National Communications Authority

FIVE-YEAR
STRATEGIC PLAN
2024 - 2028

ABRIDGED VERSION

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STRATEGIC PLAN
2024 - 2028

ABRIDGED VERSION

ABBREVIATIONS

2G	Second Generation Cellular Network
3G	Third Generation Cellular Network
4G	Fourth Generation Cellular Network
5G	Fifth Generation Cellular Network
6G	Sixth Generation Cellular Network
AFUR	African Forum for Utility Regulators
AI	Artificial Intelligence
AITI-KACE	Advanced Information Technology Institute - Ghana-India Kofi Annan Centre of Excellence in ICT
ASMS	Automated Spectrum Management System
ATU	African Telecommunications Union
BCDR	Business Continuity and Disaster Recovery
CID	Criminal Investigation Department
CO_2	Carbon Dioxide
CPESDP	The Coordinated Programme of Economic and Social Development Policies
CRM	Customer Relationship Management
CSA	Cyber Security Authority
CTO	Commonwealth Telecommunications Organisation
DAB	Digital Audio Broadcasting
DE4A	Digital Economy Initiative for Africa
DG	Director General
DNTCR	Do Not Text or Call Register
DPC	Data Protection Commission
DRP	Disaster Recovery Plan
DTT	Digital Terrestrial Television
ECOWAS	Economic Community of West African States
EPA	Environmental Protection Agency
FDA	Food and Drugs Authority
FM	Frequency Modulation
GCTU	Ghana Communication Technology University
GHG	Greenhouse Gases
GIBA	Ghana Independent Broadcasters Association

GIFEC	Ghana Investment Fund for Electronic Communications
GRA	Ghana Revenue Authority
GSMA	Groupe Speciale Mobile Association (Global System for Mobile Communications)
GSO	Geostationary Satellite Orbit
GSS	Ghana Statistical Service
HD	High Definition
HEVC	High Efficiency Video Coding
HoD	Head of Division
ICT	Information and Communication Technology
ICT4AD	ICT for Accelerated Development
IGF	Internally Generated Funds
IPTV	Internet Protocol Television
IoT	Internet of Things
ISP	Internet Service Provider
ISSER	Institute of Statistical, Social and Economic Research
IT	Information Technology
ITU	International Telecommunication Union
IWCL	International Wholesale Carrier Licence
KNUST	Kwame Nkrumah University of Science and Technology
KPIs	Key Performance Indicators
KSA	Knowledge, Skills and Abilities
MBS	Multicast Broadcasting Services
ML	Machine Learning
MMDAs	Metropolitan, Municipal and District Assemblies
MNO	Mobile Network Operator
MoCD	Ministry of Communications and Digitalisation
MoF	Ministry of Finance
MTEF	Medium Term Expenditure Framework
NCA	National Communications Authority
NGSO	Non-Geostationary Satellite Orbit
NITA	National Information Technology Agency
NMC	National Media Commission
NSC	National Security Council
OTT	Over-the-Top

PESTLE	Political, Economic, Sociological, Technological, Legal and Environmental
POS	Point of Service
RA	Regulatory Administration
RAN	Radio Access Network
R&D	Research and Development
RFP	Request for Proposal
RFQ	Request for Quotation
RIPS	Research, Innovation, Policy and Strategy
SDGs	Sustainable Development Goals
SIGA	State Interests and Governance Authority
SMP	Significant Market Power
SMS	Spectrum Monitoring System
SPIC	Strategic Plan Implementation Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAL	Type Approval Laboratory
TOR	Terms of Reference
UG	University of Ghana
UN	United Nations
UPSA	University of Professional Studies, Accra
VAS	Value Added Services
WATRA	West Africa Telecommunications Regulators Assembly

— FOREWORD

It is with great pleasure that I write this foreword for the Five-Year Strategic Plan of the National Communications Authority (NCA) spanning the period 2024 to 2028. As a Minister, who has overseen transformational changes within the Communications Industry, it is important to note that change must be guided with a plan to ensure the achievement of set objectives.

I have had the privilege of reading the Strategic Plan. One thing that strikes me is how the NCA has ensured that their plans and actions going forward have taken cognisance of all the stakeholders, environments, resources, the need for relationship building, Government's Digitalisation agenda and the global direction when it comes to Communications and Digitalisation.

I can imagine that there must have been some intense reflections, introspection and awareness of the realities of this sector, in and outside Ghana. This process should require looking back at where you have been, what your environment used to be, what it is now and how you envisage it to be. All these would ensure that you are on the right track.

Over the years, the NCA's regulatory work has demonstrated the significance of having a good regulator for the communications industry. As NCA strides into the future and as we can all see the impact that communications services have made in our society, this perhaps is the best and opportune time for the Authority to take a step back, reflect and come out stronger than before. This would enable the Authority consolidate the strengths within the industry and identify opportunities to drive the next phase of the operations in a seemingly dwindling global village.

The Information and Communication Technology (ICT) sector continues to play an important role in supporting rapid and sustainable economic growth, equitable social development, and job creation. It is for this reason that the NCA's Five-Year Strategic Plan presents a comprehensive roadmap for Ghana's communication and digitalisation landscape and revolutionary future. This plan positions the Authority to push the digital agenda, encourage innovation, and provide fair access to ICT for all citizens.

As we embark on this strategic journey, I extend my heartfelt gratitude to the NCA's leadership, staff, industry partners, and stakeholders who have contributed their insights, passion and expertise to the development of this document. Together, we are poised to propel Ghana to new heights in the digital age.

Thank you.

Hon. Ursula Owusu-Ekuful, MP
Minister for Communications and Digitalisation

— BOARD CHAIR'S MESSAGE —

"By failing to prepare, you are preparing to fail" - Benjamin Franklin

The electronic communications industry has seen astronomical changes in the past decade. This is evident from the advent of smartphones to blockchain technologies, to the metaverse, and to artificial intelligence. We have witnessed the progressive journey from 2G right up to 5G and the numerous possibilities of spectrum. The future of technology, truly, cannot be predicted.

It is for this reason that there is the need to plan for the future. As a Regulator, we are poised to always stay ahead of the curve to ensure we create the enabling, yet well protected ecosystem to meet the growing demands of the industry.

In October 2021, when the Board was inaugurated, we immediately recognised the urgent need for the Authority to have a blueprint to guide its trajectory from *a Good Regulator to a Great Regulator*. We commissioned Management to commence a process to engage a consultant to put in place a Strategic Plan to steer the activities of the Authority, with a robust and practical medium to long term outlook. The process commenced with a Board-Management Retreat in November 2021, which sought to refine the goals of the Authority and set new priorities.

The Board was actively involved in the strategic planning process and ensured that all relevant stakeholders were engaged. As a Board with a difference, we also tasked the Research, Innovation, Policy and Strategy (RIPS) Division of the Authority, to include a roadmap for moving Ghana from *G5 Advanced to G5 Leading* of the International Telecommunication Union's (ITU) G5 Benchmark.

The strategies, goals and objectives encompassed by the Plan are the metrics of success of the Authority for the next five years. This would serve as a signpost to ensure we are more efficient and effective in carrying out our mandate.

The Board extends its profoundest gratitude to Management and Staff for the commitment demonstrated and the collaborative efforts during this process. We also commend Circadian Consulting and the RIPS Division for their stewardship.

It has been a long-winded journey, but we have finally arrived at the desired destination. Without a doubt, the Strategic Plan is a guiding torch to enabling an innovative, agile and proactive regulator with the ability to adapt to emerging trends in the electronic communications industry.

As a Board, we have full confidence in the Five-Year Strategic Plan and we would provide the necessary policy guidance to ensure its realisation during our tenure. We remain committed to creating long term value for Ghana's communications industry.

Okatakyie Ababio Boakye Danquah II
Board Chair

— ACKNOWLEDGEMENT —

It is my pleasure to acknowledge stakeholders, who in diverse ways contributed to the NCA's Five-Year Strategic Plan (2024-2028). Undoubtedly, the Strategic Plan maps out priority issues and areas of the Authority, and would go a long way to fulfil its mandate.

From the beginning of the process, my goal was to ensure that the inputs were comprehensive and reflective of contributions from Staff and key stakeholders.

Given the wide consultative approach, I am delighted to express my deepest appreciation and gratitude to all those who played a pivotal role in the development of the Strategic Plan. This monumental journey, which began in December 2022 and concluded in April 2023, would not have been possible without the dedicated efforts and unwavering support of numerous individuals and entities.

Firstly, I extend my sincere thanks to the Ministry of Communications and Digitalisation (MoCD) under the leadership of the Minister, Honourable Ursula Owusu-Ekuful, for the superb policy direction over the years as well as her participation and valuable input in the Strategic Plan.

To the Chair and Board of Directors of the NCA, I am thankful for your drive and commitment to providing strategic direction for the development of the Strategic Plan. This would be a great legacy in the history of the NCA.

I also wish to recognise the exceptional contributions of the Director, RIPS and her team. Their invaluable support and facilitation of the involvement of key Stakeholders have been instrumental in the successful formulation of the Strategic Plan.

Considering that the workshops and focus group discussions conducted during the strategy development process were vital in shaping the NCA's future direction, I would like to thank the Management and Staff of the NCA for their active participation and contribution to the SWOT analysis and compilation of the strategic objectives.

To our consulting firm, Circadian Consulting, we appreciate your efforts in facilitating and guiding the development process to its logical and successful conclusion.

Key informant interviews played a crucial role in gathering insights and perspectives from key stakeholders. My sincere appreciation also goes to our external stakeholders who generously shared their expertise and insights to enrich the Strategic Plan with diverse perspectives.

As we embark on the journey outlined in the Strategic Plan, we remain confident that it would guide us towards a future of innovation, excellence, and success. Together, we will continue to advance the communications landscape and fulfil our mission to serve the people of Ghana.

Once again, to our stakeholders, thank you for your invaluable contributions to the development of the NCA's 2024-2028 Strategic Plan. Your dedication has laid the foundation for a brighter future, and we look forward to achieving our goals together.

Dr. Joe Anokye
Director General

EXECUTIVE SUMMARY

The Ministry of Communications and Digitalisation (MoCD) has the core responsibility of initiating and developing national policies aimed at achieving cost effective information and communications infrastructure and services. These are geared towards the enhancement and promotion of economic competitiveness in line with the policy guidelines of the Coordinated Programme of Economic and Social Development Policies (2021-2025) - Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All. As part of its oversight activities, it is expected that the National Communications Authority (NCA) would develop a Five-Year Strategic Plan in accordance with Section 3(b) of the National Communications Authority Act, 2008 (Act 769). The Five-Year Strategic Plan is to position the Authority as a world class regulator to stimulate growth of the communications industry.

The development of the NCA's 2024-2028 Strategic Plan began in December 2022 and ended in April 2023. The Strategic Plan was developed in consultation with the NCA Staff, Management and the Board of Directors. The process was consultative and participatory in approach and was coordinated by the Research, Innovation, Policy and Strategy (RIPS) Division. There were interactions using workshops, focus group discussions, key informant interviews and external stakeholder meetings with key industry players.

Factors and Trends Driving the Industry
The industry trends point to the demand for the latest wireless devices and higher bandwidth as key drivers of growth in telecommunication services. Other drivers include Cyber Security, Cloud Computing Adoption, Artificial Intelligence (AI), 5G and 6G technologies, Internet of Things (IoT) and latest broadcasting technologies.

Situational Analysis
The NCA regulates electronic communications services in Ghana. These include the Mobile and Fixed Network, Tower Infrastructure, Submarine Cable Landing, Radio and TV Broadcasting. As at the second quarter of 2023, there were three (3) Mobile Network Operators (MNOs) in the communications space namely, AT, Vodafone Ghana and MTN Ghana (which was declared as a Significant Market Power (SMP) in Mobile Voice, Mobile Data and SMS in 2020). There were three (3) Communications Infrastructure (Tower) Service Licensees namely: Helios Towers Ghana (HTG), Phoenix Towers Limited and American Tower Company (ATC). Dolphin Telecom (ACE), Glo-1, MainOne, Broadspectrum Limited, West African Cable System (WACS) and South Atlantic Telecommunications Cable No. 3 (SAT-3) were the six (6) licensed Submarine Cable Landing Operators. The authorised Broadcasting Services comprised seven hundred and twenty-eight (728) FM radio stations and one hundred and seventy (170) television stations.

The figure below shows the number of Licensees and Authorisation Holders regulated by the Authority as at the second quarter of 2023.

Number of Licensees and Authorisation Holders as at Q2 2023

Licence / Service	Number	Licence / Service	Number
Mobile Network Operators	3	Television Broadcasting	170
Broadband Wireless Access Licence	1	Land Mobile Services	100
Fixed Service Licence	3	Internet Service Provider (ISP)	59
International Wholesale Carrier Licence (IWCL)	9	VSAT Licences	19
Mobile Virtual Network Operator (MVNO)	2	Maritime Radio Service	62
National Terrestrial Fibre Optic Network Licence	6	Aeronautical Radio Service	14
International Gateway Licence (IGL)	3	Amateur Radio	39
Submarine Cable Licence	6	Value Added Service	102
Interconnect Clearing House	1	Dealership Licence	51
Communications Infrastructure (Tower) Licence	3	Satellite Gateway	1
FM Radio Broadcasting	728	Electronic Communications Equipment Managed Service	2

The Five-Year Strategic Plan

The NCA has maintained its vision of "A world-class communications regulator that facilitates innovative, reliable, and sustainable communication solutions to meet stakeholders' expectations".

The Authority has recast its mission statement for the next five years as: **Moving from Good to a Great Regulator: An innovative, agile, professional and proactive regulator, adaptive to emerging changes in the communication and digital ecosystem, and delivering optimally to all stakeholders**.

The NCA would achieve this goal by the implementation of strategic activities under four (4) Strategic Pillars detailed below:

Strategic Pillar 1 - Structure and reposition research, innovation and process improvement throughout NCA to be abreast with industry development

This Strategic Pillar seeks to keep the NCA abreast with the technology curve through intense research from all Divisions of the Authority. A cycle of research leading to innovation and brought to life in process improvement of the NCA's activities would be expected in all Divisions. This pillar is expected to lead to the following outcomes:

a. Unleash the latent research potential of NCA to drive policy options or proposals;
b. Instill a culture of innovation and incubation of new ideas;
c. The NCA is equipped to effectively regulate new services that ride on emerging technologies;
d. Improved market competition and industry growth;
e. Movement of NCA from G5 Advanced to G5 Leading of the International Telecommunication Union (ITU) G5 Benchmark; and
f. Process improvement and operational efficiency through the use of technology and automation of processes.

To achieve these outcomes, research would be mainstreamed in every Division. There would be linkages and partnerships with academia such as KNUST, GCTU; research institutions such as GSS, ISSER and industry. There would be increased number of regulatory options, policy proposals and publications sent to MoCD. A Sandbox framework would be developed and implemented to incubate new ideas. A regulatory impact assessment would be conducted to draw lessons from previous regulatory decisions and policies, to ensure that future regulatory options achieve the desired outcomes.

A gap analysis has been conducted and a roadmap developed to move Ghana from its current *Advanced* status to *Leading* status on the ITU G5 Benchmark. It is expected that this roadmap would be implemented in collaboration with other relevant stakeholders in the ICT ecosystem to ensure the full achievement of this objective.

The Authority has taken steps to automate its spectrum management processes to improve efficiency, accuracy, speed and enhance compliance monitoring with the acquisition of a new Automated Spectrum Management System (ASMS). The scope of the ASMS would be expanded to cover non-spectrum services and establish a unified automated platform for processing applications and licences. This is aimed at providing a consistent customer experience. The Unified Automated Platform for application processing and licensing would be integrated with the Authority's accounting/ finance system and the Spectrum Monitoring System (SMS). Subsequently, an online

application processing component would be added to enable applicants to submit applications and make payments online.

Strategic Pillar 2 - Build coordination and collaborative structures for enhanced engagement

The NCA acknowledges the need to intensify engagement and coordination with its stakeholders in a structured and targeted manner. This would require platforms for dialogue, problem identification and resolution. Accordingly, stakeholder enquiries, queries and requests would receive prompt attention. There would also be regular and timely sharing of relevant information with stakeholders. A dashboard would be instituted to monitor the Authority's responsiveness.

This Strategic Pillar is expected to lead to the following outcomes:
a. Strengthened internal and external collaboration and coordination;
b. Enhanced responsiveness to stakeholder needs;
c. Improved stakeholder relations; and
d. Reduced stakeholder complaints.

Strategic Pillar 3 - Develop and empower human resource

In the next five years, NCA would strive to improve on providing a better work environment and individual work-life balance. NCA would capitalise on its existing data management and automation processes to ensure a reduction in manual work. Capacity development would be enhanced through the establishment of a Learning Academy to serve as a Centre of Excellence to promote industry learning across the sub-region. Other staff learning and development programmes to be undertaken include participation in relevant local and international training courses and conferences, coaching and mentoring, job rotations, as well as certifications for professionals. A better work environment would be achieved through flexwork, career path programmes, job rotation, and succession planning, among others. The Authority would also ensure information symmetry across Divisions and a stepwise devolution of authority to Zonal Offices.

The above activities are expected to lead to the following outcomes:
a. Current personnel empowered to be innovative;
b. Enhanced employee skills and competence;
c. Enhanced staff morale;
d. Improved employee productivity;
e. Reduced attrition rate; and
f. Become an employer of choice.

Strategic Pillar 4 - Optimise the use of current resources, diversify and develop new areas of growth, including revenue

In this Strategic Pillar, NCA seeks to optimise the use of its current resources, diversify and develop new areas of growth. In line with recommended best practices of the ITU, the Authority would review its regulations to support the development of convergent services, the expansion of market and promotion of competition. The objective is to promote the provisioning of new and innovative services, reduce prices and increase efficiency as well as increase the variety of offerings for consumers. These efforts would focus on two (2) key elements:

i) the implementation of technology and service neutrality, and
ii) the establishment of greater flexibility in key aspects of regulatory frameworks. Competition regulation would have a central place in the scheme of regulatory activities.

The NCA would position itself to accelerate Ghana's Digital Transformation through an efficient and effective management of the radio frequency spectrum to facilitate the roll-out of the latest generation of mobile technologies such as 5G and 6G services. The Authority would give due regard to the promotion of shared spectrum use for enhanced Wi-Fi (Wi-Fi 6 and Wi-Fi 6E), Open RAN (Radio Access Network), among others, to expand access to communication technologies and services.

The Authority would develop an appropriate framework for the adoption of new satellite services in the Geostationary Satellite Orbits (GSOs) and Non-Geostationary Satellite Orbits (NGSOs), giving due regard to the national interest and fair competition.

The NCA would also develop a framework for the deployment of the latest broadcasting technologies such as Digital Audio Broadcasting (DAB), 5G Multicast Broadcasting Services (MBS), High Efficiency Video Coding (HEVC) and High Definition (HD) on terrestrial TV platforms, among others.

The Broadcasting Monitoring Centre (BMC) would be expanded and upgraded with audio fingerprinting technology to enhance compliance monitoring. This would enable the Authority to support other state bodies such as the National Media Commission (NMC), Food & Drugs Authority (FDA), Security Agencies as well as the Broadcasting Industry.

A successful implementation of activities under this Strategic Pillar is expected to lead to the outcomes outlined below:
   a. Efficient and effective use of spectrum;
   b. Unified licence regime operationalised;
   c. Improvement in the quality and efficiency of broadcasting;
   d. National broadband access expanded;
   e. Increased broadband speed to facilitate digital transformation;
   f. Promote clean energy use and sustainable operations for the Authority and industry;
   g. Type Approval Laboratory (TAL) upgraded; and
   h. Increased NCA revenue streams.

Implementation Action Planning
The Strategic Plan implementation requires collaboration and significant leveraging of efforts and resources. In implementing the Strategic Plan, certain measures would be undertaken to ensure its success. These include, establishing a Strategic Plan Implementation Committee (SPIC) chaired by a member of Management that would meet quarterly and update Management and the Board on the status of implementation. Also, the establishment of an Implementation Monitoring Team, consisting of cross functional representatives, and the development of a performance tracking framework spearheaded by the Research, Innovation, Policy and Strategy (RIPS) Division.

Risk Management

The NCA has in place a Risk Management Strategy for dealing with risks associated with the operations within the Authority. In implementing the Strategic Plan, it is anticipated that, a number of risks could affect the execution of the programmes, projects and actions proposed. As such, mitigation measures have been laid out to address them. Key among these anticipated risks are: a clear commitment from the NCA and MoCD to follow through with the implementation of the proposed strategies, availability of funding, appropriate capacity for implementation and the need for other institutions to partner and collaborate with the NCA.

Among the mitigation measures proposed to minimise these risks are:
◊ regular engagements with the MoCD in the development of this strategy to ensure buy-in;
◊ roll-out of the communication strategy stated in the Strategic Plan to effectively bring on board all stakeholders to ensure a follow-through on critical actions; and
◊ continuous capacity development and utilisation of external capacity in the form of consultants and technical assistance when needed to forestall capacity challenges.

These measures, coupled with a high-level launch of the Strategic Plan, would bring all the key stakeholders on board to build on existing relations and partnerships needed to create synergy.

Communication Strategy

A Communication Strategy has been provided on the selected methods for effective communication with various stakeholders to sensitise them on the Strategic Plan. The Consumer and Corporate Affairs Division (CCAD) of the NCA would champion the communication strategy and be responsible and accountable for the effective dissemination of information to external stakeholders.

The communication matrix in the strategy would serve as a means to assess communication effectiveness in terms of consistency, participation and collaboration outputs with other regulatory agencies and government institutions.

Internally, the RIPS Division would coordinate the distribution and implementation of the Strategic Plan.

Costing of Strategy

The programmes, projects and activities outlined in the Strategic Plan would be funded through the Authority's Internally Generated Funds (IGF). Each Division has given indicative budgets in their work plans for the first year. However, this is expected to be fine-tuned during annual work planning and implementation.

Monitoring and Evaluation

Monitoring and Evaluating the performance of the activities of the Strategic Plan would be done on a regular basis (monthly, quarterly and annually), spearheaded by the RIPS Division. These activities should be overseen by SPIC with oversight provided by the Director General (DG). There would be a mid-term (2026) evaluation during the implementation and an impact assessment, three (3) months after the close of the strategy period (2028).

Monitoring and evaluation tools to be used by the RIPS Division for tracking performance include:
   a. Routine progress reporting from the SPIC;
   b. Regular data collection;
   c. Submission of quarterly and annual activity reports;
   d. A Risk Log kept by the Risk Committee;
   e. A Lessons Learnt Log updated regularly;
   f. A monitoring schedule developed and updated to track key management actions; and
   g. Review of annual work plans by NCA and submission of a report to the MoCD.

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SECTION ONE

Communications and the Digital Industry

"It has been said that arguing against globalisation is like arguing against the laws of gravity." - Kofi Annan

Nowhere has the influence of globalisation been manifest than in its role in shaping the communications industry. The traditional distinction between local and long-distance telephone services, as well as the demarcation between voice and SMS services is fast disappearing. Modern communication products connect users at incredible speed and make possible the "Virtual World". New technological advancements are creating demand for new products and services to meet consumer needs.

Indeed, communication within the context of Information and Communication Technology (ICT) is undergoing lots of changes, innovation and growth. This is evidenced by the growing scale and scope of the internet, new media (including social media with new versions of the web), convergence, the internet value chain, digitalisation, virtualisation, softwarisation, value added and over-the-top (OTT) services, quantum computing, computing paradigms (such as cloud and IoT), among others. In terms of security, concepts such as information security, cyber security, protection of personal information, data protection and privacy among others have become important for individuals, companies and States.

"An efficient telecommunications network is the foundation upon which an information society is built."
- Talal Abu-Ghazaleh

The COVID-19 pandemic demonstrated the critical importance that communications infrastructure plays in keeping businesses, governments and societies connected and running. The economic and social disruption, caused by the pandemic, made people across the globe practise social distancing and rely on technology for information and work from home.

Regulating the communications industry is important in setting the standards for what can and cannot be done by industry players. The Regulator ensures that industry actors operate by the same rules and protect consumers. Good regulation is conducive to business and protective of the consumer.

The National Communications Authority (NCA) is a regulator responsible for setting standards, licensing, and regulating electronic communications services provided by wire, cable, radio, television, satellite and others in Ghana. The NCA has been proactively implementing forward-looking policies and

"If we want our regulators to do better, we have to embrace a simple idea: regulation isn't an obstacle to thriving free markets; it's a vital part of them."
- James Surowiecki

promoting the adoption of new technologies and services. The Authority has also played a pivotal role in improving the quality of ICT and digital services in Ghana. The importance of the NCA to be effective and relevant to the provision of access to communications services cannot be overemphasised. Currently, in the communications and technology space, there is a growing trend towards deregulation. This is based on the concept that the decrease in regulations would result in the opening of new markets to new players in the industry, thus ensuring healthy competition and improved quality of services.

Global Trends and Drivers of the Industry

The industry trends point to the demand for the latest wireless devices and higher bandwidth as a driver in communications services growth. Other drivers in the industry are:

◊ Cyber Security: Experts predict that the proliferation of 5G Networks and Internet of Things (IoT) would likely usher in a new age of security threats from hackers. Thus, understanding and mitigating these threats would be a core task in 2024 and beyond. The trend over the past few years has shown an almost continuous rise in both the number and sophistication of cyber-attacks. The digitalisation of business means a larger part of the economy is a potential target. This was accelerated by more people working from home during the COVID-19 pandemic. In September 2021, the Cybercrime Unit of the Criminal Investigation Department (CID) of the Ghana Police Service stated that cyber frauds represented forty-five percent (45%) of all cybercrime cases, making it the topmost cybercrime reported as of that period.

◊ Cloud Computing Adoption: There is a growing shift to cloud-based solutions in enriching the value of networks. Most Telecommunications Companies (Telcos) rely on data centres for hosting their IT infrastructure. However, rather than activating more private data centres, most Telcos are expected to migrate their essential IT infrastructure to the clouds for flexibility, scalability and in responding to demand fluctuations, speed, innovations, better resilience and cost.

◊ Artificial Intelligence (AI): An emerging trend in the industry is to provide a best-in-class customer service. In this respect, AI algorithms have been employed and are used to predict customers' behavioural patterns, improve personalisation, detect fraudulent activity and respond accordingly with groundbreaking efficiency. The use of virtual customer assistants also helps to provide better self-service support tools while improving on response times, reducing customer support costs and providing better services. From the tremendous amount of data being generated online, AI can identify patterns and trends to make better informed decisions with limited human or manual intervention.

◊ Fifth Generation Technology (5G): 5G has been around for several years now but has not been used as a stand-alone. It has been used in combination with existing 4G networks, thereby not fully optimising its potential. GSMA projects that some thirty (30) new markets would launch 5G services ("stand-alone" and" non-stand alone"). Importantly, many of these would be developing markets across Africa and Asia, making 5G truly global and with the potential to enable new types of digital services and applications.

While 5G is in the very initial stages of gaining global ascendancy, currently, there is talk in academia and Research and Development (R&D) circles, touting 6G (sixth-generation mobile technology) as the future of wireless telecommunications systems.

6G is the 6th Generation mobile communications technology which is expected to support a variety of applications. It is expected to provide a platform to enhance the following usage scenarios:

a.   Immersive communication;
b.   Integrated artificial intelligence and communication;
c.   Hyper-reliable and low-latency communication;
d.   Ubiquitous connectivity; and
e.   Massive communication and integrated sensing.

Practically, 6G networks would be able to operate on higher spectrum bands to provide higher capacity with very low latency of 0.1 – 1millisecond. This is 1,000 times faster - or 1/1000th the latency - than one millisecond throughput.

◊   Internet of Things (IoT): This refers to a growing and multifaceted telecoms ecosystem of devices embedded with smart sensors connected over the internet with the capability of real-time data collection. This system can be analysed quickly and used for predictive decision making. As internet speed increases with the advent of 5G, IoT would present tremendous opportunities for growth. Already, google maps are accessed in real-time mode.

◊   Latest Broadcasting Technologies: In the broadcasting sector, the proliferation of new technologies such as Internet Protocol Television (IPTV), Digital Video Broadcasting (DVB), and Digital Audio Broadcasting (DAB) has changed the investment dynamics and provided a viable platform for individuals to reach the public. Traditional media houses are under pressure to adapt to digitalisation with media start-ups pioneering new forms of digital journalism. Raising the representation of rural voices in digital media requires policy and regulatory interventions just as the uptake of high user interaction offers high potential for digital participation brought about by improvements in technology.

These drivers of the telecommunications and broadcasting products and services sector would be influential factors in determining the growth and shape of the industry.

SECTION TWO

NCA Situational Analysis

This section provides a summary of the current state of the NCA. It presents a snapshot of the "As Is" situation with a SWOT Analysis of the Authority and the industry which details the ecosystem within which the NCA works and a stakeholder analysis.

As a regulator, the NCA plays a key role in the setting and monitoring of standards, enforcement of compliance and acting as a fair arbiter that protects the consumer and promotes competition to ensure the industry remains dynamic. The NCA is also tasked with managing the allocation, providing rules of utilisation and transfer of spectrum. In this function, the NCA utilises the tools and authority granted to it by legislation. NCA employees operate from the Head Office in Accra and eight (8) Zonal offices covering all the sixteen (16) Regions of Ghana.

Key Success Factors

The NCA seeks to capitalise on its strengths and mitigate or totally eliminate its weaknesses. It would also endeavour to avail itself of the opportunities and position itself to resist the threats envisioned. A SWOT analysis was undertaken and it was evident that the keys to success for the Authority in the next five (5) years would include its ability to:

◊ Leverage on research and international best practices to promote innovation in the industry;
◊ Narrow the gap between advances in the industry and regulatory supervision and control;
◊ Inject frameworks that would improve dynamism and promote greater competition;
◊ Engage the MoCD with policy analysis, options and proposals;
◊ Sustain and improve on the existing good work environment;
◊ Leverage on automation of business processes to build accountability and transparency;
◊ Create an enabling environment that would promote investment and remove barriers to competition;
◊ Sustain and expand capacity development with a focus on in-house specialisations; and
◊ Improve performance-based incentives and conditions of work.

PESTLE Analysis

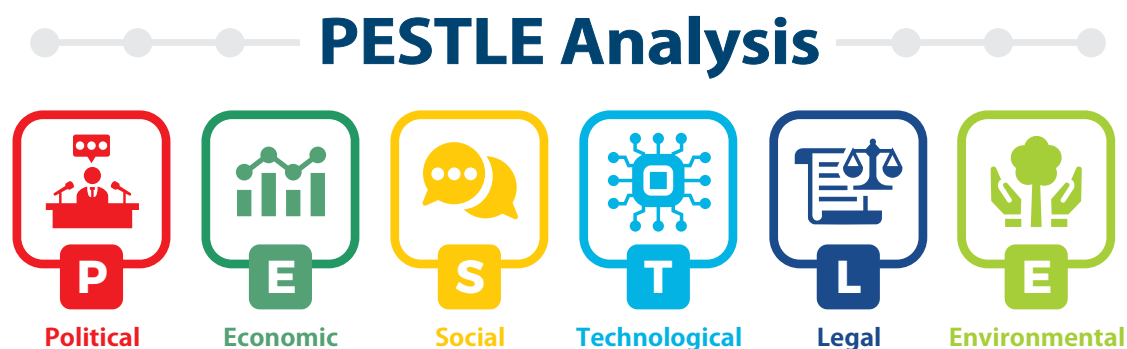**Political** **Economic** **Social** **Technological** **Legal** **Environmental**

Figure 1: PESTLE Analysis

This environmental scan consists of a review and analysis of the current socio-political, economic and the context of external ecosystem within which the NCA works, in order to determine key trends that informed the vision, mission and the strategic choices made by NCA for the next five (5) years.

Stakeholder Analysis

The NCA serves a wide range of internal and external stakeholders operating in the telecommunications and digitalisation space. These stakeholders have varied expectations with commensurate levels of importance and interests. The stakeholder analysis presents two (2) major scenarios to the NCA in the context of implementing this Strategic Plan: an opportunity to identify and categorise the people/institutions who may possess a leverage to influence its work and a pertinent guide into prioritising these stakeholders. Some of the guiding insights refer to questions such as:

◊ Which stakeholders have the most influence?
◊ Which stakeholders benefit the most?
◊ Where are resources plentiful?
◊ Which operational plan or strategy should be developed by the NCA to leverage optimum benefits?

Table 1 at page 6 summarises the major NCA stakeholders, expectations, relative importance and expected NCA performance within the context of implementing this five-year plan.

Table 1: Stakeholder Matrix

Broad Stakeholders	Category	Specific Stakeholders	Expectations	Relative Importance	NCA Expected Performance
Internal	NCA	• Board of Directors • Management • Staff	• Good corporate governance • Achievement of Vision, Mission and five-year goals	High Importance	• Deliver on mandate as communications and broadcasting regulator • Achieve corporate deliverables, i.e. the KPIs
Partners/ Collaborators	Government Institutions	• MoCD • MoF • MoI • SIGA • Ghana Police Service • NDPC • NIA • NSC • GIFEC • Data Protection Commission • NITA • AITI-KACE • MMDAs • Radiation Protection Institute • Ghana Meteorological Agency • Other Government Ministries	• Strategic direction • Collaboration • Provision of funding • Legal support	High Importance	Periodic engagement
	Regulators	• Ghana Maritime Authority • National Media Commission • Environmental Protection Agency • Bank of Ghana • Ghana Civil Aviation Authority • Ghana Standards Authority • Cyber Security Authority • Food and Drugs Authority • Land Use and Spatial Planning Authority	• Information sharing • Developments in the communications space • Effective service delivery	High Importance	• Periodic briefing • Dissemination of information

Broad Stakeholders	Category	Specific Stakeholders	Expectations	Relative Importance	NCA Expected Performance
Partners/ Collaborators	Industry Associations	• GIBA • Chamber of Telecommunications • Ghana Internet Services Providers Association • Mobile Money Agents Association of Ghana	• Collaboration • Technical support	High Importance	Periodic consultation and updates
	Academia/ Research Institutions	• GCTU • GSS • ISSER • KNUST • All Nations University • UG • UPSA • Centre for Scientific and Industrial Research	Collaboration	High Importance	Engagement to review collaborative work/ initiatives
	International Organisations	• WATRA • ITU • ATU • ECOWAS • GSMA • AFUR • CTO • World DAB	• Collaboration • Provision of funding • Strategic direction • Technical support	High Importance	• Engagements and updates • Review of collaborative initiatives

Broad Stakeholders	Category	Specific Stakeholders	Expectations	Relative Importance	NCA Expected Performance
Service Providers	• Manufacturers • Licence/Authorisation Holders	• Radio/Television Broadcasters • Mobile Virtual Network Operators • Submarine Cable Landing Operators • VAS Providers • Dealers • International Wholesale Carriers • Mobile and Fixed Network Operators • Tower Infrastructure Service Providers	• Effective service delivery • Developments in the telecommunications space • Accountability	High Importance	Periodic engagements
General Public/Media	The Population	Consumers and all citizens	• Cordial relationship • Social responsibility • Employment opportunities • Consumer Protection	Medium – High Importance	• Periodic briefing • Regular updates

SECTION THREE

Strategic Plan Development Process

This section explains the process adopted in developing the strategy, values, principles and parameters underpinning the Strategic Plan.

The development of the Strategic Plan began in December 2022 and ended in April 2023. The process was consultative and participatory in nature. This was done in consultation with the NCA Staff, Management and the Board of Directors. The process was coordinated by the Research, Innovation, Policy and Strategy (RIPS) Division, which also facilitated contact with key stakeholders. Activities undertaken in developing the strategy included:
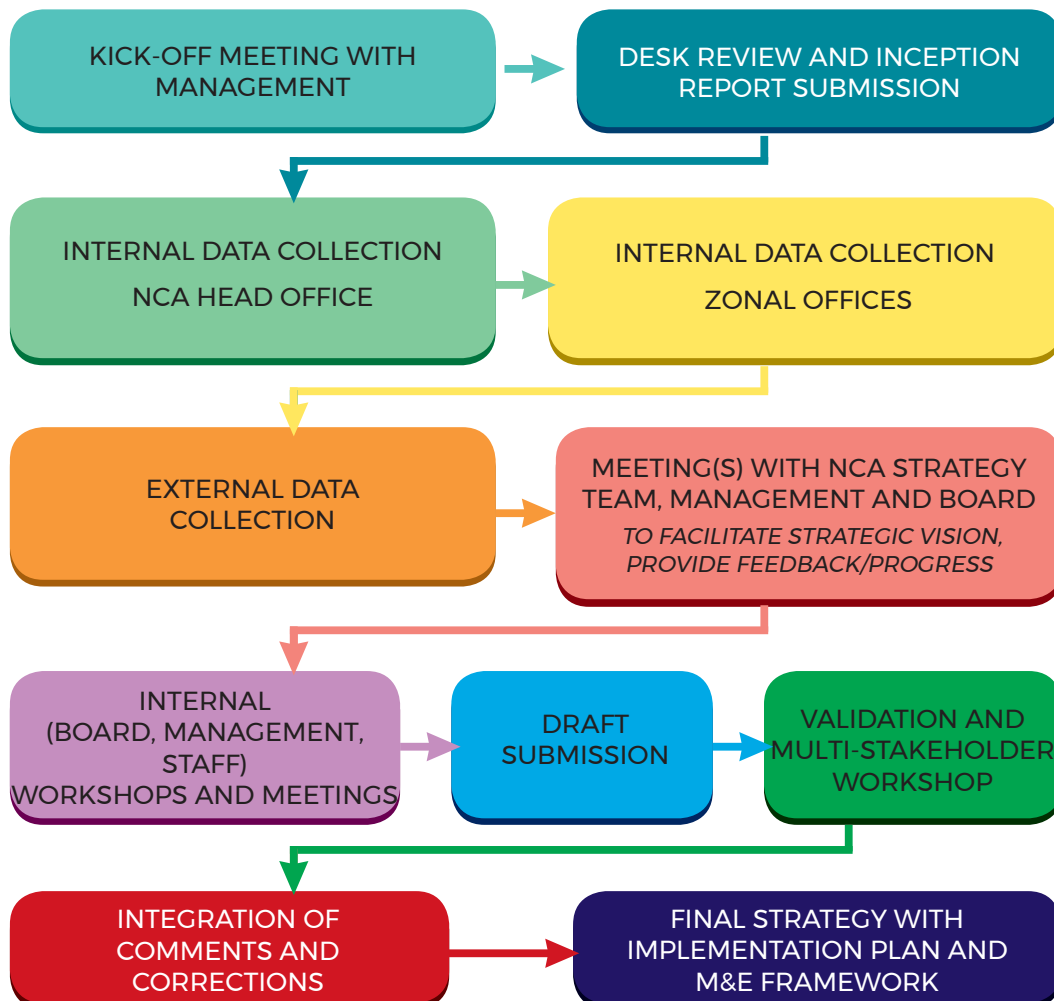

Figure 2: Strategic Plan Development Process

SECTION FOUR

The Five-Year Strategic Plan

This section details the trends and factors underpinning the Strategic Plan to ensure that it aligns with global, regional and national policy frameworks and the issues informing the choice of strategic pillars.

Underpinning Trends and Factors

The NCA Strategic Plan development took inspiration from the prescriptions and strategies of the national, regional and international development agenda. At the national level, this Strategic Plan ensured that it is in sync with Ghana's Development Plan, namely:

(i)   **The Coordinated Programme of Economic and Social Development Policies 2021-2025 (CPESDP)**
       The CPESDP is aimed at achieving Ghana's socio-economic development through the deployment of digital platforms for e-Government services to deliver efficient services to citizens and residents quickly. It would also provide regulations to facilitate public-private partnerships to guarantee quality outcomes.

(ii)   **The Draft National Digital Economy Policy**

Table 2: NCA Strategic Pillars aligned to Tenets of the National Digital Economy

NCA Strategic Pillars	Research, Innovation and Process Improvement	Stakeholder Coordination and Engagement	Human Resource Strengthening	Resource Optimisation and Growth
Digital Economy Pillars	• Data-driven Innovation and Entrepreneurship • Digital Government Data • Emerging technologies		Digital literacy and skills	• Universal Access and Connectivity • Infrastructure Sharing • Unified Licensing • Revised Spectrum Allocation

(iii)   The Digital Economy Initiative for Africa (DE4A)

Table 3: NCA Pillars aligned to Principles of ATU Digital Economy for Africa

NCA Strategic Pillars	Research, Innovation and Process Improvement	Stakeholder Coordination and Engagement	Human Resource Strengthening	Resource Optimisation and Growth
African Telecommuni-cations Union	Transformative	Inclusive, Collaborative	Home-grown	Comprehensive

(iv)   International Telecommunication Union Strategic Plan (2024-2028)
At the international level, the NCA's Strategic Plan also aligns with the mission of the International Telecommunication Union (ITU), which seeks to promote, facilitate and foster affordable and universal access to telecommunications/ information technology networks, services and applications and their use for social, economic and environmentally sustainable growth and development.

The ITU's Strategic Plan for 2024-2028 focuses on the following twin goals:

◊   **Universal Connectivity**- Enable and foster universal access to affordable, high-quality and secured telecommunications/ICTs.

◊   **Sustainable Digital Transformation**- Foster equitable and inclusive use of telecommunications/ICTs to empower people and societies for sustainable development.

As a regulator of the Communications Industry and a key institution designated by the MoCD to represent Ghana at the ITU, the NCA has taken necessary steps to ensure that its Five-Year Strategic Plan (2024-2028) supports the ideals and objectives of the ITU.

(v)   The United Nations Sustainable Development Goals (SDGs)
The role of the ICT regulator has never been more important in its contribution to development. According to Doreen Bogdan-Martin (former Director, Telecommunication Development Bureau - ITU), "ICTs are at the heart of efforts to attain the 17 UN Sustainable Development Goals, and accessible, affordable ICT infrastructure is the pre-condition of every nation's ongoing socio-economic development".

The telecommunication industry plays a critical role in achieving the Sustainable Development Goals, acting as a key enabler for many solutions to be successful. Also, mobile network technologies starting with 2G, 3G, 4G and now 5G, have a role to play in enabling access to technologies and applications across the world.

NCA's Strategic Plan would contribute to the achievement of all the 17 Sustainable Development Goals (SDGs), directly or indirectly, through the effective regulation of connectivity deployment and development of ICT applications. More specifically, the Authority's Strategic Plan would impact on the following SDG goals:

SDG 7 - Affordable and clean energy: Rising technology use contributes to emissions of carbon dioxide and other greenhouse gases. At the same time, cutting-edge technology would be essential to cut global emissions, build smart grids and cities, electrify transport, and build sustainable economies and societies. Telecommunication regulation would assist in providing more stringent energy efficiency and emission control standards for ICTs and outline how smart grids can help to build more controllable and efficient energy systems and reduce carbon emissions.

SDG 9 - Improved Infrastructure: The Authority would work directly to improve the extent and quality of ICT infrastructure of radio communication and backbone networks and to extend networks into underserved remote and rural areas. By setting and enforcing standards in accordance with ITU, the NCA would work to improve the efficiency and performance of ICT networks in backhaul, wireless and radio communication networks.

SDG 12 - Responsible Consumption and Production: E-Waste, including waste created by ICTs, is increasing all over the world. Ghana is no exception, importing about one hundred and fifty thousand (150,000) tonnes of second-hand electronics a year, according to a 2011 study coordinated under the Basel Convention. The NCA needs to work more collaboratively with relevant stakeholders to address the global challenge of waste from electrical and electronic equipment to proffer guidelines for the sustainable management of e-waste.

NCA - A Good Regulator

As per the Medium-Term Expenditure Framework (MTEF) for 2022–2025, the MoCD has committed the NCA to a number of actions that this Strategic Plan must capture in its implementation activities. Some of these activities are already in the process of implementation with others having been completed. Other activities on track or yet to be commenced are:

◊ The continued digitalisation of its internal processes;
◊ Implementation of the remaining modules of the Automated Spectrum Management System (ASMS) to achieve the paperless processing of Type Approval, Value Added Services and other non-spectrum licensing requests;
◊ Systems to secure collaborative work and remote access such as MS Teams and SharePoint;
◊ Acquisition of mobile and fixed spectrum monitoring systems to enhance and expand the tools for compliance verification, detection of illegal transmissions and resolution of interferences to maintain the integrity of the frequency management process;
◊ Enforcement of Conditions of Licences and Authorisations;
◊ Streamlining the FM and TV authorisation environment to ensure conclusive processing of all applications and enforcement of violations/breaches of terms and conditions of authorisations;
◊ Assessing the 2G, 3G and 4G coverage for the population and landmass to measure the coverage of mobile networks in Ghana, and ensuring compliance

with coverage obligations;

◊ Licensing of new spectrum for 5G services to provide industry with spectrum to roll out high speed data services to support new services and applications;

◊ Development of modalities to enhance more efficient use of spectrum, including spectrum sharing and technology neutrality;

◊ Establishing an online "DO NOT TEXT OR CALL REGISTER (DNTCR)" to enable consumers register their telephone numbers to avoid receiving unwanted sales and marketing calls and text messages to mitigate the rampant abuse of Unsolicited Electronic Communications;

◊ Fraud Management, Revenue Assurance, Mobile Money Monitoring & Traffic Monitoring to mitigate fraud and monitor revenues due Government from the mobile communications sector in collaboration with the Ghana Revenue Authority (GRA);

◊ Effective use of the Type Approval Labs (TALs) to ensure that only approved and standardised ICT equipment are assembled and imported into the country; and

◊ Conducting Field Network and Billing verification to provide full visibility of the MNOs with emphasis on 2G, 3G, 4G and future 5G mobile networks performance. It is expected that the Parliament of Ghana would pass the Quality-of-Service Regulations Bill into law.

Making NCA a Great Regulator

Five-Year Goal (MISSION): Moving from Good to a Great Regulator: An innovative, agile, professional and proactive regulator, adaptive to emerging changes in the communication and digital ecosystem, and delivering optimally to all stakeholders.

The NCA would achieve the above goal by the implementation of strategic activities under the four (4) Strategic Pillars, namely:

Strategic Pillar 1 - Structure and reposition research, innovation, and process improvement throughout the NCA to be abreast with industry development.

Strategic Pillar 2 - Build coordination and collaborative structures for enhanced engagement.

Strategic Pillar 3 - Develop and empower Human resource capacity throughout the Authority.

Strategic Pillar 4 - Optimise the use of current resources, diversify, and develop new areas of growth, including revenue.

Efficiency would be a cross-cutting issue for all the Strategic Pillars. This would make NCA a high-performing institution and reduce unnecessary cost.
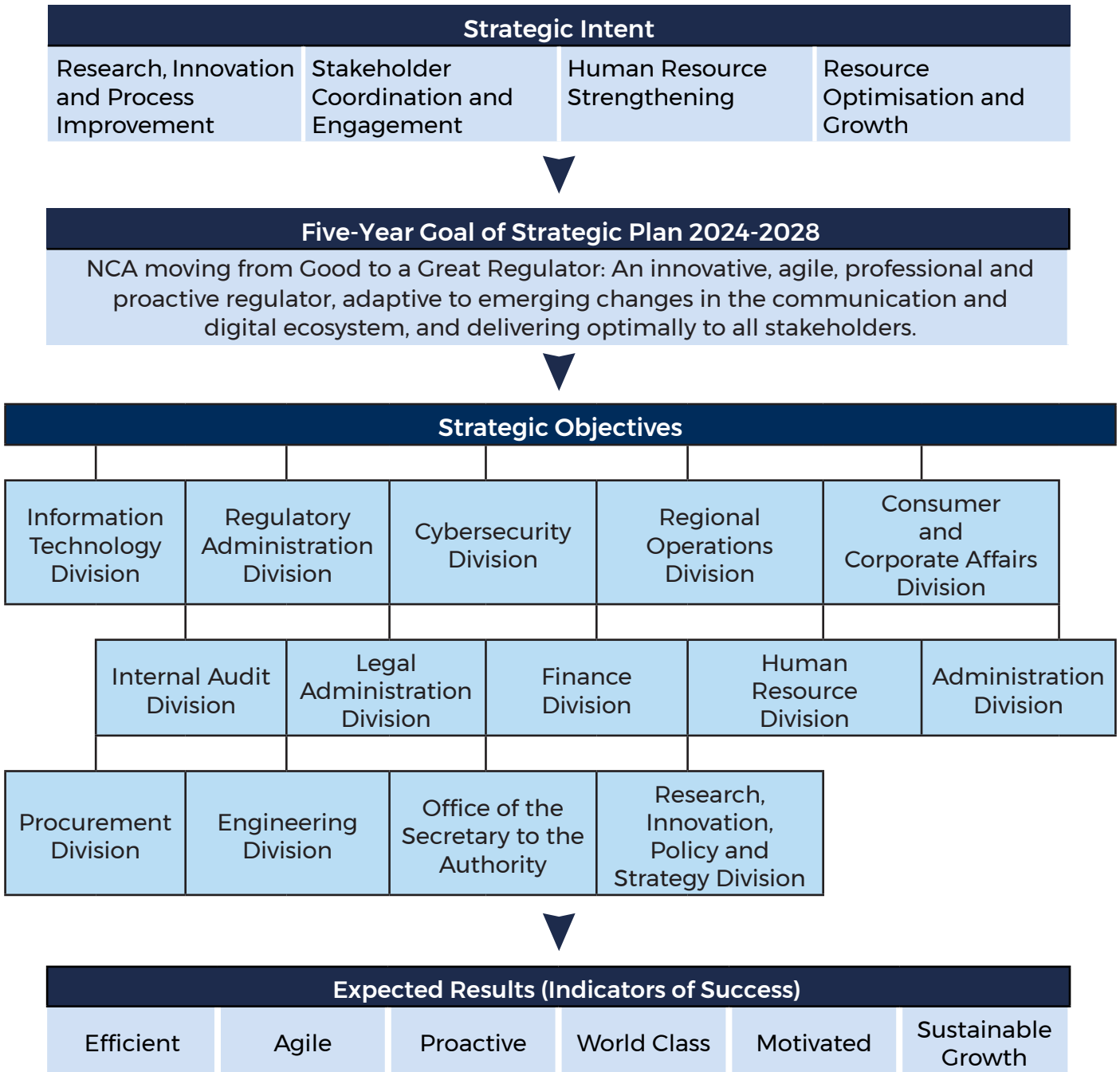
Strategic Intent

Research, Innovation and Process Improvement	Stakeholder Coordination and Engagement	Human Resource Strengthening	Resource Optimisation and Growth

▼

Five-Year Goal of Strategic Plan 2024-2028

NCA moving from Good to a Great Regulator: An innovative, agile, professional and proactive regulator, adaptive to emerging changes in the communication and digital ecosystem, and delivering optimally to all stakeholders.

▼

Strategic Objectives

Information Technology Division	Regulatory Administration Division	Cybersecurity Division	Regional Operations Division	Consumer and Corporate Affairs Division

Internal Audit Division	Legal Administration Division	Finance Division	Human Resource Division	Administration Division

Procurement Division	Engineering Division	Office of the Secretary to the Authority	Research, Innovation, Policy and Strategy Division

▼

Expected Results (Indicators of Success)

Efficient	Agile	Proactive	World Class	Motivated	Sustainable Growth

Figure 3: Strategic Intent

STRATEGIC PILLARS

1.   Research, Innovation and Process Improvement

Strategic Pillar 1 - Structure and reposition research, innovation, and process improvement throughout NCA to be abreast with industry development.

Outputs
a.   Research mainstreamed (rotating monthly presentations) in every Division;
b.   Linkages and partnerships with academia such as GCTU, KNUST, and research institutions, including GSS and ISSER;
c.   Increased number of publications, regulatory options, and policy proposals to MoCD;
d.   Industry collaboration;
e.   Regulatory Sandbox framework developed and implemented to incubate innovative ideas;
f.   A gap analysis on G5 Advanced to Leading conducted and identified gaps addressed;
g.   Regulatory Impact Analysis framework developed and implemented; and
h.   Actions initiated to achieve Sustainable Production and Consumption.

Outcomes
a.   Unleashed research potential of the NCA to drive policy options or proposals;
b.   Enhanced culture of innovation and incubation of new ideas;
c.   NCA equipped to effectively regulate new services that ride on emerging technologies;
d.   Improved market competition and industry growth;
e.   The NCA's ranking on the ITU G5 Benchmark moved from Advanced to Leading status; and
f.   Process improvement and operational efficiency achieved through the use of technology and automation of processes.

2.   Stakeholder Coordination and Engagement

Strategic Pillar 2 - Build coordination and collaborative structures for enhanced engagement and feedback.

Outputs
a.   Establishment of effective coordination structures;
b.   Regular external stakeholder dialogue platforms formed;
c.   Timely response to stakeholder enquiries, queries and requests;
d.   Regular and timely sharing of relevant information with stakeholders; and
e.   A dashboard instituted to measure responsiveness to stakeholders.

Outcomes
a.   Strengthened internal and external collaboration and coordination;
b.   Enhanced responsiveness to stakeholder needs;
c.   Improved stakeholder relations; and
d.   Reduced stakeholder complaints.

3.   Human Resource Strengthening

Strategic Pillar 3 - Develop and empower human resource capacity throughout the Authority.

Outputs
a.   Current personnel enhanced and empowered to be innovative;
b.   Stepwise devolution of authority to Zonal Offices;
c.   Improved work environment: flexwork, career path, job rotation, and succession planning, among others;
d.   Information symmetry across Divisions; and
e.   Establishment of a Learning Academy to position the NCA as a Centre of Excellence in the sub-region.

Outcomes
a.   Enhanced employee skills and competence;
b.   Enhanced staff morale;
c.   Improved employee productivity;
d.   Reduced attrition rate;
e.   Increased level of attraction as an employer; and
f.   Increased creative ideas.

4.   Resource Optimisation

Strategic Pillar 4 - Optimise the use of current resources, diversify and develop new areas of growth, including revenue.

Outputs
a.   Policy and Guidelines developed for spectrum sharing among service providers;
b.   Framework developed for spectrum valuation and assignment;
c.   Framework for new satellite services;
d.   Unified licensing regime operationalised;
e.   Develop a framework for the deployment of the latest broadcasting technologies;
f.   Facilitate the expansion of broadband access and adoption;
g.   Digital Audio Broadcasting (DAB) fully implemented;
h.   Assignment of spectrum for 5G deployment;
i.   Commercialise Type Approval Laboratories (TALs); and
j.   Lease or rent all vacant office spaces.

Outcomes
a.   Improved quality and efficiency of broadcasting;
b.   Efficient and effective use of spectrum;
c.   Availability of safe electronic devices;
d.   Increased broadband access and speed to facilitate the digital economy;
e.   Increased NCA revenue streams; and
f.   Clean energy and sustainable operations for the Authority and industry.

Action Planning For Implementation

This section details the action planning for implementation, risks and mitigating measures.

Steps and Suggestions
Within the context of implementing a strategic plan, some suggestions are made during the development process, which require addressing to ensure success. Additionally, certain steps are taken and these include instituting an implementation monitoring team and the development of a performance tracking framework. Strategic plan implementation requires an organisation-wide collaboration and significant leveraging of efforts and resources. In some instances, cross-functional teams and committees are formed during implementation to achieve common goals/objectives.

Implementation Team
The establishment of a Strategic Plan Implementation Committee (SPIC), to be chaired by a Management member, would be well placed to ensure that activities and planned targets are achieved. In implementing the Strategic Plan, the SPIC would develop a tracking framework to periodically monitor activities. Activities, developed for achieving the five-year goal, would be implemented by responsible Divisions. The Divisions would be doing this in addition to assigned operational routine activities as per job descriptions and annual work programmes.

Sensitisation
Periodic internal and external sensitisation on progress of implementation is key as per the communication plan developed to disseminate information on the implementation roll-out. Management, led by the Director General, would take steps in undertaking these sensitisation engagements.

Action Plan and Performance Tracking Framework
The strategic objectives, strategies and activities would be implemented in line with the action plan.

DISASTER AND STRATEGY IMPLEMENTATION RISK

Disaster Risk Management
The NCA is not immune to the vagaries of nature, and natural or unnatural forces that may threaten its infrastructure and personnel in the performance of its mandate. As a critical national institution, the NCA, under the guidance of its Board Committee for Risk Management (RISKCOM), has in accordance with the requirement of the Business Continuity Management Policy and Framework (BCMPF), put in place a plan

that would guide the Authority to recover from a disaster with the potential to disrupt its operations. This Disaster Recovery Plan (DRP) is an actionable document which describes the ability of the NCA to recover from a disaster as well as the processes and procedures to be seamlessly implemented in the event of a disaster.

The main goals of this DRP include:
a. Preventing the loss of the Authority's resources such as hardware and data;
b. Minimising downtime related to IT infrastructure;
c. Keeping the business running in the event of a disaster;
d. Limiting the severity and the impact of disruptions on IT systems; and
e. Re-establishing normal business operations within a reasonable timeframe depending on the criticality of the disruption.

Strategy Implementation Risk
Invariably, in the implementation of the Strategic Plan, there would be a number of risks to the effective implementation of the programmes, projects and actions planned. Some of the risks have been anticipated while mitigating measures have been developed.

SECTION SIX

Communication Strategy

This section outlines the Communication Strategy and Implementation Plan, and the measurement of the effectiveness of communication.

CREATING AWARENESS FOR THE NCA STRATEGIC PLAN

Stakeholders

The target audience for the NCA's Communication Strategy is categorised into two, namely internal and external.

The internal stakeholders comprise the Board, Management and Staff.

The external stakeholders are sub-categorised into:

◊ Partner Collaborators;
◊ Service Recipients; and
◊ the General Public.

Communication Matrix

The ***Communication Matrix*** in Table 4 provides information on selected methods for effective communication with the various stakeholders. Other considerations would include the following:

◊ The entire Management would be responsible for the roll-out and implementation of the Strategic Plan. The Consumer and Corporate Affairs Division (CCAD) of the NCA would champion the strategy and be responsible and accountable for the effective dissemination of information on the Strategic Plan to the Authority's external stakeholders.

◊ The Research, Innovation, Policy and Strategy Division would be responsible for the internal coordination and monitoring of the Strategic Plan.

◊ A clear commitment from identified key internal and external target audience in supporting the Strategic Plan.

◊ Resources to support the development and deployment of the Communications Strategy (i.e., people, budget and time).

◊ Soliciting and acting on feedback from stakeholders.

◊ Keeping the messages short and simple so they can be easily comprehended.

◊ Developing a matrix to measure effectiveness of communications to stakeholders periodically.

◊ Engaging and collaborating with other regulatory agencies and government institutions.

Table 4: Communication Matrix

Communication Matrix

Target Audience	Objectives of Communication	Key Message(s)	Communication Channel(s)	Frequency	Responsibility
Internal Governing Board, Management and Staff	To: • Provide regular update on Divisions' and Units' performance, challenges, successes in the implementation of the strategies • Emphasise the role of NCA Management and Staff in ensuring achievement of organisational goals • Coordinate with relevant stakeholders	• Awareness and buy-in • Objectives and goals • New/emerging developments	• Internal communication channels – Circulars, Durbars, Emails, and Annual Reports • Meetings • Workshops and seminars	Regularly	Management, Human Resource, and Research, Innovation, Policy and Strategy Divisions
Partners/ Collaborators Government Institutions, Regulators, Industry Associations, Academia/Research Institutions and International Organisations	To: • Obtain political support during implementation • Inform, seek inputs – financial and non-financial resources, legislative and other legal backing • Inform and update on activities • Exchange information	• Work of NCA in telecommunications and digitalisation integral to all economic activities • Dialogue on partnerships and collaborative work and programmes • Capacity and capability of NCA as foremost communications and digitalisation regulator • Information brief	• Meetings • Ministerial and Parliamentary briefings • Letters • Workshops and conferences • Project proposals	• Regularly • As and when required	Governing Board, Director General, and Consumer and Corporate Affairs Division

Target Audience	Objectives of Communication	Key Message(s)	Communication Channel(s)	Frequency	Responsibility
Service Recipients Radio/Television Broadcasting, Licence Issuance, Mobile Virtual Network Operations, Telephony Number-ing Resources, Submarine Cable Landing, DTT Conformance Certification, UMTS-900, VAS and Dealership	To: • Provide updates on NCA services; new developments; other regulatory and legislative changes • Seek feedback on service provision	• Customer service as integral to communications and digitalisation services • Consumer protection and service satisfaction	• Focus group engagement • Durbars • Publications • Workshops and conferences • Letters and Circulars	• Semi-annually • As and when required	Director General, Management, Consumer and Corporate Affairs, Regulatory Administration, and Engineering Divisions
Competitors Other regulators operating in the communications and digitalisation space	To: • Share information • Discuss developments in the communications and digitalisation space • Engage on service offerings • Deliberate on critical issues and proffer mitigating measures	• Compliance and conformity • Communications and digitalisation as integral to economic growth and development • Sharing of national and international emerging best practices	• Focus group engagements • Newsletters and other publications • Memos and typical internal communication tools • Advertisement	• Regularly • Semi-annually • As and when required	Director General, Deputy Directors General, and Consumer and Corporate Affairs Division
General Public Citizens and general population	To: • Inform, provide details of upcoming changes to communications and digitalisation services • Elicit inputs and feedback • Discuss and compile complaints on service provision and delivery	• Importance of regular interaction • Sustained awareness on engagement • Programmes and activities update	• Press Releases • Updates on website and information portals • Radio/talk shows • Brochures, Magazines, Flyers, and Toll Free Numbers	• Regularly • Periodically • As and when required	Board of Directors, Director General, Management, and Consumer and Corporate Affairs Division

SECTION SEVEN

Costing of Strategy

This section states the assumptions used to determine the cost of projects and programmes outlined in the implementation plans.

The programmes, projects and activities outlined in the Strategic Plan would be funded through the Authority's Internally Generated Funds (IGF). Resource requirements in the Divisional Implementation Plans are indicative and would be fine-tuned during the regular annual work planning and implementation.

ASSUMPTIONS

Certain assumptions in the development of the costing of the Strategic Plan, include:

1. The costing of the matrix is done having in mind that the procurement process of the Government of Ghana would be utilised for all procurements.

2. Inbuilt into the costing are the processes for procurement such as developing TOR, RFP, RFQ, cost of evaluating proposals and quotations, cost of advertisement in the dailies, cost of accommodation and honoraria for technical experts, and others needed for an evaluation.

3. The cost of using public media (Radio, TV, internet and print) for public sensitisation and advocacy can be reduced using the government media agencies which have subsidised rates.

SECTION EIGHT

Monitoring, Evaluation and Reporting

This section describes the processes for monitoring and evaluation of the implementation of the Strategic Plan as well as timelines for reporting on performance.

Monitoring and Evaluation

At a minimum, the monitoring activities listed below would be carried out on an annual basis. These activities should be overseen by the Strategic Plan Implementation Committee (SPIC) with oversight by the Director General. There would be an external mid-term evaluation by 2026 and an outcome evaluation three (3) months after the end of the strategy period.

In the Annual Work Plans that would be developed by the Divisions, output indicators would be detailed and the monitoring and evaluation process would use quantitative and/or qualitative indicators against each of the outputs. Monitoring and evaluation tools include:

a.   Routine progress reporting from the SPIC;
b.   Regular data collection by the Research, Innovation, Policy and Strategy (RIPS) Division;
c.   Submission of quarterly and annual activity reports by Divisions;
d.   A Risk Log kept by the Risk Management Committee to regularly review the external environment that may affect implementation of the Strategy;
e.   Lessons Learnt Log updated regularly to track on-going learning and adaptation within the communications sector;
f.   A monitoring schedule to be developed and updated to track key management actions/events; and
g.   Review of Annual Work Plans by NCA and submission of a report to the MoCD.

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