NIGERIAN COMMUNICATIONS COMMISSION

Five-Year Strategic Management Plan

2003 - 2007

FINAL

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Preface

Telecommunications Environment in Nigeria

The telecommunications industry in Nigeria today is fully liberalised, with the Federal Government wholly committed to the privatisation of the national incumbent, Nigerian Telecommunications Limited (NITEL). NITEL was created from the defunct Post and Telecommunications Department of the Ministry of Communications and Nigerian External Telecommunications (NET) in 1984 and enjoyed a monopoly status until the introduction of the liberalised market a few years ago.

In the September 2000 National Telecommunications Policy (NTP), the Federal Government outlined it's intention to significantly improve the Nigeria's teledensity and surpass the minimum ITU-T recommendation for developing countries of at least 1%. The policy determined that 8 million lines needed to be installed and operational by 2005, with no resident more than 5km maximum distance from a telephone.

At the inception of the present administration in 1999, NITEL had an installed capacity of 700,000 lines with only 450,000 lines connected. Against a background of a population of 120 million Nigerians, it was obvious that NITEL alone was incapable of satisfying the requirements of the NTP and introducing advanced products and services. Its services were generally characterised by network congestion, low call completion rates, poor maintenance and billing systems and a long waiting list for services. Though a number of fixed wireless operators were already providing services to consumers in 1999, their impact was minimal and did not provide a viable competition to NITEL, thus limiting the choice available to consumers.

Before the licensing and commercial launch of GSM cellular mobile services in 2001, NITEL offered an analogue mobile service. However, with an installed capacity of only 35,000 lines and a customer base of only 30,000 subscribers, the vast majority of which were in Lagos, the provision of mobile services was also deemed inadequate to meet pent-up demand.
Notwithstanding the licensing of digital mobile and fixed services in recent years, the demand for both types of service provision still outweighs supply and leaves some way to go to achieve the objectives of the NTP. The Five (5) Year Strategic Management Plan (SMP) is aimed at addressing the issues of service provision, quality and grade of service and management of a competitive market environment.

The Commission has been instrumental in opening many markets to competition but is not complacent with its successes. The Commission is actively pursuing a market driven approach to the further introduction of competition, management of limited resources, such as spectrum and numbering, and ensuring that consumers are adequately protected from illegal and/or unscrupulous suppliers.

Against this background, the Commission adopted a policy of full liberalisation resulting in major restructuring of the telecommunications sector. The liberalised market currently extends to the provision of services such as Fixed and Mobile telephony, Internet, Public Payphones, Prepaid Calling Card, VANS, VSAT, repair and installation of

telecommunications facilities and equipment vendors. Additionally, the Commission's market approach has helped to support the rapid growth in service delivery such as Internet, Cyber cafés and Telecentres, for example.

However, the Commission is mindful that the level of competition in some sectors remains inadequate and requires further action to be taken. A fully competitive market is likely to have enough service providers, with no one service provider determining price and service levels, thus ensuring that consumers have a wide range of choice suited to their needs. The process of restructuring is ongoing with further liberalisation planned throughout this 5 Year SMP period, together with the privatisation of NITEL mooted for early 2003.

Strategic Thrust

The availability of high quality Information and Communications Technology (ICT) infrastructure is now widely accepted as being an essential pre-requisite in the development of national economies. The SMP 2003 - 2007 aims at ensuring that ICT is at the forefront of the Federal Governments drive to deliver a highly prosperous Nigeria.

Our overall objective is to create and manage a competitive telecommunications market focused on meeting the requirements of the NTP, through:

- Enabling the creation of an information rich and communications technology based economy
- Facilitating the evolution of a seamless national network and optimised telecommunications infrastructure
- Improved service delivery.

To achieve these objectives, the SMP aims at intensifying the market liberalisation process through the opening up of further market segments to competition and, where appropriate, to promote and encourage the introduction of modern technology.

The SMP proposes strategies to promote and encourage new entrants through innovative licensing strategies. Strategies will build on those already introduced, in particular the award in 2002 of a National Carrier Licence and Digital Mobile Licence to a Second National Operator (SNO) and the licensing of regional based Fixed Wireless Access (FWA) operators. The Commission is placing special emphasis on ensuring Universal Access is applied fairly and evenly, with the aim of bringing efficient and effective telephony services to all corners of Nigeria, at affordable pricing levels.

Additionally, the Commission recognises the crucial role a comprehensive and high capacity national transmission backbone has to play in the transport of voice, data and video services and the provision of multiple points of interconnection between operators. In addition to encouraging infrastructure sharing between existing operators, the Commission licensed a number of National Long Distance Operators (LDO's) during 2002 as means of ensuring rapid deployment of long distance transport based services. As part of the Commission's Rural Communications Strategy, the NCC will work closely with rural communities and local governments to ensure access to the national transmission infrastructure as part of the drive towards Universal Access. The SMP proposes to facilitate the provision of fibre optic cable network to all the states of the federation through the Wire Nigeria (WIN) project.

The existence of a strong independent Regulator is therefore crucial to the success of the market transition and the SMP identifies strategies and Programmes of Work to ensure both the independence and effectiveness of the NCC. Initiatives have been taken, and will continue to be developed, to strengthen processes and procedures for various activities toward improved efficiency in the Commission include, but not limited to:

- Adoption of new and appropriate NCC organisational structure
- Training – at both the national and international levels
- Computerisation and networking of all major Commission activities
- Review of Work Processes and Procedures
- Facilitation and promotion of a new Telecommunications Act.

From the foregoing review, the major challenges facing the Commission and the telecoms industry, which form the focus of the 5 Year SMP are:

- Pro-competitive Policy stance – facilitating market entry, promoting competition and fair interconnection policies
- Effective Enforcement Mechanisms (both legal, financial and operational)
- Establishment of Arbitration Processes
- Efficient Spectrum Management System
- Universal Access and Rural Telephony
- Ensuring expansion of telecom infrastructure nationwide
- Ensuring availability of relevant industry information
- Building a strong liaison with relevant government, local and international age ncies towards the development of telecommunications in Nigeria and Africa
- Strengthening the Commission by:
  - Improving managerial efficiency and effectiveness through simplifying procedures, promoting on-line transactions and establishing uniform performance standards
  - Improving participatory and transparent decision making processes
  - Empowering staff through intensive training to equip them for the challenges of a dynamic, restructured telecom industry
  - Establishing self-financing mechanism(s) to ensure sustain ability and viability of NCC deliverables.

In conclusion, it is pertinent to restate that, the present telecommunications infrastructure in Nigeria remains, by international standards, grossly inadequate given the size of population and potential economic base Nigeria commands within Africa. It will require further massive investment in infrastructure such as, backbone networks, interconnection switches, transmission links, broadband facilities and other multi-media capability to expand and improve on service delivery both within the country and internationally. The inability of the incumbent to implement its network expansion plans has contributed to the poor state of infrastructure in the country and had a negative impact on the quality of service delivery, interconnectivity and interoperability between networks. However, with the advent of DML, FWA, SNO and LDO operators the foundation has been laid to provide a significant improvement in telecommunications service provision to all Nigerian citizens.

The 5 Year Strategic Management Plan 2003 – 2007 has been developed to ensure the impetus is not lost and the Commission is better equipped to deliver a telecommunications environment that Nigerians will be proud of.

Executive Summary

The Five Year Strategic Management Plan 2003 – 2007 (SMP) has been produced by the Nigerian Communications Commission (NCC) as a means of:

- Increasing the effectiveness of its internal management processes and procedures
- Increasing the transparency of the Key Strategic Initiatives and Policies of the Commission
- Improving the accountability of the Commission through access to staff responsible for the delivery of the Programmes of Work

The SMP consists of the following components:

1. Preface and Introduction
2. Detail of Goals, Targets and Programmes of Work
3. Appendices providing reference to Goal, Target and Programme owners and those Directorates / departments that are actively involved in delivery of the Objectives

Table 1 below outlines the Goals and Targets agreed by the Board of the Commission to apply to the SMP 2003 – 2007:

Goal	Targets	Title
1		**Promote Market Entry and Competition in the Telecommunications Sector**
	1.1	To Promote Competition in the Telecommunications market and ensure Market Entry is straightforward
	1.2	To ensure the provision of reliable, affordable and efficient telecommunications services
2		**Establish effective and efficient Enforcement Mechanisms and ensure Consumer Protection**
	2.1	Deployment of an effective Enforcement System for compliance with licence obligations
	2.2	Deployment of an effective Enforcement System for compliance with Tecnical and Operational Standards
	2.3	To establish effective Consumer Education and Protection Mechanisms
	2.4	To Provide Regulations for the Telecommunication Industry
3		**Ensure Optimal Utilisation of Spectrum**
	3.1	Increase the efficiency of Spectrum Utilisation and Management
	3.2	To Ensure that Radio Frequency Spectrum is Properly planned and Monitored
4		**Establish Standards for Telecommunications Services that are comparable to those of the ITU and other relevant Standards Bodies**
	4.1	To ensure the provision of telecommunications services to internationally accepted standards throughout Nigeria
	4.2	To Ensure Network Optimisation and Efficient Management

Goal	Targets	Title
5		**Promote Universal Access and Rural Telecommunications Services**
	5.1	Develop the Institutional Framework and Mechanisms to achieve the Universal Access requirements
	5.2	Develop a flexible and market orientated mechanism for the viable and sustainable distribution of the Universal Access Fund to meet the national teledensity targets
	5.3	To ensure rapid deployment of services to rural areas
6		**Promote Co-operation with other Government Agencies, Local Communities, Private Sector and International organisations**
	6.1	To foster relationships and promote co-operation with government bodies and agencies, the local community and the private sector
	6.2	To foster and promote global relationships in addition to those at a regional and sub-regional level
7		**To Establish an Effective and Efficient Organisational Framework to increase Regulatory Capacity**
	7.1	To strengthen the Commission to effectively carry out its functions through the development of its staff and procedures

Table 1 Goals and Targets

The Commission hopes that the SMP will allow active and informed debate within the Nigerian information and communications communities and between service providers and consumers alike.

OUR COMMITMENT AND VALUES

The Commission is committed to creating a world-class telecommunications environment for all Nigerian citizens, driven by:

Our Vision

An information rich environment, comparable globally in quality telecom service provision, regulated by a responsive, world-class organisation.

Our Mission

To support a market driven telecommunications industry and promote universal access. We will achieve this through the consistent enforcement of clear and fair policies that protect stakeholders, ensure efficient resource management, share industry best practices and deliver affordable, quality telecom services.

Our Guiding Principles

The Commission is driven by three guiding principles (3F's) in carrying out its duties and functions as the National Telecommunications Regulator. The Commission's Core Values will be driven by being:

1. **Fair**

2. **Firm**

3. **Forthright**

Our Core Values

The Commission ascribes to the following Core Values:

<u>Integrity</u>

We strive to be good stewards of the resources entrusted to us, loyal to our stakeholders, transparent in our operations, forthright in our decisions, ethical and principled in the conduct of our business.

<u>Excellence</u>

We strive for excellence by being systematic in evaluating our effectiveness, efficient in service delivery, proactive in addressing policy issues in the telecommunications sector, and committed to hard work, team spirit and building a positive international image.

Professionalism

We will uphold professionalism through reliability, competence and expertise in our role as regulator of the telecom sector. We will enforce policies with a spirit of fairness and firmness. Our actions and decisions will be characterised by accountability, decisiveness and independent thought.

Responsiveness

As a socially responsible public institution, we recognize the need to be responsive to our stakeholders needs and that human resources are a key to effectively fulfilling our mandate. We will foster a focused and results oriented attitude to work characterised by self-discipline, punctuality, patience, mutual respect, perseverance and resourcefulness.

Innovation

We will be innovative in our approach to protecting stakeholder interests and promote a research-oriented culture of learning, with a commitment to international best practices and two-way communication in finding lasting solutions to issues.

Section II

GOALS, TARGETS AND PROGRAMMES

Introduction

The Primary Role of the Commission, mandated by statue, is to:

1. Promote Competition

2. Contribute to Internal Market Development

3. Promote the Interests of Nigerian Citizens

In pursuit of the above, the Commission has set Goals, Targets and Programmes of work.

Each Goal comprises one or more Target(s) focused on achievement of the Purpose of the Goal. Each Target will itself comprise a number of Key Strategic Policy Initiatives, Performance Measures and Programmes of work.

The Goals, Targets and Programmes for 2003-2007 are described in this section.

Any organisation or consumer who wants to discuss any part of the planned work should contact the Commission

The Commission is committed to monitoring and evaluating its policies to see whether they are achieving the policy objective initially set. This will be on the basis of both pro-active monitoring and response to specific complaints.

GOAL 1

1. PROMOTE MARKET ENTRY AND COMPETITION IN THE TELECOMMUNICATION SECTOR

Purpose

To stimulate growth and the introduction of modern, cost effective technology in the telecom industry, various market sectors will continue to be opened to competition. Accordingly, the Commission is mandated to create a sustainable market environment, attractive to existing participants and new entrants, capable of providing substantial consumer benefits within each of the market sectors.

The Commission will endeavour to promote and develop genuine competition, characterised by fairness and openness between and among all stakeholders in each of the identified market sectors. The effect of the applied measures will be to:

- a. introduce competition in all sectors of the communications market

- b. promote the deployment of advanced technology

- c. increase competition in national / international long distance routes; and

- d. extend telecom services to all parts of the country.

Target 1.1

1.1 To Promote Competition in the Telecommunications Market and ensure Market Entry is straightforward.

Objective

New entrants often have to overcome considerable challenges in gaining a foothold in the telecommunications market, especially against incumbent operators. In fostering competition, the Commission will take steps to identify and create new opportunities and reduce or eliminate barriers to entry, where these are evident. Tactics such as cross subsidies, predatory pricing and unfavourable or restrictive interconnection practices, which are known to stifle market entry and the development of competition will be progressively eliminated. The Commission will determine policies which include, but not be limited to, regulations governing pricing, interconnection practices, unbundling of services and collocation of equipment. Compliance to licence terms and obligations will be aggressively monitored.

1.1.1   Key Strategic Policy Initiatives

- The Commission will endeavour to maintain a level playing field to ensure transparency and fairness in regulatory proce sses to elicit confidence from operators and other stakeholders alike
- Simplify the process of licensing within the Commission and the removal of cumbersome and onerous regulations
- Promote the provision of new licence categories and services, which will provide a greater degree of choice for consumers and the opportunity for price reductions
- Encourage and promote entry of organisations into the telecoms sector with adequate technical and financial capability to accelerate the roll out of network infrastructure deemed vital to the improvement of the Nation's teledensity
- Encourage and promote rapid deployment of telecommunications infrastructure nationwide (The Wire Nigeria (WIN) Project)
- Develop policies that will promote the deployment of advanced technologies, to increase the range of services offered to consumers and wherever possible deliver cost benefits
- Support efforts towards the eventual privatisation of NITEL
- Prevent anti-competitive conduct by operators within both the retail and wholesale telecommunications markets including, but not limited to, product pricing and Interconnection Agreements.

1.1.2   Performance Measures

a. The number and experience of organisations that are attracted into the sector for the supply of a variety of telecommunication services
b. Public perception of transparency in telecommunications regulation
c. Public perception of the effectiveness of telecommunications regulation
d. Significant rise in investment in the industry leading to improved distribution and Quality of Service (QoS)
e. Promote, as required by Government, the privatisation of NITEL
f. Issuance of contracts and licences in connection with Wire Nigeria (WIN) Project

1.1.3   Programmes

1A1   To license at least one operator for each of the remaining regions (states) for Fixed Wireless Access (FWA) services during Q1 2004 (commercial service to commence Q4 2004)

1B1   To achieve and sustain an opinion poll rating of at least 60% in favour of NCC's regulatory transparency - polls will be taken annually. Subject to the outcome of the first opinion poll (Q3 2003), NCC aim to achieve a minimum 5% per annum increase in its ratings over the next 5 years or achieve an 80% rating by Q4 2007

1C1 To achieve and sustain an opinion poll rating of at least 60% in favour of NCC's effectiveness in telecommunications regulation - polls will be taken annually. Subject to the outcome of the first opinion poll (Q3 2003), NCC aim to achieve a minimum 5% per annum increase in its ratings over the next 5 years or achieve an 80% rating by Q4 2007

1D1 To provide the regulatory stimulus and, where appropriate, the incentives to encourage a minimum 40% increase over 2002 investment levels by Q4 2003 and the regulatory conditions to maintain a similar level of annualised investment thereafter

1E1 To provide enabling environment for the achievement of minimum mobile line penetration (i.e. active connections / population) of 4% by end Q3 2003, 6% by end Q4 2004 and 8% by end Q4 2006

1F1 To extend mobile and fixed line penetration (i.e. active connections / population) of 2% by end Q4 2004 and 3% by end Q4 2006 in each state.

1G1 To provide the regulatory stimulus and, where appropriate, the incentives to encourage the rollout of fibre optic links nationwide. Minimum coverage targets will be 30% by end Q4 2004, 40% by end Q4 2006 and 50% by end Q4 2007 (by state and nationally, as appropriate)

1H1 Develop and publish licensing policies for all categories of undertakings.

Target 1.2

1.2 To ensure the provision of reliable, affordable and efficient telecommunications services

Objective

The effective and efficient distribution of telecommunications services should result in consumers having a high level of satisfaction with their suppliers in respect of reliability, availability, range of services provided and value for money. To ensure the delivery of services within defined parameters, the Commission intends to publish, and subsequently monitor, supplier performance against a number of Key Performance Indicators (KPI's). KPI's will include those associated with tariffs and quality of service measures. To ensure that such benefits are not the prerogative of select consumers or regions, the Commission will ensure the public is made aware of service provider performance and encourage the use of new technologies, where appropriate.

1.2.1   Key Strategic Policy Initiative

- Promote the provision of quality telecom services to consumers through effective competition and compliance with agreed internationally recognised standards
- Encourage the use of advanced technologies that will enable improved quality and reduce cost thereby making services cheaper and more reliable
- Conduct regular market monitoring and trend analysis
- Ensure affordable tariffs for service provision across a range of products and services.

1.2.2   Performance Measures

a. The mix and balance of licensed operators in each market sector, contributing to improved service delivery
b. Measures of the impact of competition on the delivery of products and services:
    i.   Downward trend in tariffs, as appropriate
    ii. Improved Quality of Services (QoS)
    iii. Teledensity growth nationally and across / within individual states
    iv. Reduction in consumer complaints
c. The existence of a Tariff Policy for all industry sectors
d. The existence of a policy on the application of an Annual Operating Levy.

1.2.3   Programmes

1A2 To develop and publish a Tariff Policy by year Q3 2003

1B2 To achieve an average call completion rate across both fixed and mobile sectors of 70% by end Q4 2004 and 90% by end Q4 2007

1C2 To develop and publish a policy on Annual Operating Levy by Q3 2003.

1D2 Develop Interconnection Rate Policy beginning Q3 2003.

1E2 Market Monitoring and Review beginning Q3 2003.

1F2 Develop Price Cap Model beginning Q4 2003.

1G2 Develop Cost Model for the Industry beginning Q1 2004.

GOAL 2

2. ESTABLISH AN EFFECTIVE AND EFFICIENT ENFORCEMENT MECHANISM AND ENSURE CONSUMER PROTECTION

Purpose

To ensure that consumers are adequately protected and served only by legitimate service providers, working within defined parameters, the Commission will strengthen its enforcement mechanisms, and associated powers. The Commission will work closely with the telecommunications industry and consumer representative bodies to deliver a coherent package of both mandatory technical and operating standards and, where appropriate, voluntary guidelines.

The Commission will ensure that Nigerian citizens rights are protected and licensed operators compete on fair and equal terms.

Target 2.1

2.1 Deployment of an effective Enforcement System for compliance with Licence Obligations and Dispute Resolution Mechanism for Licensed Operators and Service Providers

Objective

The Commission will strengthen its enforcement capabilities to effectively monitor compliance with rules and regulations of the Commission. The Commission will provide guidance to licensed operators and service providers on the terms of reference for handling disputes and making determinations when matters are referred to the Commission for resolution.

2.1.1 Key Strategic Policy Initiatives

- The definition and publication of legal and licensing obligations for operators and service providers
- Establish an effective enforcement mechanism and support organisation to prevent abuse or illegal use of licensed resources and services
- To establish and ensure that all necessary enforcement requirements have sufficient and effective legal powers
- Provide licensed operators and service providers with a defined and fair dispute resolution mechanism
- To promote compliance awareness within the industry and the general public.

2.1.2 Performance Measures

a. Availability of compliance information, including the consequences for non-compliance with licence obligations
b. Creation of an adequately resourced Enforcement Team
c. Adequacy of legal powers to ensure compliance or punitive action
d. Reduction in, and the eventual removal of, illegal operators or service provision
e. Availability of Terms of Reference for the Commission to make a Determination in the case of a dispute between licensed operators or service providers

2.1.3 Programmes

2A1 Established an adequately resourced Regulatory and Operational Enforcement Team by Q2 2003

2B1 Determine (or set in motion the requirements to obtain) the legal framework sufficient to empower both the Regulatory and Operational Enforcement Teams by Q2-3 2003

2C1 Finalise and publish the basis of the telecommunications regulatory standards by Q1 2004 and determine a regular review process for inclusion on new / revised standards (ongoing)

2D1 Develop and publish the Terms of Reference for making a Determination as part of an overall Dispute Resolution Mechanism by end Q2-3 2003

2E1 Set up Arbitration and dispute Resolution Mechanism by end Q2-3 2003.

Target 2.2

2.2 Deployment of an effective Enforcement System for compliance with Technical and Operational Standards

Objective

The Commission will strengthen its enforcement capabilities to effectively monitor compliance with rules and regulations of the Commission, ensure compliance with set technical and quality of service standards, efficient use of limited resources such as spectrum and numbering and ensuring that all public safety requirements are strictly adhered to.

2.2.1 Key Strategic Policy Initiatives

• The definition and publication of standards for technical, operational and commercial activities of service providers and for all network attachments

- Establish an effective enforcement mechanism and support organisation to prevent abuse or illegal use of licensed resources and services
- Deploy current state of the art monitoring equipment for spectrum management, and the issuing of type / site approval certificates
- To promote compliance awareness within the industry and the general public.

2.2.2 Performance Measures

a. Availability of compliance information, including the consequences for non-compliance
b. Creation of an adequately resourced enforcement team
c. Adequacy of legal powers to ensure compliance or punitive action
d. Reduction in, and the eventual removal of, illegal operators
e. Reduction in the number of non-compliant systems and services reported per period within each licence or service category
f. Significant reduction in percentage (%) of non-compliant systems and attachments offered for type approval
g. Clearer understanding of Quality of Service (QoS) indices by industry players and the general public
h. Clearer understanding of Grade of Service (GoS) offered to consumers, against standards set by the Commission

2.2.3 Programmes

2A2 Publish Technical and Operational Standard and Review Process between Q2 2004.

2B2 Publish minimum Quality of Service (QoS) thresholds to be met by licensed service providers by Q3 2003, including the consequences for repeated non-compliance

2C2 Review (and publish as appropriate) the requirements to enhance the minimum Quality of Service (QoS) targets by end Q4 2003

2D2 Finalise and publish the basis of the telecommunications Quality of Service (QoS) requirements by Q4 2003 and determine a regular review process for inclusion on new / revised standards (ongoing)

2E2 Publication of regular, up-to-date compliance information by Q3-4 2003 and the appropriate feedback mechanisms

2F2 To achieve an average call completion rate across both fixed and mobile sectors of 70% by end Q4 2004 and 90% by end Q4 2007

2G2 To consult the industry on the introduction of a billing accreditation scheme aimed at delivering a billing accuracy of 90% by end Q4 2004

Target 2.3

2.3   To establish effective Consumer Education and Protection Mechanisms

Objective

Consumer protection is a vital component of any regulated market. Consumers are entitled to be treated equitably and not disadvantaged in any way compared to their peers on the basis of their customer / supplier relationship.

The Commission will ensure that all consumer groups are either aware of, or know how to obtain, their rights and that operators and service providers act in an appropriate manner. The Commission will provide the industry and consumers alike, with a Code of Conduct and ensure that all parties rigorously adhere to the spirit of the agreement. The Commission will scrutinise the performance of the industry in resolving disputes, with the view to improving customer satisfaction or where necessary to make a determination.

2.3.1   Key Strategic Policy Initiatives

- The Commission will develop, in concert with licensed operators and service providers, a Code of Conduct for the delivery of all service interfaces with / to customers
- To clarify and promote, through publications, education programmes and licence obligations, the rights and requirements for consumer protection
- To ensure effective and efficient dispute resolution mechanisms are established within / by the industry, including those required under the terms of Licence obligations
- Establish both a consumer awareness programme and an appropriate feed back mechanism to determine the success of the scheme
- Establish and publish both the Legal and Regulatory Processes for dispute resolution, including the mechanism the Commission will use to either resolve disputes and/or make a determination
- Automate and streamline the Commission complaints resolution processes using Information Technology systems.
- Ensure public safety is maintained at all times in the telecommunications industry, through rigorous enforcement of all legal requirements.

2.3.2   Performance Measures

a. Effectiveness of a Code of Conduct on the performance of licensed operators and service providers
b. Reduction in turn around time of dispute resolution through the introduction of a resolution mechanism standard
c. Effectiveness of consumer education programmes and interest groups and the interaction (feed back) procedures
d. Reduction in turn around time resulting from the introduction of an automated complaints resolution process

e. Production of and dissemination of a Public Safety Policy in connection with the provision and maintenance of telecommunication services
f. Reduction in the mean time to answer / deal with the resolution of routine-type consumer complaints, against preset targets
g. Reduction in the mean time to answer / deal with the resolution of non routine-type consumer complaints and fault reports, against preset targets.

2.3.3 Programmes

2A3 Consult with industry players and interested parties on the preparation of a Code of Practice for operators and service providers during Q2 2003 and publish the Code by end Q3-4 2003

2B3 Establish and publish the process to resolve both routine and non-routine type queries / disputes within a maximum of three (3) months by Q1-3 2003

2C3 Establishment of a Consumer Education Programme, including regular interest group meetings, web site and printed information documents etc. by Q1-4 2003 and determine effectiveness by review Q4 2003

2D3 Establishment of Online Consumer Complaint Centres by end Q2 2003 and commissioning of a computerised complaints management system at centre by end Q3 2004. Enhanced services will be added progressively, as deemed necessary from operational experience

2E3 Formulate a Public Safety Policy and ensure the availability of a common national emergency number by end Q1 2004.

2F3 Establish and promote telecommunications consumer associations and groups from Q3 2003 to provide further input to NCC on setting Policy

2G3 Sponsorship of consumer satisfaction surveys to measure service delivery of operators and service providers, and the publication of results and tables, from Q1 2004 and regularly thereafter
.

Note: The Commission is currently reviewing future Consumer Protection and Education Programmes for inclusion in the above list of Goal 2 Programmes. Theses include, but not limited to:

- Publication and distribution of free information and consumer rights brochures and pamphlets, from early 2004 onwards

- Extension and development of the Consumer Outreach Programme nationwide, from early 2004 onwards

Target 2.4

2.4 **To provide Regulations for the Telecommunication Industry.**

Objective

Regulations are provided to give effect to the enabling Law; and by its nature easie r to enact and amend when circumstances change, especially in a dynamic environment such as Telecommunications.

Market players need certainly and clarity of rules. The Commission will provide Regulations to govern all relevant and important aspect of Tele communications. This will engender confidence and attract investments to the sector. These Regulations will be market driven and based on International best practices. The Commission will endeavour to involve all stakeholders in consultative fora before the issuance of Regulations.

2.4.1 Key Strategic Policy Initiatives

- Provide licensed operators with clear Rules, Regulations and Guidelines
- Preparation and publication of relevant Regulations.
- Monitor Global Trends in ICT to ensure Regulations conform with international best practice
- Provide procedure for compliance with enabling law.

2.4.2 Performance Measures

a. Availability of Regulations in the areas of interconnection, pricing, enforcement, frequency management, dispute resolution, Universal Access
b. Hold consultative forums before publication of Regulations.
c. Invite comments and contributions from stakeholders.
d. Public perception of effectiveness in Telecommunications Regulations.

2.4.3 Programmes

2A4   Develop interconnection Regulation and Guidelines by Q3 2003

2B4   Develop Spectrum fees and Pricing Regulations by Q3 2003

2C4   Develop Licensing, Tariff Regulations, and Dispute resolution and consumer complaint by Q3-4 2003

2D4   Develop enforcement Regulations by Q3-4 2003

2E4   Develop Frequency Management Regulation Q1 2004

2F4   Develop Competition Regulations by Q4 2004

2G4   Develop Consumer Protection Regulations by Q3 2004

2H4   Develop Standardisation and Type Approval Regulations by Q4 2004

GOAL 3

3. ENSURE OPTIMAL USE OF SPECTRUM

Purpose

Spectrum is a scare resource of the Nation and the Commission will endeavour to ensure its optimal utilisation for the benefit of all Nigerians. As competition intensifies and services expand, particularly those employing wireless technologies, the demand for spectrum will significantly increase. The Commission is focused on developing innovative ways of allocating and assigning Spectrum and taking advantage of advancements in technology.

Target 3.1

3.1 Increase Efficiency of Spectrum use and Management

Objective

The Commission will ensure that compliance to set parameters for the deployment and utilisation of radio spectrum are strictly enforced, and illegal use of radio frequencies is minimised, through monitoring programmes and type approval. The Commission will develop and introduce incentive schemes designed to encourage operators to use available spectrum as efficiently as possible before considering requests for further allocations.

The key to efficient and effective management of spectrum is the accuracy of the data held and maintained by the Commission. To ensure the accuracy of the data the Commission will maintain a central database of all spectrum allocation and usage and provide a comprehensive range of tools and processes to serve the Nation.

To encourage the use of spectrum efficient technologies, the Commission will amend and/or issue new licences appropriate to the services being offered.

3.1.1 Key Strategic Policy Initiatives

- Provide sufficient clarity in the process and management of spectrum to be able to make spectrum available for new services or emerging technologies when required
- Provide and maintain a practical and accurate spectrum plan for the telecommunications industry and interested parties
- Improve the transparency of the frequency assignment processes through the publication of regular information, consultation with interested parties and the development of radio communication standards
- Develop standard specifications for radio communications equipment based on prevailing international best practices

- Encourage, and hence where appropriate licence, the use of technology that will engender more efficient use of spectrum.
- Develop innovative licensing procedures which result in less bureaucracy and minimal interference in the process of spectrum assignment
- Encourage sharing and re-use of spectrum, reduce spectrum size allocation and create incentives for freeing up spectrum
- Acquire monitoring equipment and systems to assist in both the setting and contribution to enforcement of radio communication standards

3.1.2   Performance Measures

a. The degree of frequency re-use applied to transmission systems deployed throughout Nigeria, relative to accepted global best practice
b. Increase in the number of spectrum-based services and the introduction of new services and technologies requiring spectrum allocation
c. Development and adoption of innovative licensing procedures
d. The reduction in the number of (or where feasible the elimination) of unlicensed commercial service providers
e. Publication of a policy on spectrum management

3.1.3   Programmes

3A1   Develop and publish a Policy on Spectrum Management by Q4 2003

3B1   Clear all ISM band (2.4GHz) of commercial service providers by end Q1 2004

3C1   Determine and publish the parameters for global best practice in frequency re-use, as applied to systems deployed throughout Nigeria, by Q2 2003 and require operators to comply by end Q4 2004

3D1   Provide the stimulus and incentives to grow the market for new spectrum-based services, notionally by a minimum of 20% per annum from Q2 2004

3E1   Expansion and development of skills for Commission staff with respect to Spectrum Management from Q2 2003 onwards

3F1   Introduction of an incentive package (or range of packages) for freeing up spectrum by beginning Q3 2003

3G1   Recover any/all available spectrum allocated to operators for obsolete services by end Q4 2003

3H1   Determine and publish the optimum spectrum allocation for each type of service based on global best practice by end Q2 2003. Rationalise the spectrum allocation to these requirements by end Q4 2004

3I1   Conduct and publish the results of first Annual Frequency Audit Q3 2003

3J1   Purchase of software for microwave (and other spectrum) licensing by end Q2 2003

3K1   Development of a National Policy on Satellite Communications Q4 2004

3L1   Publication of technical guidelines on frequency administration by NCC in Nigeria, estimated to occur between Q4 2003 and 2004

Target 3.2

3.2   Ensure Proper Planning and Monitoring of Radio Frequency Spectrum

Objective

Effective planning is the bedrock of every success. In order therefore to facilitate the achievement of the Commissions vision and mission, there is the need for effective planning of the radio spectrum resource. This will among others ensure:

- That the spectrum is allocated to services with the best interest of the Nation as a prime consideration.
- That spectrum is assigned to operators who will make the most efficient use of it.
- That spectrum is used as efficiently as possible
- That technological advance is taken good advantage of.
- That the international principles underlying allocations and assignments are critically applied.
- That the objectives set out in the National Telecoms policy are given prime consideration.

The radio frequency spectrum, services offered using the spectrum and hence investors confidence will be adversely affected if mechanisms are not put in place to ensure sanity in the spectrum usage. The Commission therefore will implement good spectrum monitoring programs to ensure among others that:

- Spectrum is used only by those with legal authority to do so
- Spectrum is used within the technical limits included in the authorization as issued to the beneficiaries
- Spectrum is not hoarded by beneficiaries.
- Data is made available to assist in appropriate assignment and allocation of spectrum.

- Data is made available to assist in proper enforcement of compliance to the terms of spectrum licenses.

3.2.1 Key strategic policy initiatives

- Be rightly position globally in the scheme of things by monitoring the trends in technological advances.
- Provide guaranteed interference free frequency assignment to licensees by being proactive in handling cases of harmful interference
- Ensure that spectrum resources are used by only authorized operators by eliminating the operations of illegal radio frequency spectrum users through identification and reporting.
- Guarantee the interoperability of operators, by ensuring that the licensed operators operate within the confines of the parameters associated with their specific frequency assignments
- Create room for objective assessment of radio frequency utilization by the licensed operators by maintaining radio frequency occupancy database.

3.2.2 Performance measures

- Publication, and industry acceptance, of a Spectrum Plan for the telecommunications industry
- Reduction in the reported cases of harmful interference by licensed operators
- Reduced response time for dealing with interference complaints
- Progressive increase in spectrum occupancy data made available to frequency licensing unit.
- Number of cases of unlicensed operators filed with the enforcement unit by the Q4 2003.
- Reduction in the case of unlicensed use of the radio frequency spectrum
- Degree to which the Commission is prepared with respect to making spectrum available for services as they apply in the global environment.
- Report of the investigation of the possibilities and potentials of licensing of Broadband wireless service in Nigeria
- Report of the studies of the potentials and implication of introducing Commercial Land Mobile radio services in Nigeria.

3.2.3   Programmes

3A2   Clearing Spectrum for 3G Mobile Phone Services (IMT 2000 and UMTS) Q4 2005

3B2   Establishment of Laboratory/Workshop for technology assessment, repairs, maintenance, calibration etc. Q4 2004

3C2   Delivery and installation of ordered spectrum analysers and training the Engineers on their use by Q2 2003

3D2   Allocation / reservation of frequencies for rural telecommunication Q4 2004

3E2   Commence Scheduled frequency monitoring exercise by Q3 2003

3F2   Acquisition and installation of Spectrum Management & Monitoring System Q3 2004

3G2   Develop and Publish a spectrum plan for Nigeria Telecommunication Industry by Q1 2004

3H2   Planning and clearing spectrum for Broadband wireless services in Nigeria. Q4 2004.

3I2   Conduct Preliminary studies on the potentials and implication of introducing Commercial Land Mobile Radio Services in Nigeria. Q3 2004

GOAL 4

4. ESTABLISH STANDARDS FOR TELECOMMUNICATIONS SERVICES THAT ARE COMPARABLE TO INTERNATIONAL TELECOMMUNICATIONS UNION (ITU) RECOMMENDATIONS AND OTHER RELEVANT STANDARDS

Purpose

The ever increasing complexity of telecommunications equipment and service delivery requires the adoption of both technical and operational standards to ensure that consumers:

a) Do not unnecessarily get locked into proprietary solutions and therefore benefit from choice of suppliers

b) Derive the cost benefits of economy of scale

c) Can be certain that apparatus works effectively and meets all safety requirements

d) Interconnection with and between operators in other countries results in a quality service

The Commission will establish the necessary standards and procedures to ensure that Nigerian citizens receive world-class telecommunications service.

Target 4.1

4.1 To provide telecommunications services to internationally acceptable standards throughout Nigeria.

Objective

Cost and quality of service benefits accrue from the adoption of internationally recognised and accepted standards. The will ensure the grade of service and quality of service provided in Nigeria compares with international best practice..

4.1.1 Key Strategic Policy Initiatives

- Define and publish standards, both technical and operational, for all telecommunication facilities and sites throughout Nigeria
- Ensure efficient and seamless interconnectivity of all systems and networks throughout Nigeria
- Resolve through negotiation or determination, as appropriate, technical disputes between the operators and service providers

- Determine, through consultation with industry and interested parties, an Engineering Code of Practice for compliance by all operators and service providers.

4.1.2 Performance Measures

a. Improvement in the Grade of Service (GoS) supplied to consumers, including but not limited to, a higher number of call completions (including interconnectivity) and a reduction of call drop outs (mobile) etc.
b. Improvement in the Quality of Service (QoS) supplied to consumers, including but not limited to, reduction in waiting lists, accuracy of customer service information, reduction in fault handling times etc.
c. Reliability of systems and components through compliance with minimum availability criteria set by the Commission

4.1.3 Programmes

4A1 Produce and publish an Engineering Code of Practice by end Q2-3 2003. Review and refine the Code on a continuous basis in the light of operational experience

4B1 Commence regular quarterly audit visits to operator and vendor sites by the Enforcement Team by Q4 2003

4C1 Establish and publicise effective penalties for illegal operations by Q2-3 2003

4D1 Establish and resource a fully equipped Standard Laboratory by end Q2-3 2003

Target 4.2

4.2 To Ensure Efficient Network Management and Optimisation.

Objective

The Commission will create a telecommunications environment based on clearly articulated requirements for minimum standards to be offered to consumers by operators and service providers.

4.2.1 Key Strategic Policy Initiatives

- Ensuring, through type approval and similar schemes, that only quality telecommunication facilities that comply with preset standards are deployed in the entire Nigerian Telecommunication Network
- Determine, through consultation with industry and interested parties, a revised Numbering Plan and allocation process

- Ensure conformance to the published Numbering Plan and allocation process
- Represent the interests of Nigerian operators in regards to negotiations on cross border spectrum matters, including but not limited to interference problems

4.2.2 Performance Measures

a. Difference in actual performance of Nigerian operators and service providers when benchmarked against other countries with regards to technical and operational standards
b. Creation of a revised Numbering Plan capable of addressing the numbering requirements for Nigeria to 2010.

4.2.3 Programmes

4A2 Establish and publish the basis of the telecommunications operational standards by Q2-4 2003 and determine a regular review process for inclusion on new / revised standards (ongoing)

4B2 Establish and publish the minimum requirements for effective Type and Site Approvals by end Q 2-4 2003

4C2 Design a new Numbering Plan for the country by Q1-4 2004

4D2 Implement a new Numbering Plan for the country by Q4 2004

4E2 Monitor new Technologies and Converging Services Q4 2004.

GOAL 5

5. PROMOTE UNIVERSAL ACCESS AND RURAL SERVICES

Purpose

A primary objective of the Nigerian National Telecommunications Policy is the requirement to meet the minimum ITU recommended teledensity of one telephone line for every one hundred inhabitants. In the short-term this requires that public telecommunications facilities are accessible to all communities throughout the country and in the medium to long-term the creation of an environment, through regulation and appropriate incentives, that will attract investors and resources to achieve or exceed the minimum recommendation. However, not all communities or markets, particularly those in the more remote rural areas are, or will be in the foreseeable future, commercially viable. Consequently, geographic coverage of the country to achieve the minimum ITU recommendations will be primarily through social and community programmes.

The Commission will therefore explore innovative ways to encourage and promote the deployment of reliable telephony services to these areas toward ensuring access for all Nigerian citizens.

Target 5.1

5.1 Develop the Institutional Framework and Mechanisms to achieve the Universal Access requirements

Objective

To ensure that the requirements of the National Telecommunications Policy are met the Commission will determine a suitable Universal Access (UA) Strategy and the creation of UA Fund to enable operators and service providers to roll out telecommunications services to all corners of the nation.

The Commission will promote and manage inward investment from global organisations and aid agencies to fund the UA programme. Pilot schemes will be deployed to determine the most appropriate schemes and technologies to deliver a sustainable UA service.

5.1.1 Key Strategic Policy Initiatives

- Develop an institutional framework for implementation of Universal Access (UA)
- Creation of a UA Fund (UAF) and control mechanisms in support of the Policy requirements
- To align existing licensing processes with UA objectives and requirements.
- Establish a mechanism to involve relevant Government, Private and Rural Community organisations in decision-making regarding UA programmes

- Determination of bidding criteria for award of UAF subsidy and establishment of pilot projects.

5.1.2 Performance Measures

a. Completion and articulation of an institutional framework for UA
b. Completion and articulation a UA Strategy (UAS) for Nigeria
c. Establishment of the UA Fund (UAF) and articulation of the processes and procedures to manage the UAF

5.1.3 Programmes

5A1 Establishment of institutional framework and UAS by end Q3 2003

5B1 Establishment of UAF by end Q4 2003

5C1 Determine the governance and appointment requirements for trustees in the management of UAF resources by end Q4 2003

5D1 Establish consultative mechanisms and forum with Government, Community and the Private Sector by end Q3 2003

5E1 Conclude bidding process for pilot projects and award subsidies by end Q4 2003

Target 5.2

5.2 Develop a flexible and market oriented mechanism for the viable and sustainable distribution of the UAF to meet the national teledensity targets

Objective

The Commission will adapt and extend the provisions of the Universal Access Strategy and associated policies in the light of experience gained in sponsoring the pilot projects.

The terms and conditions that will apply to promotion and distribution of the UAF will be developed in concert with all parties concerned.

5.2.1 Key Strategic Policy Initiatives

- Provide guidance to trustees on the allocation of UAF to private and public sector investors
- To ensure the provision of services on a competitive basis through a competitive bidding process
- To encourage the participation of micro-financial institutions and co-operatives in rural telecommunications service delivery

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- Promote and ensure attractive Interconnection rates as incentive for rural operators
- To provide incentives, where the Commission is able, not ordinarily permitted in a commercially viable situation such as tax rebates, loans, grants, technical assistance etc.

5.2.2 Performance Measures

a. Establishment of policies and strategies on disbursement and investment mechanism for UAF
b. Effectiveness of micro-financing arrangements
c. Availability of cost effective interconnection capacity for UA applications
d. Economic benefit of incentives for rural operators

5.2.3 Programmes

5A2 Establish the criteria for a competitive bidding process for UA funding by end Q4 2003

5B2 Encourage the establishment of Micro-Funding institutions Q4 2003

5C2 Consult with industry on a determination regarding rural Interconnection Rates by end Q4 2003

5D2 Determine the extent and potential economic benefit of incentives that the Commission is able to promote as part of the drive towards UA by end Q4 2003

5E2 To establish new licence categories and services for the rapid deployment of rural services by end Q3 2003

Target 5.3

5.3   To ensure rapid deployment of services to the rural areas

Objective

Notwithstanding the creation of the Universal Access Strategy and Fund, the Commission will continue to investigate and consult with all parties on the requirements to maintain a sustained improvement in availability and teledensity over the longer term. Prevailing government policy, advances in technology and likely cost reductions will be regularly reviewed to ensure the Commission is able to encourage the rapid deployment of services to all corners of the nation.

5.3.1 Key Strategic Policy Initiatives

- To bridge the urban – rural divide through improved and closer access to telephony services

- Develop an appropriate and enduring UA Strategy (UAS) for Nigeria
- To ensure provision of telephony service to underserved urban and semi urban areas
- To facilitate provision of telephony service to all rural and underserved areas
- Develop appropriate regulations to ensure compliance with network roll out obligations
- Encourage use of technology specifically aimed at delivering cost and service benefits for rural applications.

5.3.2   Performance Measures

a. Availability and teledensity of telephones in rural communities with a minimum population of 500 people
b. Increased telephone access in underserved urban areas
c. Steady reduction in the number of rural communities without access to telephone
d. Availability of telephone access to all local government areas throughout Nigeria

5.3.3   Programmes

5A3   Establishment of rural communication strategy and terms of engagement for pilot projects by end Q3 2003

5B3   Determine the necessary regulatory, commercial and technical requirements to achieve the National Telecoms Policy requirements for communities with a minimum population of 500 people i.e. an average distance of 5 km between a rural dweller and the closest point of telephone access in 30% of such communities by year-end 2004 rising to 50% by 2006. Commission review complete by Q3 2003

5C3   Determine similar criteria to achieve an average distance of 1 km for year-end 2004 and 500m for year end 2006 distance to telephone access in 80% of underserved urban areas. Review completion Q4 2003

5D3   Determine and publish a strategy to reduce the number of rural communities without access to a telephone by 50% by year 2004, 40% by year end 2004; 40% by 2005 and 30% by 2006 and. 20% by 2007. Strategy review to be completed by end Q4 2003

5E3   Determine and publish a strategy to provide access to a telephone across 20% of each local government area by year-end 2004; 30% by year-end 2005; 60% by year-end 2007. Strategy review to be complete by end Q4 2003

GOAL 6

6.   PROMOTE CO-OPERATION WITH OTHER GOVERNMENT AGENCIES, LOCAL COMMUNITY, PRIVATE SECTOR AND INTERNATIONAL ORGANISATIONS

Purpose

Current trends in the telecommunications sector tend towards international co-operation at both continental and sub-continental levels. In this regard, the expansion of a nation's Information Communications Technology (ICT) capability is seen as a critical driver of economic growth and development.

This fact, combined with the foreign policy thrust of this administration in championing regional initiatives for African development (such as NEPAD), make it imperative for the Commission to remain at the forefront of ICT expansion in Nigeria.

As there are a number of other government agencies whose activities impact upon telecommunications, either directly or indirectly, the Commission will identify and explore areas for future co-operation with each of them. A cordial and productive working relationship with the local community and private sector will also be developed.

Target 6.1

6.1   To foster relationships and promote co-operation with government bodies and agencies, the local community and the private sector

Objective

Communications touches or influences an ever increasing number of our economic, social and leisure activities to the extent that management of the complex interfaces that exist between responsible organisations is critical to the successful development of ICT.

The Commission will ensure that all parties concerned with the development and implementation of the telecommunications infrastructure of Nigeria have a voice and will foster the exchange of information and views within both the public and private sector.

6.1.1   Key Strategic Policy Initiatives

- Establish effective and sustainable working relationships with the Ministry of Communications and other relevant Ministries, the National Assembly and respective governmental agencies
- Establish a cordial and harmonious working relationship with industry players
- Establish working relationship with non-governmental organisations, Telecom Associations such as NIG, ATCON etc. focused on the

promotion of telecommunications and ICT development throughout Nigeria
- Establish working relationships with local community groups, as appropriate
- Set up structured relationship management procedures
- Establish effective consultative structures and forums

6.1.2   Performance Measures

a. Creation of regular constructive working relationships with Ministries and Governmental Agencies
b. Effective and productive relationships with private sector
c. Ensure regular consultation with stakeholders, including local community groups
d. Increased influence of the Commission in relevant inter-governmental activities and policy development bodies and feedback of knowledge to the wider telecoms community within Nigeria

6.1.3   Programmes

6A1   Creation of structured, well attended meetings with co-operating organisations in both the public and private sectors by Q2 2003

6B1   Organise interactive workshops and fora with co-operating organisations in both the public and private sectors by Q2&3 2003

6C1   Provide a mechanism to ensure the Commission's expertise and knowledge is always sought in the formulation of all telecoms policy initiatives affecting Nigerian citizens, by end Q3 2003

6D1   Establish a suitable process and procedure to ensure the interests of Nigerian citizens are fully represented in the formulation of ICT development matters by Q3 2003

6E1   Determine New Approaches to Media Relations by end Q3 2003 and review effectiveness Q4 2003

Target 6.2

6.2   To foster and promote global relationships in addition to those at a regional and sub-regional level

Objective

In order for the Commission to adequately represent the interests of Nigeria and remain knowledgeable of change and development in both the regulatory and ICT arenas, the Commission will foster proactive working relationships with all necessary regional and global bodies.

The Commission will actively work with its peers to ensure that Nigerian citizens are able to benefit from the early introduction of both technical and/or policy based developments and best practice.

6.2.1 Key Strategic Policy Initiatives

- Establish positive working relationships with regional and international organisations, including ITU, ECOWAS, ATU, AC, CTO, USAID, TRASA , WATRA and other appropriate bodies, focused on promoting the expansion of telecommunications services throughout Nigeria and the African continent
- Promote, facilitate and be a leading light in the establishment of WATRA
- Set up structured relationship management procedures for the collection and dissemination of information gathered in the international arena
- Organisation of interaction forums to further foster international relationships.

6.2.2 Performance Measures

a. Creation of regular, constructive working relationships with influential international and regional ICT representative bodies
b. Effective and productive relationships with other National Regulatory Authorities (NRAs)
c. Increase in the number of requests for the Commission's staff to attend and present pa pers or represent at point of view at international meetings
d. Degree of technical, commercial and/or operational benefits accruing to Nigeria of wider regional representation
e. Increase in the range and frequency of training and development programmes available to the Commission and its peers
f. Effectiveness of established interactive forums with and between regional and international organisations
g. Increased influence of the Commission in relevant international bodies as a contributor to setting both the agenda and the deliverables.

6.2.3 Programmes

6A2 Foster an active working relationship with international and regional ICT representative bodies to gather information and represent the views Nigerian citizens, by Q2 2003

6B2 Foster an active working relationship with other African and global NRAs to gather information and represent the views Nigeria, by Q2 2003

6C2 Provide a mechanism to ensure the Commission's expertise and knowledge is always sought in matters effecting the development of telecommunications policy within West Africa and the African Continent, by end Q3 2003

6D2   Organise and fund international interactive forums and workshops for the promotion of telecommunication in Nigeria, West Africa and the African Continent, by Q3 2003

6E2   Create a training programme to increase in the range and frequency of courses available to the Commission staff at both a national and international level, by Q4 2003

Note: The Commission is currently reviewing future Public Affairs Programmes for inclusion in the above lst of Goal 6 Programmes. Theses include, but not limited to:

- Prepare information leaflets for distribution through Nigerian Embassies and at International Telecoms Conventions etc. (includes foreign destination briefs and telecoms reviews) the programme will run continuously from 2004 to 2007

- Improve effectiveness of both NCC Web Pages and hardcopy newsletters during 2004

- Publish an authoritative magazine on telecoms development, regular publication from 2004 onwards

- Sponsor radio and TV programmes on issues and matters relating to telecommunications and organise regular media briefings and visits for Executive Vice Chairman, from late 2003 onwards

- Standardise public enlightenment publications for consumer education, from late 2003 with feedback and improvements to be added continuously from 2004 onwards

GOAL 7

7. TO ESTABLISH AN EFFECTIVE AND EFFICIENT ORGANISATIONAL FRAMEWORK TO INCREASE REGULATORY CAPACITY

Purpose

The level of excellence in transparency and effectiveness achieved by the Commission in the auctioning of the Digital Mobile Licences remains a global benchmark and a symbol of the Commissions leadership potential in telecom regulation. In order to replicate such excellence in other areas of telecom regulation, we will strive to achieve superior resources and capabilities by strengthening our people (including the organisational structure, culture, skills and competencies), streamlining work processes and improving the Commission's infrastructure and finances.

Target 7.1

7.1 To strengthen the Commission to effectively carry out its functions through the development of its staff and procedures

Objective

The ability of the Commission to perform its mandated functions, to create an attractive market place for inward investment and promote competition is fundamentally driven by the skills of its staff and the effectiveness of its policies and procedures.

In pursuit of its long-term aim to become the showcase Regulator throughout the African Continent, the Commission will ensure that it's staff have the knowledge and tools to perform their roles and responsibilities efficiently and effectively.

7.1.1 Key Strategic Policy Initiatives

- Evolve an organisational structure that will enable the Commission to effectively and efficiently meet its mandate
- To implement those recommendations of the Institutional Strengthening Project that will improve the efficiency and effectiveness of the organisation
- Improve staff competencies and capabilities through identifying and providing staff with good training opportunities and committing to merit-driven selection processes and reward systems
- Create a Telecom Training Institute at Utako, Abuja
- Ensure the existence of legal instruments that will provide adequate authority for NCC to effectively perform its functions
- Ensure that all policy, rule making and determination processes are transparent to all stakeholders
- Improve IT infrastructure for a more effective and efficient performance

- Provide all Commission staff with a high quality working environment and the tools and processes to deliver a first-class service backed up by a comprehensive employment package.

7.1.2 Performance Measures

a. Success of Institutional Strengthening Project to deliver an improved organisation
b. Improvement in capacity building and expertise within the Commission
c. Increased level of consultation with all interested parties in key decision making processes
d. Enactment of the Draft Communication Law (or prevailing legislation)
e. The service benefits of the introduction of a Local Area Network (LAN) and Wide Area Network (WAN) within the Commission
f. Establishment of a Central Library and Knowledge Management System
g. Existence of a Performance Management System (PMS)
h. Creation of a Budgetary Control System for budget setting and regular financial reporting
i. Timely production of Annual Activity Reports
j. Opening of the Commission Telecommunications Training Institute
k. Improved staff welfare conditions
l. Establishment of new Zonal Offices
m. Establishment of appropriate data gathering and feedback mechanisms in respect of consumer and industry education

7.1.3 Programmes

7A1 Implement the recommendations of the Institutional Strengthening Project, commencing Q2 2003 and review ongoing progress Q4 2003 and Q2 2004

7B1 Establish and open a Telecommunications Training Institute by Q4 2003

7C1 To establish a Performance Management System by end Q3 2003

7D1 To establish a Central Reference Library and introduce a Knowledge Management System by end Q3 2003.

7E1 Design and Implement Budgetary Control & Financial Reporting System by end Q4 2003

7F1 Bring into service and provide training for an interactive Database Management System by end Q3 2003

7G1 Bring into service a LAN at Commission HQ by end Q2 2003 and a WAN for Commission Zonal Offices and out-of-office employees by end Q4 2003

7H1   Establish new Zonal Offices by end Q4 2003.

ABBREVIATIONS

AOL	-	Annual Operating Levy
ATCON	-	Association of Telecommunications Companies of Nigeria
ATU	-	African Telecommunications Union
CTO	-	Commonwealth Telecommunications Organisation
ECOWAS	-	Economic Communities of West African States
FWA	-	Fixed Wireless Access
GoS	-	Grade of Service
GMPCS	-	Global Mobile Personal Communications Services by Satellite
ICT	-	Information Communications Technology
IP	-	Internet Protocol Gateways
ISP	-	Internet Service Provides
ISM Band	-	Industrial Scientific Medical Band
ITU	-	International Telecommunications Union
KSPI	-	Key Strategic policy Initiative
LAN	-	Local Area Network
MTS	-	Mobile Telephone Services
MoC	-	Ministry of Communications
NCC	-	Nigerian Communications Commission
NEPSKOM	-	Joint venture between NEPA & Eskom
NEPAD	-	New Partnership for African Development
NITEL	-	Nigeria Telecommunications Limited
NIG	-	Nigeria Internet Group
PMS	-	Performance Management System
PSTN	-	Public Switched Telephone Network
PTOs	-	Private Telecommunications Operators
QoS	-	Quality of Service
SATRA	-	South Africa Telecommunications Regulatory Authority
SMP	-	Strategic Management Plan
SNO	-	Second National Operator
VANs	-	Value Added Network Services
VSAT	-	Very Small Aperture Terminal
USAID	-	United States Agency for International Development
UAF	-	Universal Access Fund
WATRA	-	West Africa Telecommunications Regulator Association
WAN	-	Wide Area Network