

Nigeria:

Technology Innovation Policy Priorities for the New Administration





Technology has become an indispensable catalyst for progress, propelling nations towards prosperity, sustainability, and global competitiveness. By embracing technological advancements and leveraging them for the greater good, leaders have been able to build more competitive marketplace, accelerate the pace of economic growth and address human capital needs across various economies. In today's fast-paced and interconnected world, technology innovation has emerged as an undisputed driving force behind economic development of developed and developing economies. From boosting productivity and efficiency to fostering new industries and creating jobs, technology innovation plays a pivotal role in shaping the trajectory of nations on their path towards sustainable economic growth.

Since the establishment of the first National Science and Technology Policy in 1986, various administrations in Nigeria have shown interest in promoting science, technology, and innovation as a key driver of socio-economic development. The 2022 revised National Science, Technology, and Innovation Policy (NSTIP) is the most recent, with a vison to 'make Nigeria one of the top scientific powers in the world'. The 2022 NSTIP aims to achieve its policy priorities through 'harnessing, developing, and utilizing Science, Technology, and Innovation (STI) to build a large, strong, diversified, sustainable and competitive economy that guarantees a high standard of living and quality of life for its citizens', in line with Nigeria's National Development Plan (NDP) 2021-2025. The policy is laudable and a good reference point in the quest for strong Science, Technology and Innovation (STI) capabilities to drive a knowledge-based and innovation-driven economy.



Exhibit 1

Policy insights from top-three countries in the **Bloomberg Innovation Index** that have successfully leveraged technology and innovation to drive economic development



South Korea

For the first half of the twentieth century, South Korea was an agrarian-based Japanese colony. In the latest (2021) Bloomberg Innovation Index ranking, the country was ranked as the most innovative globally. South Korea's Science and Technology (S&T) policy is focused on acquiring core competences in strategic technology areas and developing an innovation system that will enable the nation to make a successful transition toward knowledge-based tech driven economy. South Korea is recognized today as the second-highest R&D spender among OECD economies, and excels in key technologies, including semiconductors, 6G, and ICT infrastructure.

Few STI policy initiatives the country implemented over the last decades included:

 Creation of the National S&T Council to improve the efficiency of government R&D activities through inter-ministerial coordination of R&D policy and investment.

Formulation and implementation of a rolling Five-year S&T Innovation plan since 1997.

• Increase in R&D investment over the years to 4.8% of the GDP in 2020 (from 2.0% in 1999). The government planned to spend \$25.5 billion (5.1% of the annual budget) in R&D for 2023 fiscal year .

• A strong governance architecture led by a Presidential Advisory Council on Science and Technology (PACST) and the Ministry of Science and ICT (MSIT) through its Science, Technology, and Innovation Office.



Singapore is a leader in innovation and technology in South-East Asia and ranks 2nd in Bloomberg Innovation Index. To support digital transformation, the country launched laudable technology initiatives such as SMEs Go Digital (a programme to help SMEs improve digital capabilities), the TechSkills Accelerator (to develop a skilled ICT workforce) and the Open Innovation Platform (a virtual crowd-sourcing platform that matches real business challenges or digitalisation opportunities with problem solvers).

Few STI policy initiatives the country implemented over the last decades included:

· A tripartite overarching 'Home' strategy, which refers to 'Home for Business', 'Home for Innovation', and 'Home for Talent' was part of the innovation strategy.

• The country has a Research, Innovation and Enterprise (RIE) 2025 plan in which the government intends to spend another \$25 billion to support innovation.

 National Artificial Intelligence Strategy, making the country a leading choice for global events in areas such as robotics, space science and ICT.

 The government acts as an early adopter of relatively unproven new technologies in sectors such as mobility, energy, and more recently public healthcare.



Geographically, Switzerland is a small, mountainous, and landlocked country of 8.7 million people. Over the years, alliances between multinationals and small and medium-sized enterprises, research and educational institutions, and university spin-offs sowed the seeds for innovation in a wide range of sectors. The country has a reputation as the world's most innovative economy, ranking third in the Bloomberg Innovation Index, and top on the World Intellectual Property Organization's innovation index for eight consecutive years. It is known for its highly skilled workforce, innovation, strong financial sector, and high standard of living.

Below are some of the policies that drive the country's S&T wins:

• Switzerland spends more than 3% of its GDP on R&D (amounting to \$25.5 billion in 2019), with the private sector accounting for approximately two-thirds of this spending.

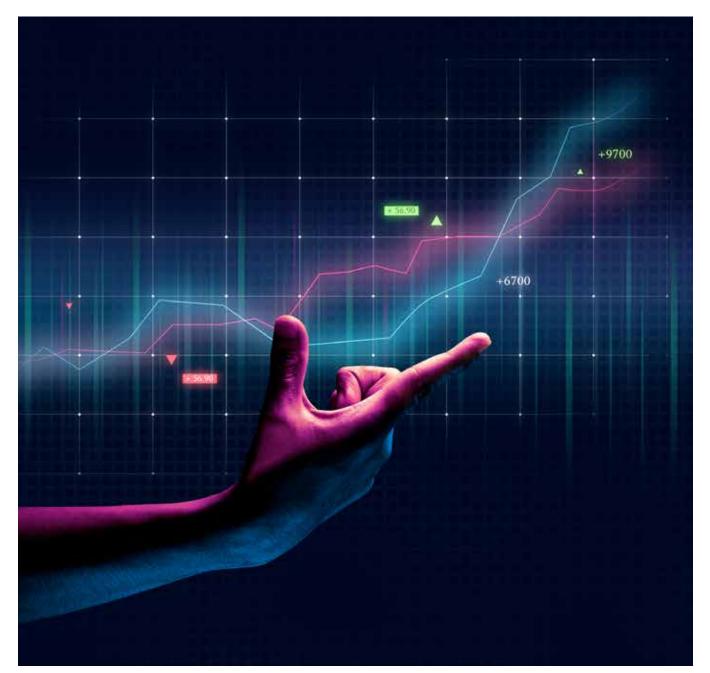
• The country has a dedicated agency - Innosuisse - whose mandate is to fund science-based innovation.

· Education is fundamental to its success. Eight Swiss Universities of Applied Sciences and the Arts act as a bridge between the universities and the industry. The work of its universities frequently helps to create start-ups.

• The country formulates education, research and innovation policy every four years. The 2021-2024 policy focuses on digitalisation, sustainable development and equal opportunities

Nigeria has a new administration, whose tenure began May 29, 2023. Businesses and consumers are yearning for some landmark policy interventions that will position the country to take its pride position as the leading technology hub in Africa. Nigeria is Africa's largest Telecom market with about 82% of the continent's telecoms subscribers and 29% of internet usage. The sector is valued at US\$75billion, accounts for 17.5% of the GDP and acts as a strategic enabler for virtually all other economic sectors. With the advent of Dr Bosun Tijani as Minister of Communications, Innovation and Digital Economy; and Mr Uche Nnaji as Minister for Innovation, Science and Technology, the President Tinubu's administration is signalling its intention to give priority to Innovation as a driver of transformative growth and development of our economy.

The administration of President Bola Ahmed Tinubu seeks to "remodel the economy to bring about growth and development." A key theme in the President's economic agenda is the creation of one million new jobs in the digital economy, promotion of domestic manufacturing and a GDP that grows at an optimistic 6% per annum over the next four years (2023 – 2027). Technology and innovation are strategic enablers of economic progress globally which the Nigerian government can strategically leverage to catalyse growth and development. We highlight some ten (10) technology innovation policy priorities that could help the administration make some meaningful impact on the nation's digital economy and growth.



1

Reduce digital divide by enabling telcos to increase broadband coverage across the nation especially in the hinterland.



Nigeria's broadband internet penetration needs to grow to a minimum of 80% over the next decade, from the current 47% as at June 2023 (93% in Singapore, 93% in South Korea, 98% in Switzerland). In addition to scaling broadband infrastructure in the hinterlands, we must equally address quality issues and the high cost of access, as internet affordability in the country has worsened (from 107th ranking in 2021 to 114th in 2022). Given the size of the Nigerian market, the country should be seeking to be the Sub-Saharan African hub for manufacturing/assembly of telecom devices starting from handsets and accessories. We must also domesticate the telecoms industry to improve sectoral linkages and multiplier effect beyond the current local production of sim toolkit. The government needs to deploy measures to ensure that regional infracos commence the roll out of broadband backbone infrastructure. Efforts should also be directed at increasing the utilisation of the country's submarine cable capacity to >50% to encourage private operators who may seek to expand coverage to the hinterland.

Expected Impacts

When Nigeria attains 80% internet penetration rate, broadband subscriptions should hit an estimated 150 million users. This would stimulate last mile telecom infrastructure investments and grow the utilization of Nigeria's submarine cable capacity. This will be good for FDI in the telecom infrastructure space. The resultant marketplace implication would create multiplier effects that act to stimulate production, consumption, and employment across economic sectors.

2.

Enforce data privacy laws to inspire trust and protect digital assets.



The new Data Protection Act, 2023 is an important milestone in the quest for legal framework for data protection principles in the country. It provides definitions for "personal data", legal obligations for "data controllers" and "processors", stronger protections for children and persons without legal capacity, restrictions on cross border transfers, amongst other provisions. The new law is part of the Nigeria Digital Identification for Development Project and establishes the Nigeria Data Protection Commission (NDPC) to regulate the processing of personal information. The new administration needs to provide executive and moral support to the NDPC and the National Information Technology Development Agency (NITDA) to enforce all existing data protection Act.

Expected Impacts

Data protection is critical to consumer protection and the deepening of the Nigerian digital economy and technology ecosystem. Effective implementation of the Data Protection Act should motivate end-user trust and improve the relative competitiveness of Nigerian tech entrepreneurs in the global venture finance space. This is also expected to positively impact potential foreign direct investment inflows from global tech giants and VC firms.

3. Implement effective cyber security architecture.



Implementing an effective cybersecurity architecture in Nigeria is a complex endeavour that requires commitment, coordination, and smart technologies. A good start would be a comprehensive review of the 2021 National Cybersecurity Policy and Strategy through a collaborative effort involving government agencies, law enforcement, academia, civil society, and the private sector. The country must also broadly adopt internationally recognized cybersecurity standards and frameworks, such as ISO 27001 or NIST Cybersecurity Framework as already done in the banking sector. Furthermore, heightened regulatory scrutiny would be required to compel organisations to establish strong and proactive cyber security measures, establish good cyber hygiene and build cyber resilience. To address the current cybersecurity skills gap, government must Invest in cybersecurity education and training programs that will grow the pool of cybersecurity professionals and raise awareness among the general population.

Expected Impacts

A functional cybersecurity policy framework helps the country safeguard critical infrastructure, such as energy, transportation, finance, and healthcare systems, from cyberattacks. It also fosters a safe environment for businesses to operate online, contributing to economic stability and growth. The country will be able to establish trust between individuals, businesses, and government entities, which is essential for a thriving digital economy.

4

Promote private enterprise and enable regional champions.



With half of the known Unicorns on the continent, Nigeria is strategically placed to lead digital entrepreneurship in Africa, with positive implications for job creation, investments, productivity, and innovation across all sectors. The digital entrepreneurship ecosystem in the country is rapidly evolving amidst minimal government support and calls for robust government support to chart a sustainable growth path. Strategic support to private technology enterprises through infrastructure, funding, enabling ecosystems, trade facilitation, access to market, right of way, supportive tax policies, etc. could help create regional champions that will become a pride of the nation. For example, with the right support, Flutterwave could become Africa's Fintech champion, whilst Glo could become a regional telco champion. The NITDA should be encouraged to actively play its role as a development agency, and not morph into a regulator.

Expected Impacts

A vibrant digital entrepreneurship ecosystem will be instrumental to job creation. Regional champions could help strengthen marketplace competitiveness, attract the needed private capital for investment purposes and elevate the country's profile in regional and/or global digital economy discourse. 5. Institute appropriate legal environment to promote sanctity of contract and effective dispute resolution.



The ecosystem will thrive if the new administration could find a way to combine legislative reform, institutional development, public sensitisation, and technology to offer Nigerians and the business community a functional environment for startups to thrive. In addition to instituting a reliable arbitration mechanism that clearly defines the jurisdiction of different courts and when/where alternative dispute resolution (ADR) mechanisms should be explored, government must provide a robust IPR framework that is bespoke to each economic sector, compliant with national laws and aligned with international treaties and practices. Such framework must clearly define the scope and protection of various forms of intellectual property, and enforcement mechanisms to deter and combat intellectual property infringement, counterfeiting, and piracy. The implementation of the Startup Act 2022 must start in earnest and must include dispute resolution framework that is in line with international standards. The government could also consider establishing specialized commercial or business courts that have expertise in handling complex business disputes. The Central Bank must be supported to implement its plan to establish the Nigerian International Finance Center (NIFC) to create a fully global investment and a financial hub where monies, ideas, and technology will move freely without hindrance. The NIFC is expected to operate under international legal jurisdiction and act as an international gateway for capital and investments, driven by technology and payment system infrastructure.

Expected Impacts

These policy initiatives will assure businesses and investors that their assets are protected. A functional dispute resolution mechanism will save businesses the huge financial and operational losses associated with delayed adjudication. The IPR will create an environment that nurtures innovation, protects intellectual property, and contributes to economic and social progress. Innovators and researchers will be motivated to invest time, resources, and effort into developing new ideas, products, and technologies.

6.

Establish a 'Centre of Excellence' to focus on a few relevant technologies such as AI, big data analytics, renewables, etc.



The Centre of Excellence (CoE) should be ideally jointly promoted by the Federal Ministries of Innovation, Science & Technology; and Communication, Innovation & Digital Economy, and established in partnership with reputable local and global private companies and scientists. The CoE must be sufficiently resourced with highly skilled technology thought leaders to function as a central hub for resources, knowledge, skills, and best practices within select domains such as Artificial Intelligence (AI), Big Data Analytics, Renewable Energy, etc. The CoE will play a crucial role in driving innovation, improving efficiency, and fostering excellence in digital economy themes. It will serve as a repository of knowledge and resources that can be shared across the tech ecosystem. The CoE will also provide training, workshops, and educational resources to help employees or stakeholders develop the necessary capabilities within their respective domains.

Expected Impacts

The CoE will identify and promote best practices within select technology domains, helping entrepreneurs and investors with data, expert opinion, and research amongst others. They will leverage the collective knowledge and experience of experts to achieve excellence and drive progress in the administration's digital economy drives. Promote STEM education from teacher training to nursery, primary, secondary and tertiary institutions.



The realities of today's rapidly evolving world have made STEM (Science, Technology, Engineering, and Mathematics) education a critical aspect of economic growth strategy. By investing in STEM, Nigeria will be able to create a highly skilled workforce, foster innovation, and be positioned to address the evolving challenges of globalisation. STEM literacy is crucial for Nigeria to keep pace with technological advancements and attain global competitiveness. The new administration needs to drive a comprehensive STEM literacy policy that is visionary, led by the government in collaboration with educational institutions, global tech companies, the private sector, and the informal sector. Such policy must strengthen STEM education (through a revised curriculum), promote early STEM exposure (in nursery, primary and secondary schools), invest in infrastructure and teacher training, leverage digital learning platforms, amongst other initiatives.

Expected Impacts

A skilled workforce proficient in science, engineering, and technology builds competitive industries, creates jobs, sustains technological advancement, and improves Nigeria's relative attractiveness for foreign investments. STEM literacy will prepare Nigeria's future workforce to contribute to innovation, economic growth, and sustainable development in the digital age.

8

Incentivise viable R&D programs and collaborate with industry to commercialise R&D output.



A functional Research and Development (R&D) ecosystem in Nigeria is crucial for driving innovation, and sustainable growth. The new administration could lead an R&D policy with adequate funding and incentives for academic institutions, private sector, and international organisations. Such policy must prioritize R&D as a strategic component of national development, establish funding mechanisms, grants, and tax incentives to encourage businesses, universities, and research institutions to invest in R&D activities. The government needs to develop incentives to enable the building of state-of-the-art research facilities, laboratories, and technology parks to support R&D activities across various sectors; and create mechanisms for transferring research outcomes and technologies from academia to the private sector for commercialization.

Expected Impacts

R&D development could have far-reaching and positive impacts on various aspects of the economy, higher education, industry, society, and overall development. A functional R&D ecosystem will foster the creation of new technologies, products, and services, leading to technological advancements that drive economic diversification, entrepreneurship, jobs, economic growth, and global competitive-ness. R&D development could position Nigeria as a leader in science, technology, and innovation in Africa and beyond.

9. Institute an agile governance architecture that coordinates R&D policy, investment, and innovation activities across MDAs



10.

Sustain Lagos as a leading hub for technology and innovation in Africa, to outcompete Kenya, South Africa, and Egypt.



We recommend that the government should set up a ministerial level National Science and Technology Council (NSTC) that will provide strategic governance oversight, coordinate science and technology policy-making process, ensure inter-ministerial R&D coordination, advise the President on S&T matters, amongst other responsibilities. The NSTC could have standing and/or special committees that will focus on thematic priority areas such as S&T Enterprise, STEM Education, Digital Economy, Clean Energy, etc. The Council should collaborate with the federal ministry of Innovation, Science and Technology to lead an ambitious and vision-aligned technology innovation agenda that will position science and technology as a sustainable engine for economic growth, prosperity, and security. The NSTC will provide advice to the Government on emerging scientific and technological developments, as well as scientific and technological issues of relevance to Government policy or priorities.

Expected Impacts

The NSTC will send a good signal to local and international stakeholders about the strategic importance of S&T in the economic transformation agenda of the new administration. The Council will be instrumental in establishing relatable short-, medium- and long-term national goals for science and technology policy and investment, which will provide some direction to R&D champions, investors and the business community thereby supporting sustained economic growth.

Lagos is ranked as the Number one startup city in Africa, ahead of Nairobi, Cape Town, Johannesburg, and Cairo. The federal government needs to formally recognise and support Lagos as a strategic technology hub in Nigeria and Africa. Often referred to as "Silicon Lagoon" or "Yabacon Valley," Lagos has experienced significant growth in its tech ecosystem over the past decade and now has a vibrant community of tech startups, numerous tech hubs, incubators, accelerators, a skilled workforce, and a viable pool of venture capitalists and angel investors. Technology hubs play a critical role in the digital transformation of nations by serving as focal points for innovation, collaboration, skill development, and economic growth. These hubs provide a supportive ecosystem that accelerates innovation, adoption of digital technologies and socioeconomic development while promoting linkages to global and local expert networks. For Lagos tech hub to fully realise its potentials, federal support is necessary to address infrastructure limitations, regulatory complexities, immigration, tax, and investment promotion. The federal government needs to support the Lagos State government to designate Yaba as a special economic zone (SEZ) and foster ongoing private-public sector initiative to establish a world class ICT Park in Yaba with requisite infrastructure and support systems. The government must also promote schemes to attract and retain talents in the eco-system. Talents will drive innovation and development of new technologies, products, and services, to improve Nigeria's global competitiveness. Youth with dreadlocks, tattoos and laptops must not be harassed by security agencies and stereotyped as 'yahoo boys'.

Expected Impacts

This initiative will shape the digital transformation of the country by fostering innovation, nurturing talent, facilitating collaboration across sectors, and driving economic growth. The hub will stimulate the development of robust digital infrastructure, including high-speed internet connectivity, co-working spaces, and research facilities; and provide startups and scale-ups with resources, mentorship, and networking opportunities. The hub will birth companies that will lead the next generation of businesses in Nigeria and Africa.

There are two fundamental strategic levers the new administration must leverage to drive sustainable and scalable impact in the implementation of a transformative technology innovation policy:

- 1. All Nigerian citizens and residents must have a unique ID: The Federal Government and the National Identity Management Commission (NIMC) must urgently harmonise all existing multiple IDs in the country and accelerate the issuance of a unique national digital ID to eligible Nigerians and residents. This will lay the needed foundation for trust, secure financial transactions, and efficient planning process. It will equally maximise the opportunities for financial inclusion, e-governance, efficient tax collection, better border control and national security, amongst other benefits. This unique ID could be similar to other successful large-scale digital identity systems such as Aadhaar in India, PhilSys in Philippines, the National Digital Identity (NDI) in Singapore, and the Resident Registration Number (RRN) in South Korea, amongst others.
- 2. Set-up an investment fund for early and growth-stage startups: The Nigerian government needs to sponsor a technology innovation fund that will invest in early-stage technology startups, in partnership with the private sector and international organisations. Many governments around the world have established funds to support and invest in technology startups within their countries. These funds aim to foster innovation, create jobs, and promote economic growth through technology-driven entrepreneurship. Examples include the US\$255 million Innovation and Technology Venture Fund (ITVF) in Hong Kong, the National Innovation Fund (NIF) in India, the US\$6.8bn Korea Venture Investment Corp (KVIC) in South Korea amongst many others. In August 2023, the UK government announced a £1 billion investment fund backed by Mastercard, Barclays and the London Stock Exchange Group, to support growth-stage fintechs. Dr Bosun Tijani, the newly appointed Nigerian minister of Communications, Innovation and Digital Economy has good experience raising funds and so is aware of the requirements of domestic and global investors in this regard.

Technology innovation does lead to economic development. This has been proven in many countries such as South Korea, Singapore, Switzerland, Taiwan, Denmark Israel, United Kingdom, United States of America, etc. where focus on innovation, research and technology led to remarkable economic progress. As expected, the mix of technology innovation policy alternatives the new administration decides to pursue will depend on prevailing circumstances, resource availability and socio-political priorities of the administration. Technology offers very promising solution to myriads of problems confronting Nigeria today, from insecurity to unemployment and fiscal shortfalls. The new administration of President Tinubu can utilise technology and innovation policy to drive the production, growth, and efficiency agenda of the administration. A comprehensive and adaptable technology innovation policy can provide the foundation for economic growth, social progress, and global competitiveness in a sustainable manner. Implementing a technology innovation policy in Nigeria would require a tailored approach that considers the country's unique challenges, opportunities, and priorities.



Exhibit 2 STI Policy Implementation Themes for Best Outcomes

Below are some themes that must guide the implementation of technology innovation policy to guarantee delivery of the desired economic benefits for Nigerians.

	Theme	Proposed action points
1	Current state assessment and vision	 Conduct a thorough assessment of Nigeria's technological landscape, identifying strengths, weaknesses, opportuni- ties, and challenges. Define a clear vision for technology innovation that aligns with Nigeria's economic diversification goals, job creation, and sustainable development.
2	8 8 Stakeholder identification and engagement	 Identify and engage with government agencies, private sector, academia, startups, international organisations, communities, and civil society to gather input and build a collaborative approach. Detail the requirements of each stakeholder groups, how they are impacted and what success means to them.
3	Policy formulation	 Develop a comprehensive technology innovation policy that addresses the immediate and future needs of key sectors such as fintech, agritech, healthtech, e-commerce, public service, etc. Tailor the policy to address specific macroeconomic challenges facing the country, such as unemployment, brain drain, digital infrastructure shortages, etc.
4	Digital infrastructure investment	 Invest in expanding reliable internet connectivity and digital infrastructure to bridge the digital divide between urban and rural areas. Encourage public-private partnerships to accelerate the deployment of broadband networks. Accelerate the utilisation of the existing broadband capacity.
5	Education and skill development	 Strengthen STEM education and vocational training programs to develop a pool of skilled tech workforce. Partner with local and international institutions of higher learning and global e-learning platforms to offer relevant courses and certifications to the people.
6	Robust regulatory framework	 Develop agile regulatory frameworks that encourage innovation while ensuring consumer protection and data privacy. Establish regulatory sandboxes where startups can test new products and services in a controlled environment ahead of market launch.

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5	Education and skill development	 Strengthen STEM education and vocational training programs to develop a pool of skilled tech workforce. Partner with local and international institutions of higher learning and global e-learning platforms to offer relevant courses and certifications to the people.
6	Robust regulatory framework	 Develop agile regulatory frameworks that encourage innovation while ensuring consumer protection and data privacy. Establish regulatory sandboxes where startups can test new products and services in a controlled environment ahead of market launch.
7	International collaboration	 Forge partnerships with international tech hubs, institutions, and companies to facilitate knowledge sharing, technology transfer, and market access. Participate in global tech events and conferences to show-case Nigerian innovations. Host annual tech evets targeting African tech entrepreneurs.
8	ित्रम् हिन्दू Public-Private Partnerships	• Collaborate with the private sector to co-create and imple- ment technology projects that address societal challenges, such as security, healthcare, and agriculture.
9	Sustainability issues	 Integrate sustainability considerations into the policy, encouraging social equity and inclusion, resource optimisa- tion, ethical technology, urban planning and the develop- ment of green technologies and solutions for environmental challenges.
10	Monitoring and evaluation	 Establish performance indicators to measure the impact of the policy on economic growth, job creation, and technological advancements. Regularly review the policy's outcomes and adjust strategies based on feedback and results.

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Verraki is a proudly African company partnering with enterprises and governments to accelerate the development and transformation of Africa by providing business solutions designed for Africa. We build and implement technology solutions for seemingly intractable challenges, provide advisory services to drive the capacity and motivation for change, and curate innovative ventures to unlock new sources of growth across our continent.

A fusion of two words: 'Versorium' (Latin for Turn Around) and 'Meraki' (Greek word used to describe the action of doing something with soul, creativity, pouring oneself into a task), Verraki aptly captures the essence of our company; to turn around African enterprises and governments via smart, future-focused solutions and business insights, new growth opportunities, helping to unleash their potential, turnaround their performance and achieve the seemingly impossible, with the sole goal of creating a better future for Africa.

We are committed to enabling the African (start-up) story by supporting high-impact socially-conscious entrepreneurs and catalysing self-sustaining enterprises and governments within the continent to deliver affordable services across critical sectors.

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Verraki Technology brings on-board the best-in-class advisors in the industry to help public and private sector clients resolve their most critical information and technology challenges, ensuring agility and effectiveness while delivering a broad range of innovative, next-generation IT solutions and professional services. The Technology practice advises CIOs and other CxOs in developing and executing technology strategies that drive productivity, business growth, and optimization while establishing effective controls around risk and sensitive data.

At Verraki, we work with our clients to embrace a digital future with modernized and contemporary IT capabilities including comprehensive systems architecture, digital operating model, and effective cost optimisation. We help organisations improve the value that IT brings by identifying key resources and capabilities required to create a lasting impact – ensuring that the right people and processes are in place to reduce complexity and realize set expectations. We provide extensive technology services across application, advisory and solution layers.

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