THE FRAMEWORK OF THE NATIONAL BROADBAND ALLIANCE FOR NIGERIA (NBAN)

Introduction

The National Broadband Alliance for Nigeria (NBAN) is a collaborative initiative designed to **accelerate broadband adoption and internet consumption** in critical public institutions, foster stakeholder collaboration, promote sustainable development, advocate for policy change, and enhance digital inclusion across Nigeria. The framework integrates proposals from various stakeholders to harmonise key components to drive the nation towards a digitally empowered future.

In line with the White Paper 2024/01 (January 2024) of the Honourable Minister of Communication, Innovation, and Digital Economy (HMoCIDE), 'Broadband Access for All, Deepening Nigeria's National Backbone and Middle Mile Infrastructure,' the National Broadband Alliance for Nigeria (NBAN) is a multi-stakeholder collaboration aimed at spearheading a concerted effort to achieve nationwide broadband adoption and consumption. Recognising the critical role of broadband in economic development, the alliance will bring together key stakeholders from the public and private sectors, as well as civil society, to develop sustainable business models collaboratively. These models will drive the adoption and consumption of the Internet in key critical public institutions: schools, hospitals, government offices, libraries, and markets across the nation.

Current State of Broadband in Nigeria

Nigeria's broadband landscape faces challenges such as affordability, device access, digital literacy gaps, and lack of relevant local content, which limit actual usage despite infrastructure availability. These issues are compounded by market viability concerns in low-income and rural areas. The main explanation for poor return on investment in many areas is the low or non-consumption of internet services, particularly in rural and underserved communities.

The Consumption Gap

The cost of broadband services and digital devices used to assess those services makes them unaffordable in low-income and rural areas. Furthermore, the lack of localised direct application of digital skills and knowledge among significant portions of the population in these areas further reduces the demand and usage of broadband infrastructure.

Some of the identified gaps within the scope of the NBAN include:

1. Affordability gap
2. Accessibility gap
3. Digital literacy gap
4. Local content gap

The National Broadband Alliance of Nigeria (NBAN)

The alliance will serve as a platform for government agencies, communication and telecommunication companies, technology providers, grassroots stakeholders, and civil society organisations to coordinate efforts and share resources in support of the Ministry's agenda for the nationwide increase in consumption of broadband services. With the national desk at NCC, the NBAN nodes hosted by state governments will work to streamline processes

and resolve identified issues hindering the consumption of broadband networks. Furthermore, the alliance will promote digital inclusion and an increase in the use of digital goods and services. The alliance will also collaborate with international partners and organizations to leverage expertise and resources for accelerated implementation and adopt a phased approach, with short-term, medium-term, and long-term goals that align with the National Broadband Plan.

This document establishes a comprehensive framework for the optimization of broadband utilization and facilitation of adoption across deployed infrastructure under the National Broadband Alliance, considering initiatives (774 LGs Project, World Bank Initiatives, USPF, and BISC Report on NNBP Deployment) in place that will impact the actualization of deploying broadband in line with the White Paper. It will guide the pilot of the program before its expansion nationwide.

Objectives of the National Broadband Alliance for Nigeria (NBAN)

1. Facilitate stakeholder collaboration for inclusive usage of broadband.
2. Facilitate the adoption of available broadband infrastructure to support increasing data demands, ensuring that citizens in all the 774 LGAs in the Federal Republic of Nigeria have the skills, tools, and incentives to use broadband services.
3. Promote and develop additional sustainable business models that provide a reasonable return on investment.
4. Drive the consumption of digital goods and services in areas of newly deployed infrastructure.
5. Ensure effective use of broadband in key government facilities (Schools, Hospitals, MDAs, public libraries, etc) to improve service delivery and citizen engagement.
6. Establishment of local NBAN nodes in all the states of the Federation

Scope of the National Broadband Alliance for Nigeria (NBAN)

The initial pilot phase of the Alliance will coordinate stakeholder efforts to stimulate broadband consumption in eight (8) selected states as part of a pilot initiative, leveraging existing infrastructure and services provided by implementing partners. Upon successful completion of this phase, the programme shall be extended to the other states, also in phases, of the Federal Republic of Nigeria. The selected states for the pilot phase are Abia, Borno, Edo, Imo, Kwara, Katsina, Nasarawa, and Ogun.

The eight (8) states selected have been considered using their present broadband investment and management of fibre optic challenges in their respective state, such as waiver of the Right of Way fee.

In executing the NBAN programme, the alliance shall:

1. **Build Stakeholder Relationships:** Create partnerships between government agencies, private sector players like the MNOs, donor organisations, civil society, and other relevant stakeholders.
2. **Conduct research and write papers to establish a single source of truth on Digital Consumption in Nigeria**: The alliance will carry out and disseminate research, aggregate data, verify narratives, and ensure that data on consumption and literacy gaps are accurate.
3. **Build Capacity and Educate:** Organize comprehensive digital literacy and technical training programs for local government officials, while promoting digital inclusivity by equipping the public with the necessary tools and knowledge to use the deployed infrastructure effectively.
4. **Foster Digital Inclusion:** The alliance will drive digital Inclusion for all segments of society by establishing community access points and engaging community leaders in planning and implementing initiatives tailored to improve local broadband consumption.
5. **Supporting Local Content**: The alliance will foster the development of local content that resonates with the local population. This approach will drive demand and increase the consumption of broadband services by enhancing the appeal and perceived value of internet access.
6. **Policy and Regulation:** Advocate for and implement policies that support rapid uptake and productive usage of broadband infrastructure provided by stakeholders, such as granting right-of-way waivers, reducing multiple taxation, providing incentives for indigenous manufacturers and local content developers, driving affordability of devices, promoting the widespread adoption and increased implementation of digital identities (NIN, BVN), enhancing online security and safety.
7. **Foster collaboration with all levels of government:** Create robust partnerships with State Governments and Local Governments, to tailor broadband services to their specific public services roles, from health care and education to infrastructure development and social welfare programs.
8. **Drive Sustainability and Innovation:** Promote and develop additional sustainable business models that ensure the long-term viability of broadband services, positive return

on investment, and encourage innovative practices within the industry to improve service delivery and efficiency.

9. **Monitor, Evaluate, and Iterate:** Establish monitoring and evaluation mechanisms to track the effectiveness of broadband deployments and usage across the LGAs. Additionally, implement regular reporting and feedback mechanisms to keep all stakeholders informed and engaged in the continuous improvement of broadband deployment and digital inclusion strategies.

10. **Ensure Comprehensive Local Government Connectivity:** Ensure the consumption of high-quality broadband infrastructure to all 774 Local Government Secretariats in Nigeria

NBAN Framework

The NBAN framework is structured into distinct stages, each addressing critical aspects of broadband development:

1. Foundation and Stakeholder Engagement:
   a. Establish stakeholder collaboration mechanisms to identify gaps and bottlenecks, ensuring inclusivity and diversity of representation.
   b. Foster partnerships with state governments, private sector entities, and international organizations to address the gaps identified above.
   c. Identify nodes for grassroots engagement and effective coordination.

2. Assessment and Resource Allocation:
   a. Conduct comprehensive evaluations of existing broadband infrastructure and consumption.
   b. Explore funding options and investment opportunities through domestic and international partnerships.
   c. Define resource requirements for sustainable operation.

3. Policy and Regulatory Support:
   a. Advocate for policy adoption to create an enabling environment for investment and innovation.
   b. Streamline regulatory processes and introduce incentives for broadband usage, especially in non-viable areas (economically disadvantaged, underserved, and unserved).
   c. Learn from past models to avoid loopholes and ensure workability.

4. Incentivisation and Capacity Building:
   a. Incentivisation for the provision of services in non-commercially viable areas.
   b. Supporting sustainable business models.
   c. Identification and assessment of desired skills for citizens.
   d. Establish efficient structures and procedures to support policy and regulations.

5. Pilot Implementation and Evaluation:
   a. Conduct pilot projects to test broadband adoption strategies and gauge their impact on broadband usage.

b. Monitor and evaluate projects to assess effectiveness and address challenges.
c. Establish criteria for partner coordination, service adoption pilots, and state-level digital inclusion programs.

Stakeholders

Stakeholders are an integral part of the alliance. They are critical to solving the bottlenecks and impediments to expanding broadband infrastructure and increasing consumption. The alliance will develop selection criteria for involving stakeholders in the alliance. However, the alliance will also source expertise, data, and opinions from stakeholders that are not part of the alliance.

Key Performance Indicators

Increase in Consumption
a) Increase in the use of digital services
b) Increase in the use of e-government services
c) Increase in Digital Literacy Levels
d) Improved Market Access for Digital Businesses
e) Decline in socio-economic barriers to accessing the digital economy
f) Growth in broadband-enabled services adoption.
g) Increase in the number of Local Government Officials trained
h) Improvement in Affordability
i) Reduction in Barriers (Regulation, Policy, Taxation)

Milestones

Increase in Consumption
a) Completion of Stakeholder Meetings and Formation of Partnerships
b) Complete Mapping of Consumption in Selected States
c) Development of Criteria for Partners Selection and Announcement of Call for Interest
d) Partner Selection and commencement of the project in all pilot states
e) Completion of Pilot implementation in the selected states
f) Commencement of projects nationwide
g) Completion of training in areas of planned deployment

> h) Completion of projects and measurements indicating increased use of government e-services.

Resource Mapping and Coordination

1. State and Nodal Facilities:
   a. Identify and document existing broadband and digital access points (such as government offices, schools, hospitals, libraries, and markets) within each state and local government area.
   b. Conduct geographic and demographic analyses to determine areas of high potential for broadband utilisation and low adoption despite coverage, ensuring equitable service access and optimised digital inclusion interventions.
2. Equipment and Materials:
   a. Catalogue the types of connectivity and end-user devices (routers, modems, public Wi-Fi points, community ICT hubs, etc.) already in use across identified facilities.
   b. Promote compliance with relevant standards for digital access and encourage local content integration, including locally assembled or manufactured devices that support broadband adoption and affordability.
3. Human Resources:
   Identify training needs among local government staff, teachers, health workers, and administrators to support sustained digital engagement.
4. Regulatory Compliance:
   a. Encourage alignment with the Commission's Regulatory Framework
5. Vendor and Partner Selection:
   a. Identify and engage strategic partners (e.g., telcos, OEMs, digital-skills providers, and local innovators) that can contribute to adoption-driven initiatives.
   b. Facilitate the development of collaborative frameworks and service agreements focused on expanding access and creating community-level incentives for broadband use.
6. Risk Assessment and Management:
   a. Evaluate potential risks that could impede broadband adoption -such as affordability challenges, low digital literacy, and proposed mitigation strategies.
   b. Emphasise proactive monitoring, adaptive planning, and contingency measures to ensure the sustainability of adoption programmes.
7. Project Management Tools:
   a. Utilise robust digital coordination and project management tools to track engagement, stakeholder contributions, and consumption growth metrics.
   b. Maintain transparent communication among participating institutions, ensuring accountability and continuous learning across states and pilot nodes.

Resource Mapping

The phases and key tasks would include:

1. Initial Assessment and Planning
   Tasks:
   a. Broadband Market and Consumption Analysis
   b. Regulatory and Policy Review
   c. Infrastructure Readiness and Service Coverage Audit
   d. Adoption Strategy and Demand-Creation Design
   Required Resources:

- Market and Data Analysts, GIS Specialists, Financial Analysts
- Legal Experts, Policy Analysts, Government Liaison Officers
- Broadband Usage Researchers and Digital Inclusion Consultants
- Project Managers and Strategic Planners

2. Financial Planning and Budgeting
   Task:
   a. Develop cost-sharing and sustainability models that support continued broadband usage in public institutions and communities

   Required Resources:
   - Financial Analysts, Economists, Investment Advisors
   - Business Development Specialists focusing on digital inclusion

3. Implementation Planning
   Tasks:
   a. Develop a coordinated adoption roadmap outlining the roles of partners and target user groups
   b. Facilitate partnership agreements to expand device affordability, digital skills delivery, and local content creation.

   Required Resources:
   - Project Managers, Risk Management Experts, Implementation Specialists
   - Procurement Specialists, Legal Advisors, Business Development Managers

4. Execution and Monitoring
   Tasks:
   a. Prepare guidelines for broadband adoption and usage activation in pilot institutions and communities
   b. Establish systems for data tracking, feedback collection, and user-experience evaluation

   Required Resources:
   - Monitoring and Evaluation Officers, Data Analysts, Performance Analysts
   - Field Coordinators and Community Engagement Officers

5. Stakeholder Training and Capacity Building
   Tasks:
   a. Design and deliver training programs for local officials, educators, and community champions to promote digital literacy and productive broadband use

   Required Resources:
   - Training Coordinators, Digital-Skills Trainers, Capacity-Building Experts

6. Operation and Support
    Tasks:
    a. Facilitate continuous stakeholder engagement through periodic reviews and knowledge-sharing sessions
    b. Establish a helpdesk or support system to provide ongoing assistance for institutions using digital tools and broadband services

    Required Resources:
    - IT Support Officers, Digital Inclusion Coordinators, Customer Engagement Specialists

Stakeholder Mapping

1. Government and Regulatory Bodies
    Tasks:
    a. Review and align policies that enhance broadband affordability and adoption
    b. Facilitate access to public institutions for digital service activation
    c. Support data sharing and harmonisation of adoption indicators.

2. Telecom Companies and ISPs
    Tasks:
    a. Provide data on service availability and usage.
    b. Collaborate on targeted campaigns to increase user adoption in connected areas.
    c. Partner with NBAN to design affordable consumer packages and shared-access models.

3. Financial Institutions and Investors
    Tasks:
    a. Support financing for device acquisition, digital-skills programmes, and small-scale innovation hubs.
    b. Participate in blended-finance models for community broadband adoption projects.

4. Local Communities and End-Users
    Tasks:
    a. Participate in needs assessments, awareness campaigns, and user feedback sessions.
    b. Champion digital-skills uptake and promote the relevance of online services in daily activities.

5. Technical Experts and Consultants
    Tasks:
    a. Provide advisory support on digital inclusion, adoption analytics, and user-experience optimization.
    b. Develop training modules and toolkits for institutional and community use

6. Construction and Engineering Firms
    Tasks:
    a. Supply information on existing infrastructure routes and readiness.
    b. Collaborate with NBAN for data-driven mapping and coordination of connectivity resources.

7. Legal and Policy Advisors
   Tasks:
   a. Guide regulatory compliance, partnership frameworks, and policy alignment.
   b. Draft MoUs or agreements for collaboration among stakeholders.

8. Educational Institutions and Training Centers
   Tasks:
   a. Serve as key delivery points for digital-skills training.
   b. Host innovation or learning hubs promoting local content creation and broadband use.

Risk Identification and Mitigation

Local NBAN nodes will identify, manage, and mitigate the risks associated with each project, stream risks, and put control measures in place in case of crystallized risk events.

The alliance will employ a plethora of risk management practices, such as but not limited to:

1. Keeping a risk register (Risk identification and assessment)
2. Developing a vigorous selection criteria mechanism for partners
3. Ensuring strict monitoring and evaluation of on-ground projects

Funding and Investment Model

The NBAN, facilitating alignment of funding models among stakeholders, will explore several funding and investment models. Some examples are as follows:

1. Public-Private Partnerships: This model involves collaboration between government entities and private sector companies. The government may provide capital, regulatory support, or other incentives, while private companies provide investment, technology, and operational expertise.
2. Government Performance Grants: Direct financial support from government bodies aimed at specific goals, such as expanding broadband access in rural or underserved areas.
3. Multilateral and Bilateral Funding: Funding from international organizations, like the World Bank or the African Development Bank.
4. Corporate Social Responsibility (CSR) Initiatives: As their contribution to the alliance, companies will be encouraged to invest in initiatives to drive consumption or support broadband infrastructure as part of their CSR activities.

Policy and Partnerships Advocacy

In securing stakeholder buy-in to the NBAN, the alliance will engage with policymakers, agencies, the private sector, development partners, and the public on:

1. Policy and Regulation
2. Successes and Outcomes
3. Return on Investment

Monitoring, Evaluation, and Data Collection

Establish systems for collecting data on access, connectivity, coverage, and financial performance.

A quarterly review against KPIs will be conducted with the whole alliance. This will be an opportunity to mitigate risks and change approaches and strategies.
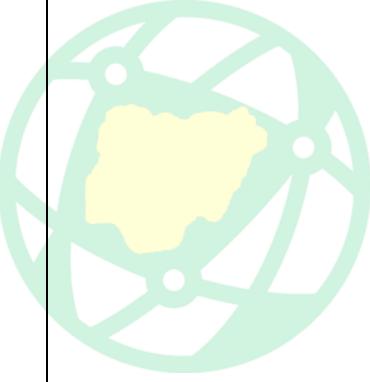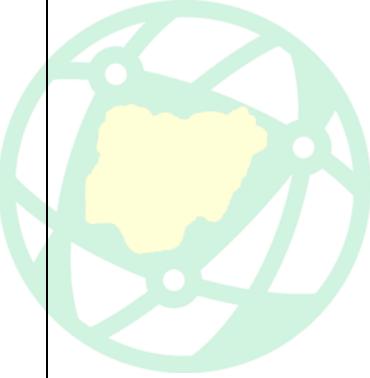
Return on Investment (RoI) Strategies

To ensure a positive Return on Investment, the alliance will:

1. Collaborate with the government and private sector to obtain incentives such as tax breaks, reduced right-of-way fees, or direct financial support to make investments more viable in less economically attractive areas.
2. Aggregate demand to ensure sufficient revenue streams by securing commitments from significant users like schools, government offices, and healthcare facilities in the targeted regions.
3. Consider tiered service levels that can cater to different customer segments, maximising market penetration and revenue. For instance, basic broadband for typical consumers and high-bandwidth options for businesses and tech hubs, catering to varying demand levels within the same infrastructure.
4. Engage local communities to understand their specific needs, and tailor services to serve those needs effectively.
5. Focus on Digital Literacy and developing local content that resonates with the local population. This will drive demand by increasing the perceived value of internet access, thereby boosting consumption.
6. Implement phased deployment and pilot projects in already selected states to help understand the market dynamics and refine the entire business models for digital businesses.
7. Monitor network performance and user uptake continuously to allow for adaptive management strategies.

Pilot Phase

		Summary	Notes
1	The NBAN Desk	A desk at the NCC under the supervision of the Digital Economy Department (DED). It will consist of relevant teams responsible for: a) Framework and Policy Coordination b) Program Conceptualization and Coordination c) Outcome Tracking and Progress Monitoring d) Data Collection and Analysis e) Stakeholder Engagement and Management f) Risk and Performance Monitoring g) Policy and Partner Liaison	The expected outcomes the teams will deliver are: Inclusion of more citizens into the digital economy
2	Project Design	**a) Define Short-Term and Long-Term Outcomes/Goals:** Establish measurable short-term and long-term outcomes that reflect increased broadband adoption, improved digital literacy, enhanced device affordability, and expanded usage of digital public services across targeted states and communities.	Project Design to align with NBAN Objectives and co-created by the relevant governments and stakeholders.

		b) Set Key Milestones and Performance Indicators: Identify milestones and KPIs that track progress on broadband consumption, institutional adoption, stakeholder engagement, and policy alignment. **c) Conduct Needs Assessment for Broadband Utilisation and Market Efficiency:** Assess opportunities for creating an open, competitive, and adoption-friendly broadband ecosystem that allows multiple service providers to reach underserved areas efficiently. Focus on frameworks that promote shared infrastructure usage and affordable access models that translate available connectivity into active consumption. **d) Develop a Unified Evidence Base ("Single Source Document"):** Produce a consolidated reference document capturing data on broadband consumption patterns, digital access affordability, device ownership, local content availability, and user demand drivers.	

		e) Undertake Regulatory and Policy Gap Analysis: Review existing regulatory frameworks and identify policy barriers limiting affordability, device penetration, and user adoption. Recommend adjustments that strengthen the enabling environment for broadband use. **f) Conduct Coverage, Connectivity, and Consumption Gap Analysis:** Map areas where broadband infrastructure exists but usage remains low, highlighting socio-economic, literacy, and affordability barriers that hinder uptake. **g) Map Stakeholders Across the Broadband Adoption Ecosystem:** Identify key actors within the broadband value chain - including ISPs, OEMs, device distributors, digital-skills providers, and community-level partners - and define their roles in driving access and consumption. **h) Design Pilot-Phase Incentive Models for Inclusion:** Develop incentive frameworks that encourage private and public stakeholders to support broadband adoption	

initiatives in economically disadvantaged, underserved, and unserved areas. Emphasis should be on demand stimulation, capacity building, and sustainable use of existing networks.

i) Define Stakeholder Roles within the Alliance:
Clearly outline responsibilities and collaboration pathways for government agencies, industry players, development partners, and civil society within the NBAN framework.

j) Develop and Support Digital Access Projects:
Conceptualize projects that promote:
- Digital Literacy and Skills Development
- Productive Use of Technology and E-services
- Sustainable Business Models for Digital Inclusion
- Market Access and Enablement for Digital Enterprises.

| 3 | Stakeholder Buy-in and Engagement.

Key Stakeholders
a) NGF
b) State and their Local Governments
c) Office for Nigerian Digital Innovation | a) Policies and Framework Adoption
b) Alignment on Incentives
c) Funding and Investment Coordination
d) Expanding alliances to include stakeholders and | a) Industry Consultations
b) Stakeholder Workshops
c) Small Workgroup Meetings
d) One-on-One Meetings |

	d) Mobile Network Operators (MTN, GLO, Airtel, etc.) e) Infrastructure Providers (IHS, ATC, etc.) f) Development Finance Organizations g) Other Stakeholders ● (Government Infrastructure Owners (Schools, Hospitals, Post Office, etc.) ● E-Business Owners (Agency Banking, Startups) ● Innovation Centers / Technology Hubs	partners, including developing selection criteria.	
4	Progress monitoring and evaluation	a) Performance Indicators b) Feedback Mechanism c) Dissemination Strategy – Key Learnings, Successes d) Post Pilot Strategy – Forward look. Design of a framework for the selection of the next set of states	NBAN Nodes

Proposed Next Steps

1. Presentation to the World Bank team on the NBAN. This would be aimed at making the World Bank bring some of its resources into the NBAN program.
   - Reduce the presentation to a version that can be made to external parties. (Straightforward).
2. Preparing full details of how the desk would operate.
   - How many people would manage the secretariat?
3. Presentation to all the Commissioners as a first level.

4. Presentation to the NGF.
5. Formal launch of the NBAN (tentative date: October 2024)
   - Webpage for the NBAN (preferably on NCC's website) where people can find out the information they need and view the progress of the activities.
   - Active Desk Office.
   - Project 774 LGAs to be managed by NBAN for better coordination.
6. Training of the LGAs' secretariat staff to enable the secretariat to carry out their functions (e.g., birth registration) more efficiently, by digitalizing their services—particularly for services already digitalized at the federal level.
7. Ensure that the members feel ownership by co-creating it with them.
   - Workshops where members come to give feedback on how they feel NBAN should operate.
   - It should be co-created with the larger ecosystem and not dictated to them.
8. The NBAN will keep evolving.

Future Steps

1. Design modalities for membership of the alliance.
2. Development of an implementation roadmap.
3. Develop a stakeholder map.
4. Adoption of the roadmap and the beginning of the project.
5. Begin the process towards the creation of a single policy document to drive initiative (National Fibre Blueprint/Tech Spec document) and an umbrella project document to guide an increase in consumption.
6. Development of the selection processes and criteria for implementing partners. (RFI, RFP, Tender)

Conclusion:

The National Broadband Alliance for Nigeria (NBAN) will facilitate the adoption and consumption of broadband across the nation.

Our concerted efforts aim to bridge the digital divide and ensure that every Nigerian, irrespective of their location, can benefit from reliable and affordable broadband services.

Central to our mission is achieving a positive return on investment, underpinning the sustainability and viability of our initiative. We recognise the importance of stimulating demand for broadband services. Therefore, we are dedicated to implementing strategies that drive usage and close the gap of non-consumption, thereby maximising the socio-economic benefits and opportunities that broadband enables.

Through unwavering dedication, strategic partnerships, and innovative solutions, the NBAN is poised to lead Nigeria into a future where broadband is not just a luxury but a fundamental tool for progress and prosperity.