

REPORT OF THE NIGERIA E-GOVERNMENT SUMMIT 2021, POWERED BY DIGISERVE NETWORKS SERVICES, IN PARTNERSHIP WITH THE ASSOCIATION OF LICENSED TELECOMS OPERATORS OF NIGERIA (ALTON), THE ASSOCIATION OF TELECOMS COMPANIES OF NIGERIA (ATCON), THE NIGERIAN COMMUNICATIONS COMMISSION (NCC), AND THE FEDERAL INLAND REVENUE SERVICE (FIRS), ABOUT E-GOVERNMENT ADOPTION IN NIGERIA, HELD ON WEDNESDAY SEPTEMBER 29, 2021 AT THE SHERATON HOTEL AND TOWERS, IKEJA, LAGOS.

1.0. Preamble

The Nigeria eGovernment Summit 2021, was held on Wednesday, September 29 at the Sheraton Hotel and Towers, Ikeja from 9 am to 5 pm. The hybrid summit had most of its participants physically present at the Lagos Sheraton Hotel, while some, including speakers, connected online. The eGovernment Summit was organised by DigiServe Newark Services, in partnership with the Association of Licensed Telecoms Operators of Nigeria (ALTON), the Association of Telecoms Companies of Nigeria (ATCON), the Nigerian Communications Commission (NCC) and the Federal Inland Revenue Service (FIRS), with the theme: eGovernment

Adoption In Nigeria: Opportunities And Challenges.

The eGovernment Summit has become a yearly programme, designed to bring together, government and technology providers, including the citizens who are the beneficiaries of the technology, in order to discuss the adoption of emerging technologies in e-governance, for the benefit of the citizens and for the growth of the Nigerian economy.

2.0. Objectives of The eGovernment Summit

The objectives of the eGovernment Summit are to:

- a. Build a mutually beneficial relationship between government and technology service providers that will impact citizens and the Nigerian economy.
- b. To encourage collaboration between government and technology service providers that will foster adoption of the right technologies for governance.
- c. To create awareness about technology adoption in governance
- d. To create more channels for revenue generation for the government, through the use of technology in tax collection.
- e. To grow capacity building and boost local content development through the use of technologies.

3.0. Attendees

This year's eGovernment Summit was well attended by industry stakeholders, which include government officials from various parastatals like Federal Inland Revenue Service (FIRS),

Lagos State Internal Revenue Service (LIRS), Other state revenue service, Association of Licensed Telecoms Operators of Nigeria (ALTON), the Association of Telecoms Companies of Nigeria (ATCON), the Nigerian Communications Commission (NCC), National Information Technology Development Agency of Nigeria (NITDA), Galaxy Backbone, various state governors who were represented, and the private sector organisation like Huawei, Rack Centre, MainOne, VDT Communications, ipNX, Infobip Nigerian, ATC Nigeria Wireless Infrastructure, Avanti Satellite Communications 9mobile, Globacom, MTN, Airtel, and the media, among others.

4.0. Welcome Address

The Executive Chairman, DigiServe Network Services, Engr. Lanre Ajayi, who welcomed stakeholders to this year's summit, stressed the importance of the summit, which he said, was designed to bring together, government and technology services providers to share experience on the need for technology adoption in governance.

According to Ajayi, technology service providers were not engaging the government enough and they were not coming up with adequate technology solutions that would enhance the delivery of e-government services.

"Those who suffer most from the lack of sufficient government engagement are the Nigerian citizens because citizens no longer get quality service delivery from government. Citizens are not getting quality service from the government because technologies are not efficiently deployed in government service deliveries. In order to bridge the gap, DigiServe decided to use its e-Government Summit platform to bring together, government and technology services providers to share experience on the way forward," Ajayi said.

After the welcome address, there were goodwill messages from industry stakeholders.

5.0. Keynote Presentations

This year's eGovernment summit had several keynotes, presented by government officials and members of the private sector organisation.

5.1. Huawei's keynote

One of the keynote speakers, Mr. Hong-Eng Koh, who is the Global Chief Public Services Industry Scientist, Enterprise Business Group at Huawei Technologies, spoke of his experience about eGovernment, using Singapore as an example of countries that have successfully implemented eGovernment strategies.

He stressed the importance of ubiquitous internet access in driving eGovernance, and the need for government to make online businesses user-centric in order to fully engage the citizens. He said the government must be transparent and should offer a platform that is a one-stop shop for various government transactions. He also said connectivity

remained key and that every government seeking to adopt eGovernment, must also ensure connectivity to all databases to enable citizens to have unhindered access to databases when they are in search of information. According to Koh, each country seeking to adopt eGovernance, must develop a national portal where all the captured citizens' data are stored and retrieved when needed. He also spoke about the convergence of all national databases into a single database for easy access. He listed five stages of eGovernance that Singapore adopted 20 years ago, which are Emerging eGovernance, Enhance eGovernance, Interactive eGovernance, Transformational eGovernance and the Integrated eGovernance. He concluded by saying that all transactions of government are means to an end, and emphasised the need for collaboration between government and the citizens.

5.2. NITDA's Keynote

The Director-General of NITDA, Dr. Kashifu Inuwa Abdullahi, was represented by a senior management staff of NITDA, Dr. Vincent Olatunji, who connected virtually to the summit and delivered the keynote address on behalf of NITDA's Director-General.

Abdullahi stressed the need for technology adoption across Ministries, Departments and Agencies (MDAs) of government in order to promote effective delivery of government services to the citizens. He said NITDA, which has the responsibility to oversee Information Technology (IT) development in the country, would continue to support technology adoption for efficient service delivery in the digital age. According to him, in 2012, NITDA developed the National E-Government Master Plan, which he said was signed by President Muhammadu Buhari in 2019, that sets the well-documented plan for eGovernment in Nigeria. He said NITDA was already working with relevant government agencies for the successful implementation of the National eGovernment Master Plan. "Aside from the National eGovernment Master Plan, Nigeria also has the National Digital Economy Policy and Strategy, which was championed by the Minister of Communications and Digital Economy, Dr. Isa Ibrahim Pantami. With these two documents, NITDA is working hard to harness them for effective delivery of government services to the people. NITDA has set up working groups that will drive the implementation of these policies across MDAs, and 200 MDAs have been brought together, including the over 429 staff of the MDAs to champion the implementation of the policies, geared towards making government services available to the people," Abdullahi said.

He also spoke about the National Digital Economic Policy and Strategy (NDEPS), which he said was also promoting effective service delivery of government services to the people.

Abdulahi however spoke about some challenges to the effective delivery of government services, such as lack of access to Right of Ways (RoWs), as a result of the high cost of RoWs imposed by some state governments. He said while some states like Jigawa and Kano are giving free access to RoWs to InfraCos, some other states have maintained the agreed rate of N145 per linear metre, while some states still charge exorbitantly for RoWs. He however assured the participants that government would adopt local content development and build local capacity while building security around government activities in order to protect online activities. He called on the private sector to collaborate with the government to create awareness for IT development in Nigeria.

5.3 NCC's Keynote

The Executive Vice Chairman of NCC, Prof. Umar Garba Danbatta who also delivered a keynote speech at the 2021 eGovernment Summit, but was represented by the Executive Commissioner, Stakeholders Management at NCC, Barr. Adewolu Adeleke, said he was highly honoured to deliver the keynote address and to participate in the summit, themed: “e-Government in Nigeria: Opportunities and Challenges”. According to Danbatta, “No doubt, e-Governance is an essential component of the Digital Economy and its discussion at the 2021 eGovernment Summit, demonstrates Nigeria’s collective commitment to the realization of the full potentials of the Digital Economy in Nigeria.”

He quoted (Kollmann & Kayser, 2010) in their book that defined eGovernment as “the facilitation of G2G (Government-to-Government), G2C (Government-to-Citizen), and G2B (Government-to-Business) (and vice versa) processes by means of information technology. This, he said, includes not merely information processes but also communication and, more importantly, transaction processes.”

Danbatta said governments are functioning more effectively – through the adoption of ICT to provide access to automated services so that public welfare services are available to all citizens.

According to him, direct access to government services has reduced the involvement of middlemen and significantly reduced corruption in the provision of government services. He said NCC had been working assiduously with all stakeholders to deepen penetration of broadband infrastructure and services that support the growth of eGovernance and other critical Digital Economy objectives throughout Nigeria.

“In this regard, we recently unveiled our Strategic Vision Plan (SVP 2021-2025) which enables us to more effectively align our efforts with the National Digital Economy Policy and Strategy (NDEPS) and global best practices. Leveraging on the successes we achieved under our previous SVP, we are repositioning both the commission and the entire industry to facilitate the availability of solid infrastructure and to proliferate digital platforms which effectively and efficiently enable digital inclusion throughout Nigeria,” Danbatta further said in his keynote address.

5.4. FIRS Keynote

The Federal Inland Revenue Service (FIRS), is another government agency that delivered the keynote address at the 2021 eGovernment Summit.

The Executive Chairman, Federal Inland Revenue Service (FIRS), and Chairman, Joint Tax Board (JTB), Mr. Muhammad Nami, who was represented at the summit by the Group Lead, Digital Support Group at FIRS, Mrs. Chiaka Ben-Obi, spoke on the benefits of technology adoption by the federal government to enhance eGovernment service delivery.

Nami said technology remained a key enabler and the cornerstone of any nation’s development, thus providing huge opportunities for eGovernment service deliveries.

According to Nami, “The path to the successful implementation of eGovernment is complex, sometimes requiring legislative support, effective design of administrative and technical procedures, and extensive consultation processes with key stakeholders. FIRS is ready to partner with Ministries, Departments and Agencies (MDAs); Technology Companies and Multinational Organizations and other stakeholders, for eGovernment initiatives that will increase tax compliance, increase revenue generation and accelerate Nigeria’s economic growth.”

He however listed some of the challenges to technology adoption by the government to include: Implementation of legislation to support the MDAs in achieving its target; Multiple vendors and systems; High cost of technology adoption and Internal resistance to change, among others. While sharing the experience of FIRS in technology adoption for easy delivery of government services, Nami said: “FIRS is not ready to be left behind in this wave of transformation. Hence, it has been undergoing transformation to tackle the demands by re-engineering its processes and adopting emerging technologies to improve taxpayer experience; strengthen the institution, increase its revenue generation capability and ultimately economic development of Nigeria.” He however said for any organisation, institution, or government to gain from the benefits of adopting ICT, technology must be implemented and used effectively.

Nami said the FIRS has embraced technological advancement by implementing a range of ICT initiatives to drive revenue generation in order to sustain national development. He listed some of the initiatives to include: Deduction of Value Added Tax (VAT) at source enabled by legislation – Finance Act 2019 & 2020; Taxation of entities with a significant economic presence in Nigeria; Information Exchange with:

States of Internal Revenue Service through JTB; Corporate Affairs Commission (CAC) via Stamp Duty platform; Real-time Validation and Verification of corporate companies for Registration with FIRS and embedding of TIN on the registration certificates of companies by CAC;

Nigeria Customs Service (NCS) via Trade Portal; Automatic Exchange of Information (AEOI) with Banks, among others.

He said the benefits of adopting eGovernment framework in FIRS has been immense, resulting in online filing of taxes by taxpayers; Easy remittance of taxes by taxpayers; Accountability in tax administration; Improved service delivery to taxpayers; Increased Revenue generation capability; Smooth and automatic exchange of data and information; Improved technology-based compliance control, among others.

Nami however highlighted some of the challenges of adoption of technology for eGovernance by FIRS to include: Speedy revision and implementation of legislation to support the MDAs in achieving its target; Having to deal with multiple vendors and systems – no single off-the-shelf solution; High cost of procuring and maintaining technology investment; Low adoption of technology if there are no effective follow-up and enforcement measures among others.

In spite of the challenges, Nami said the opportunities are of immense value, as technological advances for eGovernment presents huge opportunities. “It is a key enabler, and the cornerstone of any nation’s development, thus, adoption is key,” Nami said.

6.0 Panel Sessions

The 2021 eGovernment Summit, had four different panel sessions that discussed industry issues on the use of technology for tax administration, how technology can drive connectivity in government circles, how to attain international best practices in eGovernment through technology adoption, as well as issues about the Lagos State eGovernment use cases about eGovernment processes.

6.1. First Panel Session

The first-panel session discussed the use of technologies in tax administration.

The panel session was chaired by the Group Lead, Digital Support Group at FIRS, Mrs. Chiaka Ben-Obi, who represented her boss, the Executive Chairman, Federal Inland Revenue Service (FIRS), and Chairman, Joint Tax Board (JTB), Mr. Muhammad Nami.

Members of her panel include Mr. Kola Okunola, Director at FIRS; Rasheed Olu-Ajayi, Assistant Director, ICT at the Lagos State Internal Revenue Service, who represented Mr. Ayodele Subair, the Executive Chairman, Lagos State Internal Revenue Service; Mrs. Shade Omoniyi, the Executive Chairman of Kwara State Internal Revenue Service; Dr. Zaid Abubakar, Executive Chairman, Kaduna State Internal Revenue Service; Mr. Adegbite Ademikanra, Executive Chairman, Osun State Inland Revenue Service; and Mr. Olumuyiwa Eleazar Ogunmilade, Executive Chairman, Ekiti State Internal Revenue Service. The lead paper was presented by Dr. Zainab Gobir, Head of Innovations, Initiatives and Interventions at the Federal Inland Revenue Service (FIRS), which was discussed by the panelists. In the lead paper, Dr. Zainab Gobir highlighted the use of technologies in tax administration. According to her, Nigeria is the fifth most populous country in the world, which could transcend to Nigeria being the fifth wealthiest nation in the world. She however said that has not been the case with Nigeria. She said Nigeria must be represented globally and should be able to use modern technologies to drive its tax administration in order to generate more revenue for the government. She said global nations were already using technology to grow their economies. She said Nigeria remained blessed with different natural resources, which could be converted to huge businesses and wealth, through the use of technologies. She said if there were insufficient businesses in the country, the FIRS would not have enough businesses to task and the government would not be able to generate much money from taxes. She said: "Nigeria has the population and should be able to develop several indigenous businesses that are taxable to generate money for the government."

The panelists who discussed the lead paper said there was a need for Nigerians to think out of the box to develop businesses that would make them employers of labour. They also advised FIRS to be more technology-savvy in their tax collection process.

The panelists stressed the need for accurate data gathering to drive relevant applications that would help to identify taxable businesses in the country. The Lagos State Internal Revenue Service decried the situation, where less than five million taxpayers are captured in the tax data record of Lagos State, whereas the state has over 20 million population, thus depriving the state of huge sums of money that would have been paid as tax if the data of all taxable adults was

well captured by the state government. The panel was of the opinion that if the states generate sufficient money from taxes, there would be enough money for the state to develop infrastructure that would benefit the citizens.

6.2. Second Panel Session

The second-panel session, which was chaired by the Head of Marketing at MainOne, Mr. Mojeed Aluko, who represented his boss, the CEO of MainOne, Ms. Funke Opeke, discussed positioning telecoms infrastructure for eGovernment deployment. Members of the panel include Mr. Alan Sinfield, Managing Director/CEO, 9mobile; Mr. Segun Okuneye, Divisional CEO, ipNX Business; Engr. Toyin Asaju, Director, Spectrum Administration at the Nigerian Communications Commission (NCC); Mr. Martin Effiong, Senior Operator Partnerships Manager at infobip Nigeria; Mr. Valentine Chime, Managing Director, inq.Digital Nigeria Limited; Mr. Karl Olutokun Toriola, Managing Director/CEO, MTN Nigeria; Mr. Yemi Oshodi, Managing Director, Information Connectivity Solutions Limited (ICSL) and Mr. Biodun Omoniyi, the Group Managing Director, VDT Communications, who delivered the lead paper for the panel discussion. Omoniyi, in his lead paper, discussed broadband penetration, data generation, telecoms infrastructure and government policies. According to him, all these would enable the government to deliver quality services to the masses, and boost eGovernance in Nigeria. He defined eGovernance as the application of Information Technology to the processes that will improve government functions in smart and transparent ways. To achieve this, Omoniyi said connectivity would play a key role. He spoke on the need for automation and digitisation of government services, which he said, would increase efficiency and reduce corruption in government circles. He said VDT developed a robust infrastructure that supports government services. While discussing the lead paper, the panelists stressed the need for the security of government infrastructure to enable better delivery of government services. The panelists said the government must leverage ICT to provide quality services to the people. They decried the situation where most government agencies still operate manually with lots of paperwork and file carrying, instead of leveraging on emerging technologies to provide quality services to the people. The panelists suggested that connectivity intelligence should be imbibed as a culture among government agencies. They advised that access to connectivity be made available to all Nigerians, especially to those in hinterlands and rural communities.

6.3. Third Panel Session

The third-panel session, which discussed international best practices in eGovernment, was chaired by the Executive Commissioner, Stakeholders Management at the Nigerian Communications Commission (NCC), Bar. Adewolu Adeleke. Members of the panel include Mr. Ladi Asuni, Partner and Lead for Emerging Technology at KPMG, who delivered the first lead paper for the session; Engr. Olusola Teniola, the National Coordinator, Alliance for Affordable Internet (A4AI), who delivered the second lead paper for the session. Other panel members were Mr. Olatayo Ladipo-Ajayi, Country Manager, Infobip Nigeria; Mr. Reuben Oshomah,

Regional Director, West Africa for Avanti Satellite Communications; Mr. Mohamad Darwish, Chief Executive Officer, IHS Nigeria; Mr Fargani Tambeayuk, Africa Public Policy Manager, Connectivity, Facebook, Mr Errol Ambler-Smith, Managing Director, ATC Nigeria Wireless Infrastructure Limited and Mr Hong-Eng Koh, who is the Global Chief Public Services Industry Scientist, Enterprise Business Group at Huawei Technologies.

In the first lead paper, Asuni talked about the need for citizens to engage with the government in order to access government services. He said the technology would help citizens to reach out to their representatives in government and also afford them the opportunity to do business with ease while remitting taxes promptly. He said eGovernment would continue to enable government business and foster collaboration among government agencies.

He listed eight factors that could enhance international best practice in eGovernment to include: Accelerated modernisation of legacy technologies; Adoption of Cloud Technology; Attracting Security; Incorporation of one-stop-shop to access government services; Agility and responsiveness in time of crisis; and Building a viable workforce; Establishment of Open Data. He called for visionary leadership on the part of the government in order to drive eGovernment services.

In the second lead paper, Teniola talked about governance, public-private partnership and international best practices in eGovernment. He said eGovernment would need a lot of energy and commitment on the part of the government. He urged the government to engage widely with the private sector to enhance eGovernment services. He said eGovernment would lead to positive interaction of the public, and he gave examples of international best practices of eGovernment strategies with Singapore. He advised that government must develop digital skills and adopt the Public-Private Partnership (PPP) approach in implementing eGovernment strategies.

While discussing the two lead papers of the session, Tambeayuk from Facebook, one of the panelists who connected via Zoom, said: "eGovernment relates to how government interacts with the citizens and Facebook has developed tools that will help government interact effectively with the citizens." Another panelist, Ladipo-Ajayi from Infobip Nigeria who also connected via Zoom, talked about the growth indices of eGovernment across continents and stressed that Africa must be ready for eGovernance. He however stressed the need for citizens engagement by the government in order to achieve more with eGovernment strategies.

Other panelists like Reuben Oshomah from Avanti Satellite, and Mr Hong-Eng Koh, the Global Chief Public Services Industry Scientist, Enterprise Business Group at Huawei Technologies, who were physically present at the panel session, also discussed the lead papers presents at the session. Oshomah said several Nigerians were not connected and do not have access to government services that are already online. Ha said Avanti Satellite was determined to address such connectivity challenges through its satellite service offerings, in order to give connectivity access to many Nigerians.

Hong-Eng Koh, who cited the case of successful eGovernment countries across the globe, said the countries that were successful with their eGovernment implementation strategies, leveraged data, alongside with the adoption of workable technologies that support eGovernment. He said Huawei believed strongly in driving eGovernance through technology and has supported technology training of young Nigerians, to enhance eGovernment in Nigeria.

6.4. Fourth Panel Session

The fourth panel session, which discussed the Lagos State eGovernment Use Cases, was chaired by Engr. (Mrs.) Bisoye Coker-Odusote, General Manager/CEO, Lagos State Infrastructure Maintenance and Regulatory Agency (LASIMRA). Members of the panel include Prince Adedamola Docemo, Managing Director, Lagos State Signage and Advertising Agency (LASAA); Engr. Ibilola Kasumu, General Manager, Lagos State Residents Registration Agency (LASTRA); Engr. Mumuni Adekunle Badmus, Managing Director, Lagos State Water Corporation and Mr Mukhtar Tijani, Lagos State Electricity Board.

The panel said the adoption of the Lagos State eGovernment Use Case was apt because Lagos State has gone ahead of other states in implementing successful eGovernment strategies. Docemo from LASAA, who was represented, said LASAA implemented several solutions that enabled citizens to interact effectively with the government online, without physically appearing in any of the agency's offices in Lagos. The panel members said Lagos State had thought the use of Global Positioning System (GPS) to mapped the entire Lagos to generate data that would help the ease of eGovernance in the state. Other panelists said eGovernment must reflect and address the challenges of the citizens, especially in accessing government services, which they said, was exactly what the different agencies in Lagos State was set up to achieve.

7.0 Observed Challenges

Participants at the 2021 eGovernment Summit, raised some of the challenges militating against the adoption of technology for easy delivery of government services to the people. Representatives from FIRS, for instance, identified the lack of speedy revision and implementation of legislation to support the MDAs in achieving its target; The inability to deal with multiple vendors and systems; High cost of procuring and maintaining technology investment; Low adoption of technology, and less effective follow-up and enforcement measures among others.

Representatives from NCC identified some barriers to investment, such as multiple taxation and regulation, arbitrary pricing of bottleneck resources like Right-of-Way (RoW), time-consuming and unfriendly approval processes, among others. These factors, they said, discourage investments in digital infrastructure and reduce the speed at which telecoms operators provide people with access to seamless digital service infrastructure for eGovernance and other services. NITDA representative also identified the lack of access to Right of Ways (RoWs), as a result of the high cost of RoWs imposed by some state governments. He decried a situation where some states still charge exorbitantly for RoWs, while others like Jigawa and Kano states are giving free access of RoWs to InfraCos, and some other states have maintained the agreed rate of N145 per linear metre charge.

Participants also identified insufficient business in Nigeria that should have attracted revenue to the government, through taxes. Participants also identified insufficient IP addresses to businesses, thereby depriving FIRS of tracking businesses that are taxable in order to generate more money for the government.

They observed that the use of technology has blocked all avenues of tax evasion, and stressed the need for more technology adoption across all government workers. They observed a lack of accurate and sufficient data of citizens, which they said has helped the majority of Nigerians to successfully evade tax payment to governments. The participants also observed that online businesses in Nigeria were not been taxed because of a lack of proper data.

The summit also observed that most government agencies still operate manually with lots of paperwork and file carrying, instead of leveraging on emerging technologies to provide quality services to the people.

8.0 Recommendations

Some of the recommendations from the summit include:

1. Government should adopt emerging technologies that will help it to deliver its services seamlessly to the Nigerian citizens.
2. Government should adopt local content development and build local capacity while building security around government activities in order to protect online activities.
3. Participants stressed the need for the private sector to collaborate with the government in order to create awareness for IT development in Nigeria.
4. Nigeria must develop businesses that are taxable in order to grow revenue generation.

5. Participants recommended the issuance of IP addresses to businesses to enable FIRS to track such businesses and tax them in order to generate more income for the government.
6. FIRS advised Nigerians to take advantage of tax palliatives offered by FIRS, through its TaxProMax solution, in order to boost their businesses.
7. There should be training and re-training of government workers at the local, state and federal levels to make them think differently and be more productive in managing government businesses.
8. Government should develop sufficient data of citizens in order to identify those who are capable and eligible to pay their taxes.
9. Government should use Artificial Intelligence technology to develop enough data of people, especially those involved in e-Commerce and online businesses, in order to tax them and generate more money for the government.
10. Nigerians need social security numbers to enable the government to profile taxable adults.
11. Federal government needs synergy to develop a proper tax system that will generate money for the government.
12. Nigeria needs robust connectivity to drive automation and digitisation of government services that will increase efficiency and reduce corruption in government circles.
13. Government must provide enabling environment for eGovernance to thrive, through the provision of physical infrastructure that will support the nationwide connectivity process.
14. Government should ensure that all 774 LGAs in Nigeria, are digitally connected, to enhance e-government activities in rural communities.
15. Government should partner with telecoms operators to reduce Right of Way (RoW) changes and protect telecoms facilities that will enhance e-governance.
16. Connectivity should be a top priority to drive digital transformation
17. Nigeria needs national backbone infrastructure to transmit broadband connectivity from the shores of the country to the hinterlands and rural communities.
18. Government should empower Nigerian youths with technologies that will enhance cost-effective connectivity.
19. Government should provide cost-effective satellite services that will drive faster connectivity.
20. The need to sustain investments in priority areas, should be addressed by the government at all levels.
21. Government should develop digital skills and adopt the Public-Private Partnership (PPP) approach in implementing eGovernment strategies.
22. Government must endeavour to treat customers with care and convert unwilling customers to willing customers in order to drive eGovernment in Nigeria.