



Accelerating our Collective Prosperity through Technical Efficiency

A Strategic Plan for the Federal Ministry of Communications,
Innovation & Digital Economy



October 2023

Preface

In the spirit of progress and innovation, I am pleased to share this strategic blueprint for the Ministry of Communications, Innovation & Digital Economy. This document is a critical launchpad in our journey towards a Nigeria that thrives in the digital age in alignment with the Renewed Hope Agenda of President Bola Ahmed Tinubu, GCFR.

As we reflect on our rich history as a country and today's dynamic challenges, our path to greatness will be forged through a clear vision, constructive collaboration, and a commitment to our common good. This

strategic blueprint articulates a vision for Nigeria that builds on the transformative power of digital technology and innovation to diversify and deepen our economy.

The mandate for the Ministry of Communications, Innovation & Digital Economy is well-defined; accelerate the diversification of the Nigerian economy by enhancing productivity in critical sectors through technological innovation. To this end, we acknowledge the critical role of the Ministry in delivering on the broader national agenda set forth by President Tinubu.



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1. Introduction

In a world where digital transformation and innovation is fast becoming a catalyst for economic progress, we are at a critical moment as a nation in our journey towards a more inclusive and prosperous future. The intersection of a strong digital economy and our innovative and youthful population presents us with a unique opportunity to chart a course towards prosperity, inclusion and global relevance.

President Tinubu's Renewed Hope Agenda has at its core, a recognition of the power of technology and innovation as enablers of economic growth and development. It is a call for us to take advantage of the opportunities presented to us with a spirit of determination and conviction.

This Strategic Blueprint is a detailed and progressive framework that encompasses five key pillars: Knowledge, Policy, Infrastructure, Innovation, Entrepreneurship & Capital (IEC) and Trade. Each pillar is integral to our mission and interconnected with others, forming the foundation of our strategy.

Knowledge is the cornerstone upon which innovation thrives, and is built upon the bedrock of sound policies. Infrastructure provides the essential backbone for a thriving digital economy, while innovation and entrepreneurship drive economic diversification. Trade, the fifth pillar, represents our commitment to global collaboration and partnerships, recognising that innovation knows no borders.

As we embark on this transformative journey, we do so with an unwavering sense of purpose. We understand that the road ahead may be challenging, but it is through these challenges that we find the impetus to evolve and adapt. Together, we will harness the power of technology to elevate Nigeria's standing on the global stage, create sustainable employment opportunities and improve the quality of life for all Nigerians.

I extend an open invitation to all stakeholders, both within and outside government, to unite in this collective endeavour. It is our shared vision, ambition and commitment that will drive us towards a Nigeria that not only embraces the digital age but leads it.

Let us rise together and seize this moment in our history to shape a future that we can all be proud of.

Dr. 'Bosun Tijani

Honourable Minister of Communications,
Innovation & Digital Economy
Federal Republic of Nigeria

October 2023



2. Our Mandate



1.

Facilitate universal, ubiquitous and cost-effective access to communications infrastructure throughout the country.

2.

Promote the utilisation of ICT in all spheres of life to optimise the communications infrastructure – digital content creation, domestic software applications and the delivery of private and public services over the internet

3.

Promote and facilitate the development of the ICT industry and increase the contribution of the ICT industry to GDP

4.

Utilise ICT to drive transparency in governance and improve the quality and cost-effectiveness of public service delivery in Nigeria.

3. Our Agencies



Galaxy Backbone

Provide reliable ICT infrastructure, broadband network, database management, collaborative platforms and related services to all government agencies to facilitate efficient e-Government operations and digital transformation



Nigerian Communications Commission (NCC)

Regulate and promote investment in the telecommunications industry, ensuring fair competition among operators, consumer protection and the development of a robust and inclusive communication network



Nigerian Communications Satellite Limited (NigComSat)

Operate and provide satellite communication services, supporting technological development and facilitating national and global connectivity



Nigeria Data Protection Commission (NDPC)

Oversee the implementation of the Nigeria Data Protection Regulation towards safeguarding the rights of natural persons to data privacy, preventing manipulation of personal data, and ensuring that Nigerian businesses remain competitive in international trade



Nigerian Postal Service (NIPOST)

Provide efficient and affordable postal services, promote the use of digital technology and develop new products & services aimed at increasing market share and creating new markets in the postal sector



National Information Technology Development Agency (NITDA)

Develop, regulate and promote the technology sector by driving digital innovation, capacity/talent development, policy formulation and public-private partnerships to ensure universal access and technological advancement



Universal Service Provision Fund (USPF)

Promote universal and affordable access to telecommunications services in underserved and unserved areas, bridging the digital divide and facilitating greater social equity and inclusion

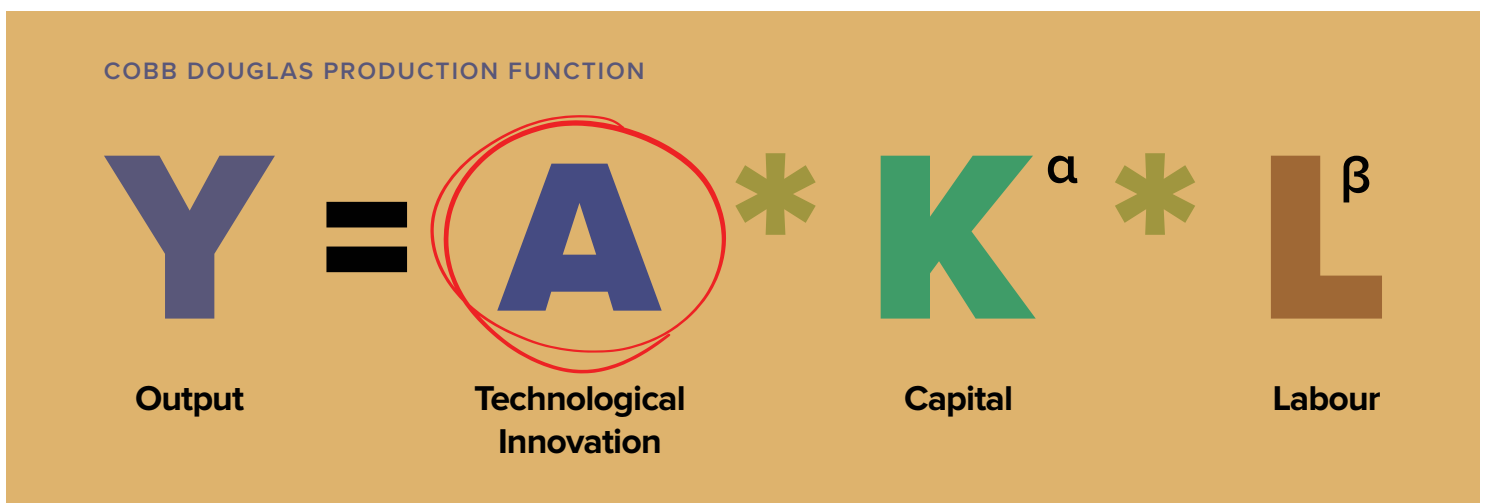
4. Theoretical Foundation of The Strategic Blueprint

An intuitive approach to increase Nigeria's national output is to increase factor inputs (Labour and Capital) but multiple major economic theories recognise the central importance of ongoing technological progress and efficiency gains for increasing national output and income. Some of these justifications include the fundamental economic model of **Cobb-Douglas Production Function** which shows that improved Total Factor Productivity (TFP) directly increases output without added inputs. (Cobb & Douglas, 1928¹).

Schumpeterian Growth Models also argued that sustained growth requires "creative destruction" from disruptive innovations and technologies (Schumpeter, 1942²).

Likewise, **Solow Residual Theory** showed that TFP, not inputs, explained most economic growth in advanced countries and raising TFP will increase output when capital growth slows in countries like Nigeria (Solow, 1957³). **Endogenous Growth Theory** also shows that TFP is the key driver of sustained economic growth rather than just capital accumulation (Romer, 1990⁴).

Similarly, a more recent **New Growth Theory** demonstrates that economic growth is driven by "recipe accumulation" as new ideas and technologies boost productivity i.e., policies that promote innovation and technology adoption will increase TFP and subsequently increase national income (Romer, P.M. (1990).



¹ Cobb, C.W. & Douglas, P.H. (1928). A Theory of Production. American Economic Review, 18(1)

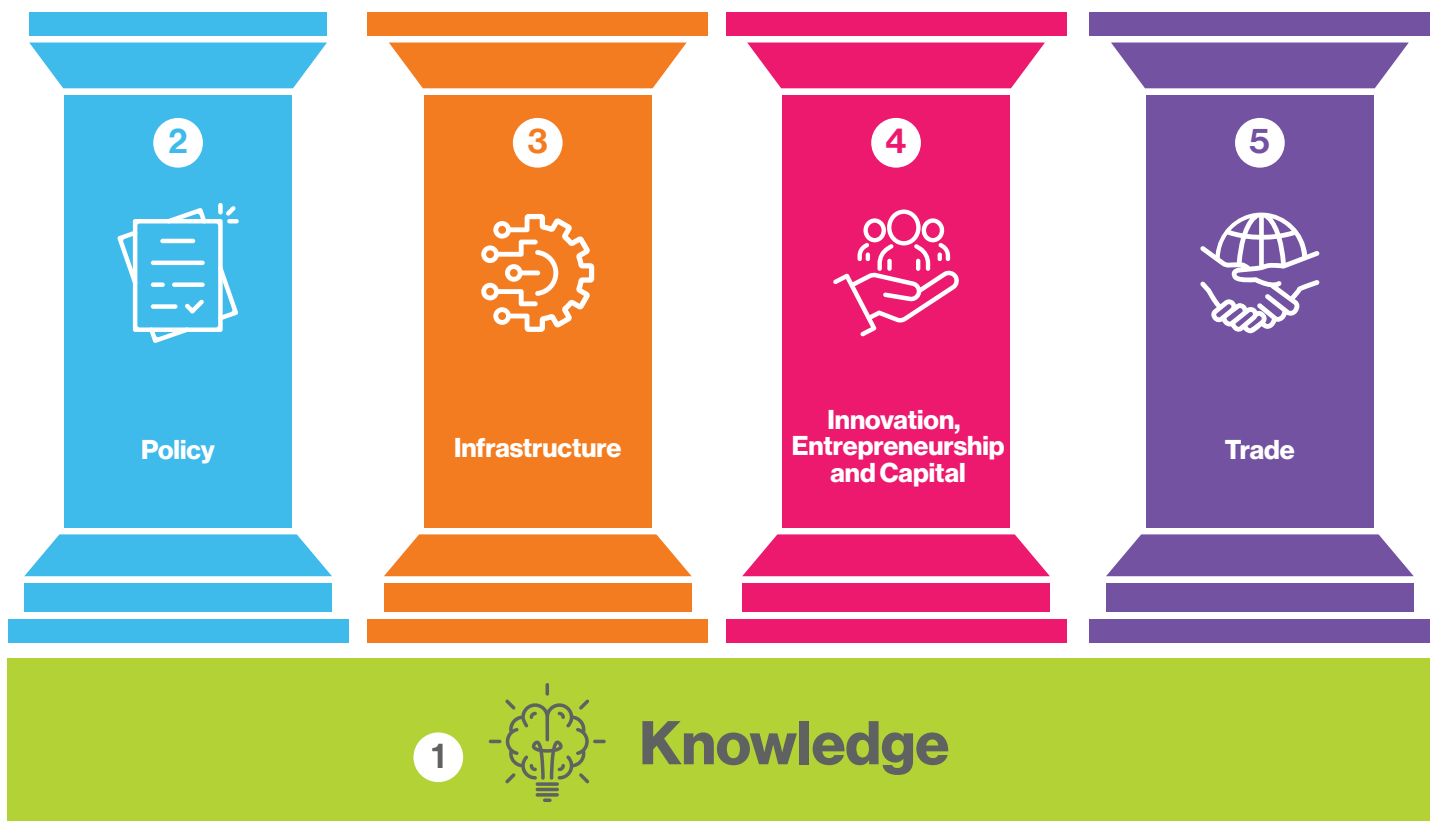
² Schumpeter, J.A. (1942). Capitalism, Socialism and Democracy. Harper & Brothers

³ Solow, R. M. (1957). Technical Change and the Aggregate Production Function. The Review of Economics and Statistics, 39(3)

⁴ Romer, P.M. (1990). Endogenous Technological Change. Journal of Political Economy, 98(5)

5. Our Strategic Agenda 2023-2027

Reimagine the Federal Ministry of Communications, Innovation & Digital Economy as the public sector ecosystem that enables Nigeria's economic growth through enhanced productivity, facilitated by technological innovation





PILLAR 1

Knowledge

In our rapidly interconnected world, knowledge is the foundation upon which countries build a robust and sustainable economy. As a critical prerequisite, knowledge influences how we generate innovations and technologies that drive economic growth, expand the talent pool to drive competitiveness, improve productivity and inform evidence-based policymaking, amongst others.

As a Ministry, our mandate of contributing to the diversification of the Nigerian economy through enhanced technical efficiency facilitated by technological innovation rests on effective application of knowledge.

To this end, knowledge forms the critical foundation of our strategic blueprint for the next 4 years. This pillar reflects 3 key objectives which together will:

1. Accelerate the growth of Nigeria as a global technical talent hub and net exporter of talent
2. Deepen and accelerate our position in global research in key technology areas
3. Raise the complexity and dynamics of our economy by significantly increasing the level of digital literacy across Nigeria

What do we want to achieve?

Talent

Our commitment to talent development is unwavering. We have set an ambitious goal to train 3 million early to mid-career technical talents over the next four years. These trainings will cover tech-enabled and tech-adjacent skills, core tech competencies and advanced proficiencies. This holistic approach is designed to empower our workforce to thrive in a constantly evolving technological landscape. Ultimately, our strategic intent is to retain at least 1.5 million of these skilled professionals within our local talent pool and facilitate opportunities for another 1.5 million of our talented individuals to excel in the global talent marketplace, preferably through remote opportunities.

Research

Our strategic imperative is to position Nigeria in the top 25% percentile in research globally across six pivotal Fourth Industrial Revolution (4IR) technological domains, including Artificial Intelligence (AI), Unmanned Aerial Vehicles (UAVs), Internet of Things (IoT), Robotics, Blockchain and Additive Manufacturing. We are focused on building

an environment that nurtures research and expertise in the above mentioned technological areas, through intentional programmes. By leveraging the power of these technologies, we aim to accelerate Nigeria's position as a recognisable player in the global technology ecosystem, thereby contributing to the growth and competitiveness of our economy.

Digital Literacy

Our mission to achieve 95% digital literacy by 2030 is a critical pillar in our vision for a digitally inclusive nation. As an important component of our blueprint, we are committed to making substantial strides toward this goal over the next four years. Our plan is to achieve 70% of this target by 2027, thus representing a major milestone in our path towards an inclusive and digitally empowered nation. This agenda will adopt a multifaceted approach, including a robust educational programme, improved digital infrastructure and universal access to digital resources. This goal will not only foster the growth of our citizens, but create the bedrock for a thriving economy.



What will we measure?

TRAIN

3M

TECHNICAL TALENTS BY 2027

Work with stakeholders to train 3 million technical talents and prioritise job placement by end of 2027

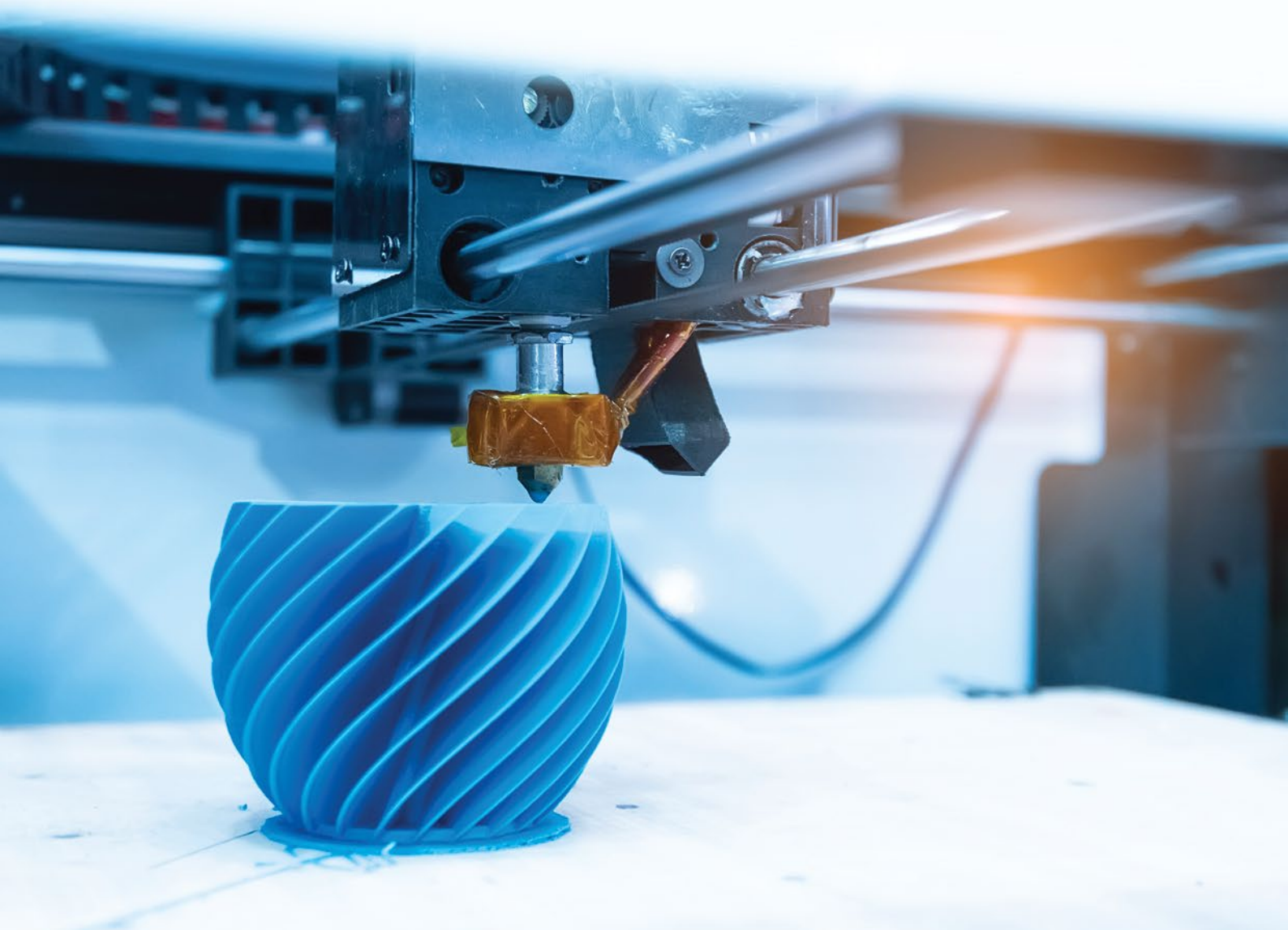
70%↑

DIGITAL LITERACY BY 2027

Increase the level of digital literacy of our population to 70% by end of 2027

Top 25 Percentile

Position Nigeria in the top 25 percentile of research globally in 6 key areas - **Artificial Intelligence (AI), Unmanned Aerial Vehicles (UAVs), IoT, Robotics, Blockchain and Additive Manufacturing**



PILLAR 2

Policy

The second pillar of our strategic blueprint highlights the fundamental role of policy in enabling innovation, entrepreneurship and inclusive growth. When properly designed and executed, policy provides a platform for innovation and entrepreneurship to thrive.

Effective policy provides regulatory clarity and necessary incentives for an environment where businesses and

innovators are empowered to grow. Over the next 4 years, our policies will focus on encouraging investment, research and development and the protection of intellectual property. By so doing, we will attract talent and investment to stimulate our innovation ecosystem. In addition, this pillar will prioritise the use of policy to drive universal access to the benefits of a dynamic digital economy.

What do we want to achieve?

Following engagement and consultations with stakeholders, we identified 9 priority policy, regulatory and strategic initiatives for review and implementation.



Nigeria National Broadband Plan



National Policy on Digital Public Infrastructure



National Policy on Telecommunications



National Blockchain Policy



National Digital Economy Bill



Nigeria Startup Act



National Artificial Intelligence Strategy



National Data Strategy



National Digital Literacy Framework

National Broadband Plan

The National Broadband Plan was developed to drive Nigeria's digital transformation in line with the National Digital Economy Policy and Strategy (NDEPS). We will prioritise the review and implementation of the National Broadband Plan with a focus on enabling broadband infrastructure, advancing spectrum management, developing incentive structures to drive

funding and investments, and programmes to drive demand. Nigeria currently has a broadband penetration rate of approximately 50% (NCC, 2023) which is an improvement from 6% in 2015. The Ministry is committed to driving key initiatives to support the achievement of the 70% broadband penetration target by 2025, as well as internet access for the unserved and underserved.

What will we measure?

70%↑
BY 2025

Boost Nigeria's broadband penetration rate to 70% by the end of 2025

AT LEAST
80%
POPULATION COVERAGE
BY 2027

Provide coverage for at least 80% of the population, especially the underserved and unserved populations by end of 2027

25Mbps
10Mbps

DATA DOWNLOAD
SPEED BY 2025

Deliver data download speed of 25Mbps in urban areas and 10Mbps in rural areas by the end of 2025

300-500%
INCREASE IN BROADBAND
INVESTMENT BY 2027

Secure between 300-500% increase in broadband investment by the end of 2027

National Policy on Digital Public Infrastructure

The National Policy on Digital Public Infrastructure (DPI) is a crucial base for building a modern and digitally inclusive economy. This policy will give us a robust framework for the development, maintenance and optimal utilisation of critical digital infrastructure as well as creating synergy between digital identity,

payment ecosystem and secure data exchange capabilities for Nigeria. Overall, this infrastructure will support our efforts to close the digital gap between citizens, businesses and the government. To gauge the effectiveness of this policy, we have set the following metrics:

What will we measure?

Nigeria Stack

BY 2025

Deliver a Nigeria Stack in partnership with key stakeholders including ministries, parastatals and private sector by the end of 2025

USE OF

Nigeria Stack

BY 2027

Drive the use of Nigeria Stack for digital public services, social intervention and citizen relief efforts by the end of 2027

DPI regulatory Standard

BY 2024

Work with the National Information Technology Development Agency (NITDA) to issue a DPI regulatory standard for Nigeria by the end of 2024



National Policy on Telecommunications

The National Policy on Telecommunications, which was revised in 2000, is to account for changes in technology, standards and markets, and define the trajectory of the next phase of one of Nigeria's fastest growing sectors. As telecommunications continues to evolve in line with new technology and associated opportunities, it is critical to revamp our national approach to account for changing imperatives and to situate broadband development at the core of our national policy for the next 20 years.

Core issues such as spectrum management, convergence, universal access, broadband penetration, net neutrality and Quality of Service (QoS) have morphed significantly from when the last policy was issued. Similarly, the drive towards a digital economy requires deepening of access to telephony and broadband services for the underserved and unserved. The Ministry will drive the review of the Telecoms Policy to account for these core issues.

What will we measure?

22%↑

NET GDP CONTRIBUTION BY 2027

Increase net GDP contribution of the telecommunications sector to 22% of GDP by end of 2027

100%↑

ANNUAL NET REVENUE BY 2027

Increase annual net revenue of the telecommunications sector to the Federal Government by 100% (2023-2027)

15%

INCREASE IN INVESTMENT

Increase investment into Nigeria's telecommunications sector by 15% year-on-year

50%

IMPROVEMENT IN QUALITY OF SERVICE BY 2024

Achieve a 50% improvement in Quality of Service (QoS) by the end of 2024

<20%

UNCONNECTED NIGERIANS BY 2027

Reduce the gap of unconnected Nigerians in rural areas from 61% to less than 20% by 2027



National Blockchain Policy

The National Blockchain Policy was designed to deliver growth of domestic talent working on blockchain solutions development, encourage innovation and use of blockchain technology. This policy will facilitate the adoption and integration of

blockchain technology in various sectors of Nigeria's digital economy in order to increase economic prosperity while ensuring efficiency, transparency and security of the technology.

What will we measure?

↑ Increase in number of Blockchain startups Increase in the number of startups using Blockchain technology
(Benchmark to be established)

↑ Increase in government Blockchain Projects Increase the total number and scope of Government blockchain projects
(Benchmark to be established)

National Digital Economy Bill

The National Digital Economy Bill is designed as an 'omnibus bill' to provide a legal framework for electronic transactions, technical components of digital signatures and Public Key Infrastructure (PKI), e-government, replacement of paper procedures and selected contracts by

digital means. The Digital Economy Law will provide an enduring framework, enabling Nigeria to rapidly pivot to digital platforms and provide impetus for reforms to drive e-commerce, digital service delivery and e-governance.

What will we measure?

Enactment
OF THE BILL BY 2024

Support stakeholder review and enactment of the bill by end of 2024

50%

IMPLEMENTATION OF ACTS REPLACING PAPER-BASED PROCESSES BY 2026

Drive reforms for 50% implementation of the Act to gradually replace paper-based processes and methods in Nigeria by end of 2026

Nigeria Startup Act

The Nigeria Startup Act (NSA) was signed into law in 2022 to support the growth of Nigeria's startup ecosystem and drive the development of startups and tech-related talents. We will prioritise the implementation of the Act in collaboration with the relevant

MDAs towards achieving its objectives. Sustaining the implementation of this Act will require concerted action towards driving a framework for its implementation and will be tracked with the following metrics.

What will we measure?

100%

STARTUP ACCESS TO INCENTIVES

100% increase in the number of startups that have access to incentives in Nigeria (Benchmark to be established)

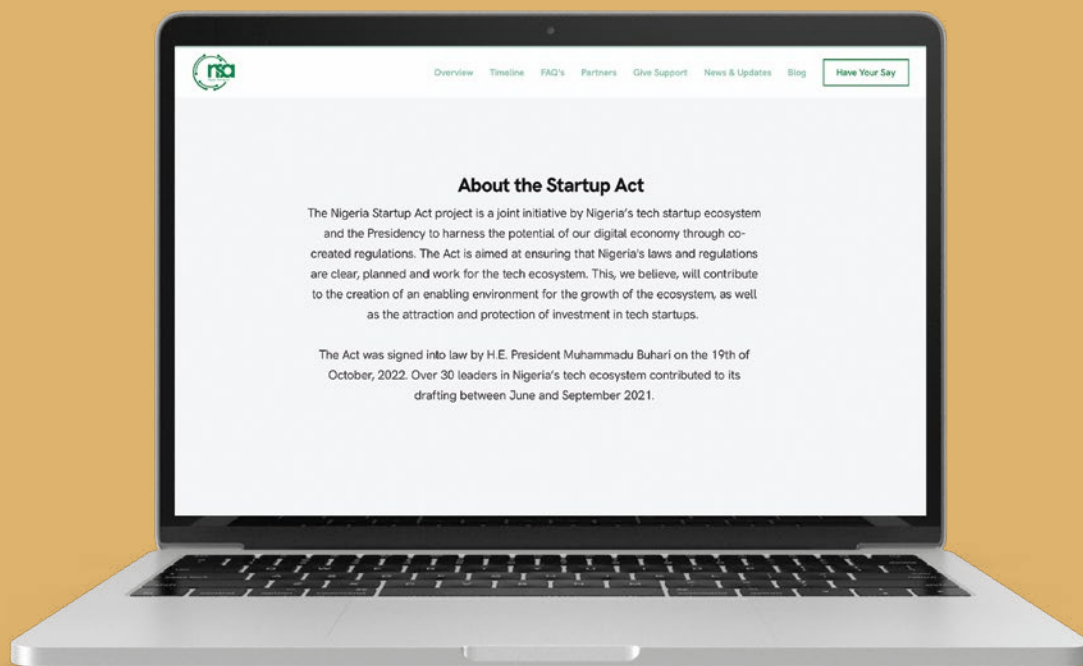
100%

STARTUP ACCESS TO PROCUREMENT OPPORTUNITIES

100% increase in the number of tech-enabled startups with access to procurement opportunities in Nigeria (Benchmark to be established)

Improve policy coherence

Ensure improved policy coherence within key agencies of government with responsibilities for regulating or promoting startups



National AI Strategy

Artificial Intelligence will usher in a new era of technological and economic transformation over the next 2 decades (PwC Report⁵, McKinsey Global Institute Analysis⁶, Accenture Report⁷). As an emerging economy, it is imperative that we formulate a far-reaching national strategy to harness the potential of AI in an inclusive and responsible manner. To that effect, we

are taking a unique approach to provide the expertise and perspectives needed to craft a forward-looking strategy. The implementation of the strategy amongst other things is expected to elevate Nigeria as a top 10 location for AI model training and talents globally. In addition, we will position Nigeria as a global leader in accelerating inclusivity in AI dataset.

What will we measure?

TOP50

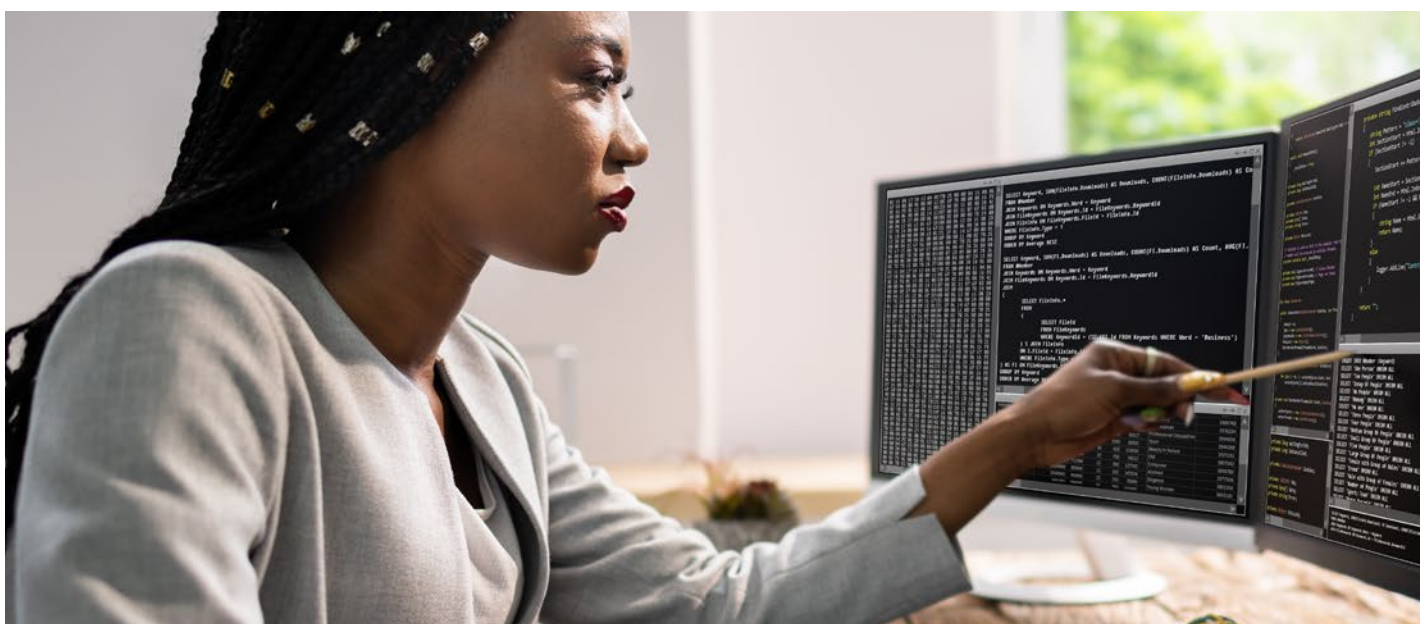
GLOBAL RANKING BY 2030

Achieve top 50 global ranking (currently 96) in AI readiness and adoption across metrics (Computing Power, Skills, Data Availability, Ethics and Governance) by 2030

50,000

AI INDUSTRY JOBS BY 2026

Create over 50,000 jobs in Nigeria's AI industry by 2030



⁵ PwC (2023). Report. "PwC's Global Artificial Intelligence Study: Exploiting the AI Revolution". <https://www.pwc.com/gx/en/issues/data-and-analytics/publications/artificial-intelligence-study.html>. Last accessed on September 29, 2023.

⁶ McKinsey (2018). Global Institute Analysis. "Noted from the AI frontier: Applications and value of deep learning" <https://www.mckinsey.com/featured-insights/artificial-intelligence/notes-from-the-ai-frontier-applications-and-value-of-deep-learning>. Last accessed on September 29, 2023.

⁷ Accenture (2023). Report. "Generative AI: Understanding generative AI and how it will fundamentally transform our world". <https://www.accenture.com/us-en/insights/generative-ai>. Last accessed on September 29, 2023

Nigeria Data Policy

Data has become a critical input for value creation and economic transformation in today's digital world. However, the exchange of vast volumes of data within the data economy value chain presents risks of data misuse and breaches. We will drive the review and implementation of the Nigeria Open Data Policy, which provides for free

public access to non-sensitive public-sector data to drive innovation, improve citizen engagement and access to public services, enable value creation and unlock economic value. We will prioritise 'data for good' practices and champion 'privacy by design' approaches while providing oversight for implementation and governance.

What will we measure?

AT LEAST
60% GOVERNMENT DATA
DIGITIZATION BY 2026

Provide leadership and implementation of a roadmap for the digitisation of at least 60% of relevant government data by the end of 2026

**Open Data
Platform**
BY 2026

Deliver an open data platform that provides access to digitised, anonymized federal government or federal government-regulated data by the end of 2026

National Digital Literacy Framework

Oversee the implementation of the National Digital Literacy framework to ensure equitable access to digital literacy education for all population segments, including the underserved communities. This framework will also equip the

workforce with relevant digital skills to meet rapidly evolving job market demands. This in turn will lead to the promotion of diverse participation in the digital economy thereby bridging gender and socio-economic digital divides.

What will we measure?

70% 70% digital literacy
for youths and adults
by 2027
YOUTH AND ADULT
LITERACY BY 2027

40% Target 40% women
participation across all
training initiatives
WOMEN PARTICIPATION



PILLAR 3

Infrastructure

The 3rd Pillar of our strategic blueprint showcases our commitment to building the critical infrastructure required to power a strong digital economy. We recognise that economic prosperity is linked to a robust digital foundation. Our emphasis on building stronger digital infrastructure extends beyond connecting people but also focuses on economic empowerment and creating opportunities for inclusion. With improved access to quality broadband, and upgraded critical services, this pillar will catalyse a digital transformation that impacts our entire population.

We will connect communities and businesses by implementing our broadband strategy to ensure that everyone is carried along. Managing our spectrum efficiently will create pathways for the growth of new technologies and improve access to government services. Our plans for our postal service and satellite communication infrastructure re-affirm our commitment to leveraging improved digital public infrastructure to deliver inclusive economic growth for all.

What do we want to achieve?

Broadband Penetration

With the aim of providing widespread access to ensure that citizens are connected, we will focus on executing our broadband strategy to lay 95,000 kilometres of fibre optic cable across the country.

Efficient Spectrum Management

We will ensure that our commercial and non-commercial spectrum resources are efficiently deployed to enable innovation and new technologies to thrive.

Digital Public Infrastructure

Set up a comprehensive Digital Public Infrastructure to be the foundation for digital transformation across Nigeria. This will be supported by the introduction of OneGOV, a one stop shop for access to all government services.

Reimagining the Postal Service

Our plan is to revitalise the operations of the Nigerian Postal Service through a

Public-Private Partnership (PPP) model that reimagines post offices as last-mile hubs for commercial and government services.

Optimising our Communication Satellites

In recognition of the critical role of the Nigerian Communication Satellite Ltd. in our efforts to increase access to advanced communication capabilities, we will support their capacity to deliver on their mandate.

Spaces

Augment our investment in existing community spaces, community computer labs, school-based computer labs and innovation hubs across Nigeria. Working with innovation intermediaries and other key stakeholders, activate and animate these spaces as platforms for serendipity where creativity and collaboration drives the application of innovation and technology for social business good.



What will we measure?

75%

FIBRE OPTIC CABLE
TARGET BY 2027

Achieve 75% of the fibre optic cable target set by the National Broadband Plan by the end 2027

Spectrum Efficiency ↑

Increase in Spectrum Efficiency Improvement percentage

50%

UTILIZATION OF SPACES

50% Utilisation of identified spaces for innovation and tech related activities

NIPOST

IMPROVEMENT AND MODERNISATION BY 2027

Improve business model for NIPOST and modernise 50% of their locations by the end of 2027

NigComSat ↑

MARKET SHARE BY 2027

Increase NigComSat's market share in the satellite communication industry in the region

90% ↑

BROADBAND PENETRATION

90% increase in broadband penetration

Innovation Spaces

Achieve an equitable spread of innovation spaces across 36 states and the FCT

OneGov

Launch OneGov platform by end of 2024

NigComSat

Raise the competitiveness of NigComSat by ensuring technical upgrades and compatibility with emerging technologies

75% ↑

CAPACITY UTILISATION BY 2027

Drive up capacity utilisation of NigComSat to about 75% by end of 2027



PILLAR 4

Innovation, Entrepreneurship and Capital

In the rapidly evolving global technology landscape, innovation, entrepreneurship, and access to capital are critical components of a strong digital economy. The 4th pillar of our strategic blueprint provides a roadmap for Nigeria to harness the potential of these 3 pieces as catalysts for the transformation of our digital economy. This pillar is the driving force behind the creation of an environment that encourages innovation, supports

entrepreneurship and attracts the required capital to deliver on our ambitions.

In this pillar, we outline a set of initiatives that recognise the importance and necessity of these 3 inputs—innovation, entrepreneurship and capital—for delivering a vibrant and inclusive digital economy. This forward-looking approach keeps our innovation ecosystem ahead of the curve and future-proofs our economy.

What do we want to achieve?

For this 4th pillar, our primary objective is to stimulate the growth and sustainability of startups, with specific focus on those developing innovative solutions for critical sectors in our economy. The goals outlined below are critical to delivering on this objective:

Expanding the Innovation Ecosystem

We will establish an active sandbox environment that encourages and empowers innovators and entrepreneurs to develop unique solutions for sectors historically considered to have limited exposure to technological innovation. By removing regulatory barriers and providing the required support, we aim to inspire innovative, problem-solving approaches to existing challenges.

Increasing the Local Pool of Patient Capital

Recognising the critical role of patient capital in the growth of startups, we are committed to increasing the local availability of patient capital. Our intent is to create an environment for startups to raise the funding they require to thrive locally and promote the domiciliation of startups within our nation.

Sector-Specific Support

With the goal of supporting the diversification of the Nigerian economy, we will collaborate with other ministries and parastatals including private sector stakeholders to drive opportunities for startups to facilitate the application of technology for enhanced productivity in critical sectors across the country. We will back programmes focused on **AgriTech, HealthTech, EdTech, MediaTech, CleanTech, CreTech, among others.**

What will we measure?

\$5Bn ↑ CAPITAL RAISED BY 2027

Increase capital raised by Nigerian tech startups 50% year-on-year from ~\$1bn/yr in 2022 to \$5bn/yr in 2027

25% ↑ Increase domiciliation of local technology startups from <1% to 25% by 2027

DOMICILIATION OF LOCAL TECHNOLOGY STARTUPS BY 2027

PPP Pilot Program
BY 2027

Identify opportunities for the digital economy in various sectors such as **Agriculture, Financial Services, Healthcare, Education, Energy, Transportation and Logistics, Manufacturing, Retail and E-commerce, Textiles and Fashion, Media and Entertainment, eSports/Gaming, and Real Estate.** Launch at least one FMOcIDE-led PPP pilot program per sector by 2027



PILLAR 5

Trade

The Trade pillar embodies our commitment to position Nigeria as a major player in the African and global technology ecosystem. As a rapidly growing economy, with the ICT sector contributing 18.44% to Nigeria's GDP in Q2 2022, and e-commerce spending projected to grow to \$75 billion by 2025 (Statista), our primary goal is to enhance Nigeria's participation in the global technology trade over the next 4 years. A core part of this pillar is our aim to improve

Nigeria's ranking in the ECI (Economic Complexity Index) Technology Index.

This pillar articulates our plan to leverage technology trade as a catalyst for economic growth and collective regional prosperity. Through deliberate partnerships, novel trade policies and investments, we will strengthen our position as a top technology centre that provides strong leadership in defining Africa's digital future.

A core part of this pillar is our aim to improve Nigeria's ranking in the ECI (Economic Complexity Index) Technology Index.

What do we want to achieve?

Improve Nigeria's Economic Complexity Index (ECI) from 99 percentile to 75 percentile.

The ECI is an advanced measure calculated by using both the diversity of a country's exports and the diversity of its export partners. Countries with diverse unique exports score higher on ECI. The index captures not just what products a country exports, but the overall knowledge intensity of their products. We will deepen the country's knowledge-intensive services, develop skills, and facilitate start-up operations for export focused Nigerian businesses.

Grow intra-African trade by 500% by 2027

Underpinning Nigeria's low ranking in the Economic Complexity Index are two trade facts. Firstly, the country's trade only accounts for 0.33% of global merchandise (WTO, 2020⁸) and the country's export is dominated by a very few commodities (crude oil, natural gas, and petroleum gas). In

the same vein, despite the huge market potential within Africa, Nigeria intra Africa trade is about 18% of the country's total export (N3.35 trillion out of N18.9 trillion in 2021). Further review shows that the trade is predominantly in a few commodities (mineral products, vegetable products, foodstuffs, and live animals) and majorly with a very few countries (South Africa, Ghana, Cameroon, and Togo) - National Bureau of Statistics.

In partnership with the Ministry of Investment, Trade and Industry, we will establish a one-stop AfCFTA digital and physical shop connecting Nigerian companies to the continent and vice versa.

The launch of the AfCFTA has created the largest free trade area in the world and will connect 1.3 billion people across 55 countries with a combined GDP value of around US\$3.4 trillion (World Bank, 2020). Our intention is to leverage on the opportunities that AfCFTA offers, to reduce subsisting trade imbalances.

What will we measure?

99 TO 75
PERCENTILE

Improve Nigeria's Economic Complexity Index (ECI) from 99 percentile to 75 percentile

500%↑
INTRA-AFRICAN TRADE
BY 2027

Grow intra-African trade by 500% by 2027

⁸WTO (2020), World Trade Statistical Review 2020, https://www.wto.org/english/res_e/statis_e/wts2020_e/wts2020_e.pdf.

6. Public Sector Project Complexity Index

Understanding the social dynamics that influence the success or otherwise of projects in a social system, we designed a novel tool; the Public Sector Project Complexity Index (PSPCI) to guide how we identify and prioritise projects that contribute towards achieving our goals.

The PSPCI ranks the relative complexity of each project to facilitate planning and oversight. In our design we incorporated some key variables as outlined below:

Timeline

Lengthier projects tend to have higher risks and potential challenges accumulating over the lifespan of the project

Novelty

Initiating completely new and previously untested projects typically adds technical and operational uncertainties

Project Structure

The required level of project approvals including the number of agencies, degree of cross-functional collaboration and levels of approval authority influences project complexity

Assets Created & Vendors

Projects delivering large complex assets require more external contracting which adds further complexity

Budget

Theoretically, more expensive projects require more resources and coordination thereby increasing the complexity

The PSPCI Coefficient Interpretation

| Coefficient | Risk Level | Definition |
|-------------|------------|--|
| 0.00 - 0.25 | Low | The project is relatively simple and straightforward, with a low complexity level. |
| 0.25 - 0.50 | Medium | The project is moderately complex, but the project team has the necessary skills and experience to manage the risks. |
| 0.50 - 0.75 | High | The project is complex and challenging, with a significant level of complexity. The project team will need to carefully manage the risks and have contingency plans in place. |
| 0.75 - 1.00 | Very High | The project is extremely complex, with very high risk of not completing the project. The project team will need to have extensive experience and expertise in managing complex projects. |

7. Alignment With Renewed Hope Agenda

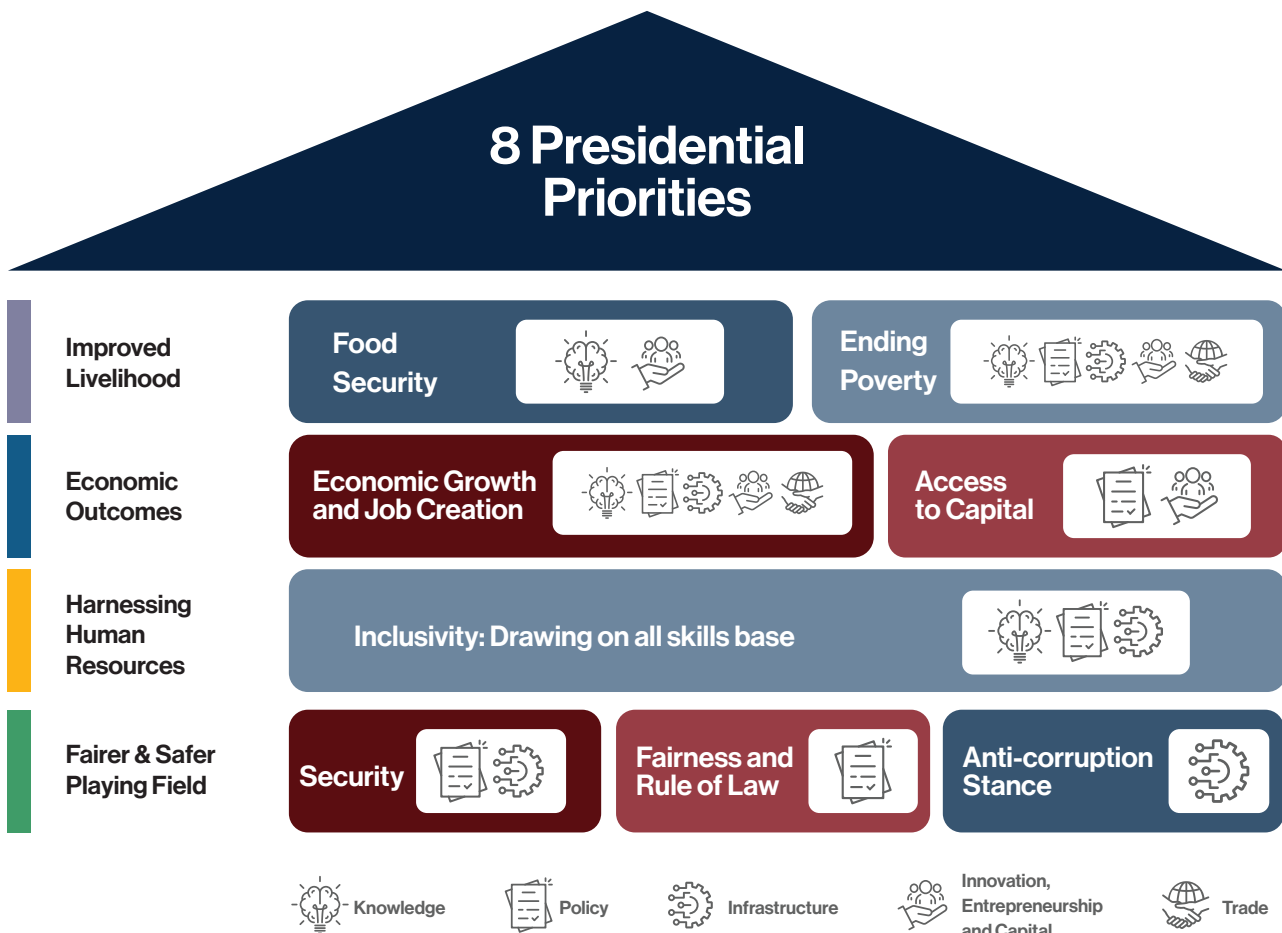
This segment presents a convergence of purpose between the Renewed Hope Agenda and our strategic blueprint. It represents a common commitment to uplifting our nation through digital transformation, innovation and economic growth.

priority areas while Knowledge, Policy and Infrastructure are also critical in delivering on the Harnessing Human Resources. For the Fairer and Safer playing Field priority, the Policy and Infrastructure pillars are well positioned to support this agenda.

We have mapped our 5 pillars against the Renewed Hope Agenda priorities to indicate an intersection of the agenda and our strategic plan. We found all pillars well aligned with the Improved Livelihood and Economic Outcomes

Collectively, we welcome this strategic synergy as we chart a course towards a brighter, more prosperous Nigeria.

8 Presidential Priorities x 5 Pillars



8. A New Way Of Working

A country's potential to produce a stream of relevant innovations has been well acknowledged in literature to be linked to its national innovation capacity. The National Innovation System has for long been used as the de-facto theory for building and mainstreaming innovation capacity. However, innovation systems are built over many years and unfavourable factors unique to locations may limit its efficiency. An emerging approach (innovation ecosystem) which focuses on non-linear complexity of knowledge-based economies through which interaction within collaborative networks lead to the co-creation of values,

offers modern economies the opportunity to meet high global uncertainty and motivate innovation-led growth through networks.

The network perspective helps avoid the structuralist and actor-centred reductions common with the traditional hierarchical approach by emphasising the collective influence of structure and social relationships. Thus, this provides the chance for relational data inherent in social networks that are not limited to a region to help in modelling and understanding the path to developing innovation capacity in developing countries.

National Innovation System (NIS)

The NIS is a framework that has traditionally been used by countries to organise their innovation efforts. It comprises a network of institutions, rules and processes that shape and guide activities related to innovation. The core premise of NIS is that a nation's ability to develop new knowledge and technologies primarily originates from domestic sources. In this model, the emphasis therefore, is on growing local talent while encouraging investment in research and development. This is supported by the creation of an environment that is conducive to innovation, within a nation's boundaries.

Distributed Innovation System (DIS)

On the contrary, the concept of the Distributed Innovation System reflects a new approach to innovation based on the realities of a networked world. This new thinking, recognises that innovation is no longer confined to territories or national borders. Instead, it acknowledges that knowledge is now embedded in a web of networks which drives collaboration and value creation through distributed processes.

Innovation, within this framework, is perceived as the outcome of collaboration and knowledge-sharing that is not limited by geographical location. This involves engaging international partners, academic institutions and networks to access a diverse pool of expertise and resources (Olatubosun, 2023⁹).

⁹ Tijani, O. (2023). Networks and innovation capacity: assessing the role of social relations and structure in technology adoption and adaptation for teaching in Nigeria, Kenya and the Republic of Benin (University of Leicester).

9. Conclusion - A Living Blueprint

Finally, it is important to reiterate that this document is not an operational plan, but a roadmap outlining our goals and objectives for the Federal Ministry of Communications, Innovation & Digital Economy. It is the foundation for the contribution of our sector to our collective efforts at building a more prosperous and inclusive economy. This version of the agenda is the first draft and represents an invitation to all stakeholders, within and outside government, to engage and contribute in shaping the future of our nation through innovation and digital technology.

Our objective with this document is not just to inform, but to reimagine and introduce a new way of doing things with efforts to drive equity through a culture of openness and accountability. Together, we can help accomplish the Renewed Hope Agenda of President Bola Ahmed Tinubu through the 5 pillars of our strategic agenda as follows:

Knowledge

As a foundation, this pillar will increase our pool of tech talent and position us as a net exporter of tech talent. In addition, a more digitally literate Nigeria helps to deepen the complexity of our economy and raise our global competitiveness.

Policy

By reimagining policy as a tool to enable and not to stifle, we have a unique opportunity through this pillar to create a supporting environment that facilitates innovation, thereby attracting more investment.

Infrastructure

With commendable progress in investment in national infrastructural development over the years, this pillar gives us the chance to ensure that our infrastructure is robust and ubiquitous to drive maximum benefit from our emerging digital economy without leaving anyone behind.

Innovation, Entrepreneurship & Capital

As the hotbed for technology innovation in Africa and with a young and entrepreneurial population, we have an unprecedented opportunity through this pillar to contribute to the diversification of our economy by unlocking creativity, while enabling the application of technology and investment in critical sectors.

Trade

With our sector currently contributing over 18% to Nigeria's GDP, our initiatives in the Trade pillar will stimulate economic growth, increase GDP growth rate and elevate Nigeria's ECI Technology Index by promoting global and regional tech export.

These pillars form a guiding framework for our transformative journey and we are confident in the strength of our collective commitment to deliver on these plans towards a more prosperous and inclusive Nigeria.

We are happy to receive your feedback and input at policy@commtech.gov.ng

