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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

## **ANNEX 1**

of the Commission Implementing Decision on the financing of the 2021 Annual Action Plan in favour of the  
Federal Republic of Nigeria

### **Action Document for the EU Support to Innovation and Jobs for Youth in Nigeria (INN-JOBS)**

#### **ANNUAL PLAN**

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and action plan in the sense of Article 23(2) of NDICI-Global Europe Regulation.

## 1. SYNOPSIS

### 1.1 Action Summary Table

<b>1. Title</b> <b>CRIS/OPSYS</b> <b>business reference</b> <b>Basic Act</b>	<b>EU Support to Innovation and Jobs for Youth in Nigeria (INN-JOBS)</b> CRIS number: NDICI AFRICA/2021/043-419 Financed under the Neighbourhood, Development and International Cooperation Instrument ( <u>NDICI-Global Europe</u> )/
<b>2. Team Europe Initiative</b>	This action is not part of a TEI but will contribute to give traction to the TEI on ‘Green Economy Alliance’.
<b>3. Zone benefiting from the action</b>	The action shall be carried out in Nigeria
<b>4. Programming document</b>	Nigeria/ Multi-Annual Indicative Programme (MIP) of the NDICI 2021-2027
<b>5. Link with relevant MIP(s) objectives/expected results</b>	This action intends to contribute to priority area 1 of the MIP on Green and Digital Economy, in its specific objective 3 ‘ <b>Develop innovation and create jobs for youth</b> ’ (DAC Code <b>16020 and 22040</b> ) and in particular to the following four results: <ul style="list-style-type: none"><li>• Enhanced employability of Nigerian youth and women;</li><li>• Improved human-centric innovation/digitalisation regulatory frameworks and their implementation;</li><li>• Increased creation of digital start-ups outside major urban areas,</li><li>• Creation of new green and smart jobs.</li></ul>
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Priority Area 1 Green and Digital Economy <b>DAC code 16020</b>
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG (1 only) 8 (good jobs and economic growth), Other significant SDGs (up to 9) and where appropriate, targets: SDG 1 (no poverty), SDG 2 (zero hunger), SDG 5 (Gender equality), SDG 9 (Industry, innovation and infrastructure),

	SDG 10 (Reduced inequalities), SDG12 (responsible consumption and production), SDG13 (climate action), SDG15 (life on land) and SDG 17 (Partnerships).			
<b>8 a) DAC code(s)</b>	16020 - Employment Creation – 82 % 22040 – ICT – 17%			
<b>8 b) Main Delivery Channel</b>	41000 - United Nations agency, fund or commission (UN)			
<b>9. Targets</b>	<input checked="" type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers (from DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy	<input type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

	digital services		<input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
	Connectivity Tags: transport people2people energy digital connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration (methodology for tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>BUDGET INFORMATION</b>			
<b>12. Amounts concerned</b>	Budget line BGUE-B2021-14.020120-C1-INTPA Total estimated cost: EUR 61 100 000 Total amount of EU budget contribution EUR 55 000 000 This action is co-financed in parallel co-financing by: - BMZ for an amount of EUR 5 500 000; - UNDP for an amount of EUR 600 000.			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing<sup>1</sup></b>	<b>Indirect management</b> with United Nations Development Programme (UNDP) (USD 700 000 co-funding) and Deutsche Gesellschaft für Internationale Zusammenarbeit - GIZ (EUR 5 500 000 co-funding by Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung - BMZ); Direct Management (Procurement)			

## 1.2 Summary of the Action

Employment creation (green and decent work) for youth and women, as well as innovation and digitalisation are among the key objectives of the MIP 2021-2027, priority 1: Green and Digital Economy. They are also tackled under one of the Team Europe Initiatives launched in Nigeria: the Green Economy Alliance. This action intends to provide Nigeria's youth with formal employment opportunities and skills increasing their employability, while drawing on the potential of the young population for digitalisation. The action will equally pay attention to women employment and employability. The Nigerian government has spotlighted youth empowerment as a major component of the Economic Recovery and Growth Plan (ERGP) and its interim successor, the Economic Sustainability Plan of 2020. The respective government priorities include youth employment-creating interventions in the sectors of information and communications technology (ICT), creative industries, and services. They are in line with Nigeria's 'National Digital Economy Policy and Strategy (2020-2030)', as well as the Communication '2030 Digital Compass: the European way for the Digital Decade<sup>2</sup>'.

The political, economic and social development of Nigeria will largely depend on the ability to provide young Nigerians with opportunities for employment, education and health, as well as access to the decision making process. Youth mobilisation and inclusion, including youth and women from groups that are living in vulnerable situations,

<sup>1</sup> Art. 27 NDICI.

<sup>2</sup> COM(2021)118 final of 09.3.2021.

are critical to the country's economic and democratic stability, as evidenced by the growing youth disenchantment demonstrated in the recent wave of protests across the country (#EndSARS).

In this context, the action will pursue the development of innovation and creation of jobs for youth through enhancement of employability, improvement of innovation/digitalisation regulatory frameworks and their implementation, and creation of new green and smart jobs.

The action will contribute to three outcomes:

1. Increase employment among youth
2. Improve the innovation/digitalisation ecosystem
3. Improve the effectiveness of the Office of the Vice President in coordinating and ensuring coherence of the innovation and decent job creation for youth, women and groups living in vulnerable situations

These outcomes will contribute to the objectives of the two key government programmes championed by the Office of the Vice President, with EU support delivered in partnership with UNDP and Germany (BMZ/GIZ), based on their expertise and experience in the respective areas of cooperation with the government.

First, the EU will contribute EUR 43 500 000 to the United Nations Development Programme (UNDP) -managed multi-donor initiative (with a target value of USD 320 000 000) supporting the Nigeria Jubilee Fellowship (NJF) Programme. The Programme aims to develop and deploy a model of intervention to tackle some of the root causes of youth unemployment, migration and unequal economic growth in Nigeria worsened by the 2016 recession and the impact of COVID-19 on the country's economy. These include the labour market's informational asymmetries, unavailable intermediation services, and skills' mismatch due to limited connection between education offers and labour market demands and an insufficient availability of skilled and decent jobs. It will provide on-the-job remunerated training for 20,000 young graduates annually in organisations nationwide. It aims at a total of 100,000 placements over the period of 5 years, and ultimately for the Programme institutionalisation by the government. The EU contribution will target a number of green and smart sectors (such as the following: tech and innovation, research and development, social, telecom, precision and climate smart agriculture, green economy) and priority geographies. The EU will be a full Member of the Programme governance system, which will also enlist other donor and private sector financial and in-kind contributions.

Second, the partnership with Germany will back the Nigeria Innovation Programme, a multi-stakeholder initiative to be supported by a number of EU Member States with significant contributions (notably France), as well as other donor and development finance partners, aiming at a total budget of around USD 400 000 000. The Programme (NIP) is coordinated by the African Development Bank (AfDB) bringing together a Working Group of the Programme stakeholders, of which the EU is a member. The EU contribution of EUR 9 500 000 to a project with GIZ titled 'Digital Solutions for Sustainable Development in Nigeria' supported by the German BMZ in the amount of EUR 5 500 000 will come under that broader coordination framework. It will promote innovation-friendly ecosystem for the digital economy and innovative digital solutions, as well as provide youth and women digital and entrepreneurial skills development. The EU contribution will allow significant scaling up of support to innovation/digital hubs/accelerators, etc., as well as of the trainings targeting the selected EU priority states. This will be complemented by other ongoing (and future) EU- and MS-funded actions such as the African-European Digital Innovation Bridge which brings together African and European digital hubs.

Third, the EU will also support (with EUR 1 140 000) the secretariat of the office of the Vice President in coordinating the NJF, the NIP and other related projects and programmes in ensuring coherence thereby improving their effectiveness.

The commitment of the EU's contribution to the Team Europe Initiatives foreseen under this annual action plan will be complemented by other contributions from Team Europe partners. It is subject to the formal confirmation of each respective partners' meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise the EU action may continue outside a TEI framework.

## 2. RATIONALE

### 2.1 Context

The action is guided by the geopolitical priorities of the EU as well as Nigeria's development plans. Providing better prospects for a predominantly young population is a vital priority. It is also aligned with the jobs and growth priority and the external dimension of the *EU Green Deal strategy, the 2018 Communication on a new Africa – Europe Alliance for Sustainable Investment and Jobs*, as well as with the *2030 Agenda for sustainable Development*. This action is also aligned with the *Economy, Growth, and Green Partnership* priority of the EU-Nigeria Ministerial Roadmap 2021-2022, ensuing from the 7<sup>th</sup> Nigeria–EU Ministerial Dialogue in November 2020. The action will contribute to SDG 8 (good jobs and economic growth) and SDG 9 (Industry, innovation and infrastructure).

The rapidly mobilised EU COVID-19 support created an unprecedented positive momentum for EU-Nigerian relations. Building on this new impetus, the 7<sup>th</sup> high-level Nigeria-EU Ministerial Dialogue took place on 18 November 2020, where both sides confirmed their commitment to reinvigorating their relationship towards a more strategic, comprehensive and balanced partnership. To this end, the 2021-2027 Multi-Annual Indicative Programme (MIP) is guided by the geopolitical priorities of the EU as well as Nigeria's development plans. The three priority areas are: (1) Green and Digital Economy; (2) Governance, Peace and Migration; and (3) Human Development. Priority area 1 will contribute to tackling youth employment and employability as well as innovation and digitalisation more specifically.

The proposed action will contribute to the MIP's first priority by contributing to the creation of green and smart jobs, generating employment and improving employability, in particular for women and youth, including from groups that are living in vulnerable situations (such as persons with disabilities, people living in poverty and in rural/remote areas) and by enhancing Nigeria's digital economy potential, drawing on the "demographic dividend" of its young and entrepreneurial population. As such, it will give traction to one of the two Team Europe Initiatives: 'Green Economy Alliance'. The Team Europe Initiative (TEI) includes a host of actions stimulating employment creation and entrepreneurship for youth and women, actions improving employability through Technical and Vocational Education and Training - TVET (in agriculture and energy sectors primarily), as well as actions promoting digital and innovative solutions. The TEI brings together Denmark, France, Germany, the Netherlands and the European Investment Bank (EIB), as well as Member States (MS) with lesser presence in Nigeria but interested in the objectives addressed.

With an estimated population of 211 million in 2021, Nigeria is Africa's most populated country and a leading economy, with a wealth of natural resources as well as a thriving entrepreneurial culture and creative industries. Yet, the country is confronted with numerous political, socio-economic, environmental, and severe security challenges. After a recession in 2016, the country returned to marginal growth in 2017, but the COVID-19 pandemic, coupled with the collapse in oil prices in 2020, led the Nigerian economy into its second recession in five years. All analytics point to considerable socio-economic consequences in the aftermath of the pandemic. Following two decades of steady improvement, the human development indicators have slumped. The World Bank estimates that some 7 million more people have fallen into poverty as a result of the crisis. The unemployment is high, especially among the youth (at over 40 %), and 65 % of the economy is attributed to the informal sector. With economic growth below the rate of population growth, per capita incomes continue to decline, while high inflation (of around 18 %) is reducing Nigerians' purchasing power. Meanwhile, public resources to tackle the crisis remain extremely limited. Nigeria's tax to Gross Domestic Product ratio stands at 6 %, pointing to a very low revenue generation, while the debt to revenue ratio is of around 80 %, which indicates a very limited fiscal space for much needed investments in human and economic capital. Despite evidence of democratic consolidation after six successive elections, political tensions appear to be rising as the country approaches the 2023 general elections. Insecurity is on the rise with deepening or new crises in the North-East, North-West, Middle Belt and the South.

The Government of Nigeria recognises these challenges in the latest Economic Sustainability Plan of 2020, successor to the ERGP and the key response instrument to the crisis. While a longer-term Economic Development Plan of Nigeria is still in the making, the government is proposing a number of initiatives designed to address the most immediate problems. They include the two initiatives of the Office of Vice-Presidency this action will support: (i) The Nigeria Jubilee Fellowship Programme, a flagship initiative intending to place gradually up to 100,000 young graduates in jobs across the country and the economy; and (ii) the Nigeria Innovation Programme, supporting digital solutions for sustainable development, including through enhancement of capacities of innovation ecosystem actors and partnerships with the private sector. Engaging the country's growing young and educated population in gainful activities also tackles one of the root causes of irregular migration. Support to these initiatives will provide a higher

political leverage and improved access to the Vice-Presidency and consolidate the EU's position as a promoter of youth empowerment. The capacity/institutional support to the VP Office will furthermore enhance coordination of several high profile initiatives under the responsibility of the VP.

The action will contribute to progress on a number of Sustainable Development Goals and consequent fulfilment of economic and social rights, and gender equality, in line with Nigeria's international human rights commitments.

Moreover, the action contributes to the EU Gender Action Plan (GAP) III<sup>3</sup>, and particularly its thematic areas of engagement 1) Promoting economic and social rights and empowering girls and women; and 2) Addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation.

## 2.2 Problem Analysis

Sixty percent of the Nigerian population is under the age of 25. The country produces 600,000 university graduates a year, of which only an estimated 35 % manage to secure jobs in less than one year. Many remain in the informal sector, which is estimated at 65 % of the economy. Over the next decade, Nigeria will need to create at least 5 million new jobs annually to deal with the growing number of young people entering the labour market. Yet, persistent high youth unemployment and underemployment rates recorded at 42.5 % and 21 % respectively in fourth quarter of 2020 are bottlenecks to realising Nigeria's youth potential. The share of youth (15-24 years) Not in Employment, Education or Training (NEET) estimated at 21.2 % is worrisome, and reflects youth inactivity, exclusion, and the often-difficult transition from school to work. The inadequacy of job opportunities is at the core of the high poverty levels (40.1 % in 2019) and social unrest. With teeming youth population and growing ICT and creative sectors, there is great potential to harness the youth talents through entrepreneurship and by encouraging opportunities for innovation and for job creation.

Against this background, this action intends to provide Nigeria's youth with formal decent employment opportunities and skills increasing their employability, while drawing on the potential of the young population for digitalisation. Nigeria is ranked by the World Economic Forum's Gender Gap Report in the 139<sup>th</sup> position out of 156 countries women having significantly lower labour force participation rates (49 % of women, 64 % of men) with unequal access to education starting from the primary education (58 % of girls and 70 % of boys) up to the tertiary education (8 % girls, 12 % boys), and with unequal access to digital skills, tools and technologies. For example, access to Internet connection varies greatly between different locations. In some parts of northern Nigeria, 60 % of women and girls is not able to access the Internet. The action will equally pay attention to women's equal access to decent employment and employability opportunities, including in the growing ICT and creative sectors. The action will leverage two key government programmes championed by the Office of the Vice President: the Nigeria Jubilee Fellowship Programme (NJF) and the Nigeria Innovation Programme (NIP). By doing so, the EU will support the government initiatives likely to produce significant impact in terms of the youth/women populations reached, policy developments and policy dialogue with the government, engagement of the private sector and donor coordination.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

### **The Presidency (Office of the Vice President)**

The Office of the Vice President (OVP) plays a leading role in Nigeria's economic policy. The executive functions of the Nigerian Vice President include participation in all cabinet meetings and, by statute, membership in the National Security Council, the National Defence Council, Federal Executive Council, and the chairmanship of the National Economic Council.

- National Economic Council (NEC)
- Economic Management Team (EMT)
- National Council on Privatisation (NCP)
- Presidential Enabling Business Environment Council (PEBEC)

<sup>3</sup> JOIN(2020)17 final of 25.11.2020; SWD(2020)284 final of 25.11.2020.

**Key Ministries, Departments and Agencies (MDA's) - Ministry of Finance Budget and National Planning; Ministry of Labour and Employment; Ministry of Youths and Sport; Ministry of Communication and Digital Economy; Federal Ministry Of Women Affairs and Social Development**

These are relevant government agencies with oversight functions in the sphere of youth employment, digital innovation, trade and investment, and development cooperation coordination. They will play leading roles in the action coordination bodies and provide strategic and policy guidance in the areas addressed by the action.

**Selected State Governments – (e.g. Abia, Kano, Kaduna, Edo, Delta, Enugu, Lagos and Ogun States)**

While the action will have a national outlook, the EU funding will be more geo-localised in the states identified above especially as it relates to youth employment in addressing the root causes of irregular migration and targeted support for potential migrants and returnees. These states are also characterised by greater availability of young talents and opportunities for job creation, start-ups and innovation hubs. This is often due to the already demonstrated commitment of the state governments for reforms and creation of an enabling environment. Experiences from such states may further be replicated in other locations and serve as proofs of concepts.

**European Business Organisation (EuroCham)**

Recently renamed as EuroCham, the European Business Organisation was created with the support of the EU. It is a business group uniting the main European investors and corporate organisations in Nigeria. Its main objective is to actively promote trade, investments and exchanges between the European and Nigerian business, advocating European quality standards, best practices and corporate social responsibility. EuroCham is a member of the European Business Organisation (EBO) worldwide Network representing European business interests in markets outside the European Union. It represents a network active in over 45 key markets that serves European multinationals, as well as micro, small, medium and large enterprises. In the spirit of the Team Europe Initiative (TEI), companies associated in this organisation of European Businesses will in particular participate in the Jubilee Fellowship Programme as host organisations for interns. They are also natural stakeholders of the NIP when it comes to the innovation/digitalisation partnerships, ecosystem and skills development.

**Manufacturers Association of Nigeria, Chambers of Commerce and Industry and other civil society/business organisations/ women's business organisations/ youth organisations/ / CSO's representing different groups such as persons with disabilities**

Organised private sector (OPS) are the leading employers in the formal sector in Nigeria. The chambers and associations are critical to youth employment and digitalisation in Nigeria. They are oftentimes active players in the TVET area. Some of them, such as the Abuja Chamber of Commerce, have received support from the EU to develop their TVET activities, with a particular focus on women, youth and people with disabilities. The EU Delegation also enjoys good relations with other key regional chambers, including the Lagos, Port Harcourt and Kano Chambers of Commerce. As key stakeholders they will contribute to the success of the action. The same applies to CSOs and youth organisations. These stakeholders will be part of the governance mechanism and also the monitoring of the programme.

**Start-up hubs and accelerators/incubators**

These organisations are expected to be both beneficiaries for capacity building, partnerships with European and Nigerian businesses, and host organisations for training programmes. They are primarily located in key urban and trade centres of Nigeria, in particular in Lagos and Abuja, which also enjoy other factors conducive to business development: well developed financial sector, internet coverage, skilled labour, etc. The successful models may be replicated in other parts of the country for youth employment and entrepreneurship.

**Migration Resource Centres, The National Agency for the Prohibition of Trafficking in Persons (NAPTIP) and International Organisation for Migration (IOM)**

These organisations will provide the programme interface, resources and data to complement the EU agenda and investments in addressing the root causes of irregular migration and employment, training and entrepreneurial support to potential and returnee migrants, especially in the EU targeted states.

### 3. DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

1. The **Overall Objective (Impact)** of this action is to preserve social stability in Nigeria and sustain economic development
2. The **Specific Objectives (Outcomes)** of this action are to:  
Pursue the creation of new green and smart jobs for the youth through enhancement of employability, entrepreneurship and improvement of innovation and digitalisation.

The expected outcomes are:

- 1) Increase employment among youth
  - 2) Improve the innovation/digitalisation ecosystem
  - 3) Improve the effectiveness of the Office of the Vice President in coordinating and ensuring coherence of the innovation and decent job creation for youth, women and groups living in vulnerable situations
3. The **Outputs** to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are as follows:

#### **SO1 - Increase employment among youth**

##### Expected Results

- 1.1 New green and smart job opportunities are created for women and men in all their diversity
- 1.2 New decent and sustainable entrepreneurship opportunities are created
- 1.3 Strategic partnership between the public and private sector to address issues underpinning decent job creation, entrepreneurship, employability and youth empowerment is established

This will primarily be achieved through the NJF by placing 20,000 graduates annually into paid internships in companies across Nigeria during a period of five years; the EU contribution of up to EUR 15 000 000 a year (for the initial three years) may provide for some 6 000 interns to be placed in green and smart sector jobs (such as the following sectors: tech and innovation, research and development, social, telecom, agriculture, green economy) in the EU priority geographic locations.

#### **SO2 - Improve innovation /digitalisation ecosystems**

##### Expected Results

- 2.1 New skills, gender-responsive, digital solutions and business opportunities are produced in Nigeria's innovation ecosystem.
- 2.2 Improved innovation-friendly conditions for the inclusive digital economy are promoted
- 2.3 Digital and entrepreneurial skills are developed among youth and women

This will be achieved through the partnership with Germany (BMZ, EUR 5 500 000). The EU will contribute EUR 9 500 000 to a project implemented by GIZ that complements and contributes to the Nigeria Innovation Programme being promoted by the office of the Vice President and driven by the AFDB. The project will promote innovation-friendly ecosystem for the digital economy and innovative digital solutions, as well as provide stakeholders' capacity development for youth and women digital and entrepreneurial skills development; the EU contribution will allow significant scaling up of support to innovation/digital hubs/accelerators, etc., as well as of the trainings.

#### **SO - 3 Improve the effectiveness of the Office of the Vice President in coordinating and ensuring coherence of the innovation and decent job creation for youth, women and groups living in vulnerable situations**

##### Expected Results

- 3.1 Efficient programme and policy coordination is established in the office of the VP



### 3.2 The EU policy dialogue with the Vice-Presidency on digitalisation/innovation and youth employment is strengthened

The EU contribution will also cover direct policy and capacity support to the VP Office – secretariat for the two initiatives (NJF and NIP) and other related initiatives. A technical adviser will assist the VP office in coordination, ensuring programmes and policy coherence. A twinning programme may be piloted.

By supporting decent job creation and skills development, with particular focus on strengthening access to decent work and skills for women, youth and groups living in vulnerable situations (such as persons with disabilities, people living in rural/remote areas, and in poverty), the Action will contribute to fighting the root causes of irregular migration. In doing so, it will primarily tackle potential migration (NJF), but will also, as much as possible, create opportunities for returnees (NIP).

### 3.2 Indicative Activities

#### **SO1 - Increase employment among youth**

In order to facilitate the creation of new decent and sustainable jobs and entrepreneurship opportunities, the following indicative activities are planned:

- I. Tailored on-boarding, induction and facilitation of the twelve-month placement of matched fellows to host organisations – 20,000 fellows per year
- II. Coaching, mentorship and tailored learning programmes for fellows
- III. Knowledge exchange and action learning platforms with complementary youth employability programmes including ongoing and existing fellowship programmes
- IV. Public and stakeholder engagement, dissemination of lessons learned, knowledge sharing, dissemination of programme results and programme impact through multi-media channels
- V. High-level Private-Public Sector Policy Platform convened bi-annually on the side-lines of the Programme's Steering Committee to explore policy related aspects on the future of talent management and youth employment

#### **SO2 - Improve innovation /digitalisation ecosystem**

To promote, improve and support new digital ecosystem in Nigeria the following indicative activities are planned :

- I. Provision of gender-responsive solutions for Clean Tech, Agriculture and Circular Economy
- II. Training and capacity development for selected youth and women for entrepreneurship and digital skills in selected states
- III. Organisational capacity building measures and mutually beneficial partnerships with Digital Innovation Hubs in Europe
- IV. Provision of technical equipment and training to farmers in (CSA) to take advantage of digital solutions with particular focus on women farmers
- V. Networking of policy actors and innovation ecosystem actors
- VI. Matchmaking between start-ups, MSMEs and innovators from business, academia and research.

#### **SO - 3 Improve the effectiveness of the Office of the Vice President in coordinating and ensuring coherence of the innovation and decent job creation for youth, women and groups living in vulnerable situations**

To ensure proper coordination of the programmes championed by the office of the VP and other related interventions on innovation and youth job creation, the following set of indicative activities are planned:

- I. Placement of an expert in the office of the VP for 3 years for coordination and policy coherence
- II. Policy dialogue and liaison support between the office of the VP, the EU, UNDP and other stakeholders including CSOs representing different groups (persons with disabilities, women, youth etc.)

- III. Support partner country's gender equality and gender-responsive innovation, ICT and decent work policy implementation to ensure women's equal opportunities

### 3.3 Mainstreaming

Youth empowerment and gender considerations will be integrated throughout the Programme cycle from the design to its implementation since the aim is to improve their participation in the economy. By targeting youth employment the action will also target the root causes of irregular migration (through policy dialogue, advocacy and targeted opportunities for decent jobs, entrepreneurship and skills development for potential migrants, as well as returnees where relevant).

### 3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
External environment	<p>Risk 1 The government will not follow through with sufficient political commitment to the relevant policies and programmes</p> <p>Risk 2 Rising insecurity, including banditry, extremism and politically motivated restriction of movements</p>	<p><b>M</b></p> <p><b>L</b></p>	<p><b>H</b></p> <p><b>H</b></p>	<p>The risk is that the upcoming 2023 elections may divert attention and stall implementation of reforms (or misuse them) until well after the new government is in place. A strong EU/Member States-wide political and policy dialogue will help to mitigate this risk.</p> <p>The areas of focus are outside of the endemic regions and working closely with government will ensure adequate protection. Monitoring measures will be adjusted to the security situation.</p>
Planning, processes and systems	<p>Risk 3 Weak coordination between fragmented government institutions and/or with development partners</p>	<b>M</b>	<b>M</b>	<p>This will be achieved through the already established coordination frameworks for the Jubilee Fellowship Programme and the Nigeria Innovation Programme. In addition, a dedicated steering committee will be established for the <i>Green Economy Alliance TEI</i>. Technical support will be provided to the authorities (Vice-President's office championing the innovation and youth initiatives) to strengthen their policy lead and implementation capacities.</p>
People and the organisation	<p>Risk 4 Partners not able to properly implement and mobilise required resources</p> <p>Risk 5 Resistance and limited interest to</p>	<p><b>M</b></p> <p><b>M</b></p>	<p><b>H</b></p> <p><b>H</b></p>	<p>The EU can de-commit the committed amount.</p>

	address gender equality and inclusion of groups living in vulnerable situations.			The action will conduct a sector specific gender and human rights analysis and organise awareness raising among staff taking into account this risk
	Risk 6 Risk of human rights violations committed by private sector actors.	<b>L</b>	<b>M</b>	An explicit commitment for all private sector actors to abide by the UN Guiding Principles on Business and Human Rights, to adopt due-diligence policy and prevent the use of child labour in their activities.

#### Lessons Learnt:

We have not worked very closely with the office of the VP so far. The VP is the chairman of the National Economic Council and in charge of coordination of implementation of the National Economic Sustainability Plan (NESP). The public perception of his office is very positive. The EU funded a resident expert for the implementation of the National Livestock Transformation Agenda at the VP office. His assessment of the office is equally positive with a high degree of convection capacity both within and outside of the government (public and private sectors) thereby ensuring coherence of action and avoiding fragmentation.

We have had longstanding partnerships and good operational experiences with the UNDP and the GIZ. The two organisation have demonstrated a good capacity to implement relevant projects and programmes in partnership with the EU.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is that social stability in Nigeria will be preserved if the government, the private sector and other development partners (including the EU) invest in the youth who make up the majority of Nigeria's population and who are the most affected by unemployment and under-employment.

**IF** early work placement, on the job learning, coaching, mentorship and e-learning support is provided to fresh graduates and **IF** private sector entities including start-ups and public institutions extend a human resource culture that supports investment in young talent and an overall decent work agenda, are leveraged as potential employers **THEN** a pool of highly skilled young Nigerians will gain access to decent job opportunities including pathways to entrepreneurship **and** the risk for long-term unemployment will be reduced, with a positive socio-economic development impact for the country.

**IF** the system produces new skills, digital solutions and business opportunities for youth and women, creating employment and entrepreneurship, **THEN** the risk for long-term unemployment will be reduced through the promotion of digitalisation and innovation with a positive socio-economic development impact for the country.

By supporting job creation and skills development, the Action will contribute to fighting the root causes of irregular migration. In doing so, it will primarily tackle potential migration (NJF), but will also, as much as possible, create opportunities for the returnees (NIP).

### 3.6 Logical Framework Matrix

At action level, the indicative logframe should have a maximum of 10 expected results (Impact/Outcome(s)/Output(s)).

It constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	Results chain: Main expected results (maximum 10)	Indicators: (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	Social stability in Nigeria is preserved	<p>1. Number of major violent protests by youths in at least 10 States simultaneously</p> <p>2. <i>Unemployment rate compared to the national average, disaggregated by sex, age group, disability status</i></p>	<p>1. 3(2020) with #ENDSARS # TBD 1.2 TBD</p>	<p>1. 0 (2023) 2. TBD m (2023)</p>	<p>News media and CSOs report 2 Government records and World Bank Group (WBG)</p>	<i>Not applicable</i>
<b>Outcome 1</b>	1. Increased employment among youth	<p>1.1 Number of young people who have benefited from TVET/skills/digital/ICT development programmes with EU support, disaggregated by sex, age and location **Global Europe Results Framework (GERF) 2.14a</p> <p>1.2 Number of jobs supported/sustained by the EU, disaggregated by sex, age and location **Global Europe Results Framework (GERF) 2.13a</p> <p>1.3 Number of people who have benefited from incentives for using digital solutions thanks to support of the EU-funded intervention</p>	<p>1.1 0 (2021)</p> <p>1.2 0 (2021)</p> <p>1.3 0</p>	<p>1.1 30,000 (2024)</p> <p>1.2 30,000 (2026)</p> <p>1.3 TBD</p>	<p>1.1 Implementation reports and Monitoring and Evaluation (M&amp;E)</p> <p>1.2 Implementation reports and M&amp;E</p> <p>1.3 Implementation reports and M&amp;E</p>	That the government and other partners will continue to provide the supports required for the implementation of the NJFP and other related initiatives

		(disaggregated by sex, age, location level of education), and disability status				
<b>Outcome 2</b>	2. Improved innovation/digitalisation ecosystems	<p>2.1 Number of digital start-ups/hubs created or expanded with EU support supported by the EU, disaggregated by location and sex (of founder)</p> <p>2.2 Number of organisations benefiting from capacity building measures and beneficial partnerships with Digital Innovation Hubs in Europe</p> <p>2.3 Number of beneficiaries trained to take advantage of digital solutions which would result in increase of income generation and employment. Disaggregated by sex, age, migration status, disability</p>	<p>2.1 0 (2021)</p> <p>2.2 0 (2021)</p> <p>2.3 0 (2021)</p>	<p>2.1 500 (enter target year)</p> <p>2.2 TBD (2023)</p> <p>2.3 TBD (2023)</p>	<p>2.1 Implementation reports and M&amp;E</p> <p>2.2 Implementation reports and M&amp;E</p> <p>2.3 Implementation reports and M&amp;E</p>	That the government and AFDB, and implementing agencies will continue to support and mobilise the required resources for the implementation of the NIP
<b>Outcome 3</b>	3. Improve the effectiveness of the Office of the Vice President in coordinating and ensuring coherence of the innovation and decent job creation for youth, women and groups living in vulnerable situations	3.1 Number of policy initiatives on innovation and youth employment coordinated by the VP secretariat	3. 0 (2021)	3. 3 (2023)	3.1 Implementation reports and M&E	That the office of the VP continue to drive the process of the NJFP, the NIP and other initiatives

<b>Output 1.1</b>	1.1 New green and smart job opportunities are created	1.1.1 Annual number of graduates placed in paid internships, by sex and disability status  1.1.2 Number of companies taking on graduate interns	1.1.1 0  1.1.2 0	1.1.1 8,000  1.1.2 TBD	1.1.1 Implementation reports and M&E  1.1.2 Implementation reports and M&E	
<b>Output 1.2</b>	1.2 New decent and sustainable entrepreneurship opportunities are created	1.2.1 Number of new enterprises created disaggregated by sex, disability status and location	1.2.1 0	1.2.1 TBD	1.2.1 Implementation reports and M&E	
<b>Output 1.3</b>	1.3 Strategic partnership between the public and private sector to address issues underpinning job creation, entrepreneurship, employability and youth empowerment is established	1.3.1 Annual number of meetings of the high-level Private-Public sector policy platform  1.3.2 Number of EU funded initiatives supporting the implementation of political, economic and social reforms/programmes for innovation and employment	1.3.1 0  1.3.2 0 (2021)	1.3.1 1  1.3.2 5 (2024)	1.3.1 Implementation reports and M&E  1.3.2 Implementation reports and M&E	
<b>Output 2.1</b>	2.1 New digital skills and innovative solutions are produced and deployed for use	2.1.1 Number of skills and solutions developed with project support	2.1.1 0	2.1.1 TBD (2024)	2.1.1 Implementation reports and M&E	
<b>Output 2.2</b>	2.2 Improved innovation-friendly conditions for the digital economy are promoted	2.2.1 Number of entrepreneurship/digital/innovation hubs created or expanded with the EU support;	2.2.1 0 (2021)	2.2.1 36 (2024)	2.2.1 Implementation reports and M&E	
<b>Output 2.3</b>	2.3 Digital and entrepreneurial skills are developed among youth and women	2.3.1 Number of beneficiaries trained to take advantage of digital solutions which would result in increase of	2.3.1 0	2.3.1 TBD	2.3.1 Implementation reports and M&E	

		income generation and employment (by sex, youth/adult, disability status)				
<b>Output 3.1</b>	3.1 Efficient programme and policy coordination is established in the office of the VP	3  3.1.2 Number of coordination meetings among stakeholders convened by the VP secretariat  3.1.3 Annual number of coordination meetings among stakeholders convened by the VP secretariat	3.1.1 0 (2021)  3.1.2 0 (2021)	3.1.1 2+ (2022)  3.1.2 4 (2023)	3.1.1 Implementation reports and M&E  3.1.2 Implementation reports and M&E	
<b>Output 3.2</b>	3.2 The EU policy dialogue with the Vice-Presidency on digitalisation/innovation and youth employment is strengthened	3.2.1 Number of high level multi stakeholder policy dialogue convoked  3.2.2 Number of gender-responsive policy initiatives on innovation and youth employment	3.2.1 0  3.2.2 0	3.2.1 4 (2023)  3.2.2 5 (2023)	3.2.1 Implementation reports and M&E  3.2.2 Implementation reports and M&E	



## 4. IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the partner country.

### 4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 2 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of entry into force of the financing agreement. Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

### 4.3 Implementation of the Budget Support Component

N.A.

### 4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>4</sup>.

#### 4.4.1 Direct Management (Procurement)

A procurement process will be launched for the implementation of the Specific Objective 3 that will cover direct policy and capacity support to the VP Office for the coordination and policy coherence of youth employment and job creation.

<sup>4</sup> [www.sanctionsmap.eu](http://www.sanctionsmap.eu). Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

#### 4.4.2 Indirect Management with UNDP

##### **UNDP**

A part of this action may be implemented in indirect management with United Nations Development Programme (UNDP). It will entail a partial co-funding of the Nigeria Jubilee Fellowship Programme (NJF), which is to increase employment among youth by placing 20 000 graduates annually into paid internships in companies across Nigeria during five years. Ultimately, NJF is expected to be institutionalised and funded by the Nigerian government. The EU contribution will facilitate placements in green and smart sector jobs in the EU priority geographic locations.

This implementation modality is justified by the fact that UNDP is already supporting the Office of the Vice President in the design and implementation of the NJP and has specific competence/skills in delivering youth based employment projects.

The international organisation identified above, has undergone an *ex ante* assessment of its systems and procedures. Based on its compliance with the conditions in force at the time, previous indirect management interventions were awarded to the organisation; and based on long-lasting problem-free cooperation, the international organisation can also now implement part of this intervention under indirect management.

If negotiations with the entrusted entity mentioned above fail, this initiative may be implemented in indirect management with similar structures, e.g. UN agencies or cooperation bodies that are positively pillar assessed. The implementation by these alternative entrusted entities would be justified by active engagement in youth employment as well as a close alignment with the Commission's employment policy framework. The alternative entrusted entity would carry out the tasks initially entrusted to UNDP.

#### 4.4.3 Indirect Management with GIZ

##### **GIZ**

A part of this action may be implemented in indirect management with the German Development Agency i.e. Gesellschaft für Internationale Zusammenarbeit (GIZ) through the project: Digital Solutions for Sustainable Development in Nigeria, which aims at supporting the digital transformation of economy and society in Nigeria. The project contributes to Nigeria *Innovation Programme (NIP)* and supports the Specific objective 2, which is "Improved innovation/digitalisation ecosystems". This objective will promote innovation-friendly ecosystem for the digital economy and innovative digital solutions, as well as provide stakeholders' capacity development and youth and women digital and entrepreneurial skills development.

This implementation modality is justified on the basis of GIZ's global reputation for transparency and accountability and support of stakeholders to effectively translate policy reform commitments and national programmes into practice, GIZ's unique and extensive experience in digitalisation and skills development, presence in the country, as well as GIZ's partnership with the EU on numerous projects in Nigeria.

If negotiations with the entrusted entity mentioned above fail, this intervention may be implemented in indirect management with similar structures, e.g. EU Member State agencies, international organizations or cooperation bodies that are pillar assessed. The implementation by these alternative entrusted entities would be justified by active engagement on innovation/digitalization as well as a close alignment with the Commission's digital policy framework. The alternative entrusted entity would carry out the tasks initially entrusted to GIZ.

#### 4.4.4 Changing from Direct Management to Indirect Management mode due to exceptional circumstances

In exceptional circumstances and beyond the control of the Commission, the method of implementation in direct management mentioned in point 4.4.1 (Direct Management) may be replaced by implementation in indirect management mentioned in point 4.4.3 (Indirect Management with UNDP). This will allow implementation of Specific Objective 3 "Improve the effectiveness of the Office of the Vice President in coordinating and ensuring coherence of the innovation and decent job creation for youth, women and groups living in vulnerable situations" through indirect management. The envisaged entity has been selected due to its role vis-à-vis the Vice President's Office in providing support under the Nigeria Jubilee Fellowship Programme and coordinating other public and private sector contributions to the Programme. If negotiations with UNDP fail, this intervention may be implemented with similar structures, e.g. EU Member State agencies, international organizations or cooperation bodies that are pillar assessed. The implementation by these

alternative entrusted entities would be justified by active engagement in youth employment, innovation/digitalization, as well as a close alignment with the Commission's employment and digital policy frameworks. The entrusted entity would carry out the tasks initially foreseen under direct management mode.

#### 4.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorizing officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realization of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

#### 4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)	Third-party contribution, in currency identified
<b>Implementation modalities – cf. section 4.4</b>		
<b>Specific Objective 1:</b> Increased employment among youth composed of <i>Indirect Management with UNDP</i> – cf. section 4.4.2	44 000 000	EUR 600 000 <sup>5</sup>
<b>Specific Objective 2:</b> Improved innovation/digitalisation ecosystems composed of <i>Indirect Management with GIZ</i> – cf. section 4.4.3	9 500 000	EUR 5 500 000
<b>Specific Objective 3: Improve the effectiveness of the Office of the Vice President in coordinating and ensuring coherence of the innovation and decent job creation for youth, women and groups living in vulnerable situations</b> composed of procurement (direct management) - cf. section 4.4.1	1 140 000	N/A
<b>Evaluation</b> – cf section 5.2	300 000	N/A
<b>Audit</b> – cf section 5.3	60 000	N/A
<b>Total</b> <i>Procurement – total envelope under section 4.4.1: EUR 1 140 000</i>	55 000 000	EUR 6 100 000

#### 4.7 Organisational Set-up and Responsibilities

**For the Nigeria Jubilee Fellows Programme**, the EU will be full Member of the NJF governance system. The Governance will be composed as follows:

##### 1. High-Level Public-Private Sector Platform

A High-Level Public-Private Sector Platform will be established and chaired by the Vice President to delve into some of the underlying issues of youth employability and decent work agenda in Nigeria. Through this platform to be convened every six months (bi-annually), issues of the sustainability of the Jubilee Fellows Programme including efforts to institutionalise it as a learning to earning model in Nigeria will be discussed. Opportunities for private sector leaders to influence and input into the learning processes and bridge the gap between market needs and talent supply

<sup>5</sup> The contribution is USD 700 000.

chains will also be further explored. This platform will also form the basis of visioning on the future of talent management in the country, youth employment and an avenue for putting a spotlight on the economic sectors that have potential to drive economic growth and employment creation in the future. Specific Terms of Reference and Outline of this high-level platform will be developed at project inception.

## 2. Project Steering Committee

A Jubilee Fellows Steering Committee (PSC) will be co-chaired by the Federal Minister of Trade, Industry and Investment and the UNDP Resident Representative. The PSC will provide strategic guidance and oversight on the direction and execution of the Nigeria Jubilee Fellows Programme and Basket Fund. The Steering Committee will include the participation of contributing development partners, key federal level ministries -for example Federal Ministry of Youth and Sports Development; Federal Ministry of Budget, Planning and Finance, Federal Ministry of Foreign Affairs; Federal Ministry of Education among others. Strategic outcomes of broader contextual basis will feed into the agenda of the high-level Public-Private In situations where specific technical and expert-specific input is required, key partners will be invited on a need-by-need basis

**For the Digital/Innovation Ecosystem,** a Project Steering Committee (PSC) will be established as follows:

1. The PSC will be responsible for the overall oversight and coordination of the project at the highest level, providing policy and strategic orientation, including financial oversight and approval of funding allocation. **The PSC will be co-chaired by the Federal Ministry of Communication and Digital Economy and by the Federal Ministry of Budget and National Planning.** The EU, high-level representatives of the project's beneficiaries as well as the Heads of the implementing organizations will also be full members. The PSC will meet twice a year. Further meetings can be organized whenever deemed necessary. This mechanism will ensure the overall relevance of the project to the general objective as well as its compliance with beneficiaries' requirements and needs.

2. The project will also be part of the **overall coordination framework** of the NIP, the NIP Working Group convened by the AfDB.

**For both components, an Action-level Technical Committee (ATC):** will facilitate discussions on technical aspects of the Action's implementation. The technical committee will contribute to the exchange of experiences and information, guaranteeing that all activities are tailored to the identified needs and are relevant to the political and social context of the country. The Technical Committee will meet quarterly and will be co-chaired by the technical leads at the office of the Vice President / the secretariat of the initiatives, the UNDP and the GIZ, include the EU and other implementing partners as necessary.

Gender equality, human rights and human rights based approach expertise will be ensured during the implementation of the intervention as possible. They will also be integrated in relevant technical assistance and capacity building activities and documents (i.e. ToRs etc.) as minimum requirements of expertise.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission will participate in the above governance structures set up for governing the implementation of the action.

## 5. PERFORMANCE MEASUREMENT

### 5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

The Action shall ensure that there is a systematic M&E system covering the overall programme, as well as specific M&E systems to capture each component's own progress towards implementation. The development of these component-level M&E systems shall be done in close association between EUD and each component leader IP. Yearly M&E sessions shall be set up at the level of the project, including the institutional beneficiaries' representatives, and regular M&E documentation shall be provided by the IPs (bi-annually or quarterly) to ensure a comprehensive follow-up and assessment.

The identification of the baselines and the collection of data shall be the responsibility of each implementing partner while the overall M&E indicators follow-up shall be done by the EUD, with dedicated funds and staff, working closely with the M&E staff from each of the implementers. M&E focal points should also be identified within each of the institutional beneficiaries, to facilitate data gathering and collection, and smoothen the overall process.

Monitoring and evaluation will assess gender equality results, an impact on rights of groups living in the most vulnerable situations and the implementation of the rights based approach working principles (applying all human rights for all; meaningful and inclusive participation and access to decision-making; non-discrimination and equality; accountability and rule of law for all; and transparency and access to information supported by disaggregated data). Monitoring and evaluation will be based on indicators that are disaggregated by sex, age, disability when applicable

## 5.2 Evaluation

Having regard to the importance of the action, a midterm and/or final evaluation will be carried out for this intervention or its components via independent consultants contracted by the Commission.

A mid-term evaluation will be carried out for problem solving, learning purposes in particular with respect to the efficiency and effectiveness of the programme and intention to launch a second phase of the action.

A final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the innovative architecture of the action and the importance of the involvement of the EU in the field of youth employment and digital innovations.

The Commission shall inform the implementing partner(s) at least three months in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination<sup>6</sup>. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

The action will ensure gender and human rights expertise during all evaluation missions.

Evaluation services may be contracted under a framework contract.

## 5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

<sup>6</sup> See best [practice of evaluation dissemination](#).

## 6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.