HANGA HUBS TRAINING

Inception manual for training programs

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1. Executive summary

The Inception Report for the Hanga Hubs training programs outlines an initiative aimed at fostering digital employment and entrepreneurship across four secondary cities in Rwanda. The Hanga Hubs program, funded by the European Union Commission and in collaboration with the Ministry of ICT and Innovation and RISA, seeks to extend innovation facilities beyond Kigali to spur socio-economic growth and create approximately 768 jobs through training and startup support.

The project aims to establish innovation hubs in Rusizi, Rubavu, Nyagatare, and Muhanga to provide young entrepreneurs with the necessary resources to leverage disruptive technologies. By fostering a culture of innovation, supporting entrepreneurship, promoting inclusivity, and driving economic growth, the program intends to address the concentration of entrepreneurship support in Kigali. The initiative builds on past successes like kLab and FabLab, targeting youths aged 18 to 35, with a structured approach to training, pre-incubation, and incubation phases.

The methodology involves a multi-phase process, starting with a call for applications and rigorous selection using the KTH model. This model evaluates team readiness, technology readiness, business model viability, funding readiness, and intellectual property potential. Successful applicants undergo online and in-person training, followed by pre-incubation and incubation programs designed to nurture innovative ideas into viable startups. Key project activities include awareness campaigns, training sessions, and business development services, ensuring comprehensive support for participants.

Anticipated challenges such as digital literacy, geographic dispersion, and technical limitations are addressed through targeted training, local collaborations, and infrastructure upgrades. A robust monitoring and evaluation framework will track progress and impact, ensuring alignment with project objectives. The ICT Chamber's internal team, including project management and technical experts, will oversee the implementation, ensuring seamless coordination and effective execution of the program to achieve its goals of fostering innovation and economic growth in Rwanda.

2. Introduction

About ICT Chamber

Established in 2011 as a division of the Private Sector Federation (PSF), the Rwanda ICT Chamber has been a key advocate for the growth of the private sector within the Information and Communication Technology (ICT) industry. In 2016, the Chamber attained legal status and transitioned into a not-for-profit organization registered with the Rwanda Development Board (RDB). Our core mission is to serve as the premier representative body for all private tech companies operating within Rwanda.

The Rwanda ICT Chamber actively represents and supports the interests of ICT businesses, fostering a culture of innovation, and advocating for policies conducive to the success of our members in an ever-evolving digital landscape. Our array of services and resources includes professional membership organization activities, educational support, trade shows, market research, and management consultancy.

Through extensive engagement initiatives, such as networking events, training programs, trade shows, market research, and management consultancy services, we endeavor to cultivate enduring relationships and build a dynamic community of ICT professionals committed to driving positive change and growth in the industry.

3. Project overview

Since 2012, Rwanda's innovation ecosystem has witnessed significant growth, albeit predominantly concentrated in Kigali. A study by Credit Suisse (CSCS) revealed a ratio of 1 Entrepreneurship Support Organization (ESO) for every 20 startups or 1 ESO for every 2000 entrepreneurs in Kigali. This ratio, compared to the 1:32 reported in Nairobi, underscores Kigali's status as one of the most supported entrepreneurship communities on the continent. Consequently, the concentration of ecosystem activities in Kigali underscores the need for additional innovation facilities to be established across the country, thereby facilitating socio-economic growth within local communities.

The project aligns with existing government initiatives aimed at establishing Rwanda's innovation ecosystem. Building upon past successes such as kLab, FabLab, and the 250startups incubation program, the European Union Commission funded Hanga Hubs program which is being implemented by the Ministry of ICT and Innovation, RISA, and the Rwanda ICT Chamber. This project targets youth aged 18 to 35 and aims to create approximately 768 jobs, having trained 1000 individuals and established 192 startups.

4. Objectives

The overarching objective of the project is to augment digital-based employment opportunities in high-potential sectors through the establishment of innovation hubs in four secondary cities of Rwanda, namely Rusizi, Rubavu, Nyagatare, and Muhanga. Specifically, the project aims to provide space and support for young labour market entrants and startups outside Kigali to embrace disruptive technologies, thereby enhancing productivity, competitiveness, and growth. Consequently, the initiative will showcase how emerging technologies can facilitate inclusive entrepreneurship, innovation, and growth among the youth.

At its core, the project aims to achieve the following objectives:

- **Foster Innovation**: Cultivate a culture of innovation and creativity by providing individuals with the resources, support, and mentorship necessary to transform ideas into impactful solutions.
- **Support Entrepreneurship:** Empower aspiring entrepreneurs to navigate the complexities of startup development, from ideation to investment readiness, through comprehensive training and incubation programs.
- **Promote Inclusivity**: Prioritize inclusivity and diversity by ensuring equal access and opportunities for participation, with a particular emphasis on gender equality and the inclusion of persons with disabilities.
- **Drive Economic Growth and Job Creation**: Stimulate economic growth and job creation by nurturing the growth of startups, attracting investment, and generating employment opportunities in high-demand sectors of the economy.

5. Methodology

The methodology for delivering this project involves a strategic and phased approach to achieve its objectives effectively. The project will be implemented through the following key steps:

Call for Applications:

- **Platform/Channels**: The call for applications should be developed to collect information from individuals applicants and startups using an online application form (Google Form). The call should be posted on the Hanga Hubs, RISA, and ICT Chamber websites as well as social media channels. To increase local visibility and awareness, the project will use printed flyers to be distributed in target districts (Rusizi, Rubavu, Nyagatare, and Muhanga). If online applications aren't feasible, physical forms can be made available at designated locations within the target districts.
- **Content**: The call to action should clearly explain the program, its benefits, targeted beneficiaries(ideal candidate), and eligibility criteria (who can apply) (. The content should also mention the application deadline (one month duration) and how to apply (link to online application form or physical application instructions).
- **Structure and format**: The application form was carefully designed to gather comprehensive information from applicants while ensuring clarity and ease of completion. The form was divided into distinct sections, each designed to capture specific details and insights:

— **Personal Details**: This section captures information about the applicants' personal background, including their name, gender, contact numbers, area of residence, area of birth, presence of any disabilities, education level, and educational background.

— **Startup Details**: Applicants are required to indicate whether they were applying as individuals or startups. For startup applications, additional details such as the startup stage, sector of operation, Team and a pitch deck were requested. Gender diversity information was also collected to assess the gender balance within startup teams.

— **Idea and Problem Statement**: This section focuses on understanding the applicant's business idea and the problem it aimed to solve. Applicants were asked to specify the sector they were operating in, providing valuable insights into the focus areas of entrepreneurship within the program.

— **Incubation Experience**: Applicants are queried about their previous participation in other incubation programs, allowing for an understanding of their prior entrepreneurial journey and experiences.

Data Consent Permission

As part of the application process, applicants are required to provide consent for the collection and use of their personal data for program-related purposes. This ensured compliance with data protection regulations and demonstrated our commitment to respecting applicants' privacy rights.

Application Process:

- **Online Form**: An online application form will be created to collect applicant information.
- **Physical Applications**: If online applications aren't feasible, physical forms can be made available at designated locations within the target districts.
- **Application Period**: The call for applications will be launched with the intention of remaining open for a duration of one month, allowing sufficient time for interested individuals and startup ventures to submit their applications and express their interest in participating in the program.
- **Channels of Communication**: To reach a wide audience and maximize the visibility of the call for applications, the program employed various channels of communication. These include:
    - Social Media Accounts: Leveraging platforms such as Twitter, and LinkedIn to disseminate information about the program and encourage applications.
    - ICT Communities: Engaging with established ICT communities and networks to amplify the reach of the call for applications within relevant circles.
    - Media Houses: Collaborating with media outlets and publications to feature the program and promote awareness among their audiences.

Selection Process (Evaluation Phase)

Evaluation Criteria and Methodology:

The evaluation process focused on assessing applicants' readiness across multiple dimensions relevant to entrepreneurial success. Each aspect of the KTH model was broken down into specific criteria, and applicants were scored based on their responses and demonstrated readiness. The scoring system ranged from 1 to 3, with 3 indicating the highest level of readiness and 1 indicating the lowest.

Customer Readiness	Evaluation of the applicant's understanding of the market and readiness to engage with potential customers. Criteria included: • Market Awareness: Recognition of potential needs or opportunities within a target market. Clarity and specificity of hypotheses regarding customer needs or problems. Depth of understanding of the market and customer dynamics. • Market Research: Conduct of market research, including primary and secondary sources. Familiarity with the market, customers, and their needs or problems. Clarity of problem/need hypothesis based on research findings. • Customer Engagement: Engagement with potential customers or industry experts to gather feedback. Development of customer segments and understanding of their needs or preferences. Iteration and refinement of problem/need hypotheses based on feedback receive
Team Readiness	This aspect assessed the capacity and competency of the applicant's team to execute the proposed business idea. Criteria included: • Individual competencies in key areas such as technology and business. • Capacity present within the team to verify and develop the idea. • Diversity and complementarity of skills within the team.
Technology Readiness	Evaluation of the readiness of the proposed technology or innovation. Criteria included: • Identification of potential benefits or applications. • Clarity and definition of the technology concept. • Feasibility demonstrated through laboratory tests or active R&D.
Business Model	Assessment of the viability and clarity of the proposed business model. Criteria included: • Description of the business concept and value proposition. • Understanding of the market size, segments, and competitive landscape. • Funding options and plans for initial milestones.

Funding Readiness	Evaluation of the applicant's readiness to secure funding for the venture. Criteria included: • Awareness of funding options and types. • Planning and securing sufficient funding for initial activities. • Understanding of the financial requirements and sources of fu
Intellectual Property	Assessment of the potential intellectual property (IP) associated with the business idea. Criteria included: • Identification and documentation of possible IP. • Clarification of ownership and agreements related to IP. • Evaluation of protection possibilities and understanding of relevant legal aspects.

Selection Process (Evaluation Phase)

Completed applications are evaluated by multiple reviewers, and scores are assigned to each criterion based on the provided information. The scores are then averaged to obtain an overall rating for each application.

Evaluation Duration

The evaluation process should be completed within one week to ensure timely decision-making and progression to the next phase of the program.

Gap Analysis

Purpose: To identify the difference between the skills and knowledge applicants possess (as identified in their applications) and the skills and knowledge required to be successful in the program (as outlined in the program curriculum).

- Process:
  - Compile Applicant Data: Compile data from the application forms, including educational background, relevant experience, and existing ICT and entrepreneurial skills.
  - Define Program Requirements: Create a clear list of essential ICT and entrepreneurial skills needed to succeed in the program's online and in-person training phases, pre-incubation, and incubation.
  - Identify Gaps: Compare the applicant data (skills and knowledge) with the program requirements (desired skills and knowledge) to identify areas where applicants may lack necessary skills.

Analyze Gaps: Evaluate the severity of the gaps for each applicant. Are there minor gaps that can be addressed through the online training modules? Or are there significant gaps requiring more targeted interventions?

Orientation and Online Training

Successful applicants will undergo an orientation phase, where they will be introduced to the program's objectives, structure, and expectations. This phase will also include online training sessions spanning a month, focusing on foundational ICT and entrepreneurship skills.

In-person Training

Upon completion of the online training, selected participants will proceed to physical training sessions. These sessions will delve deeper into advanced ICT and entrepreneurship concepts, as well as facilitate team formation among the participants. The physical training component is designed to provide hands-on learning experiences and practical skill development.

Pre-Incubation and Incubation

Throughout the physical training phase, participants will have the opportunity to develop innovative ideas and projects. The best ideas will be selected for further support and development through pre-incubation and incubation programs, lasting between 5 to 6 months. These programs will offer tailored guidance, resources, and mentorship to nurture the selected projects into viable products.

Training phases

Application: Target 2,000 individuals for the 2 cohorts
Cohort 1: Target 850. Muhanga (350), Rusizi (100), Nyagatare (200), Rubavu (200)
Cohort 2: Target 500. Muhanga (150), Rusizi (100), Nyagatare (100), Rubavu (150)
Duration : 12 Weeks
Screening: Screening & Selection process has 3 steps (Screening Grid refer to Manual)
Edition : 1 Call for application in 2024
Applications : 1350 Applications (Profile of Ideal Candidates refer Manual)

Enrolment : 1350 (Individuals)
Cohort 1 : Muhanga:30 Nyagatare: 30 Rusizi: 20 Rubavu:25
Cohort 2 : Muhanga :25
Nyagatare :25
Rusizi:15
Rubavu: 25
Duration : 10 Weeks
Selection : The selection will be done project and education background
 # Ideas : 125 per Hubs (Profile of Ideas)

Phase 3: pre-incubation level program

Enrolment : 768 (Members of startups)
Cohort 1 : Muhanga:30 Nyagatare: 30
Rusizi: 20 Rubavu:25
Cohort 2 : Muhanga :25
Nyagatare :25
Rusizi:15
Rubavu: 25
Duration : 12 Weeks
Selection : selection will done considering the smart city initiatives and challenges in those areas
 # Prototypes : Profile of an MVP

Phase 4: Incubation level program

Enrolment: 768 (Members of startups)
Cohort 1 : Muhanga:30 Nyagatare: 30
Rusizi: 20 Rubavu:25
Cohort 2 : Muhanga :25 Nyagatare :25
Rusizi:15 Rubavu: 25
Duration : 12 Weeks
Selection : selection will done considering the smart city initiatives and challenges in those areas

 # Startups : 192 (Profile of a Startups refer per Manual)

6. Project management arrangements

The ICT Chamber will exclusively utilize its internal team for all aspects of this project, from the project management team to the project technicians.

Project management Team

- CEO
- Director of Operations
- Project Lead
- M&E Lead
- Finance Controller

Program team

- Product development lead
- Head of trainers

Trainers

- 4 Online training Facilitators
- 1 Business development senior trainer
- 1 research senior trainer
- 8 Hardware product development facilitators
- 6 Hardware product development senior trainer
- 8 Business development facilitators
- 4 Business trainers & facilitators
- 7 Software development trainers

Position	Roles and responsabilities
CEO (Chief Executive Officer)	• Overall responsibility for the success of the project. • Provides strategic direction and vision for the project. • Oversees the project management team and ensures alignment with organizational goals. • Acts as the primary liaison with external stakeholders, including partners and donors. • Provides guidance and support to the project lead and other team members, advising on technical matters and decision-making.
Project Lead	• Serves as the primary point of contact for project execution. • Develops and manages project plans, including timelines, budgets, and deliverables. • Coordinates activities across project teams and ensures alignment with project goals and objectives. • Monitors project progress and identifies potential risks or issues, taking corrective action as needed. • Communicates regularly with stakeholders to provide updates on project status and solicit feedback.
M&E Specialist (Monitoring and Evaluation Specialist)	• Designs and implements monitoring and evaluation frameworks to track project progress and outcomes. • Develops data collection tools and methodologies to gather relevant project data. • Analyzes project data to assess performance against targets and identify areas for improvement. • Provides regular reports to project leadership and stakeholders on project performance and impact. • Collaborates with project teams to integrate monitoring and evaluation activities into project planning and implementation.
Director of Operations:	• Responsible for the day-to-day operations of the project. • Develops and implements operational policies and procedures. • Ensures efficient use of resources and adherence to budgetary constraints. • Manages project timelines and milestones, coordinating with the project lead and other team members to ensure timely delivery of project objectives.

Position	Roles and responsabilities
Project Finance Controller	• Manages project finances, including budget development, expenditure tracking, and financial reporting. • Ensures compliance with donor regulations and organizational financial policies. • Provides financial oversight and guidance to project teams, helping to allocate resources effectively. • Conducts financial analysis to inform decision-making and resource allocation. • Collaborates with the project lead and director of operations to develop and manage project budgets.
Senior Trainers for Hardware Product Development	**Curriculum Development:** • Design and update training modules focusing on hardware product development, including prototyping, product design, and testing. • Ensure the curriculum aligns with industry standards and incorporates the latest technological advancements. **Training Delivery:** • Conduct training sessions on hardware development tools and software (e.g., SolidWorks, CAD). • Provide hands-on workshops and practical exercises to enhance participants' skills in hardware design and development. **Mentorship and Support:** • Mentor participants through the ideation, prototyping, and product development phases. • Offer personalized guidance to help participants overcome technical challenges and refine their products. **Evaluation and Feedback:** • Assess participants' progress and provide constructive feedback. • Develop assessment tools to evaluate participants' understanding and application of hardware development concepts..
Senior Trainers for Software Development	**Curriculum Development**: • Design and update training modules focusing on software development, including coding, debugging, and software lifecycle management. • Incorporate the latest programming languages, frameworks, and development tools. **Training Delivery**: • Conduct training sessions on software development methodologies (e.g., Agile, DevOps). • Provide coding workshops and projects to enhance participants' practical skills in software development. **Mentorship and Support:** • Mentor participants through the software development process from ideation to deployment. • Offer personalized guidance to help participants overcome coding challenges and refine their software solutions. **Evaluation and Feedback:** • Assess participants' progress and provide constructive feedback. • Develop assessment tools to evaluate participants' understanding and application of software development concepts.

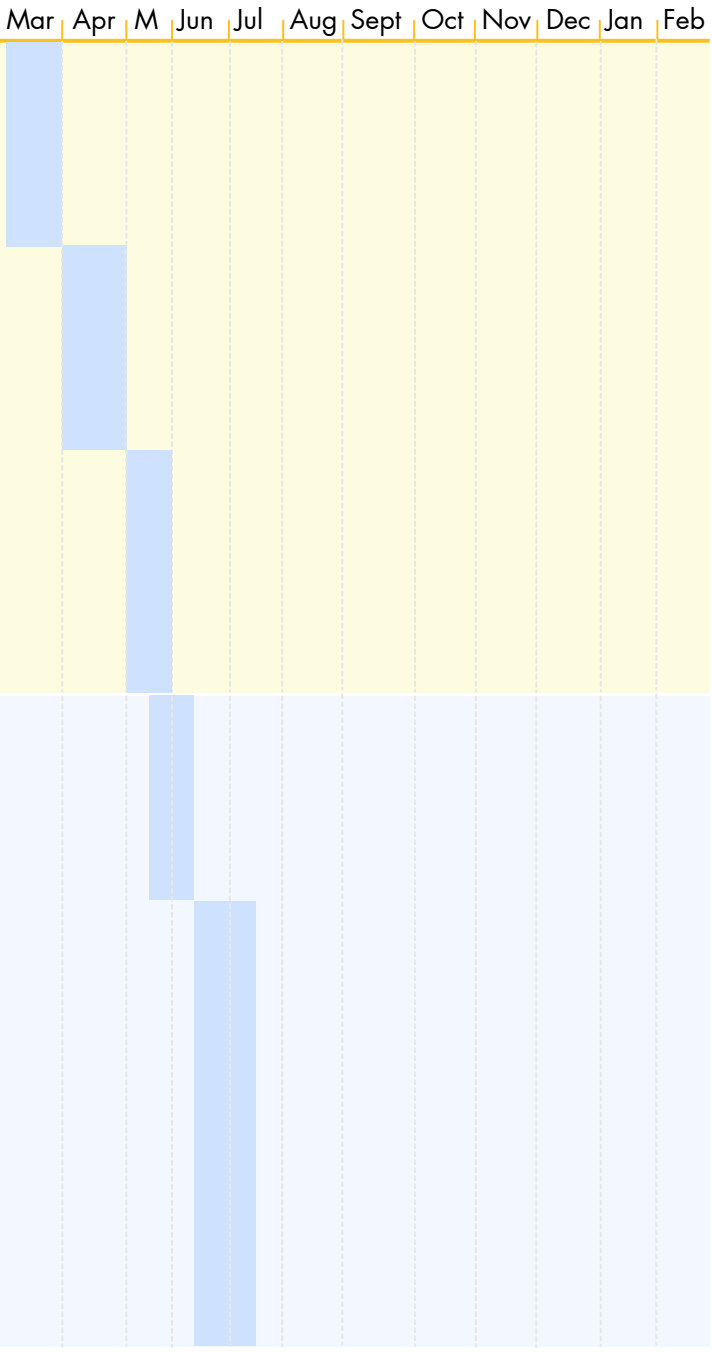
Position	Roles and responsabilities
Senior Trainers for Business Development	**Curriculum Development:** • Design and update training modules focusing on business development, including market research, business modeling, and financial planning. • Ensure the curriculum aligns with entrepreneurial best practices and industry standards. **Training Delivery:** • Conduct training sessions on business development strategies, marketing, sales, and customer relationship management. • Provide workshops and case studies to enhance participants' practical business skills. **Mentorship and Support:** • Mentor participants through the process of developing and scaling their businesses. • Offer personalized guidance to help participants refine their business models and strategies. **Evaluation and Feedback:** • Assess participants' progress and provide constructive feedback. • Develop assessment tools to evaluate participants' understanding and application of business development concepts.
Facilitators for Hardware Product Development, Software Development, and Business Development	**Coordination**: ◦ Strong organizational and coordination skills. ◦ Ability to manage logistics and support training activities. **Communication**: ◦ Excellent communication skills for engaging with participants and trainers. ◦ Ability to facilitate discussions and group activities effectively. **Technical Assistance**: ◦ Basic understanding of hardware, software, or business development concepts. ◦ Ability to provide technical support and troubleshoot issues during training sessions. **Resource Management**: ◦ Skills in managing and distributing training materials and resources. ◦ Ability to maintain accurate records and documentation. **Feedback Collection**: ◦ Experience in collecting and analyzing feedback from participants. Ability to report findings to senior trainers for program improvement.

This structure ensures that the project is managed efficiently and effectively, with clear roles and responsibilities assigned to each team member. The Project Management Team oversees the overall direction and implementation of the project, while the Technicians are responsible for delivering specific aspects of the project, such as online training, business development, and technical expertise. By utilizing the internal team exclusively, the ICT Chamber can ensure seamless coordination and communication throughout the project lifecycle.

7. Project Work Plan

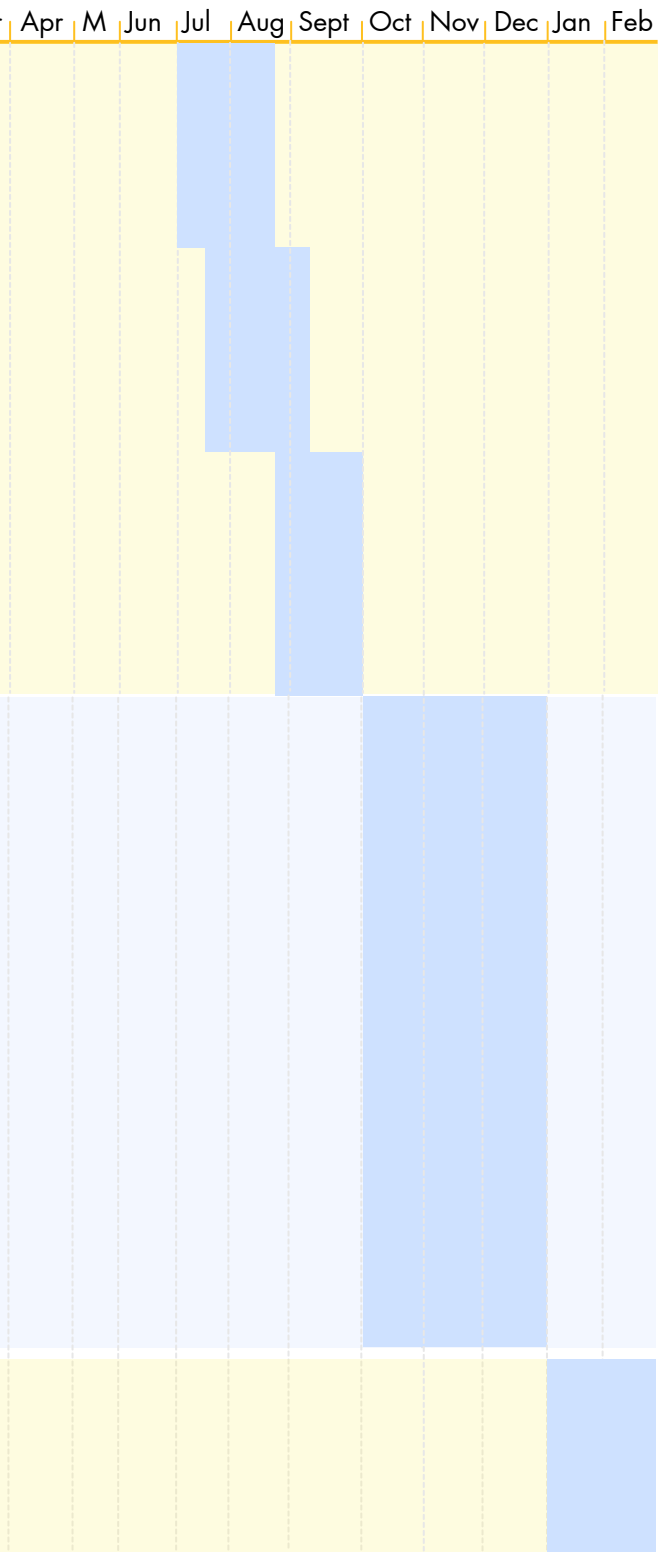
Overall, the program is strategically designed to generate significant impact across all four districts. The comprehensive program plan is delineated in the tables below:

Phase	Activity	Sub-activity	Target
Phase 1: Awareness and Selection	Awareness	• Design campaign strategy • Develop awareness materials • Create social media campaign • Conduct outreaches in the four districts	1,800 individuals reached
	Call for application	• Develop the application form • Publish the form • Design an inter-linked dashboard for applications • Review the applications and produce an analysis report	
	Onboarding of the applicants into the program ***Phase 1 closing report***	• Orientation for the Selected trainees • Conduct needs assessment surveys or interviews to understand each participants' specific challenges, goals, and requirements.	
Phase 2: Training & Ideation	Online training	• Conduct online training with all applicants on ICT and entrepreneurship basic skills to assess the qualifications and commitment of the applicants	1,000 individuals
	In-person training	• Comprehensive training entrepreneurship • Provide technical training on product development, and market intelligence	
	Ideation ***Phase 2 closing report***	• Identification of challenges as per priorities in the 4 districts (Rusizi, Muhanga, Rubavu, and Nyagatare) • Team formation • Conduct hackathon • Selection of top ideas for pre-incubation	



Cont' _ Work Plan

Phase	Activity	Sub-activity	Target
Phase 3: Pre-incubation	Product Development Training	**Software Part Training** • Prototyping • Minimum Viable Product • Customer Journey • Product testing **Hardware part Training** • Solid-Works • Product design • Product testing • Distribution Channel	200 businesses
	Business Development& selection of the best MVPs for incubation	• Primary Legal Support (Business registration, Share structure in the business)	
	Phase 3 closing report		
Phase 4: Incubation	Business development services & business model validation	• ·Finance compliance (Business plan, financial models,) • ·Business communication (Presentation, pitch decks) • Go to Market Strategy • Partnership strategy	200 business ideas
	Product Development Services	**Software Part** • Product Validation • Prototyping (final version) • Minimum Viable Product • Customer Journey (Validation) • Product testing • Demo Day **Hardware part** • Product Validation • Solid-Works • Product design • Product specifications • Product testing • Distribution Channel	
	Phase 4 closing report		
Phase 5: Project closing	Final reporting	Project closing report that includes: • Number of businesses • Number of individuals trained • Challenges and recommendations	



8. M&E and Reporting

The following table outlines clear and measurable indicators for each project objective:

Objective	Indicator	Target	Data source
Foster innovation	Number of innovative ideas submitted through the application process.	2000 applicants	Application data
Support entrepreneurship	Completion rate for ideation training and pre-incubation programs.	80% completion rate	Attendance list data
Promote inclusivity	Percentage of female and disabled participants at each project stage (application, selection, training, incubation).	20% female 1% disable participant	All data
Drive Economic Growth/Job Creation	• Number of digital startups incubated • Number of digital startups that received seed grant • # of youth acquired skills,	192 digital startups Seed grant: 13 digital startups 1000 youth trained	Training data

Reporting framework

After the completion of each phase, a detailed report will be generated to document the activities undertaken, the result achieved, and any challenges, finding and any adjustments made to the project plan.Each report will include the following information:

- Executive summary
- Project activities completed, pending.
- Progress towards achieving project objectives (using specific indicators).
- Key findings and data analysis
- Challenges encountered and mitigation strategies employed.
- Recommendation

Monitoring strategy

1. **Data Collection Tools**: Data will be collected through various tools, including:
    - Application forms with demographic questions to track inclusivity targets and information about startups and individuals with ideas.
    - Skills diagnosis (pre-training) and evaluation (post-training) surveys to assess knowledge gain and skill development.
    - Startup performance reports to monitor progress and job creation.
    - Job placement survey to track employment generated by the project.

2. **Data analysis**: The collected data will be analyzed using various techniques to identify trends, assess program effectiveness, and inform decision-making. This may include descriptive analysis

3. **Real time dashboard** Development to facilitate data visualization and enhance communication of project progress. This dashboard will display key performance indicators (KPIs) aligned with the monitoring and evaluation.

4. **Monitoring Responsibilities:** A designated project team member is responsible for data collection, analysis, and report preparation. Regular meetings will be held to review progress and address any data collection challenges.

9. Resources

Training logistics

Training Venues and Facilities

- Physical locations in Rusizi, Rubavu, Nyagatare, and Muhanga.
- Equipped with necessary infrastructure like computers, internet access, projectors, and seating arrangements.
- Catering services for trainees to stay motivated to fully participate in the program

Online Tools and Platform

- Thinkific for online training modules.
- Canva for reports and design
- Zoom for online facilitation, virtual meetings, and check-ins with trainees.
- Google Forms for application submissions and evaluations.
- Google Sheets for managing and tracking application evaluations.
- HackerRank for software hackathons and coding challenges.
- Google Drive for document sharing and management
- Slack or Microsoft Teams for team communication and collaboration.
- Trello or Asana for tracking project tasks, timelines, and milestones.
- SolidWorks and CAD for hardware product development.
- GitHub or GitLab for software version control and collaboration.
- Looker or PowerBi for data visualization

Resources needed as per center location mapping

Based on the mapping results, we have a clear understanding of the available infrastructure and internet connectivity in each district. Here are some recommendations to address the potential challenges and optimize the use of these locations for training:

1. **Ensuring internet access**

- For locations without internet access, we should explore the possibility of temporary internet solutions such as portable Wi-Fi devices.
- Partner with local ISPs to provide temporary or subsidized internet connections for the duration of the training.

2. Utilizing Internet-Enabled Locations

- For locations without internet access, we should explore the possibility of temporary internet solutions such as portable Wi-Fi devices.
- Partner with local ISPs to provide temporary or subsidized internet connections for the duration of the training.

3. Optimizing Physical Spaces

- Equip non-internet locations with offline resources such as pre-downloaded training materials, USB drives with necessary software, and printed manuals.
- Use blended learning approaches by combining offline and online sessions, utilizing offline locations for more interactive, hands-on activities.

4. Community Engagement

- Engage with local community centers and youth centers to enhance participation and ensure that the training locations are accessible and well-utilized.
- Organize community events or orientation sessions to familiarize participants with the training venues and available resources.

5. Infrastructure Upgrades:

Where feasible, consider minor infrastructure upgrades to enhance the suitability of training locations, such as improving lighting, seating arrangements, and installing additional power outlets.

By strategically selecting and preparing these alternative training locations, we can ensure that the Hanga Hubs Program delivers high-quality training experiences across all districts, regardless of existing infrastructural challenges. This approach will help us achieve our goal of training 1000 individuals and supporting the creation of 192 startups, ultimately fostering innovation and entrepreneurship in the targeted regions.

10. Alternative training locations

As part of our preparatory activities for the Hanga Hubs Program, the ICT Chamber conducted a comprehensive mapping of potential locations for the physical training sessions. This mapping exercise aimed to identify suitable venues equipped with the necessary infrastructure to facilitate effective training delivery. Below is a detailed overview of the alternative locations identified in each district:

District	Center	Internet
Rubavu	1. Telecenters: 2 2. Schools (Smart Classrooms): 1 3. Community Centers: 1 4. Youth Centers: 1	• 60% of these locations have internet access. • 40% do not have internet access
Nyagatare	1. Telecenters: 2 2. Schools (Smart Classrooms): 1 3. Youth Centers: 1	All identified locations have internet access.
Rusizi	1. Youth Centers: 2 2. School(Smart classroom): 1	• 66% of these locations have internet access. • 33% do not have internet access.
Muhanga	1. Youth Centers: 1 2. Schools(Smart classroom): 1	100% of these locations have internet access

11. Conclusion

- **Anticipated Challenges**: The evaluation of project proposals highlighted several anticipated challenges that may impact the successful implementation of the Hanga Hubs program. One significant challenge is the digital literacy of most applicants, which could hinder their ability to fully leverage the resources and tools provided by the program. Additionally, the lack of suitable spaces for conducting training. Furthermore, the geographical dispersion of participants, with some located far from the training venues, could present challenges in terms of accessibility and attendance. Moreover, the allocated time for program implementation may not be sufficient to deliver high-quality training and support to all participants, potentially compromising the overall effectiveness of the program. In addition to that, despite the structured approach, several potential risks could affect the successful implementation of the project. These risks include:
    - Limited Participation: There may be challenges in attracting sufficient participation from the target demographic, particularly in remote areas. *Mitigation Strategy:* we've implemented targeted outreach campaigns, leveraged local community networks, and going forward, we are planning to offer incentives such as transport facilitation to encourage participation.
    - Technical Challenges: Technical issues such as inadequate infrastructure (availability of makerspace equipment) or technological limitations may impede the delivery of online training sessions or product development activities. *Mitigation Strategy*: we will conduct thorough technical assessments, invest in necessary infrastructure upgrades, and provide technical support to participants.
    - Market Viability: The viability of startups and business ideas developed during the project may be uncertain, leading to potential failure or limited impact. *Mitigation Strategy*: we will conduct market research and feasibility studies, provide mentorship and guidance to participants, and encourage diversification of business models.

- **Addressing Digital Literacy**: To overcome the challenge of digital literacy among applicants, targeted training and capacity-building initiatives should be implemented as part of the program. These initiatives could include workshops, tutorials, and one-on-one coaching sessions aimed at improving participants' digital skills and proficiency in using technology tools and platforms.

- **Securing Training Spaces:** Efforts should be made to secure suitable training venues in close proximity to participants' locations. This may involve collaborating with local community centers, educational institutions, or businesses to provide accessible and conducive spaces for conducting training sessions and workshops.

- **Addressing Digital Literacy**: To overcome the challenge of digital literacy among applicants, targeted training and capacity-building initiatives should be implemented as part of the program. These initiatives could include workshops, tutorials, and one-on-one coaching sessions aimed at improving participants' digital skills and proficiency in using technology tools and platforms.

- **Mitigating Geographical Barriers:** To address the geographical dispersion of participants, strategies such as offering virtual training sessions or establishing satellite training centers in remote areas could be explored. Additionally, transportation arrangements and incentives may be provided to facilitate participants' access to training venues.
- **Optimizing Time Management**: While the allocated time for program implementation may be limited, careful planning and prioritization of activities can help ensure that quality training and support are delivered within the stipulated time frame. It is essential to streamline processes, leverage technology for efficient communication and collaboration, and engage participants in focused, productive learning activities.

Useful links

Application form

https://forms.gle/vpJJgDXSce8ckEXH7

Evaluation sheet

https://docs.google.com/spreadsheets/d/1Lx_Z5Dvvx_TuqocLG8V4QeiswO0WDVeTiVfGPxUPZzY/edit?usp=sharing

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