NITDA

STRATEGIC ROADMAP AND ACTION PLAN

(SRAP 2021 - 2024)

In line with the National Digital Economy Policy and Strategy (NDEPS) for a Digital Nigeria.
Federal Ministry of Communications and Digital Economy

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ROADMAP AND ACTION PLAN

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Minister's Mandate

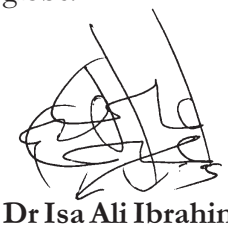
It may be recalled that President Muhammadu Buhari, GCFR, mandated the Federal Ministry of Communications and Digital Economy and all its parastatals to facilitate the use of digital technology to expand and diversify Nigeria's economy. To us in the Ministry, this is a task that must be achieved by refocusing our efforts on facilitating the adoption of digital technologies.

To execute the Presidential mandate therefore, I have directed all parastatals in the Ministry to develop strategies, programs and initiatives to ensure the attainment of the expected gains of expanding the digital space in Nigeria. Parastatals are expected to develop individual strategies in line with relevant institutional mandates and goals of the National Digital Economy Policy and Strategy (NDEPS). This is in order to achieve a Digital Nigeria.

As a parastatal in the Ministry, the National Information Technology Development Agency (NITDA) plays a critical role in NDEPS implementation. Being the apex IT regulator responsible for the development of Standards, guidelines and frameworks in IT for Nigeria. NITDA's mandate strategy must align with the NDEPS; digitalisation drive. Parastatal's strategies alignment with NDEPS will accelerate expectations of the economy, create jobs and opportunities for Nigeria's teeming youths.

I am happy that NITDA has taken the bold step of mapping its 2021 to 2024 strategy to the Presidential mandate and Ministerial directive, taking cognisance of its mandate and aligning it squarely with the NDEPS. The implementation of the NITDA strategy will not only ensure the development, usage, and sustainability of digital technologies but will also deepen Nigeria's economy digitally, diversify the economy, promote innovation and lift millions out of poverty.

I commend the Director General of NITDA, the Governing Board, Management and the staff of the Agency who participated in the development of this strategy. I seek the support of all relevant stakeholders in the implementation and realisation of this Strategic Roadmap. I believe its implementation will expand Nigeria's digital economy and create opportunities locally and across the globe.



Dr Isa Ali Ibrahim (Pantami), *FNCS, FBCS, FIIM*
Honourable Minister of the Federal Ministry of Communications and Digital Economy of the Federal Republic of Nigeria

Foreword

The development of a four-year Strategic Roadmap and Action Plan has become an integral process of operation in NITDA. The aim has been to periodically give direction to the initiatives of the Agency and realign its operations in light of a new vision, which is "to proactively facilitate the development of Nigeria into a sustainable digital economy". The plan usually involves an evaluation of the previous plan, a visioning process to refocus the Agency along the lines of the government policies, current state of the IT industry, future trends, current aspirations of the citizenry and the general intendment of government.

NITDA, in following the directive of the Honourable Minister of Communications and Digital Economy, Dr Isa Ali Ibrahim Pantami, FNCS, FBCS, FIIM, has strategically aligned its plan for the next four years with the visionary thinking behind the NDEPS. The process demands that a new vision for the Agency be articulated so that the Agency will be on a continuous path of improvement. This tradition was introduced by the former Director General, now the Honourable Minister of Communications and Digital Economy. Therefore, for NITDA to remain a relevant leader in the industry, it has to align with the culture.

The process also demands that the Agency adjusts and realigns its internal structures in a manner that would support the new vision and help to drive its attainment. That is why NITDA is currently being restructured. The restructuring has seen the redefinition of departmental functions and the refocusing of the operational mandate of some departments. Some departments have been classified as public-facing and operational departments. The classification is to specifically tailor operations towards key aspects of SRAP. Other departments strictly function as the agency's service departments to ensure the efficiency and effectiveness of internal operations. and governance.

In the process of the restructuring, a new department of digital economy has been created in compliance with the directive of the Honourable Minister of Communications and Digital Economy, and in accordance with the Agency's new vision. The vision itself is a strategic response to the re-designation of the Ministry and the expansion of its mandate to include the transformation of the country into a digital economy.

The fundamental values captured in the current roadmap which will define the culture in the Agency for the next four years and beyond are, putting people first, imbibing the attitude of innovation and applying professionalism in all we do. The challenge, which we are glad to assume, is to implement the initiatives and processes in a way that reflects these core values at all times. The solution lies in training and retraining of staff to ensure that the corporate culture is systemically imbibed.

The NITDA SRAP is focused on the facilitation of a rapid transformation of the digital economy through elaborate stakeholder collaborations in the implementation of the NDEPS. All the seven pillars of the Roadmap and their objectives require extensive collaborations for their actualisation. Our understanding is that a highly skilled workforce motivated by a clear developmental vision and working with various stakeholders on properly aligned initiatives and processes, would be more likely to deliver on the mission and mandate of the Agency in line with the dictates of a digital economy.

NITDA remains grateful to the Honourable Minister of Communications and Digital Economy, for his inspirational leadership, both in laying the foundations of the modern, forward looking organisation that NITDA is today; and in providing valuable strategic guidance towards taking the Ministry and its parastatals to higher levels of performance and service to Nigeria. The support of the Chairman and Members of NITDA's Governing Board as well as the patriotic service of the Chairman and Members of the Tech4Covid Committee is highly appreciated by NITDA.

I urge the Management and Staff of the Agency to be committed in the implementation and achievement of the NITDA SRAP 2021 – 2024.

Kashifu Inuwa Abdullahi, *CCIE*
Director General/Chief Executive Officer

Executive Summary

The NITDA Strategic Roadmap and Action Plan (SRAP) for 2021-2024 has been inspired by the vision of the National Digital Economy Policy and Strategy (NDEPS). The NDEPS, which was developed to reposition the Nigerian economy in order to take advantage of the many opportunities that digital technologies provide, is based on 8-pillars for the acceleration of the National Digital Economy. These pillars align with the Economic Recovery and Growth Plan and its successor Nigeria Economic Sustainability Plan of the Federal Government as well as the priorities assigned to the Federal Ministry of Communications and Digital Economy.

In developing SRAP 2021 - 2024, some policies of Government and public documents were consulted. These policies and documents include the NDEPS, Nigeria Economic Sustainability Plan (NESP), Tech4COVID Committee Report, National Broadband Plan, Cybersecurity Policy, National eGovernment Master Plan, NITDA Act, amongst others. These documents were consulted to get a good sense of the direction of the government on pertinent issues of the economy and nation building.

In addition, the NITDA SRAP 2021 – 2024 is driven by three-pronged objectives, which are:

1. to articulate a new strategy for NITDA in consonance with the current aspirations of Government, the realities of today and the demands of the future;
2. to contribute its quota towards the implementation of NDEPS especially within the framework of its mandate; and
3. to implement programs that would facilitate the digital transformation of Nigeria.

In developing the new strategy for NITDA, certain considerations were made. In terms of alignment, consideration was given to the NDEPS and its vision of transforming Nigeria into a leading digital economy, other relevant documents and policies of Government and the mandate of NITDA. Other considerations include the grey areas that must be addressed in transforming Nigeria's Digital Economy; the need to have SMART objectives and the importance of having an implementation structure that will ensure the successful implementation of the strategy.

The overall strategy was based on the seven strategic pillars and their respective objectives. Other components of the strategy include implementable and granular initiatives that were created with relevant key performance indicators (KPIs). This will ensure that the progress of the achievement of the goals of these pillars are properly measured, evaluated and monitored. It will also help in identifying and addressing issues that may be associated with the implementation of the roadmap.

The seven strategic pillars identified by the Agency as the fulcrum for the Roadmap are:

1) **Developmental Regulation:** Development of a regulatory framework that unlocks opportunities in the digital economy across all sectors.

2) **Digital Literacy and Skills:** Development and adoption of digital literacy standards for Nigeria.

3) **Digital Transformation:** Transformation of government services and processes by leveraging digital technologies.

4) **Digital Innovation & Entrepreneurship:** Creation of an ecosystem for Innovation Driven Enterprises and MSMEs to thrive.

5) **Cybersecurity:** To strengthen the cyberspace and reduce vulnerabilities exploitable by threat actors.

6) **Emerging Technologies:** Facilitation of the adoption and adaptation of emerging technologies in Nigeria.

7) **Promotion of Indigenous Content:** The creation of an enabling framework for the adoption of home-grown innovation for a digital economy.

Consequently, the above pillars have been listed in line with the arrangement of the NDEPS pillars, each of the pillars has been broken down into strategic initiatives that speak to its goal. The resultant initiatives were further fragmented into activities and an implementation plan was in turn developed for these initiatives. Also, a results monitoring framework was developed for identified key performance indicators of each of the initiatives.

Similarly, individual strategic pillar mapping that houses each pillar, its strategic goal, the initiatives attached to the pillar and their desired impact has been developed. To ensure that this strategy is properly implemented and adequately monitored for progress, an implementation framework has been developed with the Director General leading the responsibility for project implementation and ensuring that the objectives of SRAP 2021 - 2024 are met.

Lastly, this document is divided into three, the strategy document and two appendices (labelled A & B). The first part narrates the strategy, which includes the background to the roadmap and its inspiration, NITDA's strategic aspirations – vision, mission, core values, mandate, strategic context, strategic pillar mappings and implementation structure. Appendix A illustrates the implementation plan of the initiatives of each strategic pillar and Appendix B shows their corresponding results and monitoring framework.

Background

The National Information Technology Development Agency (NITDA) was established in April 2001, following the Federal Executive Council's (FEC) approval of the Nigerian National IT Policy. It was saddled with the responsibility of implementing the Nigerian Information Technology Policy and coordinating general IT development in Nigeria.

Accordingly, the NITDA Act (2007) mandated the Agency to create a framework for the planning, research, development, standardisation, application, coordination, monitoring, evaluation and regulation of information technology practices, activities and systems in Nigeria. The Agency is also responsible for developing, regulating, and advising on information technology in the country, through regulatory standards, guidelines, IT clearance and policies.

With the advent of the NDEPS, which was formally unveiled by the President of the Federal Republic of Nigeria, Muhammadu Buhari, GCFR on 28th November 2019, it became necessary for the Agency to chart a new vision for itself. The implementation of the NDEPS has also required that the Agency creates a new department designated as the department of digital economy, to be dedicated fully to the implementation of the policy. All these have necessitated the development of the Strategic Roadmap and Action Plan 2021 – 2024.

THE NATIONAL DIGITAL ECONOMY POLICY AND STRATEGY (NDEPS)

The NDEPS is the current operational government policy document, which replaced the Nigerian National IT Policy. It is anchored on the Presidential directive to the Honourable Minister of Communications and Digital Economy to work with relevant agencies of government to ensure the rapid expansion of Nigeria's digital economy and the ICT sector. All implementing federal public institutions are expected to derive their own implementation frameworks from the policy/strategy.

With its vision: "To transform Nigeria into a leading digital economy, providing quality life and digital economies for all," the NDEPS was developed to reposition the Nigerian economy in order to take advantage of the many opportunities that digital technologies provide. This vision is driven by eight strategic pillars. The eight pillars align well with the Economic Recovery and Growth Plan (ERGP), It successor, Nigeria Economic Sustainability Plan (NESP) and other relavant focus areas of the Federal Government, namely economic development, anti-corruption, and security. The eight pillars are:

1. **Developmental Regulation:** Effectively regulate the ICT & digital sector in a way that enables development.
2. **Digital Literacy & Skills:** Providing policy backing for massive training of Nigerians in

digital literacy & skills.

3. **Solid Infrastructure:** Development of fixed & mobile infrastructure to deepen broadband penetration.
4. **Service Infrastructure:** Support for government digital services and provision of robust digital platforms to drive the digital economy.
5. **Soft Infrastructure:** Strengthening public confidence in the use of digital technologies.
6. **Digital Services Development & Promotion:** Development of a vibrant digital ecosystem that supports Innovation-Driven Enterprises (IDE) and micro, small & medium enterprises (MSMEs).
7. **Digital Society and Emerging Technologies:** Tying development of the digital economy to indices of wellbeing of ordinary citizens.
8. **Indigenous Content Promotion & Adoption:** Provision of a policy framework that gives preference to digitally skilled Nigerians in government–funded projects.

Strategic Context

Strategy can be defined as a guiding framework to guide in making choices to achieve your desired future. It is an iterative process that clearly defines what an organisation will do, what it will not do and what it will stop doing. The new strategy for NITDA has been guided by this and has also taken the following into consideration amongst others:

- alignment with the NDEPS and other reference documents;
- alignment with NITDA's mandate according to the NITDA Act 2007 and pertinent activities described in the NDEPS;
- alignment with the National Digital Innovation and Entrepreneurship Policy (NDIEP);
- the local environment vis-a-vis the very obvious gaps and important features that must be addressed to transform Nigeria's Digital Economy, and how best to approach them;
- the need to have strategic goals and granular initiatives with SMART objectives and desired impact that can be measured and monitored to assess both implementation and results progress;
- the need to have an organisation structure that will ensure the successful implementation of the strategy/roadmap; and
- other documents such as the Tech4COVID Committee Report, National Broadband Plan, Cybersecurity Policy and Strategy, National e-Government Master Plan amongst others were considered.

In line with this, NITDA's new vision, mission, and core values have been defined together with a new strategy that is anchored on seven strategic pillars. The overall plan is further broken down into strategic goals, initiatives, objectives, KPIs and an organisation structure to effectively support implementation, monitoring and evaluation of the plan.

Strategy Methodology

The foundations of the methodology are held together by the practical definition of strategy as above. Basically, in developing NITDA SRAP 2021 – 2024, an approach that recognised the importance of the contribution of various stakeholders was employed. From the review of all strategic and relevant documents, to the consultation of all departments and units in NITDA, the strategy was constantly subjected to various checks like relativity, aptness, impact-level and the ease of implementation. The various segments of this approach are depicted by the schematic below:

- NDEPS
- Tech4Covid
- National Broadband Plan
- Others

Deliberation on the broad strategy and its framework

Review and alignment of departmental initiatives with the broad strategy

Review and subjection of the strategy and shortlisted initiatives to various checks

Final preparation of NITDA SRAP 2021 -2024

In order to ensure that the entire process produced the desired outcomes, most of the segments of the above schematic were repeated until we were satisfied with the results. At the brainstorming and final review stage, every aspect of the strategy was further examined to ensure it is relevant, necessary, implementable and measurable. After the brainstorming and final review session, the next stage was the finalisation of NITDA SRAP 2021 – 2024. Like the previous stages, this was executed with utmost professionalism in order to have the working document we have today.

Strategy Summary

Key features of the Strategy

In line with the NDEPS and the mandate of NITDA, the new strategy has been anchored on seven strategic pillars. These pillars are in consonance with the current aspirations of the Federal Government of Nigeria, the dictates of NDEPS and the ambitions of NITDA in facilitating the digital transformation of the country. Other key features of the strategy are as follows:

- every strategic pillar has a defining goal to be achieved by the end of year 2024;
- a strategic pillar mapping is created for each pillar and shows the following:
    - the goal of the pillar;
    - the particular initiatives attached to the pillar;
    - the objective of each of the initiatives; and
    - the desired impact of the initiative.
- each initiative is further broken down into activities with an implementation plan that will guide their execution (this is covered in Appendix A);
- for every initiative, there is a results monitoring framework that identifies the KPIs for the particular initiative and shows how progress can be monitored (this is covered in Appendix B); and
- to ensure that the implementation of SRAP is as seamless as possible, a number of workstreams will be introduced to take primary ownership of the implementation process and activities.

NITDA's STRATEGIC ASPIRATIONS:
Translating strategy to action

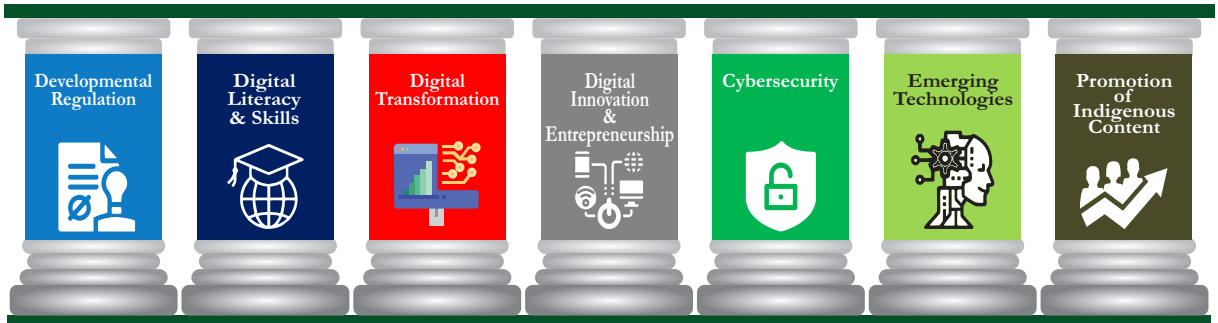
VISION
"To proactively facilitate the development of Nigeria into a sustainable digital economy"

MISSION
"As the apex IT Agency, we create an enabling environment where Nigerians develop, adopt and derive value from digital technology"

CORE VALUES

People First | **Innovation** | **Professionalism**

Strategic Pillars



FOUNDATIONAL DOCUMENTS

NITDA Act, NDEPS, NDIEP, NESP, Tech4Covid, National Broadband Plan and others

NITDA Strategic Pillars, Mandate and NDEPS Pillars

The mandate of the Agency as enshrined in NITDA's enabling Act of 2007 is summarised below. The alignment of the seven strategic pillars with these mandates as well as NDEP's pillars is as shown in the table that follows the highlighted mandate:

NITDA Strategic Pillar	NITDA Mandate	NDEPS Pillar
Developmental Regulation	To create an enabling environment, through frameworks, standards, guidelines and regulatory instruments, for the development of the IT sector to serve as the enabler for a sustainable digital economy	Developmental Regulation
Digital Literacy and Skills	To intervene in the development of digital technology by supporting, promoting and facilitating digital skills and literacy programs and the development of innovative solutions for adoption and use in every facet of national life	Digital Literacy and Skills
Digital Innovation and Entrepreneurship	To create opportunities for the development of homegrown technology and solutions in software, hardware and services, including the indigenous manufacture of competitive IT components, to meet the needs of the country, create jobs and wealth, compete globally and generate foreign exchange earnings	Digital Services Development and Promotion
Promotion of Indigenous Content		Indigenous Content Development and Adoption
Digital Transformation	To assess, evaluate and advise on the use of digital technology by the Federal Government and to promote wholesome practices in the online environment.	Service Infrastructure
Cybersecurity	Advise the Government on ways of promoting the development of information technology in Nigeria including appropriate information technology legislation, to enhance national security and vibrancy of the industry	Soft Infrastructure
Emerging Technologies	Determine critical areas in Information Technology requiring research intervention and development in those areas	Digital Society and Emerging Technologies

STRATEGIC PILLAR MAPPING

For easy configuration, the key elements of the strategy were classified into various pillar-related groupings through strategic mapping. The pillar mapping highlights the strategic pillar, its goal, the transformational initiatives of the pillar, the objective of each initiative and the desired impact.

For each initiative, an implementation plan was developed which highlights the breakdown of the initiative into activities (with key start and end dates) and a results monitoring framework to track the progress of each activity.

STRATEGIC PILLAR MAPPING		
STRATEGIC PILLAR	**Developmental Regulation**	
GOAL	**Develop regulations that support, unlock or enhance opportunities for Nigeria to enable market creating innovations**	
Initiatives	**Objective**	**Desired Impact**
Review of IT legal and regulatory frameworks and adjust them to enhance digital economy	To make all regulatory frameworks relevant for current realities	A system of regulatory reviews that adapt to change
Develop standards to improve quality of IT services to MDAs	To ensure top quality of IT services to consumers in Nigeria	Increase demand and better value for money
Develop framework for appropriate funding to catalyse innovation at all levels	To provide institutionalised funding for IDE's/start-ups	Large scale digital innovation
Develop framework for implementation and compliance to relevant regulations and guidelines such as NDPR, cloud policy, outsourcing, etc.	To ensure compliance with all developmental regulatory instruments	Higher compliance to regulations
Develop framework for the adoption of national blockchain technology and strategy	To understand and advise the populace on blockchain technology	Stronger data integrity
Develop framework for catalysing the adoption of digital services/platform (emerging technologies) in leading sectors of the economy.	Develop guidelines for relevant players to use emerging technologies	Improved adoption of emerging technologies
Develop standards for mass digital literacy and skills acquisition	Develop the learning standards for different categories of IT learners in the country	Increased digital literacy and skills
Development and issuance of regulatory framework for the promotion of digitalisation of educational content	Clear and practical guidelines for digitalisation of educational content	Widened access to education
Development of a regulation for the use of Public Key Infrastructure	To establish trust in Nigerian online transaction	Enhanced secured online transaction and communication
Design and develop a framework for collaboration with relevant partners to make NITDA's e-learning centres run effectively and sustainably	To develop guidelines for sustainable management of NITDA's e-learning centres	Constantly functioning e-learning centres embraced by their host communities.
To develop the guideline for the use of e-commerce services	To provide enabling framework for e-commerce to thrive maximally in a Digital Economy	Higher proportion of trade via e-commerce
Develop framework for implementation of government digital services (GDS)	Develop guidelines for the relevant FPIs to deliver GDS	Enhanced government services

STRATEGIC PILLAR MAPPING

STRATEGIC PILLAR	Digital Literacy & Skills
GOAL	Massive training of Nigerians from all works of life to increase the rate of digital literacy and skills

Initiatives	Objective	Desired Impact
To create an ecosystem that will strengthen engagement in the public and private sectors towards achieving the targeted rate of 95% digital literacy (as specified in the NDEPS)	To promote the fulfilment of the goal of 95% digital literacy and skills at both Federal and States level by 2030	Large scale digital citizens in a shorter time
Develop framework for digital capacity building of federal public servants	To create a pool of globally competitive human capital to drive digital transformation in the public sector	Efficient and productive government workforce
Develop a program for bridging skills gap of IT technicians	To train 2000 artisans on hands-on skills needed for construction, maintenance, and repair of IT equipment and gadgets	Reduced waste and increased lifespans through easing the maintenance of equipment
Introduction of young learners especially in underserved communities to the world of digital literacy	To achieve a critical mass of digitally literate young people in Nigeria	Sustained digital literacy among future generations
Creation of capacity building schemes for digital entrepreneurship	To equip students with techno-preneurship skills as a means of job creation	Increased pipeline of students going into productive entrepreneurship
Stakeholders consultative meeting with states and local government to support the goal of 95% digital literacy levels	Engage the stakeholders at the states and local government levels to support the goal of 95% digital literacy level	States complementing federal efforts to reach digital literacy goals
Catch-Them-Young capacity building program	To inspire young Nigerians to develop interest in digital technologies and innovation	Create future technology leaders and digital innovators
Virtual and nano internship	To prepare students for future engagement with NCAIR	Create pool of digital-technology-ready students for SIWES with NCAIR
Development of Massive Open Online Courses through the NITDA Academy	To massively increase access to open online content	Increased access to industry ready IT professionals

STRATEGIC PILLAR MAPPING

STRATEGIC PILLAR	Digital Transformation
GOAL	Increase the level of digitisation and digitalisation across both public and private sectors

Initiatives	Objective	Desired Impact
Support the implementation of 1-gov services.ng	To provide a one stop shop/single window for digital service delivery to government customers	Remote access to citizen services, improved government responsiveness
Implementation of the Nigeria smart initiatives	To facilitate the growth of smart-enabled technologies, resources and capabilities in critical sectors	Vibrant data/service platforms
Facilitation of a digital inclusion program for People Living with Disabilities (PLWDs) and other digitally excluded people	To ensure digital inclusion for the traditionally excluded citizens	Nobody left behind in accelerating individual productivity and potential
Create access to Public Data for Innovation and Digital Economy Development (PDI-DED)	To promote access to sectoral public data for innovation and digital economy development	Better solution definition
Full digitalisation of NITDA using indigenous solutions	To set the pace for digital transformation and model on indigenous content promotion and adoption	Setting a pace for a paperless government and adoption of indigenous technology
Implementation of the national cloud policy	To increase adoption of cloud computing in Nigeria; and improvement of the efficiency & effectiveness of government services	Nigeria becoming a major cloud destination
Development of digital transformation plan for states	To facilitate the development and implementation of digital transformation for 10 States	Increased digital transformation status from global indexes
Develop framework and implementation toolkits for measuring impact of digital technology deployment in FPIs	Provide tools and guide for public institutions to embark on digital transformation self-assessment	Better government processes
Evaluate the impact of implemented smart initiatives.	To develop evaluation tools and assess the impacts of smart projects	Digital-led growth and innovation in critical sectors of the economy
Implementation of National adopted village for smart agriculture	Creating digital enabled jobs across agriculture value-chain	Improved agricultural productivity
Design and operationalise NITDA open data policy and portal	To make available public access to open data for planning and innovation	Wider involvement in problem solving
Promotion of digital inclusion through diaspora engagement	To enable a progressive increase in the contribution of digital technologies to the economy with diaspora assistance	Enhanced diaspora synergy with local initiatives

STRATEGIC PILLAR MAPPING

STRATEGIC PILLAR	Digital Innovation and Entrepreneurship
GOAL	To strengthen the Nigerian digital economy and increase ICT contribution to GDP

Initiatives	Objective	Desired Impact
Implement Technology Innovation and Entrepreneurship Support (TIES) Scheme	To ensure that Nigerian technopreneurs obtain requisite support	Lower failure rates of start-ups
Implementation of "MIT REAP"	To strengthen IDE ecosystem through evidence based practical approach	Healthier pipeline of IDEs and deployment of IT to other modes of innovation
Implementation of National Digital Innovation and Entrepreneurship Policy (NDIEP)	To facilitate easy access to infrastructure and funds for innovators	Undisrupted flow of innovations
Identification and prioritisation of areas of support for MSMEs	To understand the peculiar needs of MSMEs and nature of needed support	Confidence in policies addressing market needs
Carry out periodic IT stakeholder engagement	To keep up to date with the activities of the ecosystem and to inform the stakeholders	Better ideation between government and stakeholders
Implement the national outsourcing strategic framework	To improve the regulatory and governance mechanisms through implementation of unified governance structure	Effective governance structures for the outsourcing sector
Creation of services portal for Nigerian IT professionals both at home and in the diaspora	Provide a platform where Nigerian IT professionals can collaborate and exhibit their expertise, goods and services to drive outsourcing	Increasing Nigerian IT professionals' global networks
Organise hackathons/innovation challenge and conduct research to turn ideas into products and services	To engage youths to come up with innovative solutions to indigenous challenges	A wide acceptance of, and demand for innovative options; and improved quality of innovations through open competition
Creation of a sustainable communication platform between government and the startup ecosystem	To create trust that brings easier access to open data for innovation and solutions to major challenges	An ecosystem in sync

STRATEGIC PILLAR MAPPING

STRATEGIC PILLAR	Cybersecurity
GOAL	Reduce system vulnerabilities exploitable by threat actors

Initiatives	Objective	Desired Impact
Creation of framework for adoption of indigenous cybersecurity solutions	To incentivise and provide access to market for innovative cybersecurity entrepreneurs	Safer IT Environments
Implementation of the information security and digital assets management guidelines for federal public service	To provide implementable guidance for Information Security	Efficiently deployed government IT investments
Harmonise national Public Key Infrastructure (PKI) implementation initiatives	Coordinate the management of the country Object Identifier (OID) and related PKI issues.	Closed loopholes in online activity
Capacity building training for national cyber defence team	Provide specialised and advanced training to national cyber defence team	More proactive, rapid and capable responses to threats
Establishment of local cybersecurity/ information security professionals certification authority/Body	To establish local cybersecurity certification authority with international credibility to increase number of cybersecurity professionals by leveraging the global Accredited Cybersecurity Education (ACE) Scheme" and other partnerships	Properly accredited cybersecurity professionals

STRATEGIC PILLAR MAPPING

STRATEGIC PILLAR	Emerging Technologies
GOAL	Prepare and position Nigeria to benefit from the opportunities afforded by emerging technologies

Initiatives	Objective	Desired Impact
Development of the capacity of educational institutions on emerging technologies	To deploy tools, infrastructure, and training on emerging technologies	Higher academic ratings of Nigerian institutions on global rankings
Collaboration and partnerships on the development of emerging technology projects/programs and POCs	R & D and field applications of indigenous emerging technologies through creation of pilot projects/POCs	Wider acceptance of and interest in using emerging technologies
Design and develop a framework for collaboration with academia, and development partners to create centres of excellence in emerging technologies	Develop guidelines for the engagement of relevant stakeholders in the creation of centres of excellence	Advanced academic capacity in teaching and developing emerging technology products and professionals
Design and pilot a scheme for acceleration of emerging technologies as part of the NYSC programme	Pilot an emerging technology scheme for the corps members of the NYSC programme	Improve post-service employability
Capacity building programs on emerging technologies	To prepare young Nigerians and build their capacity on emerging technologies	A significant number of young Nigerians who are technology-savvy and experts in the areas of emerging technologies
Introduction of creativity and innovation into teaching and learning of Science, Technology, Engineering, Arts and Maths (STEAM), education for capacity development in emerging technologies (IoT, robotics, quantum computing, AI etc) with subsequent field applications.	1. Preparation of the Nigerian workforce adequately towards the fourth industrial revolution (4IR) through capacity development in emerging technologies 2. Upskilling and reskilling of the workforce to be future-proof. 3. Bridging the industry-academia gap to upscale sustainable efforts at national technology development	Increased innovative capacity and competitiveness of Nigerian IT products and services

STRATEGIC PILLAR MAPPING

STRATEGIC PILLAR	Promotion of Indigenous Content
GOAL	Increase the consumption (value) of indigenous IT products and services

Initiatives	Objective	Desired Impact
Sustain the deliberate focus to encourage local content in government IT projects	To increase the consumption of indigenous IT products and services by public institutions	Boosted patronage of indigenous IT products and services in government projects
Establish partnerships with and between multinationals and indigenous companies	To increase patronage of and value addition by indigenous companies	Scaled up local applications by leveraging global platforms
Establish partnerships with relevant regulatory agencies	To strengthen indigenous content promotion in partnership with relevant regulatory agencies	Enhance adoption of local IT content in other industries
Implement the "Nigeria is Ready Campaign" program	To improve Nigeria reputation for IT enabled services sectors	Confidence in Nigerian talent and products
Program for the adoption of home-grown innovation for a digital economy	To incentivise and provide access to market for innovative entrepreneurs	Fast prototyping and Go-To-Market
Implementation of an African Market Access programme (through trade mission and research)	To build scalable capacity to take advantage of trade opportunities to project Nigerian brands across Sub-Saharan Africa	Nigeria being positioned as Africa's clear leader in IT products and services
Implementation of pilots for public sector innovation sandbox framework	To improve utilisation of Nigeran software for bespoke purposes and to develop platforms for partnership between software houses and indigenous (public & private) organisations	Enhance government confidence in using indigenous content and import substitution
Institutionalisation of sectoral consumer protection forum	Create a platform for IT service providers & consumers to share ideas and challenges and improve on quality of IT service delivery in Nigeria	Heightened industry focus on quality and service to consumers
Partner with private sector players to set up ODMs, and incentivise OEMs	To ensure more IT equipment is manufactured in Nigeria	International market share gains in Nigerian manufactured equipment and devices
Implementation of instruments for the creation of an indigenous software quality assurance industry in Nigeria.	To introduce and standardise software testing and quality assurance in Nigeria.	Branding: Nigerian-made becoming a recognised mark of quality.4
Provide support for building capacities and capabilities of indigenous IT companies.	To provide necessary incentive and support to indigenous OEMs and ODMs	Enhance knowledge and confidence in indigenous products and services.

IMPLEMENTATION APPROACH

To accomplish the strategic goals of this roadmap, a holistic framework that builds on lessons learnt from the implementation of the previous roadmap which ended in 2020 has been designed and integrated into the NITDA SRAP 2021 - 2024. The three critical elements of this framework are outlined below:

I. Multiplier Effect

Due to the fast-changing nature of the IT environment that NITDA operates in, it is imperative that flexibility and agility are in-built into any plan that is put in place. The alignment of NITDA's strategy implementation with the NDEPS also requires a cohesive multi-stakeholder approach that harnesses the capacities of outside players all pulling in the same direction with NITDA playing a steering role. To enable all of this, a rapid iterative process that is driven by analysis, action and feedback will be put in place as described in the diagram below:

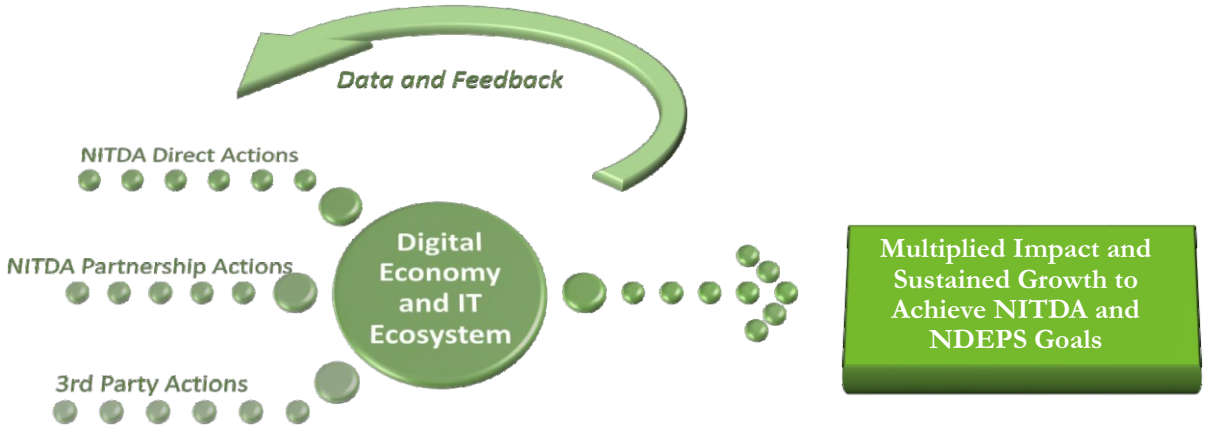


Fig 1: The NITDA Iterative Design

With this in place, the implementation of the strategy will have a catalytic effect and place NITDA in a position to derive a multiplied impact along each KPI, thereby contributing to the overall attainment of the vision.

II. Setup of a Data Management System

Foundational to the achievement of the goals and associated KPIs in this roadmap would be the incorporation of data and analytical tools at NITDA. The centralised management of data would ensure clean and accurate information on which to modify and enhance actions driving the goal as well as bring constant improvement to the efficiency of workstreams.

Every workstream of activity as well as external actions of the IT community will be tracked by NITDA to bring about a full appreciation of the bulk of IT and IT-allied activities nationwide.
The data management system shall also serve state governments that have an interest in improving their IT ecosystems and local capacities in complementary policymaking.

III. Adoption of a workstream approach

A critical look at the various initiatives defined in the SRAP will show that effective implementation will be a major challenge if taken on a departmental basis as many aspects are cross-functional and involve different competencies. To address this and introduce dynamism into the implementation process, the Agency shall constitute a number of workstreams that will take primary ownership of the implementation process and activities. These workstreams will be composed of members/representatives from relevant business units in the Agency to champion activities indexed to their respective workstream(s).

The workstream approach offers the following benefits to implementing SRAP, among others:

- harmonisation of roles;
- interface with appropriate departments;
- smoother planning;
- optimised time allocation;
- responsibility creation;
- a furtherance of personnel skills, capacity, execution and knowhow;
- better interdepartmental collaboration;
- ensuring that all departments have a stake in the achievement of all goals; and
- cross-pollinating individual skills to make personnel more transferable.

Recognising that this approach is novel to the normal operations in the Agency, a change management process, prior to implementation, is adopted to internalise the need to function in this manner among personnel and ensure that it is not viewed as disruptive. The internalisation process is expected to involve the following initiatives:

1. sensitisation of staff through information sessions about the SRAP approach;
2. mock cross departmental collaboration exercises;
3. modification of performance appraisals to include workstream contribution; and
4. HR department monitoring and provision of refresher sessions, when needed.

ASSIGNED WORKSTREAMS

The identified workstreams are as tabulated below:

S/N	Workstream	Areas of Responsibility
1.	**Policy, Compliance and Government Engagement**	• Legal, policy and framework development. • High level government engagement and cooperation • Establishment of compliance channels
2.	**Infrastructure and Internal Capabilities**	• Hard design and construction • Network coverage • Allied specification creation
3.	**Human Capital, Content and Capacity**	• General upskilling of citizens • Provision of soft content for hard infrastructure investments • Design of management frameworks for hard infrastructure
4.	**Research and Development, Education and Emerging Technologies**	• Testing, POCs and new tech specifications • Enhancement of formal education system • Advanced upskilling
5.	**Funding and Partnerships**	• Development of funding programmes • Private sector partnerships • Downstream public partnerships (post policy engagement)
6.	**Enterprise Development and Growth**	• New business opportunities for enterprises • Increasing the IDE base • Increasing employment among enterprises
7.	**Monitoring, Data and Analysis**	• Creating the key foundation of data sources and management • Analysis, tracking and reporting • Creating pathways for other workstreams to report into it

Allocation of tasks to Assigned Workstreams

1. Policy, Compliance and Government Engagement

Strategic Pillar	Task code name	Title
Developmental Regulation	DR1	Review of IT legal and regulatory frameworks and adjust them to enhance digital economy
	DR2	Develop standards to improve quality of IT services to MDAs
	DR3	Develop framework for appropriate funding to catalyse innovation at all levels
	DR4	Develop framework for implementation and compliance to relevant regulations and guidelines such as NDPR, cloud policy, outsourcing, etc.
	DR5	Develop framework for the adoption of national blockchain technology and strategy
	DR6	Develop framework for catalysing the adoption of digital services/platform (emerging technologies) in leading sectors of the economy.
	DR7	Develop standards for mass digital literacy and skills acquisition
	DR8	Development and issuance of regulatory framework for the promotion of digitalisation of educational content
	DR9	Development of a regulation for the use of Public Key Infrastructure
	DR10	Design and develop a framework for collaboration with relevant partners to make NITDA's e -learning centres run effectively and sustainably
	DR11	To develop the guideline for the use of e-commerce services
	DR12	Develop framework for implementation of Government Digital Services (GDS)
Digital Literacy and Skills	DL2	Develop framework for digital capacity building of federal public servants
	DL6	Stakeholders consultative meeting with states and local government to support the goal of 95% digital literacy levels
Digital Transformation	DT1	Support the implementation of 1-gov services.ng
	DT4	Create access to Public Data for Innovation and Digital Economy Development (PDI-DED)
	DT5	Full digitalisation of NITDA using indigenous solutions
	DT6	Implementation of the national cloud policy
	DT7	Development of digital transformation plan for states
	DT8	Develop framework and implementation toolkits for measuring impact of digital technology deployment in FPIs
	DT11	Design and operationalise NITDA open data policy and portal
	DT12	Promotion of digital inclusion through diaspora engagement

Strategic Pillar	Task code name	Title
Digital Innovation and Entrepreneurship	**DE3**	Implementation of National Digital Innovation and Entrepreneurship Policy (NDIEP)
	DE6	Implement the national outsourcing strategic framework
Cybersecurity	**CS1**	Creation of framework for adoption of indigenous cybersecurity solutions
	CS2	Implementation of the information security and digital assets management guidelines for federal public service
	CS5	Establishment of local cybersecurity/ information security professionals certification authority/ body
Emerging Technologies	**ET3**	Design and develop a framework for collaboration with academia, and development partners to create centres of excellence in emerging technologies
Promotion of Indigenous Content	**IC1**	Sustain the deliberate focus to encourage local content in government IT projects
	IC3	Establish partnerships with relevant regulatory agencies
	IC6	Implementation of an African market access programme (through trade mission and research)
	IC7	Implementation of pilots for public sector innovation sandbox framework
	IC8	Institutionalisation of sectoral consumer protection forum
	IC10	Implementation of instruments for the creation of an indigenous software quality assurance industry in Nigeria

2. Infrastructure and Internal Capabilities

Strategic Pillar	Task codename	Title
Developmental Regulation	**DR4**	Develop framework for implementation and compliance to relevant regulations and guidelines such as NDPR, cloud policy, outsourcing, etc.
	DR9	Development of a regulation for the use of Public Key Infrastructure
	DR10	Design and develop a framework for collaboration with relevant partners to make NITDA's e -learning centres run effectively and sustainably
	DR12	Develop framework for implementation of Government Digital Services (GDS)
Digital Literacy and Skills	**DL2**	Develop framework for digital capacity building of federal public servants
	DL9	Development of massive open online courses through the NITDA Academy
Digital Transformation	**DT1**	Support the implementation of 1-gov services.ng
	DT2	Implementation of the Nigeria smart initiatives
	DT4	Create access to Public Data for Innovation and Digital Economy Development (PDI-DED)
	DT5	Full digitalisation of NITDA using indigenous solutions
	DT6	Implementation of the National Cloud Policy
	DT7	Development of digital transformation plan for States
	DT8	Develop framework and implementation toolkits for measuring impact of digital technology deployment in FPIs
	DT10	Implementation of national adopted village for smart agriculture
	DT11	Design and Operationalise NITDA Open Data Policy and Portal
Digital Innovation and Entrepreneurship	**DE7**	Creation of services portal for Nigerian IT professionals both at home and in the diaspora
Cybersecurity	**CS2**	Implementation of the information security and digital assets management guidelines for federal public service
	CS3	Harmonise National Public Key Infrastructure (PKI) implementation initiatives
	CS4	Capacity building training for national cyber defence team
Promotion of Indigenous Content	**IC7**	Implementation of pilots for public sector innovation sandbox framework
	IC9	Partner with private sector players to set up ODMs, and incentivise OEMs
	IC10	Implementation of instruments for the creation of an indigenous software quality assurance industry in Nigeria

3. Human Capital, Content and Capacity

Strategic Pillar	Task Codename	Title
Developmental Regulation	**DR7**	Develop standards for mass digital literacy and skills acquisition
	DR8	Development and issuance of regulatory framework for the promotion of digitalisation of educational content
	DR10	Design and develop a framework for collaboration with relevant partners to make NITDA's e -learning centres run effectively and sustainably
Digital Literacy and Skills	**DL1**	To create an ecosystem that will strengthen engagement in the public and private sectors towards achieving the targeted rate of 95% digital literacy (as specified in the NDEPS)
	DL2	Develop framework for digital capacity building of federal public servants
	DL3	Develop a program for bridging skills gap of IT technicians
	DL4	Introduction of young learners especially in underserved communities to the world of digital literacy
	DL5	Creation of capacity building schemes for digital entrepreneurship
	DL6	Stakeholders consultative meeting with States and Local Government to support the goal of 95% digital literacy levels
	DL7	Catch-Them-Young capacity building program
	DL8	Virtual and nano internship
	DL9	Development of massive open online courses through the NITDA academy
Digital Transformation	**DT3**	Facilitation of a digital inclusion program for People Living with Disabilities (PLWDs) and other digitally excluded people
	DT12	Promotion of digital inclusion through diaspora engagement
Digital Innovation and Entrepreneurship	**DE1**	Implement Technology Innovation and Entrepreneurship Support (TIES) Scheme
	DE2	Implementation of "MIT REAP"
	DE3	Implementation of National Digital Innovation and Entrepreneurship Policy (NDIEP)
	DE8	Organise hackathons/innovation challenge and conduct research to turn ideas into products and services
	DE9	Creation of a sustainable communication platform between government and the startup ecosystem
Cybersecurity	**CS4**	Capacity building training for national cyber defence team
	CS5	Establishment of local cybersecurity/ information security professionals certification authority/ body
Emerging Technologies	**ET1**	Development of the capacity of educational institutions on emerging technologies

Strategic Pillar	Task Codename	Title
	ET3	Design and develop a framework for collaboration with academia, and development partners to create centres of excellence in emerging technologies
	ET4	Design and pilot a scheme for acceleration of emerging technologies as part of the NYSC programme
	ET5	Capacity building programs on emerging technologies
	ET6	Introduction of creativity and innovation into teaching and learning STEAM education for capacity development in emerging technologies (IoT, robotics, quantum computing AI etc) with subsequent field applications.
Promotion of Indigenous Content	**IC9**	Partner with private sector players to set up ODMs, and incentivise OEMs
	IC10	Implementation of instruments for the creation of an indigenous software quality assurance industry in Nigeria

4. Research and Development, Education and Emerging Technologies

Strategic Pillar	Task codename	Title
Developmental Regulation	**DR5**	Develop framework for the adoption of national blockchain technology and strategy
	DR6	Develop framework for catalysing the adoption of digital services/platform (emerging technologies) in leading sectors of the economy.
Digital Literacy and Skills	**DL7**	Catch-Them-Young capacity building program
	DL8	Virtual and nano internship
	DL9	Development of massive open online courses through the NITDA academy
Digital Transformation	**DT1**	Support the implementation of 1-gov services.ng
	DT2	Implementation of the Nigeria smart initiatives
	DT4	Create access to Public Data for Innovation and Digital Economy Development (PDI-DED)
	DT5	Full digitalisation of NITDA using indigenous solutions
	DT6	Implementation of the national cloud policy
	DT8	Develop framework and implementation toolkits for measuring impact of digital technology deployment in FPIs
	DT9	Evaluate the impact of implemented smart initiatives.
	DT10	Implementation of national adopted village for smart agriculture
Digital Innovation and Entrepreneurship	**DE1**	Implement Technology Innovation and Entrepreneurship Support (TIES) Scheme
	DE2	Implementation of "MIT REAP"
	DE8	Organise hackathons/innovation challenge and conduct research to turn ideas into products and services
Cybersecurity	**CS1**	Creation of framework for adoption of indigenous cybersecurity solutions
Emerging Technologies	**ET1**	Development of the capacity of educational institutions on emerging technologies
	ET2	Collaboration and partnerships on the development of emerging technology projects/programs and POCs
	ET3	Design and develop a framework for collaboration with academia, and development partners to create centres of excellence in emerging technologies
	ET4	Design and pilot a scheme for acceleration of emerging technologies as part of the NYSC programme
	ET5	Capacity building programs on emerging technologies

Strategic Pillar	Task codename	Title
	ET6	Introduction of creativity and innovation into teaching and learning STEAM education for capacity development in emerging technologies (IoT, robotics, quantum computing, AI etc) with subsequent field applications.
Promotion of Indigenous Content	**IC2**	Establish partnerships with and between multinationals and indigenous companies
	IC5	Program for the adoption of home-grown innovation for a digital economy
	IC6	Implementation of an African market access programme (through trade mission and research)
	IC7	Implementation of pilots for public sector innovation sandbox framework
	IC10	Implementation of instruments for the creation of an indigenous software quality assurance industry in Nigeria

5. Funding and Partnerships

Strategic Pillar	Task codename	Title
Developmental Regulation	**DR3**	Develop framework for appropriate funding to catalyse innovation at all levels
	DR10	Design and develop a framework for collaboration with relevant partners to make NITDA's e -learning centres run effectively and sustainably
Digital Literacy and Skills	**DL1**	To create an ecosystem that will strengthen engagement in the public and private sectors towards achieving the targeted rate of 95% digital literacy (as specified in the NDEPS)
	DL3	Develop a program for bridging skills gap of IT technicians
	DL6	Stakeholders consultative meeting with states and local government to support the goal of 95% digital literacy levels
	DL7	Catch-Them-Young capacity building program
	DL8	Virtual and nano internship
	DL9	Development of massive open online courses through the NITDA academy
Digital Transformation	**DT3**	Facilitation of a digital inclusion program for People Living with Disabilities (PLWDs) and other digitally excluded people
	DT4	Create access to Public Data for Innovation and Digital Economy Development (PDI-DED)
	DT7	Development of digital transformation plan for States
	DT10	Implementation of national adopted village for smart agriculture
	DT11	Design and operationalise NITDA open data policy and portal
	DT12	Promotion of digital inclusion through diaspora engagement
Digital Innovation and Entrepreneurship	**DE1**	Implement Technology Innovation and Entrepreneurship Support (TIES) Scheme
	DE2	Implementation of "MIT REAP"
	DE3	Implementation of National Digital Innovation and Entrepreneurship Policy (NDIEP)
	DE4	Identification and prioritisation of areas of support for MSMEs
	DE5	Carry out periodic IT stakeholder engagement
	DE6	Implement the national outsourcing strategic framework
	DE7	Creation of services portal for Nigerian IT professionals both at home and in the diaspora
	DE8	Organise hackathons/innovation challenge and conduct research to turn ideas into products and services
	DE9	Creation of a sustainable communication platform between government and the startup ecosystem

Strategic Pillar	Task codename	Title
Emerging Technologies	**ET1**	Development of the capacity of educational institutions on emerging technologies
	ET2	Collaboration and partnerships on the development of emerging technology projects/programs and POCs
	ET3	Design and develop a framework for collaboration with academia, and development partners to create Centres of Excellence in emerging technologies
	ET4	Design and pilot a scheme for acceleration of emerging technologies as part of the NYSC programme
	ET6	Introduction of creativity and innovation into teaching and learning STEAM education for capacity development in emerging technologies (IoT, robotics, quantum computing, AI etc) with subsequent field applications.
Promotion of Indigenous Content	**IC2**	Establish partnerships with and between multinationals and indigenous companies
	IC3	Establish partnerships with relevant regulatory agencies
	IC4	Implement the "Nigeria is Ready Campaign" program
	IC5	Program for the adoption of home-grown innovation for a digital economy
	IC6	Implementation of an African market access programme (through trade mission and research)
	IC8	Institutionalisation of sectoral consumer protection forum
	IC9	Partner with private sector players to set up ODMs, and incentivise OEMs
	IC10	Implementation of instruments for the creation of an indigenous software quality assurance industry in Nigeria

6. Enterprise Development and Growth

Strategic Pillar	Task codename	Title
Developmental Regulation	DR3	Develop framework for appropriate funding to catalyse innovation at all levels
	DR6	Develop framework for catalysing the adoption of digital services/platform (emerging technologies) in leading sectors of the economy.
	DR10	Design and develop a framework for collaboration with relevant partners to make NITDA's e -learning centres run effectively and sustainably
	DR11	To develop the guideline for the use of e-commerce services
Digital Literacy and Skills	DL1	To create an ecosystem that will strengthen engagement in the public and private sectors towards achieving the targeted rate of 95% digital literacy (as specified in the NDEPS)
	DL2	Develop framework for digital capacity building of federal public servants
	DL3	Develop a program for bridging skills gap of IT technicians
	DL4	Introduction of young learners especially in underserved communities to the world of digital literacy
	DL5	Creation of capacity building schemes for digital entrepreneurship
	DL6	Stakeholders consultative meeting with states and local government to support the goal of 95% digital literacy levels
	DL7	Catch-Them-Young capacity building program
	DL8	Virtual and nano internship
	DL9	Development of massive open online courses through the NITDA Academy
Digital Transformation	DT2	Implementation of the Nigeria smart initiatives
	DT3	Facilitation of a digital inclusion program for People Living with Disabilities (PLWDs) and other digitally excluded people
	DT4	Create access to Public Data for Innovation and Digital Economy Development (PDI-DED)
	DT5	Full digitalisation of NITDA using indigenous solutions
	DT6	Implementation of the national cloud policy
	DT8	Develop framework and implementation toolkits for measuring impact of digital technology deployment in FPIs
	DT9	Evaluate the impact of implemented smart initiatives.
	DT10	Implementation of national adopted village for smart agriculture
	DT12	Promotion of digital inclusion through diaspora engagement
Digital Innovation and Entrepreneurship	DE1	Implement Technology Innovation and Entrepreneurship Support (TIES) Scheme
	DE2	Implementation of "MIT REAP"
	DE3	Implementation of National Digital Innovation and Entrepreneurship Policy (NDIEP)
	DE4	Identification and prioritisation of areas of support for MSMEs
	DE5	Carry out periodic IT stakeholder engagement

Strategic Pillar	Task codename	Title
	DE6	Implement the national outsourcing strategic framework
	DE7	Creation of services portal for Nigerian IT professionals both at home and in the diaspora
	DE8	Organise hackathons/innovation challenge and conduct research to turn ideas into products and services
	DE9	Creation of a sustainable communication platform between government and the startup ecosystem
Cybersecurity	**CS1**	Creation of framework for adoption of indigenous cybersecurity solutions
	CS5	Establishment of local cybersecurity/ information security professionals certification authority/ body
Emerging Technologies	**ET2**	Collaboration and partnerships on the development of emerging technology projects/programs and POCs
	ET3	Design and develop a framework for collaboration with academia, and development partners to create Centres of Excellence in emerging technologies
	ET4	Design and pilot a scheme for acceleration of emerging technologies as part of the NYSC programme
Promotion of Indigenous Content	**IC1**	Sustain the deliberate focus to encourage local content in government IT projects
	IC2	Establish partnerships with and between multinationals and indigenous companies
	IC4	Implement the "Nigeria is Ready Campaign" program
	IC5	Program for the adoption of home-grown innovation for a digital economy
	IC6	Implementation of an African market access programme (through trade mission and research)
	IC7	Implementation of pilots for public sector innovation sandbox framework
	IC8	Institutionalisation of sectoral consumer protection forum
	IC9	Partner with private sector players to set up ODMs, and incentivise OEMs
	IC10	Implementation of instruments for the creation of an indigenous software quality assurance industry in Nigeria

7. Monitoring, Data and Analysis

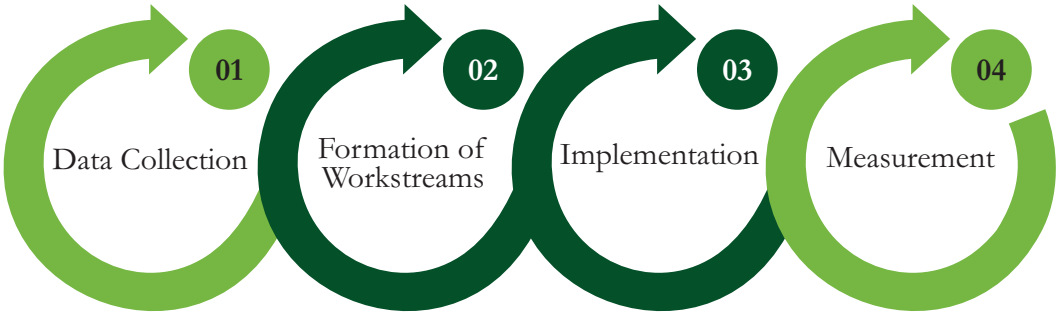
Strategic Pillar	Task codename	Title
Developmental Regulation	**ALL TASKS**	Data definition, management, collection, analysis and impact tracking for all tasks. Calculation of multiplier effects by incorporating and automating collection of 3rd party data. Creating easy data submission from all NITDA regulated entities.
Digital Literacy and Skills		
Digital Transformation		
Digital Innovation and Entrepreneurship		
Cybersecurity		
Emerging Technologies		
Promotion of Indigenous Content		

RHYTHM OF IMPLEMENTATION

To ensure consistency in both the mode of Roadmap implementation and the drive to achieve desired goals, a rhythm of work is drawn out below to govern activity and reporting, whilst providing flexibility in adaptation to potential changes.

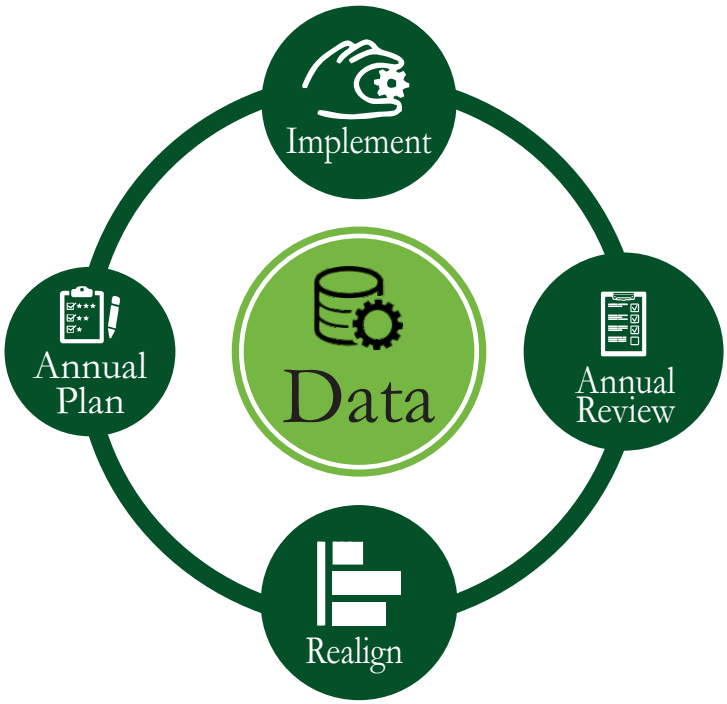
Operating Model

Illustrated below is the intended launch process for implementation.



Annual cycle of activity for every workstream

As details of implementation activities are annualised, below is an indicator of the annual cycle of work that each of the workstreams shall adopt. Embedded within are annual reviews that ensure accountability for delivery and performance. Realignments are provided for to ensure that workstreams remain competitive, dynamic and adaptable.



IMPLEMENTATION ADMINISTRATION

The NITDA SRAP 2021-2024 will be a multi-departmental initiative involving multiple dimensions of NITDA staff, cutting across various departments, units and subsidiaries. Both the planning (in some cases) and implementation workstreams would therefore require working across departmental boundaries. External support from other agencies or the private sector will be utilised as the need arises.

The implementation administration will have a single point accountability reporting directly to the Director General's office who will be accountable for the project implementation and ensure that SRAP 2021 - 2024 objectives are met. The implementation structure is detailed below:

I. Projects Steering Committee (PSC)

The PSC will consist of the following members:

- DG NITDA – Chairman
- Heads of Department, Units and Subsidiaries – Members

The PSC will meet at least 4 times a year for the first year of the implementation of SRAP and subsequently twice a year. However, the committee can be convened when necessary especially before and after emergencies that need to be addressed based on the recommendations from workstream leadership.

The PSC will be the apex decision-making body for SRAP 2021 - 2024. It will be responsible for:

- overseeing project implementation;
- deciding on key project issues;
- coordinating amongst supporting institutions at the federal or state level to ensure that the project is implemented in line with NITDA's vision;
- approval of annual implementation plans;
- decisions on recommendations forwarded by the workstream teams; and
- review of implementation progress reports submitted by the workstream teams.

II. Workstreams

Workstreams will consist of a lead and a team of desk officers. Each workstream will be headed by a staff with relevant skills and expertise in associated with their specific workstream. This ensures fluency between the projects steering committee and respective workstreams.

Workstreams shall also be made up of various desk officers drawn from every department responsible for the implementation of designated initiatives. The workstream will have the non-exclusive mandate of the management of the implementation of SRAP 2021 – 2024 projects assigned to them and also ensure that the objectives of SRAP are fully achieved in a timely manner.

It will be responsible, among others, for project management and implementation, monitoring and evaluation of the project, as well as reporting on progress and implementation issues to the projects steering committee (PSC). Its responsibilities will include:

- ensuring the overall implementation of task assigned to the workstream departments/units;
- providing general oversight and effective coordination among the MDAs involved with the project;
- creating all necessary interdepartmental alignments for efficient and effective project delivery;
- overseeing and coordination of workstream staff and activities and ensuring timely implementation, compliance to with SRAP requirements and adherence to agreed results;
- liaising with other relevant workstreams and technical departments;
- monitoring costs and financing and serving as a single point of tracking progress of implementation and outcomes; and
- providing reports and information to the project steering committee.

III. Project Monitoring & Implementation Support (Corporate Planning Strategy - CPS)

The CPS will support any of the workstream functions for effective and efficient performance and achievement of the relevant objectives. Specifically, it may assist in the following functions:

- conduct regular monitoring and evaluation of project performance;
- develop a management information system (MIS) for the project;
- continually update the monitoring and evaluation indicators;
- implement the monitoring and evaluation plan; and
- provide outside expertise on technical aspects.

POSTLUDE

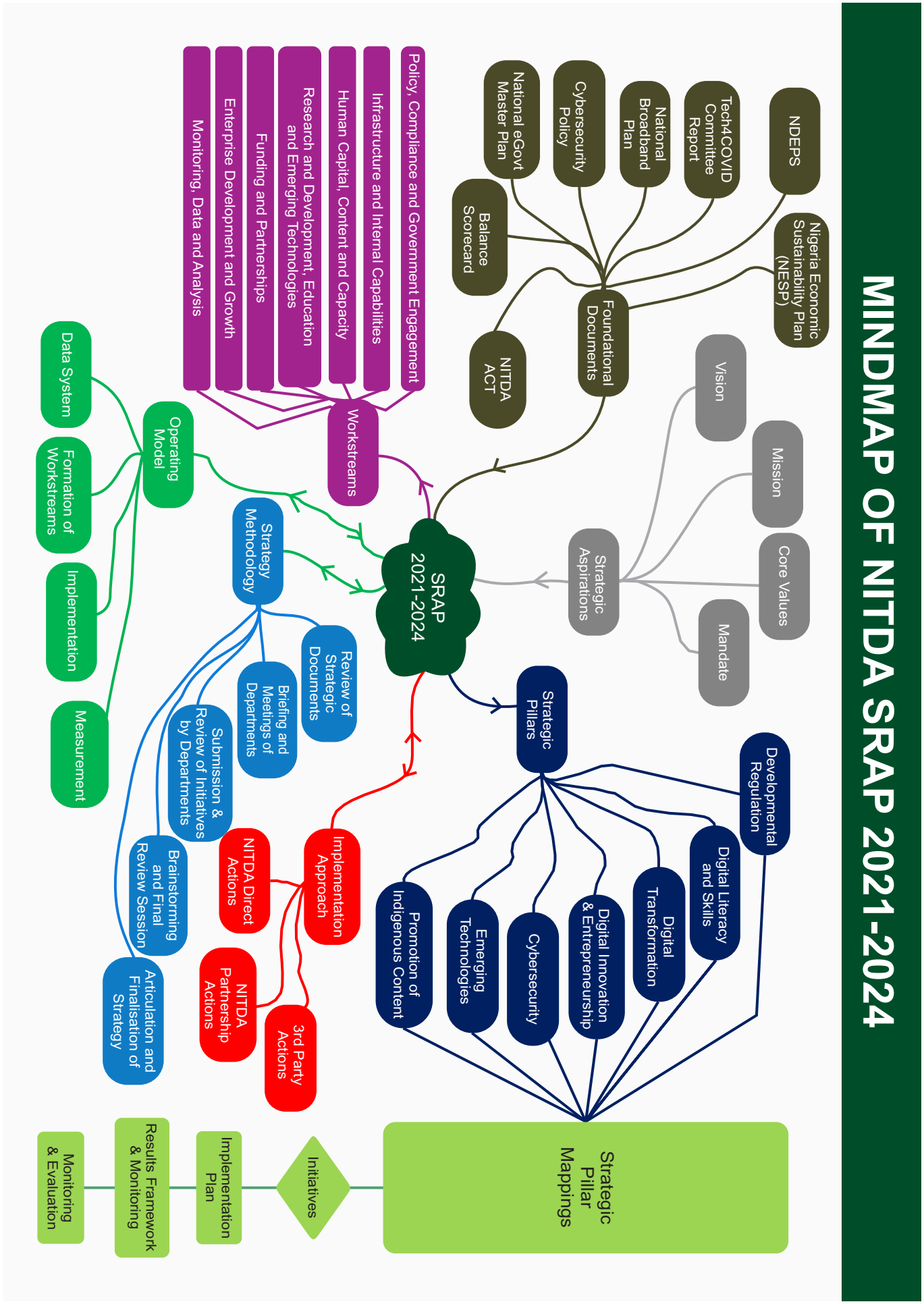
With the re-designation of Federal Ministry of Communications to Federal Ministry of Communications and Digital Economy as well as the launch of NDEPS, Nigeria has entered an irreversible trend towards becoming a digital economy. NDEPS has further provided an enabling policy to proactively galvanise early entrant gains towards making Nigeria a leading economy. This resonates well in an already fast changing technology landscape and the upheavals of 2020 accelerated the trends.

We have seen an upshot in the use of digital services, an ever-growing digital space, breaking new grounds in innovation; culminating in no fewer than two blockbuster international investments in Nigerian fintech. In the public space, efforts to grow and harmonise digital identity are rapidly yielding fruits as well as more digitalised citizens services.

These changes form the backdrop for the development of this SRAP 2021-2024. With the acceleration of change in the digital economy by the Honourable Minister of Communications and Digital Economy such as the implementation of digital identity, broadband network and digital financial services which are the bedrock that forms the digital economy. NITDA and the way it operates must evolve and be more flexible, to remain ahead of the curve in guiding the IT sector and fostering the application of IT in other sectors of the economy. This evolution is what the NITDA SRAP 2021-2024 has been designed to accomplish.

The thrusts of NITDA's strategic pillars have been realigned to embody NDEPS goals. However, a rigorous process of prioritising initiatives under this plan was undertaken. The Agency has enabled scope for new initiatives to emerge, or current ones to be revised as changes may occur over time. It is also noteworthy that this strategic plan places emphasis on the future in three key ways: through developing Emerging Technologies, investing in the youth, and collaboratively building up capacity in Research and Development.

Notwithstanding, SRAP also brings innovation into the way that the Agency works through the implementation of workstreams. This approach reinforces internal collaboration with a view to fostering external cooperation. We believe with all these put in place; the Agency will play a critical role in driving Nigeria into a sustainable digital economy as well as contribute to the creation of jobs for our teeming youths.


MINDMAP OF NITDA SRAP 2021-2024
NDEPS
Nigeria Economic Sustainability Plan (NESP)
Tech4COVID Committee Report
National Broadband Plan
Cybersecurity Policy
National eGovt Master Plan
Balance Scorecard
NITDA ACT
Foundational Documents
Vision
Mission
Core Values
Mandate
Strategic Aspirations
SRAP 2021-2024
Policy, Compliance and Government Engagement
Infrastructure and Internal Capabilities
Human Capital, Content and Capacity
Research and Development, Education and Emerging Technologies
Funding and Partnerships
Enterprise Development and Growth
Monitoring, Data and Analysis
Workstreams
Operating Model
Data System
Formation of Workstreams
Implementation
Measurement
Strategy Methodology
Review of Strategic Documents
Briefing and Meetings of Departments
Submission & Review of Initiatives by Departments
Brainstorming and Final Review Session
Articulation and Finalisation of Strategy
Strategic Pillars
Developmental Regulation
Digital Literacy and Skills
Digital Transformation
Digital Innovation & Entrepreneurship
Cybersecurity
Emerging Technologies
Promotion of Indigenous Content
Implementation Approach
NITDA Direct Actions
NITDA Partnership Actions
3rd Party Actions
Strategic Pillar Mappings
Initiatives
Implementation Plan
Results Framework & Monitoring
Monitoring & Evaluation

Abbreviations

ERGP	Economic Recovery and Growth Plan
FPIs	Federal Public Institutions
IDE	Innovation Driven Enterprises
IT	Information Technology
KPI	Key Performance Indicator
MIT REAP	Massachusetts Institute of Technology-Regional Entrepreneurship Acceleration Programme
MSMEs	Micro, Small and Medium Enterprises
NDIEP	National Digital Innovation and Entrepreneurship Policy
NDEPS	National Digital Economy Policy and Strategy (the current operational Government policy document for the ICT sector and the Nigerian digital economy)
NESP	Nigeria Economic Sustainability Plan
NIIEV	Nigeria ICT Innovation and Entrepreneurship Vision; comprises policy recommendations and incentives designed to strengthen the Nigerian technology entrepreneurship ecosystem
NITDA	National Information Technology Development Agency
PKI	Public Key Infrastructure
PLWDs	People Living with Disabilities
PPP	Public-Private Partnership
SMART	Specific, Measurable, Achievable, Realisable and Time-bound
SRAP	Strategic Roadmap and Action Plan
STEAM	Science, Technology, Engineering, Arts and Maths
Tech4COVID	A special committee set up by NITDA to assess the damage caused by the virus and how it could support tech companies
TIES	Technology Innovation and Entrepreneurship Support

Glossary

The following definitions have been adopted for the purposes of this document.

Digital Economy	Any aspect of the economy that is based on or driven by digital technologies. This means that it is based on digital and computing technologies. It essentially covers all business, economic, social and cultural activities that are supported by the web and other digital communication technologies.
Goal	A primary outcome to be reached within a timeframe.
Initiative	Implementable projects and programs designed to meet a specific objective.
Objective	Specific measurable actions to be taken in order to achieve a desired result.
Strategy	An elaborate and systematic plan of action.