

Tech4Youth – equipping young people in Nigeria with labour market relevant skills for the ICT sector 2025-2027

Key results:

The project outcome is to strengthen the capacity of the Nigerian economy to implement digital innovations for growth. The specific focus of the project is that Young people have acquired skills that meet the demands of the ICT labour market, to promote employment and meet continued demands for skilled labour to sustain growth. This will be done by facilitating:

- Labour-market relevant ICT skill development trainings
- Measures to enhance employment readiness of trained youth
- Creation of a national digital talent pool
- Support to tertiary educational institutions in offering and teaching labour market-relevant ICT skills
- Strategic partnerships to contribute to existing digital employment initiatives at state-level

Justification for support:

- Addresses urgent development challenges by targeting drivers of youth unemployment, poverty, and of irregular migration
- Aligns with Danish Development Cooperation Strategy, Africa Strategy, including focus on youth and gender
- Supports Nigeria's national policy priorities and embedded in priorities within Nigeria's National Digital Economy Policy and Strategy and in support of national actors.
- Supports EU global digital initiatives by being part of the broader Team Europe digital transformation efforts, aligning with EU's Global Gateway initiative in Nigeria
- Proven approach building on established project delivery mechanisms, building on wider BMZ lessons learnt on Digital Transformation Centres.

Major risks and challenges:

- Political instability: Risk of reduced commitment and shifting priorities following political transitions, particularly around the 2027 elections.
- Economic volatility: High inflation and economic downturn could limit employment opportunities.
- Implementation delays: Potential delays due to internal capacity constraints or complex stakeholder coordination.
- Outcome measurement: Short project duration may challenge measurable impact at the ecosystem level.

Objective

The economic situation in Nigeria is improved with regard to the economic and employment policy framework conditions, the supply of skilled workers, and access to adequate financial and business services for MSMEs

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	0%	0%	0%	0%
Total green budget (DKK)	0	0	0	0

Justification for choice of partner:

GIZ is the current implementer of the Digital Transformation Center (DTC) in Nigeria, which Tech4Youth will co-fund. GIZ's has established local presence, robust management systems, and proven experience with digital transformation initiatives in Nigeria. They have established stakeholder relations, coordination mechanisms, implementation, and delivery arrangements relevant for Tech4Youth. Selecting GIZ is thus both strategic and unavoidable, ensuring continuity and synergy within the existing DTC Nigeria framework.

Summary:

Tech4Youth presents a co-funding to the ongoing DTC Nigeria project implemented by GIZ and jointly funded by EU as part of digital gateway initiative and BMZ. DTC Nigeria operates with 5 output streams focused on 1) policy cooperation, 2) support to intermediate digital service providers, 3) development of validated digital solutions, 4) support to women and youth digital entrepreneurs, and 5) support to young people to acquire relevant tech and digital skills that meet tech and digital labour market needs (including women and persons with disabilities). Tech4Youth presents joint funding with BMZ to output 5.

Budget (engagement as defined in FMI):

Contribution to DTC Output 5 (GIZ)	40,887,849
Administrative Overhead – 7% (GIZ)	2,862,151
MFA MEAL activities (RDE Abuja)	1,250,000
Total	45,000,000

File No.	24/44830			
Country	Nigeria			
Responsible Unit	Royal Danish Embassy, Nigeria (Abuja)			
Sector	Job Creation and Sustainable Growth			
Partner	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH			
	DKK million	2025	2026	2027
Commitment	45			45
Projected disbursement	14,58	22,39	8,03	
Duration	10/2025 - 01/2028 (incl. 3 months closure)			
Previous grants	N/A			
Finance Act code	06.32.01.30			
Head of unit	Jens Ole Bach Hansen			
Desk officer	Nosakhare Hilda Ayejimiwo			
Reviewed by CFO	NO / YES: Jesper Alex Jørgensen			

Relevant SDGs

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	



MINISTRY OF FOREIGN AFFAIRS OF DENMARK

DANIDA | INTERNATIONAL
DEVELOPMENT COOPERATION

Tech4Youth - equipping young people in Nigeria with labour market relevant skills for the ICT sector, 2025-2027

Project Specific Co-funding to the BMZ project “Digital solutions for sustainable development in Nigeria”

Final August 2025

File Number: 24/44830

Table of Contents

List of Abbreviations and Acronyms	ii
Project Summary Sheet.....	iv
1. Introduction.....	1
2. Context, Strategic Considerations, Rationale and Justification	2
2.1 Context and Development Rationale	2
2.2 Alignment with Danish Policy Priorities and Approaches	4
2.3 Development Effectiveness and Donor Coordination:	5
2.4 Justification of project design based on OECD DAC criteria	7
3. Overall Objective and Project Design.....	8
3.1 Project Objective and Outcome	8
3.2 Implementation Modality, Stakeholders and Beneficiaries	8
3.3 Project Outputs and Activities	10
3.4 DTC Nigeria Synergies, Best Practice, and Lessons Learnt	12
4. Theory of Change and Summary Results Framework	14
4.1 Theory of Change	14
4.2 Assumptions	14
4.3 Summary Results Framework	15
5. Budget.....	18
6. Institutional and Management arrangement.....	20
7. Planning, Monitoring, and Reporting	22
7.1 Planning and Disbursements	22
7.2 Monitoring, Evaluation, Accountability, and Learning	23
7.3 Reporting.....	24
7.4 Communication and Visibility	25
8. Risk Management.....	26
9. Sustainability and Closure.....	27
 Annexes	
Annex 1: Context Analysis	29
Annex 2: Partner Justification and Capacity Assessment	40
Annex 3: Project Summary, ToC and Results Framework	48
Annex 4: Risk Management Framework.....	62
Annex 5: Budget details and financial reporting template	69
Annex 6: DTC Governance and Management	78
Annex 7: Communication and Visibility Plan	85
Annex 8: Supplementary Material	89
Annex 9: Process Action Plan.....	91

List of Abbreviations and Acronyms

3MTT	3 Million Tech Talents Programme
ADIHs	African Digital Innovation Hubs
AI	Artificial Intelligence
BMZ	Federal Ministry for Economic Cooperation and Development <i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i>
CSOs	Civil Society Organisations
CVP	Communication and Visibility Plan
DBI	Digital Bridge Institute
DDD	Doing Development Differently
DIHs	Digital Innovation Hubs
DL4All	Digital Literacy for All
DTC	Digital Transformation Center
EU	European Union
FMBEP	Federal Ministry of Budget and Economic Planning
FMCIDE	Federal Ministry of Communication, Innovation and Digital Economy
FMTI	Federal Ministry of Industry, Trade & Investment
FMoE	Federal Ministry of Education
GDP	Gross Domestic Product
HRBA	Human Rights Based Approach
ICT	Information and Communication Technology
ILO	International Labour Organisation
ISN	Innovation Support Network
ISOs	Innovation Support Organisations
LNOB	Leave No One Behind
MEAL	Monitoring Evaluation Accountability and Learning
MoFA	The Ministry of Foreign Affairs of Denmark
MoU	Memorandum of Understanding
MSMEs	Micro, Small & Medium Enterprises
NATEP	National Talent Export Programme
NATOP	National Office for Technology Acquisition and Promotion
NBS	Nigeria Bureau of Statistics
NDIEP	National Digital Innovation and Entrepreneurship Policy
NOTAP	National Office for Technology Acquisition and Promotion
NDEPS	National Digital Economy Policy and Strategy
NDLF	National Digital Literacy Framework
NDPA	Nigeria Data Protection Act
NDPC	Nigeria Data Protection Commission
NITDA	National Information Technology Development Agency
NITHUB	NITDA IT Hub
NJFP	Nigeria Jubilee Fellowship Programme
NSA	Nigeria Startup Act

ONDI	Office for Nigerian Digital Innovation
PPIF	Participatory Policy Implementation Framework
PSEAH	Prevention of Sexual Exploitation, Abuse and Harassment
PWD	Persons With Disabilities
RDE Abuja	Royal Danish Embassy, Abuja, Nigeria
SEDEC	Sustainable Economic Development Cluster
SMEDAN	Small and Medium Enterprises Development Agency
SRAP 2.0	Strategic Roadmap and Action Plan 2024-2027
TEI	Team Europe Initiative
ToT	Training of Trainers
UNDP	United Nations Development Programme
YNEET	Youth Not in Education Employment or Training

Project Summary Sheet

DK Project Title	Tech4Youth – equipping young people in Nigeria with labour market relevant skills for the ICT sector (Tech4Youth)
Focus	Earmarked co-funding for DTC Nigeria output 5 (see below)
Tech4Youth Project Period	10/2025 - 01/2028 (incl. 3 months closure)
Tech4Youth Budget	45,000,000 DKK, of which 43,750,000 DKK (EUR 5,865,1251) will be awarded to GIZ. BMZ contribution to output 5 is EUR 2,000,000.
Project Title	Digital solutions for sustainable development in Nigeria - Digital Transformation Center (DTC) Nigeria)
Implemented by	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Commission	German Ministry for Economic Cooperation and Development (BMZ)
Implementation period	Phase 1: 08/2021 – 01/2028 (<i>an extension from 01/2026 - 01/2028 has been requested from BMZ</i>)
Current Funding	BMZ: EUR 5,500,000 (08/2021-01/2026) + up to EUR 5,000,000 for 2-year extension period - contributing to all outputs EU: EUR 9,500,000 (12/2022-11/2025), no-cost extension has been requested until 11/2026 – contributing to outputs 1 – 4, as well as a request for further top-up where EU response is pending.
Overarching development cooperation programme	Training and sustainable growth for good jobs-programme
Cooperation programme objective	The economic situation in Nigeria is improved with regard to the economic and employment policy framework conditions, the supply of skilled workers, and access to adequate financial and business services for MSMEs.
DTC Nigeria outcome	The capacity of the Nigerian economy to implement digital innovations for growth has improved
Outputs	<ol style="list-style-type: none"> 1) Cooperation between policy actors and subnational, national and international innovation ecosystems actors has improved 2) The range of services offered by national innovation actors for the implementation of digital innovations by MSMEs has been strengthened 3) Validated digital solutions are available to the Nigerian economy. 4) The skills of women and young people to use digital solutions for their economic activities are improved. 5) Young people have acquired skills that meet the demands of the ICT labour market. (<i>new output added for the extension of phase 1</i>)

1 Exchange rate on the date of preparation, 06/2025 (DKK-EUR) 0,13406 (Infor EURO)

1. Introduction

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning “Tech4Youth - equipping young people in Nigeria with labour market relevant skills for the ICT sector, 2025-2027” (*Hereafter referred to as Tech4Youth*) as agreed between The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the Royal Embassy of Denmark in Abuja, Nigeria (RDE Abuja). The project document is an annex to the grant agreement with the implementing partner and constitutes an integral part thereof.

Tech4Youth is an earmarked contribution to the project “Digital solutions for sustainable development in Nigeria - Digital Transformation Centre Nigeria” (*Hereafter DTC Nigeria*) implemented by GIZ on behalf of the German Ministry for Economic Cooperation and Development (BMZ) and cofinanced by the European Union (EU). DTC Nigeria was initiated in 2021, and the current project implementation period of the DTC is ending 31 January 2026. BMZ is expected to continue funding the project and extend the project duration until January 2028.² The key implementation partner of the DTC Nigeria project is the National Information Technology Development Agency (NITDA), which is an implementing agency under the Federal Ministry of Communication, Innovation and Digital Economy (FMCIDE).

DTC is designed as part of the German Development Cooperation programme “Training and Sustainable Growth for Good Jobs” with the objective of ensuring conducive policy frameworks, access to skilled workers, and improved financial services to micro, small, and medium enterprises (MSMEs). It contributes to the EU Action “Innovation and Jobs for Youth in Nigeria” (INN-JOBS) under the Global Gateway initiative "Digital Economy Package for Nigeria". DTC Nigeria supports the overall objectives of these programmes by working to improve the capacity of the Nigerian economy (and related digital ecosystem) to implement digital innovations for economic growth. The current DTC has four distinct outputs focused on 1) improved policy implementation, including public-private cooperation, 2) improved support and service provision to MSMEs by Innovation Support Organisations (ISOs) 3) increased availability of validated Business to Business (B2B) digital solutions, and 4) increased capacity of women and youth entrepreneurs to utilise digital solutions.

The planned project extension will include an additional output “Tech4Youth” focused on 5) strengthening the capacity and digital skills of young people, especially women, to improve employability and income-generation potential in the national and international digital economy. The Danish Tech4Youth project presents a DKK 45 million earmarked contribution towards the new output (*output 5*) of the DTC for a 24-month implementation period followed by 3-months closure period (10/2025 - 01/2028).³ Output 5 will be co-funded by BMZ with a commitment of EUR 2 million.

² It should be noted that the GIZ contract requires BMZ commission before implementation or is otherwise void.

³ BMZ has provided 5,5 million EUR towards the current phase (08/2021 – 01/2026 and have committed up to 5 million EUR towards the extension of the current phase until January 2028, including 2 million EUR for output 5. EU has provided EUR 9,5 million for output 1-4 of the current phase (12/2022-11/2025). A cost neutral extension until 30 November 2026 will be requested after which additional funding may be considered. For additional details refer to Annex 5.

2. Context, Strategic Considerations, Rationale and Justification

2.1 Context and Development Rationale

Poverty and Unemployment: With an estimated population of 228 million and over 60 percent of the population being under 30 years old, Nigeria is both Africa's most populous country and home to one of the world's fastest-growing youth populations. In 2023 the National Bureau of Statistics (NBS) estimated that over 33% of youth under 30 were unemployed and other sources estimate significantly higher percentages. Less than 17% percent are estimated to be in formal wage employment. At its current projection unemployment of young people in Nigeria is set to rise exponentially. Each year 600,000 university students graduate, of which only an estimated 35% manage to secure jobs in less than one year ([Joint Research Center, 2024](#)). While the Nigerian economy is growing it has not matched population growth, resulting in a net decline in per capita income. Nigeria is also struggling with high level of inflation and widespread economic hardship as a result of the Tinubu government's large economic reforms which e.g. The World Bank have deemed necessary, but which have contributed to driving millions of new Nigerians below the poverty line. The dis-synergies between growth, skills, and employment present one of Nigeria's key macro-economic challenges and is a core driver of poverty, fragility, crime, and irregular migration.

Potential of the ICT Sector: Amid these challenges Nigeria's Information and Communications Technology (ICT) sector has been a significant growth driver, demonstrating a strong potential to serve as a catalyst for economic growth and employment opportunities within fintech, e-commerce, digital services, and software development. A diverse ecosystem of tech startups and innovation hubs (over 500 Innovation Support Organisations (ISOs) across the country) is growing, especially in hubs like Lagos. The potential of the ICT sector to drive inclusive growth is however tied to addressing fundamental digital infrastructure and ecosystem challenges, including gaps in digital infrastructure, barriers to investments and access to finance, insufficient public private partnerships, weak institutional capacity, skills and talent gaps in the current workforce. Growth is also presented with significant regional and gender disparities and access to opportunities remain highly unequal. Nigeria ranks 125th of 146 countries in the 2024 Global Gender Gap Index, reflecting severe gender inequalities in education and employment. These imbalances are reproduced also within the ICT sector and less than 20% of those formally employed in the ICT sector are women.

Government Policies and Priorities: Recognising both the potential and urgent challenges, the Government of Nigeria has placed the development of a digital economy at the centre of its national development agenda, where digital transformation is seen as a catalyst for economic growth and social stability. This is reflected in the overall National Development Plan (NDP) 2021–2025 which outlines eight priority pillars, including digital literacy, digital infrastructure, and digital services and innovation and the *National Digital Economy Policy and Strategy* (NDEPS) 2020–2030 developed by the Federal Ministry of Communications and Digital Economy (FMCDE). It is reinforced by the Nigerian Startup Act enacted in 2022 to foster collaboration between government agencies and the tech ecosystem, strengthen regulatory certainty, create an enabling business environment and provide support for digital innovation hubs. It is also evident in the “*Renewed Hope Agenda*”, the flagship development policy framework launched by President Bola Ahmed Tinubu following his inauguration in May 2023. Together these policies

establish key elements of the national framework intended to drive ICT sector growth, innovation and entrepreneurship. These policies and priorities are reinforced and supported through related strategies and initiatives from key agencies, including the National Information Technology Development Agency (NITDA) who launched the *National Digital Innovation, Entrepreneurship and Startup Policy* (NDIEP) in 2023, the Small and Medium Enterprises Development Agency (SMEDAN), and the Nigeria Data Protection Commission (NDPC).

Digital Skills and Employment: Digital growth and transformation are rapidly changing demands for technical and digital skills. Recognising the need to strengthen focus on the links between ICT growth, job creation, and digital skills development, NITDA in 2023 developed the *National Digital Literacy Framework* (NDLF) to integrate digital literacy into national education curricula. NITDA's *Strategic Roadmap and Action Plan* (SRAP 2.0) 2024–2027 sets a goal for Nigeria to become a leader in digital literacy and tech talent, targeting 70% digital literacy by 2027 as one of its key pillars. The *3 Million Tech Talents* (3MTT) programme, aiming to train 3 million Nigerians in various digital skills areas, was introduced in 2023 by FMCDE as part of the Renewed Hope Agenda. In 2023 the government also launched the *National Talent Export Programme* (NATEP), aiming to position Nigeria as a global talent hub for outsourcing skilled tech workers and the *Labour Employment and Empowerment Programme* (LEEP) seeking to create 2.5 million jobs via digital remote work. In 2024 the *National Youth Skills Programme* (NYSP) was introduced, aiming to foster entrepreneurship by providing over 5 million youths with skills training, and financial support (including in digital sectors). These policies and programs underscore government commitments to combine its focus on digital growth and entrepreneurship with prioritisation of digital skills development and employment opportunities.

Policy Implementation Challenges: While these initiatives illustrate expectations and strong political prioritisation of the digital economy, the execution of key policies faces ongoing challenges. Many policies lack concrete implementation plans and budgets in support of their operationalization, expected synergies between different strategies and policy instruments are not elaborated, coordination is lagging between ministries and core agencies, there are evident capacity gaps among policy makers, insufficient inclusion and engagement of private sector actors and other stakeholders in both policy development and execution, and a lack of frameworks and data for evidence-based learning in support of development and implementation of policies.

Project Rationale: The DTC Nigeria rationale takes its outset in the overall challenges and opportunities of the digital economy in driving growth and employment as key contributing factors in addressing poverty, fragility, and irregular migration. The programme is directly aligned with government policies and priorities and implemented in partnership with NITDA that has a key implementation role across several digital policies and initiatives. The DTC seeks to respond flexibly to current policy implementation and coordination challenges. It takes a wide ecosystem approach fostering coordination and providing support to other key government agencies and strengthening engagement and inclusion of national innovation actors and MSMEs in policy development and implementation.

With the addition of output 5 and the support through Tech4Youth, the DTC will extend its rationale to include engagement and ability to support NITDA and other central actors in

addressing the emerging, yet urgent priority, of strengthening digital skills and employability of young Nigerians in response to growing demands and requirements of the ICT sector. The project will support coordination and implementation of digital ecosystem initiatives supporting young people to develop in demand digital competencies, improve their employability, and create a talent pool and funnel for job placements within Nigeria's high-growth ICT sector. In addition, the project will seek to strengthen government and sector focus on socio-economic inclusion by addressing geographic and gender disparities. It will actively include young women and girls in training and job placement, as well as utilise the potential of digital remote work to increase employment opportunities for youth with disabilities in Nigeria.

2.2 Alignment with Danish Policy Priorities and Approaches

Alignment with and contribution to Danish Policy Priorities: The design of Danish Tech4Youth support to the Digital Transformation Centre (DTC) Nigeria is strongly aligned with the priorities, values and operational principles of Denmark's development cooperation strategy *A Changing World: Partnerships in Development*, the *Africa Strategy: Africa's Century*, and key thematic MFA how to notes. The project rationale mirrors the concern reflected across the Danish policy framework on "Africa's Youthquake", the disparity between the rapidly growing youth population in Africa and the number of jobs created, and the interlinkage between increasing levels of unemployment and poverty, fragility, and irregular migration.

DTC works to tackle root causes of poverty, fragility and irregular migration by stimulating digital market sector development, innovation, and entrepreneurship. Tech4Youth is a targeted investment in an additional output focused on strengthening the digital skills and capacity of young Nigerians, especially women, to improve employability and income-generation potential in the digital economy. As such, the project rationale is aligned with and seeks to contribute to the "A changing World" in particular the focus areas on "job creation, economic growth, trade, and investment" and commitments to:

- intensify focus on job creation for young people through new targeted efforts
- support entrepreneurship and small and medium-sized companies to create more local jobs and growth opportunities, including through a targeted financing facility that meets the needs of "the missing middle"
- promote a secure and inclusive digital infrastructure and artificial intelligence, so that more people can gain access to economic opportunities and knowledge

Reflecting guidance in the MFA how-to-note on Job creation and sustainable growth the project takes an ecosystem approach and works to strengthen private-public cooperation and contribute to strengthening both framework conditions as well as the private sector's active role in market-based development and job-creation. In line with the how-to-note the Danish contribution establishes a clear focus on the interlinkage between job-creation, employability, and skills development.

Through its focus on digital employment opportunities Tech4Youth indirectly seeks to contribute the focus area on "response to conflicts, forced displacement, and irregular migration" and its commitment to:

- promote new solutions to the challenges of irregular migration, establish close partnerships with countries of transit and origin, and support the EU's strategic partnerships, so that migration challenges are addressed in close cooperation with the EU and Europe's neighbouring regions

By supporting implementation of national policy priorities on digital economy development and taking its outset in Nigeria's own economic potential and the ability of digital development to accelerate economic growth and job creation, the project reflects Danish Development Policy commitment towards "*equal partnerships based on interest*". By aligning with funding provided through the EU Global Gateway initiative, it will consolidate Denmark's and EU's positioning in Nigeria as key partners on digital skills and employment, the project also reflects Danish commitment to "*support EU's leading role...with a particular focus on the Global Gateway*".

Danish Cross Cutting Priorities: The project is designed with clear consideration of Denmark's cross-cutting priorities, including a human rights-based approach (HRBA), Leaving No-one Behind (LNOB), gender and youth, climate change and environmental considerations. The project will target youth, with specific focus and consideration of gender inequality and gendered barriers for inclusion in the digital economy. Reflecting LNOB the project will also have a specific focus on the potential digital employment of people with disability and ensure attention to inclusion of youth and women from rural or remote areas. The project operates on clear principles of do-no-harm, including analysis and considerations of potential human rights challenges through GIZ's mandatory Safeguards and Gender Management (S+G) system, which ensures early identification and mitigation of unintended and negative consequences of the project. While the project does not directly target climate and environment, the overall DTC project ensures attention to climate-sensitive development by supporting digital innovation and solutions within the green economy that may also be applied beyond this sector.

Doing Development Differently (DDD): The project is defined with consideration of key principles of DDD. It prioritises local ownership and sustainability through close integration with national policy priorities and implementation in partnership with Nigerian national structures, including NITDA. It ensures complementarity through its embeddedness in an existing project, led by and integrated in the wider portfolio of GIZ and co-funded by BMZ and EU. The integration in a broader project and portfolio also supports a holistic approach with a comprehensive response across policy development, innovation, entrepreneurship, job-creation, and skills development across the digital ecosystem in Nigeria. The embeddedness in the wider DTC framework also offers an agile platform for adaptiveness and context-responsive delivery due to the scope of partners and stakeholders involved in the project.

2.3 Development Effectiveness and Donor Coordination:

Development Effectiveness Agenda: The Tech4Youth is designed with consideration of development effectiveness and donor harmonisation. The intervention is embedded within the broader DTC Nigeria project implemented by GIZ. It builds on the institutional frameworks, delivery mechanisms, and partnerships already in place within the DTC Nigeria, while directing targeted resources to an identified critical gap and national policy priority focused on technical skills development and employability of youth within the digital sector. The project is co-

financed by BMZ and the EU and designed to ensure harmonization and synergy with their wider portfolios.

EU and the Global Gateway Initiative: DTC Nigeria is funded as a component under the EU Global Gateway Initiative and the Digital Economy Package for Nigeria 2021-2024. Under its Global Gateway initiative the EU has, as part of a Team Europe effort, invested more than 820 million EUR in grants and loans for support of Nigeria's digital transformation. Specifically, the DTC and Tech4Youth aligns with EU's focus on digital entrepreneurship and digital skills under its "Innovation and Jobs for Youth Action". DTC contributes directly to EU's "Federal Republic of Nigeria Multi-annual Indicative Programme 2021-2027" and the priority of a "Green and Digital Economy". This includes a focus on enhancing Nigeria's digital economy potential, drawing on the "demographic dividend" of its young and entrepreneurial population through the creation of green and smart jobs and improving employability. The DTC coordinates with other EU-funded components (such as the Jubilee Fellows Program and Digital Innovation hubs) to ensure synergy and avoid overlap.

Germany and BMZ: DTC Nigeria is part of the development cooperation programme "Training and sustainable growth for good jobs" in Nigeria which consists of several BMZ-funded projects of the technical and financial cooperation. GIZ manages the projects of the development cooperation programmes within its Sustainable Economic Development Cluster (SEDEC). Denmark and the Tech4Youth will be able to benefit from synergies, as well as the stakeholder access and relations established through the substantial GIZ portfolio.

Complementarity with Other Initiatives: The DTC Nigeria works in close complementarity with Nigerian government programs (3MITT, DL4All, NATEP, NJFP, etc.) and with other ongoing programs and donor initiatives in the digital and skills development space in Nigeria, including private sector led initiatives and foundations active in digital upskilling such as Microsoft, Mastercard Foundation. DTC seeks to build on learning and identified challenges from other interventions, by e.g. strengthening analysis and dialogue to ensure that training is aligned with employer demands, focusing not only on training but also on mechanisms for match-making and labor market integration of graduates, and working to strengthen also structural solutions by working with e.g. tertiary education institutions and their capacity to deliver labor market relevant ICT skills. Importantly the project also creates feedback loops to feed lessons learned from implementation back into partner systems (e.g., NITDA, tertiary institutions), thereby contributing to more effective and sustainable sectoral development. Regular information sharing and collaboration platforms are established to avoid duplication of efforts, and where possible, Tech4Youth will share resources or co-host events with related programs – for instance, organizing joint job fairs or plugging Tech4Youth trainees into existing mentorship networks.

Regional Agendas: The project reflects regional agendas like the African Union (AU) Digital Transformation Strategy for Africa (2020-2030), the AU Agenda 2063 goals on youth empowerment, skills development, innovation, and an integrated digital skills ecosystem across Africa and the African-European Digital Innovation Bridge (AEDIB) aiming to connect digital innovation hubs across Africa and Europe.

Sustainable Development Goals: Reflecting German Development Policy the DTC is designed to report against contribution to the SDG's, specifically SDG 1 (No Poverty), SDG

5 (gender equality), SDG 8 (good jobs and economic growth), SDG 9 (industry, innovation and infrastructure), SDG 10 (reduced inequalities), and SDG 17 (global partnerships).

2.4 Justification of project design based on OECD DAC criteria

The design of Tech4Youth is designed with due consideration of OECD DAC criteria.

Relevance: Tech4Youth addresses Nigeria's critical challenges of youth unemployment, within the broader context of poverty, fragility, and irregular migration. It aligns with national strategies and ambitions to address these challenges by stimulating digital sector growth through support to innovation, entrepreneurship, digital job creation and skills development. The project addresses geographic and gendered disparities in current growth, by promoting gender inclusion through targeted outreach to young women and girls and adapts training for persons with disabilities and other marginalized groups.

Coherence: The Tech4Youth project presents a policy-coherent and donor aligned opportunity for Denmark to strengthen its strategic engagement in Nigeria by making a supporting inclusion of a focus on digital skills and employment in an already established project on digital growth and entrepreneurship. The project is aligned and integrated with key national policies and initiatives. It is co-funded by EU and BMZ and designed for synergy with their policies priorities and portfolios.

Effectiveness: Tech4Youth presents clear pathways towards its output and outcomes, linking skills development and training with job-placement and employment. Training will be tailored to labour market demand, with industry involvement in curriculum design to ensure relevance. GIZ's track record and DTC's existing infrastructure improve the likelihood of timely and tangible results. DTC monitoring mechanisms will track performance against clearly defined output and outcome indicators and regular stock taking exercise with the RDE Abuja will support adaptive management.

Efficiency: Integrating Tech4Youth within an existing GIZ programme ensures cost-effectiveness by leveraging shared resources, systems, staffing, and established partnerships. Value for money is prioritised through competitive procurement and a relatively lean project management set-up, and the project is designed to ensure an efficient cost of outputs and outcome.

Impact: Tech4Youth is designed to make a tangible difference by addressing structural barriers to youth unemployment, poverty, and exclusion through the strategic use of digital technology. While the concrete targets for training and employment are not significant, the potential for scalable impact comes from strengthening capacity and cooperation of the digital ecosystem for skills development and from introducing an increased focus with national agencies and initiatives of gender and other disparities.

Sustainability: Sustainability is embedded through strong government ownership, institutional partnerships, and system-level integration. Project support for an enhanced collaboration between NITDA and the FMoE to integrate ICT-sector relevant skills into tertiary curricula is expected to ensure a systemic and sustainable long-term change. The project builds capacity and strengthens public and private cooperation, which is expected to strengthen systemic capacity for youth digital training beyond the project period.

3. Overall Objective and Project Design

3.1 Project Objective and Outcome

Tech4Youth Outcome Contribution Tech4Youth is embedded within and contributes to the overall objective and outcome of DTC Nigeria and is measured by its contribution towards existing outcome indicators of the overall project.

DTC Development Objective and Outcome: DTC Nigeria is part of the BMZ development cooperation programme “Training and Sustainable Growth for Good Jobs in Nigeria”, with the overall objective that: “*The economic situation in Nigeria is improved with regard to the economic and employment policy framework conditions, the supply of skilled workers, and access to adequate financial and business services for MSMEs*”. Within this programme, the specific outcome of DTC Nigeria is defined as: “*The capacity of the Nigerian economy to implement digital innovations for growth has improved.*”

With a focus on digitalisation, innovation, entrepreneurship, and employment DTC Nigeria targets the green economy, trade, and light manufacturing sectors. Reflecting a broad geographical distribution, DTC Nigeria’s core project implementation locations include Abia, Abuja, Kano, Lagos, and Rivers. Through digital and virtual support, training, knowledge material, the reach of the projects transcends these geographical locations and continues to grow.

Outcome Indicators: Progress towards the DTC Nigeria outcome is measured against the following key outcome indicators and targets:

1. 6 participatory projects, of which 2 are gender-responsive, for the implementation of the national sector strategies have been carried out in four states (*of which 1 participatory project focused on the development of a framework on digital skills for youth, women and PWDs, is co-financed by the Danish Tech4Youth*).
2. 340 out of 400 start-ups and MSMEs surveyed, of which 100 are women-led, using services provided by Nigerian innovation actors rated the quality of new or improved services as very good or good.
3. 5,300 beneficiaries, including 2,650 women and 795 persons with disabilities (PwD), have improved their economic situation through digital competences (*of which 3,700 beneficiaries, including 1,850 women and 555 persons with disabilities are co-financed the Danish Tech4Youth*).
4. 500 women are registered on a national digital platform, that is sustainably anchored in the ecosystem to expand their digital and entrepreneurial competences.

3.2 Implementation Modality, Stakeholders and Beneficiaries

DTC Nigeria Ecosystem Approach: DTC takes a holistic ecosystem approach. Building on GIZ’s model [Capacity WORKS](#) model, the project is designed to build capacity, coordination, and support across the multiple stakeholders involved in the digital economy in Nigeria. Acknowledging that different actors and levels are deeply interlinked, each reinforcing the other and necessary to ensure a sustainable, inclusive, and thriving environment for digital innovation and transformation, the project works with coordinated interventions across the macro, meso, and micro levels of the digital ecosystem. The project works to contribute to concrete changes for individuals and enterprises at the micro level. With a strong focus on framework conditions and capacity development of innovation support organisations at the macro and meso level, the project at the same time works to create an enabling environment

and the conditions for sustainability and efficient scaling of results. Reflecting its ecosystem approach, DTC Nigeria works through implementation, support, and coordination arrangements with a wide range of stakeholders and beneficiaries.

Implementation Modality: Provision of technical assistance present the main implantation modality and support measure. The deployment of experts also presents GIZ's main asset in international technical cooperation. GIZ's [core competence](#) is advising people and organisations on learning and change processes based on its management model [Capacity WORKS](#). GIZ supports people in acquiring specialist knowledge, skills and management expertise. Organisations such as public authorities and private businesses are supported to optimise their organisational, managerial and production processes. As the [guiding framework “Supporting Capacity Development”](#) describes, sectoral and methodological expertise is the core of GIZ's support services, accompanied by targeted financial inputs to boost the results of Capacity Development Support.

Macro Level - Policy Development and Implementation: At the macro level, DTC Nigeria engages with key public institutions responsible for strengthening digital transformation through policy development and execution. This includes federal ministries such as FMCIDE, Federal Ministry of Education (FMoE), Federal Ministry of Labour and Employment, and Federal Ministry Youth Development, as well as public institutions such as NITDA, NDPC, and other agencies tasked with policy execution. Through policy dialogue, joint planning, networks, learning, and technical support, DTC Nigeria strengthens these institutions' ability for participatory and evidence- based policy development and implementation. NITDA is mandated to regulate and promote IT development in Nigeria and acts as the implementation partner of the project.

Meso Level - Innovation Support Structures and Institutional Intermediaries: At the meso level, the programme works through a broad network of institutional stakeholders within the innovation ecosystem. These include Innovation Support Organisations (ISOs), Digital Innovation Hubs (DIHs), incubators, accelerators, universities, and training institutions such as Enterprise Development Center (EDC), University of Lagos (UNILAG), and TechStem. These institutions are supported to improve the quality and standardisation of their offerings and respond to a demand driven market for development of new digital solutions, digital business transformation, and digital upskilling. Institutions like the Innovation Support Network (ISN) hosting more than 120 hubs and SMEDAN, mandated with development and one-stop service provision to the MSME sector, are key partners to DTC at this level.

Micro Level - Youth, Women, MSMEs: The ultimate beneficiaries of the DTC Nigeria project are start-ups, innovative SMEs, non-ICT sector MSMEs and their employees, entrepreneurs, as well as unemployed young Nigerians, with a particular focus on those from typically excluded groups, including youth not in education, employment, or training (YNEET), young women and girls, and persons with disabilities. MSMEs are supported in their digital transformation journeys through access to validated digital solutions and advisory services. Individuals benefit from ICT training, digital literacy and entrepreneurial skills programmes, mentorship and job placement support targeting development of digital and entrepreneurial skills of youth and women in order to promote employability and respond to demands for a digitally skilled workforce required to sustain continued growth.

Tech4Youth Beneficiary and Target Group Considerations: Tech4Youth has a specific focus on young unemployed Nigerians, including YNEET, young women and girls, and persons with disabilities. Tech4Youth builds on and benefits from the established partner and stakeholder relations from DTC, including FMoE, NITDA, SMEDAN, ISN, as well as ISOs, DIHs, and MSMEs presenting potential opportunities for employment. A key focus in the context of this output will be to strengthen the capacity of ISOs and other intermediate actors to deliver high quality labour market relevant tech skills training. At the meso level output 5 will focus on cooperation with universities to ensure integration of technical skills in official curricula, CSOs that offer soft skills trainings and present outreach opportunities to marginalised youth, outsourcing companies like HireFair, Bytera and Netspice that link talents with tech jobs locally and globally, as well as MSMEs to strengthen job placement potential.

3.3 Project Outputs and Activities

DTC Outputs: To reach its expected outcomes, DTC Nigeria works in cooperation with and support to key stakeholders across five outputs.⁴ *Output 1* focuses on strengthening collaboration between public institutions and innovation ecosystem actors at national and state levels to improve the implementation of Nigeria's digital transformation policy framework and strategies. *Output 2* aims to strengthen ISOs and enable them to provide competitive services and digital solutions in support of digital transformation of MSMEs and start-ups. *Output 3* works to promote the development, validation, and dissemination of local digital solutions to MSMEs by fostering partnerships between start-ups, research institutions, and innovation actors. *Output 4* focuses on strengthening digital and entrepreneurial skills among women and youth, while *Output 5* works to support young people with digital skills that meet the needs of the labour market.

Tech4Youth Output Contribution: Tech4Youth presents an earmarked contribution to output 5 of DTC Nigeria: “*Young people have acquired skills that meet the demands of the ICT labour market*”. Output 5 was included in the planned extension phase of DTC in response to the recognised potential for job-generation within the existing project framework, but also the growing critical skill gap in technical talent needed to sustain growth of Nigeria digital economy and the increased focus on technical skills development and employment in Nigerian national policy priorities. In collaboration with public sector actors within the skills development and employment sectors, ISOs (training institutions), and research and academic institutions, and the organised private sector, Output 5 works to equip young Nigerians, including women and disabled, with digital skills that meets labour market demands, with a particular focus on in high-growth areas such as AI, machine learning, gaming, and digital design. The output also works in support of accompanying measures like internships, job readiness sessions, and job matching activities to support stronger pathways between skills development and employment. Five different activity streams are designed to deliver the expected output.

Activity 1. Labour-market relevant, (inter-)nationally recognized ICT skill development trainings: Building on identification of national and international labour market needs and screening and adaptation of education offers, this activity will ensure provision of high-quality, market-oriented ICT skills trainings. This will be done through grants and service contracts to vetted service providers on a competitive basis. The main target group is young

⁴ For more details of outputs and activities of the full DTC project please refer to Annex 3

people. Quotas will be set to ensure inclusion of YNEET, women, and youth living with disabilities, training formats and curricula will be developed to ensure relevance and inclusion, and stipends will be offered to ensure inclusion of low-income constituencies. Indicative interventions include:

- Conducting and synthesizing labour market analyses by GIZ project staff, including the identification of skill gaps.
- Screening and preselecting participants together with training providers, based on the outcomes of the labour market analyses.
- Delivering training programmes (theoretical and practical modules), e.g. through contracting capable training providers via service contracts or grant agreements.
- Quality assurance by GIZ staff, which may include independent experts

Activity 2. Accompanying measures to enhance employment readiness of ICT training graduates: To bridge the gap between education and employment, accompanying measures will be initiated to complement trainings. Accompanying measures include internship programmes, mentoring, career advice, job placement, acquisition of non-technical skills for the labour market, job fairs and job readiness sessions, and employment placement. This will be done in cooperation with training providers and in cooperation with selected private sector actors. Special attention will be given to addressing gender-specific barriers faced by young women, by targeted mentoring by female tech professionals and working with industry partners to address stereotypes and build gender-inclusive workplace policies for internships and job placements. Indicative interventions include:

- Development of a catalogue of measures to enhance employment readiness (e.g. internship formats, mentoring) by GIZ staff in coordination with training providers and potential employers.
- Advisory support by GIZ staff and external consultants to training providers for the development of accompanying measures, involving the private sector (e.g. support in networking events, targeted outreach to specific employers).

Activity 3: Creation of a technical talent pool: In collaboration with DIHs, educational institutions, private sector partners, and government bodies such as MoE, NITDA, and NATEP, a centralised talent pool with efficient match making mechanism will be developed, connecting ICT graduates with potential national and international employers. This streamlined connection between talent supply and market demand will accelerate the integration of skilled professionals into the workforce. The talent pool platform will feature specialized filters to highlight qualified women candidates and persons with disabilities (PWDs). Success stories of women and PWDs in tech will be prominently featured to counter stereotypes. Indicative interventions include:

- Design and operationalisation of a digital talent pool platform in cooperation with DIHs and, if needed, external experts.
- Promotion of the platform through the GIZ team and Tech4youth partners, with support of local external experts, if needed.

Activity 4. Support tertiary educational institutions in offering and teaching labour market-relevant skills in the ICT sector: Building on existing cooperations between NITDA and FMoE, knowledge and lessons learnt from professional ICT training programs

will be used to increase the quality of digital education in ICT and STEM fields in selected higher education institutions. The activity targets lectures and managers of educational institution. By enhancing the capacity of selected tertiary education institutions to deliver market-relevant ICT education, the initiative will contribute to the improvement in Nigeria's educational infrastructure and the scalability and sustainability of results. Activities will focus on both update of curricula, but also teaching methods, involvement of private sector challenges, and strengthening capacity of existing trainings through Training of Trainers (ToT). Update of training curricula and ToT will include modules on gender-sensitive teaching methods to counter stereotypes and Institutions will be encouraged to recruit qualified female instructors to address instructor shortages. Scholarships for women from low-income backgrounds will be considered. Indicative interventions include:

- GIZ to facilitate a consultation process between FMoE, NITDA, and other stakeholders at federal and state level on ICT skills guidelines/standards for tertiary education institutions.
- Together with FMoE, NITDA and other relevant stakeholders, select suitable tertiary education institutions for the Training of Trainers programme.
- GIZ staff to organize and launch a Training of Trainers programme with the selected tertiary institutions.

Activity 5: Promotion of strategic partnerships to contribute to existing initiatives at state-level. The project will establish strategic partnerships with existing state-level digital initiatives, to ensure coordinated approaches to skills development that are both nationally consistent and regionally responsive. These strategic partnerships will enable wider reach and greater sustainability through local ownership. The activity will also implement and support coordinating activities across relevant state-level initiatives in support of national learning and cohesion. Coordinated advocacy efforts will address a more balanced resource across states, as well as increased attention for support to young women, youth living with disabilities. Indicative interventions include:

- GIZ staff to initiate and facilitate a dialogue with state-level stakeholders to align on shared objectives and identify synergies between Tech4Youth and with existing state-level digital initiatives
- GIZ staff to develop activity plans with state partners to enhance ICT skills initiatives

3.4 DTC Nigeria Synergies, Best Practice, and Lessons Learnt

Documented Demand: Tech4Youth responds to identified opportunities within DTC Nigeria to support employment opportunities also for women and youth in disadvantaged situations, and at the same time respond to a critical gap in labour market access to digitally skilled employees.

Building on existing structures, partners and approaches: Tech4Youth is fully embedded within the established project framework of DTC Nigeria project, leveraging and reinforcing synergies across all existing outputs. It draws directly on the already established management, partnerships, implementations structures, approaches, results, and lessons learnt established during phase one of the project.

Best practices and lessons learnt from DTC Nigeria phase one: The Tech4Youth component will benefit from the experiences, best practices, and lessons learnt gained since

the start-up of the DTC Nigeria project, which have informed the design and development of the additional output 5 and the Tech4Youth contribution. These include:

- *Employment Opportunities through Digitalisation:* Digital maturity assessments and feedback from targeted MSME during phase one document a high MSME demand for digital skills. This, combined with the broader contextual digital shift in business, document clear need and opportunities for employment for beneficiaries targeted by output 5.
- *Labour Market Orientation:* Critical feedback to the public education and existing trainings is the gap between content and market demand. DTC Nigeria ensures private sector involvement in curriculum design. This practice will be continued within the delivery of output 5 to match training with market demands and ensure training relevance, job readiness and employability.
- *Ecosystem-Based Approach:* Engaging stakeholders throughout the project; via planning sessions, reviews, and the project steering committee ensured alignment with ecosystem needs and enhanced collaboration across public, private, and civil society sectors. The delivery of output 5 will build on this to ensure trained tech talent integrates into established networks and benefits from enabling policies.
- *Multiplier Effect through Platforms:* Participation in events like the Omniverse Summit, Digital Nigeria Week, and ISN Hubs Gathering fostered partnerships and visibility. Building on this output 5 will work with job fairs and similar platforms to link youth to jobs, markets, and networks.
- *Ecosystem Study & Needs-Based Capacity Development:* In-depth ecosystem studies and inclusive needs assessments were critical to DTC Nigeria's success. Tailoring training topics based on participatory analysis ensured relevance and adaptability, as confirmed by participant feedback. This approach will guide ICT training design under Output 5.
- *Ensuring Inclusion:* DTC Nigeria's focus on women and youth led to notable outcomes (66% of participants who saw revenue increases were women). The approach behind these results underpins Output 5's ambitious inclusion targets of 50% women and 15% persons with disabilities.

Synergies with established DTC Nigeria outputs: Tech4Youth will draw on and benefit from relations and institutional ownership of partners like NITDA, ISN, and SMEDAN established at the national and sub-national levels, as well as the capacity development of policy actors, and the collaborative policy implementation framework piloted under *output 1*, which will offer a structured approach to support policy coordination and implementation for Ministries, Departments and Agencies dedicated to promoting digital skills and employability in Nigeria. Tech4Youth will benefit from, and contribute to, relations and established capacity of ISOs and DIHs under *output 2*. They have been critical partners in developing digital services and training to MSMEs and entrepreneurs and will also present a key delivery platform for Tech4Youth for providing high quality labour market-oriented ICT skills programmes, while also serving as key channels for matching graduates to employment opportunities and internships. Under *Output 3*, the project has supported over 50 start-ups (50% women-led) in developing and refining digital solutions for MSMEs. These start-ups and their partner MSMEs also present a key constituency for an initial Tech4Youth network for job placement or employment. *Output 4* has provided digital entrepreneurial skills training to over 7,000

women and youth. Tech4Youth will draw on experiences with youth and gender responsive curricula and training, as well as the mentoring and coaching platforms developed.

4. Theory of Change and Summary Results Framework

4.1 Theory of Change

Reflecting the project objective, outcome, and design, the Theory of Change (ToC) for Tech4Youth can be summarised as follows:

IF: *If* Tech4Youth support delivery of labour-market relevant ICT skill development trainings for youth, including women and youth from marginalized constituencies; and *if* Tech4Youth support accompanying measures to enhance employment readiness of ICT training graduates; and *if* Tech4Youth supports the establishment of a technical talent pool; and *if* Tech4Youth supports tertiary educational institutions in offering and teaching labour market-relevant skills in the ICT sector; and *if* Tech4Youth promotes strategic partnerships to contribute to existing initiatives at state-level;

THEN: *Then* young people, including women and youth from marginalised constituencies, will be employed/improve their economic situation, *because* they are equipped with skills that meet the needs of the ICT labour market; and as a result *then* capacity of the Nigerian economy to implement digital innovations for growth will improve, *because* gaps in availability of sufficiently skilled digital workforce has been addressed.

CONTRIBUTING TO: Ultimately *contributing to* an improved economic situation in Nigeria and *contributing to* addressing drivers of poverty and irregular migration, *because* the project has contributed to the conditions for continued and sustained digital sector growth and increased opportunities for employment.

4.2 Assumptions

Key assumptions underpinning the Tech4Youth ToC include the following:

Economic development and impact of ICT: A key assumption of the Tech4Youth rationale is that ICT has a continued potential to drive economic growth and job creation, which in turn can contribute to address societal challenges like poverty, migration and gender disparity. The assumption is supported by current growth trends within the ICT sector of the Nigerian economy as well as data and lessons learnt from other DTC projects supported by BMZ.

Continued demand for digital skills and links between skills and employment: The project assumes that there will be a continuing strong demand from employers in Nigeria (and internationally) for young people with practical digital skills. This also underpins the assumption that those trained by the project will significantly increase the likelihood of employment or alternative can pursue entrepreneurship or self-employment to generate income within the digital sector. The validity of the assumption is underpinned by results generated in the current phase, as well as data and lessons learnt from other DTC projects supported by BMZ.

Gender equality and social inclusion principle: The poverty and social inclusion dimension of Tech4Youth builds on the assumption that measures for inclusion of women and disadvantaged youth will be sufficient and that efforts to address biases of potential employers

will be successful. The assumption is based on successful methods and results in the first phase of DTC in support of especially women entrepreneurs.

Stakeholder Commitment: It is assumed that the Nigerian Government, especially NITDA as the implementing partner, maintains a strong commitment to the DTC Nigeria project and specifically the Tech4Youth component. It is also assumed that stakeholders like NITDA, training providers, private sector reps, innovation hubs, etc., will actively participate and cooperate. The project's success hinges on the active participation and cooperation of these stakeholders. The ability to ensure commitment and coordination across stakeholders has been reviewed as a particular strong aspect of DTC during phase one, but the project is vulnerable to political changes.

Successful implementation of Outputs 1-4 of DTC Nigeria: Although the success of Output 5 (and consequently Tech4Youth) does not fully depend on the successful implementation of the other project outputs, scalability and sustainability of Tech4Youth is affected by the successful implementation of these. The assumption that these outputs will be implemented rests on the project having established effective implementation procedures and that the established mechanisms for governance to ensure joint oversight of the implementation of all outputs.

GIZ Capacity and ongoing monitoring and adaptability: Successful delivery of activities rests on GIZ capacity and the effective links between activities, outputs, and outcome indicators assumed ongoing monitoring and adaptation implementation plans and strategies. This assumption is supported by the capacity assessment of GIZ, strong established MEAL procedures, and the ongoing monitoring of the RDE Abuja designed to support adaptability.

These assumptions inform the design of Tech4Youth and will be integrated in the ongoing monitoring of Tech4Youth and the validity of its ToC.

4.3 Summary Results Framework

The ToC is translated into a results framework, which will be used for results-based management, learning and reporting purposes. Progress will be measured through GIZ's monitoring framework for DTC Nigeria, focusing on outcome, and selected outcome indicators and output. The full results framework of DTC Nigeria, including means of verification, is outlined in Annex 3. In recognitions of the high-level results framework of the DTC, activity level indicators, specific for Tech4Youth, have also been included. They do not form part of contractual obligations and will be amended as necessary as part of ongoing work planning. Targets are for the full output, but Danish Tech4Youth contributed is indicated where possible and relevant.

Project Title		Digital solutions for sustainable development (DTC Nigeria)	
Outcome		The capacity of the Nigerian economy to implement digital innovations for growth has improved.	
Outcome indicator 1		6 participatory projects, thereof 2 gender-responsive, for the implementation of the national sector strategies have been carried out in four states.	
Baseline	Year	2022	1 participatory project

Target	Year	2027	6 participatory projects, thereof 2 gender-responsive (<i>Of which 1 participatory project, which is concerned with the development of a framework on digital skills for youth, women and PWDs, is co-financed by Denmark</i>)
Outcome indicator 3			5,300 beneficiaries, including 2,650 women and 795 persons with disabilities (PwD), have improved their economic situation through digital competences.
Baseline	Year	2022	50 beneficiaries, including 20 women and 10 PWD
Target	Year	2027	5,300 beneficiaries, including 2,650 women and 795 persons with disabilities (<i>of which 3,700 beneficiaries, including 1,850 women and 555 persons with disabilities are co-financed by Denmark</i>)

Output 5		Young people have acquired skills that meet the demands of the ICT labour market.	
Output indicator 5.1		5,800 young people, of which 2,900 are women and 870 persons with disabilities, have successfully completed labour market-oriented training formats to promote their employability in the ICT sector.	
Baseline	Year	2025	(5.1) 200 young people, of which 100 women and 10 persons with disabilities
Target	Year	2027	(5.1) 5,800 young people, of which 2,900 women and 870 persons with disabilities (<i>of which 5,000 young people, thereof 2,500 women and 750 persons with disabilities are financed by Denmark</i>)
Output indicator 5.2		65 accompanying measures, 13 with focus on persons with disabilities, for the further development of digital skills in the ICT sector to support the transition from initial and further training to employment or self-employment have been successfully implemented together with private sector actors	
Baseline	Year	2025	5 accompanying measures, 0 with focus on persons with disabilities
Target	Year	2027	65 accompanying measures, 13 with focus on persons with disabilities (<i>of which 50 accompanying measures are -financed by Denmark</i>)

Activities Output 5:	Output 5 indicators and targets at activity level (until 09/2027)	Milestones
Activity 1: Labour-market relevant skill development trainings	<ul style="list-style-type: none"> Number of trainings successfully conducted (<i>target: 300, baseline: 0</i>) Number of young people who completed trainings conducted (<i>target: 5.000, baseline: 0</i>) 	<ul style="list-style-type: none"> Market analysis and assessment to determine labour market needs, skill levels of the target group and outreach mechanisms conducted. (03/2026) Training curricula aligned with labour market requirements and selection criteria developed and validated with relevant stakeholders (06/2026) First cohort of 1,000 training participants successfully trained. (12/2026)
Activity 2: Accompanying measures to enhance employment readiness	<ul style="list-style-type: none"> Percentage of training graduates who complete at least one internship or job placement program as part of Tech trainings (<i>target: 75%, baseline: 0%</i>) Number of employer partnerships established that provide employment readiness programs for participants (<i>target: 20 partnerships, baseline: 0 partnerships</i>) 	<ul style="list-style-type: none"> Internship and job placement pathways co-designed with private sector partners (06/2026) Mechanism established to track graduate participation in employment readiness and placement programs (07/2026) 25 concepts of accompanying measures based on a baseline

	<ul style="list-style-type: none"> 50 concepts that include accompanying measures to support the transition from training to employment or self-employment are available (<i>30 of which are targeted at women, 10 of which targeting PWD</i>) 	assessment of soft and employability skills finalised (09/2026)
Activity 3: Creation of a talent pool	<ul style="list-style-type: none"> Number of graduates successfully registered and actively maintained in the talent pool database (<i>target: 4,350 profiles, baseline: 0 profiles</i>) Percentage of employers reporting satisfaction (through a survey) with the quality and relevance of candidates sourced from the talent pool (<i>target: 70%, baseline: 0%</i>). 	<ul style="list-style-type: none"> Framework for the talent pool database designed with input from employers and training providers (06/2026) 900 graduate profiles registered in the talent pool (01/2027)
Activity 4: Support tertiary educational institutions teaching labour market-relevant ICT skills	<ul style="list-style-type: none"> Number of lecturers who have successfully completed Training of Trainers programs and are implementing new teaching methodologies (<i>target: 50 lecturers of which 50% implement new teaching methodologies, baseline: 0</i>) Number of tertiary educational institutions that have an agreement with DTC Nigeria to design and implement measures to improve quality of teaching in ICT and STEM fields (<i>target: 5, baseline: 1</i>) 	<ul style="list-style-type: none"> Consultation process between FMoE, NITDA and other stakeholders at federal and state level on ICT skills guidelines/standards for tertiary educational institutions is conducted (03/2026) Training of Trainers programme launched with selected tertiary institutions (08/2026) 4 draft agreements to strengthen ICT and STEM teaching quality available (06/2026)
Activity 5: Conduction of strategic partnerships to contribute to existing initiatives at state-level	<ul style="list-style-type: none"> Number of formal partnership agreements established with state-level digital skills initiatives (<i>target: 4 partnerships across different states, baseline: 0 partnerships</i>) Number of joint activities conducted with state-level partners that enhance or expand existing initiatives (<i>target: 8 joint activities, baseline: 0 activities</i>) 	<ul style="list-style-type: none"> Dialogue initiated with state-level stakeholders to align on shared objectives (03/2026) Joint activity plans developed with state partners to enhance ICT skills initiatives (05/2026) 4 joint activities conducted with state-level partners (11/2026)

6. Budget

Tech4Youth has a total budget of 45,000,000 DKK, of which 1,250,000 DKK is reserved for RDE Abuja monitoring, learning, and coordination and 43,750,000 DKK (5,865,125 EUR ⁵) will be granted to GIZ towards implementation of output 5. BMZ will be contributing to output 5 with 2,000,000 EUR.

Budget: Tech4Youth 10/2025 - 09/2027)	Output 5 Budget		
	Total Budget	Tech4Youth Contribution	
Cost Category	EUR	EUR	DKK
a) GIZ Experts (direct costs)	2,089,330	1,704,851	12,717,075
b) External Expert	2,540,000	2,072,589	15,460,160
Assignment of experts	4,629,330	3,777,440	28,177,235
Materials, equipment and construction contracts	650,712	530,968	3,960,674
Financing	250,000	203,994	1,521,662
HCD formats: participant-related costs	660,000	538,547	4,017,209
Other direct costs	527,556	430,476	3,211,070
Total direct costs	6,717,598	5,481,425	40,887,850
Overheads (Max 7% for DK contribution)	1,147,527	383,700	2,862,150
Total GIZ costs	7,865,125	5,865,125	43,750,000
RDE Abuja budget for monitoring and coordination			1,250,000
Total Tech4Youth Budget			45,000,000

An estimated activity level budget for the project period is presented below.

Budget: Tech4Youth 10/2025 - 09/2027)	Output 5 Budget		
	Total Budget	Tech4Youth Contribution	
Cost Category	EUR	EUR	DKK
Activity 1: ICT skill development trainings	2,256,848	1,841,542	13,736,700
Activity 2: Accompanying measures	1,430,955	1,167,631	8,709,765
Activity 3: Creation of a talent pool	1,019,021	831,500	6,202,447
Activity 4: Support to tertiary educational	1,101,080	896,460	6,701,925
Activity 5: Strategic partnerships at state-level	909,694	742,292	5,537,013
Total direct costs	6,717,598	5,481,425	40,887,850
Overheads (Max 7% for DK contribution)	1,147,527	383,700	2,862,150
Total GIZ costs	7,865,125	5,865,125	43,750,000
RDE Abuja budget for monitoring and coordination			1,250,000
Total Tech4Youth Budget			45,000,000

For budget periodisation, further details and comments please refer to Annex 5.

Cost Categories: GIZ will employ a mix of adapted instruments to provide technical and organisational support, which is demonstrated through the allocation to the budget lines described below:

1. **Assignment of experts:** GIZ will employ both long and short term international and local experts to implement Tech4Youth, including long-term staff ⁶, experts from GIZ headquarters, and short-term consultants and contractors.

⁵ EUR rates are based on the exchange rate on the month of preparation (06/2025): DKK/EUR = 0.13406. It should be noted that the committed funding from DK MFA is in DKK and will not change based on currency fluctuations. According to Danish MFA guidelines, unallocated funds should not be used to cover exchange rate losses

⁶ See Annex 6 for a list of staff, including estimate of cost coverage by Tech4Youth

2. **Material, equipment and construction contracts:** Provision of goods (such as working materials, technical equipment including logistics) and construction contracts for renovation measures to provide conducive work and training environments.
3. **Financing:** Local subsidies will be deployed to partners e.g. universities, to build their capacity to integrate and provide quality ICT and employment enhancing training measures for youth in the long term.
4. **HCD Formats, participant related costs:** Local and international trainings that might be conducted in the form of seminars, conferences, workshops, study trips, exchange of experiences and international good practices as well as peer learning to develop capacities of youth and partner staff.
5. **Other direct costs:** All other direct costs related to the implementation of activities which includes amongst other running costs of the office and travel costs of partners.

Deviation and Adaptation: GIZ may only spend the funds on activities approved within the agreed output level budget. Changes in the main budget lines between outputs and reporting periods exceeding 10 % are allowed. Detailed budgets will be developed by GIZ and approved by RDE Abuja as part of semi-annual work planning and disbursements, balancing oversight and adaptive management.

Financial management and oversight of grants: GIZ has three different types of contracts for financing: Grant Agreements for German recipients (*Zuschussvertrag*), Grant Agreements for non-German recipients and Financing Agreements for lead executing agencies in the partner country. Regarding grants, GIZ conducts commercial eligibility assessments, closely monitors the implementation and audits the grantees. While grants are not repayable, GIZ reserves the right to reclaim non-eligible amounts following review of the final Financial Report.

Audit and Monitoring of Effectiveness: As a federal enterprise, GIZ is subject to two rounds of external audits since the mechanisms for public-sector entities and private-sector enterprises both apply. The company's annual accounts are audited by external auditors, and its use of public funds is audited by public audit institutions such as the *Bundesrechnungshof* (Germany's supreme audit institution) and the European Court of Auditors. The cost of services invoiced by GIZ is subject to public price auditing, and the quality of our services is audited by external experts and evaluated by the German Federal Ministry for Economic Cooperation and Development (BMZ) to determine whether funds are being used properly and whether the optimal cost-benefit ratio is being achieved. GIZ also has its own internal control system, which is certified to the international standards of the Institute of Internal Auditors (IIA). GIZ's internal Auditing Unit systematically reviews the functioning and effectiveness of the company-wide internal control system. ([GIZ \(2025\): Cost Effectiveness](#))

Exchange rate fluctuations: GIZ closely monitors the impact of inflation/exchange rates changes and transparently discusses implications and possible adjustments with RDE. Payments will be provided in installments to compensate for exchange rate fluctuations. In case of sub-grants, each voucher must be recorded in the original voucher currency and converted into EUR in the breakdown of actual costs. If the Grant is transferred to an account in a foreign currency, proof of receipt into the account in the local currency must be submitted

with the next Financial Report. The exchange rate in each case is calculated from the underlying amount in EUR and the local currency received.

7. Institutional and Management arrangement

Tech4Youth Governance and Management Structures Tech4Youth will be fully integrated in the current DTC project structure and Denmark will benefit from the established governance and management arrangements. The governance and management structures for the Tech4Youth will consist of:

- DTC Nigeria Steering Committee with RDE Abuja participating as co-chair together with the other donors. (PSC)
- Semi-annual Bilateral Consultations between RDE Abuja and GIZ DTC and other monitoring and strategic coordination initiatives.
- GIZ Project Management Structure
- Management arrangements with implementing partners.

Project Steering Committee (PSC): The PSC set up for DTC Nigeria is a non-executive committee, that is advisory in nature and supports the project to ensure the achievement of objectives. The PSC role creates an essential support structure for coordination, ownership, implementation and sustainability of the project. It provides strategic advice, receives, reviews, and discusses monitoring reports and evaluations and shares relevant updates. The PSC meets physically twice per year and currently consists of 12 member organisations, comprising primarily public, civil society stakeholders and representatives of the GIZ, BMZ, and EU, including the EU Youth Sounding Board in Nigeria.

The PSC is chaired by NITDA and co-chaired by EU and BMZ. The RDE Abuja will become a member of the PSC and receive the status of a Co-Chair upon the initiation of Tech4Youth. Additional members representing key stakeholders in generating employment and ICT skills for youth may be invited, including private stakeholders e.g. NATEP, NOTAP and FMoE. Beyond participation in the PSC, the RDE Abuja will ensure stakeholder engagement through participation in BMZ Annual Sector Dialogue sessions involving key Tech4Youth partners.

Ongoing Dialogue and Semi-annual consultations RDE Abuja and GIZ: While the PSC is concerned with the overall DTC Nigeria, RDE shall ensure oversight specific on the Tech4Youth and the funding agreement between GIZ and Denmark. To ensure effective planning and implementation, a regular and continuous dialogue between GIZ and RDE Abuja will be established. The shall as a minimum include quarterly progress calls between the RDE Abuja and DTC Nigeria as well as more in-depth semi-annual consultations. RDE Abuja may undertake project visits as part of its monitoring mandate and may also choose to organise a financial oversight visit as part of the launch of Tech4Youth, focussing on GIZ effectiveness.

The RDE Abuja has the responsibility to call for and chair quarterly calls and semi-annual consultations. The semi-annual consultations will be aligned with the submission of GIZ reports and approval of workplans. The consultations shall focus on progress, but also include a review of the ToC and related assumptions, changes in context, strategic orientation, financial planning, work plans on activity level, communication, development in risks etc. Dialogue will include a focus on effective management set-up and use of resources. These consultations

shall, together with reporting from GIZ, present the basis of RDE Abuja internal reporting within the Danish MFA.

RDE Abuja shall also monitor, explore, and promote potential for synergies with other Danish MFA initiatives and projects in Nigeria. This could include the Digital Democracy Initiative (DDI), focusing on democracy and human rights through the use of digital technologies and with active engagement in Nigeria, the DK MFA supported Team Europe Initiatives in the area of migration along the Central and Atlantic/Western Mediterranean routes, or other.

GIZ project management set-up: GIZ holds the overall responsibility for implementation and day-to-day oversight of the project. GIZ has already established a project unit for DTC Nigeria with a project office in Lagos. The DTC unit is managed within the GIZ Sustainable Economic Development Cluster (SEDEC), which was formed in 2019 and has a portfolio over 120 million Euro focusing on private sector development, access to finance, skills development, labour market, green economy, irregular migration and digitalisation.

The DTC project unit has the primary responsibility for planning and initiation of activities, including monitoring and quality assurance. As per June 2025, the overall DTC Nigeria GIZ project unit is composed of a team of 20 staff including management, experts, administrative, and support staff.⁷ Line management and leadership are provided by a Project Lead, with support from dedicated staff for each output as well as thematic experts on gender, monitoring and evaluation, and communication. Tech4Youth will have a dedicated staff member within the DTC unit but otherwise benefit from the established management structure.

The DTC unit operated within the established guidelines, policies, and procedures of GIZ. It receives technical support and backstopping from the SEDEC cluster, and for administrative, contractual, procurement and finance related activities from the GIZ Country Office (CO) in Nigeria as well as the GIZ Headquarter in Germany.

Management and Coordination with Implementing Partners: GIZ/DTC Nigeria has an Implementation Agreement, with the political partner, the Federal Ministry of Budget and Economic Planning, and a Memorandum of Understanding (MoU) with NITDA that outlines all agreed implementation areas. In addition to this, DTC Nigeria and NITDA have a joint technical working group, with key team members from both organisations coordinating the implementation of the project across topics from digital policy implementation to digital literacy and skills.

An extended group of stakeholders, including DTC Nigeria's state level actors across the public, private and civil society sectors, and service providers are engaged in an annual planning workshop presenting a key avenue for contextual update, adaptation, and joint planning across key stakeholders involved in the project. During the extension of phase one DTC may establish similar structured technical working groups and planning sessions at state level in support of structured planning and coordination.

⁷ See Annex 6 for a list of DTC functions and staff.

8. Planning, Monitoring, and Reporting

Adherence to Danish Guidelines: Financial Management, Planning and Reporting shall adhere to the Danish Aid Management Guidelines for Projects and the Danish General Guidelines for Financial Management.⁸ RDE Abuja will strive for full alignment of the Danish support to the rules of the implementing partner and the existing procedures established within rules and procedures, while respecting sound international principles for financial management and reporting. In the event of deviations from the Financial Management Guidelines, this Project Document shall prevail.

Safeguarding: This grant will be managed based on GIZ policies and quality standards. These include attention to organisational compliance with defined Danish/donor ‘red line’ policies e.g., anti-corruption measures, safeguards against child labour and sexual exploitation, abuse, and harassment (SEAH). For further information on GIZ’s compliance management framework and management system such as whistleblowing and complaints system, please refer to Annex 6. Upon suspicion or awareness of specific cases relating to the policies involving staff members and/or implementing partners under DTC and Tech4Youth GIZ are obliged to immediately notify the RDE Abuja.

DDD and Adaptive Management: DTC Nigeria, and the Tech4Youth support is designed with consideration of DDD and adaptive management. Planning, monitoring, and reporting procedures have been developed to able to respond strategically to emerging opportunities and challenges in the context. The project works with semi-annual planning and learning cycles, as well as ongoing consultations with RDE Abuja, ensuring flexibility and timeliness of adaptation. It includes review of planning and reporting within a contextually grounded PSC ensuring local context driven monitoring and learning.

8.1 Planning and Disbursements

Project Cycle: The Tech4Youth will operate based on semi-annual planning and disbursement cycles. Cycles will be aligned with the DTC Nigeria planning calendar and existing donor arrangements with BMZ with a staggered annual cycle from 01 October – 30 September. The project will work with semi-annual workplans and implementation periods from 01 October – 31 March and 01 April – 30 September.

Inception: Considering the short timeframe of the project and that Tech4Youth is developed within the already established DTC structures and stakeholder relations, it is assessed that no formal inception period is required and that any changes to the details of the project can be managed within the flexibility provided ongoing planning and monitoring system.

Semi-Annual Workplans and Disbursements: DTC Nigeria shall present semi-annual workplans and budget at activity level for the Danish funding for approval by the RDE Abuja. The grant shall be disbursed in advance instalments based on the approved workplan and associated liquidity needs of the project for the coming six months period. Disbursement will follow the indicative disbursement plan below.

⁸ [Guidelines for programmes, projects, country strategic frameworks & hard earmarked multilateral support & https://amg.um.dk/bilateral-cooperation/financial-management](https://amg.um.dk/bilateral-cooperation/financial-management)

Instalment	Provisional date for disbursement
14,575,000 DKK	Upon Signature (<i>and submission of workplan and budget</i>)
10,781,000 DKK	01.03.2026
10,861,000 DKK	01.09.2026
7,533,000 DKK	01.03.2027

Disbursements shall be based on written request from GIZ to the RDE Abuja and should include a detailed workplan and budget for the next half year cycle. GIZ must confirm receipt of funds as soon as possible and no later than 14 days after receipt of funds from the RDE Abuja. The period for the first disbursement request and initial workplan and budget shall cover from the date of signature until – 28. February 2026. Subsequent disbursement request shall include an overview of funds previously received, funds previously spent, liquidity need and amount requested for the next period, as well as an updated disbursement schedule. Subsequent disbursements shall only be approved if the RDE Abuja has a confirmed receipt of prior disbursements; satisfactory use of prior disbursements; and satisfactory narrative and financial reporting due prior to the date of disbursement.

GIZ Nigeria is transitioning from a decentralised to a unified service pool for administration, procurement and finance from January 2026, in order to improve efficiency and put more focus on processes. It is therefore possible that the disbursement pace may be affected due to delays in the beginning. To minimise the friction, the project will prepare to launch major procurements for implementation immediately after the agreement with Denmark is signed.

8.2 Monitoring, Evaluation, Accountability, and Learning

Monitoring, Evaluation, Accountability, and Learning (MEAL): Tech4Youth will be monitored based on the established results monitoring system and Project Monitoring Plan of DTC Nigeria. The basis for the DTC Nigeria monitoring system is the results framework with its underlying indicators and targets for objectives, outcomes, outputs and activities. A Project Monitoring Plan developed for DTC Nigeria outlines a variety of tools and methods applied to regularly assess both quantitative and qualitative indicators. This includes among others, gender-disaggregated participation documentation, training evaluations, comparative and retrospective surveys as well as focus group discussions and stakeholder consultations. The Project Monitoring Plan will be reviewed and extended to integrate new indicators added by output 5 and the Tech4Youth contribution. indicators and components of Tech4Youth.

Learning and knowledge management is an integrated process in the planning and monitoring processes. Learning is facilitated both at personal, project, partner, and stakeholder levels. Learnings and best practices are shared externally and internally via exchanges, publications, the participation in conferences at local, regional and international level. DTC Nigeria also contributes to and benefits from its participation in the wider Digital Transformation Center network focused on learning across similar projects funded by BMZ.

MFA Right to supervision: In addition to GIZ monitoring arrangements, the Danish MFA/RDE Abuja shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project. This includes the right to carry out evaluations after the termination of the project support.

Stocktaking: Funding has been reserved for RDE Abuja initiated monitoring and learning. This will as a minimum include an embassy managed **stocktaking** in Q3/Q4 2024, with a focus on documentation of outcomes and lessons learnt and provide recommendations for focus and priorities of the final project period, including possible exit or extension. Other monitoring initiatives or learning studies may be commissioned by the RDE Abuja on themes relevant for the project, e.g. youth, digitalisation, employment, and irregular migration. The RDE Abuja will coordinate with the PSC and other donors on the relevance of a joint MTR or other joint learning initiatives.

8.3 Reporting

Monitoring shall be captured in ongoing reporting providing an account of all relevant aspects of the implementation of the project for the reporting period, activities envisaged, difficulties encountered, changes introduced, as well as the degree of achievement of results as measured against corresponding indicators of the results framework. Reporting shall support governance and management arrangements in their oversight obligations and ability to support adaptive management. The Tech4Youth reporting schedule will be aligned with the project cycle 01 October – 30 September and the semi-annual workplans and implementation periods from 01 October – 31 March and 01 April – 30 September.

Annual Narrative and Financial Reports: GIZ will provide project narrative and financial reports every 12 months aligned with the project cycle. Annual narrative and financial reports are (a) endorsed by management according to the GIZ's regulations (Head of Project) as well as certified external audited financial reports (b) will be completed and shared within four months (a) and respectively six months (b) after the reporting period.

The final Annual Narrative and Financial Report (January 2028) shall include presentation of the narrative and financial reporting and results for year, as well as accumulated reporting on finances and results for the entire project. As part of the final audited financial report⁹ a specification of any remaining unspent funds and interest earned, but not yet transferred to the MFA, shall be presented.

Bi-annual progress reports: Bi-annual progress reports, including brief budget status, will be completed and shared within two months of completion of each workplan period. The narrative and biannual progress reports will include i) explanations of challenges encountered and how these have been managed, ii) progress to date compared to output and outcome targets for the entire project period, as stipulated in the results framework, iii) lessons learnt during the period with an analysis of what works and what has worked less well and why supported by evidence, iv) a brief budget situation and, v) specification of recommended changes and adjustments, including budget re-allocations for approval by the relevant authorities.

Stocktaking Report and OpenAid: The RDE Abuja shall develop an Annual Stocktaking Report before 15 June. The RDE Abuja will ensure reporting to OpenAid and that estimate targets are submitted by end January and results from the previous year are updated before

⁹ In deviation from the Financial Management Guidelines, the term financial report (and not financial statement) is used here.

end April. The basis for reporting by MFA includes the financial and narrative progress reporting and the consultations and ongoing dialogue with GIZ as the implementing partners.

A summary of monitoring and reporting arrangements are provided below:

Activity	Timing	Responsible	Output/Report
Steering Committee	Semi-annually	DTC Nigeria	Meeting minutes
RDE Abuja - DTC Nigeria Consultations	Semi-annual (Feb, Aug)	RDE Abuja	Meeting Minutes, Annual Stocktaking Report
Quarterly progress calls RDE Abuja - GIZ	Quarterly	RDE Abuja	Follow-up Action Minutes
Open Aid Data	Jan/April	RDE Abuja	Update of OpenAid data
Annual Reporting	Annual (End Jan)	DTC Nigeria	Annual Narrative and Financial Reports
Audit	Annual (End March)	DTC Nigeria	Audited financial report
Progress Reporting	Semi-Annual (End May / Nov.)	DTC Nigeria	Progress and expenditure report
Stocktaking	Q3/Q4 2026	RDE Abuja	Stocktaking report
Other RDE Learning focused MEAL initiatives	2026/2027	RDE Abuja	Learning reports

8.4 Communication and Visibility

GIZ will make reasonable efforts to reconcile the visibility of all donors to the DTC Nigeria project. This includes the production and publication of a factsheet and mandatory information on the GIZ website implementation and using the official logo of the Danish MFA/RDE Abuja. GIZ will acknowledge Denmark's financial contribution to the DTC Nigeria Project by displaying the Danish logo/emblem on equipment, signages, vehicles or major supplies purchased and by the words "Co-funded by Denmark" in funding statements, e.g. supported by the European Union, the Ministry of Foreign Affairs of Denmark and Germany through GIZ's Digital transformation Center Nigeria from the period of implementation. On equipment, vehicles or remaining major supplies, donor logos will be included, accompanied by the words "Implemented by" and the GIZ logo:

When communicating on this Action, Denmark and third parties designated by Denmark will afford the visibility of the German Federal Ministry of Economic Cooperation and Development at least equal prominence to BMZ and other donors, including an acknowledgement of its financial support.

The GIZ project team and its third parties, including grant recipients, may support visibility measures for Tech4Youth if requested by Denmark or by third parties designated by Denmark.

A Tech4Youth Communication and Visibility Plan (CVP) has been developed to provide a strategic framework to communicate the project's impact and enhance Denmark's visibility (See Annex). The plan includes potential initiatives from GIZ as well as from RDE Abuja. Communication activities shall be planned as part of ongoing work planning and bi-annual meetings shall be used to coordinate potential involvement of RDE Abuja or other MFA stakeholders in visibility and communication initiatives.

9. Risk Management

GIZ as implementing agency will have the main responsibility for management of risks associated with the project. As part of GIZ risk management procedures, risks are reviewed every six months, including status of follow up on risk mitigation measures and decision on need for further action. An overview and update on risks is included in DTC reporting standards, and risk monitoring will also present a key focus of bilateral consultations and PSC proceeding. A short summary of key contextual, programmatic, and institutional risks is presented below. A more detailed risk management matrix, including mitigating measures can be found in Annex 4.

Contextual Risks: The project operates in a complex Nigerian context marked by political volatility, economic uncertainty, and social constraints. Political changes—particularly around the mid-2027 elections—pose a risk to policy continuity, mitigated by engaging technical staff and formalising institutional partnerships (e.g. with NITDA). Economic risks such as inflation, exchange rate fluctuations of the Nigerian Naira and low fiscal space could limit government and private sector co-financing; the project addresses this by diversifying funding sources and focusing on high-demand, locally and internationally relevant ICT skills. Societal risks include low awareness of digital careers and restrictive norms limiting women’s participation. These are mitigated through outreach, awareness campaigns, and culturally adapted training. Security risks are mitigated by focusing on safer urban areas and adhering to GIZ’s security protocols. Environmental risks are less prominent but mitigated through use of solar energy and hybrid learning models where needed.

Programmatic Risks: Implementation risks include insufficient digital infrastructure in rural areas, low participation of marginalised groups, and a shortage of qualified trainers. The project mitigates these by leveraging existing digital hubs, offering inclusive training formats, and building local trainer capacity. Another programmatic challenge is weak labour market absorption of trainees; this is addressed by integrating job-readiness activities and private sector partnerships. Cyber risks and the potential misuse of digital skills (e.g. scams or online harassment) are mitigated through modules on cybersecurity and online gender-based violence.

Institutional Risks: The main institutional risks relate to internal GIZ procedures and coordination with multiple donors. Bureaucratic delays in procurement or staffing are countered by setting clear deadlines and using interim consultants where needed. Coordination risks are reduced through aligned reporting and joint platforms like the Project Steering Committee. Financial integrity risks are addressed through due diligence, anti-fraud measures, and adherence to GIZ’s integrity protocols. Finally, uncertainty around continued EU funding beyond 2025 is acknowledged; close coordination with the EU delegation is ongoing to secure either a top-up or cost-neutral extension.

Corruption and Informal Transaction Risks: Nigeria consistently ranks high in the Corruption Perceptions Index (140th out of 180 in 2024). Accordingly, corruption affects all areas of social and economic life. Legal and institutional frameworks to curb corruption are in place but have weaknesses. This poses a high risk as it can hinder the implementation of reforms and service delivery. As the programme provides for financing and close cooperation with various representatives of the public and private sectors, there is a risk of preferential treatment of actors by supported partners. As mitigation measures, recipients are closely scrutinised, and a corruption-sensitive monitoring is set up. Informal monetary transactions

outside of formal accounting systems also present significant governance and operational risks. Such practices undermine transparency, inflate costs, and erode public trust in both government and development partners. GIZ uses solely formal monetary transactions through registered banks and formal payment systems. GIZ implements well established processes for procurement, financial governance, that include the application of a four or six eye principal with both external and internal audits, to ensure accountability, compliance, transparency and coherency.

GIZ Capacity Assessment and RDE Abuja risk focus: Reflecting the GIZ capacity assessment the RDE Abuja will have an additional focus on the risk of delays and potential funding gaps of the overall DTC that may affect results of Tech4Youth. While implementation delays may not in itself present a significant risk, the possibility of non-cost project extension is dependent on BMZ commissioning GIZ for the DTC project beyond the current end date. The RDE Abuja will monitor project progress and liaise closely with BMZ and EU as cofinancing agencies, to mitigate these risks. The RDE Abuja will also have a particular focus on outcome level results. Due to the short timeframe of the project there is a risk that project outputs may not materialise in measurable results in capacity of the digital ecosystem in Nigeria. This will present a key focus for Danish monitoring, including the stocktaking review planned in Q3/Q4 2026. A key mitigating factor is the alignment of Tech4Youth with broader national policy priorities and EU Global Gateway priorities and funding, entailing that continued work towards the outcome is highly likely also beyond the project period.

10. Sustainability and Closure

Exit and Sustainability Considerations: Sustainability and continuation of results benefitting the young unemployed Nigerians, the public sector, intermediaries and the private sector in Nigeria beyond the end of the project is a key consideration in the design of the project.

A key element in the sustainability strategy of Tech4Youth rests in the **alignment** between the DTC with National, German and EU strategic priorities. Germany and EU under the Digital Gateway initiative are likely to continue supporting Nigeria's digital employment agenda, which will also support sedimentation and long-term sustainability of Tech4Youth results. The project will also have a dedicated focus on the sustainable integration of project initiatives in existing local and sub-national development plans, programmes, and initiatives to ensure that results are supportive of ongoing agendas rather than stand alone.

The DTC Nigeria and Tech4Youth **eco-system approach**, with a strong focus on building sector capacity and coordination, including a focus on mechanisms for sharing knowledge and experiences between local and national institutions, and developing the capacities of state actors to scale up good practices. This design element also presents a key element in the sustainability strategy and expectation to support an eco-system more capable of generating results beyond the lifetime of the project. The contribution to eco-system capacity will be a key focus and priority for RDE Abuja project engagement and monitoring.

GIZ will design an **exit strategy** during the course of implementation to ensure a sustainable exit by the end of the project. It should be noted that the project does not transfer funds

directly to government and state partners but focuses on technical support and facilitating capacity development services. Partners are thus not reliant on project funds. This supports both sustainability and ease of exit. The exit strategy will be integrated into the project's overall operational plan with clear milestones to measure the level of readiness for project exit. Readiness for exit will be regularly monitored also as a fixed agenda item of the Steering Committee meetings during the final year of implementation.

The RDE **stocktaking** review and other RDE facilitated MEAL activities will consider recommendations for actions to ensure sustainability and support closure, including an assessment of the quality and feasibility of exit plans developed by GIZ.

Closure: The co-financed Tech4Youth part of the project will conclude in September 2027, followed by a period of 3 months for closing the accounting, preparing the final reports, suspend work contracts of related GIZ staff and rental agreements, conclude consultancy contracts, and handover procured equipment to the Nigerian partners.

The formal closure shall consist of a final narrative report covering the full period of the project to be submitted within four months after the end of the project (31 January 2028). Final audits, closure of accounts, and return of unspent funds and accrued interest shall be undertaken within six months after the end of the project (31 March 2028).

Annex 1: Context Analysis

1A. Economic background and population dynamics

With an estimated population of about 228 million in 2023 ([World Bank Group 2025a](#)), Nigeria is the largest economy in Africa, yet it faces persistent socio-economic challenges. Economic growth has been sluggish and outpaced by population growth, leading to declining per capita income. Structural issues include heavy dependence on oil exports (which account for roughly 90% of government revenue and export earnings. [ACET, 2025](#)) and low diversification into other sectors. Agriculture remains an important sector but operates with low productivity and inadequate infrastructure, limiting its contribution to broad-based growth. Formal employment opportunities are scarce – only about 17% of the workforce holds wage-paying jobs ([World Bank, 2022](#)), with the vast majority engaged in informal activities. This lack of formal jobs is a major barrier to poverty reduction and inclusive growth.

Nigeria is Africa’s most populous country – and also one of its youngest. This youthful, rapidly growing population creates immense pressure on education, healthcare, and above all the job market. Each working-age adult typically supports several dependents, and job creation has not kept pace with population growth. Many young Nigerians enter the labour force without the skills demanded by employers, due to mismatches in education and vocational training quality. Approximately 70% of Nigerians are engaged in some form of work, yet open unemployment and underemployment remain high, reflecting the dominance of informal, low-paying jobs in the labour market ([Joint Research Center, 2024](#)). Youth unemployment is particularly acute – for instance, an alarming 53% of Nigerians aged 15–24 were unemployed as of 2022 ([UN Nigeria, 2022](#)). Each year about 600,000 university graduates enter the labour market, but only roughly 35% find jobs within a year of graduation ([Joint Research Center, 2024](#)). The shortfall in decent employment opportunities contributes to persistent poverty and inequality (discussed in A2) and can fuel social unrest.

Nigeria’s public finances further constrain its ability to address these challenges. Domestic revenue generation is very low – the tax-to-GDP ratio is only about 6%, and the debt-to-revenue ratio around 40%, leaving minimal fiscal space for investments in human capital and infrastructure. Meanwhile, public resources to tackle the employment crisis are extremely limited. According to the Nigerian Institute of Social and Economic Research, Nigeria’s tax-to-GDP ratio stands at 6%, indicating very low revenue generation, while the debt-to-revenue ratio is around 40%. This provides a very limited fiscal space for the investments in human and economic capital that are urgently needed.

Recent shocks have further strained the economy. The COVID-19 pandemic caused widespread income losses, and the devaluation of the Naira drove up import costs, fuelling inflation (around 18% in 2023). Over the past decade, Nigeria’s annual GDP growth rates have trended downward, mirroring the broader Sub-Saharan Africa slowdown ([World Bank, 2025b](#)). According to the African Transformation Index (ATI), Nigeria ranks as a “medium” economic transformer with an overall score of 34.5 in 2025.

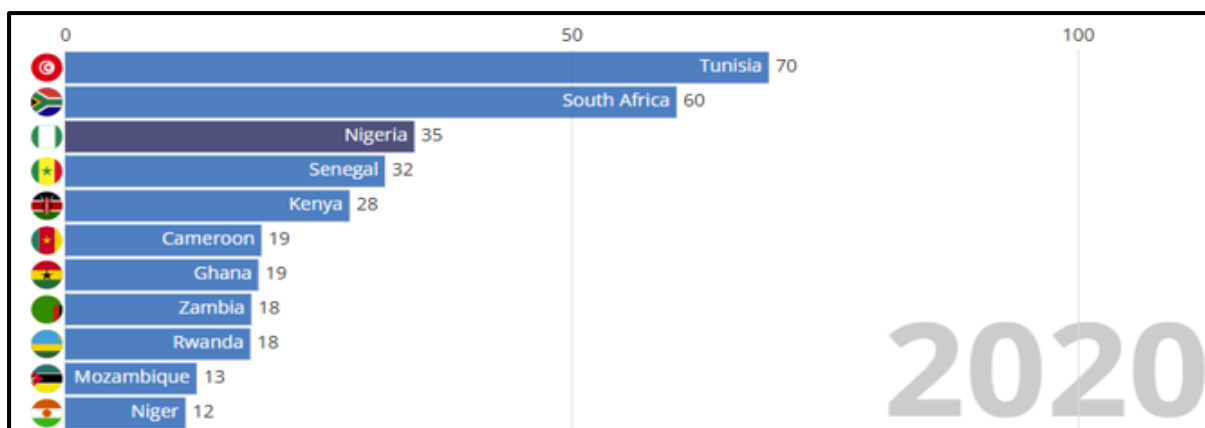


Figure 1: Nigeria's African Transformation Score compared to other African countries. <https://acetforafrica.org/ati/country-profiles/nigeria/>

There have been some positive shifts: since 2012 Nigeria's economic transformation prospects have improved in the technology sector. By 2020, half of Nigeria's manufactured exports were medium-technology and over one-third were high-technology. However, manufacturing remains a small share of GDP, and Nigeria still scores below the African average on export diversification and competitiveness.

Despite these constraints, the government has acknowledged the issues in its National Development Plan (NDP) 2021–2025, following earlier strategies like the Economic Sustainability Plan 2020 and the Economic Recovery and Growth Plan. A longer-term vision, the “Nigeria Agenda 2050”, is still in preparation. Notably, the NDP 2021–2025 and related strategies emphasize economic diversification and job creation, including a focus on the digital economy as a driver of growth.

Creating millions of new jobs is an explicit goal: Nigeria will need to generate at least 5 million jobs annually over the next decade to absorb new entrants to the labour force. Failing this, the already high poverty rate (around 40%) could worsen, and irregular migration pressures may increase, as limited opportunities at home encourage many young Nigerians to seek livelihoods abroad. Addressing youth unemployment is therefore critical not only for Nigeria's development and stability but also to reduce irregular migration and harness the potential of Nigeria's large youth population.

1B. Poverty and inequality analysis

Widespread poverty and inequality compound Nigeria's economic challenges. According to the World Bank's *Nigeria Poverty Assessment 2022*, about 40% of Nigerians live below the national poverty line – roughly 80 million people (([World Bank, 2022](#))). Poverty is especially prevalent in rural areas and among women, who often work in precarious informal jobs without social protection. Over half of Nigerian children (54%) experience multidimensional poverty, reflecting deprivations in health, education, and living standards from an early age. Nigeria is lagging on several Sustainable Development Goals (SDGs): notably SDG 5 (gender equality), SDG 8 (decent work and economic growth), and SDG 16 (peace, justice and strong institutions) remain off-track under current trends.

Gender inequalities are pronounced in Nigeria's economy. Women are disproportionately affected by poverty and unemployment, in part because they are concentrated in the informal sector and have less access to resources and opportunities than men. Nigeria's Gender Inequality Index is

among the highest in Africa ([ACET, 2025](#)), and the country ranked 136th out of 146 countries in the World Economic Forum's Global Gender Gap Index 2024 ([WEF Global Gender Gap Report 2024](#)). Social norms and early marriage limit many women's prospects – about 30% of girls are married by age 18 ([GirlsNotBrides, 2020](#)), often curtailing their education or skills training. Heavy household and childcare responsibilities, along with limited access to credit and other assets, further restrict women's ability to engage in formal employment or entrepreneurship. The dominance of the oil sector (traditionally male-led) and a lack of diversification into manufacturing and services also limit opportunities for female employment. Gender-based barriers extend to the emerging digital economy: far fewer women than men have the chance to develop ICT skills or use technology for business growth. Many women entrepreneurs lack the capital, digital tools, and training to adopt new technologies, and pervasive gender biases (including negative attitudes about women in tech) impede their participation in tech-related jobs ([UN Women 2024](#)). This gender gap in economic participation not only undermines women's empowerment but also acts as a brake on overall development, as half the population cannot fully contribute to growth. Additionally, persons with disabilities (PWDs) encounter substantial obstacles in accessing quality education and employment, leading to their economic marginalisation (ILO, 2022). Overall, inequalities of gender, age, and location mean that the benefits of Nigeria's economic growth are unevenly distributed – and segments of the population lack the skills and opportunities needed to secure decent work. Tackling these inequalities is essential for social cohesion and poverty reduction.

A3. Political stability and Migration

Nigeria's political stability is moderate. It is considered to be one of the more stable and strong states in a region flawed by military coups and political unrest, but it remains strained by violence and weak governance. Insecurity is widespread in parts of the country (northeast, northwest and Middle Belt) due to insurgencies, banditry and inter-communal conflicts. These crises deepen poverty and disrupt education or business. Civilians in conflict zones have worse access to services and jobs than peaceful areas. The World Bank notes that “in most areas of Nigeria, state capacity is low, service delivery is limited, and insecurity and violence are widespread” ([World Bank, 2025](#)).

This reflects chronic underfunding and corruption in local and state governments. For instance, many local governments lack elected councils and depend on state transfers, reducing accountability. Nigeria's federal and state institutions have not been able to protect citizens from economic shocks or violence ([World Bank, 2025](#)).

Political institutions remain elite-driven; elections often experience irregularities, election violence is high, and civic participation is low. Politicians often back fake CSOs to promote their own agendas and undercut real advocacy. Despite frustrations, According to Afrobarometer's 2022 survey, 70% of Nigerians believe that democracy is preferable to any other form of government. However, only 23% expressed satisfaction with the way democracy is working in the country ([Afrobarometer, 2022](#)). In the face of economic hardship, many Nigerians turn to informal support networks. Religious groups play a key role in providing aid, but broader social trust remains low ([BTI, 2024](#)). Crime, scams, and poverty strain even close personal relationships. Tolerance between ethnic and religious groups has declined in recent years, highlighting deepening social fragmentation.

In this context, citizens are perceived to trust informal networks (religious groups, NGOs) more than the state. Overall, fragile social cohesion and weak public administration mean that any youth employment program must navigate complex local power dynamics and limited implementation capacity.

Economic hardship and social pressure have made Nigeria a leading migration origin country. More than half of Nigerians say they would like to migrate abroad if possible ([Gallup 2024](#)). Emigration flows have risen, with Nigerians moving to Europe, North America and other African states for work or study. Within the EU, countries like Italy and Germany are major destinations. Nigerian migrants in the EU are mostly of working age, with a slight male majority, and nearly a third are youth. Economic and labour conditions are key drivers of irregular migration. This is driven by limited local jobs and insecurity at home. In terms of labour migration, the EU already offers job opportunities for low, medium, and highly educated workers, including roles in sectors that align with Nigeria’s labour market—such as ICT for highly skilled professionals ([Sarapo et al. 2024](#)). Remittances from Nigerians abroad are a significant income source, but large-scale out-migration also entails “brain drain” risks.

Nigeria also sees large scale internal migration towards urban centres. At the same time, conflict and development projects have internally displaced people in the northeast and middle belt. Large internal migration patterns arguably emphasize an underlying fragility.

In sum, labour and human-capital flight are serious concerns: young Nigerians see few opportunities at home, incentivizing them to seek livelihoods elsewhere.

A4. Digital economy – opportunities and challenges

Nigeria’s digital economy is growing rapidly but remains small relative to the total economy. According to a report by the NBS, the ICT sector contributed approximately 17% to the country’s real GDP in the fourth quarter of 2024 (NBS, 2024a), one of the largest shares in Africa.

Digital transformation is a high priority on Nigeria’s development agenda. The Federal Government has enacted ambitious strategies to drive the digital economy as an engine of growth and job creation. In 2019, Nigeria unveiled a National Digital Economy Policy and Strategy (2020–2030) (NDEPS) and subsequently a National Digital Innovation and Entrepreneurship Policy (NDIEP), establishing a roadmap toward a “Digital Nigeria.” These frameworks position the ICT sector, innovation, and entrepreneurship at the forefront of Nigeria’s economic diversification plans (aligned with the National Development Plan 2021–2025).

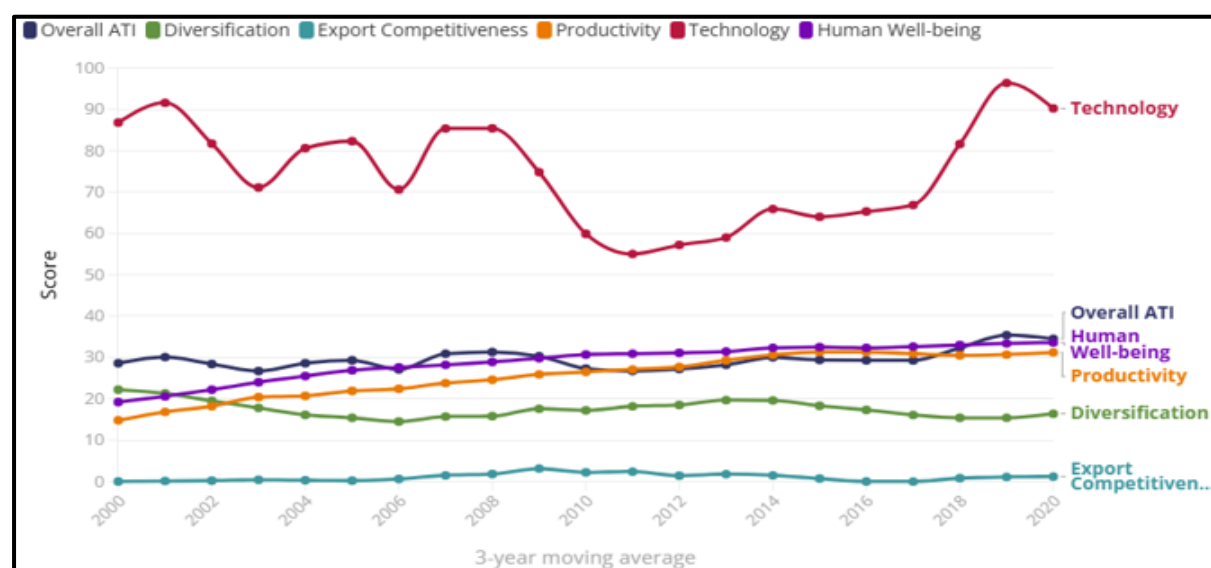


Figure 2: African Transformation Index score for Nigeria according to different categories. <https://acetforafrica.org/ati/country-profiles/nigeria/>

Nigeria today boasts the largest mobile telecommunications market in sub-Saharan Africa, with over 220 million mobile subscribers and around 150 million internet users as of 2023. It is also the

continent's largest market for digital services and products. Lagos, in particular, anchors a vibrant tech start-up ecosystem – Nigeria has more than 500 innovation hubs and support organisations (ISOs) nurturing primarily young tech companies. The ICT sector's contribution to GDP has been rising (about 17% of GDP in Q4 2024, up from ~15% in 2022 ([NBS, 2024a](#))) and is a key source of economic dynamism and new employment. The Nigerian government hopes to double this sector's GDP share, with a target of creating 3 million new jobs from digital growth. Nigeria's youthful, increasingly tech-savvy population presents a huge opportunity to realize these ambitions. Approximately 70% of Nigerians are under 30 years old, and there is strong enthusiasm for technology and innovation among the youth. By one estimate, 35–45% of all jobs in Nigeria will require at least basic digital skills by 2030, which translates to nearly 57 million potential training opportunities between 2019 and 2030 (IFC and World Bank, 2023). Investing in digital skills development now can therefore have massive payoffs: equipping Nigeria's young women and men with relevant tech skills will enable them to secure local and global jobs (including remote work), launch new businesses, and contribute to the growth of Nigeria's digital economy.

Despite this promise, Nigeria's digital economy faces significant challenges that have slowed the realization of its full potential. Key issues include policy implementation gaps, infrastructure and skills disparities, and insufficient integration of digital solutions across the broader economy:

Policy implementation and coordination: While sound national policies and strategies exist, their execution at state and local levels is weak. Regulatory and policy hurdles also complicate growth. Although multiple government agencies oversee ICT (e.g. National Information Technology Development Agency, Nigeria Communications Commission and Galaxy Backbone etc.), coordination is weak. The FMCIDE leads the national digital strategy, but implementation is hampered by bureaucracy and limited budgets. Many digital initiatives lack concrete action plans, adequate funding, and effective coordination across Nigeria's federal structure. For example, the government has established agencies (like NITDA) and introduced progressive policies (including a draft National Digital Economy and E-Governance Bill), but implementation often faces hurdles due to bureaucratic inefficiencies and resource constraints. Moreover, most policies have not been cascaded into detailed state-level plans and budgets, and frameworks for evidence-based policymaking remain underdeveloped. Regular capacity-building for policymakers is also limited. These gaps mean that even well-intentioned strategies (e.g. NDEPS and NDIEP) are not achieving their full impact on the ground.

Limited support for MSME digitalisation: Nigeria's digital economy efforts have largely focused on nurturing tech start-ups, whereas the digital transformation of existing micro, small and medium-sized enterprises (MSMEs) in traditional sectors has received less attention. Yet MSMEs form the backbone of the economy, and their adoption of technology is crucial for broad-based productivity gains. Currently, most MSMEs lack awareness of the benefits of digital solutions and often do not have the financial resources or skills to adopt and maintain such tools. Existing support structures (incubators, innovation programmes) mainly cater to early-stage start-ups, with few services to help traditional businesses digitalise. The market of service providers offering digital transformation consulting is also small and fragmented. As a result, proven digital innovations (for example, in fintech or e-commerce) are not being widely diffused across the broader business community. This represents a missed opportunity for growth and job creation in the MSME sector.

Skills gaps and digital divide: A severe shortage of digitally skilled talent persists, both for ICT-sector jobs and for tech-enabled roles in other industries. Currently only about 0.4% of Nigeria's

workforce is employed in the ICT sector ([NBS, 2024b](#)), indicating a huge gap between demand and supply of skilled tech workers. Employers often struggle to find candidates with even intermediate digital skills, while millions of young Nigerians lack access to quality ICT training. Educational gaps are a key challenge. Nigeria's higher education and vocational training systems have struggled to keep up with industry needs. Many curricula remain theoretical and outdated, leaving graduates without practical ICT competencies. This skills mismatch means that even with jobs available, youth are often unqualified ([World Bank, 2025](#)). Educational curricula are often outdated and not aligned with industry needs, and hands-on, work-based learning opportunities (like internships or apprenticeships in tech) are limited. Moreover, these skills gaps reflect and reinforce social inequalities: as discussed, women (especially in rural areas) and PWDs have far less access to digital training and jobs than others. A UNICEF report found that only 7% of Nigerians aged 15–24 have any marketable ICT skills ([UNICEF, 2022](#)) – and within this small skilled cohort, a significant gender gap exists. Regionally, the digital divide is stark: Southern commercial centres (e.g. Lagos, Rivers) enjoy better internet infrastructure and higher rates of connectivity compared to many Northern and rural areas ([World Bank, 2019](#)). Gender and socioeconomic divides are acute: women, the poor, the uneducated and rural residents have much lower digital access ([World Bank 2024](#)). In some parts of Nigeria, up to 60% of women and girls lack access to the internet ([World Bank, 2022](#)). Bridging these divides requires coordinated efforts by national and state authorities, the private sector, and civil society – expanding broadband infrastructure, improving digital literacy in schools, and targeting underserved groups with inclusive digital training programs.

Stakeholders and Initiatives: The Government of Nigeria and other stakeholders are aware of these challenges and have begun taking steps to address them. For instance, the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE) has launched initiatives like the Digital Nigeria Programme and the Digital Bridge Institute (DBI) Global Talent Initiative to improve digital literacy and skills nationwide (Federal Min. of Comm. & Digital Econ., 2022). Several flagship initiatives target skills gaps: for example, the “Digital Literacy 4 All Programme” and the “Digital Bridge Institute (DBI) Certificate Licensing Programme” which aim to certify millions of youths in ICT competencies. State governments and the National Universities Commission have also introduced computer literacy programs in schools. State governments also play a role – certain states (Lagos, Edo, etc.) have started their own tech training schemes, though capacity varies widely. The private sector is actively involved in digital development: major tech companies (e.g. The private sector is a key actor. Global tech firms (Microsoft, Google, Cisco, etc.) run training programmes and fund innovation hubs. For instance, Microsoft Nigeria and partners have provided digital skills workshops to thousands of youths. Local businesses, banks and NGOs collaborate on tech bootcamps and startup accelerators (e.g. Co-Creation Hub, Founders Factory). Civil society and development partners (UNICEF, UN Women, World Bank, ILO) sponsor gender-focused and vocational training.

Educational institutions are trying to update curricula and partner with industry (Federal Ministry of Education, 2023), but closer collaboration is needed to ensure graduates meet market needs. Notably, Nigerian youth themselves are highly proactive in seeking digital opportunities – Nigeria reportedly ranks third globally in enrolment for online professional courses on Coursera ([Business Insider Africa, 2023](#)). Going forward, an inclusive, multi-stakeholder approach – engaging government, industry, academia, and civil society – will be essential to fully realise Nigeria's digital potential. Public-private partnerships can ensure initiatives are scaled sustainably beyond initial donor funding ([World Bank, 2022](#)).

Key digital policies and strategies: Nigeria’s policy framework for the digital economy includes several important instruments. The National Digital Economy Policy and Strategy (2020–2030) (NDEPS) provides an overarching roadmap with eight pillars (from digital infrastructure to digital services and digital skills) to transform Nigeria into a leading digital economy. The National Digital Innovation and Entrepreneurship Policy (NDIEP) specifically fosters innovation and start-ups. To operationalise these, Nigeria enacted the Nigeria Start-up Act (NSA) in 2022, which provides legal and fiscal incentives for tech start-ups (e.g. tax breaks, regulatory support). In 2023, the government launched a National Digital Literacy Framework (NDLF) aimed at integrating digital literacy into education and achieving a 70% digital literacy rate by 2027. Additionally, NITDA released a Strategic Roadmap and Action Plan (SRAP) 2024–2027, which aligns with NDEPS and prioritises digital talent development (its first pillar is fostering digital literacy and skills). These policies together set the foundation for Nigeria’s digital transformation.

Important governmental initiatives: In parallel, the government has rolled out numerous programmes to boost digital skills, innovation, and employment:

1. **Digital Literacy for All (DL4All):** An initiative by NITDA to implement the NDLF, aiming to equip all citizens with basic digital skills and reach 70% digital literacy by 2027.
2. **3 Million Tech Talents (3MITT) Programme:** Launched under the “Renewed Hope Agenda” by FMCIDE, it seeks to train 3 million Nigerians in digital and tech skills across 12 core areas.
3. **Nigeria Jubilee Fellowship Programme (NJFP):** A youth employment initiative (started 2021, supported by the EU’s INNJOBS action and implemented by UNDP) that places young graduates in paid work placements for up to a year, focusing on the digital and knowledge economy.
4. **National Talent Export Programme (NATEP):** Announced in 2023 by the Ministry of Industry, Trade & Investment, NATEP aims to make Nigeria a global talent hub by outsourcing skilled Nigerian tech workers internationally – targeting 1 million jobs and increased remittances.
5. **Labour Employment and Empowerment Programme (LEEP):** A Ministry of Labour programme to create 2.5 million jobs via a digital nomads’ initiative (supporting remote work), expanded vocational training, and job fairs. In 2023, the Labour Ministry and Ministry of Youth Development signed an MoU to jointly generate 5 million jobs through coordinated skills development.
6. **National Youth Skills Programme (NYSP):** Launched in late 2024 by the Ministry of Youth Development with a ₦110 billion budget, it aims to cut youth unemployment by 20% in five years by funding skills training and start-ups in sectors like agriculture, renewable energy, and ICT.
7. **Industrial Training Fund (ITF) programmes:** The ITF continues to provide nationwide vocational and technical training (including “train the trainer” schemes), improving the general skill level of the workforce and complementing digital initiatives.
8. **National Office for Technology Acquisition and Promotion (NOTAP):** Under the Ministry of Innovation, Science & Tech, NOTAP supports local tech talent development and fair technology transfer, maintaining a registry of Nigerian tech professionals and assisting them to access both local and international opportunities.

These policies and programmes form a solid foundation for Nigeria’s digital transformation. However, their success will depend on effective implementation, adequate funding, and synergy with other stakeholders (private sector, academia, and development partners).

A5 Donor and project landscape

Numerous donors, development agencies, and private sector partners are active in Nigeria’s digital development space, providing complementary support for digital skills, innovation, and entrepreneurship. Key relevant programmes include:

Global and regional programmes:

- AfDB/Microsoft “Coding for Employment” & Intel “Teach”: Pan-African initiatives training youth in digital skills and teachers in ICT education. *Synergy*: Increase the base of digitally literate Nigerians (youth and educators), providing a stronger foundation for Tech4Youth and similar programmes.
- BMZ (GIZ) – Global Digital Transformation Centres (DTC) Initiative (2019–2026): A network of 23 DTCs worldwide (including DTC Nigeria) supporting local digital ecosystems for sustainable development. *Synergy*: DTC Nigeria benefits from global knowledge exchange and resources through this network.
- EU/BMZ/Estonia/France (Enabel/GIZ) – Digital and Green Innovation (DGI, 2024–2026): A multi-donor initiative driving the twin transition to a green and digital economy, with focus on entrepreneurship. *Synergy*: Helps Nigerian innovators access regional funding (via competitions) and promotes eco-friendly digital solutions complementary to DTC Nigeria’s goals.
- EU/BMZ/Finland/France/Estonia – Africa-Europe Digital Innovation Bridge 2.0 (AEDIB 2.0, 2025–2030): An Africa-Europe partnership establishing new Digital Innovation Hubs (DIHs) in Africa and linking them with European networks. *Synergy*: Supports creation of DIHs in Nigeria and connects them internationally, expanding opportunities and networks for Tech4Youth participants.
- Microsoft – AI Skilling Initiative (2023): Part of Microsoft’s global effort to train 1 million Nigerians in AI and cloud skills. *Synergy*: Expands the pool of youth with advanced digital skills (AI), complementing Tech4Youth’s focus on tech talent development.
- UNDP – “Tech4Peace” Initiative (2025): A regional programme training youth in cybersecurity across West & Central Africa to boost employability and support peace. *Synergy*: Equips Nigerian youth with in-demand cybersecurity skills; Tech4Youth can coordinate to ensure complementary training pathways for participants interested in cyber careers.
- BMZ (GIZ) – SPARK, Make-IT in Africa II & develoPPP Ventures: Regional initiatives to strengthen tech ecosystems (gender-responsive, climate-friendly) and provide funding to start-ups. *Synergy*: Connect Nigerian innovators to pan-African networks and financing for digital solutions, benefiting ventures emerging from DTC Nigeria.

National programmes:

- Tech4Dev & Microsoft – “Digital for All Challenge”: a free digital skilling program and competition reaching youth across multiple states. *Synergy*: Raises basic digital literacy at the grassroots; Tech4Youth can recruit motivated learners and utilize Digital for All content.

- GIZ (BMZ) – “Skills Development for Youth Employment” (SKYE II): focuses on vocational and technical training for youth. *Synergy*: SKYE covers traditional trades while DTC Nigeria provides complementary digital skills – together improving youth employability.
- GIZ (BMZ) – “Sustainable Economic Development for Decent Employment” (SEDIN IV): promotes MSME growth and entrepreneurship. *Synergy*: DTC Nigeria helps pilot SEDIN’s five new digital solutions for MSMEs, and Tech4Youth can supply skilled youth to support these solutions.
- GIZ (BMZ) – Nigerian Energy Support Programme (NESP): supports renewable energy and energy access initiatives. *Synergy*: Opens avenues for Tech4Youth trainees to contribute to clean-tech digital solutions in the energy sector.
- GIZ (BMZ) – Agricultural Financing (AgFin): improves rural MSMEs’ access to finance, including via digitalising microfinance. *Synergy*: Introduces fintech innovations in agriculture – Tech4Youth graduates can work on these rural finance solutions.
- BMZ & EU (GIZ) – Centres for Migration and Development (ZME): provides counselling and skills for returnees and local youth (incl. digital and business training). *Synergy*: Both ZME and Tech4Youth use digital skills to improve youth employment and reduce irregular migration pressures; they can coordinate outreach and training efforts.
- BMZ (GIZ) – Business Scouts for Development: embeds advisors in institutions to foster international partnerships. *Synergy*: Facilitated links (e.g. between University of Lagos and German industry) that Tech4Youth can leverage for mentorship, internships, and knowledge exchange.

A6 HRBA, LNOB, Conflict Sensitivity and Safeguard Considerations

Human Rights-Based Approach (HRBA): Tech-skill initiatives must align with the rights to education, work and non-discrimination. This means involving youth in programme design, monitoring for fairness, and linking training to concrete employment pathways. For example, World Bank programming in Nigeria now explicitly targets marginalized groups: the *Gina Mata, Gina Al-Umma* digital skills program (2023–25) trained **women and girls in northern Nigeria**, including internally displaced persons and survivors of gender-based violence, to ensure “vulnerable groups” benefit ([World Bank Group, 2025](#)). Such examples show the importance of **participation** (seeking input from beneficiaries), **accountability** (clear outcomes and grievance mechanisms), and **non-discrimination** (actively recruiting from underserved communities) – all core HRBA principles. Programs should also consider learners’ right to privacy and protection online, ensuring that digital platforms and content are safe and appropriate.

Leave No One Behind (LNOB): Nigeria’s extreme poverty, regional and social gaps mean that interventions must explicitly reach disadvantaged youth. This includes young women, rural youth, ethnic or religious minorities, people with disabilities, and those in fragile areas. Poverty statistics underline this need: nearly half of Nigerians are poor ([Worldbank, 2025](#)), with the worst rates in northern and rural states. Similarly, child marriage and low female literacy (44% of girls married by 18 (UNICEF) show that **girls and women** are often left out. Training programmes should therefore adopt quotas or incentives for female participants, provide safe and supportive learning environments, and offer wrap-around support (e.g. childcare or stipends) to allow poor youth to attend. Mobile or satellite training centres in remote areas can include youth who lack transport. Language and cultural relevance matter: curricula may need to be delivered in Hausa, Yoruba or Igbo (not only English) to include non-elite populations. A LNOB focus also implies reaching

conflict-affected zones carefully; for example, linking with humanitarian aid agencies to offer tech training in IDP camps or secure areas. The World Bank notes that in places with low institutional capacity, community-based organizations and local NGOs often succeed where formal programs fail ([World Bank Group, 2025](#)). Thus, partnering with local groups can ensure that marginalized youth are identified and served.

Conflict Sensitivity / Do No Harm: Given Nigeria’s volatile context, training initiatives must be careful not to exacerbate tensions. This means analysing local power dynamics before implementation. For instance, offering resources only in one ethnic community or region could breed resentment. Careful selection of trainees from diverse backgrounds (region, gender, religion) can mitigate this. In areas with ongoing insecurity, security risks must be assessed: training sites might need to be in safe zones or have proper security arrangements. It is also important that technology training does not inadvertently widen inequality. For example, if only urban youth get access to high-speed internet classes, rural trainees may feel excluded. Balancing opportunities (e.g. by providing travel or remote access support) helps avoid such divides. Additionally, content should be sensitive: programs should be wary of any political or religious biases (e.g., ensuring equal opportunities for Muslim and Christian communities).

Programmes should be designed to avoid exacerbating existing inequalities or causing unintended negative consequences. This includes conducting thorough impact assessments, engaging stakeholders in planning and implementation, and establishing feedback mechanisms to address grievances.

Other Safeguards: A rights-based program also must monitor its own outcomes. This includes tracking not just how many youths are trained, but who they are: disaggregating by gender, location, disability, etc., to check that no group is missing. Quality control is crucial, to prevent exploitation (e.g. low-quality “skills schools” that do not deliver on promises). Ethical use of trainees’ data (personal information) must be ensured. Finally, sustainability safeguards should be in place: building local capacity (training local trainers) and embedding programs in government or private institutions can prevent sudden collapse when donors withdraw. The World Bank and the United Nations emphasize the importance of public-private partnerships (PPPs) in sustaining skills development initiatives. By engaging industry stakeholders through co-financing models, training centres can achieve long-term viability beyond initial donor funding ([World Bank Group 2024; United Nations](#))

Safeguarding policies should be integral to programme design, ensuring the protection of vulnerable populations from exploitation and abuse. This involves training staff on safeguarding protocols, establishing clear reporting channels, and fostering a culture of accountability and respect.

In sum, the Nigerian context demands that ICT training for youth must be inclusive, equitable and carefully managed. Programmes should be tailored to Nigeria’s complex reality – a youthful but underemployed population, acute regional and gender disparities, and fragile governance. By explicitly targeting typically excluded groups (e.g. poor rural girls and displaced youth) and by building conflict-awareness into outreach and scheduling, the initiatives can “leave no one behind” and avoid inflaming social tensions. Aligning with HRBA, the focus must remain on empowering young people (especially the marginalized) as rights-holders, not just as beneficiaries, to ensure broad-based, sustainable impact.

See also Annex 3 (Risk Management Framework) for further risk mitigation measures.

A7 Brief presentation of past results and lessons learned

In its first phase, DTC Nigeria achieved notable results. A new Participatory Policy Implementation Framework (PPIF) was piloted in three states to coordinate digital policy roll-out, and 359 government staff were trained in priority topics (e.g. data protection, AI). The project strengthened 15 innovation hubs across 9 states (and established Digitalisation Service Points and trained 70 consultants) to provide MSMEs with digital transformation services. A Digital Maturity Assessment of MSMEs in 10 states informed tailored support and led to the development of 28 improved digital solutions by 52 tech start-ups (half of them female-led). Over 7,000 people – including more than 500 women entrepreneurs – received digital skills training; as a result, participating businesses saw revenue increases (on average >15%) and created 201 new jobs.

Lessons learned: The first phase of DTC Nigeria yielded several important lessons that inform the Tech4Youth component:

- **Ecosystem Study & Needs-Based Capacity Development:** In-depth ecosystem analyses and participatory needs assessments ensured training topics addressed real demands. Under Output 5, this approach will continue – for example, through surveys and beneficiary input into curriculum design – to keep trainings aligned with market needs.
- **Ecosystem-Based Approach:** Ongoing stakeholder engagement (joint planning, periodic reviews, a project steering committee) kept the project aligned with ecosystem needs and fostered collaboration across sectors. Tech4Youth will likewise integrate its trainees into existing tech networks and work with public and private partners to maintain an enabling environment for them.
- **Labour Market Orientation:** Private sector involvement in curriculum design and delivery made training more market-relevant and improved job placement for graduates. Tech4Youth will continue to partner with industry actors (ICT companies, business associations, job platforms) to keep courses up-to-date and to facilitate graduate employment opportunities.
- **Employment Opportunities through Digitalisation:** Project research revealed strong demand for digital skills among Nigerian businesses (about 65% of MSMEs surveyed wanted to digitalise). By training youth in areas like digital marketing, programming, and cybersecurity, Tech4Youth will help match unemployed youth with these new job opportunities – contributing to both employment and economic modernisation.
- **Ensuring Inclusion:** Focusing on women and disadvantaged groups enhanced impact – for instance, women comprised over half of trainees and two-thirds of those who increased their incomes. Tech4Youth will uphold ambitious inclusion targets (at least 50% women and 15% PWD among trainees) and will tailor its outreach and support (e.g. accessible materials, targeted recruitment) to achieve these goals.
- **Multiplier Effect through Platforms:** Leveraging existing events and networks (e.g. Digital Nigeria Week, tech hub gatherings) greatly amplified the project's reach and visibility. Tech4Youth will use similar platforms (job fairs, hackathons, industry forums) to extend support beyond training and help build a self-sustaining network of young digital professionals.

In summary, investing in market-relevant digital skills both improves individual livelihoods and strengthens Nigeria's digital innovation ecosystem. The Tech4Youth component will apply these insights to maximise its impact and sustainability.

Annex 2: Partner Justification and Capacity Assessment

2A. General Information and Partner Profile

Partner Name: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Project Cluster: Sustainable Economic Development Cluster (SEDEC), GIZ Nigeria

Project: Digital solutions for sustainable development in Nigeria (Digital Transformation Center (DTC) Nigeria)

Role: Implementing partner for the Digital Transformation Center Nigeria (DTC Nigeria), which Danish funding will be contributing to.

GIZ is a German federal enterprise with over 50 years of global experience in technical development cooperation. GIZ is a federal enterprise and the German Federal Government's key player in implementing German development policy. GIZ's main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ). It operates in more than 120 countries and has longstanding operational presence in Nigeria since 1974. Within Nigeria, GIZ maintains robust institutional partnerships and a strong local footprint, operating from headquarters in Abuja and Lagos, and field offices in 10+ states. (see also [Nigeria - giz.de](https://www.giz.de/en/nigeria))

The political sponsor for the GIZ bilateral portfolio in Nigerian is the Federal Ministry of Budget and Economic Planning, whereas the implementation of the project activities happens in close coordination with the respective line ministries, departments or agencies.

The Digital Transformation Center (DTC Nigeria) is a standalone bilateral project implemented within the GIZ Sustainable Economic Development Cluster (SEDEC). The Sustainable Economic Development Cluster (SEDEC) was formed in 2019 and focuses on Private Sector Development, Access to Finance, Skills Development, Labour Market, Green Economy, Migration and Digitalisation. The cluster, which is currently made of seven projects, has over 120 million EUR in funding from the BMZ with co-financing from the European Union and the Swiss Agency for Development and Cooperation.

Three GIZ projects within SEDEC (i.e., 1. "Skills Development for Youth Employment", SKYE II; 2. "Sustainable Economic Development for Decent Employment in Nigeria", SEDIN IV and the 3. "Digital Transformation Center Nigeria", DTC Nigeria) are part of the "Training and sustainable growth for good jobs" development cooperation programme. This programme strategically combines the efforts of the three GIZ projects to "improve the economic situation in Nigeria regarding the economic and employment policy framework conditions, the supply of skilled workers, and the access to adequate financial and business services for Micro, Small and Medium Enterprises" (joint objective).

The DTC Nigeria project currently has budget volume of 15 million EUR, of which 9.5 million EUR is a cofinancing from the European Union (12.5 % of the SEDEC Volume, and third largest project). The project duration is from 08/2021 to 01/2026. Formal implementation began with BMZ funds in March 2022, and the EU funds were integrated in December of the same year. BMZ has committed a top up of up to 5 million EUR, and an extension of the period to 01/2028 is planned.

2B. Relevance and Justification of Partner

GIZ implements the BMZ-commissioned and EU-cofinanced DTC Nigeria and is thus the only natural partner for Denmark's contribution to the project. A 2024 EU Results Oriented Monitoring (ROM) review confirms that the intervention is highly relevant, well-aligned with Nigerian priorities and EU development goals, and benefits from strong GIZ coordination, capacity, and stakeholder relationships.

The Danish contribution focuses on enhancing digital employability among Nigerian youth and women - an area where GIZ has already demonstrated technical and institutional capacity, experience, and access to national stakeholders. DTC Nigeria is part of a BMZ facilitated network of 23 digital transformation centres ([Strengthening digital ecosystems together | BMZ Digital Global](#)) that function as advice centres for all actors in the local digital ecosystems, including governments, private sector, civil society academia and research. GIZ is responsible for the implementation of Digital Transformation Centres also in other countries.

The main funding partners of GIZ Nigeria and DTC Nigeria are BMZ as commissioning authority and EU as co-financier. BMZ and EU have similar expectations as Denmark to capacity and requirements to e.g. gender mainstreaming, safe-guarding, anti-corruption and have already vetted GIZ and the DTC Nigeria project unit. Interviews with current donors were supportive of relevance and capacity of GIZ as partner and presented no current concerns to capacity.

A key strength highlighted by current donors was the access to national stakeholders. GIZ has a significant bilateral country portfolio, which provides unique access to national stakeholders and intermediary networks – and GIZ's ability to involve and build ownership among stakeholders was reflected as a key strength. Donors also reflected positively on GIZ's large portfolio and cluster placement within SEDEC ensured synergy with other relevant projects.

2C. Organisational Capacity Assessment

In terms of overall financial and administrative management capacity, an EU pillar assessment was made in 2020 confirming that GIZ has overall very high operational standards. According to EU regulations, the assessment looked at 8 different areas: a) Internal control system, b) accounting system, c) independent external audit, d) grants, e) procurement, f) exclusion from access to funding, g) publication on information on recipients, and h) protection of personal data. In relation to all of these areas, the assessment concluded that GIZ fulfilled the criteria and had a good capacity.

The current GIZ presence in Nigeria is composed of 549 total staff which includes: 483 national staff and 66 international staff, integrated experts, and development advisors. Of the total staff, 39% are female and 61% are male. The DTC Nigeria GIZ project unit is composed of a team of 20 staff, with technical support from the SEDEC cluster, and support for administrative, contractual, procurement and finance related activities from the GIZ Country Office (CO) in Nigeria as well as the GIZ Headquarters in Germany.

Mandate: GIZ can only operate if commissioned by a German Federal Ministry or Authority, typically BMZ. Co-funding to GIZ or extensions of funding thus require close coordination with BMZ to ensure alignment with content and period of their commission of GiZ.

Management Systems and Internal Controls: GIZ operates under a rigorous compliance and risk management framework, grounded in German public sector principles. It employs a comprehensive Compliance Management System (CMS) which includes robust anti-corruption

policies, whistleblowing mechanisms, and enforcement of its Code of Conduct ([GIZ Code of Conduct](#)). GIZ is financially accountable to BMZ, the EU, and other donors, and has proven capacity of managing complex multi-donor funds, with standardised tools for procurement, budgeting, disbursement, financial reporting, and audits aligned with common donor standards.

Measures for monitoring and accountability: GIZ's has a whistleblowing system in place as a vital early warning system for identifying potential grievances and initiating effective countermeasures. Internally, it consists of an online whistleblower portal and corporate mailboxes to report to Compliance and Integrity Advisory Services and in particular on discrimination and sexual misconduct. In addition, an external ombudsman is available as point of contact outside of the company. The objective is to avert or minimise possible damage within or outside the company as early as possible, which may result from the misconduct of individuals or from errors in the system. The whistleblower system is open to any legal violations or rule-breaking that is relevant to the work of GIZ, especially on the following: (1) corruption and bribery, (2) Misappropriation, fraud and embezzlement, (3) conflicts of interest, (4) Sexual misconduct and sexual exploitation, (5) Violations of human rights, (6) Violations of environment-related obligations (violations of environmental law).

Anti-child labour: GIZ addresses children's rights and child protection on various levels. The "GIZ Policy on Child Protection" is in place, also available in simple language to ease access for children. In addition, children's rights are an essential component of GIZ's approach to human rights.

Anti-terror: GIZ prevents anti-terrorism in its interventions through a robust compliance management system. An internal set of rules, Policy on the prevention of money laundering and terrorism financing is in place. **Do no harm and HRBA:** GIZ uses the Safeguards and Gender management system to identify risks and unintended consequences at an early stage before and during projects so that they can be addressed in planning and monitoring. This also includes screening for potential human rights issues. Safeguard and Gender management is a part of GIZ's risk, quality and sustainability management and is mandatory for all projects. It is subject to a separate audit and monitoring procedure. All projects are initially screened to determine the risk to cause unintended negative impact and/or has the potential to contribute to gender equality. In case risks are identified, the project is further evaluated in in-depth analysis and the risk-level for causing unintended negative impact is defined.

Gender equality: Gender equality is a corporate value and objective defining the quality of GIZ's work as part of feminist development cooperation. The GIZ Gender Strategy is a binding framework for all GIZ managers, staff and other members of GIZ workforce. It establishes the promotion of gender equality as a guiding principle and urges all employees to actively embrace the strategy and translate it into concrete action. An extensive internal network comprising more than 500 gender focal points in Germany and abroad ensures that the Gender Strategy is implemented. Subcontractors must also follow the GIZ Gender Strategy. It serves as a source of information and guidance for commissioning parties and partners. DTC Nigeria has a gender analysis and a member of staff functioning as gender focal point.

Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH): GIZ maintains a zero-tolerance policy and operates a confidential, anonymous whistleblowing system accessible to all stakeholders. PSEAH is addressed in GIZ staff induction, Code of Conduct training, and is supported by integrity advisors, an independent ombudsman and internal audits. GIZ country

offices abroad often supplement the policy with further measures, such as surveys, seminars or events, to raise awareness and reinforce compliance.

Anti-Corruption: Corruption prevention is embedded in GIZ's CMS and all GIZ staff and contractors are bound by strict anti-corruption protocols. This includes a policy of zero tolerance in all cases of corruption. GIZ also requires all third parties who provide services on its behalf and with whom it cooperates to comply with all applicable anti-corruption laws. Risk assessments are conducted during project design, with mitigation measures including transparent implementation rules, eligibility screening, and independent audits.

The overall capacity assessment of GIZ and DTC Nigeria is positive, and the current donors express satisfaction with DTC Nigeria capacity for implementation. Interviews with current donors and stakeholders, as well as the 2024 EU ROM review report however do highlight some areas of attention specific to DTC Nigeria.

Gender: While DTC Nigeria has undertaken a gender analysis and has a designated focal point, the 2024 EU ROM review recommended allocation of a full-time staff position and increased attention to and safeguarding against digital gender-based harassment.

Delays in implementation: The 2024 EU ROM review flagged delays in implementation as well as significant disbursement delays in the DTC project. GIZ reports challenges due to changes in the political landscape after elections in 2023. GIZ projects are always anchored with a political partner (Federal Ministry of Budget and National Planning) and in this case of DTC Nigeria also an implementing partner (National Information Technology Development Agency, NITDA) - to ensure their political relevance and fit to the partner country's context. This is highlighted as a key strength. It however also leads to delays in project implementation, when elections or other changes in the political landscape might slow down partner engagement. This was for example the case when the new Federal Government of Nigeria took office in 2023 with new governmental priorities post 2023, requiring calibration of the project with partners to ensure alignment and complementarity and causing the project to slow down in the initial transition phase. The DTC Nigeria project also experienced an office eviction in February 2024, which also caused some delays, due to issues beyond their control.

Delays in disbursements: Interviews with partners, as well as the EU 2024 ROM review, indicated long duration of disbursements of sub-grants, support, subsidies, and reimbursements, to the extent where it threatens to impact on the interest and commitment of key stakeholders and intended beneficiaries. GIZ reports that they as a large organisation have several checks and balances in place. While this ensures high standards and quality, in some instances it might also lead to longer processes than initially planned. Several delays were caused by inadequate documentation from partners and beneficiaries, which will improve as partner and beneficiary knowledge matures.

MEAL and partner capacity assessment baseline: The 2024 EU ROM review also points to gaps in the MEAL and results framework, including output level indicators at outcome level, but also lack of organisational capacity assessment of key partners, potentially challenging relevance of capacity support initiatives but also monitoring due to the absence of a clear baseline. GIZ has since revised outcome level indicators and will consider the need for formal organisational capacity assessment of existing partners.

2D: Summary of key Features of GIZ and Implementing Partners

DTC Nigeria's formal and primary implementing partner is the National Information Technology Development Agency (NITDA), which is the implementing agency under the Federal Ministry of Communication, Innovation and Digital Economy (FMCIDE) mandated to develop, regulate and advise on Information technology in the country through regulatory standards, guidelines and policies including IT projects, infrastructure development, e-government implementation, internet governance and general IT development in Nigeria. The project also works with the National Data Protection Commission (NDPC), that is another an implementing agency under FMCIDE and the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) which is an implementing agency under the Federal Ministry of Industry, Trade and Investment (FMITI).

Outside government DTC Nigeria works with and supports, the Innovation Support Network (ISN) that has 200+ member hubs nationwide, as well as several other actors in the local innovation ecosystem. These actors are for example specialists and managers in innovation hubs, which are key players in the Nigerian innovation ecosystem, innovation networks such as the ISN, academia, research institutions such as the University of Lagos and the International Institute of Tropical Agriculture (IITA), start-ups and MSMEs, etc. It should be noted that GIZ has not developed specific exit plans at project level with any of these actors. A summary of key features of GIZ and main implementing partners and stakeholders is presented below.

Name of Partner	Core business	Importance	Influence	Contribution	Capacity	Exit strategy
	<i>What is the main business, interest and goal of the partner?</i>	<i>How important is the project for the partner's activity-level (Low, medium, high)?</i>	<i>How much influence does the partner have over the project</i>	<i>What will be the partner's main contribution?</i>	<i>What are the main issues emerging from the assessment of the partner's capacity</i>	<i>What is the strategy for exiting the partnership?</i>
GIZ	GIZ is a service provider in the field of technical international cooperation for sustainable development and international education work with over 50 years of experience. GIZ is a federal enterprise and the German Federal Government's key player in implementing German development policy. GIZ interest in this co-financing is to increase the projects impacts by including the "Tech4Youth" component as labour-market ICT skills are relevant to strengthen the Nigerian economy.	Medium DTC Nigeria is a medium-size project commissioned by BMZ and co-financed by the EU strengthening the capacity of the Nigerian economy to implement digital innovations for growth. This is based on a specific pledge given by BMZ to its Nigerian counterparts in intergovernmental negotiations and as such is of political importance.	High GIZ directly implements the project in close collaboration with the Nigerian stakeholders	GIZ is commissioned by BMZ and the EU to implement DTC Nigeria, which this co-financing is strengthening with an additional component on labour-market relevant digital skills for Youth to strengthen the Nigerian economy. Through technical capacity building, the project ensures that outcomes are integrated into the dynamics of the Nigerian context.	Well established in Nigeria since 1974 and in close collaboration with NITDA and other innovation ecosystem actors since 2022. GIZ has robust admin and financial procedures, and technical staff present in Nigeria.	No special requirements after the end of the contract. DTC Nigeria has an adaptive approach within GIZ, sharing its learnings and best practices internally, inter alia via the network of digital transformation centres. DTC Nigeria achieves project results within GIZ guidelines, integrating its support and handing over all project materials and equipment to its partner at the end of implementation.

	<i>What is the main business, interest and goal of the partner?</i>	<i>How important is the project for the partner's activity-level (Low, medium, high)?</i>	<i>How much influence does the partner have over the project</i>	<i>What will be the partner's main contribution?</i>	<i>What are the main issues emerging from the assessment of the partner's capacity</i>	<i>What is the strategy for exiting the partnership?</i>
NITDA	NITDA is the implementing agency under the Ministry of Communication, Innovation and Digital Economy (FMCIDE) mandated to develop, regulate and advise on Information technology in the country through regulatory standards, guidelines and policies including IT projects, infrastructure development, e-government implementation, internet governance and general IT development in Nigeria.	High NITDA is the implementing partner of the DTC Nigeria and is a key stakeholder in the digital innovation ecosystem in Nigeria.	High NITDA is the implementing partner and implementing agency mandated to develop, regulate and advise on Information technology. NITDA ensures the political relevance of the project to fit Nigeria's ambitions.	Technical and political support to project implementation.	There was no individual capacity assessment carried out for NITDA.	To be developed with NITDA and integrated in a new MoU.
NDPC	NDPC is an implementing agency under FMCIDE. It was established under the Nigeria Data Protection Act (NDPA) 2023, to safeguard data privacy, enforce regulations, and promote responsible data handling.	High DTC Nigeria works with NDPC in the areas of governance, ecosystem and technology, collaboration and cooperation and human capacity development. Under "Tech4Youth2s foreseen to train data protection officers.	Medium to high NDPC is part of the PSC and a close partner of the DTC.	The mandate of NPCS is crosscutting through the current 4 Outputs and the additional fifth Output.	There was no individual capacity assessment carried out for NDPC.	Not developed yet.

	<i>What is the main business, interest and goal of the partner?</i>	<i>How important is the project for the partner's activity-level (Low, medium, high)?</i>	<i>How much influence does the partner have over the project</i>	<i>What will be the partner's main contribution?</i>	<i>What are the main issues emerging from the assessment of the partner's capacity</i>	<i>What is the strategy for exiting the partnership?</i>
ISN	ISN has 200+member hubs nationwide.	Medium As the project follows a participatory, multi-stakeholder approach to strengthen the digital innovation ecosystem, there are a lot of synergies between ISN and DTC Nigeria. DTC Nigeria supports ISN with technical expertise and via a grant in setting up a hub audit and certification mechanism.	High ISN is a key stakeholder (rights holder) in the Nigerian digital innovation system with a high convening power. ISN is the secretariat of the PSC.	Enabling connections and partnerships with actors from the digital innovation ecosystem.	There was no individual capacity assessment carried out for ISN.	Not developed yet.
SMEDAN	SMEDAN is tasked with promoting the development of the MSME sector of the Nigerian economy and providing services as a one-stop shop for MSME development. Moreover, participatory dialogues to systematically map the digital transformation challenges of MSMEs are often ad-hoc and unsystematic.	Medium DTC Nigeria works closely with SMEDAN to support their mandate of strengthening MSMEs. Therefore, DTC Nigeria supports with technical expertise the establishment of Digitalisation Service Points (DSPs).	Medium to high SMEDAN is a key stakeholder and duty bearer of the DTC and member of the PSC.	Enabling connections to the MSME sector by promoting the digitalisation of MSMEs and implementation partner of the Digitalisation Service Points.	SMEDAN lacks digital expertise to support MSMEs in their digital transformation.	Not developed yet.

2E. Conclusion and RDE Abuja Follow-Up

GIZ presents as a technically strong, policy-aligned and procedurally sound organisation with credible systems in place. Danish engagement should promote enhancements in gender and PSEAH implementation, local partner capacity assessments, and performance monitoring under Output 5.

GIZ is a highly experienced and strategically relevant implementing partner with demonstrated capacity, strong technical alignment to the objective and themes of the project, and longstanding engagement in Nigeria's digital ecosystem. While organisational strength is evident, the following areas of attention should be addressed during Danish engagement:

- Support the implementation of the ROM recommendation to conduct capacity needs assessments for key institutional partners relevant to output 5.
- Reinforce expectations around internal monitoring, learning, and results documentation at outcome level
- Monitor fund disbursement bottlenecks, especially in local sub-granting
- Clarify sustainability and exit strategies for Output 5 partners and results.
- Ensure close dialogue with BMZ in terms of start-up, closure, potential delays to ensure that Tech4Youth funding and implementation periods are aligned with BMZ funding for DTC Nigeria and related commissioning of GIZ for its implementation.

The Embassy will maintain regular dialogue with GIZ and coordinate with BMZ and EU partners to ensure harmonised oversight, synergy, and adaptive management of Danish-supported activities under Output 5.

Annex 3: Project Summary, ToC and Results Framework

3A: DTC Project Summary – Outputs and Activities

DTC is part of a programme cluster, with the objective that “the economic situation in Nigeria has improved in terms of economic and employment policy frameworks, the supply of skilled workers and access to adequate financial and business services for MSMEs”.

The specific outcome of the DTC is “improving the capacity of the Nigerian economy to implement digital innovations for growth”. The Project works towards this outcome through five outputs and related activities as presented below.

DTC OUTPUTS AND KEY ACTIVITIES
Output 1: Cooperation between political actors and subnational, national and international innovation ecosystems actors has improved
<p>The output focuses on strengthening collaboration between public institutions and innovation ecosystem actors at national and state levels to improve the implementation of Nigeria’s digital transformation policy framework and strategies. The intervention promotes a more inclusive, participatory, and evidence-based digital policy environment by supporting NITDA and other relevant institutions in facilitating participatory processes for translating national strategies, such as the NSA and NDLF, into actionable, budgeted implementation plans. Key activities include:</p> <ul style="list-style-type: none"> • Implement capacity development actions for capacity building among policymakers, civil servants and bureaucrats in the fields of digital innovation and entrepreneurship with gender-sensitive and gender-responsive elements • Development and implementation of participatory formats of policymaking and innovation promotion with national and international policy representatives and innovation actors • Expert advice to relevant policy actors on the utilization and adoption of a participatory framework for the implementation of national strategies • Technical and professional advice to NITDA on the development and implementation of a data-driven dashboard for evidence-based analysis and further development of existing strategies
Output 2: The range of services offered by national innovation actors to implement digital innovations in MSMEs has been strengthened
<p>The output focuses on strengthening Innovation Support Organisations (ISOs) to enable them to provide competitive services and digital solutions in support of digital transformation of MSMEs and start-ups. It includes the establishment of Africa Digital Innovation Hubs (DIHs) aligned with the African European Digital Innovation Bridge Network, as well as support to existing ISOs. The output contributes to a more professional, standardised, and inclusive innovation support system through key activities such as:</p> <ul style="list-style-type: none"> • Advice on the establishment (incl. cooperation agreement and legal identity) of ADIH • Professional and technical advice to ADIH and other innovation actors (e.g. hub networks, incubators, accelerators, etc.) on setting up a gender-sensitive service offering for MSMEs and the development of specific, sustainable business models for the respective ADIH • Implementation of gender-sensitive ICT training programmes for young people and long-term cooperation with the private sector • Development of a blueprint for the digital transformation of MSMEs and implementation of the concept with relevant partners (DIH, innovation actors, etc.) • Establishment of an audit/certification system for innovation actors to support the standardization of services for MSMEs
Output 3: Validated digital solutions are available to the Nigerian economy

The output promotes the development, validation, and dissemination of local digital solutions through targeted support programmes, platforms and partnerships. Output 3 seeks to promote the adoption of digital solutions among MSMEs by fostering partnerships between start-ups, research institutions, and innovation actors. The output will foster strategic innovation partnerships between local research as well as higher education institutions, start-ups, innovative SMEs, and other actors in the innovation ecosystem, to validate, further develop, and disseminate digital solutions to MSMEs. To address the supply and demand gap, a market for service providers offering digital transformation services to MSMEs will be established and a “go.digital” voucher scheme will be piloted, subsidising MSMEs’ access to digital transformation services. Key activities include:

- Development of sector-targeted and green digital solutions (e.g. light manufacturing and green economy sectors)
- Identification and processing of success stories in the field of digitalisation and implementation of awareness-raising and capacity development activities among MSMEs
- Technical advice to the Small and Medium Enterprise Development Agencies of Nigeria (SMEDANs) on the establishment of Digital Service Points
- Implementation of CD measures for private and public service providers on the digitization process in MSMEs
- Piloting of a "go.digital" voucher program in cooperation with relevant partner organizations to promote cooperation between service providers and MSMEs
- Supporting and promoting strategic innovation partnerships and matchmaking between Nigerian research institutions, MSMEs and other innovation actors

Output 4: The skills of women and young people to use digital solutions for their economic activities are improved

The output focuses on digital and entrepreneurial skills among women and youth by harmonising training programmes existing digital and entrepreneurial skills programmes of ISOs, public and private training providers. It supports quality and standardisation of digital and entrepreneurial training programmes through the co-development of a national digital and entrepreneurial training qualification framework. Additional measures focus on gender barriers and include targeted acceleration programmes for women, establishment of a mentoring and coaching network, and the creation of a national women’s platform to consolidate access to resources, services, and mentors, with special focus on women in marginalised regions. Key activities include:

- Expert advice to relevant stakeholders on the harmonisation of existing training offers to promote digital and entrepreneurial skills.
- (Further) development, implementation, digitalisation and anchoring of general and sector-specific capacity development measures for women, young people including persons with disabilities to increase digital and entrepreneurial skills.
- (Further) development and anchoring of a mentoring and coaching and internship network for women together with innovation actors and women's organizations.
- Establishment of a national platform for women to provide information on programs, services, mentors, internships etc., as well as the sustainable anchoring of the platform with an innovation actor (e.g. ISN).
- Implementation of media campaigns to disseminate women's success stories.

Output 5: Young people have acquired skills that meet the demands of the ICT labour market

The output addresses the growing demand for skilled ICT professionals, and the associated employment opportunities, by strengthening opportunities for training in in demand digital skills. It focuses on equipping youth with skills aligned to the evolving needs of the ICT labour market, in particularly in high-growth areas such as AI, machine learning, gaming, and digital design. In collaboration with public sector actors within the skills development and employment sectors, ISOs (training institutions), research and academic institutions, and the organised private sector, a holistic

approach for the education to employment pathway for young people will be developed, with particular attention to inclusion of women and disabled. Key activities include:

- Labour-market relevant, (inter-)nationally recognized ICT skill development trainings
- Accompanying measures to enhance employment readiness of ICT training graduates
- Creation of a talent pool
- Support tertiary educational institutions in offering and teaching labour market-relevant skills in the ICT sector
- Promotion of strategic partnerships to contribute to existing initiatives at state-level

3B: Tech4Youth ToC and Illustration

Tech4Youth provides earmarked co-funding to output 5 of the DTC. The ToC specific for output 5 / Tech4Youth can be summarised as follows:

IF (activities): *If* Tech4Youth support delivery of labour-market relevant ICT skill development trainings for youth, including women and youth from marginalized constituencies; and *if* Tech4Youth support accompanying measures to enhance employment readiness of ICT training graduates; and *if* Tech4Youth supports the establishment of a technical talent pool; and *if* Tech4Youth supports tertiary educational institutions in offering and teaching labour market-relevant skills in the ICT sector; and *if* Tech4Youth promotes strategic partnerships to contribute to existing initiatives at state-level;

THEN (output): *Then* young people, including women and youth from marginalised constituencies, will improve their employment/economic situation, *because* they are equipped with skills that meet the needs of the ICT labour market; and as a result...

THEN (outcome): Then capacity of the Nigerian economy to implement digital innovations for growth will improve, *because* gaps in availability of sufficiently skilled digital workforce have been addressed.

CONTRIBUTING TO (objective and rationale): Ultimately *contributing to* an improved economic situation in Nigeria *contributing to* addressing drivers of poverty and irregular migration, *because* the project has contributed to the conditions for continued and sustained digital sector growth and to increasing opportunities for employment.

The following presents reflections and assumptions in support of summary ToC at activity level:

ToC for Activity 1: By providing high-quality, market-oriented ICT skills training that meets international standards, young Nigerians will acquire competencies aligned with industry demands. These skills will increase their employability in the ICT sector, creating a larger pool of qualified tech talent. This expanded talent base directly enhances Nigeria's capacity to implement digital innovations, as organizations will have access to the skilled workforce needed to develop and deploy technological solutions that drive economic growth.

ToC for Activity 2: By complementing technical training with soft skills, internships, and job readiness support, graduates will successfully bridge the gap between knowledge and workplace application. These practical experiences will cultivate professionals who not only understand technology but can effectively implement it in business contexts. This comprehensive development of both technical and non-technical competencies will produce workforce-ready professionals capable of driving digital transformation initiatives that contribute to Nigeria's innovation ecosystem and economic growth.

ToC for Activity 3: By establishing a centralized talent pool connecting ICT graduates with potential employers, Tech4Youth will create an efficient matching mechanism that reduces barriers to employment in the digital sector. This streamlined connection between talent supply and market demand will accelerate the integration of skilled professionals into the workforce, allowing Nigerian (and potentially also international) businesses to more quickly access talent needed for running enterprises and digital innovation, supporting Nigeria's transition to a more digitally enabled economy.

ToC for Activity 4: By enhancing the capacity of selected tertiary education institutions to deliver market-relevant ICT education, the initiative will contribute to the improvement in Nigeria's educational infrastructure. When educational institutions deliver higher quality education in ICT and STEM fields, students gain greater employability and develop the ability to acquire additional work-related skills more easily. These interventions are being implemented with the involvement of governmental actors (esp. FMoE) and are designed to have impact well beyond the project timeline, contributing to long-term improvement in the economy's capacity for digital innovation.

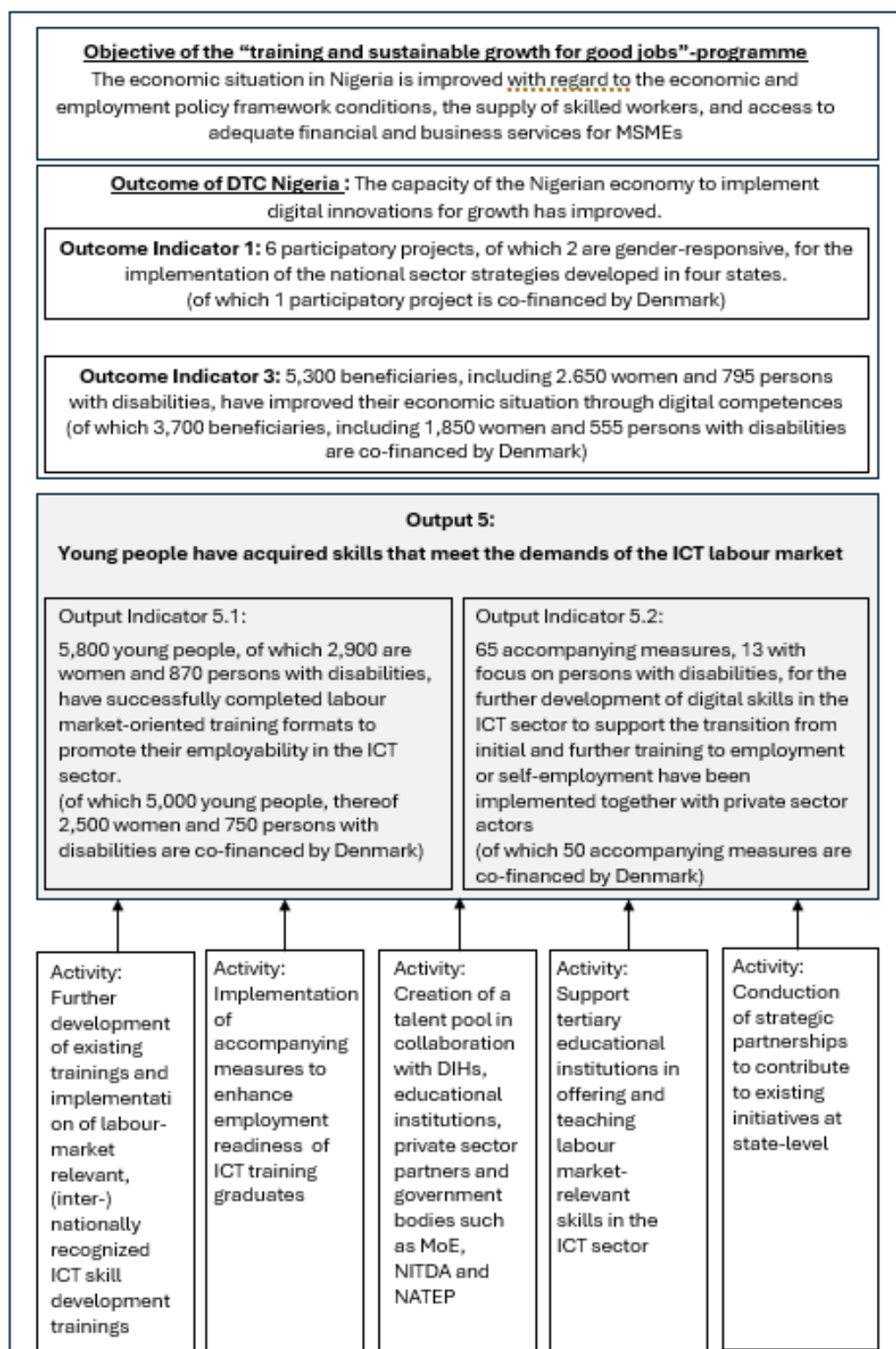
ToC for Activity 5: By aligning with existing state-level digital initiatives, the project will create coordinated approaches to skills development that are both nationally consistent and regionally responsive. These strategic partnerships will enable wider reach and greater sustainability through local ownership and tailored programming. By strengthening the digital skills ecosystem at multiple levels of governance, Nigeria will develop a more cohesive national approach to digital talent development, ultimately enhancing the country's capacity to implement digital innovations across diverse economic sectors and geographic regions.

Assumptions: Key assumptions underpinning the Tech4Youth ToC include the following:

- **Economic development and impact of ICT:** A key assumption of the Tech4Youth rationale is that ICT has a continued potential to drive economic growth and job creation, which in turn can contribute to address societal challenges like poverty, irregular migration and gender disparity.
- **Continued demand for digital skills and links between skills and employment:** The project assumes that there will be a continuing strong demand from employers in Nigeria (and internationally) for young people with practical digital skills. This also underpins the assumption that those trained by the project will significantly increase the likelihood of employment
- **Gender equality and social inclusion principle:** The poverty and social inclusion dimension of Tech4Youth builds on the assumption that measured for inclusion of women and disadvantaged youth will be sufficient and that efforts to address biases of potential employers will be successful.
- **Stakeholder Commitment:** It is assumed that the Nigerian Government, especially NITDA as the implementing partner, maintains a strong commitment to the DTC Nigeria project and specifically the Tech4Youth component. It is also assumed that stakeholders like NITDA, training providers, private sector reps, innovation hubs, etc., will actively participate and cooperate.
- **Successful implementation of Outputs 1-4 of DTC Nigeria:** Although the success of the Output 5 and Tech4Youth does not fully depend on the successful implementation of the other outputs, scalability and sustainability of Tech4Youth is affected by the successful implementation of other outputs.

- **GIZ Capacity and ongoing monitoring and adaptability:** Successful delivery of activities rests on the assumption of GIZ implementation capacity and ongoing monitoring and adaptation implementation plans and strategies.

The overall ToC can be illustrated as follows:



3C: DTC Summary Results Framework

Below is the overall results framework for the DTC, presenting a shared contractual foundation across all donors to the project. Hence, the target values are partly financed by BMZ and the EU. The contribution by Denmark is specified where possible and relevant.

Project/Programme	Training and sustainable growth
Project/Programme Objective	The economic situation in Nigeria is improved with regard to the economic and employment policy frameworks, the supply of skilled workers and access to adequate financial and business services for MSMEs.
Impact Indicator	(1) The unemployment rate decreases seasonally adjusted from 27.1% (Q2 2020) by an average of 0.3 percentage points annually to 25.3% (2026); (2) In the Global Competitiveness Report (GCR), Nigeria improves its rating in the following indicators or categories by 0.1 points annually each: 1. Skills of current workforce (indicator 6.02-6.06), 2. Active labor market policies (indicator 8.05), 3. Financial system (indicator 9.01-9.09) ; (3) Number of jobs created or secured.
Baseline	(1) 27.1% (Q2/2020); (2) 38.8; 18,5; 44,2; (3) 0 seats
Target	(1) 25.3% (2026); (2) 39.4; 19,1; 44,8 (2026); (3) Y jobs (2026)

Project Title		Digital solutions for sustainable development in Nigeria	
Outcome		The capacity of the Nigerian economy to implement digital innovations for growth has improved.	
Outcome indicator		(1) 6 participatory projects, of which 2 are gender-responsive, for the implementation of the sector strategies have been carried out in 4 states, (2) 340 out of 400 start-ups and MSMEs surveyed, of which 100 are women-led, using services provided by Nigerian innovation actors rated the quality of new or improved services as very good or good. (3) 5,300 beneficiaries, including 2,650 women and 795 persons with disabilities, have improved their economic situation through digital competences. (4) 500 women are registered on a national digital platform that is sustainably anchored in the ecosystem, to expand their digital and entrepreneurial competences.	
Baseline	Year	2022	(1) 1 participatory project (2) 60 start-ups and MSMEs, of which 30 are women-led, rate services as good or very good (3) 50 beneficiaries, including 20 women and 0 persons with disabilities (4) 0 national digital platforms (there is no national platform for women yet)
Target	Year	2027	(1) 6 participatory projects, of which 2 are gender responsive (Of which 1 participatory project, which is concerned with the development of a framework on digital skills for youth, women and PWDs, is co-financed by Denmark) (2) 340 start-ups and MSMEs, of which 100 are women-led, rate services as good or very good (3) 5,300 beneficiaries, including 2,650 women and 795 persons with disabilities (4) 500 women
Current value	Year	2025	(1) 2 participatory project, of which 0 gender-responsive (2) 69 start-ups and MSMEs, of which 37 are women-led, rate services as good or very good (3) 541 beneficiaries, including 355 women and 4 persons with disabilities (4) 0 women

Output 1		Cooperation between political actors and subnational, national and international innovation ecosystems actors has improved.	
Output indicator		(1.1) 30 participatory formats between policy actors and subnational, national and international innovation ecosystems actors for the development of joint budgeted implementation plans of the national strategies developed by NITDA have been carried out. (1.2) 4 states have implemented a participatory policy implementation framework for digitalisation strategies, policies and projects.	
Baseline	Year	(1.1) 2022 (1.2) 2025	(1.1) 3 participatory formats (1.2) 0 states
Target	Year	(1.1) 2027 (1.2) 2027	(1.1) 30 participatory formats (1.2) 4 states
Current value	Year	(1.1) 2025 (1.2) 2025	(1.1) 16 participatory formats (1.2) 0 states
Sources and means of verification		<p>(1.1) Documentation of 25 participatory formats (e.g. policy design sprints, training formats, summer school, public-private dialogue); Documentation of budgeted implementation plans. Participatory formats are defined as events where at least 50 % of the participants must be women and 15 % must be people with disabilities. Actors of subnational, national and international innovation ecosystems include, for example, participants of NITDA, political institutions and actors of the federal structure, digital ministries, tech companies and start-ups, hubs and incubators, universities and research institutions from Nigeria and other African and European countries. Documentation: methodological concept, list of participants, minutes of results, action plans. Time of data collection: annually in December and at maturity.</p> <p>(1.2) Analysis of the participatory framework with regard to the issues relevant for the implementation of national strategies (e.g. who are the participating actors, what is the role of the actors, what are the exact steps of implementation, how will the implementation be financed etc.) and protocols for documenting the development of the participatory framework and its participatory character. Stakeholders of relevant authorities (such as NITDA, NDPC), political institutions, institutions of the federal structure, the Digital Ministry, tech companies and start-ups, hubs and incubators, universities and research institutions must participate, with at least 35% being women.</p> <p>Implementation means that the participatory policy framework has been adapted to the needs of the individual state for domestication of the relevant national strategies, policies and projects (see MZ1) and implemented within specified timelines.</p> <p>.</p> <p>A framework is a mechanism that provides a structured approach to implementing national strategies and an approach to answers the following questions:</p> <ul style="list-style-type: none"> - Who are the participating actors? - What are the steps of implementation? - How is the implementation financed? 	

	<p>Etc.</p> <p>The response to these questions are recorded in a document, which represents the framework and regulates future cooperation in the implementation of national strategies.</p> <p>Date of data collection: annually and at the end of implementation.</p>		
Output 2	The range of services offered by national innovation actors for the implementation of digital innovations by MSMEs has been strengthened.		
Output indicators	<p>(2.1) 5 thematic or sector-specific African Digital Innovation Hubs (ADIH), including 2 with a thematic focus on green economy, that offer services for the implementation of digital innovations, have been established.</p> <p>(2.2) 15 out of 20 surveyed innovation actors have improved their capacity to support start-ups, innovative MSMEs outside the information and communication technology (ICT) sector and provide labour market-oriented and gender-responsive training.</p>		
Baseline	Year	2025	<p>(2.1) 0 ADIH (no ADIHs yet)</p> <p>(2.2) 3 innovation actors</p>
Target	Year	2027	<p>(2.1) 5 ADIH, including 2 with a thematic focus on green economy</p> <p>(2.2) 15 innovation actors</p>
Current value	Year	2025	<p>(1.1) 2 ADIH, including 1 with a thematic focus on green economy</p> <p>(2.2) 5 innovation actors</p>
Sources and means of verification	<p>(2.1) Evaluation of the documentation of the cooperation agreement of the various actors in the ADIH with regard to the establishment of topic-specific or sector-specific ADIHs; ADIHs offer services for the implementation of digital innovations, e.g. coaching, infrastructure, training, networking events, etc. registration of the ADIH;</p> <p>Time of data collection: one-time collection of the cooperation agreement and registrations in 01/2027.</p> <p>(2.2) (Online) Survey of 15 innovation actors supported by the project (e.g. DIH, hub networks, incubators, accelerators, training providers etc.) with standardized questionnaires on improved capacity based on the following criteria:</p> <p>(a) Increase of competence and capacity to support start-ups, innovative SMEs and non-ICT sector MSMEs throughout their digital transformation and/or innovation lifecycle.</p> <p>(b) Development of services and programmes to support start-ups and innovative SMEs in further validating digital solutions and MSMEs in digital transformation.</p> <p>(c) Contribution to the improvement of methodologies and instruments to support start-ups, innovative SMEs and non-ICT sector MSMEs</p> <p>d) Implementation of labour market-oriented training offers in the ICT sector;</p> <p>e) Development of capacities for long-term co-operation with the private sector with a scale of 1-5: 1 – not improved at all, 2 – slightly improved, 3 – partially improved, 4 – improved, 5 – very improved (alternatively benchmarking study). "Improved" is considered achieved when one of the five criteria on the scale is rated three or higher. Labor market-oriented' means that the content of the training courses corresponds to the needs of potential employers.</p> <p>Non-ICT innovative MSMEs include, for example, MSMEs that contribute to the green economy (e.g., within the sector green energy and AgTech), additive manufacturing, and creative economy.</p> <p>Time of data collection: Annually in December and at maturity.</p>		

Output 3		Validated digital solutions are available to the Nigerian economy.	
Output indicator		<p>(3.1) 40 digital solutions, of which 5 directly or indirectly support a transition to green economy, were further developed within the framework of gender-equitable innovation partnerships between start-ups or innovative MSMEs with representatives from academia and research.</p> <p>(3.2) 40 out of 60 supported private and public service providers, of which 20 are women-led and 8 with a focus on the transition to green economy, confirm with examples that they have supported MSMEs in the introduction of validated digital solutions.</p>	
Baseline	Year	2025	<p>(3.1) 20 digital solutions, of which 0 directly or indirectly support transition to green economy</p> <p>(3.2) 10 service providers, 0 women-led, 0 with a focus on the transition to a green economy</p>
Target	Year	2027	<p>(3.1) 40 further developed digital solutions, of which 5 directly or indirectly support a transition to a green economy</p> <p>(3.2) 40 out of 60 service providers, 20 are women-led, 8 with a focus on the transition to a green economy</p>
Current value	Year	2025	<p>(3.1) 28 further developed digital solutions, of which 3 directly or indirectly support a transition to a green economy</p> <p>(3.2) 10 out of 60 service providers, 0 are women-led, 0 with a focus on the transition to a green economy</p>
Sources and means of verification		<p>(3.1) Evaluation of the documentation of the cooperation agreements between start-ups, MSMEs and representatives from academia and research with regard to the further development of existing digital solutions; Proof of improved digital solutions: Documentation of the improved business models (e.g. increased customer numbers), user tests and the technical specifications of the digital solutions before and after cooperation in the module.</p> <p>Gender-equitable means that a balanced participation of women and men is enabled. This is to be considered in the selection of start-ups/MSMEs and academia and research partners. The practical design of the partnerships should be oriented toward the needs of women and enable their active participation.</p> <p>Further developed means that proof has been provided, e.g. as part of a piloting/user test or a minimum viable product (MVP), that the digital solution represents added value for MSMEs and can be used by users.</p> <p>Innovation partnerships are gender-equitable when women take on research leadership and/or the private sector partners are 51% women-led startups or MSMEs.</p> <p>Time of data collection: annually in December and at the end of the project</p> <p>(3.2) Survey among the supported service providers using standardized questionnaires and storytelling on the introduction of validated digital solutions at MSMEs (e.g. successful introduction of an Enterprise Resource Planning (ERP) system in non-ICT MSME, such as in the area of green economy (e.g. green energy, AgTech).</p> <p>Supported private and public service providers are primarily experts from the technological and digital sectors.</p> <p>Time of data collection: annually in December</p>	
Output 4		The skills of women and young people to use digital solutions for their economic activities are improved.	
Output indicator		(4.1) 1,300 economically active people, including informal and formal female entrepreneurs, young people, and persons with disabilities, have	

			successfully completed training formats to promote their digital and entrepreneurial skills. (4.2) 70 out of 80 trained female mentors use examples to prove that they have accompanied women in 5 states in the use and application of digital solutions.
Baseline	Year	2022	(4.1) 50 economically active people, including informal and formal female entrepreneurs, young people and persons with disabilities (4.2) 10 mentors
Target	Year	2027	(4.1) 1,300 economically active people, including informal and formal entrepreneurs, young people, and persons with disabilities (4.2) 70 out of 80 mentors
Current value	Year	2025	(4.1) 813 economically active people (611 informal and formal female entrepreneurs, 167 young people, 7 persons with disabilities) (4.2) 10 mentors
Sources and means of verification	<p>(4.1) Evaluation of the documentation of the implementation of learning formats with start-ups, MSMEs, training centres and representatives from research and academia; Analysis of the list of participants of courses (e.g. intensive training, mentoring programs) with regard to gender and age, evaluation of the certificates of the participants of the courses. This is evidenced by the receipt of corresponding certificates of qualification. Young people are all persons between 15 and 35.</p> <p>Sector-specific means that the training formats are tailored to the specific requirements and challenges of a particular sector, such as within the Green Economy (green energy, AgTech), additive manufacturing industry, creative economy or agriculture. At least 800 people should receive further sector-specific training.</p> <p>Time of data collection: annually in December and at maturity.</p> <p>(4.2) Survey of mentors that participated in one of the qualification measures using standardized questionnaires and storytelling on the support of women in the use and application of digital solutions (e.g. successful digitization of a women-led company, etc.).</p> <p>The selection of the 5 states takes into account Nigeria's geographical and socioeconomical diversity.</p> <p>Time of data collection: annually in December and at the end of the project.</p>		

Output 5	Young people have acquired skills that meet the demands of the ICT labour market.		
Output indicator	<p>(5.1) 5,800 young people, of which 2,900 are women and 870 persons with disabilities, have successfully completed labour market-oriented training formats to promote their employability in the ICT sector.</p> <p>(5.2) 65 accompanying measures, 13 with focus on persons with disabilities for the further development of digital skills in the ICT sector to support the transition from initial and further training to employment or self-employment have been implemented together with private sector actors.</p>		
Baseline	Year	2025	(5.1) 200 young people, of which 100 are women and 10 persons with disabilities (5.2) 5 accompanying measures, 0 with focus on persons with disabilities
Target	Year	2027	(5.1) 5,800 young people, of which 2,900 are women and 870 persons with disabilities (of which 5,000 young people,

			thereof 2500 women and 750 persons with disabilities are co-financed by Denmark) (5.2) 65 accompanying measures, 13 with focus on persons with disabilities (of which 50 accompanying measures are co-financed by Denmark)
Sources and means of verification	<p>(5.1) Evaluation of the documentation of training programs that are focused on labor-market-relevant skills and were developed in collaboration with private sector actors, assessment of the list of participants. Successfully completed means that the young people have successfully passed the final examinations of the training. Young people include people in the age range of 18-35. Time of data collection: annually in December.</p> <p>(5.2) Achievement of goals defined at the beginning of the designed measure (e.g., defined objectives) or evaluation of internship plans and reports). Accompanying measures that have been designed and implemented with private sector actors at national and subnational level include, for example, completed mentoring or internship programs, the further development of professional and non-professional competencies for the labor market, as well as matching and job placement. Areas specifically addressed are those in which (young) women face particular challenges due to societal norms or other reasons, such as leadership qualities, self-confidence. Additional measures can also be specifically tailored to people with disabilities. Timing of data collection: annually in December and at the end of the project.</p>		

3D: Tech4Youth – Output 5 Specific Summary Results Framework

The following is identical to the full DTC results framework, but only include indicators, targets, and deliverables relevant for output 5. Reflecting the relatively high-level results framework indicative activity level targets have also been set for Output 5.

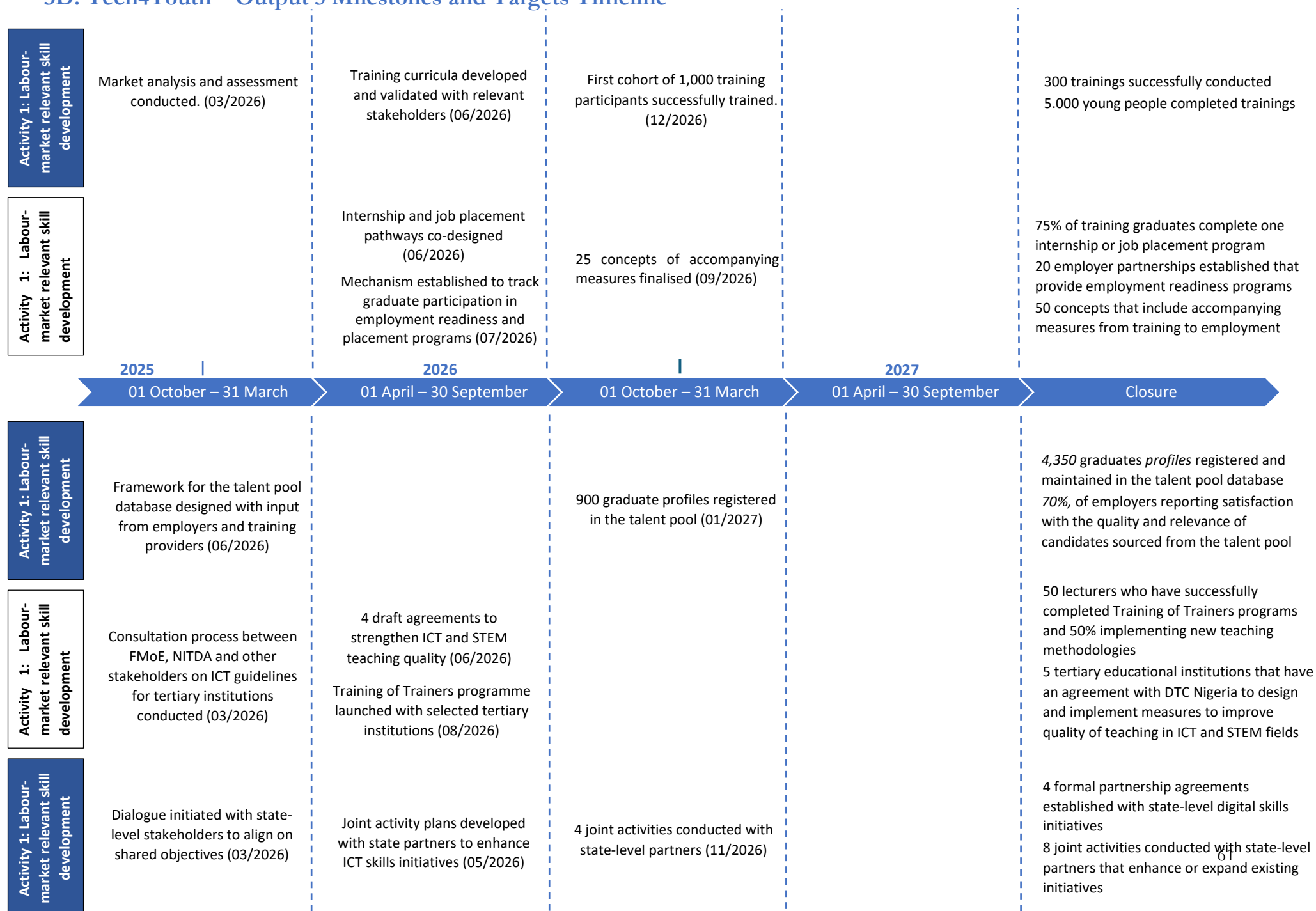
Project Title		Digital solutions for sustainable development in Nigeria	
Outcome		The capacity of the Nigerian economy to implement digital innovations for growth has improved.	
Outcome indicator		<p>(1) 6 participatory projects, of which 2 are gender-responsive, for the implementation of the national sector strategies have been carried out in four states,</p> <p>(3) 5,300 beneficiaries, including 2,650 women and 795 persons with disabilities, have improved their economic situation through digital competences.</p>	
Baseline	Year	2022	<p>(1) 1 participatory project</p> <p>(3) 50 beneficiaries, including 20 women</p>
Target	Year	2027	<p>(1) 6 participatory projects, of which 2 are gender responsive (<i>Of which 1 participatory project is concerned with the development of a framework on digital skills for youth, women and PWDs</i>)</p> <p>(3) 5,300 beneficiaries, including 2,650 women and 795 persons with disabilities</p>
Current value	Year	2025	<p>(1) 1 participatory project, of which 0 are gender-responsive</p> <p>(3) 541 beneficiaries, including 355 women and 4 persons with disabilities</p>
Output 5		Young people have acquired skills that meet the demands of the ICT labour market.	

Output indicator		<p>(5.1) 5,800 young people, of which 2,900 are women and 870 persons with disabilities, have successfully completed labour market-oriented training formats to promote their employability in the ICT sector.</p> <p>(5.2) 65 accompanying measures, 13 with focus on persons with disabilities for the further development of digital skills in the ICT sector to support the transition from initial and further training to employment or self-employment have been implemented together with private sector actors.</p>	
Baseline	Year	2025	<p>(5.1) 200 young people, of which 100 are women and 10 persons with disabilities</p> <p>(5.2) 5 accompanying measures, 0 with a focus on persons with disabilities</p>
Target	Year	2027	<p>(5.1) 5,800 young people, of which 2,900 are women and 870 persons with disabilities (<i>of which 5,000 young people, thereof 2500 women and 750 persons with disabilities are co-financed by Denmark</i>)</p> <p>(5.2) 65 accompanying measures, 13 with focus on persons with disabilities (<i>of which 50 accompanying measures are co-financed by Denmark</i>)</p>
Sources and means of verification		<p>(5.1) Evaluation of the documentation of training programs that are focused on labour-market-relevant skills and were developed in collaboration with private sector actors, assessment of the list of participants.</p> <p>Successfully completed means that the young people have successfully passed the final examinations of the training.</p> <p>Young people include people in the age range of 18-35.</p> <p>Time of data collection: annually in December.</p> <p>(5.2) Achievement of goals defined at the beginning of the designed measure (e.g. defined objectives or evaluation of internship plans and reports). Accompanying measures that have been designed and implemented with private sector actors at national and subnational level include, for example, completed mentoring or internship programs, the further development of professional and non-professional competencies for the labor market, as well as matching and job placement.</p> <p>Areas specifically addressed are those in which (young) women face particular challenges due to societal norms or other reasons, such as leadership qualities, self-confidence. Additional measures can also be specifically tailored to people with disabilities.</p> <p>Timing of data collection: annually in December and at the end of the project.</p>	

Activities Output 5:	Indicative indicators at activity level for Output 5 (until 09/2027)	Milestones
Activity 1: Labour-market relevant skill development trainings	<ul style="list-style-type: none"> Number of trainings successfully conducted (<i>target: 300, baseline: 0</i>) Number of young people who completed trainings conducted (<i>target: 5.000, baseline: 0</i>) 	<ul style="list-style-type: none"> Market analysis and assessment to determine labour market needs, skill levels of the target group and outreach mechanisms conducted. (03/2026) Training curricula aligned with labour market requirements and selection criteria developed and validated with relevant stakeholders (06/2026)

		<ul style="list-style-type: none"> First cohort of 1,000 training participants successfully trained. (12/2026)
Activity 2: Accompanying measures to enhance employment readiness	<ul style="list-style-type: none"> Percentage of training graduates who complete at least one internship or job placement program as part of Tech trainings (<i>target: 75%, baseline: 0%</i>) Number of employer partnerships established that provide employment readiness programs for participants (<i>target: 20 partnerships, baseline: 0 partnerships</i>) 50 concepts that include accompanying measures to support the transition from training to employment or self-employment are available (<i>30 of which are targeted at women, 10 of which targeting PWD</i>) 	<ul style="list-style-type: none"> Internship and job placement pathways co-designed with private sector partners (06/2026) Mechanism established to track graduate participation in employment readiness and placement programs (07/2026) 25 concepts of accompanying measures based on a baseline assessment of soft and employability skills finalised (09/2026)
Activity 3: Creation of a talent pool	<ul style="list-style-type: none"> Number of graduates successfully registered and actively maintained in the talent pool database (<i>target: 4,350 profiles, baseline: 0 profiles</i>) Percentage of employers reporting satisfaction (through a survey) with the quality and relevance of candidates sourced from the talent pool (<i>target: 70%, baseline: 0%</i>). 	<ul style="list-style-type: none"> Framework for the talent pool database designed with input from employers and training providers (06/2026) 900 graduate profiles registered in the talent pool (01/2027)
Activity 4: Support tertiary educational institutions teaching labour market-relevant ICT skills	<ul style="list-style-type: none"> Number of lecturers who have successfully completed Training of Trainers programs and are implementing new teaching methodologies (<i>target: 50 lecturers of which 50% implement new teaching methodologies, baseline: 0</i>) Number of tertiary educational institutions that have an agreement with DTC Nigeria to design and implement measures to improve quality of teaching in ICT and STEM fields (<i>target: 5, baseline: 1</i>) 	<ul style="list-style-type: none"> Consultation process between FMoE, NITDA and other stakeholders at federal and state level on ICT skills guidelines/standards for tertiary educational institutions is conducted (03/2026) Training of Trainers programme launched with selected tertiary institutions (08/2026) 4 draft agreements to strengthen ICT and STEM teaching quality available (06/2026)
Activity 5: Conduction of strategic partnerships to contribute to existing initiatives at state-level	<ul style="list-style-type: none"> Number of formal partnership agreements established with state-level digital skills initiatives (<i>target: 4 partnerships across different states, baseline: 0 partnerships</i>) Number of joint activities conducted with state-level partners that enhance or expand existing initiatives (<i>target: 8 joint activities, baseline: 0 activities</i>) 	<ul style="list-style-type: none"> Dialogue initiated with state-level stakeholders to align on shared objectives (03/2026) Joint activity plans developed with state partners to enhance ICT skills initiatives (05/2026) 4 joint activities conducted with state-level partners (11/2026)

3D: Tech4Youth – Output 5 Milestones and Targets Timeline



Annex 4: Risk Management Framework

4A. Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Political					
Changing political priorities and responsibilities at the federal and state levels, especially due to elections such as the upcoming 2027 election. This can affect relationships with the ministries, departments, and agencies.	Likely	Major	Building competences among technical staff who do not hold political appointments within and are not susceptible to political changes. Establishing exchange and governance mechanisms such as MoU's with NITDA which currently exists.	Political responsibilities at a high level of government persist.	Frequent political shifts in Nigeria can lead to policy changes that impact long-term project execution such as for example changed political responsibilities after the 2023 election.
Institutional and regulatory changes at national and sub-national level to promote innovation, digital skills, and digital economy	Unlikely	Major	Monitor changing regulations political priorities and subsequent dialogues with the stakeholders involved.	Potential for delayed implementation, regulatory ambiguity, or unanticipated impacts that could hinder progress or create compliance challenges.	Changed political thematic priorities after the 2023 election.
Lack of willingness and culture of cooperation in science and the private sector	Unlikely	Major	Establish formal partnerships, collaborative research frameworks, and incentive programs that align the interests of both sectors, such as joint ventures, funding opportunities, and recognition of shared successes	potential for cultural barriers, differing priorities, and long-term trust-building challenges that could limit the effectiveness of collaborations or result in slow integration of private-sector innovation with scientific research	The risk of a lack of willingness and culture of cooperation between science and the private sector is significant, as it directly impedes innovation, slows technological advancements, and can create barriers to achieving meaningful collaboration, requiring targeted efforts to foster mutual trust and alignment of goals for effective risk response.

Unclear delineation of the mandates between ministries, departments, agencies regarding their mandate at the various levels in Nigeria, as states are responsible for the implementation of national policies etc.to stakeholders of the innovation ecosystem and international donors.	Unlikely	Major	Dialogues with concerned stakeholders.	Despite these clarifications, there remains a risk of overlap or miscommunication in the implementation of their respective mandates, potentially leading to inefficiencies or conflicts in execution.	DTC Nigeria works closely with NITDA as its implementing partner of the programme and additional stakeholders such as SMEDAN and NDPC and strengthens their capacities.
Weak legal and institutional framework inter alia to curb corruption and strong cooperation with individual actors offers the potential for instrumentalisation by individual actors in the digital ecosystem.	Unlikely	Major	<p>Anchoring the principles of good governance and transparent communication in all measures.</p> <p>Focusing on technical support to avoid politicisation.</p> <p>Conduct due diligence on all potential partners, organisations, and participants.</p> <p>Setting up a corruption-sensitive monitoring.</p>	Despite efforts to ensure transparency and accountability decision-making could be influenced, resources steered, and project outcomes affected.	Based on the Corruption Perceptions Index (CPI), Nigeria ranked 140th out of 180 in 2024, continuing to face a high level of corruption, ranking low in terms of transparency and governance, with systemic corruption within both public and private sectors undermining efforts to improve institutional integrity and development.
Economic					
Inflation/ exchange rate fluctuations	Likely	Significant	GIZ closely monitors the impact of inflation/exchange rates changes and transparently discusses implications and possible adjustments with contracting authorities. Payments	No influence on the development of inflation or exchange rates	<p>Inflation Rate (Central Bank of Nigeria 2025a)</p> <p>Exchange rates (Central Bank of Nigeria 2025b)</p>

			will be provided in installations to compensate for exchange rate fluctuations.		
Economic downturn reducing funding availability for digital skills trainings by the public and private sector	Likely	Significant	Diversify funding sources, including private sector partnerships and grants.	Funding constraints may still limit scalability and reach.	Economic fluctuations in Nigeria impact budget allocations by the public and private sector and donor priorities.
Deteriorating macro-economic framework conditions	Likely	Significant	Focus on (local and international) in-demand ICT skills.	The greater economic pressures might complicate business survival of MSMEs and impact employment rates in a negative way	Economic growth in Nigeria is expected to remain slow and inflation high. This causes more unemployment and drives more citizens into poverty.
Entrepreneurs do not recognise the benefits of accelerated digital transformation.	Likely	Major	Conduct awareness raising sessions on the importance of digital transformation	Despite awareness-raising sessions, resistance to change, lack of technical capacity, or competing priorities may still hinder the adoption of digital transformation initiatives.	This risk is high if entrepreneurs lack awareness, digital literacy, or trust in new technologies, requiring targeted education, success case demonstrations, and incentives to drive adoption and overcome resistance
Usage of informal monetary transactions outside of formal accounting systems	Likely	Significant	<p>GIZ solely uses formal monetary transactions based on well-established processes for procurement and financial governance, based on 4 or 6 eye principles with both external and internal audits.</p> <p>On project level: Implementation of a strong monitoring and evaluation mechanism to monitor and track progress in line with budget consumption.</p>	Even with controls in place, minimal risk persists due to weak local enforcement.	Nigeria presents a complex financial landscape for international cooperation, marked by beneficiaries and local partners rely on informal monetary channels—such as cash couriers, informal agents, and unregulated transfer networks—which, while adaptive and accessible, pose significant risks to transparency, accountability, and compliance with international financial standards. Furthermore, the Nigerian government has heightened scrutiny on financial flows due to concerns around fraud, corruption, and

					the financing of terrorism, placing increased pressure on development actors to ensure financial integrity.
Societal					
Low societal awareness of digital skills' importance	Likely	Major	Conduct awareness campaigns highlighting career opportunities in the digital sector.	Some communities may still resist or deprioritise digital skills due to traditional (employment) preferences.	Many young people lack exposure to digital career paths, reducing motivation to participate.
Environment					
Environmental factors disrupting digital infrastructure	Unlikely	Major	Invest in alternative power solutions such as solar energy for training centres.	Internet and electricity disruptions may still hinder learning progress.	Frequent power outages in Nigeria pose risks to digital training programs.
Negative impact on the environment by growing companies	Likely	Major	Verification of compliance with applicable environmental standards prior to support/funding.	Unforeseeable unintended environmental consequences based on the status quo of knowledge.	This risk is high if expanding companies prioritise growth over sustainability, necessitating strong environmental regulations, corporate accountability measures, and incentives for eco-friendly practices to mitigate long-term environmental damage.
Promotion of innovations that are conducive to a green economy, climate protection and adaptation but have other unintended negative environmental impacts	Likely	Minor	Taking environmental factors into consideration when choosing the validated digital solutions.	unforeseeable unintended environmental consequences based on the status quo of knowledge.	Innovations may still cause unintended environmental harm, requiring holistic impact assessments, regulatory oversight, and sustainable design principles to balance benefits with potential negative effects.
Security					
Security risks such as cyber threats, gender-based online violence	Likely	Significant	Implement cybersecurity measures and partner with local	Digital fraud and cybercrime remain growing threats despite awareness training.	Nigeria is confronted with a range of cyber threats and challenges, including but not limited to cybercrime, such as

			security agencies to ensure safe learning environments.		hacking, identity theft, and financial fraud, as well as gender-based online violence. These threats encompass harassment, cyberstalking, and the use of digital platforms to perpetuate harmful stereotypes and abuse, particularly targeting women and marginalised groups.
A deterioration of the security policy situation	Unlikely	Significant	Permanent assessments of the safety and security situation/standards by the GIZ RMO.	The security situation lies outside the sphere of influence of the project.	Assessment of Nigeria as a fragile context by the GIZ Nigeria RMO.
Social Affairs (Unintended Effects)					
Negative impact on women (e.g., increase in domestic violence) due to changes in earning capacity.	Likely	Major	Employ a systems level engagement approach where actors across familial, religious, and cultural lines are engaged and the importance of digital skills to their female relations are communicated in a way that emphasises mutual growth, leaving no one behind. Infuse gender sensitisation training.	Some women may experience increased domestic violence, dropout rates, and stress and anxiety levels.	In some contexts, within parts of Nigeria, on the continent and globally, increase in women's economic capacity can disrupt traditional household power dynamics which can lead to domestic violence against the women.

4B. Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Insufficient digital infrastructure in rural areas	Likely	Major	Usage of existing facilities by digital innovation hubs, IT centres.	Some rural areas may still struggle with connectivity and device availability.	Many rural communities lack reliable internet access, limiting digital training opportunities.
Low participation of marginalised groups (e.g., young women,	Likely	Significant	Offer targeted outreach, scholarships, and accessible learning materials.	Cultural, social and physical barriers such as inadequate	Gender and disability inclusion challenges persist in Nigeria's society. Especially persons with disabilities face

persons with disabilities)				infrastructure may still limit full participation.	challenges to be fully included as offers might not be fully adapted to their needs due to a lack of knowledge and insufficient funding.
Lack of qualified trainers	Likely	Major	Develop a trainer capacity-building program and offer competitive incentives.	High turnover of trained personnel may still impact training quality.	The educational system and the tech industry in Nigeria faces a shortage of experienced and qualified trainers.
Weak job market absorption of trained youth	Likely	Significant	Partner with private sector companies to create internship and job placement programs.	Labour market demand may not align with training outcomes as the trainings takes time and the labour market demand changes.	Many Nigerian graduates struggle with employment despite skill acquisition.
Digital skills may be exploited to conduct digital scams (e.g., phishing, fraud, identity theft).	Likely	Major	Include a module on cybersecurity, sensitisation measures on cyber law and ethics, including information on gender-based online violence and institute code of conduct document to be signed by all participants, upon enrolment.	Even though the project can strengthen awareness, critical thinking and inform about measures for protection, the residual risk of individual criminal energy remains but is expected to be low.	As digital literacy increases, malicious actors also enhance their technical sophistication. Risk remains due to persistent human vulnerabilities. Also, generative AI and bots increase the risk of rolling out larger scams.
Digital skills used to perpetrate gender-based online violence (e.g., doxxing, harassment, deepfakes).	Likely	Significant	Enforce the awareness of actors within the digital ecosystem, especially public sector actors on gender-based online violence, as well as GIZ compliance and complaints portal (whistleblowers portal) and include a module on gender-based online violence in the trainings where fit.	There is the potential for individuals to exhibit criminal behaviour outside the project's direct knowledge. But due to the presumption of innocence, the project will continue trainings and awareness raising measures.	Women and marginalized groups face targeted abuse; risk persists despite moderation due to anonymity and scale.

4C. Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
GIZ internal bureaucratic delays in contractual processes, hiring of staff etc.	Likely	major	Establishment of clear communication channels with clear deadlines to improve approval processes.	Delays may still occur due to administrative inefficiencies.	GIZ is a big federal company, which focuses on its standards to maintain high quality standards. However, this might slow down implementation.
Lack of coordination with other international actors	Unlikely	Minor	Consistent adaptation of the projects stakeholder matrix to ensure coordination Coordination with present international actors Steering Meetings.	Different international actors may have conflicting or overlapping priorities, creating confusion and reducing the effectiveness of project implementation.	The project is implemented in multiple regions, wherefore it is essential to maintain an updated stakeholder matrix to ensure the creation and usage of synergies.
Lack of addition funding or a cost-neutral extension by the EU	Likely	Major	As Outputs 1-4 are currently jointly implemented with a cofinancing by the EU, the outstanding confirmation of a cost-neutral extension or a top-up would limit the scale of activities, outputs, outcomes and impacts of the DTC Nigeria. Close exchanges are ongoing with the European Delegation in Nigeria.	A residual risk remains a cost-neutral extension, or a top would need to be agreed in written.	DTC Nigeria is a BMZ-commissioned project, co-financed by the EU and implemented by GIZ. The official end of the EU-cofinancing in 11/2025 would result in the DTC Nigeria continuing without a financial contribution by the EU. The DTC Nigeria would conceptually remain unchanged, and targets will be maintained.

Annex 5: Budget details and financial reporting template

5A: Overall Budget for Output 5 and Tech4Youth contribution (in EUR in GIZ format)

	Total Cost Estimate <i>of joint implementation (planned value)</i>	Total Cost Estimate <i>based on DK MOFA contribution to total direct costs</i>	Forecast of DK MOFA Contribution <i>Period 1 (from 10/25 to 03/26)</i>	Forecast of DK MOFA Contribution <i>Period 2 (from 04/26 to 09/26)</i>	Forecast of DK MOFA Contribution <i>Period 3 (from 10/26 to 03/27)</i>	Forecast of DK MOFA Contribution <i>Period 4 (from 04/27 to 09/27)</i>
	EUR	EUR	EUR	EUR	EUR	EUR

Joint Budget Cost Allocation						
1. Assignment of experts	4.629.330	3.777.440	1.250.000	920.000	930.000	677.440
2. Materials, equipment and construction	650.712	530.968	175.000	130.000	130.000	95.968
3. Financing	250.000	203.994	65.000	50.000	50.000	38.994
4. HCD formats: participant-related costs	660.000	538.547	185.000	137.500	137.500	78.547
5. Other direct costs	527.556	430.476	150.000	112.500	112.500	55.476
6. Total direct costs	6.717.598	5.481.425	1.825.000	1.350.000	1.360.000	946.425
7. Overheads incl. risk mark-up	1.147.527	383.700	127.750	94.500	95.200	66.250
8. Estimated total costs	7.865.125	5.865.125	1.952.750	1.444.500	1.455.200	1.012.675

DK MFA contribution	
Total direct eligible costs by the DK MFA	5.451.425
Audit (covered by DK MoFA, included in 1.)	30.000
DK contribution to total direct costs (incl. Audit)	82%
Overheads (7% of Total Direct Costs)	383.700
Total eligible cost by the DK MFA	5.865.125
Total eligible cost by the DK MFA in DKK	43.750.000
DK MOFA contribution within joint implementation %	75%

Note: The budget only reflects the DKK 43,75 million (EUR 5,861,625) granted to GIZ. The RDE Abuja 1,250,000 budget for MEAL and oversight is not included. The RDE Abuja budget line is divided by DKK 750,000 in 2026 and DK 500,000 in 2027

Exchange rate on the date of preparation, 06/2025 (DKK-EUR) 0,13406

Cost Categories: GIZ will employ a mix of adapted instruments to provide technical and organisational support, which is demonstrated through the allocation to the budget lines described below:

1. **Assignment of experts:** GIZ will employ both long and short term international and local experts to implement Tech4Youth, including long-term staff, experts from GIZ headquarters, and short-term consultants and contractors.
 - Seven GIZ long-term staff (6 national and 1 international) who coordinate the project and work with implementing partners on a day-to-day basis, partially also providing coaching on-the-job. They provide technical expertise and help conceptualize strategies and implement identified joint priorities with partners. The advisors monitor agreed priorities to ensure effective and efficient implementation, paying attention to lessons learnt for better outcomes.
 - Seventeen other staff will play a supporting role across technical thematic areas, administration, finance and logistics.
 - Experts at GIZ headquarters in Eschborn and Bonn, Germany, who provide technical and administrative backstopping for the project. This quality assurance service improves the final **delivery** of products in terms of quality and efficiency.
 - Short-term consultants/contractors with expertise on specific topics e.g. to further develop curricula, provide certification and capacity building measures etc.
2. **Material, equipment and construction contracts:** Provision of goods (such as working materials, technical equipment including logistics) and construction contracts for renovation measures to provide conducive work and training environments.
3. **Financing:** Local subsidies will be deployed to partners e.g. universities, to build their capacity to integrate and provide quality ICT and employment enhancing training measures for youth in the long term.
4. **HCD Formats, participant related costs:** Local and international trainings that might be conducted in the form of seminars, conferences, workshops, study trips, exchange of experiences and international good practices as well as peer learning to develop capacities of youth and partner staff.
5. **Other direct costs:** All other direct costs related to the implementation of activities which includes amongst other running costs of the office and travel costs of partners.

Eligibility of costs: The Overheads (including Risk-markup) shall be declared as a flat-rate of 7% of the total eligible direct costs. The remuneration does not need to be supported by accounting documents.

Sub-grants: Sub-grants are to be managed following GIZs established and BMZ-aligned procedures regarding assessment, management and auditing of sub-grantees.

Management of assets: Management of assets will be in accordance with GIZ's standards and transferred to the political partner in accordance with GIZ's partnership agreements.

Deviation from the budget: GIZ can only spend the funds on activities approved within the agreed budget. Changes in the main budget lines between outputs/activities and reporting periods exceeding 10 % are allowed. This applies to changes between individual budget lines and different periods, as well as the individual budget lines and periods per output - and consequently also combinations thereof. In the event that GIZ identifies a potential deviation of more than 10%

between main budget cost lines (e.g. 1. Assignment of experts etc.), it is required to promptly notify the Danish Embassy and MoFA of Denmark and seek prior written approval via e-mail.

Financial management and oversight of grants: GIZ has three different types of contracts for financing: Grant Agreements for German recipients (Zuschussvertrag), Grant Agreements for non-German recipients and Financing Agreements for lead executing agencies in the partner country. Regarding grants, GIZ conducts commercial eligibility assessments, closely monitors the implementation and audits the grantees. While grants are not repayable, GIZ reserves the right to reclaim non-eligible amounts following review of the final Financial Report.

Audit and Monitoring of Effectiveness: As a federal enterprise, GIZ is subject to two rounds of external audits since the mechanisms for public-sector entities and private-sector enterprises both apply. The company's annual accounts are audited by external auditors and its use of public funds is audited by public audit institutions such as the *Bundesrechnungshof* (Germany's supreme audit institution) and the European Court of Auditors. The cost of services invoiced by GIZ is subject to public price auditing, and the quality of our services is audited by external experts and evaluated by the German Federal Ministry for Economic Cooperation and Development (BMZ) to determine whether funds are being used properly and whether the optimal cost-benefit ratio is being achieved. GIZ also has its own internal control system, which is certified to the international standards of the Institute of Internal Auditors (IIA). GIZ's internal Auditing Unit systematically reviews the functioning and effectiveness of the company-wide internal control system. ([GIZ \(2025\): Cost Effectiveness](#))

Exchange rate fluctuations: GIZ closely monitors the impact of inflation/exchange rates changes and transparently discusses implications and possible adjustments with RDE. Payments will be provided in installations to compensate for exchange rate fluctuations. In case of sub-grants, each voucher must be recorded in the original voucher currency and converted into EUR in the breakdown of actual costs. If the Grant is transferred to an account in a foreign currency, proof of receipt into the account in the local currency must be submitted with the next Financial Report. The exchange rate in each case is calculated from the underlying amount in EUR and the local currency received.

Cost of Closure: In addition, stipulations in the Grant Agreement, costs linked to the closure of the project, such as audit costs and administrative support costs for the termination, may be incurred after the implementation period. Costs related to the closure are only eligible if incurred no later than the submission of the final narrative and financial report.

Unused funds: Unused funds and any interest shall be returned to the Danish MoFA after approval of final accounts for the engagement. Negative interests are to be accounted for as expenditures and may be covered by the grant.

5B: Preliminary Budget estimates for Output 5 per activity (in EUR in GIZ format)

	Total Cost Estimate of joint implementation (planned value)	Total Cost Estimate based on DK MOFA contribution to total direct costs	Forecast of DK MOFA Contribution Reporting Period 1 (from 10/25 to 03/26)	Forecast of DK MOFA Contribution Reporting Period 2 (from 04/26 to 09/26)	Forecast of DK MOFA Contribution Reporting Period 3 (from 10/26 to 03/27)	Forecast of DK MOFA Contribution Reporting Period 4 (from 04/27 to 09/27)
	(1)	(2.1)	(2.2)	(2.3)	(2.4)	
	EUR	EUR	EUR	EUR	EUR	EUR
Activity 1						
1. Assignment of experts	1.745.113	1.423.976	471.210	346.811	350.581	255.374
2. Materials and equipment and construction contracts	74.212	60.556	19.959	14.826	14.826	10.945
3. Financing	-	-	-	-	-	-
4. HCD formats: participant-related costs	264.000	215.418	74.000	55.000	55.000	31.418
5. Other direct costs	173.523	141.592	49.338	37.003	37.003	18.248
6. Total direct costs Output 1	2.256.848	1.841.542	614.507	453.640	457.410	315.985
Activity 2						
1. Assignment of experts	708.652	578.246	191.348	140.833	142.363	103.702
2. Materials and equipment and construction contracts	254.170	207.398	68.355	50.779	50.779	37.485
3. Financing	125.000	101.997	32.500	25.000	25.000	19.497
4. HCD formats: participant-related costs	264.000	215.419	74.000	55.000	55.000	31.419
5. Other direct costs	79.133	64.571	22.500	16.875	16.875	8.321
6. Total direct costs Output 2	1.430.955	1.167.631	388.703	288.487	290.017	200.424
Activity 3						
1. Assignment of experts	689.808	562.869	186.261	137.087	138.577	100.944
2. Materials and equipment and construction contracts	59.080	48.208	15.889	11.803	11.803	8.713
3. Financing	125.000	101.997	32.500	25.000	25.000	19.497
4. HCD formats: participant-related costs	66.000	53.855	18.500	13.750	13.750	7.855
5. Other direct costs	79.133	64.571	22.500	16.875	16.875	8.321
6. Total direct costs Output 3	1.019.021	831.500	275.650	204.515	206.005	145.330
Activity 4						
1. Assignment of experts	701.777	572.636	189.492	139.466	140.982	102.696
2. Materials and equipment and construction contracts	254.170	207.398	68.355	50.779	50.779	37.485
3. Financing	-	-	-	-	-	-
4. HCD formats: participant-related costs	66.000	53.855	18.500	13.750	13.750	7.855
5. Other direct costs	79.133	64.571	22.500	16.875	16.875	8.321
6. Total direct costs Output 4	1.101.080	898.460	298.847	220.870	222.386	156.357
Activity 5						
1. Assignment of experts	783.980	639.713	211.689	155.803	157.496	114.725
2. Materials and equipment and construction contracts	9.080	7.408	2.442	1.813	1.814	1.339
3. Financing	-	-	-	-	-	-
4. HCD formats: participant-related costs	-	-	-	-	-	-
5. Other direct costs	116.634	95.171	33.162	24.872	24.872	12.265
6. Total direct costs Output 5	909.694	742.292	247.293	182.488	184.182	128.329
Total (Activities 1-5)						
6. Total direct costs	6.717.598	5.481.425	1.825.000	1.350.000	1.360.000	946.425
7. Overheads incl. risk mark-up	1.147.527	383.700	127.750	94.500	95.200	66.250
8. Estimated total costs	7.865.125	5.865.125	1.952.750	1.444.500	1.455.200	1.012.675

Note: The budget only reflects the DKK 43,75 million (EUR 5,861,625) granted to GIZ. The RDE Abuja DKK 1,250,000 budget for MEAL and oversight is not included. For Periodisation, the RDE Abuja budget line is divided by DKK 750,000 in 2026 and DK 500,000 in 2027

Explanations of the budget lines:

1 Assignment of experts	
1.1 International Staff	International personnel assigned to the project/contribution: salary incl. all relevant components like fixed salary, variable remuneration, social security, external qualification measures, living abroad allowance, non-recurring costs at the end of staff assignment such as compensation payments and other personnel-related costs. Incl. Development Workers, Integrated and Returned Experts
1.2 National Staff	National personnel assigned to the project/contribution: Salary incl. all relevant components like fixed salary, variable remuneration, social security, external qualification measures, non-recurring costs at the end of staff assignment such as compensation payments and other personnel-related costs.
1.3 GIZ Internal Services	Personnel not directly assigned to the project/contribution, from HQ and the respective GIZ Country Offices delivering technical, methodological, advisory services, as well as other administrative project support, as bookkeeping, HR, procurement and travel management. These services are logged in with time sheets and are charged to the project in accordance with the causality principle based on German price law on hourly rates.
1.4 External Expertise	International, regional and local consultants and consultancy firms (incl. travel costs), audit costs for financing agreements (service contracts)
1.5 Travel Costs	Travel expenses of international personnel, national personnel, personnel working at HQ in Germany, assigned to the project/contribution, as well as backstopping and support through GIZ HQ personnel. Including flight tickets, transportation costs, accommodation and subsistence allowance pursuant to the German regulations on wage tax as published by the German Federal Ministry of Finance.
2 Materials and equipment and construction contracts	
2.1 Materials & Equipment	International and national procurement of activity-related goods, as well as office and IT equipment and consumables. For international procurement there are also transport costs, and insurance costs included. If and when applicable: training and workshop materials; access to databases & journals, as well as procurement made by consultants within their contractual agreements.
2.2 Construction & services	Construction material, procurement of goods for constructions, construction contracts
3 Financing	
3.1 Financing Agreements, Gov.	Grants with government authorities, political partners and local ministries
3.2 Local Subsidies	Grants to local organisations, that do not yet have sufficient technical, commercial or administrative capacity to administer the funds independently. The financial processing of those funds is carried out by the GIZ Country Office in the respective Countries.


3.3	Subsidy and grant agreements to non-gov partners	Grants to German or other international organisations and institution. Incl. scholarships to HCD participants.
4	HCD Formats:	
4.1	Participant-related Costs	Costs for partners that participate in training, study tours, etc. Costs include travel, preparation costs, such as language training, insurances. Subsistence allowances follow regulations by the German Federal Ministry of Finance.
5	Other Direct Costs	
5.1	Other Direct Costs, HQ	Project office costs for project personnel working at the Headquarters in Germany. Expenses for medical services (vaccinations, check-up, medical treatment) of international personnel directly assigned to the project/contribution, preparatory costs of the initial assessment in line with the BMZ agreement.
5.2	Running Costs Local	Project office costs in the country of implementation such as rent, additional rental charges, telecommunication, Internet, maintenance, etc.
5.3	Other external services	Repairs, vehicle maintenance, catering and room costs for workshops and seminars (travel costs, consultants, etc are booked in the respective budget lines), printing, translation and interpretation services, moderators, facilitators, websites, print media for public relations, etc.
5.4	Other costs and revenues	Travel costs of partners not related to a training measure, internal staff trainings, revenues and other reimbursements.
6	TOTAL DIRECT COSTS	
7	Overheads incl. risk mark-up	
		Overhead costs for which a direct causal relation to an individual project cannot be established with reasonable effort (i.e. different from budget line 1.2 internal technical/ administrative services) arise for costs for internal service providers, e.g. finance and accounting, procurement, HR, IT, corporate communications, legal affairs, risk management, compliance etc. The German public price law applies to all commissions awarded by the German public sector and projects are calculated based on a cost reimbursement price. Legislation stipulates that a price-based risk mark-up must be included in order to cover entrepreneurial risks. The risk mark-up varies between 1-2%, depending on the cost type, cost reimbursement price without or with price cap. German VAT, if applicable, is included. The overhead rate (incl. the statutory reserve) to be charged to DK MoFA is seven percent (7%) of the total direct costs, pro rata to the donor's contribution for the entire duration.
8	ESTIMATED TOTAL COSTS	Total direct costs and overheads incl. risk markup

Distribution of costs to outputs:

According to the agreement with BMZ, for some cost items, so-called distribution keys will be/ can be used for assigning costs to outputs. The calculation of the distribution keys is based on the planned or forecast values of the total commission (at the 7-digit level). Distribution keys can be applied for the allocation of the following costs:

- a) Cost items under 500 € without clear output correlation (one or more outputs)
- b) non-attributable direct costs from GIZ country offices (Spitzenverrechnung)
- c) Security and Risk Management System (SRMS) costs
- d) Microsoft Client Licenses
- e) Office rent and utility shares for project staff in Germany

5C: Budget reporting template

<div>  <div> giz <small>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</small> </div> </div>											
Project name		Project number						Name of officer responsible for the commission (AV)	Date of issue		
Tech4Youth - equipping young people in Nigeria with labour market relevant skills for the ICT sector		2020.2222.6						Diwani, Thuweba Noor Abdurahman	28.05.2025		
	Total Cost Estimate of joint implementation (planned value)	Budget vs. Actual Period						Budget Utilisation			
		Total Cost Estimate based on DK MOFA contribution to total direct costs	Budget Period Reporting Period ... (from ... to ...)	Actual Spent Period Reporting Period ... (from ... to ...)	Budget Variance	Budget Variance %	Comments budget variance	Accumulated Actual Spent	Balance available to date	Grant utilised to date %	Forecast (next period)
		EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR
Joint Budget Cost Allocation											
1. Assignment of experts		-									
2. Materials and equipment and construction contracts		-									
3. Financing		-									
4. HCD formats: participant-related costs		-									
5. Other direct costs		-									
6. Total direct costs		-									
7. Overheads incl. risk mark-up		-									
8. Estimated total costs		-									
DK MFA contribution within joint implementation											
Total direct eligible costs by the DK MFA	-	30,000									
Audit (covered by DK MoFA, included in 1.)		30,000									
DK MFA contribution to total direct costs (incl. Audit)		0%									
Overheads incl. risk mark-up (up to max. 7% of Total Direct Costs)		-									
Total eligible cost by the DK MFA		-									
Total eligible cost by the DK MFA in DKK		43,750,000									
DK MOFA contribution within joint implementation %		0%									
BMZ contribution within joint implementation											
Total direct eligible costs by BMZ		2,000,000									
BMZ contribution to total direct costs		0%									
Overheads incl. risk mark-up		-									
Total eligible cost financed by BMZ		2,000,000									
BMZ contribution within joint implementation %		100%									

5D: Activity allocation reporting template

Output Allocation Reporting Template												
Project name		Project number						Name of officer responsible for the commission (AV)		Date of issue		
Tech4Youth – equipping young people in Nigeria with labour market relevant skills for the ICT sector		2020.2222.6						Diwani, Thuweba Noor Abdurahman		28.05.2025		
		Budget vs. Actual Period						Budget Utilisation				
		Total Cost Estimate of joint implementation (planned value)	Total Cost Estimate based on DK MOFA contribution to	Budget Period Reporting Period ... (from ... to ...)	Actual Spent Period Reporting Period ... (from ... to ...)	Budget Variance	Budget Variance %	Comments budget variance	Accumulated Actual Spent	Balance available to date	Grant utilised to date %	Forecast (next period)
		EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR
Activity 1												
1. Assignment of experts												
2. Materials and equipment and construction contracts												
3. Financing												
4. HCD formats: participant-related costs												
5. Other direct costs												
6. Total direct costs Output 1												
Activity 2												
1. Assignment of experts												
2. Materials and equipment and construction contracts												
3. Financing												
4. HCD formats: participant-related costs												
5. Other direct costs												
6. Total direct costs Output 2												
Activity 3												
1. Assignment of experts												
2. Materials and equipment and construction contracts												
3. Financing												
4. HCD formats: participant-related costs												
5. Other direct costs												
6. Total direct costs Output 3												
Activity 4												
1. Assignment of experts												
2. Materials and equipment and construction contracts												
3. Financing												
4. HCD formats: participant-related costs												
5. Other direct costs												
6. Total direct costs Output 4												
Total (Activities 1-5)												
6. Total direct costs												
7. Overheads incl. risk mark-up												
8. Estimated total costs												

Annex 6: DTC Governance and Management

6A. Project Steering Committee:

The current DTC Nigeria steering structure consists of a Project Steering Committee (PSC) which is advisory in nature and supports the project to ensure the achievement of objectives. It provides strategic advice, receives, reviews, and discusses monitoring reports and evaluations and shares relevant updates. The PSC currently consists of 12 member organisations, comprising primarily of public, civil society stakeholders and representatives of the BMZ, EU and GIZ.

The Project Steering Committee (PSC) is a non-executive committee, that is advisory in nature and supports the project to ensure the achievement of objectives. The PSC role creates the support structure for the implementation and sustainability of the Action which aims to help Nigeria improve its digital innovation ecosystem. It will support the improvement of the digital innovation ecosystem by (i) creating a business environment for the technological transformation of MSMEs in SDG and development-related sectors, (ii) improving the innovation support ecosystem, (iii) fostering partnerships, and developing and implementing digital solutions and (iv) access to digital and entrepreneurial skills.

Composition: The current structure of the PSC consists of:

- *Chair:* National Information Technology Development Agency (NITDA)
- *Co-Chair:* European Union (EU)
- *Co-Chair:* German Federal Ministry for Economic Cooperation and Development (BMZ)
- *Secretary:* Innovation Support Network (ISN)
- *Members:*
 - Small, Medium Enterprises Development Agency of Nigeria (SMEDAN)
 - University of Lagos (NiTHub)
 - International Institute of Tropical Agriculture (IITA)
 - Nigerian Climate Innovation Center (NCIC)
 - Lagos State Employment Trust Fund (LSETF)
 - The Rising Tide Africa
 - Investment in Digital and Creative Enterprises (iDICE)
- *Observers:*
 - Office of the Vice-President, Federal Republic of Nigeria
 - Office of the President, Federal Republic of Nigeria
 - Ministry of Communication, Innovation and Digital Economy
 - EU Youth Sounding Board in Nigeria
 - GIZ Nigeria

The Embassy of Denmark in Abuja, Nigeria will become a member of the PSC and receive the status of a Co-Chair upon the signature of the contract. Additional members representing key stakeholders in generating employment and ICT skills for youth may be invited, including private stakeholders e.g. NATEP, NOTAP and FMoE.

Mandate: The mandate of the PSC is as follows:

- The PSC reviews progress in the implementation of the Action based on activities of the previous year.
- Provides strategic guidance and recommendation on the implementation in the next planning period and reflects on potential opportunities and risks to the Action.

- The PSC will receive, review, and discuss monitoring reports and evaluations, when applicable.
- The advice is non-binding but serves to orient the project in the implementation of its mandate. Where advice is not taken by the project, clear justification will be provided.
- Members will communicate relevant information from and to the project and PSC.
- Meetings will be chaired by the designated Chair from NITDA, or its replacement.
- The Secretariat is responsible for coordinating all meetings, communication, documentation, reporting, and other secretariat services to be defined.
- Members must commit to attending and participating actively in the meetings, and to send the same representative. One other replacement person per member must be nominated and kept fully informed.

The PSC convenes meetings through the Secretariat, or the Chairperson and DTC Nigeria provides administrative and logistical support. It meets physically 2 times a year. In addition to bi-annual reports, two concise quarterly reports will be provided to the PSC. The quarterly report will include progress from the current quarter and focus for the next, with a request for comments and feedback from the PSC members.

6B. GIZ DTC Nigeria Implementation Arrangements

GIZ Nigeria and ECOWAS has organised all projects in 4 clusters, the DTC project is managed within the GIZ Sustainable Economic Development Cluster (SEDEC), which was formed in 2019 and focuses on private sector development, access to finance, skills development, labour market, green economy, migration and digitalisation. The SEDEC Cluster, which is currently made of seven projects, has over 120 million EUR in funding from the BMZ with co-financing from the European Union and the Swiss Agency for Development and Cooperation.

Project Offices: DTC Nigeria is as a GIZ programme part of GIZ Nigeria and ECOWAS. The GIZ Country Office (CO) in Nigeria as well as the GIZ Headquarter in Germany supports the DTC Team with administrative, contractual, procurement and finance related activities. DTC Nigeria has a project office in Lagos. The Project Team in the Lagos project office has the primary responsibility and purpose of actively following up, monitoring, checking quality, delivery, and timeliness of activities. The proposed Tech4Youth component also requires office equipment as well as the covering of set-up and operating costs (e.g., rent, water, electricity, insurances, maintenance, telephone, security, and ICT related costs, travel costs, fuel, etc.).

Personnel: Tech4Youth will be implemented by a team of 22 GIZ staff, including support staff, comprising 5 international and 17 local staff. The core project staff will be located in Lagos.

Tech4Youth will benefit from existing shared staff of DTC Nigeria, which is co-financed by all donors and a few dedicated staff, to ensure coordinated implementation, coherency and cost efficiency. A core team of 7 staff (1 international and 6 national) will work intensively or solely on Tech4Youth (50% and 100% allocation of time) supported by 1 support staff (driver). The team also includes Staff in a support role at both cluster and project level, with below 30% of time and cost allocation to Tech4Youth implementation. Most positions are already existing in the DTC project and shared with other donors.

The line management and leadership will be ensured by a Project Lead and a dedicated Local Senior Technical Advisor (Component Manager) on ICT Skills, supported by financial management, administrative experts as well as thematic technical experts and experts on cross-cutting topics such as gender, monitoring and evaluation, communication, support and logistics.

The DTC Nigeria GIZ project unit receives technical support from the SEDEC cluster, and for administrative, contractual, procurement and finance related activities from the GIZ Country Office (CO) in Nigeria as well as the GIZ Headquarter in Germany. For technical backstopping, GIZ projects receive support by the Sectoral Department (FMB) of GIZ headquarters in Germany.

The configuration of the proposed staff concept will be validated internally with the approved budget. Minor changes may be introduced on completion of the quality assurance process. The configuration of the team can change over time according to the needs of the measure and with the implementation of a unified countrywide administration and finance service unit. GIZ will report on changes of the team through its progress reports.

Overview¹⁰

Function, Tasks and Responsibilities	Allocation	Location
Cluster, Topic and Donor coordination		
The International Cluster Coordinator will be responsible for the coordination of the overarching development cooperation programme “Training and sustainable growth for good jobs-programme” and ensuring SEDEC cluster synergies, coherency and support to the project. He/She/They will also support with donor coordination and liaising with the commissioning party, BMZ at cluster level.	10% of an existing position	Abuja
The International Cluster Portfolio Manager will be responsible for project management, quality assurance and donor relations support to the project. He/She/They supports with reporting and documentation.	10% of an existing position	Abuja
Core Tech4Youth implementation		
The International Project Manager will be responsible for the overall coordination of the DTC Nigeria, including Tech4Youth, as well as closure activities after the end of the implementation period. She/He/They will regularly liaise with Denmark and other actors to define ongoing requirements, scope and objectives. She/He/They will be coordinating the subcontractors and will oversee the reporting of Tech4Youth. She/He/They will be in charge of quality assurance measures and supervising all administrative and financial activities of Tech4Youth, including contractual management and budgetary control as well as reporting. As Outputs 1-4 of DTC Nigeria are already operational, the international project manager will focus mainly on Tech4Youth.	75% of an existing position	Lagos
The International Administration/Finance Manager will be in charge of financial and administrative tasks for the part of Tech4Youth implemented by GIZ, as well as tasks associated with the role of the Organisation such as transfer of funds to partners of the measure and closure activities after the end of the implementation period.	50% of an existing position	Lagos

¹⁰ This represents the estimated staff configuration of the team at the start of the project. Estimated allocation of time is for output 5 and not only Tech4Youth. It will be validated, and the share of the costs will be indicated with submission of the budget. The configuration of the team can change over time according to the needs of the measure. GIZ will report on changes of the team through its progress reports.

Function, Tasks and Responsibilities	Allocation	Location
The International Senior Technical Advisor (Component Manager) will support the coordination, and the smooth running and timely implementation of the activities related to strengthening Innovation Support Organisations (developing and supporting innovation support organisations that conduct ICT Skills and employment training for youth) and the contribution of Output 2 and 3 to Tech4Youth. Under Tech4Youth, the capacity to offer and conduct trainings will be strengthened. This will enable the DTC Nigeria to build on the work carried out in Output 2 and 3, such developing and increasing the capacity of hubs to offer quality ICT trainings and practice facilities, as well as developing hub quality assurance measures.	10% of an existing position	Lagos
The Local Technical Advisor on Government Advisory will support the implementation of activities related to improving framework conditions for talent development, especially by liaising with relevant government and policy level actors (NITDA, NATEP, FMoE etc), identifying capacity building needs, supporting in the implementation of relevant policies, providing technical assistance, formulating initiatives and training programmes and controlling their execution.	10% of an existing position	Lagos
The Local Technical Advisor on Digital Innovation Ecosystem from output 2 will support the implementation of activities related to developing the capacity of innovation support organisations that deploy ICT Skills trainings (DIH, hubs, incubators, accelerators, etc.), building international networks, providing technical assistance, supporting the formulation of initiatives and training programmes for hubs, under Tech4Youth	25% of an existing position	Lagos
The Local Senior Technical Advisor (Component Manager) on ICT Skills will assure the coordination and the smooth running and timely implementation of the activities related to Output 5 (Tech4Youth) and for the achievement of the related expected results; analyse trends in the subject matter; formulate recommendations on appropriate adjustments and programming; maintain a working relationship with national and partners on the macro and meso level (service providers); provide technical assistance, formulate initiatives and training programmes and control their execution.	100% - new position	Lagos
The Local Technical Advisor on ICT Skills will assist and provide backstopping support in the implementation of activities related to Tech4Youth (Output 5).	100%- new position	Lagos
The Local Gender Equality and Social Inclusion (GESI) Advisor will support the implementation of activities related to developing the mainstreaming of GESI in the project design and implementation, especially by liaising with trainings institutes, women support organisations, women and youth, identifying capacity building needs, providing technical assistance, formulating initiatives and training programmes.	50% of a new position	Lagos
The Local Technical Advisor on Monitoring and Evaluation (M&E) will coordinate and implement the monitoring and evaluation of the project activities, progress and impact of the overall DTC	20% of an existing position	Lagos

Function, Tasks and Responsibilities	Allocation	Location
Nigeria. She/He/They will technically supervise the Local Junior Technical Advisor on M&E will support in the monitoring and evaluation of the Tech4Youth activities, progress and impact, and is responsible for consolidation and drafting of project technical reports.		
The Local Junior Technical Advisor on M&E will support in the monitoring and evaluation of the Tech4Youth activities, progress and impact.	100%- new position	Lagos
The Local Technical Advisor on Communications will coordinate and implement the communications and visibility of the DTC Project and will spend a proportional amount of time and effort on Tech4Youth. She/He/They is in charge of the approval process for communications materials, compliance with branding guidelines and consolidating visibility reports.	20% of an existing position	Lagos
The Local Office Manager will support with Office Management and administrative tasks, as well as liaison to Country office and service unit at project level. She/He/They will focus mainly on ensuring monitoring and following up with service unit for timely procurements related to the implementation of Tech4Youth.	100% - new position	Lagos
Other Administration, Finance and Support Staff		
The Local Finance Manager will support financial and accounting tasks and exercise the control functions, to ensure compliance and the application of the 4-eye principle for transparency and accountability	30% of an existing position	Lagos
The Local Administrative Officer will support the administrative tasks	30% of an existing position	Lagos
The Local Accounts Officer will support with financial tasks and grants/subsidies of Tech4Youth.	30% of an existing position	Lagos
The Senior Local Cluster Finance Manager will support in coordinating financial and accounting tasks	10% of an existing position	Abuja
The Local Cluster Procurement Officer will support in procurement of material goods and services for Tech4Youth.	30% of an existing position	Lagos/Abuja
The Local Cluster Contracts Officer will support in the procurement of services for Tech4Youth.	30% of an existing position	Lagos/Abuja
The Local Project Assistant and Hospitality Staff will be responsible for administrative tasks, including workshops and events and logistics associated with the implementation period.	30% of an existing position	Lagos
1 Driver – of two existing positions is allocated to Tech4Youth	100% of an existing position	Lagos

Project personnel that work for more than one project (apart from the staff listed above that calculates working hours based on manual timesheets) is listed in the following:

Function, Tasks & Responsibilities	Timesheets	Locations
Pool of Non-Key Experts will be available for providing a punctual expertise in the project. The experts will be hired according to the needs of implementation of the project's activities e.g. development of curricula, organisational development of partner organisations etc. All experts will be independent and free from conflict of interest in the responsibilities they take on. The interaction of various instruments is oriented towards the needs of partners and pursues the goal of ensuring the cost-effectiveness and efficiency of means used. International expertise is therefore used only in those cases when such expertise is not available in the national or regional market.	Working time will be established based on time sheets	Germany / Nigeria

The staffing in the project will be complemented by procurement of expertise, consultancy contracts and grants as well as budgets for workshops, trainings, procurement of equipment and project vehicles as specified in the budget.

6C. GIZ Compliance Policies

Management aspects and financial procedures are aligned with [Capacity WORKS](#) approach, GIZ management systems, and internal compliance rules and regulations. Key compliance regulations relevant for Danish red lines are highlighted below.

Management Systems and Internal Controls: GIZ operates under a rigorous compliance and risk management framework, grounded in German public sector principles. It employs a comprehensive Compliance Management System (CMS) which includes robust anti-corruption policies, whistleblowing mechanisms, and enforcement of its [Code of Conduct](#). GIZ is financially accountable to BMZ, the EU, and other donors, and has proven capacity of managing complex multi-donor funds, with standardised tools for procurement, budgeting, disbursement, financial reporting, and audits aligned with common donor standards.

Measures for compliance: GIZ's has a [whistleblowing system](#) in place as a vital early warning system for identifying potential grievances and initiating effective countermeasures. Internally, it consists of an [online whistleblower portal](#) and corporate mailboxes to report to [Compliance and Integrity Advisory Services](#) and in particular on [discrimination and sexual misconduct](#). In addition, an [external ombudsman](#) is available as point of contact outside of the company. The objective is to avert or minimise possible damage within or outside the company as early as possible, which may result from the misconduct of individuals or from errors in the system. The whistleblower system is open to any legal violations or rule-breaking that is relevant to the work of GIZ, especially on the following: (1) corruption and bribery, (2) Misappropriation, fraud and embezzlement, (3) conflicts of interest, (4) Sexual misconduct and sexual exploitation, (5) Violations of human rights, (6) Violations of environment-related obligations (violations of environmental law).

Anti-child labour: GIZ addresses children's rights and child protection on various levels. The "[GIZ Policy on Child Protection](#)" is in place, also [available in simple language](#) to ease access for children. Children's rights are an essential component of [GIZ's approach to human rights](#).

Anti-terrorism: GIZ prevents anti-terrorism in its interventions through a robust compliance management system. An internal set of rules, Policy on the prevention of money laundering and terrorism financing is in place.

Do No Harm and HRBA: GIZ uses the Safeguards and Gender management system to identify risks and unintended consequences at an early stage before and during projects so that they can be addressed in planning and monitoring. This also includes screening for potential human rights issues. Safeguard and Gender management is a part of GIZ's risk, quality and sustainability management and is mandatory for all projects. It is subject to a separate audit and monitoring procedure. All projects are initially screened to determine the risk to cause unintended negative impact and/or has the potential to contribute to gender equality. In case risks are identified, the project is further evaluated in in-depth analysis and the risk-level for causing unintended negative impact is defined.

Gender equality: Gender equality is a corporate value and objective defining the quality of GIZ's work as part of feminist development cooperation. The GIZ Gender Strategy is a binding framework for all GIZ managers, staff and other members of GIZ workforce. It establishes the promotion of gender equality as a guiding principle and urges all employees to actively embrace the strategy and translate it into concrete action. An extensive internal network comprising more than 500 gender focal points in Germany and abroad ensures that the Gender Strategy is implemented. Subcontractors must also follow the GIZ Gender Strategy. It serves as a source of information and guidance for commissioning parties and partners. DTC Nigeria has a gender analysis and a member of staff functioning as gender focal point.

Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH): GIZ maintains a zero-tolerance policy and operates a confidential, anonymous whistleblowing system accessible to all stakeholders. PSEAH is addressed in GIZ staff induction, Code of Conduct training, and is supported by integrity advisors, an independent ombudsman and internal audits. GIZ country offices abroad often supplement the policy with further measures, such as surveys, seminars or events, to raise awareness and reinforce compliance.

Anti-Corruption: Corruption prevention is embedded in GIZ's CMS and all GIZ staff and contractors are bound by strict anti-corruption protocols. This includes a policy of zero tolerance in all cases of corruption. GIZ also requires all third parties who provide services on its behalf and with whom it cooperates to comply with all applicable anti-corruption laws. Risk assessments are conducted during project design, with mitigation measures including transparent implementation rules, eligibility screening, and independent audits.

Annex 7: Communication and Visibility Plan

This Communication and Visibility Plan (CVP) outlines the strategic actions to ensure that the results of the “Tech4Youth – equipping young people with labour market relevant skills for the ICT sector” (thereafter referred to as “Tech4Youth”) co-financed by the Embassy of Denmark in Abuja, Nigeria are effectively recognised and communicated. This includes highlighting impact, building credibility, strengthening public and policy support, and aligning Tech4Youth with broader international development narratives and donor specific visibility guidelines.

7A. Communication and visibility objectives

The overall communication and visibility objectives of the CVP include:

- Raise awareness of the project’s contribution to youth employability through labour market relevant ICT skills training.
- Ensure visibility of the contributions by the Embassy of Denmark in Abuja in all phases of the programme, from launch to evaluation.
- Strengthen the reputation of Denmark, as a key actor, tackling youth unemployment and underemployment by improving labour-market relevant ICT skills in an inclusive and human-centred manner.
- Promote public-private partnerships and local ownership as key success factors.
- Support future scaling and replication by highlighting evidence-based results to Nigerian, regional and international stakeholders.

Branding and Visibility

- *A clear disclaimer will be developed and agreed among partners to be used consistently across all communication materials that highlights Danish support.*
- *A co-branded logo package will be developed to be used in visuals (static and dynamic) that emphasise cooperation.*
- *Press releases and longer written materials will have a final section (broiler plate) dedicated to describing the project, implementors, and partners.*

Language

The language of all communication materials will be set to be appropriate for the target group.

English language will be the main ones used in communication efforts, however, for short form content or reels, a mix of pidgin English may be utilized as well for easy reach and uptake.

Bi-lingual materials will be developed as need be. All materials should be written in an accessible, yet comprehensive manner.

7B. Target Groups and Key Messages

Target Group	Description	Key Messages
Unemployed and underemployed Nigerian youth	This represents the primary target group of the training programme. They are made up of secondary and tertiary school leavers, and youth employed in the informal sector who lack tech skills.	<ul style="list-style-type: none">• Gain labour market relevant skills for the ICT sector.• Gain access to internships, mentorships, job fairs, and job placements in Nigeria and beyond.
Women and girls in underserved communities	Women and girls low-income and typically excluded backgrounds, facing systemic	<ul style="list-style-type: none">• Women and girls belong in tech (e.g. via role models).• Inclusive training approach• Your background is not a barrier.

	barriers to skills for careers within the ICT sector.	
Persons with disabilities (PWDs)	Young people who identify as PWDs within the disability spectrum, who are often excluded from mainstream tech skills training.	<ul style="list-style-type: none"> • This training programme is inclusive and considers your accessibility needs. • There are no barriers to learning and gaining tech skills.
Private Sector/ Industry/ MSMEs (local and international)	Organisations seeking skilled tech talents and offering internships or job placements.	<ul style="list-style-type: none"> • Connect with highly motivated and skilled tech talents trained to meet industry tech demands. • Contribute to growing Nigeria's tech talent pipeline.
Public Sector (Government Ministries, Departments, and Agencies and Policy Actors)	Policy actors relevant to the ICT sector, women affairs, education, poverty alleviation, employment etc.	<ul style="list-style-type: none"> • This training programme aligns with the aspirations of the Nigerian government. • This training programme aligns with the digital economy and job creation goals of the nation. • Cross agency collaboration strengthens local ownership, sustainability, and long-term impact of this training programme.
Development partners and Civil Society Organisations (CSOs)	Funding and advocacy organisations interested in inclusive, results-driven development programming	<ul style="list-style-type: none"> • This project is inclusive and delivers measurable impact. • Your role and contributions transform young lives and communities.
Community and religious leaders	Influential gatekeepers whose endorsement can promote youth and female participation in the training programme.	<ul style="list-style-type: none"> • Support young people, especially girls and women to build tech skills. • This training programme respects your values while creating opportunities for your people and community.
Training and Implementing Institutions	Institutions developing curriculum, delivering training, and accompanying measures.	<ul style="list-style-type: none"> • Your role is critical and central to equipping and empowering the next set of tech talents. • Together we are building an inclusive and responsive ICT training ecosystem.
Business Membership Organisations (BMOs)	Industry bodies that influence hiring practices, skills development, and policy advocacy across sectors.	<ul style="list-style-type: none"> • Support youth employment by bridging the gap between training and real word industry needs. • Partner with us to shape an ICT workforce aligned with your member's needs.
Certification and accreditation bodies	Institutions that validate the quality and credibility of training programmes, ensuring standards and recognition.	<ul style="list-style-type: none"> • Your role ensures credibility and trust because credible certifications give young people access to local and international jobs. • Let us set the benchmark for inclusive, future-focused ICT training in Nigeria.
Donor Organisation Community	Donor country citizens are interested in seeing transparent, tangible, and ethical use of development funds.	<ul style="list-style-type: none"> • Denmark's support is enabling young Nigerians turn their tech potentials into tech professions. • This training programme delivers skills, jobs and dignity. • Together, we are building bridges globally through digital innovation opportunities.
General Public	People who may not be directly involved in the project, but whose perceptions influence social support, accountability, and public trust.	<ul style="list-style-type: none"> • Nigerian youth are gaining practical and relevant tech skills and turning them into jobs. • International partnerships make a difference and an impact in the lives of young people. • This programme is open to young, interested people within your community.

7C. Communication Tools and Channels

Tool/ Channel	Purpose
New Media/ Digital	
Social Media Platforms: YouTube, LinkedIn, Facebook, WhatsApp channels, TikTok & X	Regular updates, trainees and alumni spotlights, campaign hashtags, short videos, and engagement with youth and international audiences. Hosting midterm and final impact videos, success stories, and testimonials. For the enhancement of participant engagement, community building, registration updates, and peer support, WhatsApp groups and a dedicated channel would be utilized.
E-newsletters / Email Campaigns	Quarterly updates to stakeholders, donors, and partners featuring key milestones and participant highlights.
Project landing page	A central hub for project information, downloadable materials, success stories, and alumni director to be hosted on DTC Nigeria's website
Online Webinars & Live Events	Stakeholder engagement sessions, job fairs, youth showcase, live interactions with trainees and partners.
Digital Storybooks & Infographics	Visually engaging formats to communicate project milestones, outcomes, and inclusive impact.
Online Media	Human-centred impact storytelling, policy commentary, and visibility in development and innovation communities.
Launch a Nationwide Campaign / challenge	Launch of a Tech4Youth Challenge across social media especially on the channels where youths are most active e.g. TikTok. This would be a national youth digital contest where the aim would be to submit short videos, art, or stories about how tech is changing their lives. Winners will receive either capacity building support or internships and be featured on national media
Youth-Centred Tech Podcast Series	Create a biweekly podcast in Pidgin English & English that will feature inspiring journeys into tech from the perspective of youths, tech career tips, interviews with trainers, and policy/industry insights.
Real time impact dashboard	On the <u>landing</u> page, a real time impact dashboard could be created to show the number of youths trained in real time, expected impact, locations covered, ETC to further spur interest by the youths.
Tech4Youth Brand Ambassador	It might be worthwhile to partner with youths in the tech space who young Nigerian youths look up to, they can serve as a voice for the output or influencer, these influencers typically have a huge following and whatever they promote typically gets a huge uptake. Some suggestions could be e.g. Fisayo Foludo, Peace Itimi to mention a few examples.

Tool/ Channel	Purpose
Traditional Media	
Radio	Spreading awareness across rural and urban areas in local languages; promoting inclusion and registration. Beyond spreading awareness, we can also partner with different radio stations to design a segment on Tech4Youth. This can be a dedicated segment airing during prime-time slots where we discuss exclusively the offerings of Tech4youth and subsequently feature impact stories, invite them to the station to share their stories.
Television	Documentaries, donor interviews, training highlights, and national recognition of results on national tv stations.
Print Media	Project features, op-eds, and public reports on project impact and success stories across national dailies.

Roll-up banners	Prominent donor branding and messaging near training and associated activity locations.
Press Releases & Press Conferences	Formal project announcements, donor visits, graduation events, and national media attention.
OOH (Out of Home Advertising)	Nigerian youths are very vibrant and on the move. Therefore, significant efforts would be put into efforts like billboards (both static and digital), public transport branding e.g. BRTs, 'keke napeps', billboards close to university locales, lamp posts etc.

Tool/ Channel	Purpose
Hybrid and Grassroot Tools	
Community Dialogues & Town Halls	Foster local ownership and address barriers to inclusion by engaging elders, leaders, and families.
Roadshows and Mobile Tech Labs	Bring the training experience directly to underserved areas with interactive tech demos and storytelling.
Alumni Ambassadors Initiative	Leverage alumni voices as local champions and peer mentors who advocate for training and inclusion.
Storytelling through Photography Exhibits	Highlight trainee journeys and community impact through curated exhibits at associated events.

7D. Communication Activities and Deliverables

Activity	Deliverable
Project Launch	In-country launch event, press release, media interviews, social media announcement.
Donor Branding	Co-branded training kits, digital assets, banners, and certificates.
Social Media Campaigns	Themed posts featuring alumni stories, training highlights...
Donor Missions	High-profile site visits with media coverage and trainees showcases
Midterm Impact Video	Short documentary with donor branding featuring success stories and job placements.
Alumni Storybook	Compilation of 10–15 detailed alumni case studies with photos and quotes.
Project Close-out Event	Showcase event with partner exhibits, and media coverage.
Annual Reports	Donor-branded infographics and reports summarising training outcomes.

7E. Risk and Mitigation Measures

Risk	Mitigation Strategy
Inconsistent branding across partners	Train implementing partners and create a shared visibility toolkit.
Low youth participation in media activities	Intensive trainee and alumni involvement and provide media training.
Limited donor visibility in local media	Use experienced PR/media consultants to secure coverage.
Political or social sensitivities	Align all messages with local stakeholders and ensure alignment with government policy.

Annex 8: Supplementary Material

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Annex 9: Process Action Plan

Activity	Timing	Responsible
Submission of draft PD to MFA PC	03.06	RDE Abuja
PC Meetings and comments to PD	17.06	MFA PC
Final Draft based on PC Comments submitted for appraisal	11.07	RDE Abuja
Appraisal	14-30.07	MFA Learning
Final Project Document based on appraisal recommendations	15.08	RDE Abuja
Approval by the Danish Minister of Foreign Affairs	September	RDE Abuja
GIZ Contract, 1st disbursement, and project initiation	September/ October	RDE Abuja, GIZ Nigeria