

# Strategic RoadMap & Action Plan

2024-2027



**BICTDA**  
BORNO STATE INFORMATION AND COMMUNICATION  
TECHNOLOGY DEVELOPMENT AGENCY.

July 2024

DRAFT

BORNO STATE INFORMATION AND COMMUNICATION  
TECHNOLOGY DEVELOPMENT AGENCY

# STRATEGIC ROADMAP & ACTION PLAN

(2024 - 2027)

SRAP 1.0



- 
- 02 Copyright**
  - 05 Foreword**
  - 07 Executive Summary**
  - 09 Background**
  - 10 Strategic Road Map & Action Plan**
  - 10 Current State of ICT in Borno**
  - 10 Existing Initiatives**
  - 11 Opportunities & Challenges**
  - 12 Brief History of BICTDA**
  - 13 BICTDA's Mandate**
  - 14 BICTDA's Strategic Focus**
  - 16 Detailed Description of the Strategic Pillars**
  - 36 Appendix**

# Table of Contents





His Excellency

**Engr. Professor Babagana Umara Zulum, CON, mni, FNSE, FNTAIE**  
EXECUTIVE GOVERNOR OF BORNO STATE



# FORWARD

The global landscape is rapidly evolving through a profound digital transformation, reshaping economies, societies, and the fundamental ways in which we live and interact. Aligned with Borno State's ambitious twenty-five-year development plan and the Ten-Pack Agenda, we acknowledge the pivotal role of technology in shaping a brighter future. Despite formidable challenges, Borno State remains resolute in harnessing the full potential of technology. The 2024-2027 Strategic Roadmap and Action Plan for Digital Transformation stands as a testament to our unwavering commitment to propel Borno into the forefront of the digital age. This comprehensive plan sets forth a visionary path for a state empowered by technology, where innovation thrives, governance excels, and our citizens are equipped to seize the opportunities of the digital era.

Overcoming the persistent digital divide has been a longstanding impediment to progress and has restricted access to essential services. This roadmap serves as a strategic guide to bridge this gap effectively. Our primary objective is to equip our people with the requisite digital literacy skills, enabling them to navigate confidently in the digital realm. To achieve this, we will make substantial investments in building robust infrastructure, ensuring widespread deployment of fiber optic networks and high-speed internet connectivity. We will also implement stringent regulations to govern ICT activities, embrace cutting-edge technologies and emerging technologies, and enhance the efficiency and accessibility of government services.

Central to the success of our transformational journey is the forging of strong partnerships. We extend an open invitation for collaboration across all sectors, including robust engagement with the private sector, civil society organizations, and NGOs. Additionally, we are committed to leveraging international cooperation to facilitate knowledge exchange and secure resources essential for accelerating our progress. This plan is not solely about technological advancements; it is fundamentally about empowering our people. We are dedicated to fostering a culture of innovation and entrepreneurship that will drive sustainable development.

By nurturing our talented youth and cultivating a vibrant ICT ecosystem, we aim to unlock the immense potential inherent within Borno's citizens. This transformative approach will not only stimulate job creation and catalyze economic growth but will also empower individuals and communities alike, paving the way towards a more prosperous future for Borno State.

I implore everyone to join us on this transformative journey. With steadfast dedication and collaborative effort, together, we can build a digitally empowered Borno State—a state where technology propels progress, ignites innovation, and unlocks a brighter and more inclusive future for all.

**His Excellency Engr. Professor Babagana Umara Zulum, CON, mni, FNSE, FNIAE  
Executive Governor of Borno State**





**Engr. Mohammed Ahmed Kabir Wanori, FNSE**  
Executive Secretary  
BORNO STATE ICT DEVELOPMENT AGENCY (BICTDA)

# EXECUTIVE SUMMARY

Borno State stands at a critical juncture where embracing digital transformation is not merely an option but a necessity to remain competitive in the modern world. This three-year (2024-2027) Strategic Roadmap and Action Plan serves as a blueprint to leverage Information and Communication Technology (ICT) for a brighter and more prosperous future. This strategy outlines a clear path for utilizing ICT to drive economic growth, enhance governance, and empower the citizens of Borno State. Recognizing the transformative potential of technology, the plan builds upon existing initiatives and aims to accelerate the state's digital journey. It addresses contemporary challenges head-on, acknowledging the unique security concerns and infrastructural gaps that Borno faces.

The plan is anchored on five strategic pillars, each supported by a dedicated action plan and a clear implementation timeline. These pillars address critical areas such as:

**Digital Literacy, Skills and Human Capital Development:** Ensuring that the citizens of Borno State are equipped with the necessary digital skills to navigate and thrive in the digital world and investing in human capital development.

**Digital Infrastructure, E-Governance, Regulations and Services:** Developing robust digital infrastructure and enhancing e-governance to improve the efficiency and accessibility of government services. Promoting a vibrant digital and telecommunications ecosystem to facilitate communication, connectivity, and technological advancement. Develop regulations to enhance efficiency

**Robust Partnerships, Collaboration and Funding:** Fostering strong partnerships and collaboration across the public sector, private sector, civil society, and development partners to leverage a collective pool of expertise and resources.

**Cyber security and Data Governance:** Establishing strong cyber security measures and effective data management practices to protect the state's digital assets and ensure the privacy and security of its citizens.

**Innovation, Entrepreneurship and Emerging Technologies.** to nurture entrepreneurship and innovation, creating job opportunities and driving economic growth. Embrace emerging technologies such AI, Block chain, Robotics, Etc.

To ensure successful implementation, the plan emphasizes the importance of stakeholder collaboration. By bringing together the public sector, private sector, civil society, and development partners, Borno State can leverage a collective pool of expertise and resources. Furthermore, the plan prioritizes the establishment of robust monitoring and evaluation frameworks to track progress and ensure that the strategy remains adaptable to evolving needs. Resource mobilization strategies will also be a critical focus, enabling sustainable financing for this transformative journey.

Through this well-defined roadmap, Borno State aspires to bridge the digital divide, unlock its vast potential, and empower its citizens to thrive in the digital age. We believe that the successful implementation of this plan will position Borno State as a leader in digital transformation within Nigeria, setting a benchmark for other states to follow.



I wish to extend my heartfelt gratitude to His Excellency, Engr. Professor Babagana Umara Zulum, CON, mni, FNSE, FNIAE, Executive Governor of Borno State, for his foresight in establishing the Borno State ICT Development Agency (BICTDA). I also want to thank the Chairman and members of the board and other team members for dedications and contributions towards this road map.

Engr. Mohammed Ahmed Kabir Wanori, FNSE  
Executive Secretary



# 1.0 BACKGROUND:

## A Pathway to Digital Borno

Borno State recognizes the transformative potential of ICT and its role in addressing contemporary challenges. This plan builds upon existing initiatives and aims to accelerate the state's digital transformation journey. However, the state has faced significant challenges in recent years due to the ongoing insurgency. This has had a devastating impact on the state's infrastructure, economy, and social fabric. Despite these challenges, Borno State is committed to rebuilding and moving forward.

### Borno State's Context

Borno State, located in north eastern Nigeria, is rich in history and cultural heritage. However, the state has faced significant challenges in recent years due to the ongoing insurgency. This has had a devastating impact on the state's infrastructure, economy, and social fabric. Despite these challenges, Borno State is committed to rebuilding and moving forward. The government recognizes the crucial role of ICT in this process.



His Excellency Engr. Professor Babagana Umara Zulum, CON, mni, FNSE, FNIAE, the Executive Governor of Borno State, making a remark during a visit to one of the Digital Literacy Centers in Borno State.

## 1.2 CURRENT STATE OF ICT IN BORNO



### 1. Infrastructure Limitations:

- Reliable electricity and internet connectivity are significant hurdles, particularly in rural regions.
- This limited infrastructure hinders the widespread adoption and utilization of ICT solutions.



### 2. Digital Divide:

- A substantial portion of the Borno population lacks fundamental digital literacy skills.
- Additionally, access to essential digital devices such as computers and smartphones remains limited.
- This digital divide excludes a large segment of the population from the benefits of ICT.



### 3. E-Government Services Gap:

- Government services in Borno are primarily paper-based, hindering efficiency and transparency.
- The limited adoption of online platforms for government services creates delays and potential roadblocks for citizens.



### 4. Cybersecurity Considerations:

- The security situation in Borno has impacted the development and deployment of ICT infrastructure.
- Concerns about cybersecurity threats may deter investment and hinder progress in establishing a robust ICT ecosystem.

## 1.3 EXISTING INITIATIVES



1. Borno State 25 Year Development Plan & 10 Year Strategic Transformation Plan (BoSDP): This plan identifies ICT as a key driver of economic growth and development.
2. Establishment of the Borno State Information Technology Development Agency via Law no. Bo. SL. No.2 of 2024: This agency has been established to spearhead ICT development initiatives in the state.
3. Establishment of 12 Digital Literacy Centers & Skill acquisition Centers across the state
4. Federal Government Initiatives: Borno State can leverage various national ICT initiatives like the National Digital Economy Policy and Strategy (NDEPS), the Startup Act, and The 3 Million Technical Talent (3MTT) programme to bridge the digital divide.



## 1.4 OPPORTUNITIES AND CHALLENGES

### Opportunities:

- Growing youth population with a strong interest in technology.
- Increased mobile phone penetration.
- Potential for ICT to contribute to post-conflict reconstruction efforts.
- Availability of federal and donor funding for ICT development.

### Challenges:

- Security concerns impacting infrastructure development and deployment.
- Limited availability of skilled ICT professionals.
- Infrastructure gaps, particularly in rural areas.
- Lack of awareness and digital literacy skills amongst the population.



Background provides a comprehensive understanding of the current state of ICT in Borno State, highlighting both challenges and opportunities. It establishes the context for the **Strategic Roadmap and Action Plan**, demonstrating the need for a focused and strategic approach to digital transformation in Borno State.



## 1.5.0 BRIEF HISTORY OF BICTDA

The dire need to bridge the digital divide and for Borno State to effectively join the emerging global economy necessitated the establishment of the Borno State Information and Communication Technology Development Agency (BICTDA) via Law No. Bo. SL. No.2 of 2024, titled: "A Law to provide for the establishment of Borno State Information and Communication Technology Development Agency Law, 2024". BICTDA Law came into existence with the assent by His Excellency, Engr. Prof. Babagana Umara Zulum, CON, mni, FNSE, FNIAE, the Executive Governor of Borno State on 8th March 2024 of the Law establishing the Agency. Furthermore, an Executive Secretary was appointed in the person of Engr. Mohammed Ahmed Kabir Wanori, FNSE as the pioneer Chief Executive Officer.

## 1.5.1 BICTDA'S STRATEGIC FOCUS



### MISSION

We develop and implement innovative frameworks to empower citizens and stakeholders, driving Borno State's growth and sustainable development through digital technology

To create and facilitate an enabling environment in which Borno State will develop and drive value from Information Technology and Digital Economy.



### VISION

## CORE VALUES



**Discipline:** Upholding established procedures, meeting deadlines, and demonstrating a strong work ethic.



**Innovation:** Encouraging creative thinking, embracing new ideas, and actively seeking solutions to improve processes and services.



**Competence:** Possessing the necessary skills and knowledge to effectively perform assigned tasks.



**Transparency:** Conducting business openly, honestly, and with clear communication.



**Professionalism:** Maintaining a high standard of conduct, behavior, and work ethics.



**Continuous Learning:** Actively seeking knowledge and new skills to stay updated in the ever-evolving ICT field.

## 1.5.4 MANDATE

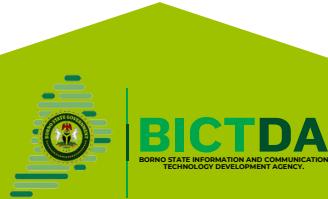


The following are the mandate(s) of BICTDA;

- Develop and implement information and communication Technology policy, digitization of state and Local government operations and records.
- Promote the establishment of internet services of e-Government, e-Commerce, Telemedicine, e-health, e-Agriculture, e-Learning, e-Libraries, e-Infrastructure, etc across the State.
- In conjunction with the relevant Ministry promote Information and Communication Technology Education and incubate ICT training into the State Civil Service, Institutions and Schools within the State
- Initiate frame work that will bridge the digital divide among public and private sectors in the state
- Drive initiative for development of ICT Industry including knowledge- based enterprises
- Regulate the use, development, standardization, research, and application of information technology, emerging technologies and digital services practices and systems in Borno State.
- Regulate (at the state and local Government Levels) the use of data for business and security analytics and intelligence, subject to any other applicable law on the matter.
- Regulate the acquisition and use of digital systems and services in state government establishments and create a framework for the auditing of state Government Information Technology systems and digital services platforms.
- Established Digital Literacy Training Centers within the skills acquisition Institutes in the State to provide digital skills on ICT and emerging technologies, software and hardware development, programming, artificial Intelligence and robotics etc
- Issue guidelines, frameworks, directives and standards to facilitate the establishment and maintenance of appropriate infrastructure and information technology systems to support the development of digital Services application in the state.
- Promote the use of ICT such as promotion of innovations, startup initiatives, digital entrepreneurship, promotion of digital commerce, digital government services, privacy and trust etc.
- Coordinate, monitor and evaluate the use and adoption of digital services, products and platforms to promote the digital economy
- Establish a directorate for Data Identity Management which will handle among other things biometric capture of Internally Displaced Persons, Civil Servants and Indigenes of Local Governments of the State as may be directed by the government
- Implement and execute projects for the purpose of development of Information and communication Technology and digital economy, robotics, cloud computing and artificial intelligence etc
- Promote universal access for information and communication technology, digital services and systems penetration in nook and crannies of the state.
- Promote digital skills, job creation, government digital service, cyber security, digital inclusion and local content development.
- Collaborate with any relevant Government organization, non-governmental organizations, organized private sectors, firms or persons in any activity that promotes the information and communication technology and determine critical areas in ICT requiring research intervention and development.
- Partner with the National Information Technology Development Agency (NITDA) and the Nigeria Communication Commission (NCC) in the activities that promote Information Communication Technology
- Advise the Government on ways to promote ICT in the State and render advisory and support in all Information Technology and digital services matters to the public and private sectors
- Serve as software testing for all products developed within the state.
- Perform such other duties and activities which in the opinion of the agency are necessary or expedient to ensure the efficient performance of its functions.



# 2.0 BICTDA'S STRATEGIC PILLARS



## MISSION

We develop and implement innovative frameworks to empower citizens and stakeholders, driving Borno State's growth and sustainable development through digital technology



## VISION

To create and facilitate an enabling environment in which Borno State will develop and drive value from Information Technology and Digital Economy.

1

Digital Literacy, Skills and Human Development

2

Digital Infrastructure, E-Governance, Regulations and Services:

3

Robust Partnerships, Collaboration and Funding

4

Cyber security and Data Governance:

5

Innovation, Entrepreneurship and Emerging Technologies.

## CORE VALUES



**Discipline:** Upholding established procedures, meeting deadlines, and demonstrating a strong work ethic.



**Professionalism:** Maintaining a high standard of conduct, behavior, and work ethic.



**Competence:** Possessing the necessary skills and knowledge to effectively perform assigned tasks.



**Innovation:** Encouraging creative thinking, embracing new ideas, and actively seeking solutions to improve processes and services.



**Transparency:** Conducting business openly, honestly, and with clear communication.



**Continuous Learning:** Actively seeking knowledge and new skills to stay updated in the ever-evolving ICT field.

## **2.1 Digital Literacy, Skills and Human Capital Development:**

Ensuring that the citizens of Borno State are equipped with the necessary digital skills to navigate and thrive in the digital world and investing in human capital development

## **2.2 Digital Infrastructure, E-Governance, Regulations and Services:**

Developing robust digital infrastructure and enhancing e-governance to improve the efficiency and accessibility of government services. Promoting a vibrant digital and telecommunications ecosystem to facilitate communication, connectivity, and technological advancement. Develop regulations to enhance efficiency



## **2.3 Robust Partnerships, Collaboration and Funding:**

Robust Partnerships, Collaboration and Funding: Fostering strong partnerships and collaboration across the public sector, private sector, civil society, and development partners to leverage a collective pool of expertise and resources. Funding strategies should be utmost priority and need to be explored.

## **2.4 Cyber security and Data Governance:**

Cyber security and Data Governance: Establishing strong cyber security measures and effective data management practices to protect the state's digital assets and ensure the privacy and security of its citizens.



# 3.0 DETAILED DESCRIPTION OF THE STRATEGIC PILLARS



## Digital Literacy, Skills and Human Capital Development

1

**Goal:** Achieve digital proficiency for at least **120,000** individuals across Borno State.

### Objectives

- Recruit and train at least 30 instructors from each local government in digital literacy and teaching methodologies
- Conduct basic, intermediate, and advanced digital skills training to selected individuals in all the 27 local governments of Borno state.
- Foster a culture of digital literacy through community engagement and awareness.
- Achieve at least 80% linkages and mentorship of trainees to various ICT within the state at the end 2027.
- Train at least 30% of teachers in primary, junior and secondary school across the state annually.
- Enhanced human capital development through multisectoral digital literacy programs training of at least 50% of individuals, including civil servants, women, children, persons with disability and artisans
- Provide at least 30 artisans in Borno State with relevant digital training and tools to enhance the precision, efficiency, productivity, and versatility of their craft.

### Strategies

- Utilize local media and social platforms for awareness campaigns.
- Develop a digital literacy curriculum tailored to local needs.
- Conduct a needs assessment to identify the specific digital skills required by different artisan groups.
- Develop customized training modules focused on the identified needs of artisans.
- Partner with local vocational training centers and industry experts to deliver the training.
- Conduct digital literacy workshop and training sessions in all 27 local governments.
- Implement the training program in established digital literacy centres.
- Establish Digital Skills Development Centres
- Partner with relevant establishments.
- Engagement of relevant consultancy firms

### Targets

2024:

- Train 810 Instructors and 30,000 individuals.
- Conduct needs assessment and develop training modules for at least 5 artisan groups (phone repairers, automobile mechanics, carpenters, builders, tailors etc.).

2025:

- Train 810 Instructors, 30% teachers and 30,000 individuals.
- Establish 3 demonstration centers equipped with digital tools and software for artisans.
- Train 1,000 artisans on digital marketing and e-commerce platforms.

2026:

- Train 810 Instructors, 30% teachers and 30,000 individuals.
- Ensure that 50% of trained artisans utilize digital platforms to market and sell their services/products.

2027:

- Train 810 Instructors, 30% teachers and 30,000 individuals.
- Increase the utilization rate to 70% and expand training to include digital design tools.



## Resources

- Training materials (both physical and digital)
- Trainers and facilitators
- Training venues (schools, community centers)
- ICT equipment (computers, projectors, internet access).





## TIMELINES AND ACTIVITIES

2024

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q3	<ul style="list-style-type: none"><li>Establish a team of educational experts, industry professionals, and digital literacy specialists.</li><li>Survey potential learners and stakeholders to identify skill gaps and training needs.</li><li>Start Digital Literacy Outreach Campaign.</li></ul>	<ul style="list-style-type: none"><li>Digital Literacy Program Manager</li><li>Curriculum Design Team</li><li>Survey Coordinators</li></ul>	<ul style="list-style-type: none"><li>Risk: Incomplete needs assessment.</li><li>Mitigation: Ensure broad stakeholder engagement and thorough data collection.</li></ul>
Q4	<ul style="list-style-type: none"><li>Create detailed curriculum and instructional materials for basic digital skills.</li><li>Create detailed curriculum and instructional materials for basic digital skills.</li><li>Launch Basic Digital Literacy Workshops.</li><li>Conduct needs assessment and develop training modules for at least 5 artisan</li></ul>	<ul style="list-style-type: none"><li>Digital Literacy Program Manager</li><li>Training Coordinators in each local government</li><li>Curriculum Design Team</li></ul>	<ul style="list-style-type: none"><li>Risk: Inadequate resources.</li><li>Mitigation: Partnerships with educational institutions.</li><li>Risk: Curriculum not meeting stakeholder needs.</li><li>Mitigation: Conduct multiple rounds of feedback and iteration.</li></ul>





## TIMELINES AND ACTIVITIES

2025

Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation	
Q1	<ul style="list-style-type: none"> <li>Continue surveying potential learners and stakeholders to identify skill gaps and training needs.</li> <li>Continue outreach campaign to bring more awareness to the public.</li> <li>Establish 3 demonstration centers equipped with digital tools and software for artisans.</li> </ul>	<ul style="list-style-type: none"> <li>Digital Literacy Program Manager</li> <li>Survey Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Risk: Incomplete needs assessment.</li> <li>Mitigation: Ensure broad stakeholder engagement and thorough data collection.</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Evaluate progress and adjust strategies.</li> <li>Expand Outreach Campaign.</li> <li>Introduce artisans to digital platforms for marketing and sales (e.g., social media, e-commerce platforms).</li> </ul>	<ul style="list-style-type: none"> <li>Digital Literacy Program Manager</li> <li>Training Coordinators in each local government</li> <li>Curriculum Design Team</li> <li>Stakeholder Consultation Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Risk: Inadequate resources.</li> <li>Mitigation: Partnerships with educational institutions.</li> <li>Risk: Curriculum not meeting stakeholder needs.</li> <li>Mitigation: Conduct multiple rounds of feedback and iteration.</li> <li>Risk: Low adoption rate.</li> <li>Mitigation: Awareness campaigns, community leader engagement.</li> </ul>
Q3	<ul style="list-style-type: none"> <li>Create detailed curriculum and instructional materials for intermediate and advanced digital skills.</li> </ul>	<ul style="list-style-type: none"> <li>Digital Literacy Program Manager</li> <li>Curriculum Design Team</li> </ul>	<ul style="list-style-type: none"> <li>Risk: Low participation.</li> <li>Mitigation: Incentives for course completion.</li> </ul>
Q4	<ul style="list-style-type: none"> <li>Prepare for intermediate courses.</li> <li>Analyse feedback from pilot tests and make necessary revisions to the curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>Digital Literacy Program Manager,</li> <li>Training Coordinators</li> <li>Curriculum Design Team</li> </ul>	<ul style="list-style-type: none"> <li>Risk: Limited infrastructure.</li> <li>Mitigation: Leverage existing facilities.</li> </ul>





## TIMELINES AND ACTIVITIES

2026

2027

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q1 - Q4	<ul style="list-style-type: none"><li>Establish Skills Development Centres</li><li>Implement Intermediate Digital Skills Courses.</li><li>Train at least 200 instructors on the newly developed curriculum.</li></ul>	<ul style="list-style-type: none"><li>Digital Literacy Program Manager</li><li>Vocational Training Centers</li><li>Instructor Training Coordinators</li></ul>	<ul style="list-style-type: none"><li>Risk: Insufficient training resources.</li><li>Mitigation: Leverage online platforms, partnerships with NGOs.</li><li>Risk: Insufficient instructor engagement.</li><li>Mitigation: Offer incentives and continuous support.</li><li>Risk: Low participation.</li><li>Mitigation: Incentives for course completion.</li></ul>
Q1 - Q4	<ul style="list-style-type: none"><li>Launch Advanced Digital Skills Certification Programs.</li><li>Collaborate with Higher Education Institutions.</li><li>Conduct quarterly evaluations of the curriculum's effectiveness and gather feedback from instructors and learners.</li></ul>	<ul style="list-style-type: none"><li>Digital Literacy Program Manager</li><li>Higher Education Institutions</li><li>Evaluation Team.</li><li>Curriculum Design Team</li></ul>	<ul style="list-style-type: none"><li>Risk: Limited access to advanced training.</li><li>Mitigation: Scholarships, online courses.</li><li>Risk: Brain drain.</li><li>Mitigation: Create local job opportunities.</li><li>Risk: Curriculum becomes outdated.</li><li>Mitigation: Stay updated with industry trends and incorporate new developments into the curriculum.</li></ul>





## Digital Infrastructure, e-Governance, Regulations and Services

2

**Goal:** Ensure widespread and sustainable digital and telecommunication infrastructure and implement robust e-governance services, establish effective regulations and enhance public services to support comprehensive digital transformation across Borno State..

### Objectives

- Develop and enhance digital and telecommunication infrastructure to cover 90% of Borno State.
- Conduct a comprehensive survey to identify infrastructure gaps in all 27 local governments.
- Improve internet connectivity to at least 80% in all 27 local governments.
- Ensure affordable and reliable digital and telecommunication services.
- Develop and implement e-governance services in all local governments.
- Develop and implement a comprehensive digital regulatory framework.
- Establish state-of-the-arts command and control centre (situation room) across all 27 local governments.
- Secure at least 50% funding for infrastructure projects from national and international donors.
- Establishment of Digital Literacy Centers in all the 27 Local Governments
- Establishment of Digital Skills Acquisition Centers in 3 Senatorial Zones of the State
- Ensure the deployment of smart education across schools within the state.

### Strategies

- Conduct a digital and telecommunication infrastructure assessment
- Collaborate with telecom providers, industry stakeholders and partners to enhance network coverage.
- Develop policies to promote affordable telecom services.
- Establish a telecommunication innovation hub
- Establish software testing laboratory
- Develop incentives for telecommunication investment
- Develop and deploy e-governance platforms.
- Train government staff in using digital tools.
- Leverage government and international grants
- Deploy Internet Access Points in strategic public areas.
- Develop and enforce digital regulations.
- Deployment of digital education platforms

### Targets

2024:

- Improve digital and telecom infrastructure in key areas.
- Establish 10 Digital Literacy Centers in 10 Local Governments

2025:

- Establish 17 Digital Literacy Centers in 17 Local Governments
- Increase mobile and internet penetration by 50%.
- Establish software testing laboratory

2026:

- Develop and implement e-governance platforms for four key public services (healthcare, education, agriculture and security).
- Establishment of 3 Digital Skills Acquisition Centers in the 3 senatorial Zone of the State

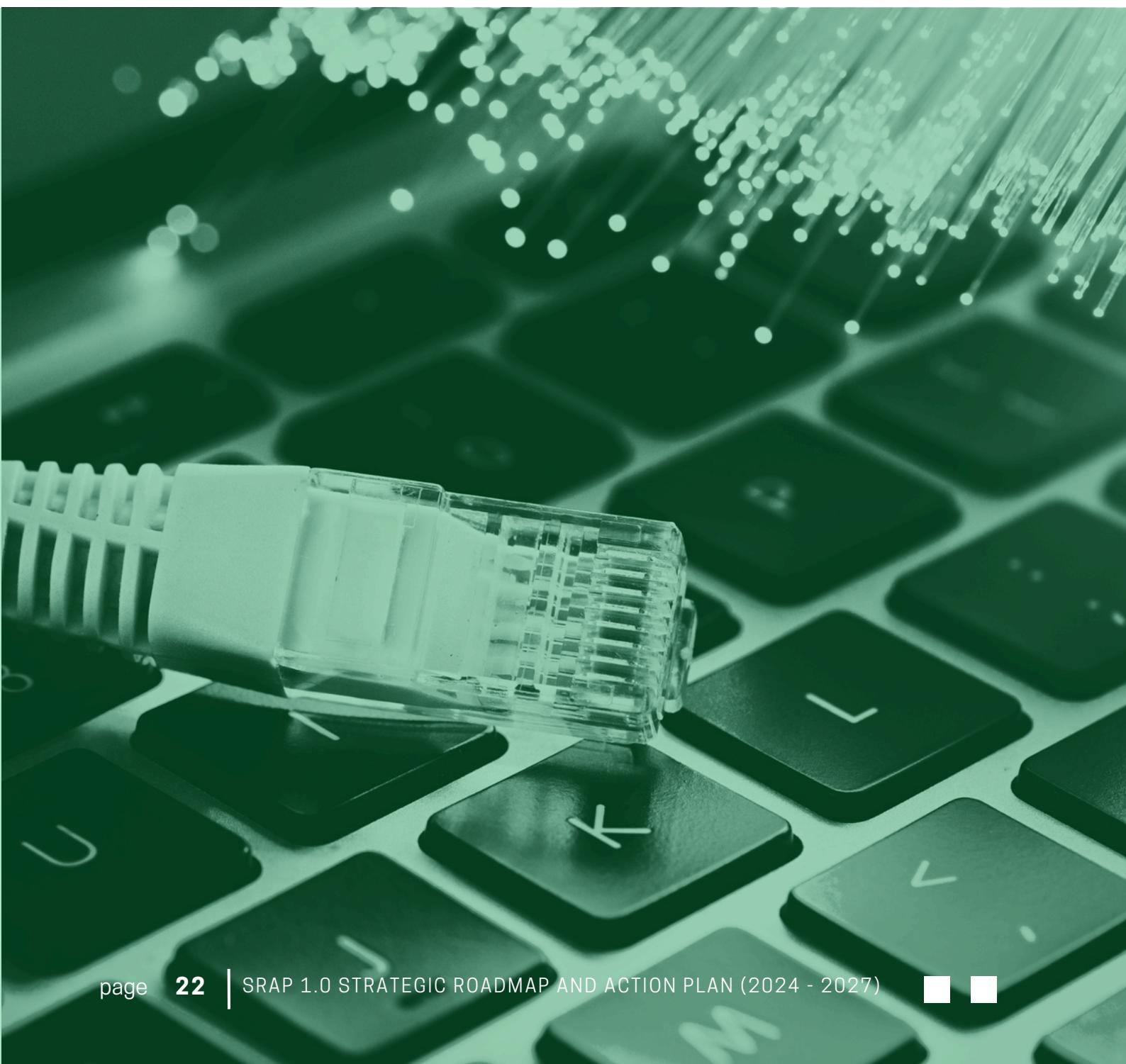
2027:

- Achieve 90% telecom and internet coverage, and fully enforce digital regulations in all local governments.
- Establish situation rooms across all 27 local governments.
- Develop and implement e-governance platforms for three key public services (e-commerce, smart-city and transportation)
- Deployment of smart education platforms.



## Resources

- Network infrastructure (Satellite communication, towers, antennas, fiber optics, Wi-Fi hotspots)
- Network equipment such as routers, switches, and base stations for expanding telecom and digital infrastructure.
- E-governance platform development
- Software and tools
- IT staff and support services
- Training and Capacity Building
- Partnerships and Collaborations





## TIMELINES AND ACTIVITIES

2024

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q3	<ul style="list-style-type: none"><li>Conduct infrastructure gap analysis.</li></ul>	<ul style="list-style-type: none"><li>Infrastructure Project Manager</li><li>Technical Engineers</li><li>Survey Coordinators</li></ul>	<ul style="list-style-type: none"><li>Risk: Insufficient funding.</li><li>Mitigation: Seek international donors, PPPs.</li><li>Risk: Incomplete data collection.</li><li>Mitigation: Engage local communities for comprehensive data.</li></ul>
Q4	Implement initial phase of infrastructure enhancement.	<ul style="list-style-type: none"><li>Telecom Manager</li><li>Infrastructure Project Manager</li><li>Technical Engineers</li></ul>	<ul style="list-style-type: none"><li>Risk: Bureaucratic delays.</li><li>Mitigation: Establish a dedicated task force.</li></ul>




**TIMELINES AND ACTIVITIES**

2025

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q1	<ul style="list-style-type: none"> <li>Begin planning for Telecom and Digital Infrastructure Enhancement.</li> </ul>	<ul style="list-style-type: none"> <li>Telecom Manager</li> <li>Infrastructure Project Manager</li> <li>Technical Engineers</li> <li>Survey Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Risk: Insufficient funding.</li> <li>Mitigation: Seek international donors, PPPs.</li> <li>Risk: Incomplete data collection.</li> <li>Mitigation: Engage local communities for comprehensive data.</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Develop initial e-governance platforms for pilot testing.</li> </ul>	<ul style="list-style-type: none"> <li>Technical Engineers.</li> <li>E-Governance Development Team.</li> </ul>	<ul style="list-style-type: none"> <li>Risk: Bureaucratic delays.</li> <li>Mitigation: Establish a dedicated task force.</li> </ul>
Q3	<ul style="list-style-type: none"> <li>Expand network coverage in underserved areas.</li> <li>Establish Public ICT Centers.</li> <li>Pilot e-governance platforms in selected local governments.</li> <li>Draft initial digital regulations, standards, frameworks and guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Telecom Manager</li> <li>Infrastructure Project Manager</li> <li>Technical Engineers</li> <li>E-Governance Development Team</li> <li>Regulatory Team</li> </ul>	<ul style="list-style-type: none"> <li>Risk: Delays in infrastructure setup.</li> <li>Mitigation: Close coordination with local authorities.</li> <li>Risk: Resistance to e-governance platforms.</li> <li>Mitigation: Provide training and support to users.</li> </ul>
Q4	<ul style="list-style-type: none"> <li>Assess and optimize telecom infrastructure and internet connectivity.</li> <li>Evaluate pilot e-governance platforms and gather feedback.</li> <li>Finalize and begin implementing digital regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Telecom Manager</li> <li>Infrastructure Project Manager</li> <li>Technical Engineers</li> <li>E-Governance Development Team</li> </ul> <p>Regulatory Team</p>	<ul style="list-style-type: none"> <li>Risk: Technical issues.</li> <li>Mitigation: Regular maintenance and support.</li> <li>Risk: Inadequate enforcement of regulations.</li> <li>Mitigation: Establish clear enforcement mechanisms and penalties.</li> </ul>





## TIMELINES AND ACTIVITIES

2026

2027

	<b>Initiatives and Projects</b>	<b>Roles and Responsibilities</b>	<b>Risk Assessment and Mitigation</b>
Q1 - Q4	<ul style="list-style-type: none"> <li>Establishment of software testing laboratory</li> <li>Implement E-Governance Service platforms in all local governments.</li> <li>Train Government Staff.</li> <li>Increase Mobile and Internet Penetration.</li> <li>Develop Policies for Affordable Telecom and Digital Services.</li> </ul>	<ul style="list-style-type: none"> <li>E-Governance Implementation Team</li> <li>Telecom and Digital Project Manager</li> <li>Policy Development Team.</li> </ul>	<ul style="list-style-type: none"> <li>Risk: Resistance to change.</li> <li>Mitigation: Continuous training and support.</li> <li>Risk: Resistance from telecom providers.</li> <li>Mitigation: Incentives for compliance.</li> <li>Risk: Slow adoption of e-governance platforms.</li> <li>Mitigation: Continuous user training and support.</li> </ul>
Q1 - Q4	<ul style="list-style-type: none"> <li>Regularly Update E-Governance Platforms.</li> <li>Achieve 90% Telecom and internet Coverage.</li> <li>Ensure Affordability of Telecom and Digital Services.</li> <li>Fully enforce digital regulations</li> <li>Establish situation rooms.</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure Project Manager</li> <li>Technical Engineers</li> <li>Telecom and Digital Project Manager.</li> <li>Policy and Regulatory Enforcement Team.</li> </ul>	<ul style="list-style-type: none"> <li>Risk: Sustainability issues.</li> <li>Mitigation: Establish maintenance schedules</li> <li>Risk: Funding shortfalls.</li> <li>Mitigation: Diversify funding sources, including international donors and PPPs.</li> </ul>





## Robust Partnerships, Collaboration, and Funding

3

**Goal:** Establish and strengthen partnerships, facilitate collaboration, and secure funding for digital initiatives.

### Objectives

- Secure and maintain strategic national and international partners.
- Strengthen existing partnerships with stakeholders.
- Facilitate collaborative projects to address digital needs.
- Secure funding from various sources

### Strategies

- Organize partnership summits and forums.
- Create a task force to manage partnerships and funding.
- Develop funding proposals and engage with potential donors.
- Host annual digital innovation and partnership forums.
- Facilitate regular meetings between stakeholders.
- Organize international digital conferences and expos.
- Promote Borno State's digital achievements and opportunities.
- Establish Information and Communication Development Trust Fund.

### Targets

- 2024:
  - Establish partnerships with at least 2 major local and global tech companies and 5 NGOs, secure initial funding and commission BICTDA Trust Fund.
- 2025:
  - Establish partnerships with at least 3 major local and global tech companies and 5 NGOs.
- 2026:
  - Increase active partnerships by 50%, secure additional funding.
- 2027:
  - Attract additional 10 local and global tech companies and investors for funding and collaboration.

### Resources

- Partnership development and management
- Event organization (summits, forums)
- Travel and logistics



## TIMELINES AND ACTIVITIES

2024

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q3 - Q4	<ul style="list-style-type: none"><li>Organize Digital Partnership Summit.</li><li>Create Partnership Task Force.</li><li>Develop initial funding proposals.</li><li>Establishment of BICTDA Trust Fund</li></ul>	<ul style="list-style-type: none"><li>Partnership Manager</li><li>Liaison Officers</li><li>Funding Coordinator</li></ul>	<ul style="list-style-type: none"><li>Risk: Difficulty in securing partnerships and funding.</li><li>Mitigation: Clearly define mutual benefits, robust proposal development.</li></ul>
Q1 - Q2	<ul style="list-style-type: none"><li>Commission BICTDA Trust Fund</li><li>Begin initial partnership engagements.</li><li>Submit funding proposals.</li></ul>	<ul style="list-style-type: none"><li>Partnership Manager</li><li>Liaison Officers</li><li>Funding Coordinator</li></ul>	<ul style="list-style-type: none"><li>Risk: Difficulty in securing partnerships and funding.</li><li>Mitigation: Clearly define mutual benefits, robust proposal development.</li><li>Risk: Misalignment of goals.</li><li>Mitigation: Regular alignment sessions.</li></ul>
Q3	<ul style="list-style-type: none"><li>Organize follow-up partnership meetings.</li><li>Secure initial funding.</li></ul>	<ul style="list-style-type: none"><li>Partnership Manager</li><li>Liaison Officers</li><li>Funding Coordinator</li></ul>	<ul style="list-style-type: none"><li>Risk: Partnership conflicts.</li><li>Mitigation: Establish conflict resolution mechanisms.</li></ul>
Q4	<ul style="list-style-type: none"><li>Evaluate partnership and funding effectiveness.</li></ul>	<ul style="list-style-type: none"><li>Partnership Manager</li><li>Funding Coordinator</li></ul>	<ul style="list-style-type: none"><li>Risk: Inconsistent partner commitment, funding shortfalls.</li><li>Mitigation: Regular meetings, diversified funding sources.</li></ul>





## TIMELINES AND ACTIVITIES

2026

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q1 - Q4	<ul style="list-style-type: none"><li>• Host Annual Digital Innovation Forum.</li><li>• Implement Collaborative Projects.</li><li>• Secure additional funding.</li></ul>	<ul style="list-style-type: none"><li>• Partnership Manager</li><li>• Project Coordinators</li><li>• Funding Coordinator</li></ul>	<ul style="list-style-type: none"><li>• Risk: Partner disengagement, funding gaps.</li><li>• Mitigation: Continuous engagement and diversified funding.</li></ul>
Q1 - Q4	<ul style="list-style-type: none"><li>• Organize Global Tech Conferences.</li><li>• Expand Partnerships.</li><li>• Secure sustainable funding.</li></ul>	<ul style="list-style-type: none"><li>• Partnership Manager</li><li>• Liaison Officers</li><li>• Funding Coordinator</li></ul>	<ul style="list-style-type: none"><li>• Risk: Limited global interest, funding challenges.</li><li>• Mitigation: Effective marketing and robust funding strategies</li></ul>

2027





# Cybersecurity and Data Governance

4

**Goal:** Create a secure digital environment and ensure effective data governance.

## Objectives

- Develop and implement cybersecurity policies and protocols.
- Raise awareness and conduct sensitization about cybersecurity threats
- Establish robust data governance systems.
- Ensure compliance with data protection regulations.
- Foster a culture of data security and privacy
- Ensure that all MDAs in the state migrate to bo.gov.ng

## Strategies

- Establish a cybersecurity laboratory in BICTDA
- Develop a state-level cybersecurity policy and response team.
- Conduct awareness campaigns and training.
- Partner with cybersecurity firms and experts.
- Implement data protection measures and compliance monitoring.
- Promote best practices in data security and privacy.
- Implement security protocols in public digital services.
- Develop data management frameworks and guidelines.
- Executive directive to the SSG to issue a circular to compel all MDAs to migrate to bo.gov.ng by 2025.

## Targets

2024:

- Conduct at least 4 cybersecurity awareness workshops
- Achieve at least 60% increase in cybersecurity incident reporting within the first year of the awareness campaign.

2025:

- Establish a cybersecurity laboratory in BICTDA
- Conduct at least 8 cybersecurity awareness workshops, with at least one workshop per quarter.
- Achieve at least 85% increase in cybersecurity incident reporting at the end of the year.
- Begin data governance initiatives.
- Migration to bo.gov.ng

2026:

- Deliver advanced cybersecurity and data governance training to at least 500 IT professionals by Q4
- Ensure 100% of government departments have implemented standardized data governance systems.

2027:

- Implement the framework in 100% of government departments and critical infrastructure by Q2
- Ensure 100% of government departments and agencies are compliant with data protection regulations by Q4.

## Resources

- Cybersecurity tools and software.
- Training and awareness programs.
- Cybersecurity staff.





## TIMELINES AND ACTIVITIES

2024

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q3	<ul style="list-style-type: none"><li>Launch Cybersecurity Awareness Campaigns.</li></ul>	<ul style="list-style-type: none"><li>Chief Information Security Officer (CISO)</li><li>Cybersecurity Analysts</li></ul>	<ul style="list-style-type: none"><li>Risk: Low public awareness.</li><li>Mitigation: Extensive campaigns and educational materials.</li></ul>
Q4	<ul style="list-style-type: none"><li>Continue awareness campaigns.</li></ul>	<ul style="list-style-type: none"><li>CISO</li></ul>	<ul style="list-style-type: none"><li>Risk: Low public awareness.</li><li>Mitigation: Extensive campaigns and educational materials</li></ul>
Q1	<ul style="list-style-type: none"><li>Establish a cybersecurity laboratory in BICTDA</li><li>Begin Cybersecurity Framework Development.</li></ul>	<ul style="list-style-type: none"><li>Chief Information Security Officer (CISO)</li><li>Cybersecurity Analysts</li></ul>	<ul style="list-style-type: none"><li>Risk: Low public awareness.</li><li>Mitigation: Extensive campaigns and educational materials</li></ul>
Q2	<ul style="list-style-type: none"><li>Continue awareness campaigns.</li><li>Develop Data Governance Framework.</li></ul>	<ul style="list-style-type: none"><li>CISO</li><li>Data Governance Specialists</li></ul>	<ul style="list-style-type: none"><li>Risk: Inadequate policies.</li><li>Mitigation: Collaborate with cybersecurity and data management experts.</li></ul>
Q3	<ul style="list-style-type: none"><li>Start implementing cybersecurity measures.</li><li>Pilot Data Governance Systems.</li></ul>	<ul style="list-style-type: none"><li>CISO</li><li>Data Governance Specialists</li></ul>	<ul style="list-style-type: none"><li>Risk: Resistance to new policies.</li><li>Mitigation: Training and engagement.</li></ul>
Q4	<ul style="list-style-type: none"><li>Evaluate initial cybersecurity measures.</li><li>Assess Data Governance System Pilot.</li></ul>	<ul style="list-style-type: none"><li>CISO</li><li>Data Governance Specialists</li></ul>	<ul style="list-style-type: none"><li>Risk: Technical issues.</li><li>Mitigation: Regular audits and updates.</li></ul>





## TIMELINES AND ACTIVITIES

2026

2027

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q1 - Q4	<ul style="list-style-type: none"><li>Provide Advanced IT Professional Training.</li><li>Establish Cyber Incident Response Team.</li><li>Fully implement data governance systems across all government departments.</li></ul>	<ul style="list-style-type: none"><li>CISO</li><li>Cybersecurity Trainers</li><li>Data Governance Specialists</li></ul>	<ul style="list-style-type: none"><li>Risk: Skill gaps in IT professionals.</li><li>Mitigation: Continuous training and certification programs.</li><li>Risk: Data security breaches.</li><li>Mitigation: Implement strong data security measures.</li></ul>
Q1 - Q4	<ul style="list-style-type: none"><li>Implement Advanced Security Measures.</li><li>Regularly Update Cybersecurity Policies.</li></ul>	<ul style="list-style-type: none"><li>CISO.</li><li>Cybersecurity Analysts</li></ul>	<ul style="list-style-type: none"><li>Risk: Evolving cyber threats.</li><li>Mitigation: Stay updated with global cybersecurity trends.</li></ul>





# Innovation, Entrepreneurship and Emerging Technologies

5

**Goal:** Boost digital inclusion, foster entrepreneurship to build a thriving digital economy and adopt emerging technology in Borno state.

## Objectives

- Provide training and mentorship for aspiring technopreneurs.
- Establish support mechanisms for startups to the mentees and entrepreneurs.
- Integrate emerging technologies into the digital ecosystem.
- Establish a demo Lab.

## Strategies

- Offer entrepreneurship training programs.
- Establish a startup incubator and accelerator program.
- Offer mentorship and support for startups.
- Provide seed funding and resources for promising startups.
- Create digital job opportunities and remote work initiatives.
- Explore and pilot emerging technologies.
- Establish a Fabrication Laboratory (FabLab) for hands-on for emerging technologies.

## Targets

2025:

- Support 500 aspiring technopreneurs.
- Pilot at least three emerging technologies (e.g., AI, blockchain, IoT etc.) within government operations.

2026:

- Support 100 tech-driven startups.
- Achieve a 70% adoption rate of at least one emerging technology across all relevant government departments by Q4.
- Establishment of a world class FabLab

2027:

- Create 5,000 digital jobs.
- Integrate at least two emerging technologies into public services by Q4.

## Resources

- Training and mentorship programs
- Incubator and accelerator facilities
- Seed funding and resources for tech-driven Startups





## TIMELINES AND ACTIVITIES

2025

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q1	<ul style="list-style-type: none"><li>Launch Digital Entrepreneurship Training.</li></ul>	<ul style="list-style-type: none"><li>Entrepreneurship Program Manager</li><li>Mentors.</li></ul>	<ul style="list-style-type: none"><li>Risk: Limited resources.</li><li>Mitigation: Establish partnerships.</li></ul>
Q2	<ul style="list-style-type: none"><li>Continue Training Programs.</li></ul>	<ul style="list-style-type: none"><li>Entrepreneurship Program Manager</li><li>Mentors</li></ul>	<ul style="list-style-type: none"><li>Risk: Low participation.</li><li>Mitigation: Offer incentives</li></ul>
Q3	<ul style="list-style-type: none"><li>Launch Mentorship Programs.</li></ul>	<ul style="list-style-type: none"><li>Entrepreneurship Program Manager</li><li>Advisors</li></ul>	<ul style="list-style-type: none"><li>Risk: Limited mentorship.</li><li>Mitigation: Recruit experienced mentors.</li></ul>
Q4	<ul style="list-style-type: none"><li>Evaluate training and mentorship impact.</li></ul>	<ul style="list-style-type: none"><li>Entrepreneurship Program Manager</li></ul>	<ul style="list-style-type: none"><li>Risk: Ineffective programs.</li><li>Mitigation: Adjust based on feedback.</li></ul>





## TIMELINES AND ACTIVITIES

2026

	Initiatives and Projects	Roles and Responsibilities	Risk Assessment and Mitigation
Q1 - Q4	<ul style="list-style-type: none"><li>• Launch Startup Incubator and Accelerator Program.</li><li>• Provide Seed Funding and Resources.</li></ul>	<ul style="list-style-type: none"><li>• Entrepreneurship Program Manager</li><li>• Funding Managers</li></ul>	<ul style="list-style-type: none"><li>• Risk: Insufficient funding.</li><li>• Mitigation: Seek additional funding sources.</li><li>• Mitigation: Seek additional funding sources.</li></ul>
Q1 - Q4	<ul style="list-style-type: none"><li>• Implement Digital Job Creation Initiative.</li><li>• Provide Remote Work Training.</li><li>• Integrate Emerging Technologies.</li></ul>	<ul style="list-style-type: none"><li>• Entrepreneurship Program Manager</li><li>• Remote Work Trainers.</li><li>• Emerging Technologies Specialists</li></ul>	<ul style="list-style-type: none"><li>• Risk: Limited job opportunities.</li><li>• Mitigation: Foster private sector partnerships.</li><li>• Risk: Rapid technological changes.</li><li>• Mitigation: Continuous monitoring and adaptation.</li></ul>

2027



# 4.0 APPENDIX





This appendix provides supplementary information to the Strategic Roadmap and Action Plan for the digital transformation of Borno State.

Term	Definition
Artificial Intelligence (AI)	A branch of computer science that deals with the creation of intelligent agents, which are systems that can reason, learn, and act autonomously.
Bandwidth	The amount of data that can be transmitted over a network connection in a given amount of time.
Big Data	Extremely large and complex datasets
Blockchain	A distributed ledger technology that allows for secure, transparent, and tamper-proof recording of transactions.
Cloud Computing	Delivering on-demand computing services over the internet, including servers, storage, databases, networking, etc.
Cybersecurity	Protecting information systems, networks, and programs from unauthorized access, use, disclosure, disruption, modification, or destruction.
Data Center	A centralized facility that houses computer systems and related components, such as storage systems, networking equipment, and security devices.
Data Governance	A set of policies, processes, and standards that define how an organization manages its data.
Digital Divide	The gap between those who have access to and can use technology and those who do not.
Digital Literacy	The ability to use technology effectively to find, evaluate, create, and communicate information.
E-commerce	The buying and selling of goods and services over the internet.

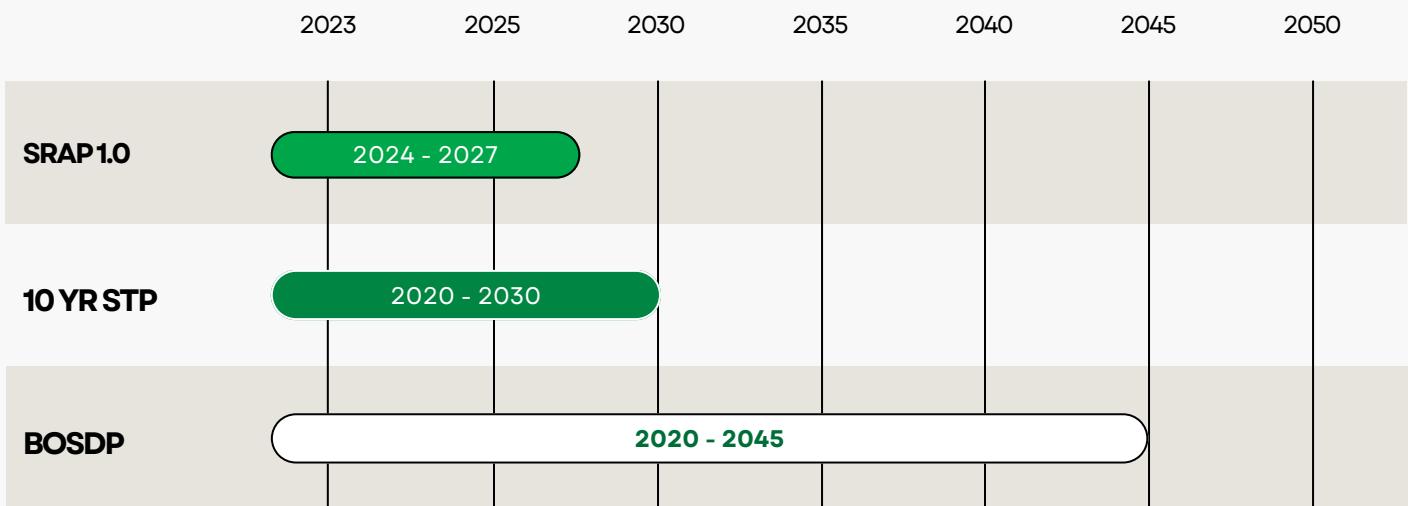
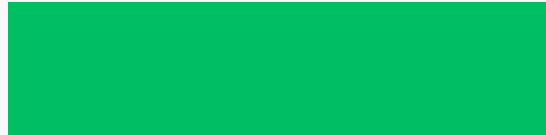


Term	Definition
E-government	The use of technology to deliver government services to citizens, businesses, and other government agencies.
Emerging Technologies	Technologies that are in the early stages of development but have the potential to significantly impact society.
Encryption	The process of transforming information (plaintext) into a scrambled form (ciphertext) that can only be read by authorized parties.
Fintech	The use of technology to deliver financial services.
Human Capital Development	The process of improving the knowledge, skills, and abilities of people to meet the needs of the economy.
Information and Communication Technology (ICT)	The technologies that enable the creation, manipulation, storage, communication, and dissemination of information.
Internet of Things (IoT)	A network of physical devices embedded with electronics, software, sensors, and actuators that enable them to collect and exchange data
Knowledge Management	The process of creating, sharing, using, and applying knowledge to achieve organizational goals.
Open Data	Data that is freely available to anyone to use and share.
Open Source Software	Software that is freely available for anyone to use, modify, and distribute.
Public-Private Partnership (PPP)	A collaborative agreement between a government agency and a private sector entity to deliver a service or undertake a project.



# SRAP & BoSDP

## SNAPSHOT & LINK-UP



The BICTDA Strategic RoadMap and Action Plan (2024 - 2027) is designed to align seamlessly with the overarching goals of the Borno State 25-Year Development Plan, which envisions a future where technology and innovation drive socio-economic development



# LINK UP STATEMENT



His Excellency Engr. Professor Babagana Umara Zulum, CON, mni, FNSE, FNIAE, the Executive Governor of Borno State, being warmly welcomed by Engr. Mohammed Ahmed Kabir Wanori, FNSE, Executive Secretary of BICTDA to one of the Digital Literacy Centers in Borno State.

The Borno Information Communication Technology Development Agency (BICTDA) Strategic Road Map and Action Plan 1.0 (2024-2027) is a critical component of Borno State's broader vision outlined in the 25-Year Development Plan and the 10-Year State Transformational Plan. These strategic documents collectively aim to transform Borno into a hub of technological innovation, sustainable development, and economic growth.

## 1. Alignment with the 25-Year Development Plan:

The BICTDA Road Map is designed to align seamlessly with the overarching goals of the Borno State 25-Year Development Plan, which envisions a future where technology and innovation drive socio-economic development. Key aspects include:

**Infrastructure Development:** Enhancing digital infrastructure to support technological advancements, aligning with the plan's goal to build resilient and sustainable infrastructure.

**Human Capacity Building:** Developing a skilled workforce in ICT, supporting the plan's emphasis on education and human capital development.

**Economic Diversification:** Promoting ICT as a key sector for economic diversification, consistent with the plan's strategy to reduce dependency on traditional sectors.

## 2. Integration with the 10-Year State Transformational Plan:

The 10-Year State Transformational Plan provides a detailed roadmap for achieving significant milestones within the next decade. The BICTDA Strategic Road Map dovetails with this plan through:

- **Technological Innovation:** Fostering innovation hubs and start-ups, aligning with the transformational plan's focus on creating a vibrant entrepreneurial ecosystem.
- **Cybersecurity and Governance:** Enhancing cybersecurity frameworks and digital governance, in line with the plan's objective to establish a secure and transparent digital environment.
- **Public-Private Partnerships:** Encouraging collaborations with private sector stakeholders, supporting the transformational plan's goal to boost public-private sector synergy for sustainable growth.

## 3. Synergistic Goals and Outcomes:

By integrating the BICTDA Strategic Road Map with the 25-Year Development Plan and the 10-Year Transformational Plan, Borno State aims to:

- **Accelerate Digital Transformation:** Leverage ICT to improve service delivery, governance, and economic activities across the state.
- **Promote Inclusivity and Access:** Ensure equitable access to digital technologies and opportunities for all residents, supporting the broader vision of inclusive development.
- **Foster Sustainable Growth:** Drive sustainable economic growth through smart technologies and innovation, contributing to long-term development goals.

Together, these strategic plans form a cohesive framework that will guide Borno State towards a future of enhanced technological prowess, economic resilience, and societal well-being. The BICTDA's initiatives are pivotal in realizing the shared vision of a progressive and digitally empowered Borno.

# ABBREVIATIONS AND ACRONYMS

<b>BICTDA</b>	Borno State Information and Communication Technology Development Agency
<b>ICT</b>	Information and Communication Technology
<b>e-governance</b>	Electronic governance
<b>MSME</b>	Micro, Small and Medium Enterprise
<b>SRAP</b>	Strategic Roadmap and Action Plan
<b>NDP</b>	National Development Plan
<b>NDPC</b>	Nigeria Data Protection Commission
<b>MDAs</b>	Ministries, Departments and Agencies
<b>NITP</b>	National Information Technology Policy
<b>NITDA</b>	National Information Technology Development Agency
<b>STI</b>	Science, Technology and Innovation
<b>IT</b>	Information Technology
<b>ISP</b>	Internet Service Provider
<b>CPE</b>	Customer Premises Equipment



## ABBREVIATIONS AND ACRONYMS

<b>API</b>	Application Programming Interface
<b>SMS</b>	Short Message Service
<b>USSD</b>	Unstructured Supplementary Service Data
<b>KYC</b>	Know Your Customer
<b>AML</b>	Anti-Money Laundering
<b>CPN</b>	Cybercrimes Prohibition and Protection Act.
<b>NG-CERT</b>	Nigeria Computer Emergency Response Team
<b>DPI</b>	Deep Packet Inspection
<b>IoT</b>	Internet of Things
<b>AI</b>	Artificial Intelligence
<b>3MTT</b>	3 Million Technical Talent



## ABBREVIATIONS AND ACRONYMS

<b>CON</b>	Commander of the order of Niger
<b>mni</b>	Member of the National institute
<b>FNSE</b>	Fellow, Nigerian Society of Engineers
<b>FNIAE</b>	Fellow, Nigerian Institute of Agricultural Engineers
<b>NDEPS</b>	National Digital Economy Policy and Strategy
<b>NCC</b>	Nigeria Communication Commission
<b>Wifi</b>	Wireless fidelity
<b>PPP</b>	Public Private Partnership
<b>BOSDP</b>	Borno State Development Plan
<b>NGO</b>	Non-Governmental Organizations
<b>SSG</b>	Secretary to the State Government
<b>FabLab</b>	Fabrication Laboratory
<b>Demo Lab</b>	Demonstration Laboratory
<b>CISO</b>	Chief Information Security Officer
<b>Q1</b>	Quarter One
<b>Q2</b>	Quarter Two
<b>Q3</b>	Quarter Three
<b>Q4</b>	Quarter Four





**BICTDA**  
BORNO STATE INFORMATION AND COMMUNICATION  
TECHNOLOGY DEVELOPMENT AGENCY.