



NIGERIA SKILLS ACCELERATOR

# Systems Analysis

November 2025

Centre for the New Economy and Society

# Systems Analysis



## What is a systems analysis?

- **Purpose:** The objective of the system analysis is to inform the discussion of the Co-Chairs that will lead to the creation of the Action Plan. It provides data, insight and initial prioritization for their review
- **Format:** PowerPoint Presentation or report with executive strategy
- **Principles:** Iterative process, regular check-ins with the Forum, deliverable is not an academic paper



## Systems Analysis Elements

<b>Quantitative Analysis</b>	Identify which objectives the country lags most behind and what forces are more strongly contributing to this outcome. The World Economic Forum will provide initial data based on key reports, but additional research utilizing national data sources is recommended.
<b>Qualitative Analysis</b>	Adds contextual information to the analysis of the objectives and forces, mapping the most relevant initiatives currently trying to address them, and the broad categories of stakeholders driving or impeding progress.
<b>Results and discussion</b>	This section summarizes the most relevant forces that the Accelerator should tackle and outlines potential actions to address them, including guiding questions for the group.

# Analysis of Influencing Forces

## B.1

We propose to structure the systems analysis and action planning around the forces that drive closing skills gaps



### Facilitating lifelong learning and upskilling

What forces drive or impede lifelong learning and upskilling?

- Availability and accessibility of relevant learning sources
- Quality of learning resources
- Individual motivation
- Individual ability
- Organizational support for lifelong learning and upskilling
- Professional Standard for lifelong learning



### Enabling proactive redeployment and reemployment

What forces support or hinder successful career transitions?

- Labour market supply and demand forecasting
- Employment policies and industrial awards
- Industry collaboration mechanisms
- Skills taxonomy and job pathways
- Availability and accessibility of redeployment platforms



### Mobilizing innovative skills funding models

What forces impact the availability of funding for lifelong learning and upskilling?

- Availability of government funds
- Availability of corporate funds
- Availability of individual funds
- Availability of alternative funding models
- Effective disbursement of available funds
- Incentives for funding and collaboration



### Building skills anticipation and job market insights

What forces drive or impede production and sharing of skills forecasts and labour market insights to drive decision making?

- Availability and usability of quality labour market and skills data insight
- Existence of mechanisms for exchange
- Willingness and capability to use information in the labour market
- Engagement with insights to inform decision making

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# Quantitative Analysis Summary

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# Quantitative analysis

This section collects data that helps gauge on what objectives the country lags most behind and what forces are more strongly contributing to this outcome. The World Economic Forum will provide a standard set of charts tailored to the conceptual framework of the Accelerator drawing on data and insights

In addition to the World Economic Forum data, other national sources should be consulted by the local coordinator to complement and to provide more detailed insight focused on the Accelerator objectives.

## Future of Jobs Report

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The Future of Jobs Report brings together the perspective of over 1,000 employers—collectively employing more than 14 million workers across 22 industry clusters and 55 economies from around the world—to examine how macro trends impact jobs and skills.

## Executive Opinion Survey

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The Executive Opinion Survey provides comparable time series on the perceptions of business leaders in more than 140 economies.

Full dataset will be available to the local coordinator for further analysis.

## Global Gender Gap Report

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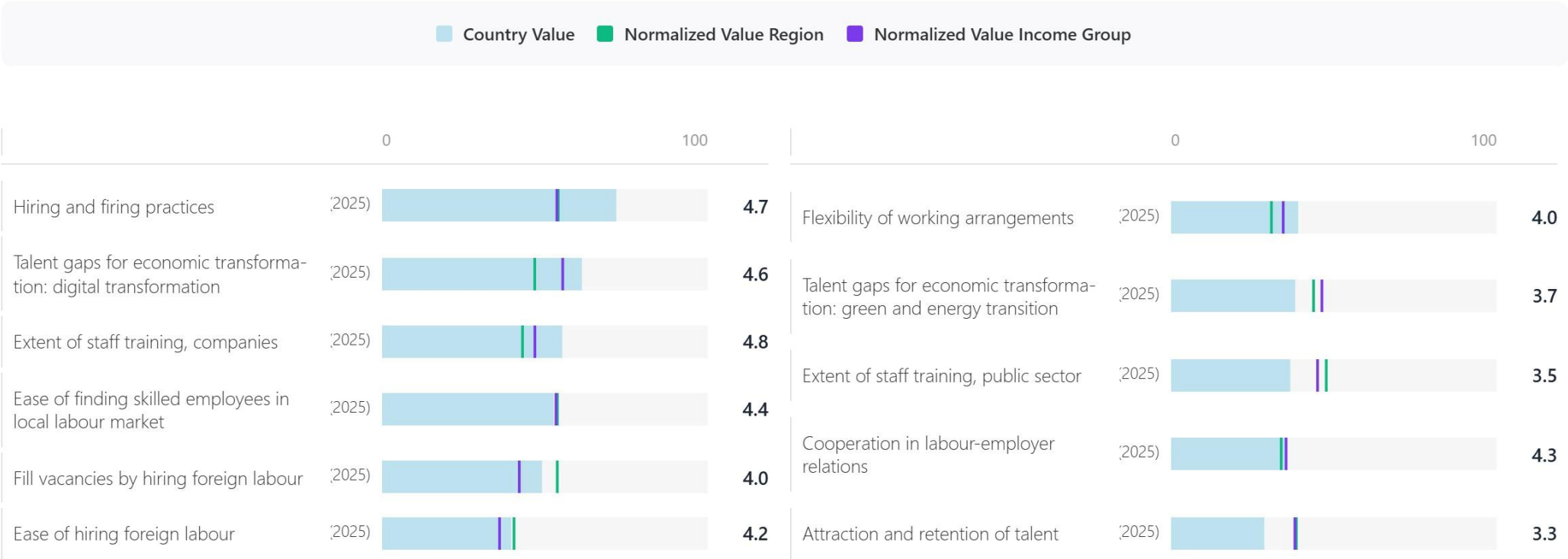
Times series available on an annual basis from 2006. The 2025 edition benchmarks 148 economies on their progress towards gender parity across four dimensions.

# Nigeria's labour market shows solid foundations, yet critical talent gaps and retention difficulties remain

## Employment and labour market: executive perceptions



Bar-chart values are normalized (0 to 100) for comparability with region and income group. The numeric labels show the actual indicator values.



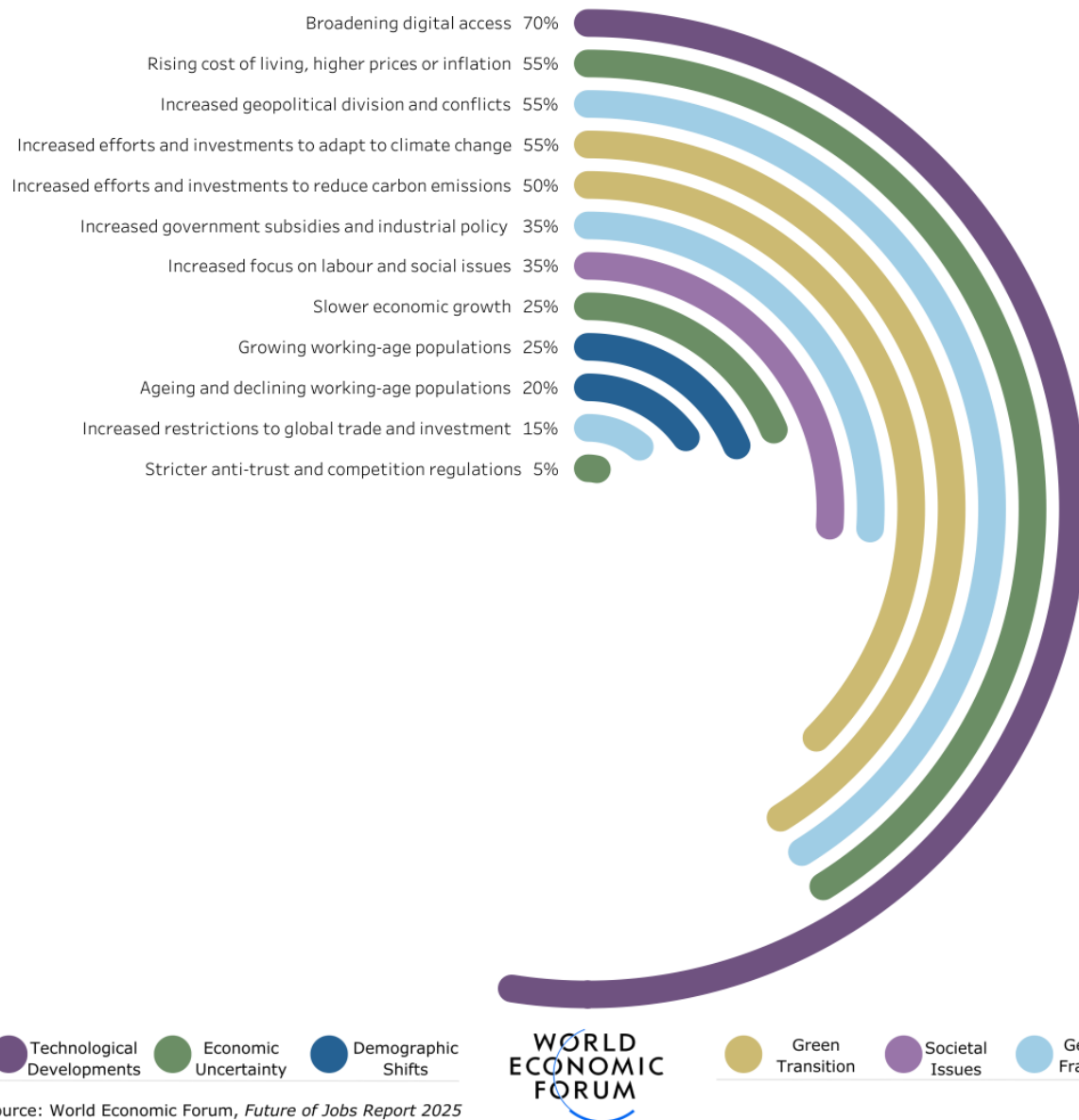
World Economic Forum, Executive Opinion Survey

Looking ahead,  
Nigeria's business  
landscape is being  
shaped by **digital  
expansion**, economic  
pressures, and green  
transition priorities

## Macrotrends Driving Business Transformation

Country - Nigeria

Trends ranked by share of organizations surveyed that identified this trend as likely to drive transformation in their organization.



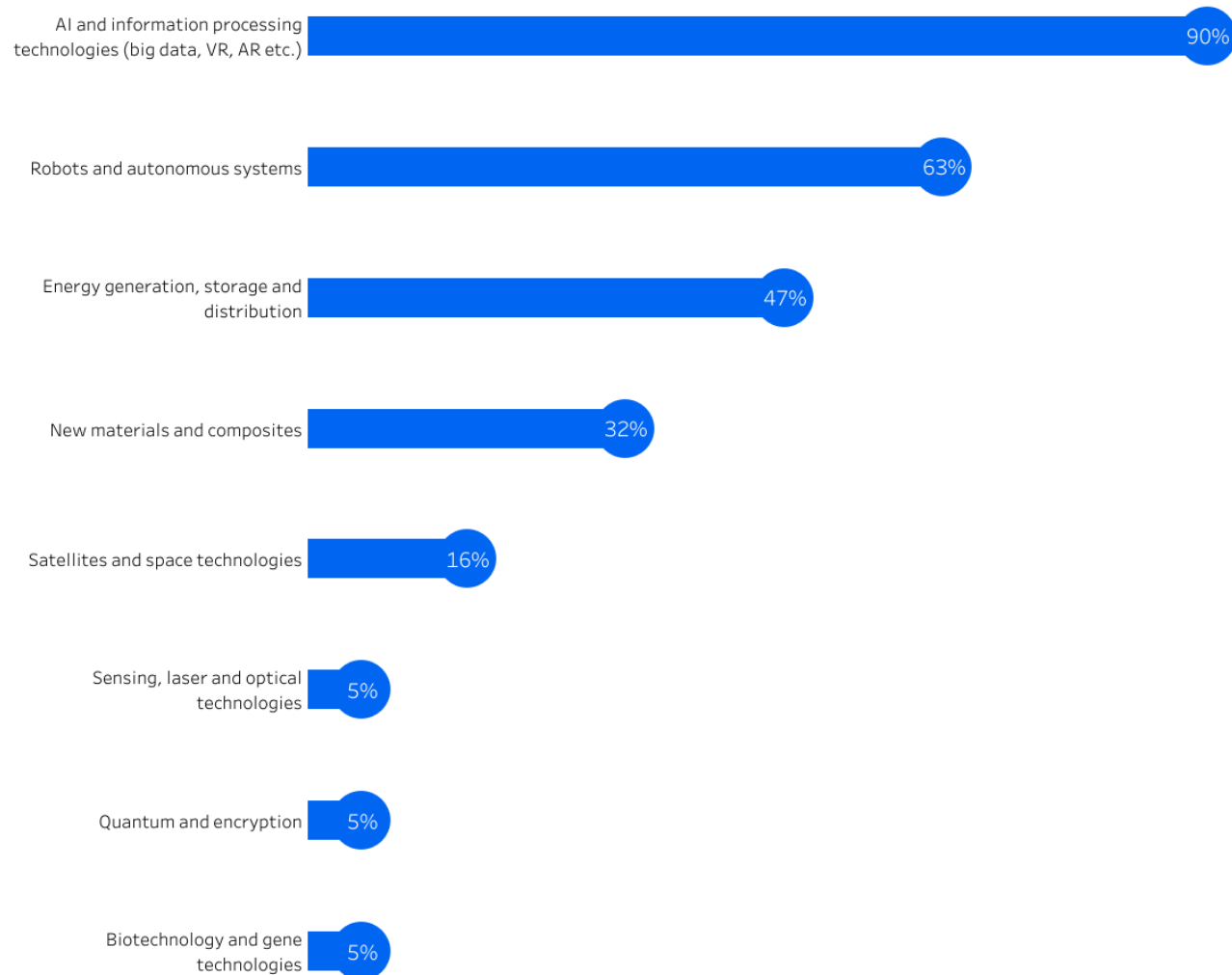
Source: World Economic Forum, *Future of Jobs Report 2025*

AI and information processing technologies are by far the most influential tech trend, with 90% of organizations identifying them as key drivers of change.

## Technology Trends Driving Business Transformation

Country - Nigeria

Technological trends ranked by share of organizations surveyed that identified this trend as likely to drive transformation in their organization.





# Nigeria's Jobs and Skills Context

- Nigeria's labour market is undergoing a critical shift shaped by rapid digitization, rising operational costs, and intensifying sustainability pressures. **Broadening digital access** and rising costs are driving business transformation, underscoring the need for a digitally skilled, resilient, and future-ready workforce.
- AI, big data, and immersive technologies (VR/AR) are emerging as the most influential technological drivers of business change. This points to strong national **readiness to adopt scalable, productivity-enhancing digital tools**.
- **Inclusion challenges**, particularly for women, may hinder individuals from advancing their careers or re-entering the labour market, and accessing training, directly limiting Nigeria's ability to build a resilient and inclusive skills base.
- Aligning Nigeria's digital ambition with broader investments in **inclusive education and workforce upskilling**, alongside **targeted talent development** efforts to support **high-growth, technology enabled sectors** could enhance the country's ability to fully leverage its economic potential.

## Labour Market Churn

Five-year structural labour-force churn

12% | Global 22%

## Skill Disruption

Share of core skills which will change

41% | Global 39%

## AI exposure

Share of organisations running AI programmes

86% | Global 88%

## Inclusion

Share of employers implementing targeted recruitment, retention and progression initiatives

47% | Global 48%



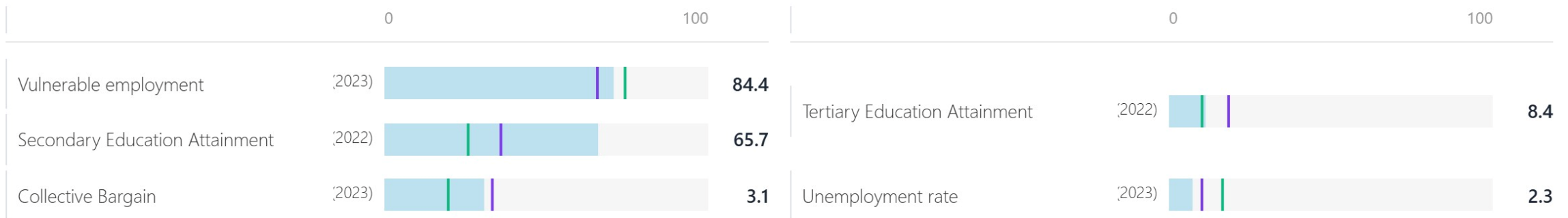
**Job quality** and **skills alignment** remain key challenges for sustainable, inclusive growth.

## Employment and labour market



Bar-chart values are normalized (0 to 100) for comparability with region and income group. The numeric labels show the actual indicator values.

Country Value Value Region Value Income Group

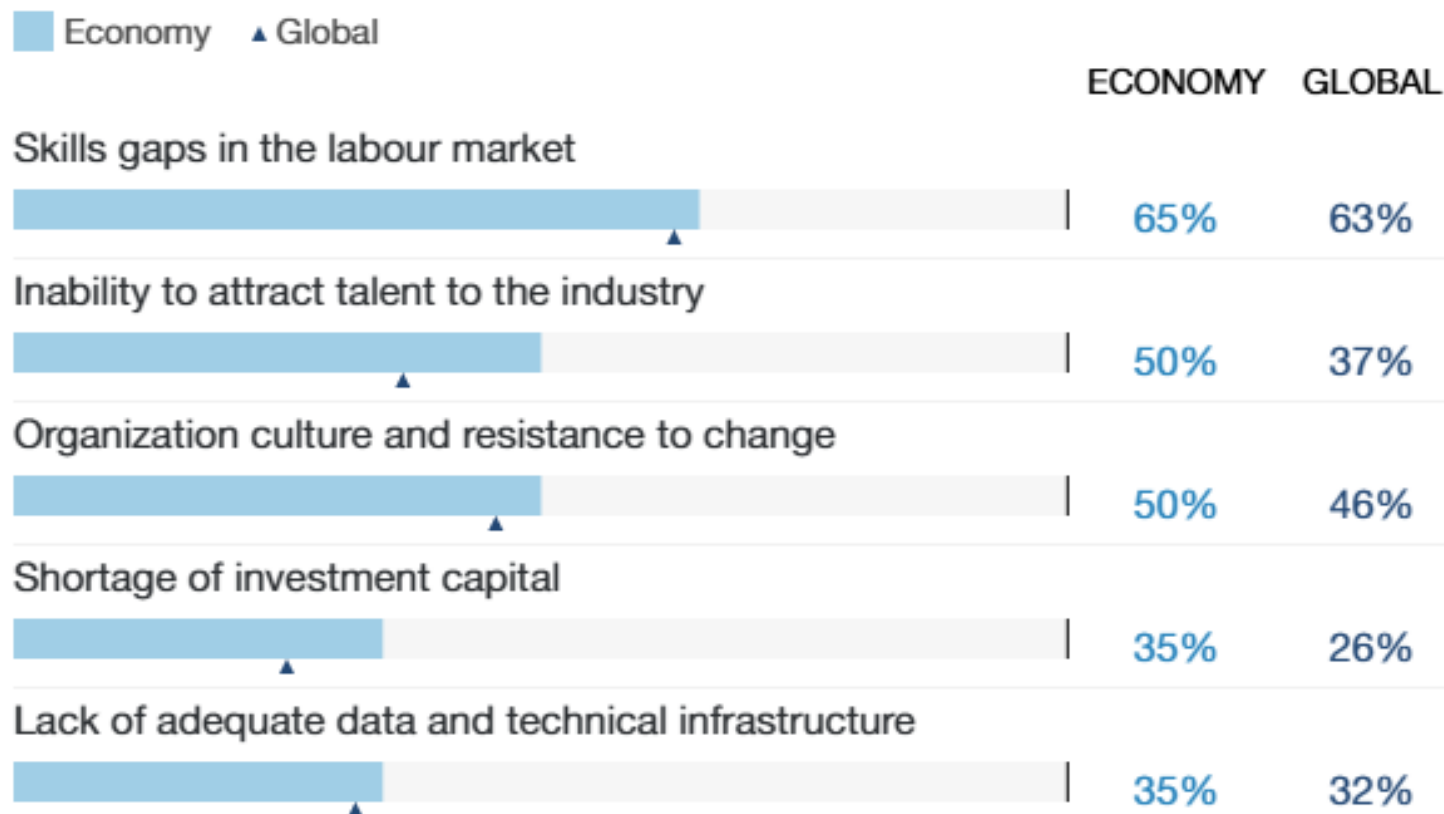


World Economic Forum, Executive Opinion Survey



## Skills gaps and talent attraction are expected to be the top barriers to business transformation in coming years

Share of organisations surveyed expecting the barriers will hinder their organisation transformation





# Facilitating lifelong Learning & upskilling

- Nigeria's ability to drive inclusive growth and long-term competitiveness could be enhanced by **closing persistent gaps in education access, quality, and alignment** with economic needs.
- While Nigerian businesses anticipate rapid adoption of productivity-enhancing digital tools, the readiness of the workforce to meet this demand is uneven. Skills gaps and talent attraction challenges are the top barriers to transformation, revealing an **urgent need to strengthen workforce skills, particularly in areas such as AI and digital**, and foster a culture of continuous learning.
- This underscores the need for inclusive and scalable investment in lifelong learning. Opportunity areas may include **improved curriculum relevance through stronger linkages between education and industry**, fostering innovation through digital transformation, **strengthening collaboration** across the skills eco system, and **enhancing skills-based learning pathways**.

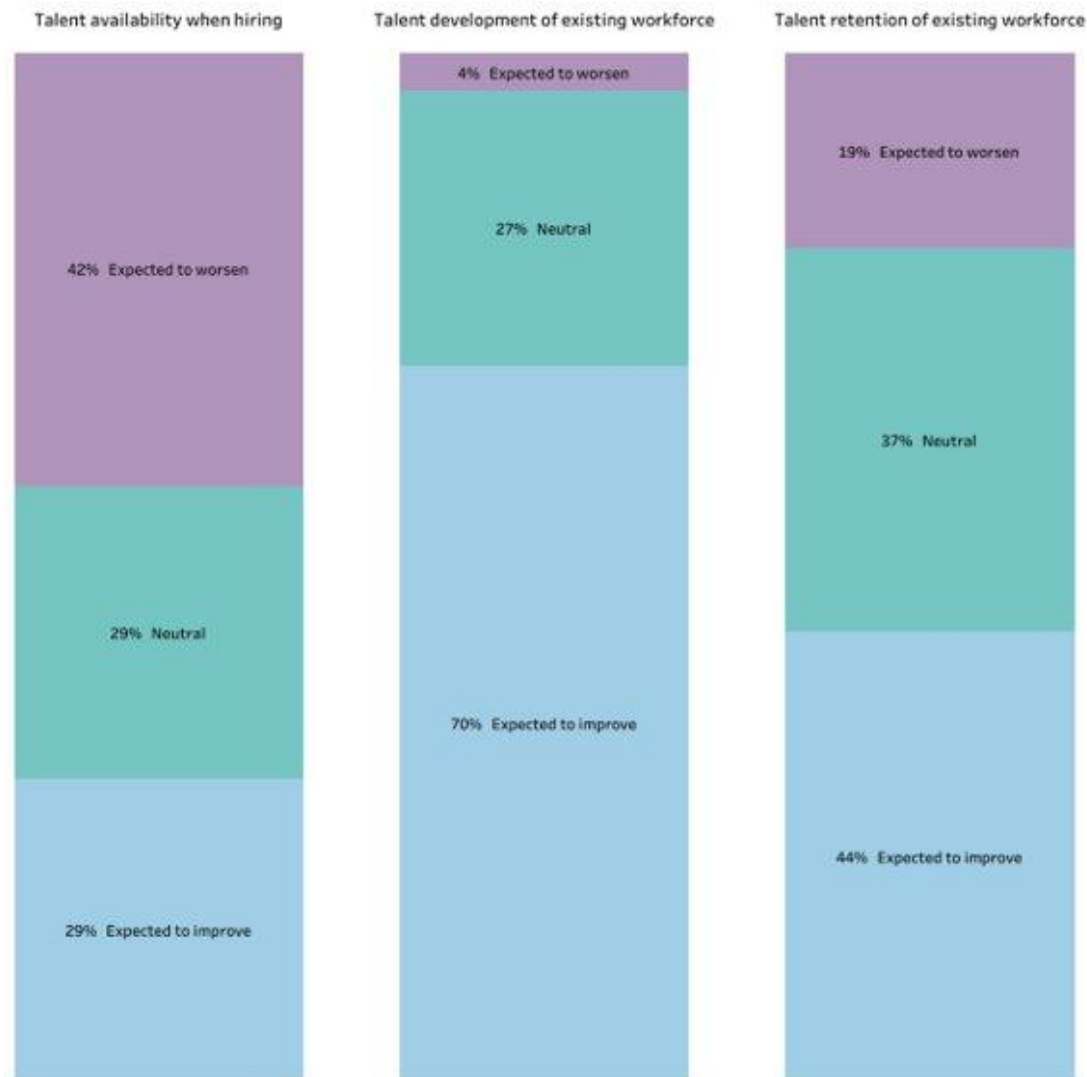


Companies are optimistic about talent development but foresee **difficulty in finding qualified candidates** — signalling widening skills shortages

## Talent Outlook, 2025-2030

All Respondents

Share of employers surveyed expecting a positive, neutral and negative outlook for talent availability, talent development and talent retention over the next 5 years.



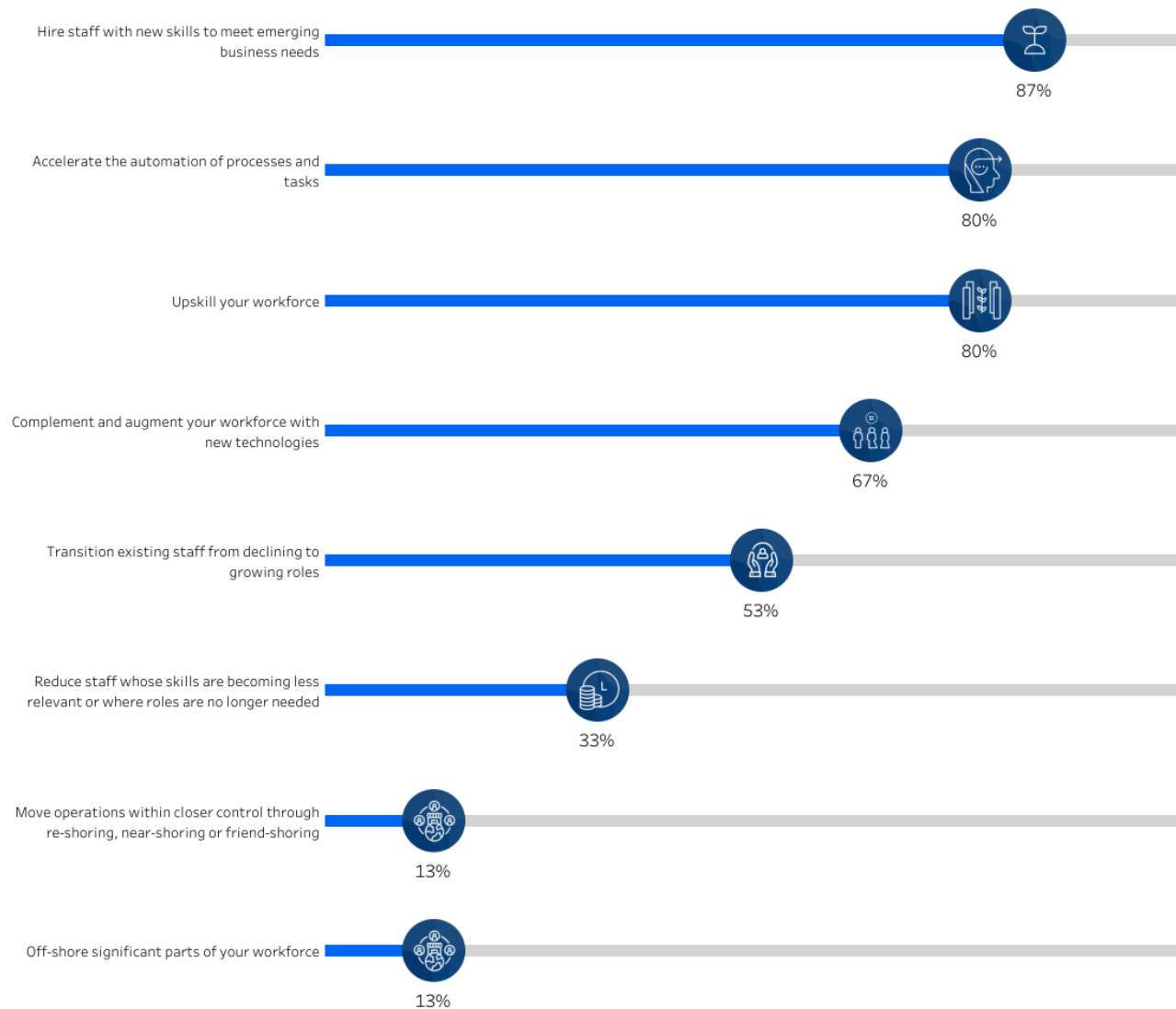


Looking ahead, the **top workforce strategy in Nigeria is hiring staff with new skills** while transforming current capabilities through upskilling and accelerating automation.

## Workforce Strategies, 2025-2030

Country - Nigeria

Share of employers surveyed planning to adopt the stated workforce strategies.





# Proactive redeployment and reemployment

- Employers are increasingly confident in their ability to develop existing talent. However, relatively few plan to transition staff from declining to growing roles — underscoring the need to expand **structured redeployment pathways**, not rely on reskilling alone.
- Persistent talent shortages highlight the importance of strengthening **vocational and tertiary education alignment** with labour-market needs to expand the pipeline of new talent. At the same time, upskilling and reskilling efforts must keep pace with accelerating demand.
- With 80% of organizations planning to accelerate automation and 67% intending to augment roles with new technologies, Nigeria could benefit from investing more in **workforce transformation planning**. Without structured transition strategies, technology adoption risks widening inequalities and displacing workers.
- Ultimately, long-term resilience will depend on building **integrated talent strategies** that link supply and demand across hiring, upskilling, and redeployment — for example, through a coordinated **national workforce transformation framework**.

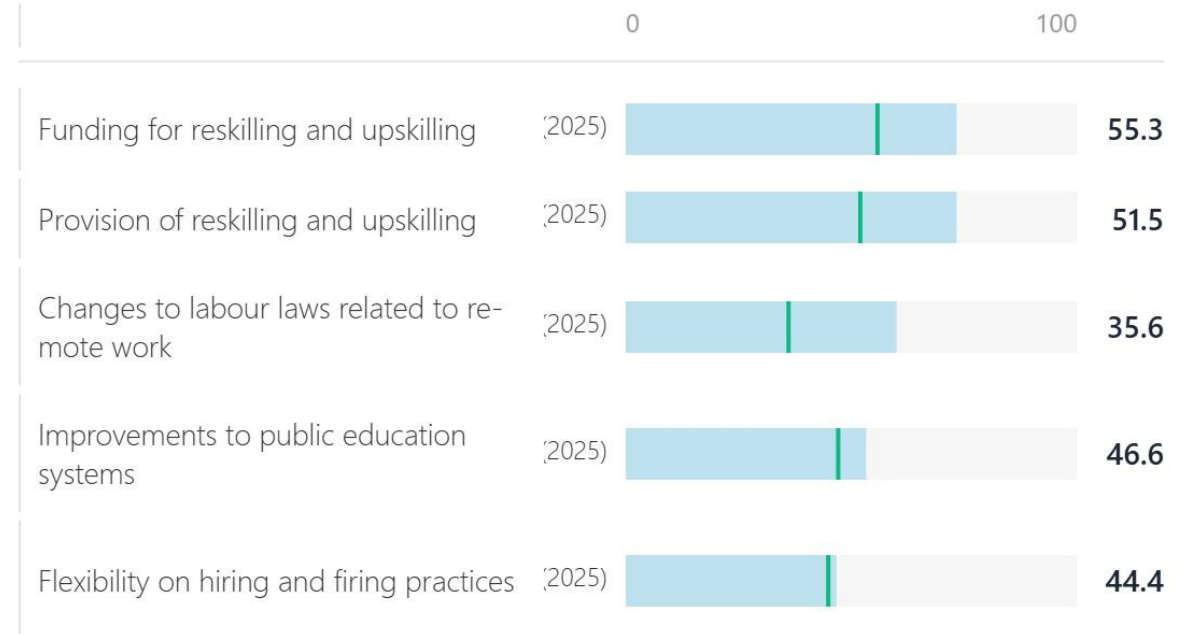


## Funding and provision of reskilling and upskilling are most welcomed policies to boost talent availability

### Public policies to increase talent availability



Country Value Global Share



World Economic Forum. Future of Jobs Report 2025



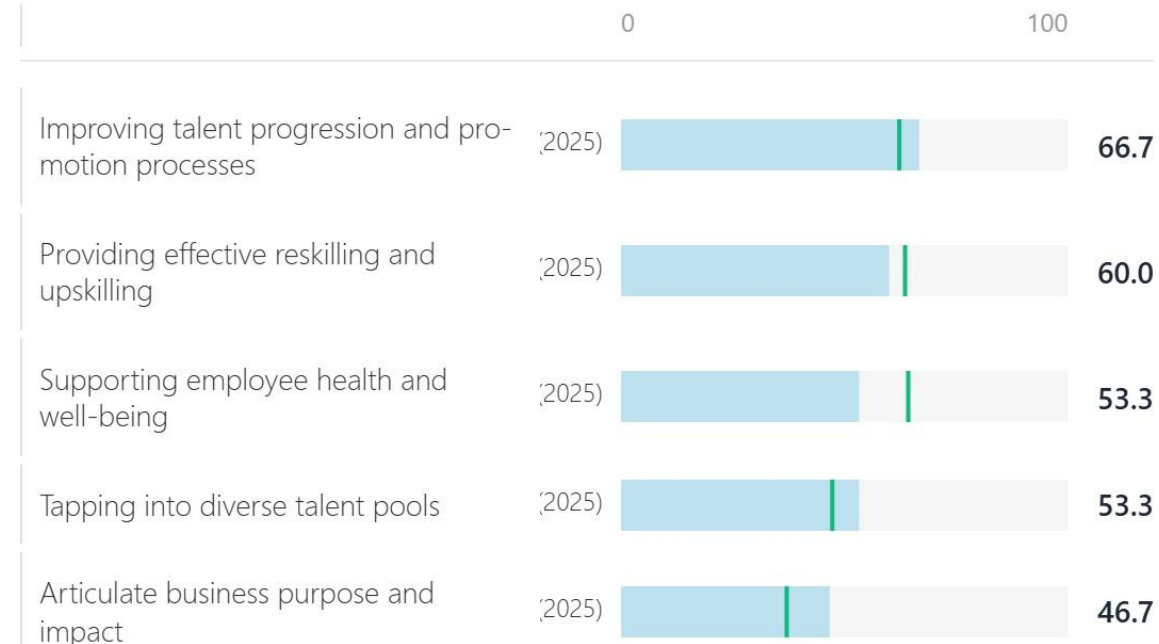


Investing in employees through talent progression, reskilling, upskilling, and employee wellbeing are among the top business practices for increasing talent availability.

## Business practices to increase talent availability



Country Value Global Share



World Economic Forum. Future of Jobs Report 2025

# Innovative Skills Funding



- Employers in Nigeria increasingly identify public investment in reskilling, upskilling, and education reform as the most effective policies for expanding talent availability suggesting strong **support for expanded public investment in reskilling and upskilling**.
- At the same time, the data suggests a growing private-sector commitment to allocating more resources toward human capital development as a driver of productivity and competitiveness. **Creating incentives for private sector investment in human capital and recognising companies that demonstrate best practices** in internal talent development could further enhance the private sectors role.
- Employers also highlight the importance of tapping into diverse talent pools, signalling the need to ensure equitable workforce participation across all segments of society. Capitalising on the full talent base will be essential to addressing workforce availability challenges. This underscores the importance of **creating funding models that specifically support women, youth, and other underrepresented groups** in accessing high-quality training and development opportunities.

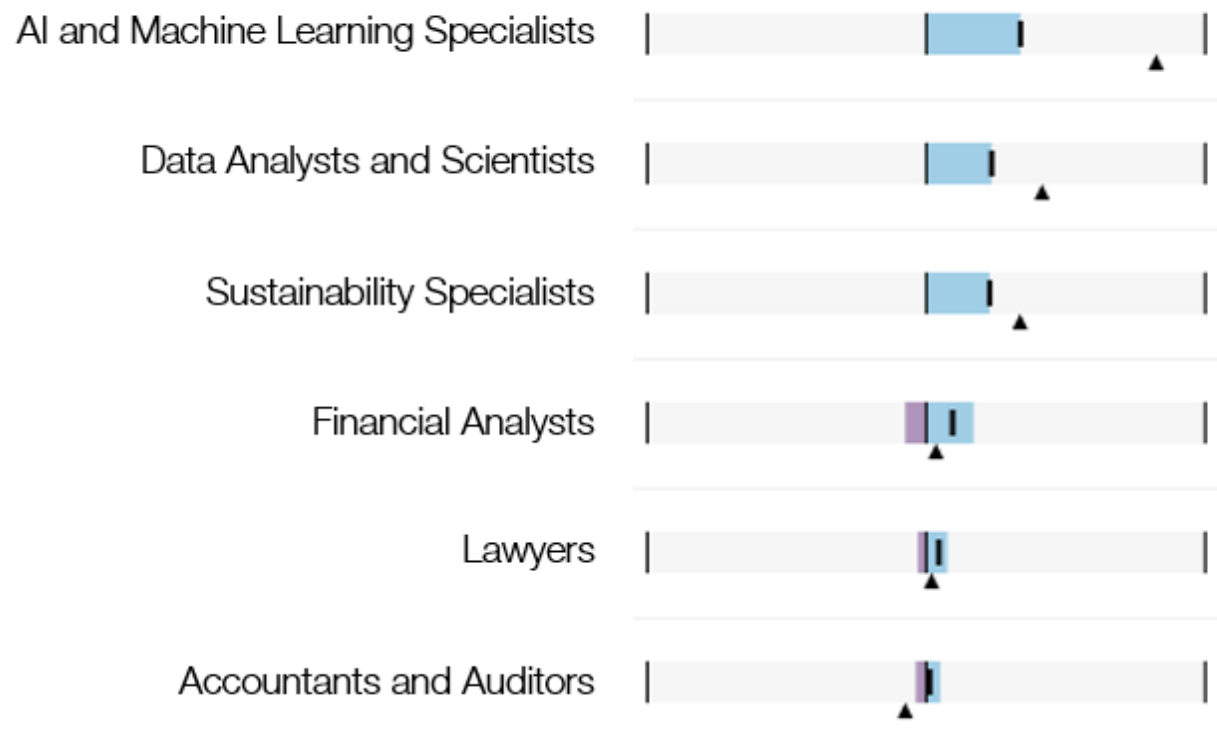


## Key roles for industry transformation: [Nigeria](#)

Roles most selected by organizations surveyed, ordered by net role growth

■ Job growth ■ Job displacement ■ Net growth ▲ Global net growth

## AI and Data roles lead Nigeria's business transformation



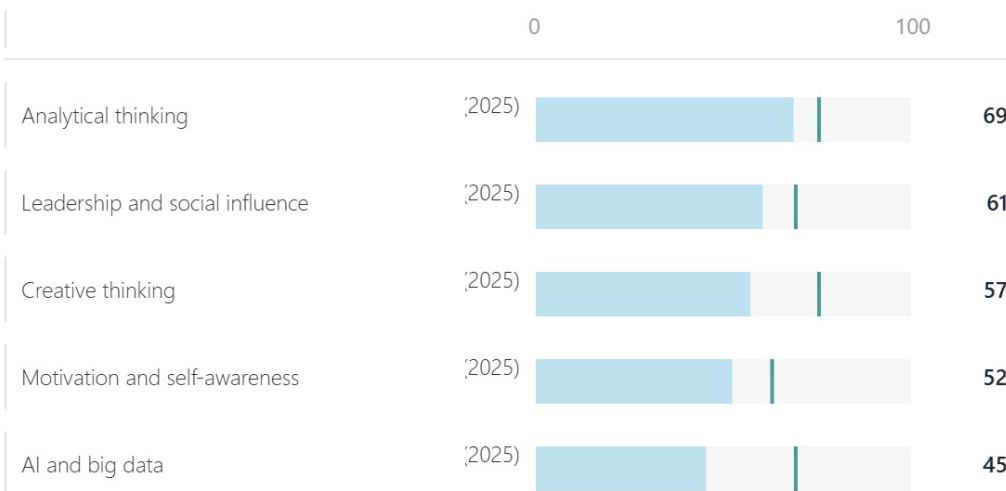


Both **cognitive** and **tech skills** dominate future demand, with the sharpest growth in cybersecurity and AI

Core skills, 2025



Value Global Comparison

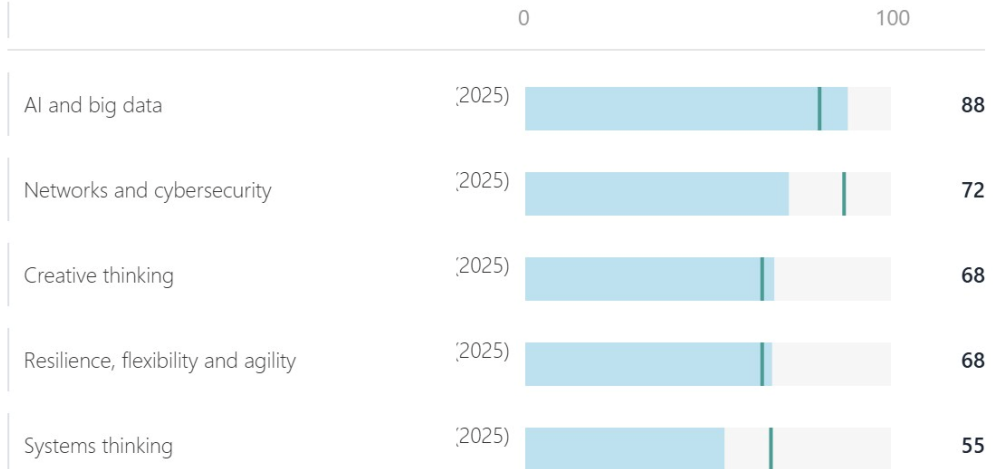


World Economic Forum. Future of Jobs Report 2025

Skills in increasing use, 2030



Value Global Comparison



World Economic Forum. Future of Jobs Report 2025



# Skills Anticipation and Job Market Insight

## Summary:

- Nigeria is undergoing a significant transition in its workforce priorities, with skills demand increasingly shaped by technological advancement. Large segments of the workforce are at risk of skills disruption in the coming years, underscoring the **urgency of adaptation**.
- Roles in AI, data science, and sustainability are expected to lead the next wave of business transformation, reflecting a strong shift toward digital, data-driven, and green capabilities. This signals a national **commitment to building a resilient, tech-enabled workforce**.
- In parallel, cognitive and human-centric skills—such as analytical thinking, creativity and leadership—are high in prominence, highlighting **the need for adaptable, cross-functional talent across all industries**.
- Ensuring that **data-driven approaches** inform reskilling and workforce-transition decisions will be essential. Areas of focus may include **improving the availability and usability of real-time labour-market information** (LMI) and ensuring training providers **update curricula annually** based on emerging job-market insights.

# Assessment of Nigeria against Accelerator Objectives and Forces from the quantitative analysis



## Lifelong learning and upskilling

What forces are impeding lifelong learning and upskilling?

- Availability and accessibility of relevant learning sources
- Quality of learning resources



## Proactive redeployment and re-employment

What forces are hindering successful career transitions?

- Labour market supply and demand forecasting
- Skills taxonomy and job pathways
- Employment policies and industrial awards



## Innovative skills funding models

What forces impact the availability of funding for lifelong learning and upskilling?

- Availability of government and corporate funds
- Effective disbursement of available funds
- Incentives for funding and collaboration



## Skills anticipation and job market insight

What forces are impeding production and sharing of skills and labour market insights to drive decision making?

- Availability and usability of quality labour market and skills data insight
- Existence of mechanisms for exchange
- Engagement with insights to inform decision making

WORLD  
ECONOMIC  
FORUM

A blue circular arc, resembling a stylized globe or a protective shield, is positioned behind the text. It starts at the top left, curves around the right side, and ends at the bottom right, partially enclosing the words 'ECONOMIC' and 'FORUM'.