments are not available.</p>

<p><b>Selection of beneficiaries</b></p>	<p>Selection process: Online application, online test, physical verification in LGA offices (by the National Orientation Agency first, by NYSC for the last batch). Selection criteria are not communicated by the federal government to the public or state offices. Persons with disability are targeted (but no specific quota set for them, for women, or other vulnerable groups).</p> <p>The fact that the application and individual test are online, and state governments are not involved, is meant to maximise objectivity and fairness in the selection process.</p> <p>Enrolment data:</p> <ul style="list-style-type: none"> <li>• 2016 batch: 200 000 enrolled out of 300 000 applicants</li> <li>• 2017: 300 000 enrolled out of 2,5 million applicants</li> <li>• 2020: 3 million applicants in one week. 500 000 were retained for a one-year cycle starting the same year (deployed to their place of assignment in September 2020). Another 500 000 were planned for a separate cycle starting the following year.</li> <li>• 2021: Start of N-Creative and N-Tech training with 20 000 beneficiaries</li> <li>• Another batch is said to be launched soon but date not announced.</li> </ul>
<p><b>Number of beneficiaries (target)</b></p>	<p>500 000 young people</p>
<p><b>Number of beneficiaries to date</b></p>	<p>Over 1 million to date</p> <p>Over-subscription is due to the large media coverage during and after the first batch, the perceived fairness of the selection process, the good reputation of the programme and word of mouth from beneficiaries, with many participants who testified.</p>
<p><b>Monitoring and results</b></p>	<ul style="list-style-type: none"> <li>• The federal government (National Social Investment Office NSIO managing the programme) has an information system used to track beneficiaries and manage the payroll for the stipend. NSIO also uses third party monitoring agents from CSOs, e.g., ActionAid, to conduct field monitoring and verification visits.</li> <li>• The Edo government also set up its own M&amp;E team (manager and officers) for monitoring training and beneficiaries. Random and sample-based field visits are carried out about once a week. Feedback from beneficiaries is also collected through WhatsApp. Anecdotal “impact/success stories” are collected and published. Plans for an impact/tracer study after 2-3 years is funding is available.</li> <li>• Dropout before programme completion (they are erased from payroll): 5-10% in the first batches; nearly 50% in the last batch because of a technical glitch that prevented the NSIO to disburse the stipend for several months.</li> <li>• No statistics available (at least from the state level) on beneficiary and employer satisfaction.</li> <li>• Almost no participants ended up being recruited by the employers/ apprenticeship providers. Most set up their own business. Participating in the programme is for them mainly a way to learn new skills and acquire experience through classroom training and on-the-job, learning by doing</li> </ul>
<p><b>Coordination with national and international agencies and opportunity for collaboration</b></p>	
<p><b>Institutional anchoring and relationships</b></p>	<p>Key institutional partners:</p> <ul style="list-style-type: none"> <li>• N-Power is a scheme set up by the President of Nigeria, Muhammadu Buhari. It is managed by the National Social Investment Programme under the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, in collaboration with other sectoral ministries and state governments.</li> </ul>



	<ul style="list-style-type: none"> <li>• In Edo, the state government is fully owning N-Power, managing operational activities in the field, and developing synergies with other programmes.</li> </ul> <p>Implementation partners (and their selection):</p> <ul style="list-style-type: none"> <li>• Training partners are selected by the NSIO in Abuja with guidance from NDE and other relevant federal and state MDAs, and matched with programme participants by the NSIO</li> <li>• Public schools and health care institutions (for graduates) are selected and matched with enrolled participants by the state government from a database, and based on the needs expressed by those institutions and on the geographic location of participants</li> <li>• Private sector employers (for non-graduates) are selected and matched by the federal government from a database of registered companies</li> </ul> <p>Training, technical and funding partnerships – at the Edo state government level:</p> <ul style="list-style-type: none"> <li>• Google for ICT and digital marketing training</li> <li>• PIND Foundation for agriculture training</li> <li>• FCDO for agriculture training (a few years back)</li> <li>• Edo State Task Force Against Human Trafficking for including victims of trafficking</li> <li>• FCDO and Save the Children for a social protection programme</li> </ul> <p>These partners did not ask the state government to select different or additional beneficiaries: they went with the programme’s existing processes and selected applicants (except for NAPTIP, but this collaboration has not yet materialised).</p>
<p><b>Referral mechanisms</b></p>	<p>Currently none (even with the Edo State Task Force Against Human Trafficking – not yet at least). See possible option below.</p>
<p><b>Perspectives / future partnership opportunities</b></p>	<ul style="list-style-type: none"> <li>• Target population matching that of IOM and GIZ (unemployed youth aged 18-35)</li> <li>• Positive reputation of the programme and high interest among youth and potentially returnees</li> <li>• Significant programme and management experience gained over the past 6 years by both the NSIO and state government</li> <li>• Strong federal and state government leadership and engagement</li> <li>• Edo state government interest in irregular migration and returnees’ rehabilitation</li> <li>• No past or on-going collaboration with IOM, the MRC / NGC or GIZ in Edo state</li> </ul> <p>Possible to create a path for returnees to integrate the programme within the number of beneficiaries defined for each batch and each state, or to create and sponsor extra space for them. This would be particularly easy to advocate for that to the Edo state government as it is already sensitised on and committed to tackling irregular migration and human trafficking.</p> <p>Returnees would need to be referred to and profiled by the state government first (no need for a database with returnees’ personal data provided by IOM: returnees could directly go to the state or LGA offices). Among the 6 000 to 8 000 programme beneficiaries in every Edo batch, 500 to 1 000 returnees could be enrolled, according to a representative of the state government.</p>
<p><b>Remarks</b></p>	
<p><b>Challenges and lessons learnt</b></p>	<ul style="list-style-type: none"> <li>• Fraud: inclusion of some ineligible applicants (e.g., people applying and being enrolled while they already have a job), dropouts not informing the government of their resignation in order to continue getting the stipend</li> </ul>

	<p>(need to maintain a communication line with employers); scam around the programme</p> <ul style="list-style-type: none"> <li>• Adequate application and selection process, overall; selection process and criteria should be published for increased transparency</li> <li>• Selection of training partners and their training curricula should be assessed</li> <li>• Late disbursement of stipend in 2011, which affected reputation of and retention in the programme</li> <li>• Involvement of the state government in all local level decisions and activities is key to success</li> <li>• Budget constraints at state government level: they have to budget all operational expenses since these are not covered by the federal level; this affect state capacities to invest in field monitoring, for example.</li> </ul>
<b>Contacts</b>	
<b>Focal point</b>	Mrs. Osayuwamen (Yuwa) Aladeselu, Senior Special Assistant to the Governor of Edo State, Edo State Head of Operations for the Social Investment Programme (N-SIP) and Focal Person for N-Power
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## A.15. NAPTIN PROJECT (EU, AFD, GIZ)

NAPTIN project	
<b>Country</b>	Nigeria
<b>Intervention area</b>	Nationwide (project locations detailed further below)
Voluntary return and reintegration assistance	
<b>Project name</b>	Enhancing Vocational Training Delivery for the Nigerian Power Sector ( <i>Project 'NAPTIN'</i> )
<b>Main project objectives and features</b>	<p>The reform of the power sector and the privatisation of some assets are one of the main pillars of Nigeria's growth strategy. To support this strategy and address the massive and urgent need for skills upgrade, the government created in 2009 a public training institution, the National Power Training Institute of Nigeria (NAPTIN), structured around a network of 9 regional centres for initial and on-the-job training. 7 years later, AFD and the EU joined forces to help turn NAPTIN into a competitive and sustainable training operator for the public and private, formal and informal sectors. The project aims to:</p> <ol style="list-style-type: none"> <li>1. Revamp NAPTIN's infrastructures and equipment: rehabilitate/extend the training and accommodation facilities in the 8 existing centres, build one new training centre, and install modern equipment - starting with Abuja, then 2 in Lagos and the remaining 6 in other states;</li> <li>2. Redesign NAPTIN's training programmes, expanding the range of courses tailored to the needs of the industry and authorities, and train instructors and certified technicians in electricity and other associated trades and job profiles;</li> <li>3. Reform the governance of the NAPTIN network, including its corporate structure, business model, organisation, the state subsidy, etc.; NAPTIN will remain a public agency, but the private sector will be represented on its Board (e.g., electricity production and distribution companies) along with representatives of the relevant MDAs (ministries, regulator, branches of the public companies...).</li> </ol> <p>The training programmes, reviewed and expanded under project component 2 and with funding from the EU, will allow NAPTIN to develop the supply of professionals in traditional and green energy production, distribution, installation, maintenance etc. The programmes will include non-technical courses: sales/marketing, business management, etc. Both short-term programmes (1-3 months) and long-term programmes (over 3 months) will be developed, depending on the sub-sector and job profile.</p> <p>Some training modules will be developed specifically for people who are not employed/recruited in energy companies of the formal sector but intend to set up or upgrade their own business incl. in the informal sector, e.g., home electricians, A/C repairmen, windmill and solar panel installers, etc. No prior experience or degree will be required.</p>
<b>Project duration and progress</b>	<p>Project start date: May 2016</p> <p>Signature of the funding agreement: 2019</p> <p>Construction of the Abuja training centre and curriculum development: started in 2022</p> <p>Planned project end date: Dec. 2024</p>
<b>Project location</b>	Abuja, Lagos, Enugu, Kaduna, Kanu, Kainji, and Jos and Afam
<b>Budget and donor</b>	<p>USD 42.6 million sovereign concessional loan from AFD for the hardware component (construction/rehabilitation of the 9 training centres)</p> <p>EUR 8.7 million from the EU (for the software component)</p>

<b>Number of beneficiaries (target)</b>	<p>From 2009, when NAPTIN was created, to late 2021, over 17 000 people were trained across the 8 existing regional training centres, with 14 000 in technical courses and 3 000 in non-technical programmes.</p> <p>The project set the target of 100 000 beneficiaries of short-term training every year across the 9 centres, once built/rehabilitated.</p> <p>Long-term training will be on-demand, mainly for technicians and engineers recruited by or already working in an electricity company.</p>
<b>Number of beneficiaries</b>	None to date.
<b>Coordination with national authorities and external support agencies</b>	
<b>Institutional anchoring and relationships</b>	<p>NAPTIN belongs to the Ministry of Power, Works and Housing.</p> <p>NBTE will certify NAPTIN's new curricula.</p> <p>NAPTIN and the project collaborates notably with the Nigerian Electricity Management Services Agency, which sees the enforcement of technical standards as imperative, requiring well-trained professionals, and with the Rural Electrification Agency on building skills for solar installation and other renewable energy technologies.</p> <p>Federal and state governments have youth skills development programmes and will be involved in identifying and recruiting/sponsoring training candidates.</p> <p>GIZ involved in project implementation.</p> <p>The private sector is involved in the project as explained above and in curriculum development (e.g., Schneider Electric).</p>
<b>Perspectives / future partnership opportunities and referral mechanisms (set up or planned)</b>	<ul style="list-style-type: none"> <li>• NAPTIN targets young people for employment, incl. for self-employment in the informal sector, which matches the strategy of IOM and the profile of returnees.</li> <li>• The training curricula will include management courses, which is relevant and particularly needed for returnees.</li> <li>• (Green) energy has been identified as a promising sector by IOM, GIZ and others.</li> <li>• The target number of people to be trained annually is very high and the training centres are well distributed geographically, which would allow returnees to be easily enrolled/incorporated into the training programme.</li> <li>• GIZ already involved in the project implementation.</li> <li>• IOM (and GIZ and others) could refer returnees to NAPTIN directly or via state employment agencies (LSETF, EnuguJobs...) or federal and state governments' youth and employment programmes.</li> <li>• Additional support would be needed for training graduates, incl. for business registration, coaching, access to markets and finance, etc. state employment agencies, SMEDAN, IOM, GIZ, and other organisations could help with that. The project does not plan to set up partnerships for this purpose.</li> <li>• State governments are now able to invest on their own in energy production, distribution etc. and to develop their own qualification standards; they can therefore align their qualification requirements with NAPTIN's new curricula, provide official training certificates to NAPTIN's future training graduates, and facilitate their transition into employment.</li> </ul>
<b>Contacts</b>	
<b>Focal points</b>	<p>Adesoji ADEMOLA, Energy and Transport programme manager, AFD Nigeria Phone: +234 8067288286 / +2347051472440; Email: ademolaa@afd.fr</p> <p>Frank Isioma OKAFOR, Programme Manager, Economic Governance and Regional Cooperation, EUD Nigeria ; Email: Frank-Isioma.OKAFOR@eeas.europa.eu</p> <p>Godfrey OGBEMUDIA, Project Officer, Energy and Circular Economy, EUD Nigeria ; Email: Godfrey-Osamuyi.OGBEMUDIA@eeas.europa.eu</p>

## A.16. WORLD BANK PROJECTS (IDEAS, EDOBEST, NIGERIA FOR WOMEN)

World Bank	
<b>Country</b>	Nigeria
<b>Intervention area</b>	Nationwide
Skill development system strengthening	
<b>Project name</b>	Innovation Development and Effectiveness in the Acquisition of Skills ( <i>'IDEAS' project</i> )
<b>Main project objectives and features</b>	<p>The overall project objective is to enhance the capacity of the Nigerian skills development system to produce relevant skills for the formal and informal sectors by:</p> <ul style="list-style-type: none"> <li>• Strengthening the regulatory framework</li> <li>• Institutionalizing industry involvement</li> <li>• Introducing the concept of digital literacy across the skills development system</li> <li>• Improving training delivery structures with technology</li> <li>• Reforming the system of technical teachers and instructors training and management</li> <li>• Building planning and research capacities</li> <li>• Assessing costs and resource requirements for the long-term approach to building the skills development system</li> </ul> <p>There are 4 project components:</p> <ol style="list-style-type: none"> <li>1. <i>Incentivizing partnerships with industry for enhanced quality and labour-market orientation of public Technical Colleges (TCs)</i>: aims to provide grant funding for the rehabilitation and upgrading of Federal and State TCs in selected states, sectors and trades (phase 1: all federal TCs and some state TCs in some of the 6 intervention states listed below, and in 10 sectors and 12 trades) with the aim of transforming their operational models into public-private partnerships, in which industry partners assume a prominent role in institutional governance, management and planning, training and service delivery<sup>1</sup>;</li> <li>2. <i>Improving skills formation in the informal sector</i>: aims to deliver a comprehensive capacity development intervention package for the improvement and modernisation of existing informal apprenticeships to selected informal sector clusters in all 6 intervention states (from phase 1)</li> </ol>

<sup>1</sup> The private sector partners are expected to provide their expertise in needs assessment, planning, institutional management and curriculum development, and offer improved internship opportunities to students. Additional contributions such as donation of equipment, internship opportunities for technical teachers, and secondment of technical experts for teaching may emerge on a case-to-case basis. As a pre-condition of being awarded a grant, TCs must have signed a Memorandum of Understanding (MoU) with relevant companies or business institutions and agreed with the private sector partners on an Institutional Development Plan (IDP) that sets out goals and strategies for the development of the TC in line with labor market needs, notably in the digital and green economy. An IDP will identify priority occupational groups for which training will be upgraded, priority training programs to be delivered, as well as an investment plan to upgrade the TC to the expected standards, which includes climate and gender appropriate structures, including safe transportation options, sanitation facilities, power sources and disability-inclusive design. The selection of priority sectors/trainings will be informed by labor-market assessments and subsequent stakeholder consultative meetings. Supported TCs are expected to improve their capacities for long-term formal technical education as well as short-term skills development programs. The IDPs, to be evaluated and approved by the TSED (Federal TCs) and evaluated and approved by the state governments and endorsed by the NBTE (State TCs), will be the basis for the grant agreements to be signed between the College Implementation Unit (CIU) of the TC and the FME (in the case of Federal TCs) and the state government (in the case of State TCs), respectively. WB funding will be used to fund and as a financial incentive for developing short-term trainings, e-learning technologies, enroll women and disabled people, and partner with private sector industries/employers

	<p>– TVET centres not yet selected as of July 2022<sup>1</sup>. The project will provide funding for TVET centres to purchase start-up kits for training graduates who want to set up their own business.</p> <p>3. <i>Increasing the availability of competent and motivated technical teachers and instructors</i>: aims to improve the availability of appropriately skilled and competent technical teachers and instructors in the skills development space, including teaching staff of private skills development institutions, and starting with technical teaching staff in TCs (in all 6 intervention states from phase 1);</p> <p>4. <i>Strengthening the regulatory environment and public management capacities for market-oriented skills development</i> supports further rolling-out of the Nigerian skills qualifications framework (NSQF) reform, which involves capacitating Sector Skills Council (SSCs), curriculum development and revision based on National Occupational Standard (NOS), training and certification of assessors and trainers.</p>
<b>Project duration</b>	2020 – 2025 (on-going)
<b>Project location</b>	<p>South:</p> <ul style="list-style-type: none"> <li>• Phase 1: Edo, Abia, Ekiti</li> <li>• Phase 2: Lagos and Ogun (Abeokuta) (tbc)</li> </ul> <p>Centre &amp; North:</p> <ul style="list-style-type: none"> <li>• Phase 1: Kano, Gombe, Benue</li> <li>• Phase 2: Katsina, Kaduna (tbc)</li> </ul>
<b>Budget and donor</b>	USD 200 million (World Bank / IDA)
<b>Number of beneficiaries (target)</b>	<p>Direct beneficiaries: 50 000.</p> <p>The number of indirect beneficiaries is significantly greater, comprising:</p> <ul style="list-style-type: none"> <li>• All students participating in secondary TVET who will gain from an improved learning environment in TCs and other training institutions resulting from investments in technical teachers training and expansion of outcome-based training;</li> <li>• Informal apprentices who will eventually be provided with recognition of prior learning opportunities; and</li> <li>• The wider business community that will benefit from an increased supply of well-trained crafts persons.</li> </ul>
<b>Number of beneficiaries to date</b>	Field activities have started only recently
<b>Strengthening Edo State's basic education sector and digital &amp; entrepreneurship skills development</b>	
<b>Project name</b>	Edo Basic Education Sector and digital and entrepreneurship Skills Transformation project ( <i>'EdoBEST' project</i> )

<sup>1</sup> Trades and intervention locations are selected based on a stakeholder consultative process facilitated by NBTE, and state-level analyses of trade activities and economic opportunities. The intervention package may include: (i) organisational development support to trade and cluster organisations; (ii) supporting to set-up digital platforms and business networks; (iii) skills upgrading training, digital literacy training, pedagogical and business management training and environmental awareness creation for MCPs; (iv) supplementary basic skills, theory, soft and digital skills and entrepreneurship training for apprentices, as well as foundational skills training as needed; (v) access to NSQF-based assessment and certification for formal recognition of skills for both MCPs and apprenticeship completers; and (vi) business development support through mentoring; (vii) limited provision of tools and shared modern equipment; and (viii) facilitation of access to other needed business development services. Stipends to cover transport and other training costs will be provided to incentivise especially vulnerable youth to participate in apprenticeships

<p><b>Main project objectives and features</b></p>	<p>Improve the teaching and learning processes in basic education and expand access to quality digital and entrepreneurship skills development for youth in Edo State.</p> <p>The Basic Education Sector and Skills Development Programme (BESDP) is a state government programme launched by Edo State in 2018 as an umbrella framework to capture the state government’s approach to reform basic education and strengthen skills development and, consequently, employability in the state. The programme comprises the government’s vision and plans to enhance the quality and delivery of basic education as well as technical skills. Through the ‘EdoBEST project’, the World Bank supports the state government in implementing BESDP.</p> <p>The reforms promoted by EdoBEST are holistic and organised around five pillars to address challenges faced in basic education:</p> <ol style="list-style-type: none"> <li>1. Governance and institutional development</li> <li>2. Teacher development and curriculum, including for digital skills and entrepreneurship training</li> <li>3. Community participation and partnerships</li> <li>4. School infrastructure</li> <li>5. Organisational development for state universal basic education board (SUBEB) and the 18 local government education authorities (LGEAs)</li> </ol> <p>Although the project is implemented by government MDAs, it uses World Bank systems for oversight, implementation, fiduciary, and safeguards.</p>
<p><b>Project duration</b></p>	<p>2020 – 2024</p>
<p><b>Project location</b></p>	<p>Edo state</p>
<p><b>Budget and donor</b></p>	<p>USD 75 million (World Bank / IDA)</p>
<p><b>Number of beneficiaries (target)</b></p>	<ul style="list-style-type: none"> <li>• 40 000 Edo youth receiving high quality, market relevant digital skills and entrepreneurship training including online training</li> <li>• 20 private sector partnerships for training design and delivery of digital skills and entrepreneurship training programs</li> <li>• 2 innovation hubs in Edo State created to deliver additional digital skills training programmes</li> <li>• (The project has several other targets related to primary and secondary schools, education system strengthening, and other project components)</li> </ul>
<p><b>Number of beneficiaries to date</b></p>	<p>N/A</p>
<p><b>Improving livelihoods of women</b></p>	
<p><b>Project name</b></p>	<p><i>‘Nigeria for Women’ project</i></p>
<p><b>Main project objectives and features</b></p>	<p>The development objective of Nigeria for Women Project is to support improved livelihoods for women in targeted areas of Nigeria. This project has four components:</p> <ol style="list-style-type: none"> <li>1. Building Social Capital: aims to build social capital by galvanizing women to become members of Women Affinity Groups (WAGs) and strengthening both new and existing WAGs that can serve as institutional platforms for women in Nigeria. It has the following subcomponents: <ol style="list-style-type: none"> <li>(i) Influencing Social Norms</li> <li>(ii) Women Affinity Groups</li> </ol> </li> <li>2. Livelihoods Programme: aims to support economically active women in WAGs through provision of livelihoods grants and holistic, as well as targeted skills trainings. It has the following subcomponents:</li> </ol>

	<ul style="list-style-type: none"> <li>(i) Support to Individual Livelihoods</li> <li>(ii) Support to Collective Livelihoods</li> </ul> <p>3. Innovations and Partnerships: aims to use Nigeria's talent pool to identify and deploy innovations that can transform women's social and livelihood outcomes, and improve project delivery and overall impact.</p> <p>4. Project Management, Monitoring and Evaluation, and Learning: aims to support the socioeconomic upliftment of women by supporting the advancement of policy dialogue; strengthening technical and implementation capacity; and better coordination among implementing partners at the federal, state, and LGA levels through deployment of highly qualified technical professionals.</p>
<b>Project duration</b>	2018 - 2023
<b>Project location</b>	6 states incl. Edo and Ogun states as priority intervention states
<b>Budget and donor</b>	USD 100 million (World Bank/IDA)
<b>Number of beneficiaries (target)</b>	<ul style="list-style-type: none"> <li>• 646 000 project beneficiaries in total</li> <li>• 21 600 functional WAGs supported by the project</li> <li>• 64 800 WAG members that are part of livelihoods collectives</li> <li>• 194 400 grants for individual livelihoods projects having a business plan</li> <li>• 85% project participants receiving training that express satisfaction with the training</li> <li>• 155 000 beneficiaries have improved livelihoods with project support</li> </ul>
<b>Number of actual beneficiaries</b>	<ul style="list-style-type: none"> <li>• As of March 2022:</li> <li>• 510 906 project beneficiaries in total</li> <li>• 11 048 functional WAGs supported by the project</li> <li>• 0 WAG members that are part of livelihoods collectives</li> <li>• 12 498 grants for individual livelihoods projects having a business plan</li> <li>• 89% project participants receiving training that express satisfaction with the training</li> <li>• 0 beneficiaries have improved livelihoods with project support</li> </ul>
<b>Coordination with national authorities and external support agencies</b>	
<b>Institutional anchoring and relationships (as per the project documents)</b>	<p>The World Bank works with and through the federal and state governments and does not create parallel structures. Each WB project (and donor project in general) has its national and state level steering committee and other committees, as detailed below.</p> <p>The FLME and FMYSO coordination committees planned to be established by their respective policies are not active. Donor coordination is also weak in the education and TVET sector. Could be supported by IDEAS component 3 because this component is all about institutional support.</p> <p><b>IDEAS:</b></p> <ul style="list-style-type: none"> <li>• The Federal Ministry of Education, NBTE, and state governments and education commissioners are the main project partners.</li> <li>• Members of the national project steering committees also include the National Chambers of Commerce, Industry, Mining, and Agriculture, the Manufacturers' Association of Nigeria, the Nigerian Association of Small and Medium Enterprises, the Nigerian Association of Small-Scale Industries, and Nigeria's Employers Consultative Association.</li> <li>• The Federal Ministry of Labour and Employment, NDE, State-level employment agencies (e.g. LSETF, EdoJob, Delta employment agency...), SMEDAN, the Ministry of Youth, MRCs, NELEX and NAPTIP are not involved in the project.</li> </ul>



	<ul style="list-style-type: none"> <li>• State level committees: chaired by the Commissioner or Permanent Secretary of the state ministry of education; members include a representative of the private sector as deputy chair, representatives from the State Ministry of Trade, commerce and industry, the State Chamber of Commerce, State Department of Technical education, Office of the Executive Governor, trade associations (2 members), NBTE, the State Executive Secretary of the State TVET Board, the State Project Coordinator as secretary, and a representative of the FME/PCU as observer.</li> </ul> <p><b>EdoBEST:</b></p> <ul style="list-style-type: none"> <li>• The State Ministry of Education, State Universal Basic Education Board, and the Edo State Skills Development Agency for implementing the project.</li> <li>• A State Programme Steering Committee (SPSC) is established to provide overall oversight of the proposed programme in the state. The SPSC is jointly chaired by the State Commissioner of Education and the Chairman of SUBEB and comprises members from all the other relevant agencies — SME, EDSSDA, SMoF and SMBP. It also comprises a member from the FMoFBNP. The SPSC facilitates strategic decision-making and ensures effective cross-agency coordination across all agencies and stakeholders during programme implementation. The SPSC also oversees programme planning and implementation, arbitration and decision-making, as well as effective coordination. In addition, the SPSC is to ensure coordination with other donors/development partners in Edo State to ensure complementarity, rather than overlaps, with parallel financed activities.</li> <li>• A Project Implementation Unit (PIU) is established within SUBEB, which reports periodically to the SPSC. The PIU consists of a coordinator, two M&amp;E and reporting specialists, a procurement specialist, a financial management specialist, an environmental specialist, and a social safeguards specialist, all sourced from within the civil service.</li> <li>• Independent verification agent conducts field verifications.</li> </ul> <p><b>Nigeria for Women:</b></p> <ul style="list-style-type: none"> <li>• For policy guidance, ministerial coordination, and institutional arrangements, a Federal Steering Committee (FSC) is set up, chaired by FMWASD, with representation from other relevant line ministries. The commissioners from each State Ministry for Women Affairs and Social Development are part of the FSC and representatives from six of the selected LGAs across the 6 states is also part of the FSC on a rotational basis. Project-related policy decisions and guidance from the FSC is administered through the Federal Technical Committee which is constituted for the project. It is chaired by the Permanent Secretary of FMWASD and comprise other relevant line ministries. It will provide strategic guidance to the Federal Project Coordination Unit.</li> <li>• At the state level, there is a State Technical Committee chaired by the Permanent Secretary of SMWASD, with a representative from a CSO as co-chair on an annual rotational basis. Similarly, at the LGA level, there is an LGA Technical Committee chaired by either the Women’s Development Officer (where available) or any other representative of the SMWASD with other relevant representatives as part of the committee. This committee also has representation from the civil society- and community-based organisations operational at the LGA level.</li> <li>• The programme management, monitoring, and implementation functions are operationalised through an FPCU, State Project Coordination Unit, LGA Project Implementation Unit, and Ward Facilitation Team.</li> </ul>
<b>Referral mechanisms</b>	None currently set up or planned with IOM, GIZ, state employment agencies, MRCs/NGCs, or any other labour market intermediation mechanism.

<p><b>Perspectives / future partnership opportunities</b></p>	<ul style="list-style-type: none"> <li>• Currently, no formal dialogue or coordination between the WB and GIZ, IOM, NAPTIP, or the Edo State Task Force Against Human Trafficking.</li> <li>• The WB projects do not target or sponsor specific population groups (except women for Nigeria for Women) but have an interest in any vulnerable groups.</li> <li>• WB would be happy to see returnees benefiting from the IDEAS and EdoBEST projects. Returnees could be directed to the projects' supported TCs, TVET centres, innovation hubs and schools. The entry point for GIZ and IOM would be NBTE, NABTEB (National Association of Business and Technical Education Board), and the state government department/board in charge of technical education, because they are the ones managing the projects and/or selecting and accrediting the training institutions, certifying the teachers, linking the training certificate with qualification framework with equivalent system, etc.</li> <li>• TCs (under IDEAS component 1) and informal TVET centres (under component 2) are both good candidates for returnees. In TCs, returnees who have not completed secondary education can receive foundational skills and literacy courses. The duration of training in TCs depends on the candidate's education level and skills and the type of trade they are interested in. If returnees already worked abroad in construction, they would take an exam to get an equivalent and join TC training at level 2 or 3 already under NSQF.</li> <li>• TVET centres typically provide short-term training.</li> <li>• In addition to funding start-up kits for training graduates planning to set up their business, IDEAS can provide funding for the hubs, business clusters and cooperatives for graduates who want to create a business or find a job in same sector and strengthen a whole value chain. They would get peer and follow-up mentoring etc.</li> <li>• Returnee women could also benefit from Nigeria for Women as long as they reside in the target LGAs and communities, are/become members of Women Affinity Groups, and submit a proposal and business plan for a collective or individual livelihood project as per project guidelines.</li> </ul>
<p><b>Remarks</b></p>	
<p><b>Challenges and lessons learnt</b></p>	<ul style="list-style-type: none"> <li>• Working with and through federal and state government structures is time consuming and generates substantial political challenges and implementation delays but boosts ownership.</li> <li>• Development partners in the TVET sector should ensure the qualification they provide to their beneficiaries match the qualification systems abroad – for returnees who want to regularly (r)emigrate.</li> <li>• Development partners should seek to pilot, compare, and demonstrate the success of development models in order to advocate for the most cost-effective and sustainable ones and take them to scale. Continuous learning and adaptive programming are key. Business as usual is not an option.</li> </ul>
<p><b>Contacts</b></p>	
<p><b>IDEAS project</b></p>	<p>Olatunde Adekola, Senior Secondary Education &amp; TVET specialist for the Africa Region, IDEAS project leader, World Bank (Abuja), oadekola@worldbank.org, +234 8034080951</p>
<p><b>EdoBEST project</b></p>	<p>Aisha Garba Mohammed, EdoBEST project team lead, World Bank (Abuja), agmohammed@workdbank.org</p>
<p><b>Nigeria for Women</b></p>	<p>Michael Ilesanmi, Nigeria for Women project team leader, World Bank (Abuja), milesanmi@worldbank.org</p>

## A.17. UNICEF GENERATION UNLIMITED

UNICEF GenU	
<b>Country</b>	Nigeria
<b>Intervention area</b>	19 states distributed across the 6 geo-political zones in the country
<b>Youth employability, employment and empowerment</b>	
<b>Project name</b>	Generation Unlimited Nigeria ('GenU 9JA')
<b>Main project objectives and features</b>	<p><b>Overall background and objectives:</b> Launched by the UN Secretary-General at the 2018 UN General Assembly, Generation Unlimited is a global Public-Private-Youth partnership platform aiming to skill and connect young people to education, employment, livelihood and empowerment opportunities. These include digital education, job skills training, internship and job placement, support for entrepreneurship projects, and social engagement.</p> <p><b>GenU 9JA partners and beneficiaries:</b> Spearheaded by UNICEF, the partnership brings together global organisations and leaders, including Heads of State, CEOs, Heads of UN agencies, and civil society champions, with young people to design and deliver innovative solutions on a global scale. Young people are initially defined as people from 10 to 24 but can be older.</p> <p><b>GenU scope and activities in Nigeria:</b> GenU Nigeria is slated to scale and reach 20 million young people by 2030. It has three pillars:</p> <ul style="list-style-type: none"> <li>• Connectivity and digital learning</li> <li>• Workforce readiness programme</li> <li>• Youth engagement</li> </ul> <p>Each component will have specific annual targets to be achieved, e.g., number of communities with new internet coverage, people training in digital skills, trained for the workplace etc.</p> <p><b>YOMA online platform:</b> One of the main fora in which GenU components materialise is the <a href="#">YOMA</a> digital platform<sup>1</sup>. It connects youth with (free) learning, training and volunteering opportunities provided by GenU public and private partner organisations (e.g., IT training by Microsoft, employability/soft skills training by Jobberman, paid micro-tasks such as data collection for an immunisation campaign etc.). It also allows registered users to create a verified digital CV using the blockchain technology, endorsement for the new skills and experience.</p> <p>Users are encouraged, through incentives and rewards, to engage with the platform and take up the opportunities it offers. Incentives and rewards are digital token that can currently be redeemed as data or airtime and further training and internship opportunities (premium courses).</p> <p><b>Other activities/achievements so far under component 1 and 2:</b></p> <ul style="list-style-type: none"> <li>• Mobile internet coverage extended to 400 underserved communities,</li> <li>• 150 schools connected to the internet,</li> <li>• 2.5 million youth related engagements on Yoma</li> </ul>

<sup>1</sup> YOMA stands for Youth Agency Market Place

	<ul style="list-style-type: none"> <li>• 300 000 young people integrated into UNICEF programming as volunteers for priority interventions, such as birth registration and immunisation campaigns</li> </ul> <p><b>Under component 3, GenU will also make use of <u>U-Report</u></b>, introduced by UNICEF in Nigeria in 2014.</p> <p>U-Report is a free SMS social monitoring tool for youth and community participation in issues that they care about<sup>1</sup>. SMS polls and alerts are sent out to volunteer U-reporters and real-time response information is collected from them. Results and ideas are published online and shared back with the community. It allows citizens to voice their opinions on issues, provides forums for exchanges and to amplify those views, concerns and solutions to the local media and to bring it to the attention of key stakeholders for information and action as needed. Data can be disaggregated by age, gender, states, LGAs, wards and settlements in real time. Currently there are 4.7 million UReporters in Nigeria.</p> <p><b>Partners in Nigeria:</b></p> <p>GenU provides the opportunity to consolidate in a more formal and sustainable way past and current private sector partnerships established by the government, UN agencies and other development partners, and expand them to new actors who may or may not yet have youth empowerment initiatives.</p> <p>As of July 2022, GenU 9JA has already mobilised 20 private sector partners from various industries (manufacturers, IT/telecom, finance, strategic consulting...) – some of them are part of the GenU task force or steering committee (e.g., PwC, Airtel, Tony Elumelu Foundation). It is planning to establish 20 more partnerships this year. A study is to be launched to identify future shared value partnership opportunities with private sector organisations as well as other youth and civil society organisations that could support or be engaged in the initiative (but not necessarily give or receive funding from GenU).</p>
<b>Project duration</b>	Launch date: 2021. End date: 2030. Status: on-going
<b>Project location</b>	<p>Priority states for each of the 3 components are still under discussion. Tentative list (underlined are those of particular interest for IOM from a returnee reintegration perspective):</p> <ul style="list-style-type: none"> <li>- Bauchi</li> <li>- Bayelsa</li> <li>- Benue</li> <li>- Cross River</li> <li>- Ebonyi</li> <li>- Edo</li> <li>- Enugu</li> <li>- Jigawa</li> <li>- Kaduna</li> <li>- Kano</li> <li>- Katsina</li> <li>- Kebbi</li> <li>- Lagos</li> <li>- Nasarawa</li> <li>- Niger</li> <li>- Rivers</li> </ul>

<sup>1</sup> Issues polled include among others health, education, water, sanitation and hygiene, youth unemployment, HIV/AIDS, disease outbreaks; social welfare sectors.

<b>Budget and donor</b>	USD 1.8 million (to date). Main funding sources: UNICEF, GIZ
<b>Number of beneficiaries (target)</b>	20 million
<b>Number of beneficiaries (to date)</b>	2.8 million (estimated, as of July 2022)
<b>On-going collaborations &amp; partnerships, and opportunities for the future</b>	
<b>Institutional anchoring and relationships</b>	<p>The initiative was launched in Nigeria by the Vice-President himself in presence of multiple Ministers, state governors, UN agencies and other development partners, high-level private sector representative, etc. This shows the high level of political traction GenU benefits from.</p> <p>Key institutional partners are the following federal and state ministries: Federal Ministry of Education along with State and Local actors</p>
<b>Partners</b>	<p>GenU 9JA partners include but are not limited to</p> <ul style="list-style-type: none"> <li>• Tony Elumelu Foundation</li> <li>• IHS Towers</li> <li>• Airtel</li> <li>• LSETF</li> <li>• Jobberman</li> <li>• ILO</li> <li>• National Girls Guide Association</li> <li>• GIZ</li> <li>• PwC</li> <li>• Google</li> <li>• Microsoft</li> <li>• Meta Facebook</li> </ul>
<b>Other collaborations, stakeholder coordination</b>	Young Persons Action Team, Youth Ambassadors (2 per state plus FCT)
<b>Referral mechanisms (set up, planned, or potential)</b>	<p>Enrolment of young people into GenU through the YOMA platform, UReport, partner comms, social media, peer-to-peer, etc.</p> <p>UReport is a key channel for informing young people about opportunities on YOMA.</p> <p>Youth are mobilised offline through the Youth Ambassadors. Models to develop kiosks / youth centres into access points are underway.</p>
<b>Perspectives / future partnership opportunities</b>	<p>A collaboration or formal partnership between GenU and the EU/EUTF, GIZ and/or IOM seems relevant for the following reasons:</p> <ul style="list-style-type: none"> <li>• Same programming focus on creating training, employability, employment and empowerment opportunities for youth</li> <li>• Similar target groups (although the lower and upper age limit of the GenU target group is younger, there is an overlap)</li> <li>• UNICEF tends to focus on particularly vulnerable and underprivileged population groups, and returnees belong to this category; 85% of returnees have a secondary education or less</li> <li>• GenU is or will be intervening in all the main areas of emigration and return (Lagos, Edo, Ogun, Enugu, Kano, Benue...) except Delta (priority states evolving)</li> </ul>

	<ul style="list-style-type: none"> <li>• Some youth employment actors and programmes who works with returnees are also institutional, funding or implementing partners of GenU: FMYSD, FLME, GIZ, LSETF</li> <li>• Migration is a topic of interest for UNICEF at the corporate level (youth being the main population group “on the move”), there is therefore an opportunity for collaboration with IOM and the EU/EUTF on that agenda</li> <li>• GenU in currently seeking for more partners for various purposes, as are the EU/EUTF, IOM and GIZ</li> <li>• At the recent Abuja round table on sustainable and inclusive digital transformation in Nigeria, information and trust gaps were identified as key barriers for young people’s access to skilling and upskilling opportunities. Partnerships (and platforms like YOMA where people can ‘shop’ for the next opportunity and the next) were agreed as a key solution to address the information and trust gaps and connect young people to more than one opportunity to further their learning to earning journey.</li> </ul> <p>Local job centres (incl. those created by EdoJobs and supported by ILO and GIZ in Edo state), youth development centres of the FMYSD, migrant resource centres (MRCs in Lagos, Benin City and Abuja), Nigerian-German Centre for Jobs, Migration and Reintegration, and LSETF liaison offices are some of the intermediary/intermediation structures that are not yet, but could also be mobilised to reach out to young people seeking to gain skills and employment, and enrol them into the programme.</p>
<p><b>Challenges, comments, lessons learnt</b></p>	<ul style="list-style-type: none"> <li>• GenU is in its early phase and still defining its intervention areas, implementation approaches, etc.</li> <li>• A strong outreach and engagement campaign is needed to mobilise the Nigeria youth at a bigger scale.</li> <li>• It is relatively easy to set up digital platforms to engage young people, but a grassroots level engagement strategy needs to complement this approach. Without an offline component or internet access strategy, underprivileged young people and rural youth incl. returnees that EUTF is targeting may be excluded, e.g., those who do not have consistent access to internet/smartphones, data, electricity, etc. or are not comfortable using them for other purposes than Facebook or WhatsApp. GenU is currently thinking of offering more in-person trainings and use field outreach teams, for example.</li> <li>• GenU is exploring financial inclusion as a component of youth empowerment with the new to Nigeria mobile money offerings (e.g., Payment Service Banks such as Airtel SmartCASH and JumiaPay).</li> <li>• The GenU monitoring and data info/analytics system is under development, which will track to what extent various groups engage with and use the GenU offer/resources, how, and what impact this has on their situation and in terms of youth empowerment more broadly.</li> </ul>
<p><b>Contacts</b></p>	
<p><b>Focal points and contact details</b></p>	<p>Celine Lafoucrière (based Lagos), GenU 9JA Secretariat Lead and UNICEF Chief of Lagos Field Office, clafoucriere@unicef.org, +33 622180978</p> <p>Cindy McWhorter (based in Abuja), Innovation Manager, cmcwhorter@unicef.org, +234 9038727827</p> <p>Ochuko Ege (based in Lagos), Partnerships Officer including for GenU oege@unicef.org, +234 8035351008</p>

## A.18. ACTIONAID DARE TO HOPE PROJECT


ActionAid	
<b>Country</b>	Nigeria
<b>Intervention area</b>	Edo, Lagos, Abuja, Borno
Socio-economic support to potential and returning migrants	
<b>Project name</b>	Dare To Hope
<b>Main project objectives and features</b>	<p>Overall objectives: improving socio-economic conditions of the local youth and returning migrants, tackling unemployment and irregular migration</p> <p>Target group: vulnerable youth aged 18-35 either candidates for irregular migration or returnees.</p> <p>Key components/activities:</p> <ul style="list-style-type: none"> <li>• Providing counselling, skills training, and psycho-social support to potential irregular and returned migrants and building their self-confidence <ul style="list-style-type: none"> <li>○ Vocational training: in fish and poultry farming, shoe making, cosmetology, hairdressing, baking and confectionary business, catering, leather works, aluminium fabrication</li> <li>○ Soft skills training: self-discovery and self-development, management and leadership</li> <li>○ Psycho-social support: mental health, family tracing</li> </ul> </li> <li>• Helping beneficiaries establishing, operating, and registering cooperatives</li> <li>• Providing them with fund to purchase start-up equipment, rent business space and commence activities</li> <li>• Post-support monitoring</li> <li>• An additional grant is offered to beneficiaries who performed well after one year (performance-based)</li> <li>• Carrying out media and community-based awareness campaign on the risks of irregular migration, human trafficking, and local alternatives</li> <li>• Providing information on legal migration pathways and support for the acquisition of legal migration documents</li> <li>• Capacity building of relevant government MDAs</li> </ul>
<b>Project duration</b>	Phase 1: 2019-2021 Phase 2: 2021-2022 (currently on-going)
<b>Project location</b>	Edo state: Benin City, Auchi, and Uromi
<b>Budget and donor</b>	EUR 2 million from AICS (Italian cooperation agency)
<b>Number of beneficiaries (target)</b>	2 000 vulnerable young persons in total + returnees if any
<b>Number of beneficiaries to date and other key results</b>	<ul style="list-style-type: none"> <li>• 9 000 direct beneficiaries (half of which are women), of which 1 500 potential migrants (60% women) and 500 returnees benefitted from economic empowerment activities, as of February 2022.</li> <li>• Within 1 year of follow-up, survey showed that 75% of past beneficiaries still had an operational business, 15% had gained employment in existing businesses and cooperatives, and 10% were missing in action.</li> <li>• 100 participants in phase 1 were further trained in phase 2 to become themselves trainers on life and vocational skills and ambassador for change in their communities.</li> </ul>

	<ul style="list-style-type: none"> <li>• 300 traditional leaders and key community members were sensitised and participated in project meetings.</li> <li>• 5 400 secondary school students were sensitised.</li> <li>• 69 members of 7 government MDAs benefitted from capacity building, incl. NAPTIP, Edo State Taskforce Against Human Trafficking, NDE, Ministry of Youth and Special Duties, Ministry of Social Welfare and Gender, and Ministry of Wealth Creation, Employment and Cooperatives.</li> </ul>
<b>Coordination with national authorities and external support agencies</b>	
<b>Institutional anchoring and relationships</b>	<ul style="list-style-type: none"> <li>• Key institutional partner: Federal and Edo state government (ministries of Youth, Social Development and Humanitarian Affairs, Education, Women Affairs, and Industry and Trade), NDE, traditional community leaders</li> <li>• Main field partners: Ideal Development Research Centre, Kairos Youth Empowerment Initiative, Salesians of Don Bosco, and Genius Hub</li> <li>• Italian partners: VIDES, Progetto Quid</li> </ul>
<b>Referral mechanisms</b>	<p>Beneficiaries were identified through the state government, NAPTIP, Edo State Task Force Against Human Trafficking, local returnee associations, other local migration/reintegration stakeholders, and community leaders.</p> <p>No formal collaboration with the MRC/NGC or IOM, but IOM was invited to some meetings and capacity building activities.</p>
<b>Perspectives / future partnership opportunities</b>	<p>ActionAid has been active in Edo since 2010. It has over 35 employees in Edo State and 55 trainers deployed across intervention areas.</p> <p>IOM, which has strong presence and activities in the area and targets the same people, should more strongly collaborate with ActionAid to:</p> <ul style="list-style-type: none"> <li>• Share respective approaches and experience;</li> <li>• Bring ActionAid into existing reintegration coordination and referral mechanisms;</li> <li>• Coordinate capacity building and awareness raising initiatives</li> <li>• Identify the most relevant local partners for future programming;</li> <li>• If ActionAid pursue the same type of project in future, IOM could also refer returnees to ActionAid for initial or additional support.</li> </ul>
<b>Remarks</b>	
<b>Challenges and lessons learnt expressed by interviewed informants and partners</b>	<ul style="list-style-type: none"> <li>• Comprehensive and updated profile data of returnees are needed. Most of their personal information are false (a trend amongst returnees).</li> <li>• Returnees have very low commitment to training.</li> <li>• Funding is a key constraint and training needs to be longer. Technical skills need more time to be internalised, and training sessions provide a conducive environment to foster self-discovery and identify and address beneficiaries' psycho-social needs.</li> <li>• Potential migrants need more information and support on legal migration.</li> <li>• ActionAid could be more involved in state coordination committee and CMET.</li> <li>• IOM could consider ActionAid and its local partners as future reintegration partners and see how to take advantage of / piggyback on their other interventions in Edo state.</li> <li>• Need for an annual migration seminar with all stakeholders (in addition to existing, membership-limited coordination bodies set up as part of the JI)</li> <li>• Need for an annual survey to determine the kind of TVET to provide in accordance with the local labour market demand of technical skills.</li> </ul>
<b>Contacts</b>	
<b>Focal point and contact</b>	Chioma Judith Eze: ActionAid programme Officer, Migration programme coordinator. Phone: +234 8168647955



## A.19. FEDERATION OF INFORMAL WORKERS ORGANISATION OF NIGERIA

<b>FIWON</b>	
<b>Country</b>	Nigeria
<b>Region / states</b>	Has members in 27 states. Presence is stronger in Lagos, Kano, Delta, Ogun, Osun, Imo, Kaduna, Borno; weaker in Edo and Enugu states.
<b>Organisational information</b>	
<b>Type of organisation</b>	Trade union organisation of self-employed working people in the informal sectors of the Nigerian economy. Members include individual persons (organised in community clusters in Lagos and other states) and organisations (e.g., associations of tailors, mechanics, hairdressers, video-cameramen, traders, street vendors...).
<b>Year of creation</b>	2010
<b>Type of support / services provided; activities organised</b>	<p>FIWON's overarching objective is to achieve better conditions for self-employed, informal workers across the country. It promotes:</p> <ul style="list-style-type: none"> <li>• More adequate regulation for the informal microentrepreneurs</li> <li>• Training and capacity building for members</li> <li>• Reduction of harassment, safer work, and protection</li> <li>• Legal and economic support; and</li> <li>• Introduction of new technologies and increased productivity.</li> </ul> <p>Its main activities are:</p> <ul style="list-style-type: none"> <li>• Representation and advocacy through the organisation of and participation in conferences, online communication campaigns, surveys etc.</li> <li>• Organisation of training to its members on formalizing their business, basic financial literacy and entrepreneurship skills, financial management, etc., and civil education on informal workers' rights and duties</li> <li>• Provision of financial services through the FIWON cooperative</li> <li>• Provision of cash and in-kind assistance</li> </ul> <p>An ILO study conducted during Covid in 2020-2021 on social protection in the Nigerian informal economy led to increased visibility for FIWON and new support from ILO and a few other organisations.</p>
<b>Current / main funding</b>	<ul style="list-style-type: none"> <li>• Monthly subscription fees from members (100 naira)</li> <li>• Short-term funding from the German Friedrich-Ebert Stiftung, US-based Solidarity Centre, ILO, GIZ, FMLE, etc. for specific activities</li> </ul>
<b>Size and governance</b>	<p>170 member organisations, including 30 in Lagos where its main office is located, and several thousands of individual members.</p> <p>A few Board members, whose expenses as Board members are covered by FIWON.</p>
<b>Profile and selection of beneficiaries</b>	<p>Any self-employed working people in the informal sector can join – no additional eligibility or selection criteria.</p> <p>Members are men and women, with women making up a majority of members in certain jobs/sectors.</p> <p>Some individual members' businesses are very small (10 000–30 000 naira per month), others have multi-million-naira income.</p>
<b>Total capacity (current and future)</b>	Not limited
<b>Communication strategy for</b>	Community clusters are established in each state and area of intervention, with a volunteer heading them and 'community agents' communicating about

<p><b>reaching beneficiaries &amp; potential beneficiaries</b></p>	<p>FIWON, providing information and support to members, collecting cooperative members' savings etc.          FIWON has been broadcasting radio programmes for 5 years now.          Website: <a href="https://www.facebook.com/FIWONNIG/">https://www.facebook.com/FIWONNIG/</a>          Twitter: <a href="https://twitter.com/fiwong?lang=en">https://twitter.com/fiwong?lang=en</a></p>
<p><b>Photo</b></p>	
<p><b>Details of the services offered</b></p>	
<p><b>Training</b></p>	<p>Main ones from January to July 2022:</p> <ul style="list-style-type: none"> <li>• Training and guidance on businesses formalisation and registration (with ILO)</li> <li>• Training on basic entrepreneurship skills (with GIZ/NGC)</li> <li>• Training to encourage regular savings, improve financial management, and providing financial services in local communities using Android phones and POS machines (with GIZ/NGC)</li> </ul> <p>Each training benefits several dozens of FIWON members, typically selected by the community agents.</p>
<p><b>Financial services: the FIWON Cooperative</b></p>	<p><u>Status:</u> The FIWON cooperative was founded and officially registered in 2017. It is an independent, not-for-profit cooperative (not working with or through another financial institution).</p> <p><u>Services:</u> It facilitates savings and access to a range of social protection and financial services for its members: low-interest microloans, health insurance, mortgage for land acquisition, home appliance purchases, pension, etc. It does not have a lending limit.</p> <p><u>Eligibility/membership conditions:</u> To join the cooperative, FIWON members need to provide their name and Nigerian Identification Number (NIN), phone number, personal and business addresses, a bank account number or a digital wallet opened by the cooperative, 2 passport photographs.</p> <p><u>Membership:</u> Before Covid, the cooperative had 2 000 active and consistent individual contributors and over 8 000 non-regular contributors; less now as many members have withdrawn their savings from the cooperative during Covid and have not yet been able to resume their contributions.</p> <p><u>The online platform 'FIWONCOOP'</u> sends confirmation SMS every time a member makes a contribution and specifies what it was made for (e.g., future loan, health insurance, mortgage, pension etc.). The platform collapsed during Covid and is currently being rebuilt (as of July 2022).</p> <p><u>Eligibility for a loan:</u> Cooperative members must have regularly contributed to the cooperative for at least 6 months before they can apply for a loan. The application process is simple and offline (more appropriate for informal workers). Applicants need to provide 2 guarantors among FIWON cooperative</p>

	<p>members. When someone is unable to pay back, the guarantors too cannot apply for a new loan. There is no guarantee fund.</p> <p><u>Loan amount:</u> The maximum loan amount equals twice the amount contributed and saved in the cooperative.</p> <p><u>Interest rate and tenor:</u> The interest rate is 10% for a 6-month tenor and 15% for a 12-month tenor. Max tenor is 12 months.</p> <p><u>Disbursements to date:</u> Before Covid, thousands of cooperative members had obtained a loan. There are 250 active loans as of July 2022.</p>
<b>Partnerships</b>	
<p><b>Existing partnerships/partners and referral mechanisms and capacity to integrate returnees</b></p>	<ul style="list-style-type: none"> <li>• Long-term partnership with the Friedrich-Ebert Stiftung, which supports advocacy campaigns, capacity building of member organisations to increase their efficiency, bargaining and negotiation skills, civic education, legal and financial/entrepreneurship trainings, mainstreaming the SDGs, the ILO concept of decent work, national legislation etc.</li> <li>• The US-based Solidarity Centre also provides funding and supports some FIWON activities, and ILO, GIZ and FMLE since Covid.</li> <li>• Recent collaboration with GIZ in cooperation with MTN: training of 50 FIWON members in Lagos and Ogun states on basic financial, cashflow management, bookkeeping, and savings; training members on using Android phones and point of service machines (provided by MTN).</li> <li>• No on-going or past collaboration with or funding from IOM, no experience with returnees specifically, although some members may be returnees. FIWON is interested in integrating returnees among its members and in the cooperative as long as they are self-employed in the informal sector and based in one of the 27 states where FIWON is present.</li> </ul>
<p><b>Perspectives / future partnership opportunities</b></p>	<ul style="list-style-type: none"> <li>• Returnees struggle with savings and accessing financial services that the FIWON cooperative can provide.</li> <li>• Additional support available through FIWON community agents and short-term trainings.</li> <li>• Focus of FIWON on the working poor and microentrepreneurs in the informal sector ('bottom of the pyramid').</li> <li>• FIWON is not for profit.</li> <li>• Geographic location in some of the main areas of irregular emigration and return (Lagos, Kano, Imo, Ogun, Delta) and wide presence nationwide and outreach through community agents.</li> <li>• Experience with and support from GIZ and ILO who have a strong youth employment and migration/reintegration focus.</li> <li>• IOM, GIZ and ILO could inform returnees about FIWON, provide increased institutional support to the federation and its cooperative, help expand the organisation in Edo, Delta and other migration-affected states, step up training for its members on a longer-term basis and systematise training and coaching to loan takers, provide a guarantee fund for the cooperative to further decrease the interest rate, etc.</li> <li>• In addition to enrolling returnees and offering them training opportunities and financial services, FIWON could link them up with its other members and member organisations involved in the same trades, organise networking and cross-learning events.</li> <li>• FIWON could also be involved in community-based sensitisation around the risks of irregular migration and raise awareness among its members too.</li> </ul>
<b>Comments and lessons learnt</b>	
<p><b>Challenges and lessons learnt</b></p>	<p>On FIWON:</p>

	<ul style="list-style-type: none"> <li>• Most development partners do not work much with organisations of working poor, incl. cooperative societies and community cooperatives that are not for profit. They may work with microfinance institutions and cooperative banks but rarely or never with cooperative societies.</li> <li>• FIWON needs to raise more and longer-term funding from federal, state, and non-state institutions.</li> <li>• Needs to rebuild the digital platform of the cooperative, help members resume their financial contribution, and enrol new members.</li> <li>• Needs to raise more external funding to help further decrease the interest rate offered by the cooperative and increase its lending capacity in the aftermath of the Covid crisis.</li> <li>• FIWON is currently developing a revolving fund pilot project with the Lagos NGC to provide access to working tools for graduates of FMLE skills acquisition centres and of MRC/NGC trainings.</li> </ul> <p>On the needs of and support to informal workers:</p> <ul style="list-style-type: none"> <li>• Most informal, poor loan applicants (street vendors) do not need long loan tenors (only few weeks) but need low interest rates. Those who have a larger business (e.g., car mechanics) need larger loans and but a tenor of a few months is usually sufficient.</li> <li>• Turnover of informal microbusinesses is very high. People change location, job activity/sector all the time. Their profit is often very tiny.</li> <li>• Technical training in tailoring, hairdressing etc. is useless because the market cannot absorb them: there are so many of them already. The market is clotted. TVET trainings are not based on local economic and labour market analysis. They are not linked to or networked with professional associations and other people in the same trade, with cooperatives that can help them etc. So instead of doing empowering them, organisations sponsoring such training waste people's time and resources.</li> <li>• What do people really want and need? To be investigated locally for each person rather than directing beneficiaries in batches to a few pre-identified sectors.</li> <li>• Facilitating access to credit, mortgage, piece of land, professional cooperatives, associations, and networks that are already in the same trade can help the working poor survive and manage or expand their business; such support is not easily accessible, however, and rarely organised by development partners.</li> </ul>
<b>Contacts</b>	
<b>Focal point</b>	Gbenga Komolafe, General Secretary
<b>Contact</b>	Phone: +234 7085601685 Email: fiwon2010@gmail.com

## A.20. OZE

OZE	
<b>Country</b>	Nigeria
<b>Area of operation</b>	Whole country, with a focus on Lagos and Edo states
Organisational information	
<b>Type of organisation</b>	Financial service provider and intermediary (Fintech app)
<b>Year of creation</b>	2018
<b>Type of support / services provided</b>	<p>Multi-function digital app providing the following services (directly through the app):</p> <ul style="list-style-type: none"> <li>• Recording financial transactions for small businesses (bookkeeping), generating invoices and payment reminders, and receiving payments from mobile money and cards</li> <li>• Creating credit history and scoring credit worthiness</li> <li>• Facilitating application for / access to small, no-collateral bank and microfinance loans for eligible clients, thanks to partnerships with financial institutions</li> <li>• Subsidizing interest rates (when applicable) and acting as a first loss guarantor</li> <li>• Managing loans</li> <li>• Financial literacy and entrepreneurship training</li> </ul>
<b>Size and governance</b>	<p>Two offices: in Ghana (Accra) and Nigeria (Lagos)</p> <p>51 employees total in Ghana and Nigeria, incl. 31 in Nigeria</p> <p>215 000 registered clients total in both countries, incl. 75 000 active clients. In Nigeria, 100 000 registered clients, incl. 40 000 active.</p>
<b>Profile and selection of beneficiaries</b>	<p>Target groups and profile of clients:</p> <ul style="list-style-type: none"> <li>• Target any kind of micro, small, and medium business owners, in both the formal and informal sector (providing an official corporate registration number is not required). Returnees are not specifically targeted.</li> <li>• The average income of registered businesses is USD 33 000/year, but some very low-income customers. Most are self-employed.</li> <li>• 68% of clients are men, 42% women. 41% are between 18- and 34-year-old, 21% are 35 to 44-year-old.</li> <li>• 10% are in fashion, incl. tailoring and retail, 10% in agriculture, 10% in business services, 8% in trade and commercial businesses, 8% in food and hospitality.</li> <li>• Clients' education background: to use the app, clients/users need to be literate and have a smartphone. In Nigeria, among those who have applied for loans through the app, 72% have a tertiary education or higher, 23% have a secondary education, and 1% have primary education.</li> </ul> <p>Monthly <a href="#">plans</a> range from 900 to 7 500 Naira (depending on the number of allowed users/plan and access enabled on laptop).</p> <p>Eligibility and selection criteria: To register, interested business owners must have a national ID card, be 18 or older, and own either a bank account or a mobile wallet. A corporate registration number is not mandatory. Loans are only offers to clients who demonstrated good bookkeeping and financial management and reached a good credit score on the app.</p>

	On average, users have been running their business for 9 years before applying for a loan (6.5 years in Ghana). Only 11% of Nigerian loan applicants own a car.
<b>Total capacity (current and future)</b>	<p>The number of registered users of OZE is unlimited. All of them can recording financial transactions in the app, manage bookkeeping, generate invoices and payment reminders, receive payments from mobile money and card, and create credit history.</p> <p>As for the loan: Currently (as of July 2022), OZE's financial partners have lent about USD 200 000 through OZE, incl. about USD 50 000 in Nigeria. In Nigeria, the first loan was approved in August 2021. In Nigeria, OZE has authorisation to lend (through its partners) up to USD 1.5 million.</p>
<b>Results</b>	21% of activated customers have applied for a loan in Nigeria (33% in Ghana). 2% loan applications are approved in Nigeria (7% in Ghana).
<b>Communication strategy for reaching beneficiaries &amp; potential beneficiaries</b>	<p>OZE used to mainly promote its services through digital ads but has recently transitioned to in-person marketing through sales agents, primarily deployed in various markets in Lagos and Benin City.</p> <p>OZE is also partnering with the Edo State government.</p> <p><a href="https://getoze.com/">https://getoze.com/</a></p>
<b>Other services offered</b>	
<b>Training and coaching</b>	<p><a href="#">Blog</a> and <a href="#">YouTube</a> videos (free access).</p> <p>In-app, unlimited chat with a business coach, on-demand.</p> <p>Short weekly sessions on various topics, in-person (in Ghana and Nigeria alternatively) and broadcasted online at the same time (through Zoom and Facebook). Examples of topics: business ideas, registration support, basic bookkeeping and accounting, financial/business management, using mobile money, social media marketing, access to credit for MSMEs, credit management, financial risk management etc. On average, 40 businesses have connected to sessions on Zoom and Facebook in Nigeria every month.</p> <p>Longer monthly sessions on another topic, more in depth, in partnership with an external expert.</p>
<b>Certifications / prize / rewards</b>	Received awards and/or funding from MIT and Harvard University.
<b>Modalities of beneficiary monitoring &amp; follow-up</b>	Monitoring works directly through data recorded by clients on the app and automatically generated dashboards. Group and individual follow-up support and coaching remains available after beneficiaries have received financial support. OZE reports that 97% of businesses it supports are growing, profitable, or both (but not necessarily because of OZE).
<b>Partnerships</b>	
<b>Existing partnerships / partners</b>	<ul style="list-style-type: none"> <li>Financial institutions providing loans: SunTrust Bank, FairMoney, and VFD Microfinance Bank. A partnership with the Bank of Industry is currently being sought.</li> <li>Institutional partners: Edo State government.</li> <li>In other countries, OZE has partnered with a sister organisation named 'Dare to Innovate'. The typical partnership is that Dare to Innovate provides in depth entrepreneurship and business skills development training (i.e., business accelerators, financial management courses, improved agricultural techniques, income generating activities), while OZE provides the recordkeeping software and access to credit and provides performance data back to Dare to Innovate so that they can monitor the success of their trainees and intervene where needed.</li> </ul>

<p><b>Capacity to integrate returnees</b></p> <p><b>Perspectives / future partnership opportunities</b></p>	<ul style="list-style-type: none"> <li>• OZE does not have specific experience with or interest in returnees. Yet, OZE's geographic location in (and mainly targeting) Lagos and Edo is suitable for enrolling returnees, since these two states are the main areas of return. OSE targets micro and small businesses, which coincides with most returnees directly or indirectly supported by IOM and GIZ in these two states. IOM has a (limited) experience facilitating returnees' access to microfinance (with Swiss funding) and GIZ has also (more significantly) engaged in this programming area and continues to express interest despite lack of at-scale success so far. OZE's (emerging) partnership with the Edo state government could become an asset for further partnerships with state agencies (e.g., EdoJobs, innovation hubs, private sector associations...) and development partners, including those working with returnees. OZE expressed interest in such partnerships and has already established one with GIZ in Ghana.</li> <li>• The education level of OZE clients is higher than that of returnees, however, which mostly have started or completed secondary education (70%); fewer than 15% have a tertiary education. The use of the OZE app also requires a small but regular financial commitment, and a significant level of interest/engagement to make the best use of what the app has to offer.</li> <li>• Few OZE users have been able to access a loan in Nigeria so far. However, the other functions/services of the app would already be of great use to returnees looking to start or expand their business.</li> <li>• A combined partnership with OZE and Dare to Innovate – and support from them two – would make sense for returnees, including/particularly the ones in rural areas.</li> </ul>
<p><b>Comments and lessons learnt</b></p>	
<p><b>Challenges</b></p>	<ul style="list-style-type: none"> <li>• Separating business and personal money/accounts, bookkeeping, and using digital tools are all new behaviours. Habit formation takes time and requires significant and continuous support.</li> <li>• There are a lot of misperceptions about microloans being too expensive (high interest rate) or difficult to access. Promoting OZE would require providing complete and accurate information both online and face-to-face, showing testimonies of people having already used OZE and received a loan, or refer potential users to such beneficiaries to build trust.</li> <li>• Most customers applying for a loan do not complete full application. Again, users, especially returnees, would require coaching from OZE throughout the process, which is available, but probably also face-to-face from a trusted partner such as IOM or its NGO partner involved in case management.</li> <li>• Despite OZE support, few loans applications get approved.</li> </ul>
<p><b>Other comments and lessons learnt</b></p>	<p>Most banks do not really have small loans portfolios because they do not have appropriate mechanisms to calculate small businesses' credit scores.</p>
<p><b>Contacts</b></p>	
<p><b>Focal points</b></p>	<p>Meghan McCormick, OZE co-founder based in Ghana, Email: meghan@oze.guru, Phone: +233 54 335 8149</p> <p>Iyke Idukpaye, OZE country director for Nigeria based in Lagos, Email: iyke@oze.guru, Phone: +2349130000118</p>

## A.21. I-DICE PROGRAMME (AFDB, AFD, EU)

I-DICE programme	
<b>Country</b>	Nigeria
<b>Intervention area</b>	Nationwide
Entrepreneurship and innovation in digital technology and creative industries	
<b>Project name</b>	Investment in Digital and Creative Enterprises ( <i>'I-DICE' programme</i> )
<b>Main project objectives and features</b>	<p>Promote entrepreneurship and innovation in digital technology and creative industries through:</p> <ul style="list-style-type: none"> <li>• Providing relevant technical and management skills to youth as well as incubation, mentoring and operational support for enterprise development (onsite &amp; virtual training)</li> <li>• Building the capacity of start-ups, enterprise support organisations, education and training institutions, and modernising or creating new innovation hubs</li> <li>• Organising networking opportunities and facilitating access to markets</li> <li>• Organising hackathons and innovation competitions</li> <li>• Facilitating access to finance for eligible start-up entrepreneurs and MSMEs, through capacitating them with training and support grants to ensure their business success, connecting them to dedicated DICE Funds that will pool financing by investors (Venture capital fund, Creative business investment fund, and Fund of funds taking participations in the other two funds) and benefit from a junior tranche or first loss to reduce the risk and attract investors</li> <li>• Strengthening the policy, regulatory, and institutional environment for new businesses and innovative ventures (e.g., operationalising the National Start-up Act, reviewing national investment policies, developing the ICT national qualification framework, revamping university curricula and pedagogy)</li> </ul> <p><u>Target sectors:</u> Hardware, software, and technology-enabled jobs and companies; creative sector businesses cutting across gaming, animation, content distribution (music, film), social media among others.</p> <p><u>Target beneficiaries:</u></p> <ul style="list-style-type: none"> <li>• Young men and women aged 15-35 years, MSMEs, enterprise support organisations (incl. hubs, accelerators) and training institutions.</li> <li>• Direct beneficiaries of the programme will be selected based on transparent selection criteria or competitive calls.</li> <li>• A dedicated budget of USD 1.14 million will nurture women-led start-ups both in the technology and creative sectors.</li> </ul>
<b>Project duration</b>	2022 – 2027 (starting)
<b>Project location</b>	Nationwide
<b>Budget and donor</b>	<ul style="list-style-type: none"> <li>• USD 617.7 million budgeted, broken down as follows:</li> <li>• AfDB: USD 170 million</li> <li>• AFD: EUR 100 million</li> <li>• Islamic Development Bank: USD 70 million</li> <li>• Nigerian government, private sector investment groups, institutional investors, foundations, philanthropies: USD 216.7 million (incl. USD 23 million from global tech companies)</li> </ul>



<p><b>Number of beneficiaries (target) and other expected results</b></p>	<ul style="list-style-type: none"> <li>• 175 000 people trained and certified in basic, intermediate, and advanced ICT skills and/or other target skills</li> <li>• 250 unemployed post-graduate youth (after National Youth Service) connected to start-ups to enhance their skills/talents</li> <li>• 77 110 young people trained secured employment or created their own business</li> <li>• 77 270 direct jobs created + 772 700 indirect jobs</li> <li>• Capacity of 75 enterprise support organisations strengthened to better support start-ups</li> <li>• 270 start-ups supported to access business development services</li> <li>• 226 businesses funded through DICE Funds</li> </ul>
<p><b>Number of beneficiaries to date</b></p>	<p>Programme in inception phase</p>
<p><b>Coordination with national authorities and external support agencies</b></p>	
<p><b>Institutional anchoring and relationships (as per the project documents)</b></p>	<p><u>Programme management and coordination arrangement:</u></p> <ul style="list-style-type: none"> <li>• The Bank of Industry is responsible for programme and DICE Funds management and coordination. It hosts the 13-member Programme Coordination Unit (PCU).</li> <li>• A Technical Committee provides oversight and technical guidance to the PCU. It is co-chaired by the Office of the Vice President and the Federal Ministry of Industry and comprises representatives from FMFBNP, Federal Ministry of Industry Trade and Investment (FMITI), FMCDE, FMIC and FMST, 4 nominees of key private sector players who are part of the Advisory Council for Technology and Creativity and 2 nominees from BOI. It reports to the Steering Committee (SC).</li> <li>• The high-level SC provides the leadership and strategic guidance to the programme. It is Chaired by the Vice President and will include the Ministers for the Federal Ministry of Finance Budget and National Planning (FMFBNP), FMITI, FMCDE, FMIC, and FMST.</li> </ul> <p><u>Programme implementation:</u></p> <ul style="list-style-type: none"> <li>• The key MDAs involved in the implementation of the programme's skills and enterprise development component are the Ministry of Communications and Digital Economy (FMCDE); Ministry of Information and Culture (FMIC); Ministry of Science and Technology (FMST); National Information Technology Development Agency (NITDA); Galaxy Backbone; Nigeria Universities Commission (NUC) and the National Board for Technical and Vocational Education (NBTE).</li> <li>• The key partners for the operations of the DICE Funds are the Bank of Industry and CBN.</li> <li>• For the enabling environment component, the key MDAs involved are FMITI, NITDA, National Investment Promotion Council, Office of the Civil Service, FMST, NUC and NBTE.</li> </ul> <p><u>Coordination with other programmes and donors:</u></p> <ul style="list-style-type: none"> <li>• I-DICE intends to synergise with other government and donor funded programmes incl. the Jubilee Fellows Programme launched in 2021 by UNDP, the EU, private sector, and other development stakeholders.</li> <li>• Development partners (DPs) coordination in Nigeria is at three levels: the Key Political Partners Group (high level political engagement); the Nigeria Development Partners Group (platform for information sharing, presentation of critical policy sector-specific and cross-cutting development issues to maximise programme synergies); and the Technical/Thematic Working Groups (focus on specific sectors and themes, report to the NDPG).</li> </ul>

	<ul style="list-style-type: none"> <li>• Specific to human capital development, coordination is steered by the Office of the Vice President through the high level National Economic Council Committee and the Technical Working Group which consists of representatives from the federal government, DPs, private sector and NGOs.</li> <li>• The FCDO has initiated an informal DP thematic working group on Science, Technology, and Innovation.</li> </ul>
<b>Referral mechanisms (set up or planned)</b>	None
<b>Perspectives / future partnership opportunities</b>	<ul style="list-style-type: none"> <li>• I-DICE will provide support to job seekers and microentrepreneurs in all states and will be relevant and accessible to some categories of returnees (with at least secondary education).</li> <li>• Need for EU to ensure coordination and build synergies between I-DICE and returnee reintegration programmes.</li> <li>• IOM and its partners could inform returnees about I-DICE-created training, employment and entrepreneurship opportunities. Specific entry pathways could be set up for returnees to benefit from the programme, with or without being financially sponsored by the EU, IOM and their reintegration partners.</li> </ul>
<b>Remarks</b>	
<b>Challenges and lessons learnt</b>	<p>The programme is only in its inception phase.</p> <p>Most of the above listed coordination structures (among and between MDAs and development partners) do not convene regularly and do not gather all critical stakeholders.</p>
<b>Contacts</b>	
<b>Contact points</b>	<p>Beth Dunford, AfDB Vice President for Agriculture, Human and Social Development, b.dunford@afdb.org</p> <p>Elisha Sulai, Senior Adviser, AfBD Nigeria, e.sulai@afdb.org</p>

## A.22. ILO EMPLOYMENT AND REINTEGRATION PROGRAMME

ILO	
<b>Country</b>	Nigeria
<b>Intervention area</b>	Federal level
Returnee reintegration and youth employment promotion	
<b>Project name</b>	Employment and Reintegration Programme
<b>Main project objectives and features</b>	<p>Overall programme objectives:</p> <ol style="list-style-type: none"> <li>1. Enhance the capacity of national stakeholders to support occupational prospects of returning and potential migrants in Nigeria;</li> <li>2. Provide training and occupational and income generating opportunities to potential and returning migrants.</li> </ol> <p>Key components/activities:</p> <ol style="list-style-type: none"> <li>1. Conduct training-of-trainers for staff of MRCs, FMLE job centres, and other implementing partners on business development and entrepreneurship promotion with a focus on green jobs, financial education, and cooperative development;</li> <li>2. Roll-out training among target beneficiaries (potential and returning migrants);</li> <li>3. Provision of follow-up support to trained beneficiaries including through the provision of tools/equipment to start-up, registration of cooperative businesses and other forms of support to bridge capacity gaps.</li> </ol>
<b>Project duration</b>	December 2021 – April 2023 (on-going).
<b>Project location</b>	Federal level with a focus on Lagos, Edo and FCT/Abuja.
<b>Budget and donor</b>	EUR 1 million (donor: GIZ)
<b>Number of beneficiaries (target)</b>	1 000 people incl. returnees
<b>Number of beneficiaries (to date)</b>	450 as of mid-October 2022
Coordination with national authorities and external support agencies	
<b>Institutional anchoring and relationships</b>	<p>Key institutional partners: FMLE including MRCs</p> <p>Field partners: Local organisations providing business support services</p> <p>The programme is delivered in close collaboration with partners who are being capacitated to roll-out training to beneficiaries and returnees.</p>
<b>Referral mechanisms</b>	No mechanism in place yet. Information is being collected by ILO and GIZ on relevant returnee reintegration and youth employment and entrepreneurship interventions in Nigeria with a view to facilitate referrals.

<p><b>Perspectives / future partnership opportunities</b></p>	<p>Returnees are specifically targeted by this programme, and those voluntarily returned from Northern Africa can benefit from it. The programme covers two of the main areas of return and focus states for this study: Edo and Lagos.</p> <p>The programme has an on-going collaboration with GIZ, FLME, MRCs and job centres, ETHAT, and local organisations. Not yet with IOM.</p> <p>The EUTF/EUD and IOM in Nigeria could consider setting up a referral mechanism with ILO, collaborate on the promotion of employment and income generating opportunities to returnees in collaboration with FMLE and MRCs, and coordinate respective efforts to enhance the capacity of state and non-state actors to offer support and advisory services to returnees and other youth job seekers. This links closely to ILO's work around the promotion of youth employment including through labour market information and services aimed at better matching labour supply and demand.</p>
<p><b>Contacts</b></p>	
<p><b>Focal point(s)</b></p>	<p>Celestine Okeke</p>
<p><b>Contact</b></p>	<p>Email: okeke@ilo.org</p>

## A.23. GEEP PROGRAMME (GOVERNMENT)

GEEP Programme / Bank of Industry	
<b>Country</b>	Nigeria
<b>Intervention area</b>	Nationwide
Entrepreneurship programme	
<b>Project name</b>	Government Enterprise Empowerment Programme ('GEEP programme')
<b>Main project objectives and features</b>	<p>GEEP was launched as one of Nigeria's National Social Investment programs under the management of NSIO. It aims to improve:</p> <ul style="list-style-type: none"> <li>• Access to funding: provide quick microloans in an easily accessible way to those under-banked and unbanked at the bottom of the pyramid who engage in commercial activities but face significant challenges with access to finance/credit. Loans are without interest rate and without collateral.</li> <li>• Financial inclusion: through these microloans, GEEP ensures that the beneficiaries are brought under the formal financial sector, build their credit history, and can further seize the opportunity to access other credit products from financial service providers.</li> </ul> <p>Improving financial literacy is also a programme objective, but courses have not been rolled out so far.</p> <p>GEEP has 3 components targeting different types of businesses: TraderMoni, MarketMoni, and FarmerMoni, detailed below.</p>
<b>Support to trade, artisans and retail businesses</b>	<p><b>TraderMoni</b> – “money for traders” – is the entry-level loan product for GEEP. It is a microloan scheme that provides interest and collateral-free loans to petty traders and artisans.</p> <p><u>Target groups:</u> Traders and artisans who makes a living from what they sell on a daily basis and whose product inventory ranges from N2 000–5 000. Most beneficiaries of this loan product are first-time receivers of a loan from a formal financial lender.</p> <p><u>The programme does not specifically target returnees, but they are eligible</u> as long as they are involved in small trading activities. This in turn will serve as a stepping-stone in gaining financial freedom at a low level. This programme works well for the returnees as some of them will want to venture into small trading activities just to immediately meet their basic needs.</p> <p><u>Loan purpose and modalities:</u> 6-month, no-collateral, interest-free loan (a 5% administrative fee applies), starting from N10 000, that provides beneficiaries with a structured way to increase their inventory while repaying the loan.</p>
<b>Support to market association clusters</b>	<p><b>MarketMoni</b> – “money for the market” – was the first loan product launched by GEEP.</p> <p><u>Target groups:</u> SMEs within established market association clusters, i.e., businesses operating under the auspices of their cooperative societies or market associations, who typically need higher amounts than daily traders.</p> <p>Returnees who have benefitted from the first type of loan (TradersMoni) and wishes to expand their business, securing a place in the market, and willing to join a market association, would be entitled to the MarketMoni.</p> <p><u>Loan purpose and modalities:</u> Loan amounts start from N50 000, with a duration of up to 6 months. Collaterals: None. Interest rate: 0%. An 5% administrative fee applies. This loan product has helped small business owners scale their business, while offering them a comfortable repayment period.</p>
<b>Support to farmers</b>	<p><b>FarmerMoni</b> – “money for farmers” – is a loan scheme targeted at farmers.</p> <p>Target group: Farmers belonging to aggregator farming groups. Again, all</p>

	<p>returnees meeting the eligibility criteria would qualify.</p> <p><u>Loan purpose and modalities:</u> This product is a 6–9-month interest-free loan, starting from N250 000. The loan is tailored to suit the peculiarities of the different planting seasons and farming requirements. This scheme also includes a guaranteed off-taker who commits to purchasing the farming producer from beneficiaries of this loan for the purpose of local food production. Farming is a more tasking activity both physically and financially.</p>
<b>Project duration</b>	<p>GEEP phase 1 (GEEP 1.0) was launched in 2016 and closed in 2019.</p> <p>GEEP phase 2 (2.0) will commence last quarter of 2022, starting with Lagos State</p>
<b>Project location</b>	<p>Nationwide. No specific focus on any state. But with the commencement of GEEP 2.0, FarmerMoni will focus on states with land to farm: as such more farmers will be reached.</p>
<b>Budget and donor</b>	<p>31.5 billion naira disbursed in phase 1, and over 4.7 billion funds returned so far</p>
<b>Number of beneficiaries (target)</b>	<p>3 450 000 beneficiaries (target for GEEP 1.0)</p> <p>2 850 000 bank accounts opened</p>
<b>Number of beneficiaries (to date) and other results</b>	<p>1 899 976 beneficiaries to date for GEEP 1.0</p> <p>1 898 804 bank accounts opened</p>
<b>Coordination with national authorities and external support agencies</b>	
<b>Institutional anchoring and relationships</b>	<p>The federal government of Nigeria is leading and managing GEEP.</p> <p>The Bank of Industry is the financial partner. Other MDAs are involved, incl. Ministry of Industry and Trade and the Ministry of Agriculture.</p>
<b>Referral mechanisms (set up or planned)</b>	<p>No specific mechanism to directly involve returnees as it is a programme open to all Nigerian youth. NO collaboration established with NCFRMI, IOM, GIZ, or other migration and reintegration actors.</p> <p>It could further be communicated to federal and state agencies saddled with responsibility of creating jobs and awareness, migrant resource centres and agencies, to refer returnees and potential migrants.</p>
<b>Perspectives / future partnership opportunities</b>	<p>Why is this project suitable for returnees and relevant for their economic reintegration:</p> <ul style="list-style-type: none"> <li>• GEEP covers the whole country</li> <li>• Good track record and reputation of the programme</li> <li>• Beneficiary selection criteria match returnees' profile</li> <li>• The major cause for illegal migration is poverty, lack of basic necessity, and more importantly, lack of finance to access the mentioned. Provision of means to acquire the basic needs of people will ultimately deter them from seeking such needs outside their place of residence.</li> <li>• The first thing a returnee needs is engagement, i.e., immediate activities that will fetch them income, provide for their basic needs, along the line, create a sustainable environment.</li> <li>• Trainings offered to returnees by IOM and its partners would help them be sustainable and complement GEEP's support.</li> </ul>
<b>Remarks</b>	
<b>Challenges and lessons learnt</b>	<ul style="list-style-type: none"> <li>• A major limitation has been the unavailability of a database of the citizens specific to their occupation. As the programme theme implies, the target are farmers, petty traders and market/small businesses owners, this reduces the chance or number of citizens benefitting from the programme.</li> </ul>

	<ul style="list-style-type: none"> <li>• Access to Internet enabled devices, for receiving information, providing information, and accessing the loan in real time. Need for grassroots/local agents.</li> <li>• Cash accessibility.</li> </ul>
<b>Contacts</b>	
<b>Informant</b>	Zubairu Kasim, Chief Technical Officer, GEEP Programme Market Moni, (Niger state)
<b>Contact</b>	<p>Email: Zubairu.kasim@gmail.com</p> <p>Phone: +234 8024235287</p> <p>Programme address: Bank of Industry Building, 23 Marina Street, Lagos Island, Lagos; and BOI House Plot 256, Zone A O Off, Herbert Macaulay Way, Abuja.</p>

## B. PRESENTATION OF THE EDO AND DELTA STATES' TECHNICAL EDUCATION BOARDS AND OF THEIR TRAINING INSTITUTIONS

### B.1. EDO STATE TECHNICAL EDUCATION BOARD

**Website:** N/A

**Contact person:** Ighodaro Austine, State Department of Vocational and Technical Education



**Email:** [ighodaroaustine0@gmail.com](mailto:ighodaroaustine0@gmail.com)

**Phone:** +234 7086403490

**Status and year of creation:** State-owned technical, science and vocational institution created in 2003 but effective July 2006. Has a single headquarter located in the capital of the state with 28 staffs.

**Mandate:** To implement technical and vocational education policies in the State; promote technical and vocational training; manage and strength technical colleges and vocational centres (appoints and manage staff, pays salaries, acquires equipment, manages information & data...); encourage pre-vocational and general technical education in the schools.

**Educational institutions under its responsibility and pre-selected for World Bank support as part of the IDEAS project:**

Structure	Training certificates
<p data-bbox="209 1093 683 1124">Benin City Science &amp; Technical College</p> 	<p data-bbox="794 1093 1337 1370">                     NTC Electrical Installation and Maintenance                      NTC Welding and Fabrication                      NTC Motor Vehicle Mechanics Work                      NTC Block laying, Bricklaying and Concreting                      NTC Catering Craft Practice                      NTC Computer Studies                      NBC Business Studies                      ...and more                 </p> 



Irrua Science & Technical College	NTC Computer Science Studies NTC Electrical Installation and Maintenance NTC Block laying, Bricklaying and Concreting NBC Business Studies, ...and more
Igarra Science & Technical College	NTC Electrical Installation and Maintenance NTC Welding and Fabrication NTC Block laying, Bricklaying and Concreting NTC Computer Studies NBC Business Studies ...and more
Afuze Science & Technical College	NTC Electrical Installation and Maintenance NTC Motor Vehicle Mechanics Work NTC Block laying, Bricklaying and Concreting NTC Computer Studies ...and more
Eguaeholor-isi Science & Technical College	N/A

**Target groups:**

- Students who have attained the junior secondary school certificate (for summer courses or a 3-year programme)
- University graduates who wish to acquire technical and vocational knowledge
- Apprentices, open to all ages
- No returnee has been trained but proposal to have classes organised for sponsored returnees

**Capacity:**

- Depends on the college
- 300 students enrolled every year into vocational training level 1 across all the 5 colleges, making it a total of 1 500 students in a year

**Most common training courses offered:**

- ICT and Computer studies
- Business studies (pure marketing)
- Informal automobile
- Auto electrical; Electrical installation; Refrigerator and AC repair
- Welding and Fabrication work
- Plumbing and Pipe fitting
- Masonry
- Agro allied
- Leather works
- Hospitality management
- Auto body repairs and spray painting

**Training format:** Theory in class, practice in a workshop

**Educational requirements:** None for vocational centres

**Training language:** English and pidgin to foster understanding

**Training duration:** 3 sessions/semester in a year

**Trainers & class size:** 196 teacher staff, 20 apprentice and 105 non-academic staffs

**Curricula and certification:** Institution accredited by NBTE, curricula approved by NBTE, NABTEP Certification delivered at the end of the training which is officially recognised in Nigeria; Trade Test I, II and III

**Training cost and stipend:**

- No accommodations/boarding facilities: students/trainees come from their various homes
- Training expenses are covered by the state government since inception but will be introducing a payment fee in 2023

**Post-training:** About 1 000 students further their education into higher education while close to 250 either go into apprenticeship or create their own business. Alumni association. Meetings and programmes gathering past graduates.

**Partnerships:** GIZ for human capacity training (Sponsoring 12 teachers and 6 managers in Germany to acquire more technical and managerial skills); World Bank's IDEAS project procured training equipment and machineries.

**Other training institutions** not under the Board's mandate but also pre-selected for World Bank support as part of the IDEAS project:

Structure	Training certificates
<b>Federal Science &amp; Technical College</b>	
Federal Science & Technical College, Uromi	NTC Block Laying, Bricklaying & Concreting NTC Motor Vehicle Mechanics Works NTC Electrical Installation & Maintenance Work Etc.
<b>Private TVET centres</b>	
Central Institute of Business and Technology	NVC Electrical Installation NVC Fashion Design
Complete Computers and Technology Institute	NVC Computer Studies
NIIT Benin Centre	NVC Computer Studies
Unival Institute of Technology, Benin City	NVC Computer Studies

## B.2. DELTA STATE TECHNICAL EDUCATION BOARD

**Website:** <https://tveb.deltastate.gov.ng/>

**Email:** [tveb@deltastate.gov.ng](mailto:tveb@deltastate.gov.ng)

**Phone:** +234 8030949948 (Director of Training and Programmes); +234 8035414263; +234 80908090787; +234 1234567

**Address:** Plot 28, Onwuka Ogbolu (SSS) Road, off Cabinet/Anwai Roads, Asaba

**Status and year of creation:** Established in 2015 through the signing into law of the Edu Law (cited as the Board for Technical and Vocational Education Law, 2015) by the Delta State House of Assembly.

**Mandate:** To implement all policies on technical and vocational education in the State; reposition and boost technical and vocational training of manpower for the State's industrial, commercial, economic and entrepreneurship development by managing and strengthening technical colleges and vocational centres (appoints and manage staff, pays salaries, acquires equipment, manages information & data); encourage pre-vocational and general technical education in the schools.

**Educational institutions under its responsibility:**

Structure	Contact
<b>Technical colleges</b>	
Agbor Technical College	
Issele-Uku Technical College	
Ofagbe Technical College	

Ogor Technical College	
Sapele Technical College	
Utagba-Ugbe Technical College	
<b>Vocational centres</b>	
Asaba Vocational Education Centre	<a href="#">webpage, Dsvecasaba@gmail.com</a> ; Contact person: Ebiere E. Gilo; +234 803 878 5576, +234 8055440302; +234 8037392431
Bulu Angiama Vocational Centre	+234 7065603343
Ozoro Vocational Centre	+234 8183095809
Sapele Vocational Centre	+234 8037288877
Ubuku-Uku Vocational Centre	+234 9030602108
Agbarho Vocational Centre	+234 8065483405
Mbiri Vocational Centre	+234 8034284375
Otor-Owhe Vocational Centre	+234 7084542399
Afiesere Vocational Centre	+234 7034059668
Egbokodo Multipurpose Youth Training Centre	+234 7031995960
Owa-Oyibu Vocational Centre	+234 8034067712
Orerokpe Vocational Centre	+234 8035196007
Emede Vocational Centre	+234 08033867351
Umutu Vocational Centre	+234 8038221891
Kokori Vocational Centre	+234 8063705449

#### Target groups:

- Students who have attained the junior secondary school certificate
- Youth aged 18-40
- Unemployed youth
- Professional who wished to get vocational knowledge
- Returnees are referred for example by returnee associations and NGOs

#### Capacity:

- Depends on the technical college and vocational centre
- In the Asaba Vocational Education Centre: Summer holidays attract over 300 students for a period of 2 months. In the absence of summer students, the centre has a total number of 200 trainees who are on an up-to-6 month-training of any vocational skills of their choice. Capacity to train around 1 000 people every year.

#### Most common training courses offered in vocational centres:

- Fashion and Design
- Hairdressing; Barbing; Makeover; Cosmetology
- Electrical Installation Works; Tiling, Interlocking; POP; Plumbing
- Refrigeration
- ICT; Computer Engineering
- Welding and Fabrication
- General Craft
- Catering and Confectionery
- Hotel management
- Event Management and Decoration

Soft skills and employability training is generally offered at the end of training programmes.

**Vocational training format:** Theory in-class, and practical part in an onsite workshop (or in an external internship)

**Educational requirements:** none for vocational centres

**Training language:** English and pidgin; local languages for proper comprehension of adult trainees; strictly English for summer students

**Training duration:** Vocational training programme (for non-students) usually runs between 3-6 months (depending on the vocation) in 2 batches of January to June and July to December yearly. Option of a 3-month internship in the centre.

**Trainers & class size:** In the Asaba Centre, there are 12 classes accommodating all 12 courses offered by the Centre, and 18 vocational trainers with 10 apprentices cutting across all courses.


**Curricula and certification:** All centres are accredited, NBTE and NABTEB curricular approved. NABTEB certification.

**Training cost and stipend:**

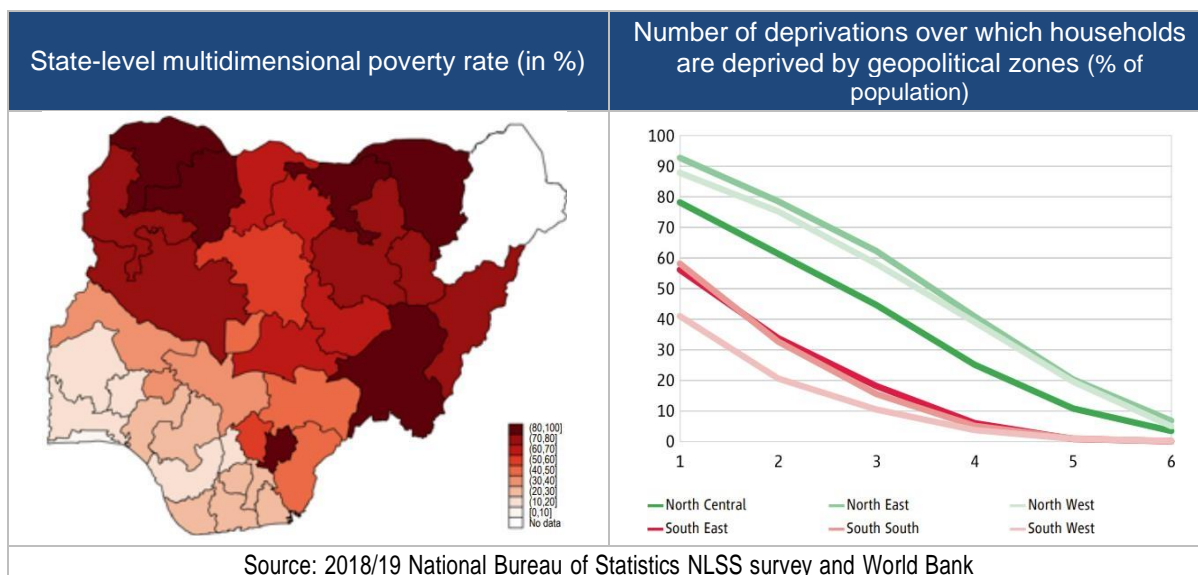
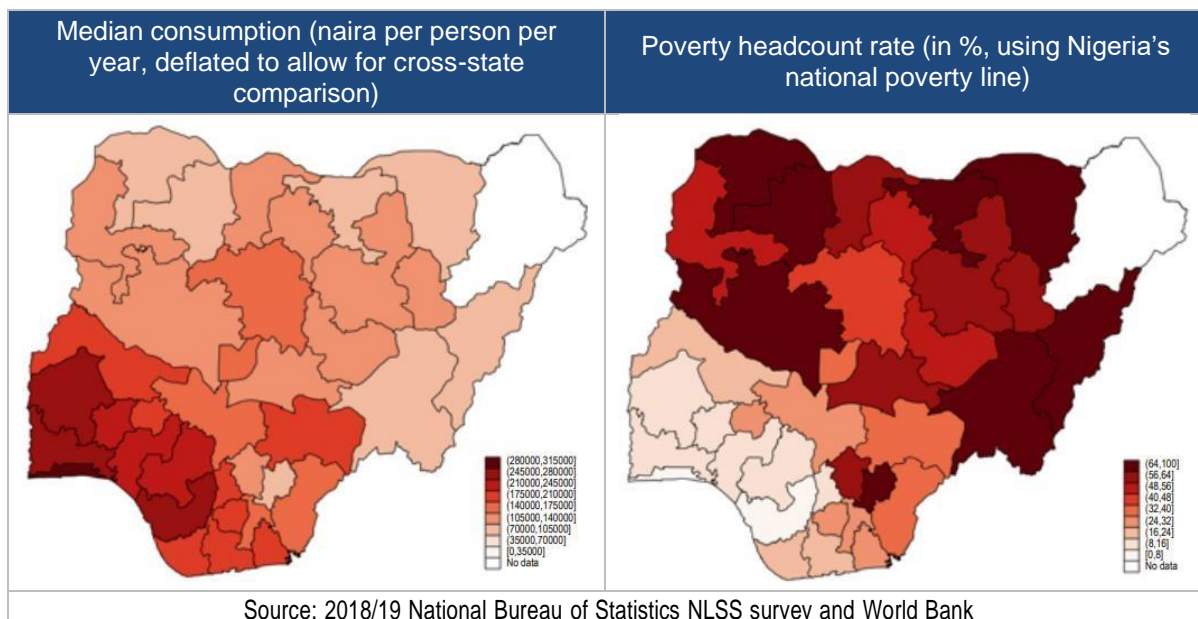
- 100 000 naira for private individuals or companies
- 10 000 naira for summer class for secondary school students
- 11 000 naira when subsidised by the Delta state government for trainees who are sponsored by MDAs, NGO, or other development partners
- No provision of accommodation
- Stipends (typically 10 000/month) are given to returnees - the amount largely depends on the MDA or organisation who referred the returnees

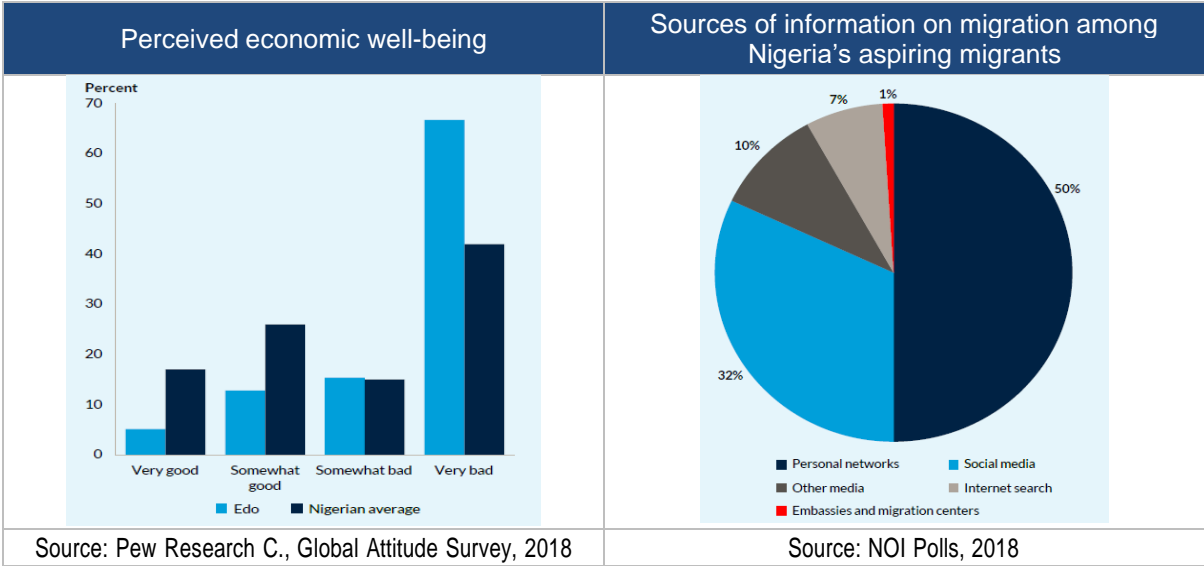
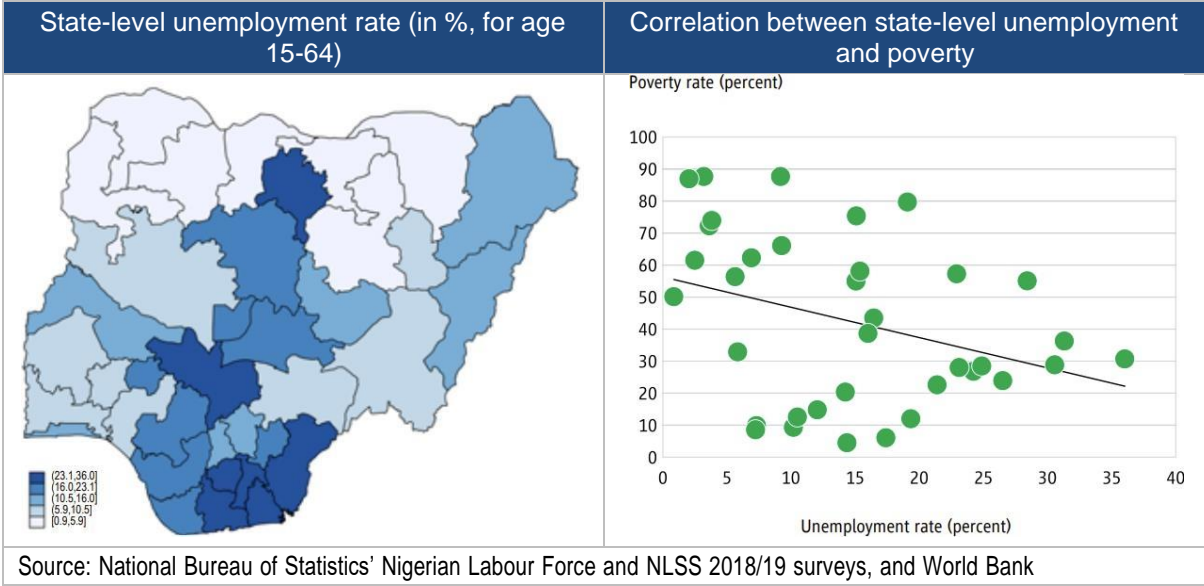
**Post-training:** Alumni associations or past student offers mentorship services and more. External internships are done in workshops of past trainees who have established their own business. Post-training monitoring is only conducted for returnees or other beneficiaries of externally sponsored skills development programmes. A 6-month aftercare is offered to vulnerable people incl. returnees, to provide mental and moral support for proper integration.

## C. DETAILS ON AND COMPARISON OF SELECTED MICROFINANCE INSTITUTIONS

Information on and comparison of selected microfinance institutions located in Lagos, Edo, and Delta states	
 Info on & comparison of selecte	How to access the file: <ul style="list-style-type: none"><li>• If the annex document is in Word format: click on the icon to open the Excel file.</li><li>• If this annex document is in PDF format, the icon cannot be clicked open, but the Excel file is available as a separate document.</li></ul>
Source: Altai Consulting, based on the microfinance institutions' respective websites, other online resources, and interviews with some institutions' representatives	

## D. NIGERIA POVERTY AND MIGRATION STATISTICS





## E. LIST OF STAKEHOLDERS INTERVIEWED

Testimonies were collected from key informants with verbal consent and in accordance with the principles of confidentiality and anonymity.

Type of stakeholder	Organisation
EUTF	EUD EUTF focal point
Federal MDA	NCFRMI Abuja & Lagos
Federal MDA	FMLE
Federal MDA	Migrant Resource Centres Lagos and Benin City
Federal MDA	SMEDAN
Federal MDA	NDE Edo and Delta
Federal MDA	ITF Lagos
Federal MDA	Central Bank of Nigeria
Federal MDA	Bank of Industry – GEEP Programme
State MDA	Lagos State Employment Trust Fund
State MDA	Edo State government
State MDA	N-Power Programme - Edo State government
State MDA	EdoJobs
State MDA	Edo State Board for Technical & Vocational Education
State MDA	Delta State Job and Wealth Creation Bureau
State MDA	Delta State Vocational & Educational Centre
State MDA	Enugu-Jobs
Development partner	IOM
Development partner	EUD
Development partner	GIZ
Development partner	Nigerian-German Centres in Lagos and Benin City
Development partner	ICMPD
Development partner	ILO
Development partner	Swiss embassy
Development partner	World Bank
Development partner	AFD
Development partner	UNICEF
Development partner	UNDP
Development partner	British Council
Development partner	ActionAid
NGO/CSO	Migration CSO Network
NGO/CSO	Patriotic Citizen Initiative
NGO/CSO	Web of Hearts



<b>NGO/CSO</b>	IDIA Renaissance
<b>NGO/CSO</b>	SEYP
<b>NGO/CSO</b>	Genius Hub
<b>NGO/CSO</b>	Great Esan Returnees Association
<b>NGO/CSO</b>	FIWON
<b>NGO/CSO</b>	Sustainable Hospitality Alliance
<b>NGO/CSO</b>	Girl Power Initiative
<b>Private sector</b>	Jobberman
<b>Private sector</b>	POISE
<b>Private sector</b>	OZE
<b>Private sector</b>	Field Ready
<b>Private sector</b>	Yaba College of Technology
<b>Private sector</b>	RenMoney Microfinance Bank
<b>Private sector</b>	Centre of Practical Skills & Start-up Centre, Enugu