Digital Development Hub

IMPACT REPORT

Transforming Talent into Opportunity

IDEAS TVET Creative Media Production Programme
Project Completion & Impact Report

SUPPORTED BY

A PARTNERSHIP FOR NIGERIA'S CREATIVE ECONOMY

This report documents the design, delivery, and outcomes of the IDEAS TVET Creative Media Production Programme, implemented by Digital Development Hub with the support of the following partners.

IMPLEMENTED BY

Digital Development Hub

SUPPORTED BY

FME-IDEAS · THE WORLD BANK · FEDERAL MINISTRY OF EDUCATION

Digital Development Hub (DD Hub) is a Kano-based social impact organization. Commercial revenue from its development consulting and digital transformation work is reinvested into the community-facing programming documented in this report.

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01 · FOREWORD

When Digital Development Hub (DD Hub) embarked on the implementation of the **IDEAS TVET Creative Media Production Programme** in partnership with the **World Bank** and the **Federal Ministry of Education**, we were driven by a simple but ambitious question:

> ***What would it take to transform a young person with few or no formal digital skills into an industry-ready creative professional, entrepreneur, or globally competitive digital talent within six months?***

This report tells the story of how we sought to answer that question. It chronicles not only the achievements of the programme but also the lessons learned, the systems strengthened, and the institutional transformation that occurred along the way. More importantly, it captures the journeys of 105 young Nigerians who invested their time, talent, and aspirations in a programme designed to equip them with practical competencies, entrepreneurial mindsets, and sustainable pathways to employment and enterprise



The results demonstrate that competency-based TVET, when combined with industry mentorship, practical learning, enterprise incubation, and strong partnerships, can deliver measurable outcomes. By the end of the programme, **97.1% of graduates were economically active**, **52.4% had established self-employment or entrepreneurial ventures**, and **68 of 105 graduates (64.8%) reported that their recorded employment or economic activity was paid**. Beyond these employment outcomes, beneficiaries developed professional portfolios, completed industry-grade capstone projects, engaged directly with accomplished practitioners, and showcased their work before producers, employers, investors, and creative industry leaders during the programme's **Creative Demo Day and Pitching Event**.

The impact extended beyond the beneficiaries. Through this project, DD Hub strengthened its institutional systems and expanded its TVET portfolio into emerging areas such as immersive technologies, broadcasting technology, digital product design, precision agriculture technologies, GIS, and digital marketing, while enhancing its quality assurance, safeguarding, monitoring and evaluation, and enterprise support systems. These investments have positioned the Hub to deliver larger, more complex programmes that respond to Nigeria's evolving workforce needs and the opportunities of the global digital economy.

This report is intentionally transparent. It celebrates what worked, acknowledges areas where improvement is needed, and reflects our commitment to continuous learning and accountability. We believe that honest reflection is fundamental to building trust with governments, development partners, investors, and the communities we serve.

On behalf of Digital Development Hub, I extend my sincere appreciation to the **World Bank**, the **Federal Ministry of Education**, the **National Board for Technical Education**, the **IDEAS National Project Coordination Unit**, our trainers, mentors, industry partners, and every beneficiary whose dedication and resilience made this programme a success. Together, we have demonstrated what is possible when strategic partnerships, practical skills, and purposeful innovation come together to create opportunities for young people.

As we look to the future, we remain committed to scaling this model, expanding access to high-quality technical and vocational education, and building a generation of globally competitive creative professionals, entrepreneurs, and innovators who will shape Nigeria's digital economy for years to come.

Abdulganiyu Rufai Yakub
Founder & Chief Executive Officer
Digital Development Hub (DD Hub)

02 · PARTNER REMARKS

Remarks from the National Project Coordination Unit (NPCU)



The IDEAS TVET project component, delivered by Digital Development Hub, reflects exactly the kind of outcome the IDEAS Project was designed to achieve: young Nigerians moving from limited digital exposure to income-generating, industry-relevant skills within a single competency-based cycle. The programme's results speak for themselves. Of the 105 beneficiaries trained, 97.1% were economically active at completion, with more than half establishing their own enterprises.

This aligns closely with the IDEAS Project's core results framework, which prioritizes not just training completion but demonstrable transitions into employment and self-employment. On one of the National Project Coordinating Unit (NPCU) monitoring visits, the team met several trainees like Shamsiya Maruf Mustapha, a female trainee who, during the training, began to earn an income from editing video content for a YouTube channel. *Shamsiya features in one of our success story documentaries.* The near gender parity achieved, 45.7% female participation, and the deliberate inclusion of persons with disabilities further reflect the project's inclusion mandate.

Over the course of implementation, the NPCU observed a training provider that took quality assurance seriously. DD Hub's development of an internal quality assurance framework aligned to the National Skills Qualification Framework, alongside its safeguarding, grievance redress, and occupational health and safety systems, represents the kind of institutional maturity the IDEAS Project seeks to build into its implementing partners, not just for the duration of a single programme cycle, but as lasting infrastructure for future cohorts.

We also note, as the report itself acknowledges, that formalization remains an area for continued attention. With only 23.8% of profiled enterprises currently registered with the Corporate Affairs Commission, there is a clear opportunity for a targeted post-programme formalization push, one that could meaningfully improve beneficiaries' access to credit, contracts, and grant financing.

Looking ahead, the National Project Coordination Unit sees strong potential for this model to be replicated across other TVET focus areas and, subject to the standard IDEAS Project review processes, considered for scale-up in future programming cycles. DD Hub's expansion of its own training portfolio into immersive technologies, GIS, broadcasting, and digital product design suggests an implementing partner capable of absorbing that kind of expanded mandate.

We congratulate DD Hub, its trainers and mentors, and most importantly, the 105 beneficiaries whose commitment made these outcomes possible.

Mrs. Blessing Ogwu
National Project Coordinator

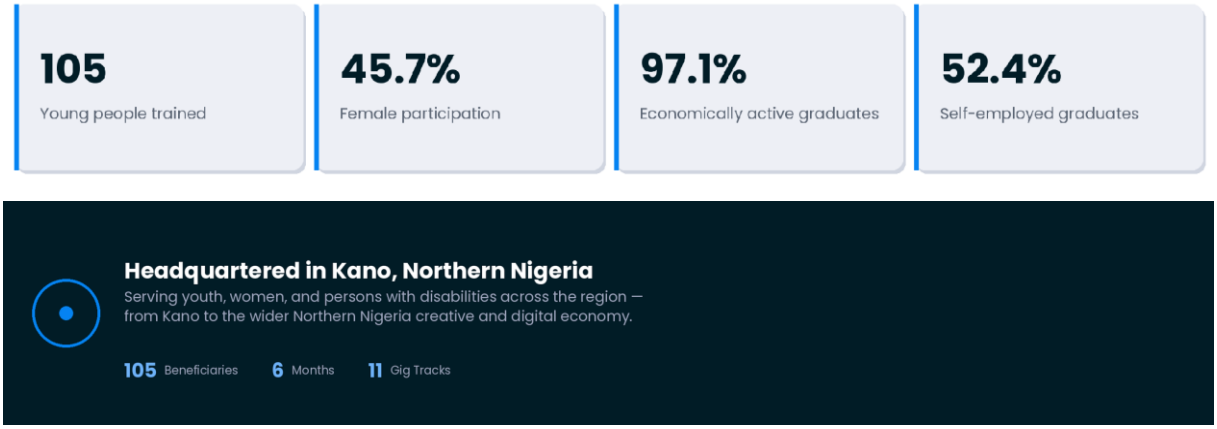
IDEAS Project

03 · EXECUTIVE SUMMARY

Nigeria is home to one of the world's largest youth populations, with more than **70% of its population under the age of 30**, while its creative and digital economy continues to emerge as one of the country's fastest-growing sectors. Despite this enormous potential, many young Nigerians—particularly in Northern Nigeria—continue to face significant barriers to employment, including limited access to industry-relevant technical training, modern production facilities, professional mentorship, digital infrastructure, and structured pathways into decent work and entrepreneurship. Baseline findings from this programme reflected these realities: **48% of participants aspired to start their own businesses**, **29% identified inadequate digital skills as their greatest barrier to employment**, **68.6% had never received formal digital skills training**, and although **88% owned smartphones**, only **43% had access to a computer**, highlighting a critical digital infrastructure gap.

To address these challenges, the **World Bank-supported IDEAS Project**, implemented in partnership with the **Federal Ministry of Education**, the **National Board for Technical Education (NBTE)**, and **Digital Development Hub (DD Hub)**, delivered a six-month competency-based TVET programme in **creative media production.** The programme equipped **105 young people**, including women and persons with disabilities, with industry-relevant skills in filmmaking, cinematography, photography, video editing, digital storytelling, content creation, entrepreneurship, and creative business management through practical training, mentorship, internships, and enterprise incubation.

The programme achieved strong employment and enterprise outcomes. At completion, **97.1% of graduates were economically active**, **52.4% had established self-employment or entrepreneurial ventures**, and **68 of 105 graduates (64.8%) reported that their recorded employment or economic activity was paid**. The project concluded with a **Creative Demo Day and Investor Pitching Event**, showcasing beneficiaries' capstone projects to industry stakeholders. Beyond beneficiary impact, the programme strengthened DD Hub's institutional capacity by expanding its TVET portfolio, modernizing training facilities, enhancing quality assurance and safeguarding systems, and establishing a scalable model for developing globally competitive creative and digital talent.



> *"One hundred and five young people completed this programme. Many are already earning. Several have built the beginnings of real businesses."*
> **— DD Hub Foreword**

04 · ABOUT US

Digital Development Hub

Digital Development Hub (DD Hub) is a Nigeria-based social impact organization working at the intersection of digital transformation, enterprise support, and development—with a track record spanning skills development, innovation, agriculture, civic technology, and structured donor-funded implementation since 2012.

Enterprise Support Organisation	Incubation, mentorship, and market access that carries an idea from prototype to registered, revenue-generating business.
Development Partner	A decade-long implementation track record with the World Bank, GIZ, USAID-linked programmes, UK DFID and AfDB.
Social Impact Organisation	Peacebuilding, civic technology, and community development work reaching youth across Northern Nigeria's most underserved communities.
Innovation Hub	Founding and co-founding roles across four national innovation ecosystem networks, and convenor of Kano's own innovation conference.
Consulting Partner	M&E, digital transformation advisory, and policy engagement for institutions that need evidence, not just delivery.

Over the years, DD Hub has trained **more than 15,000 young people**, supported the growth of innovative startups and MSMEs, and implemented transformative programmes funded by multilateral development institutions, government agencies, international development partners, and the private sector. Working with partners such as the World Bank, NBTE, the Federal Ministry of Education, AfDB, the EU, GIZ, IsDB, IFDC, and NITDA, the Hub has established itself as a trusted implementation partner delivering measurable impact in digital inclusion, employment, entrepreneurship, and innovation. Guided by a vision of building an inclusive and globally competitive digital economy, DD Hub continues to develop future-ready talent, strengthen entrepreneurship ecosystems, and position Nigeria as a source of globally competitive skills while contributing to sustainable economic growth and the achievement of the Sustainable Development Goals (SDGs).

The IDEAS Project

The Innovation Development and Effectiveness in the Acquisition of Skills (IDEAS) Project is a World Bank-supported initiative delivered in partnership with the Federal Ministry of Education, aimed at strengthening Nigeria's TVET ecosystem and expanding access to market-relevant skills training.

The IDEAS TVET Creative Media Production Programme is DD Hub's flagship contribution to that mandate—and, as this report documents, has become a milestone in DD Hub's own institutional growth.

05 · EVIDENCE , METHODOLOGY & DATA SOURCE

This report draws on five complementary data sources rather than a single survey. Each measures a different stage of the beneficiary journey, and figures should be read alongside the dataset that produced them rather than treated as interchangeable.

The Evidence Chain

Data Source	Sample	What It Measures
Baseline Assessment	105 participants	Starting conditions at programme entry: prior digital skills exposure, access to technology, employment barriers, and entrepreneurial aspirations.
Process Evaluation	Cohort-wide	Implementation quality—training relevance, practical learning, mentorship, facilities, and participant experience.
Endline / Completion Assessment	105 graduates	Change in skills, confidence, entrepreneurial readiness, and practical competence at programme completion.
Graduate Employment Outcome Survey	105 graduate records	Employment status, payment status, job type, duration, location, and designation.
Business Profile Survey	42 business profiles	Business registration status, sector, year established, and reported profit (Jan 2026 to date of response).

Table 1. *Programme evidence chain: data sources, sample sizes, and what each measures.*

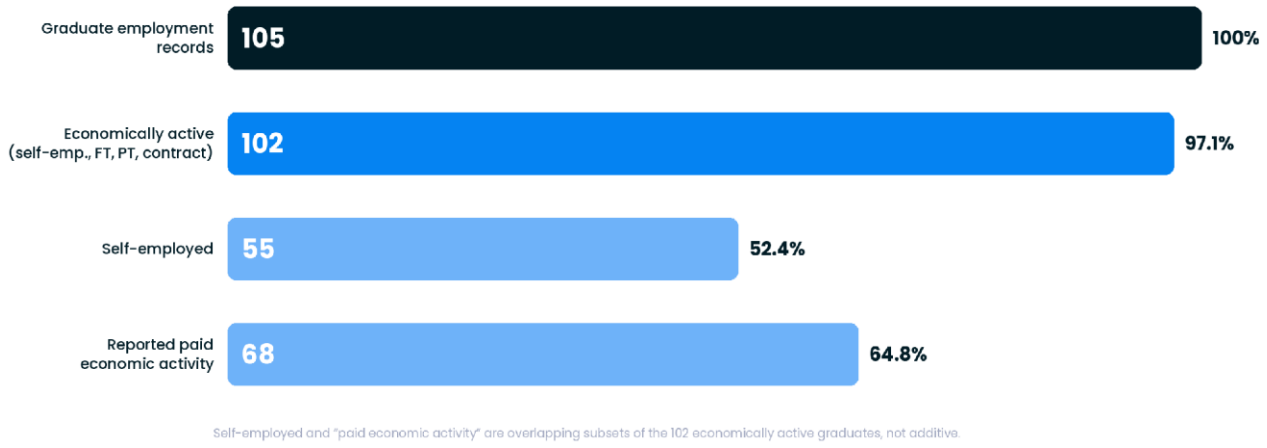
Figure 1. *Reconciliation of graduate employment indicators: economically active, self-employed, and reported paid economic activity (n=105).*

How Headline Figures Are Defined

- “Economically active” (97.1%) refers to the 102 of 105 graduates recorded as self-employed, full-time, part-time or contract workers in the Employment Outcome Survey; it excludes the 3 graduates explicitly recorded as unemployed.
- “Self-employed” (52.4%) refers to the 55 of 105 graduates who reported self-employment. This describes employment status, not confirmed formal business registration — see the Business Profile Survey for registration data.
- “Reported paid economic activity” (64.8%) refers to the 68 of 105 graduates marked “YES” in the survey’s payment-status field. The employment survey did not use a standardized income reference period, so this figure should not be read as monthly income or income earned within a fixed 30-, 60- or 90-day window.
- Business Profile Survey figures (42 businesses; 23.8% CAC-registered) come from a separate dataset of self-reported business profiles and should not be merged with the Employment Outcome Survey’s indicators.

Outcome Measurement and Data Sources: Programme outcomes were assessed using multiple complementary data sources rather than a single survey. A baseline assessment established participants' conditions, prior exposure to digital skills, access to technology, employment barriers, and entrepreneurial aspirations at programme entry. A process evaluation subsequently assessed implementation quality, participant experience, training relevance, practical learning, mentorship, enterprise support, and areas for improvement. Endline assessment and graduate outcome tracking were used to assess changes in skills, employability and transition outcomes. The graduate employment dataset contained 105 participant records and recorded employment type, payment status, duration, location, designation, and job description. For this dataset, "economically active" refers to participants recorded as self-employed, employed, full-time, part-time, or contract workers; it excludes the three participants explicitly recorded as unemployed. "Paid economic activity" refers specifically to respondents marked "YES" in the survey's PAID field and should not be interpreted as a standardized measure of income earned. The employment survey did not establish a uniform income reference period or monetary income amount. Consequently, income claims are reported separately using the enterprise/business profiling dataset, which asked respondents to report profit made from January 2026 to the date of response. Percentages are calculated using the number of valid records relevant to each indicator as the denominator, with the denominator stated alongside headline indicators wherever appropriate.

— Methodological Note



06 · THE CHALLENGE

Baseline Findings

Baseline assessment identified the barriers keeping young people out of the creative economy. These findings shaped a programme built around practical, competency-based training tied directly to employment and entrepreneurship—not classroom instruction alone.

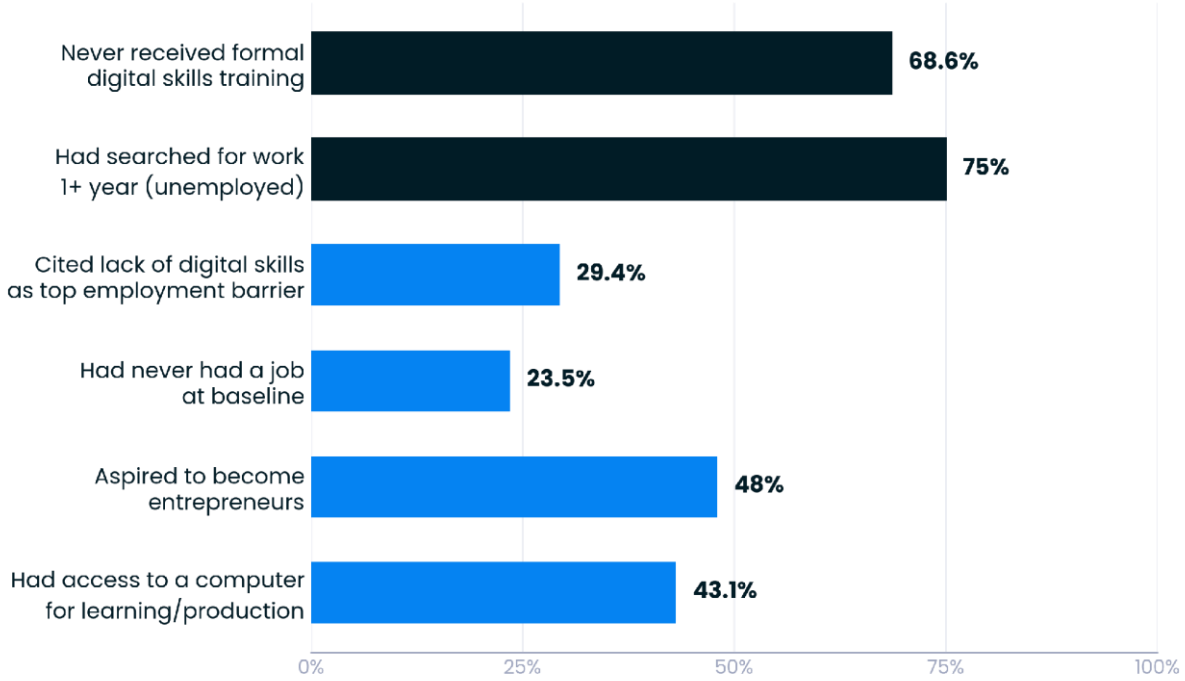


Figure 2. *Baseline barriers to entry into the creative and digital economy, by indicator (n=105).*

What this told us

- Digital skills access, not raw talent or ambition, was the binding constraint—nearly half the cohort already wanted to run their own business.
- Long unemployment spells (75% searching 1+ year) meant the programme needed to move participants to income quickly, not just to certification.
- Low computer access at baseline made studio-based, hands-on training—rather than take-home coursework—the only realistic delivery model.

07 · OUR APPROACH

A Holistic Talent Development Model

Rather than classroom instruction alone, DD Hub implemented an integrated model combining technical training with commercial readiness—eleven components running in parallel rather than in sequence, from competency-based TVET training, studio-based practical learning, industry mentorship, creative portfolio development, startup incubation, and internship placement, through to the explicitly commercial layer of enterprise development, freelancing readiness, client acquisition training, investor readiness, and creative industry networking, on the logic that a graduate who can operate a camera but cannot price a job or pitch a client is still not employable; this is what distinguishes the model from conventional TVET delivery, and a significant part of why 97.1% of graduates report being economically active and 52.4% are self-employed within months of completion.

- Competency-Based TVET Training
- Studio-Based Practical Learning
- Industry Mentorship
- Creative Portfolio Development
- Startup Incubation
- Internship Placement
- Enterprise Development
- Freelancing Readiness
- Client Acquisition Training
- Investor Readiness
- Creative Industry Networking

08 · PROGRAMME TIMELINE



Six Months, Start to Demo Day

Each stage built directly on the last, so that no beneficiary arrived at Demo Day carrying skills they hadn't already been forced to use: technical grounding and core skills training filled the first two months, studio production and portfolio-building carried into the third, industry mentorship and internship placement deepened that work through months four and five, and the final stretch pivoted hard toward commercial readiness—enterprise incubation, investor preparation, and the pitching skills beneficiaries would need the moment they stepped in front of producers, employers, and investors at Demo Day



09 · WHAT WE DELIVERED

Technical Skills & Enterprise Development

Beneficiaries received intensive practical training in creative media production, film production, cinematography, photography, directing, video editing, motion graphics, digital storytelling, content creation, lighting, audio production, digital marketing, and creative entrepreneurship—taught through real production assignments and industry-standard workflows.

Enterprise Development

The programme integrated a comprehensive Enterprise Development and Business Incubation component to equip participants with the practical business, financial, and professional competencies required to translate their creative and digital skills into sustainable livelihoods. Every participant completed structured training in business model development, client acquisition, proposal writing, branding, pricing strategy, digital marketing, business registration, freelancing, and financial management and built a professional portfolio of completed work. This was not a supplementary module bolted onto the technical curriculum—it ran in parallel with it, on the understanding that a graduate who can shoot and edit professionally but cannot price a job, write a proposal, or register a business is still not employable on their own terms. By the time beneficiaries reached Demo Day, each carried both a body of creative work and the commercial vocabulary to sell it.



The results are visible in the programme's own follow-up data: 52.4% of graduates report being self-employed, and a dedicated business profiling exercise later identified 42 beneficiary-led enterprises already operating, with women accounting for 45.2% of owners—a near-even split that reflects real participation in the enterprise curriculum, not just the training itself. That same profiling exercise also surfaced the training's clearest remaining gap: only 23.8% of these businesses are formally registered with the Corporate Affairs Commission, meaning most graduates have functioning client relationships and pricing discipline but have not yet taken the formalization step that would unlock grants, contracts, and access to finance. Read together, the two findings tell a consistent story—the enterprise curriculum reliably produces working entrepreneurs, and business formalization support is the logical next stage of the pipeline, not a separate intervention.

10 · INDUSTRY ENGAGEMENT

DD Hub Creative Industry Connect Series

A major innovation of the programme was the launch of the DD Hub Creative Industry Connect Series—a structured bridge between the classroom and the creative economy participants were being trained to enter. Rather than treating industry exposure as a one-off event, the Series was woven into the programme's core pipeline: professionals from across Nigeria's creative ecosystem returned repeatedly across the six months to lead masterclasses, roundtable discussions, and career talks; sit with beneficiaries in one-on-one mentorship sessions; run live production demonstrations; and review capstone portfolios before they were ever shown to an employer or investor. For a cohort in which 68.6% had never received formal digital skills training, this sustained contact with working professionals did something a curriculum alone could not: it showed beneficiaries what industry standards actually look like and gave them a network to hold themselves to those standards.



The impact of this approach shows up throughout the rest of this report. It is the reason the programme's pipeline treats mentorship and portfolio development as distinct, non-negotiable stages rather than an afterthought to training—and why beneficiaries arrived at Demo Day with capstone projects credible enough to present to producers, employers, and investors rather than simply an instructor. Several graduates trace their transition into paid, client-facing work directly to relationships and confidence built during the series, a pattern consistent with the programme's broader employment outcomes, where 97.1% of graduates report being economically active within months of completion. In a sector where credibility is often built through relationships as much as skill, the Creative Industry Connect Series gave beneficiaries both.

11 · PROGRAMME CLOSE-OUT

Demo Day & Investor Pitching Event

The programme concluded with a public Creative Demo Day and Investor Pitching Event, where beneficiaries presented professional capstone projects before producers, investors, employers, media organizations, creative industry leaders, and development partners. This was deliberately designed as the ninth and final stage of the programme's pipeline, not a graduation ceremony layered on top of it: every beneficiary who reached this point had already been through practical production, industry mentorship, and enterprise incubation, so what audiences saw on the day was portfolio-grade work backed by real commercial readiness, not classroom exercises dressed up for an audience.



That distinction is what gives Demo Day its function in the programme's results rather than being simply symbolic. It exists to put graduates directly in front of the people who hire, commission, and fund creative work—closing the loop between training and the labor market in a single, public event rather than leaving beneficiaries to make that connection on their own after completion. The programme's own outcomes data bears this out: 97.1% of graduates report being economically active within months of completion, and several beneficiaries trace paid client work directly to relationships formed on or around the day. Demo Day is best understood, in other words, not as where the programme ends but as the moment its pipeline—recruitment, training, mentorship, incubation—is tested against a real market and, for the great majority of this cohort, holds up.

12 · MEASURING OUR IMPACT

Employment Outcomes & Inclusion

Six months after entering a programme built specifically to move them from training into income, 102 of the 105 graduates tracked through the Graduate Employment Outcome Survey—97.1%—were recorded as economically active (self-employed, full-time, part-time, or on contract), with 52.4% specifically self-employed and 64.8% reporting that their recorded activity was paid, though that last figure reflects payment status rather than a standardized income measure; taken together, these numbers mark a shift from a baseline where 75% had searched for work for over a year to a cohort where economic inactivity is now the exception rather than the norm.

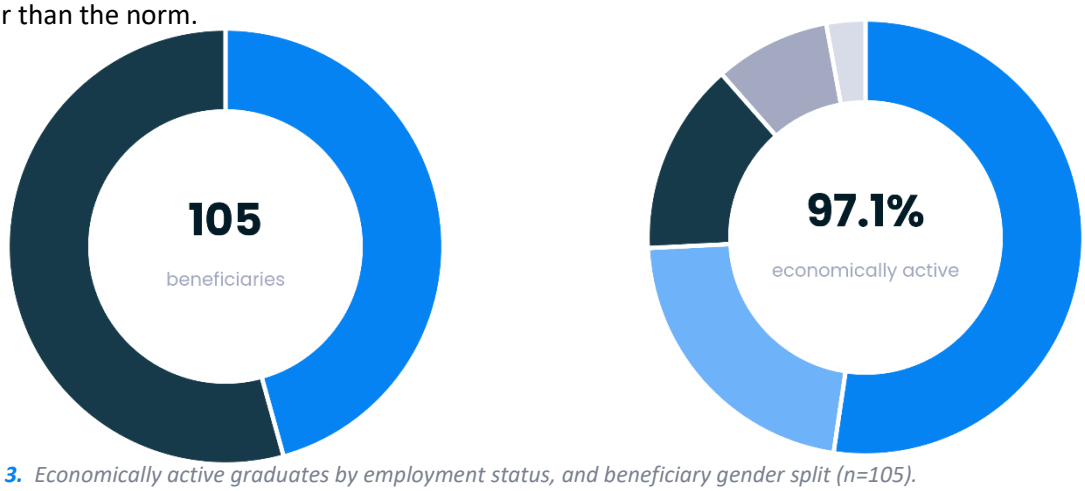


Figure 3. *Economically active graduates by employment status, and beneficiary gender split (n=105).*

Economically active graduates, by employment status (self-employed, full-time, part-time, and contract). Separately, 68 of 105 graduates (64.8%) reported that their recorded employment or economic activity was paid—this reflects payment status, not a standardi zed measure of monthly income. 105 beneficiaries were trained, with near gender parity—45.7% female, 54.3% male—and inclusion of persons with disabilities throughout.

Source: Graduate Employment Outcome Survey, Digital Development Hub (n=105 records).

Employment Indicator	Result
Economically Active Graduates	97.1%
Self-employed	52.4%
Part-time Employment	21.9%
Full-time Employment	14.3%
Contract Employment	8.6%
Unemployed	2.9%
Reported Paid Economic Activity	64.8%

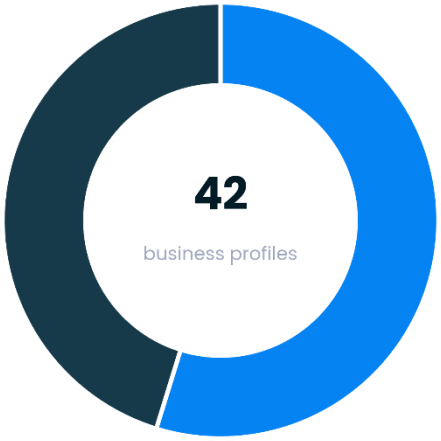
Table 2. *Employment Outcome Survey results by indicator. Source: Graduate Employment Outcome Survey, Digital Development Hub (n=105).*

13 · ENTERPRISE CREATION

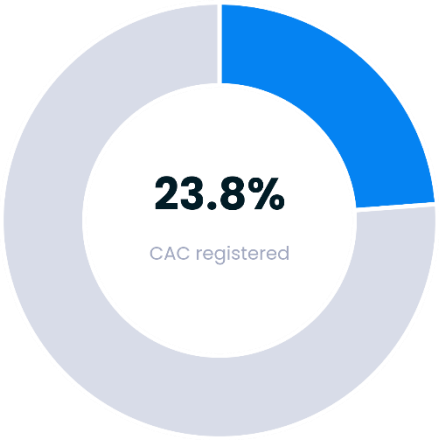
Business Profiling & Enterprise Outcomes

42	54.8% / 45.2%	92.9%	100%
Business profiles submitted	Male / Female entrepreneurs	Businesses reporting profit	Consent for use of information

Beyond the tracer survey, DD Hub's business profiling exercise documented 42 beneficiary-led enterprises — a dataset distinct from the employment survey, since it tracks who owns businesses and how far they've progressed rather than employment status across the cohort. Ownership splits 54.8% male to 45.2% female, mirroring the gender balance built into the enterprise gig track, and most businesses were established during or shortly after the programme, evidence that incubation is converting training into enterprise within months; yet while 92.9% report generating profit, only 23.8% are registered with the Corporate Affairs Commission, meaning most graduate-led enterprises still operate informally and lack access to the grants, contracts, and finance that formalization would unlock — the clearest sign that formalization support, not skill, is now the binding constraint on their growth.



Business ownership by gender: 23 male-owned (54.8%) and 19 female-owned (45.2%) enterprises—a near-balanced entrepreneurship outcome.



Only 23.8% of profiled businesses are registered with the Corporate Affairs Commission (CAC); the remaining 76.2% are still operating informally.

What the Data Shows

The gender balance among profiled entrepreneurs is encouraging: female beneficiaries make up 45.2% of business owners, reflecting strong participation in the enterprise gig track specifically, not just the training itself. “Year established” responses show 2026 as the most common founding year, indicating that most of these businesses are new ventures started during or shortly after the programme — direct evidence of the incubation model converting training into enterprise. Profit data was reported by 92.9% of businesses, and while the values vary considerably, the data confirms that a large share of beneficiaries are already generating revenue, reinforcing earlier tracer-survey findings on economic activity.

Formalization Is the Next Bottleneck



Figure 4. *Business ownership by gender, and CAC registration status among profiled enterprises (n=42).*

Source: TVET Business Profile Survey, Digital Development Hub (n=42 business profiles).

Business formalization remains the clearest gap in the enterprise pipeline: only 23.8% of profiled businesses (10 of 42) are registered with the Corporate Affairs Commission, meaning the remaining 76.2% are generating revenue (92.9% report profit) while operating entirely outside the formal economy and locked out of grants, government programmes, corporate bank accounts, contracts, investment, and the credibility that buyers and institutional partners expect. Since graduates have already proven they can build revenue-generating enterprises, formalization support—not further skills training — is now the single highest-leverage intervention available and should become DD Hub's priority post-incubation activity—registration is the gateway to:

- Access to grants
- Access to government programmes
- Opening corporate bank accounts
- Securing contracts
- Access to investment
- Building credibility with buyers and partners

> *"The business profiling exercise highlights the programme's success in translating skills development into entrepreneurship. Forty-two graduate-led businesses were profiled, with a near gender-balanced ownership structure. Most enterprises are newly established, reflecting the programme's contribution to MSME and startup creation and economic participation. While the majority are already generating revenue, only 23.8% have completed formal CAC registration, underscoring the need for continued incubation support focused on business formalization, access to finance, and market expansion."*
>
> **— Business Profiling Analysis, DD Hub M&E Team**

14 · THE FULL PIPELINE

From Learning to Earning

Several graduates reported paid client and platform assignments during the programme itself, ahead of formal completion — evidence that DD Hub's nine-stage pipeline (training through mentorship, internship, and incubation to Demo Day) converts skill into paid work well before graduation rather than simply preparing beneficiaries for a job search that starts later. This overlap between learning and earning, with Demo Day functioning as a checkpoint rather than a finish line, is the clearest explanation for why 97.1% of graduates report being economically active within months of completion rather than years.

- Training alone rarely converts to income—the middle stages (mentorship, internship, incubation) are where technical skill turns into a client-ready offer.
- Demo Day is a checkpoint, not the finish line: it is designed to hand graduates directly to investors and employers rather than end with a certificate.
- This structure is why 97.1% of graduates report being economically active within months of completion, not years.

15 · INSTITUTIONAL STRENGTHENING &SUSTAINABILITY

Beyond beneficiary outcomes, the IDEAS TVET Project substantially strengthened DD Hub's own institutional capacity—turning a single training intervention into a lasting institutional legacy.

Systems Established

- Internal Quality Assurance (IQA)
- Quality Assurance Framework aligned to the National Skills Qualification Framework (NSQF)
- Monitoring, Evaluation, and Learning system
- Environmental & Social Safeguards Framework
- Grievance Redress Mechanism
- Occupational Health & Safety system
- E-Waste Management Protocol
- Standard Operating Procedures
- Digital documentation systems

> *"Through the IDEAS Project, DD Hub evolved from a creative media training provider into a comprehensive Digital Economy Skills Academy—a diversified portfolio spanning creative industries, digital technologies, geospatial sciences, smart agriculture, product innovation, broadcasting, and the development sector."*
>
> **— Institutional Legacy of the IDEAS TVET Project**

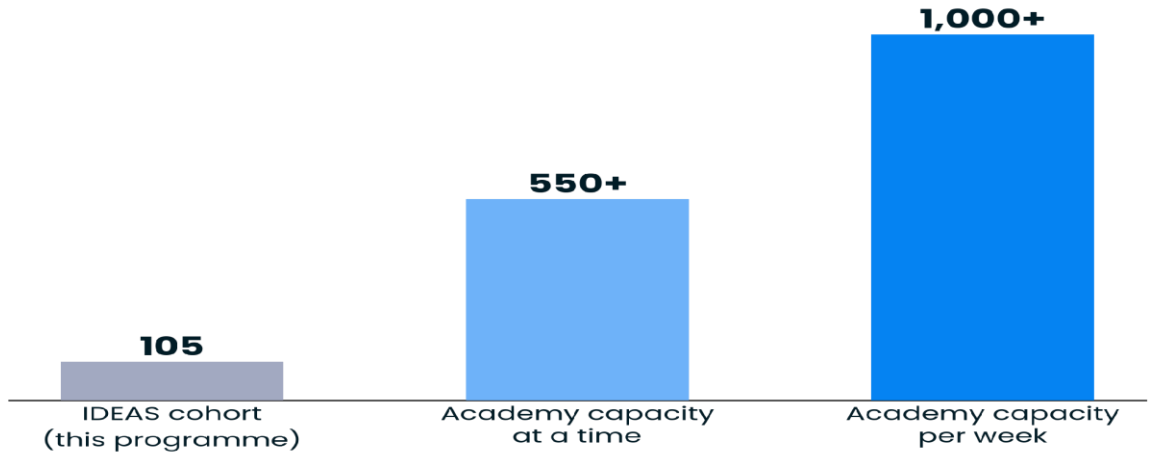
16 · GROWTH

Programme Portfolio Expansion

Building on the Creative Media Production curriculum, DD Hub has launched market-driven, competency-based programmes across the digital economy—positioning DD Hub as a multidisciplinary center for future-ready technical skills, not a single-programme provider.

- **Creative Media Production** — ORIGINAL PROGRAMME
- Immersive Tech (AR/VR/XR)
- Broadcasting Technology
- Digital Marketing & E-Commerce
- Digital Product Design (UI/UX)
- Digital Product Management
- Remote Sensing & GIS
- Precision Agriculture Tech
- Digital Tools for Nonprofits
- Computer Hardware Repair & Maint.
- Networking & System Security

Academy Capacity



17 · INFRASTRUCTURE IMPROVEMENTS

The project strengthened the learning environment through fully equipped creative studios, professional editing facilities, hardware and networking laboratories, upgraded fire safety systems, smoke detectors and alarms, improved first aid facilities, internet-enabled classrooms, and modern training equipment.



18 · SUCCESS STORIES

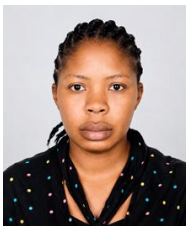
Stories of Transformation

Beneficiaries are already applying their skills commercially: delivering paid creative services, producing documentaries and digital campaigns, securing freelance assignments, building personal brands, and establishing creative businesses—several with paid client work that began during the programme.



"What captivated me was my area of specialization — creating AI videos. I created a TikTok account and, in under a month, gained over 26,000 followers and 176,000 likes. I'm now eyeing commercialization of the account and focusing on content for entrepreneurs and startups."

— Fatima Muhammad Usman, AI Video Content Creation Gig Track



"This project has been highly transformative for me. Within six months, I've come away with a functional marketing company that earns me a living. This is huge for me — the experience meant the world."

— Vivian Amenger, Enterprise Development Gig Track



"Through my journey under the DD Hub programme, I gained experience I never imagined having. I am now satisfied with my status as an economically competitive youth, ready to face the market with the skills I've earned."

— Jafar Isah Jafar



"I'm grateful to DD Hub and the Nigerian government. This project is one of the best uses of my time, and its future impact on my life will be transformative."

— Stephen Anyam



"Before this transformational journey, we used our phones only for calls and other unproductive things. Now I've learned how to create advertorial content, deploy it on social media, generate followers, convert them to customers, and retain them for greater income."

— Zaliha Sani Tahir

19 · KEY ACHIEVEMENTS

Across six months, the numbers behind this programme resolve into a small set of results worth stating plainly: 105 young people trained, with near gender parity in who they were; competency-based TVET delivered end to end, from technical fundamentals through to a completed professional portfolio; every beneficiary carried through internship placement and startup incubation rather than one or the other; and a public Creative Demo Day and Investor Pitching Event that put graduates in front of the people who actually hire, commission, and fund creative work. None of these were parallel initiatives bolted onto a training programme — each was a designed stage in the same pipeline, which is why they show up together rather than as isolated wins.

- 105 young people trained
- Near gender parity achieved
- Competency-based TVET delivered
- Professional portfolios built
- Internship completed
- Startup incubation completed
- Industry mentorship delivered
- Creative Demo Day held
- Investor Pitching Event held
- 97.1% economically active graduates
- Majority of graduates self-employed
- Institutional systems strengthened

What ties them together is what happened after: 97.1% of graduates economically active, the majority self-employed, and the institutional systems inside DD Hub itself strengthened enough to carry this model into future cohorts. That last point is easy to overlook next to the beneficiary-facing numbers, but it is what makes the other achievements repeatable rather than a one-time result—the quality assurance, safeguarding, and enterprise-support systems built during this programme are now permanent infrastructure, not temporary scaffolding that ends when this cohort's success is counted.

20 · REFLECTION- LESSON LEARNT

Five lessons emerge from six months of delivery, each traceable to a specific point in the data rather than a general impression. Practical learning produced stronger employment outcomes than theory alone—a claim the baseline supports directly, since 68.6% of participants had never received formal digital skills training before this programme, yet 97.1% left it economically active. Entrepreneurship had to be embedded throughout the curriculum rather than bolted on at the end, because nearly half the cohort (48%) already aspired to run their own business at entry. Industry mentorship measurably improved learner confidence and employability, and portfolio-based assessment reflected competency better than exams alone, producing beneficiaries who arrived at Demo Day with work credible enough to show producers and investors rather than scores on a transcript.

- Practical learning produces stronger employment outcomes than theory alone
- Entrepreneurship must be embedded throughout TVET programmes, not bolted on
- Industry mentorship measurably improves learner confidence and employability
- Portfolio-based assessment reflects competency better than exams alone
- Strong quality assurance systems improve implementation effectiveness

Strong quality assurance systems, meanwhile, improved implementation effectiveness in a way that outlasts this cohort: the institutional infrastructure built during the programme is now permanent, not temporary scaffolding. Read together, these lessons point in one direction—the outcomes this report documents were not the product of any single intervention but of a model that treated technical skill, entrepreneurship, mentorship, and assessment as interdependent rather than sequential. Where the programme succeeded, it was because these elements reinforced each other, and where the clearest remaining gap sits—business formalization—it is precisely because that element was not yet built into the pipeline with the same rigor as the rest.

WHAT'S NEXT

Looking Ahead

The priorities for scale are already implied by what this cohort achieved and where it fell short. DD Hub intends to expand Creative Media TVET nationwide and build employer partnerships across Africa and internationally, extending a model that took a cohort with 68.6% no prior digital skills exposure to 97.1% economically active within six months—evidence strong enough to justify replication rather than a fresh pilot. That expansion sits alongside the portfolio growth already underway: the original Creative Media Production curriculum has become eleven gig tracks spanning immersive technologies, broadcasting, digital product design, GIS, and precision agriculture, delivered through an academy now built to run over 550 learners at a time and more than 1,000 per week—capacity built specifically to absorb the next phase of demand rather than react to it after the fact.

- Expand Creative Media TVET nationwide
- Launch academies in Animation, AI, Virtual Production, Gaming & Immersive Tech
- Strengthen global outsourcing partnerships
- Scale startup incubation for creative enterprises
- Build employer partnerships across Africa and internationally
- Position Northern Nigeria as a leading creative & digital talent hub

Two priorities follow directly from this report's own findings rather than general ambition. Startup incubation will scale specifically to close the formalization gap the business profiling exercise surfaced—with only 23.8% of graduate-led enterprises currently CAC-registered, converting informal revenue into registered, bankable businesses is the clearest lever available for improving on this cohort's results. And global outsourcing partnerships will build on graduates who are already producing industry-standard work, positioning Northern Nigeria as a genuine hub for creative and digital talent rather than an aspiration stated for donor audiences. None of these are new directions; they are the current model, deliberately extended to the points where the data shows it is working and the gap it has not yet closed.

21 · THANK YOU

Acknowledgements & Contact

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That proof now exists, and it exists because of the 105 beneficiaries this report is ultimately about. They arrived with real barriers—68.6% with no prior digital skills training, 75% having searched for work for over a year—and left as the economically active, self-employed, business-building graduates whose numbers fill every section of this document. DD Hub's trainers and project team carried out the day-to-day work of getting them there, but the resilience and creativity that turned six months of training into sustained income was theirs. This report closes with the same partners it opens with—the World Bank, the Federal Ministry of Education, and the IDEAS Project—not as a formality, but because the partnership between them and DD Hub is the mechanism this success needs to be repeated at scale.

Digital Development Hub (DD Hub)
No. 1 Social Insurance Road, NSITF Building, Kano State, Nigeria

Email: ddhubinfo@ddhub.ng, digdevhub@gmail.com

Phone: +234 8133646976, +234 902 244 4441
Website: www.ddhub.ng
LinkedIn: @ddhubng

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Digital Development Hub

Kano, Nigeria — Building Africa's next generation of creative and digital professionals

105 young people trained.
97.1% economically active.
A stronger institution for
the programmes still to come.

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ADDRESS No. 1 Social Insurance Road, NSITF Building, Kano State, Nigeria
EMAIL digdevhub@gmail.com · ddhubinfo@ddhub.ng
PHONE +234 902 244 4441
WEB www.ddhub.ng