

Keynote Address on Compliance, Governance, and  
Quality of Experience: Building Trust and Service  
Excellence in Nigeria's Digital Economy

at the  
First Telecoms Industry Compliance Management Forum  
(CMF)

**Theme:** Securing the Future: Navigating Compliance and  
Governance for Improved Quality of Service and  
Experience in Nigeria's Digital Landscape

November 25, 2025

**Venue:** Lagos

## Protocol

It is my pleasure to join you at this landmark forum, a testament to our shared commitment to governance, fiscal alignment, and service excellence. It is important to commend the **Association of Licensed Telecommunications Operators of Nigeria (ALTON)** for convening this event.

This gathering comes at a defining moment for our industry—a period of renewed national reform under the leadership of **His Excellency, President Bola Ahmed Tinubu, GCFR**, whose administration prioritises transparency and equitable taxation. The telecom sector, contributing 9.52% to GDP in Q2 2025 and serving 140 million internet users, must now embrace greater responsibility in compliance and governance.

With growth comes greater responsibility to maintain compliance with fiscal and regulatory obligations, strengthen governance practices, and ensure service quality continues to improve.

The Federal Government's fiscal reforms, including the abolition of the 5% excise duty and streamlining of over 56 disparate levies, shields the telecom sector from multiple overlapping taxes that inflate operational costs and hinder investment. As the communications industry aligns with the Government's renewed Tax and Fiscal Policy Framework in the 2026 fiscal year, the NCC will adopt an Outcome-Based Regulatory approach, ensuring that fiscal relief granted to operators directly drives improvements in Quality of Experience (QoE) and consumer affordability.

**Tax compliance is not merely an obligation; it is a strategic investment in Nigeria's future.** The new tax regime presents a unique opportunity for operators to become partners in national development while simultaneously strengthening their own competitive position.

Embracing transparent and consistent tax remittances contributes directly into government coffers, which enables critical investments in:

1. **Enhanced Social Services:** Healthcare facilities, educational infrastructure, and poverty alleviation programmes that uplift the very communities our networks serve. A healthier, more educated population drives digital adoption and expands our subscriber base.
2. **National Security:** Protection of critical digital infrastructure, cybersecurity frameworks, and the physical safety that enables commerce, and investment. Secure environments attract foreign direct investment (FDI) and foster business confidence.
3. **Power Infrastructure:** Improvement in power infrastructure will reduce operational costs. Every improvement in power infrastructure translates to enhanced ease of doing business, and ultimately better Quality of Service.

This is the direct dividend of a compliant, well-governed digital economy. When government coffers are strengthened through reliable tax revenue, the enabling environment for digital infrastructure improves proportionally.

## Channelling Fiscal Gains for Network Excellence

The streamlined tax regime offers operators significant fiscal relief. The critical question is: **how will these gains be reinvested?** I believe operators who strategically channel these savings into network infrastructure will emerge as market leaders, thus manifesting the following investment priorities:

1. **Digital Infrastructure Expansion:** Deploying fibre optic networks, expanding 4G/5G coverage, and reaching underserved communities. We should see development and Expansion of Data Centers and Internet Exchange Points. The fiscal savings from harmonized taxation can fund the CapEx required for next-generation network deployment.
2. **Quality of Experience (QoE) Improvement:** Enhancing customer service platforms, implementing real-time network monitoring, and delivering seamless digital experiences that build customer loyalty and reduce churn.
3. **Innovation and Technology Adoption:** Investing in emerging technologies such as AI-driven network management, IoT infrastructure, and solutions that position Nigeria at the forefront of Africa's digital transformation.

The equation is clear: Tax compliance, with respect to the new tax reforms, strengthens government capacity → improved infrastructure and services → reduced operational costs for operators → increased investment in networks → better QoE for consumers → higher subscriber satisfaction and revenue growth.

NCC views regulatory compliance not as a static checklist, but as the bedrock of enduring trust between government, industry, and citizens. Under its philosophy of **Enabling Regulation**, the NCC is deliberately shifting from traditional “command-and-control” oversight to a transparent, consultative, and partnership-driven approach, therefore advancing:

1. **Cross-Sectoral Partnership** with FIRS, NDPC, CBN and others
2. **Risk-Based Supervision** for fair regulatory interventions
3. **Industry-Wide Capacity Building Workshops** to enhance fiscal literacy
4. **Transparency in Enforcement** focused on correction, not punishment

Through these actions, the Commission seeks to ensure that compliance becomes embedded within corporate governance as an ethical culture rather than a reactive obligation.

The Federal Government's ongoing fiscal reforms demand **greater transparency and consistency, birthing replicability and sustainability** across all sectors. For the communications industry, compliance with tax obligations is both a civic duty and a strategic investment. By maintaining accurate reporting, prompt remittances, and adherence to evolving fiscal policies, operators safeguard the credibility of the entire industry. To support this transition, the Commission encourages **data-driven auditing and reporting**, using digital tools that improve accuracy and reduce human error

Let this Forum catalyse a stronger partnership that strengthens compliance and builds a communications industry worthy of global admiration. Together, we can secure the future, sustain growth, channel our gains into network excellence, and ensure every Nigerian experiences the full value of our collective commitment to trust, governance, and service excellence.

Thank you, and I wish you all a productive Forum.

**Dr. Aminu Maida**

Executive Vice Chairman/Chief Executive Officer  
*Nigerian Communications Commission (NCC)*