NCC Strategic Management Plan

2020 - 2024

"ASPIRE 2024"

NCC
NIGERIAN COMMUNICATIONS COMMISSION

CONTENT

	Foreword	i - ii
1	Introduction	01
2	NCC SMP 2020 – 2024: “ASPIRE 2024”	03
3	Methodology and Approach	04
4	Organizational Assessment	06
4.1	Trends in Global Telecommunications Industry	07
4.1.2	Some Domestic Industry Statistics	08
4.1.3	Digital Economy Policy & Strategy	09
4.1.4	Communication Industry Key Planning Issues	10
5	SWOT Analysis	11
6	Stakeholder Needs Analysis and Value Proposition	
7	Mission, Vision and Core Values	12
8	Development of Strategic Pillars and other SMP Strategic Elements	13
	NCC Performance House	14
8.1	Strategic Pillars and Pillars’ Objectives	
8.2	Enterprise SMP Strategic Objectives in Balanced Scorecard Perspectives	15
8.3	Enterprise Strategic Objectives and Intended outcomes	16
8.4	Enterprise Strategy Map	17
8.4.1	The NCC Value Creation Story	18
8.5	Strategic Pillars, Strategic Objectives, Strategic Initiatives & Actions	19
8.5.1	Regulatory Excellence Pillar	
8.5.2	Universal Broadband Access Pillar	20
8.5.3	Promote Development of Digital Economy Pillar	21
8.5.4	Market Development Pillar	22
8.5.5	Strategic Partnering Pillar	23
8.6	Full List of Enterprise Strategic Initiatives	24
9	Critical Success Factors for Implementing SMP 2020 – 2024	25
9.1	Engaged Leadership	
9.2	Effective Strategy Communication	
9.3	Strategic Initiatives Implementation	26
9.4	Organizational Setup for Effective Strategy Execution	27
	Continuing Strategic Management Plan Essentials	

FOREWORD

It is my great honour to present the Nigerian Communications Commission's Strategic Management Plan (SMP) for fiscal years 2020 - 2024, the 3rd stream since the deregulation of the telecom industry in Nigeria in 2001.

The history of the Strategic Management Plan of the Commission dates back to 2002 when the first Strategic Plan was developed, contributing to the accelerated growth of the industry.

This new Strategic Management Plan 2020 – 2024 therefore aims to consolidate and build on the achievements of the past two decades and more importantly, supports the Federal Government of Nigeria's policy thrust of diversifying the economy through deployment of digital technology.

The Federal Government of Nigeria current administration's strategic goal to develop and reposition the Nigerian economy away from the over-dependence on oil is anchored on the newly-designated Federal Ministry of Communications and Digital Economy and the Commission, being an integral part of this Ministry, have key roles to play to achieve this strategic goal.

Thus, the Strategic Management Plan (2020 - 2024) is designed to bring the benefits of the digitized economy to the citizens of Nigeria. The digital economy represents a wide range of economic activities that use digitized information and knowledge as key factors of production. The digitization of the economy creates benefits and efficiencies as digital technologies drive entrepreneurship, innovation and fuel job opportunities and economic growth.

Consequently, the Commission's Strategic Management Plan (2020 - 2024) comprises of five pillars, viz:

1. **Regulatory Excellence:** The Commission aims to develop adaptive and sustainable regulation to ensure efficient regulatory service to all stakeholders.

2. **Universal Broadband Access:** Broadband Access is critical to the achievement of the Digital Economy Policy of the Government. The Commission aims at achieving pervasive and inclusive broadband access by providing incentives for broadband deployment in Nigeria.

3. **Promote Development of Digital Economy:** The Commission will provide the necessary regulations and initiatives for the achievement of the Digital Economy policy thrust of the Government.

4. **Market Development:** The Commission through its policies and directions will ensure a dynamic market that drives innovation necessary for economic growth.

5. **Strategic Partnering:** We aim at mutually sustainable collaboration with relevant stakeholders.

The Board, Management and Staff of the Commission are committed to the implementation of the SMP 2020 – 2024 to deliver on our responsibilities and functions as enshrined in the **Nigerian Communications Act 2003.**

Thank you.

Prof. Umar Garba Danbatta, FNSE, FRAES, FAEng, FIEEE
Executive Vice-Chairman/CEO

1. INTRODUCTION

The Nigerian Communications Commission ("NCC" or "the Commission") is the independent National Regulatory Authority for the telecommunications industry in Nigeria. The Commission is responsible for creating an enabling environment for competition among operators in the industry as well as ensuring the provision of qualitative and efficient telecommunications services throughout the country.

The Commission has a history of strategic planning and this journey started with the adoption of a Strategic Management Plan ("SMP" or "the Plan") in the year 2002 as the main driver of its service delivery process. Hence, its first SMP was for five years, from 2003-2007. The Commission's last Strategic Management Plan (SMP 2014 – 2018) expired at the end of 2018.

The process for the development of a new SMP commenced in earnest with appropriate internal arrangements put in place to ensure a more robust participation of staff and key stakeholders. The new Strategic Management Plan covers a five-year period, 2020-2024.

The SMP 2020 - 2024 includes NCC's reviewed Mission and Vision in line with the Commission's mandate as stipulated in the Nigerian Communications Act (NCA), 2003. The SMP reinforces its Core Values as the guiding principles that will mould its culture and underpin the effective execution of the Plan. The Plan reviews the internal situation analysis of NCC, and its external business environment (both macro- and microenvironments) and identifies key issues that must be addressed. A stakeholder analysis was carried out to review key stakeholder needs and to identify the stakeholder value proposition.

The SMP highlights the desired outcomes/strategic results, specifies strategic objectives and the initiatives as well as actions that will be carried out to achieve the objectives. It also states the key performance indicators to measure effectiveness of the Strategic Plan and performance of NCC as an organisation.

ASPIRE

2. NCC SMP 2020 – 2024: "ASPIRE 2024"

The "Face" of the NCC SMP 2020 – 2024 is "ASPIRE 2024".

ASPIRE 2024 is the "Face" of the new NCC Strategic Management Plan 2020 – 2024

The SMP presents the roadmap guiding the Commission to consistently discharge its mandate and achieve its Vision

ASPIRE stands for:
A: Advancement *through*
S: Strategy
P. Professionalism
I: Innovation *and*
R: Regulatory
E: Excellence

With ASPIRE 2024, our people are galvanized to support the execution of the SMP and delivery of our strategic results and Vision by the end of the Plan in 2024

3. METHODOLOGY AND APPROACH

As was the case for the SMP (2014 – 2018), the Commission's new strategic plan uses the Balanced Scorecard framework, i.e. the Nine Steps to Success™ framework for building and implementing balanced scorecard developed by the Balanced Scorecard Institute ("BSI").

Balanced Scorecard (BSC) is an integrated strategic planning and performance management system being used worldwide in both public and private sectors to improve organizational performance. The BSC enables organizations to translate vision and strategy into implementation - working typically from four Perspectives or Dimensions:

1. Financial/Stewardship perspective
2. Customer/Stakeholder perspective
3. Internal process perspective and
4. Organizational capacity (formerly Learning and Growth) perspective

The BSC defines organizational success from both financial and non-financial perspectives as against the traditional approach of equating success only to financial success but recognises that providing customer/stakeholder satisfaction and achieving financial success are driven by robust internal capacity and efficient processes. The notion of a "balanced" evaluation process is ensured because, for each of the perspectives, the exercise considers short and long-term indicators as well as leading and lagging equivalents.

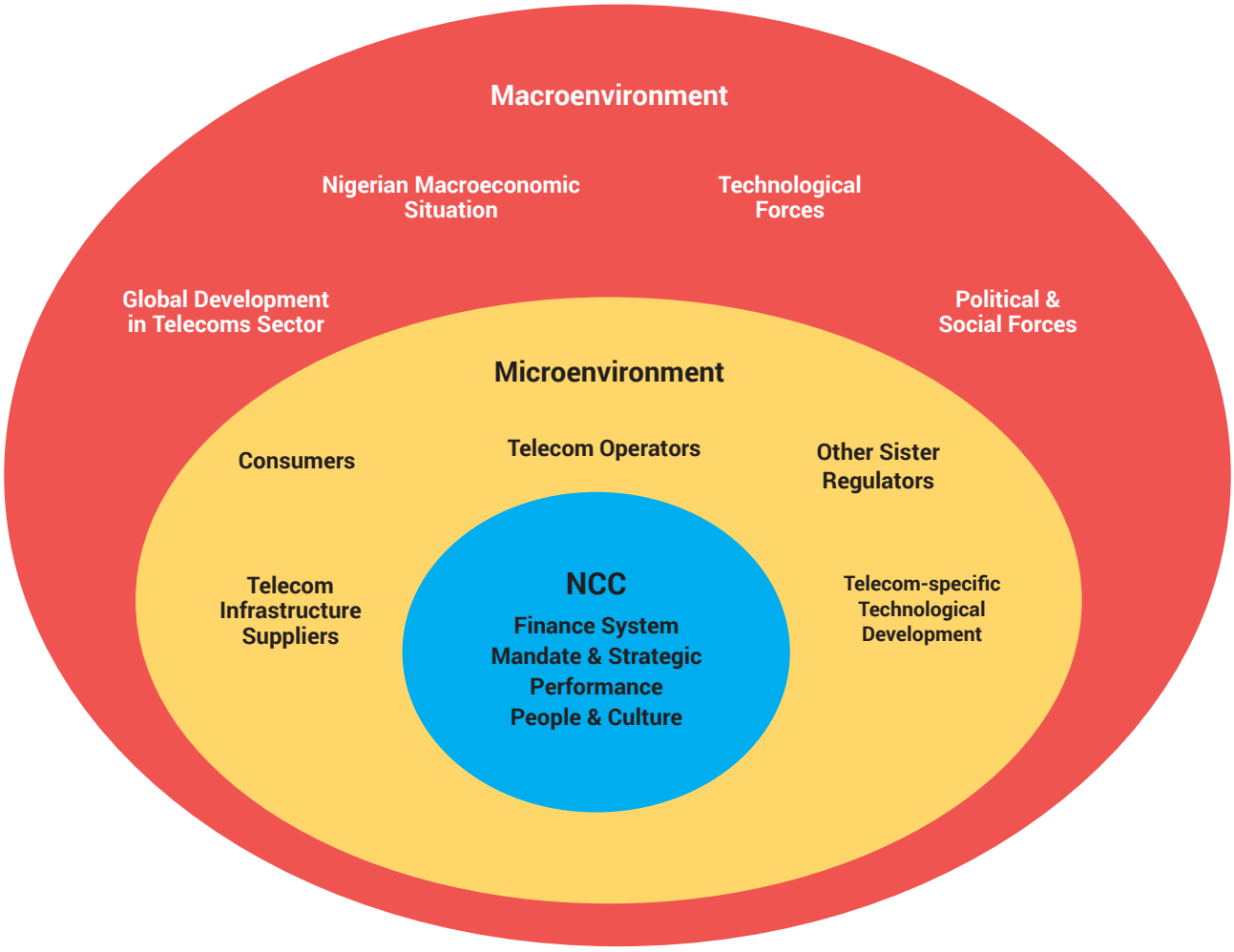
The approach engaged in developing the new SMP is cross-functional starting with the setting up of an in-house team, the Strategy Working Group ("SWG") to work with a firm of consultants, Balanced Scorecard West Africa Limited ("BSWA", a global partner of the BSI), engaged by the Commission to facilitate the whole process. Membership of SWG was made up of senior executives drawn from all departments in the Commission to facilitate robust discussions and contributions of staff and give them a sense of ownership of the new plan. The work of the SWG and BSWA was coordinated by the Corporate Planning Strategy and Risk Management Department.

A Strategic Management Team ("SMT") chaired by the Executive Vice Chairman validated all important strategic elements developed during the strategy formulation process.

A program summary for developing NCC SMP 2020 – 2024 is schematically presented below:

4. ORGANIZATIONAL ASSESSMENT

Using an adapted PESTEL (political, economic, social, technological, environmental and legal / regulatory) model, an organizational assessment was carried out covering the internal and external environments of the Commission as depicted below:



The focus of the macroenvironmental analysis was based on a communication industry study and, developments in emerging technologies that are shaping the industry, including digital economy policy and strategy of Government. For the microenvironmental analysis, the emphasis was key communication stakeholders needs analysis and value proposition, while internal situation analysis centered on people and culture issues. Key highlights of the findings and conclusions of the various analyses are presented below.

4.1 Trends in Global Telecommunication Industry

Two decades of disruptive innovation has led to the commoditization of telecoms industry products with over-the-top (OTT) players presenting the stiffest competition. In most cases, this arises primarily from the diversification of the service range afforded by OTT platforms. These disruptions have blurred the distinction between telecoms products and those of allied verticals (i.e. industries that are driven/will be driven by technology, e.g. financial services (mobile money), agriculture, health, transportation, etc.) The main elements of the disruption range from Web Access (Mobile Broadband vs Wi-Fi), to Mobile-to-Mobile (M2M) services vs Internet of Things (IoT), cloud computing, OTT services to big data management and generational change in network delivery capacity from 1G to 5G in the last forty years with 6G in the works in the near future.

Key drivers of emerging technologies identified during the assessment stage included, Cybersecurity, Big Data & Analytics, Artificial Intelligence (AI), Cloud Computing, IoT & M2M, Network Functions Visualization (NFV), Nextgen Mobile Networks (5G). The main issues arising from this are:

- How does NCC regulate Emerging Technologies? How does NCC cope with challenges of regulating Emerging Technologies in the face of, cybersecurity and privacy issues, fast pace of changing technologies, and disruption of business models?

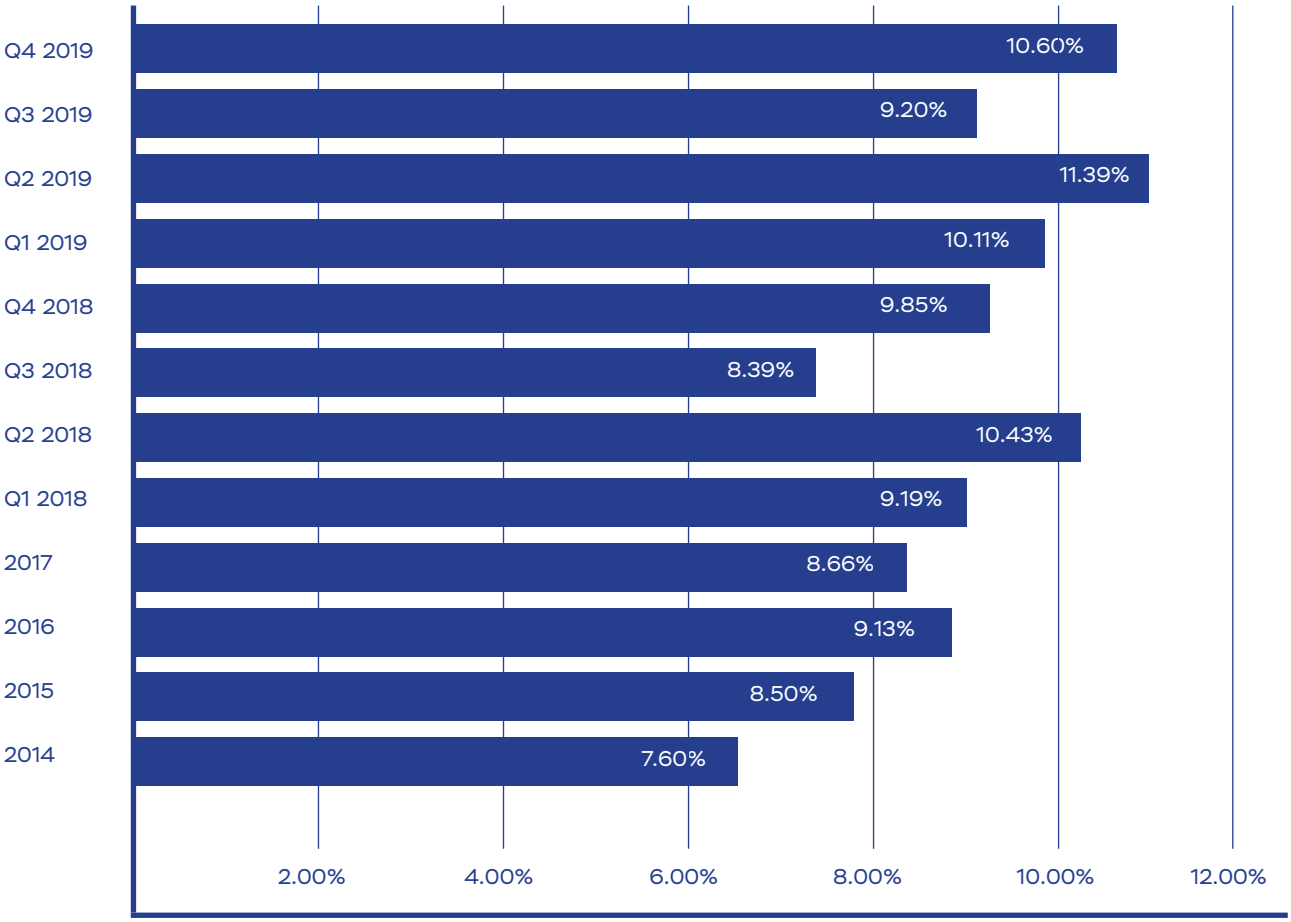
There were some suggested principles of regulating Emerging Technologies that should inform the new SMP. These include:

- An Adaptive Regulation Model, a shift from 'regulate and forget' to a responsive approach
- Regulatory Sandboxes, prototype and test new approaches by creating sandboxes and accelerators
- Collaborative Regulation
- Streamline Regulation, nationally by engaging a broader set of players across the ecosystem
- Risk Weighted Regulation, a shift from one size fits all approach to segmented data driven approach.

4.1.2 Some Domestic Industry Statistics

As at January 2020, active mobile subscribers were 186 million, industry mobile tele-density, 97.4%, broadband subscription stood at 73.5 million and broadband penetration, 38.5%. However, 4G adoption in Nigeria was only 12.2% of total connections within the same period. Mobile broadband download speed is still very low with Nigeria ranked at 104th in the world as at July 2019. However, the telecom industry has consistently continued to be a leading contributor to the national economy. The contribution of the industry to Nigerian GDP in the second quarter of 2019 amounted to 11.39% compared to 10.11% in the preceding quarter but the contribution dipped to 10.39% in the last quarter of the year due to the general lull in the economy.

% CONTRIBUTION OF TELECOM INDUSTRY TO GDP



Source: Compiled from NCC Website

4.1.3 Digital Economy Policy and Strategy

The vision of Nigeria's digital economy strategy is: "To digitally transform the economy of Nigeria into a leading global economy providing quality life and digital opportunities for all her citizens." While the mission is: "We build a nation where every citizen, business and institution can utilize readily accessible digital technologies for improving themselves and developing the national economy."

These aspirations will be driven by eight pillars of Government Digital Economy Strategy, viz
.

1. Developmental Regulation: Effectively regulate the ICT & digital sector in a way that enables development
2. Digital Literacy & Skills: Providing policy backing for massive training of Nigerians in digital literacy & skills
3. Solid Infrastructure: Development of fixed & mobile infrastructure to deepen broadband penetration
4. Service Infrastructure: Support for Government digital services and provision of robust digital platforms to drive the digital economy
5. Soft Infrastructure: Strengthening public confidence in the use of digital technologies
6. Digital Economy Development & Promotion: Development of a vibrant digital ecosystem that supports Innovation-Driven Enterprises (IDE) and Micro, Small & Medium Enterprises (MSME)
7. Digital Society and Emerging Technologies: Tying development of the digital economy to indices of wellbeing of ordinary citizens
8. Indigenous Content Promotion & Adoption: Provision of a policy framework that gives preference to digitally skilled Nigerians in government–funded projects

According to a recent Nigeria Digital Economy Diagnostic Report by the World Bank released 2019, accelerating access to digital technologies spurs innovation, efficiency, and productivity, and as a result brings about choice and opportunities for greater growth and inclusion.

The report shows that many Nigerian citizens and businesses remain excluded from the digital ecosystem as a result of limited access to broadband and non-availability of adequate devices (mobile devices and computers) to fully utilize the Internet.

In order to deliver on Governments' 2030 aspirations of greater access to the digital economy and meet the bold objective of creating 100 million jobs in Nigeria, the country needs to increase

investment in infrastructure, create an enabling regulatory environment for the digital economy to grow. In addition, the Government should pursue radical reforms that bring about improved skills and a more competitive digital job market, support public-private partnerships to stimulate and sustain demand for the use of digital platforms, and improve the current business climate to boost more investment opportunities.

Given the proven correlation between advancement in digital economy and economic growth, NCC as the official regulatory agency of the communication industry, has a role to play in facilitating the development of the digital economy in Nigeria, hence the new SMP must consider digital economy as a key planning issue.

4.1.4 Communication Industry Key Planning Issues

Overall, the analyses brought out key planning issues as follows:

- Geographic penetration of network still limited. Even though increasing broadband penetration was achieved, it is still driven by mobile. Therefore, geographic penetration is skewed with concentration in urban areas in major cities, thus leaving out a large segment of the population in the rural areas
- Rural penetration still reliant on 2G technology; digital inclusion remains a major challenge
- In the absence of ubiquitous fixed-line network, modular phones (as opposed to smart phones) represent means of broadband access for those down the income pyramid
- There is still infrastructure (and consequently Service Quality) limitations
- Telecoms mobile network operators (MNOs) diversification – foray into other verticals e.g. financial services (emergence of Payment Service Banks) and implications for regulation
- How to promote digital economy and digital industrialization
- Regulating in a 5G environment

5. SWOT ANALYSIS

The above organizational assessment led to rigorous SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the Commission from which the key planning issues that informed strategy formulation were articulated.

6. STAKEHOLDER NEEDS ANALYSIS AND VALUE PROPOSITION

A stakeholder engagement session was conducted to identify and analyze the key needs of stakeholders and NCC Stakeholder Value Proposition, an essential part of the key planning issues that informed the strategy formulation. The key stakeholders engaged and considered in defining the Value Proposition include, licensed telecom operators, licensed telecoms associations - Wireless Applications Service Providers Association of Nigeria (WASPAN), Association of Telecommunications Companies of Nigeria (ATCON), and consumers.

The Value Proposition elements and intents are presented below:

Value Proposition Element	Intent
Systematic Stakeholders Engagement and Collaboration	Eliminate/minimize uncoordinated forms of stakeholders' engagements
Adaptive, Timely and Sustainable Regulatory Services	Timeliness of licensing, being adaptive to emerging technologies
Universal and Inclusive Access	Access to communication irrespective of socio-economic, geographical, and financial divides.
Fair Competition	Level playing field for all operators
Improved Quality of Experience (QOE)	Final consumers of communication enjoy Quality of Service from usage of these services.
Promotion of innovation and local content development	Encourage local innovation & investment, promote and protect investments of investors
Cyber Security and Digital Privacy Protection	Provide Cyber Security (Internet) and Digital privacy protection

7. MISSION, VISION AND CORE VALUES

MISSION

"To support a market driven communications industry and promote universal access".

The Commission's Mission statement fully captures the essence of the Commission and is in consonance with its mandate as contained in the NCA 2003.

VISION

"A dynamic regulatory environment that ensures universal access to affordable and equitable service and supports the nation's economic growth".

NCC Vision statement communicates with clarity the envisioned future state of the organization during the planning horizon and how the Commission will impact its world during this period.

CORE VALUES

- Fairness
- Firmness
- Forthrightness
- Integrity
- Excellence
- Professionalism
- Responsiveness
- Innovation
- Commitment

The Core Values are the guiding principles that define relationship among staff of the Commission.

8. DEVELOPMENT OF STRATEGIC PILLARS & OTHER SMP STRATEGIC ELEMENTS

The final outcomes of the organizational assessment are the articulation of the key planning issues which NCC strategy must address in order to consistently deliver on its Mission and achieve its Vision. These key planning issues were grouped together to form consistent themes which are appropriately named as Strategic Pillars. Strategic Pillars are the focus areas the Commission will direct stakeholders' attention to during the SMP planning horizon, 2020 to 2024. Five Strategic Pillars were identified with the Strategic Results. These are:

Strategic Pillar	Strategic Result
REGULATORY EXCELLENCE	Adaptive and sustainable regulation that delivers efficient regulatory services to all stakeholders
UNIVERSAL BROADBAND ACCESS	Pervasive and inclusive access to communication services in nigeria
PROMOTE DEVELOPMENT OF DIGITAL ECONOMY	Provision of effective regulation and targeted support that promotes development of digital economy
MARKET DEVELOPMENT	A dynamic market that drives innovation and supports economic growth
STRATEGIC PARTNERING	Mutually sustainable collaboration with relevant stakeholders

NCC Performance House

This is a graphic presentation of the five Strategic Pillars and how they serve as the thrusts that deliver the Mission and help achieve the Vision of the Commission with strong foundation provided by the Core Values, engaged leadership and interactive communication.

8.1 Strategic Pillars and Pillars' Objectives

Each of the above Strategic Pillars was further decomposed into strategic objectives that will deliver the Strategic Results above and the Vision of the Commission. The Pillars objectives were then consolidated to arrive at twelve Enterprise SMP Strategic Objectives placed in their respective Balanced Scorecard perspectives as follows:

8.2 Enterprise SMP Strategic Objectives in Balanced Scorecard Perspectives

Perspective	Strategic Objectives
STAKEHOLDER	1. Improve Quality of Experience & Stakeholder Satisfaction 2. Promote Broadband Deployment 3. Improve Market Performance
STEWARDSHIP	4. Enhance Funding & Investment Opportunities 5. Increase Financial Performance
INTERNAL PROCESS	6. Improve Stakeholder Collaboration & Synergy 7. Promote Innovative Regulatory Services 8. Improve Communication Resource Management (Spectrum & Numbers) 9. Improve Project Management
ORGANIZATIONAL CAPACITY	10. Strengthen Regulatory Framework 11. Strengthen Work Ethics & Culture 12. Improve People Management

For each of the twelve Enterprise SMP Strategic Objectives, there are defined the Intended Outcome(s) to clarify what precisely is changing for the better if the objective is achieved and for ease of developing the Key Performance Indicators (KPIs). These are required for purposes of measurement and monitoring the performance of the SMP and thus of the Commission.

The Commission has put in place a Performance Information System, QuickScore, which has been installed on its server to facilitate monitoring and reporting on the success of the SMP.

The table below presents the Enterprise Objectives by Balanced Scorecard Perspectives and the Intended Outcomes.

8.3 Enterprise Strategic Objectives and Intended outcomes

Perspective	S/N	Enterprise Objective	Intended Outcome(s)
STAKEHOLDER	**1**	Improve Quality of Experience & Stakeholder Satisfaction	1. Improve quality of service 2. More happy consumers 3. More satisfied stakeholders
	2	Promote Broadband Deployment	1. Increased broadband penetration
	3	Improve Market Performance	1. Higher contribution to GDP 2. More competitive telecom industry 3. The industry is financially healthy
STEWARDSHIP	**4**	Enhance Funding & Investment Opportunities	1. Viable innovations are promoted 2. Access to funds is promoted
	5	Increase Financial Performance	1. Increased revenue 2. Better/ effective management of financial resources
INTERNAL PROCESS	**6**	Improve Stakeholder Collaboration & Synergy	1. Better engaged stakeholders 2. Reduced incidence of multiple regulation 3. Reduced incidence of cyber security & data breaches
	7	Promote Innovative Regulatory Services	1. Our regulatory services are more responsive; we deliver innovative services to meet set standards 2. More regulatory compliance
	8	Improve Communication Resource Management (Spectrum & Numbers)	1. Scarce resources are efficiently assigned & optimized 2. We achieve widespread coverage
	9	Improve Project Management	1. Reduced incidence of projects failure
ORGANIZATIONAL CAPACITY	**10**	Strengthen Regulatory Framework	1. Smarter/up-to-date regulatory framework
	11	Strengthen Work Ethics & Culture	1. Depts fully comply with documented sops and internal policies 2. Depts comply with set SLAs 3. Management express satisfaction with work ethics
	12	Improve People Management	1. Staff are more productive 2. Higher training hours for specialised programs

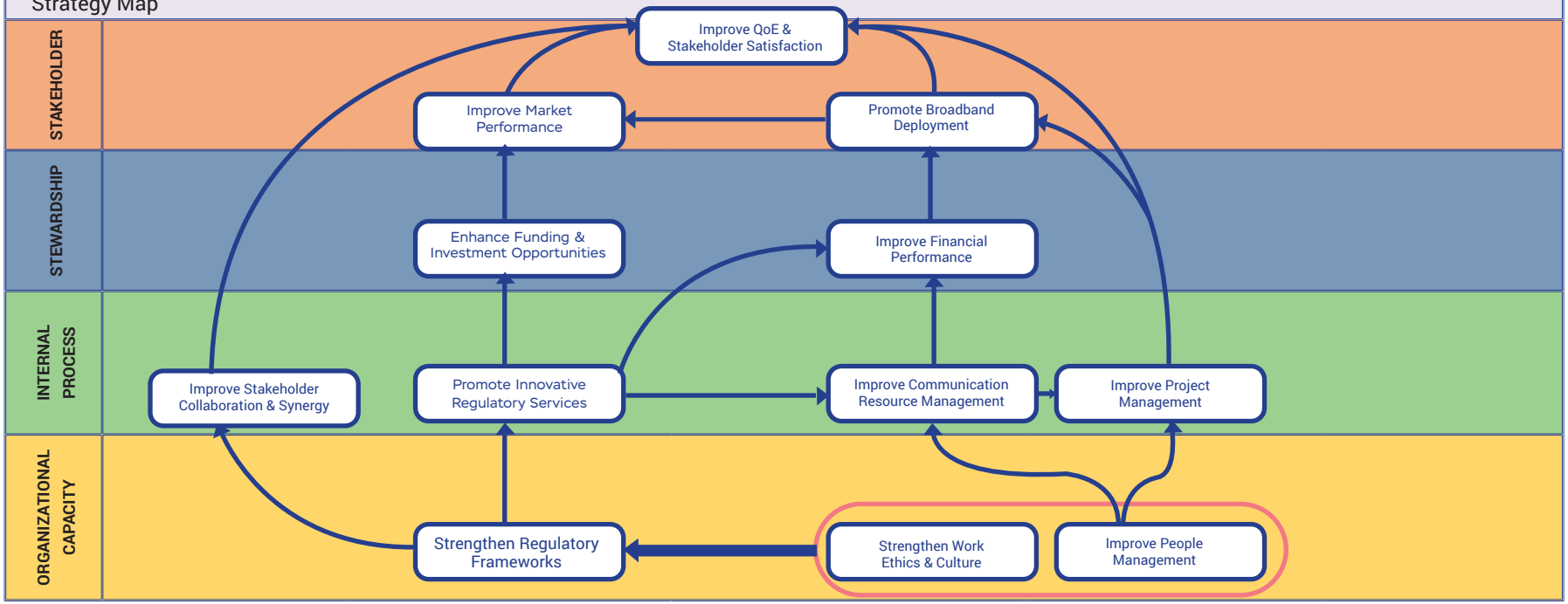
8.4 Enterprise Strategy Map

MISSION "To support a market driven communications industry and promote universal access".

VISION "A dynamic regulatory environment that ensures universal access to affordable and equitable service and supports the nation's economic growth"

Regulatory Excellence	Universal Broadband Access	Promote Development of Digital Economy	Market Development	Strategic Partnering
Adaptive and sustainable regualtion that delivers efficient, regulatory services to all stakeholders.	Pervasive and inclusive access to communication services in Nigeria.	Provision of effective regulation and targeted support that promotes development of digital economy.	A dynamic market that drives innovation and supports economic growth.	Mutually sustainable collaboration with relevant stakeholders.

Strategy Map



The Strategy Map graphically shows the cause and effect relationships among the Strategic Objectives across the Perspectives. It demonstrates the process of how the Commission creates values for all stakeholders, which values are driven from within the organization through robust internal capacity and efficient processes. The NCC value creation story is presented hereunder.

8.4.1 The NCC Value Creation Story

Our Mission is “To support a market-driven Communications industry and promote universal access” while our shared Vision is “A dynamic regulatory environment that ensures universal access to affordable and equitable service and supports the nation’s economic growth”

Achieving our vision is dependent on our ability to successfully execute five strategic pillars, i.e. Regulatory Excellence, Universal Broadband Access, Promote Development of Digital Economy, Market Development and Strategic Partnering.

Our success will be defined by the level of satisfaction of our stakeholders and higher quality of experience of communication services consumers enjoy. Our stakeholders will be satisfied when we promote broadband deployment and facilitate improvement in market performance through promotion of fair and competitive environment that guarantees consistent high quality of services that are accessible to all.

Broadband deployment is enabled by improved project management and financial performance, which in turn is driven by our innovative regulatory services as well as effective management of scarce communications resources. However, in order to more effectively manage resources, our internal processes will have to be more efficient. Promoting innovative regulatory services will enhance funding and investment opportunities which in turn will drive improvement in market performance. Improvement in stakeholder collaboration and synergy will result in better engagement and further stakeholders’ satisfaction.

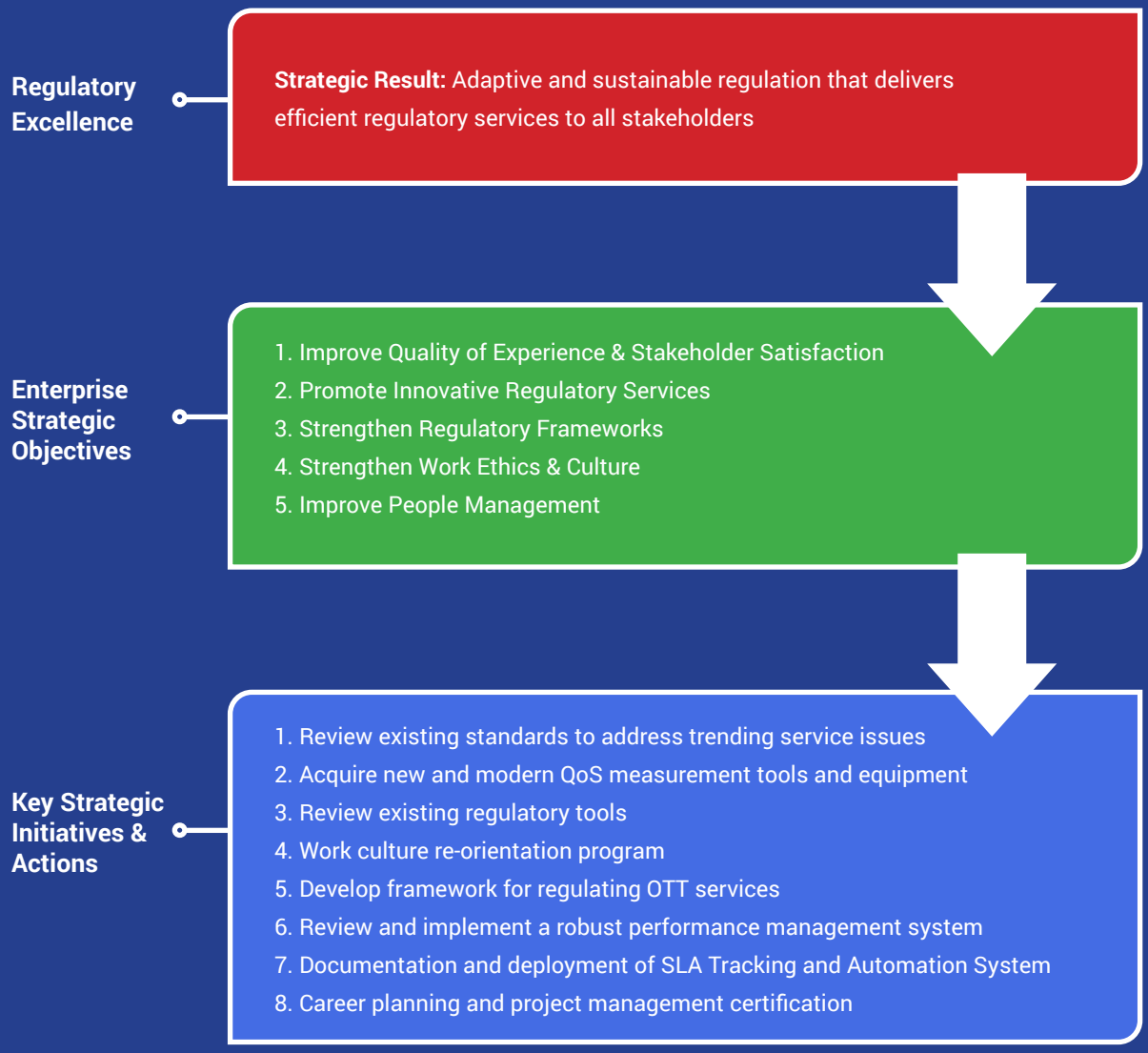
Stronger internal capacity in terms of improved work ethics & culture and people management will facilitate strengthened regulatory frameworks which in turn will drive improved internal efficiencies in our regulatory services and stakeholder collaboration and synergy. With improved people management, the Commission will create an environment that produces increased efficiencies in communication resources and project management.

Successfully executing our strategies and achieving our strategic goals depend largely on our strategic foundations including, engaged leadership at all levels, effective communication and living our Core Values.

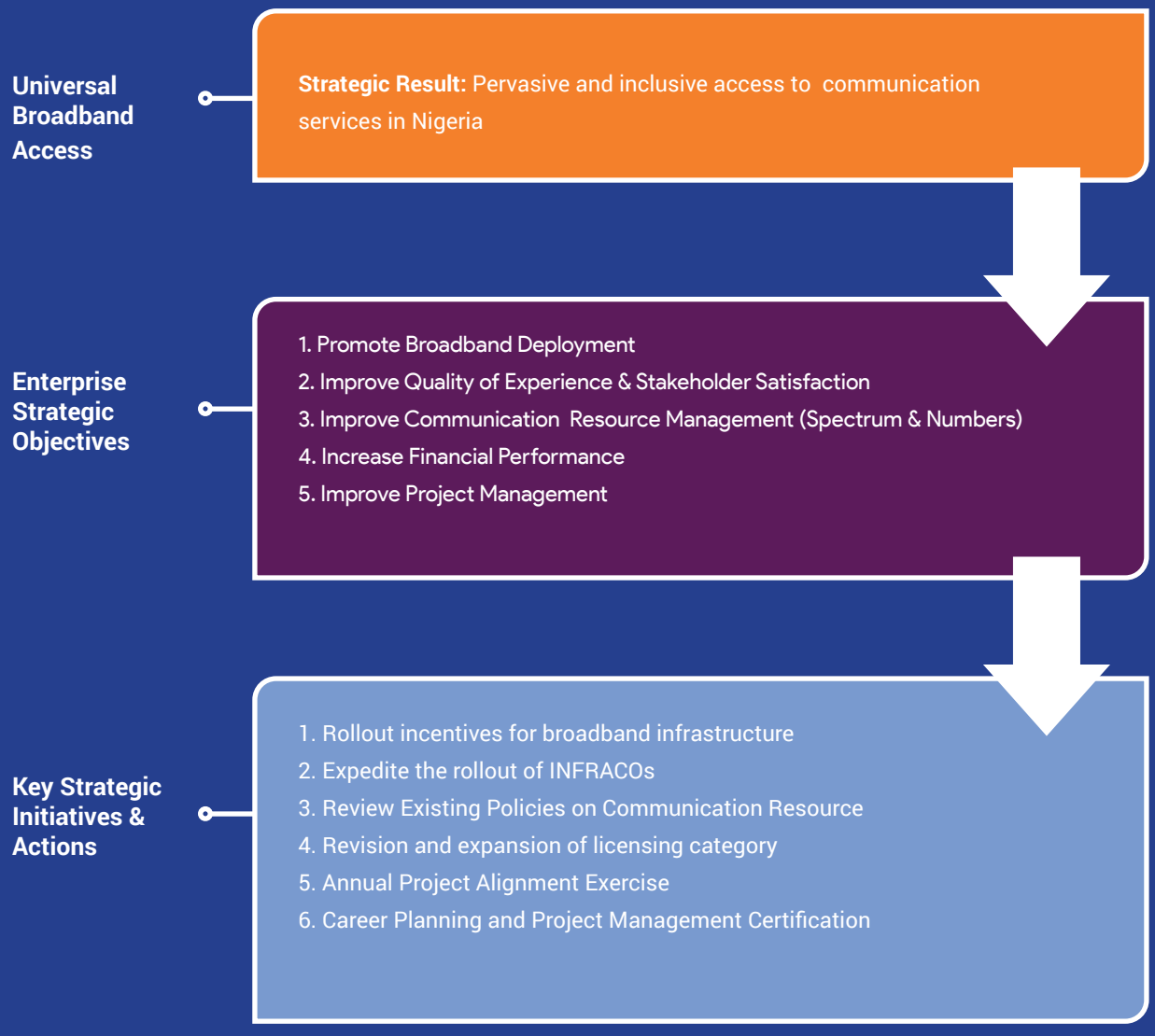
8.5 Strategic Pillars, Objectives, Initiatives & Actions

Strategic Initiatives are short, medium or long-term projects and actions that are embarked upon to drive the achievement of the Strategic Objectives. The Strategic Pillars and related Strategic Results will be achieved by the success recorded in the Strategic Objectives supporting the Pillars and the key Initiatives and Actions that drive those Objectives. The cascade of strategy, objectives and initiatives for each Pillar is schematically presented below:

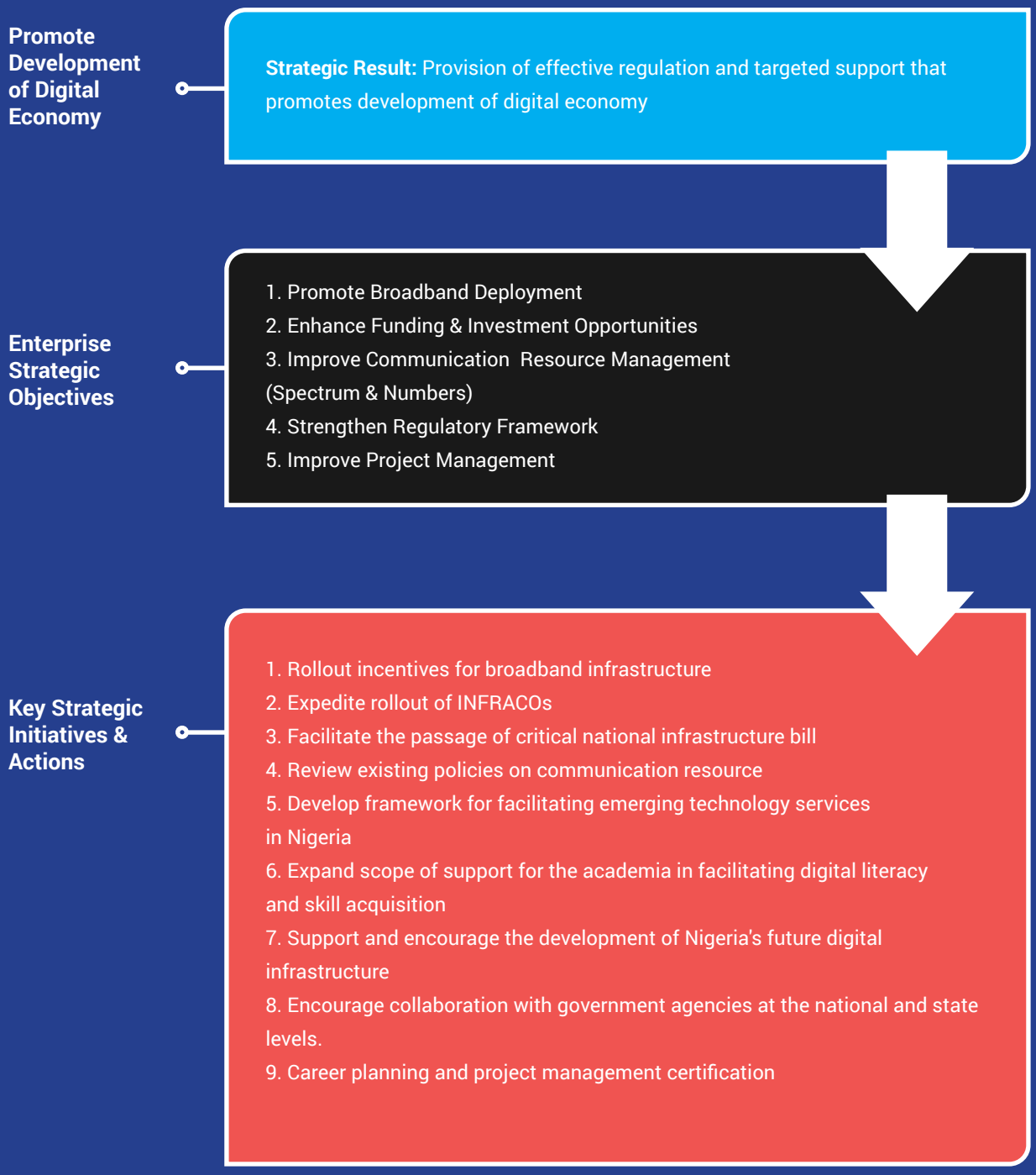
8.5.1 Regulatory Excellence Pillar



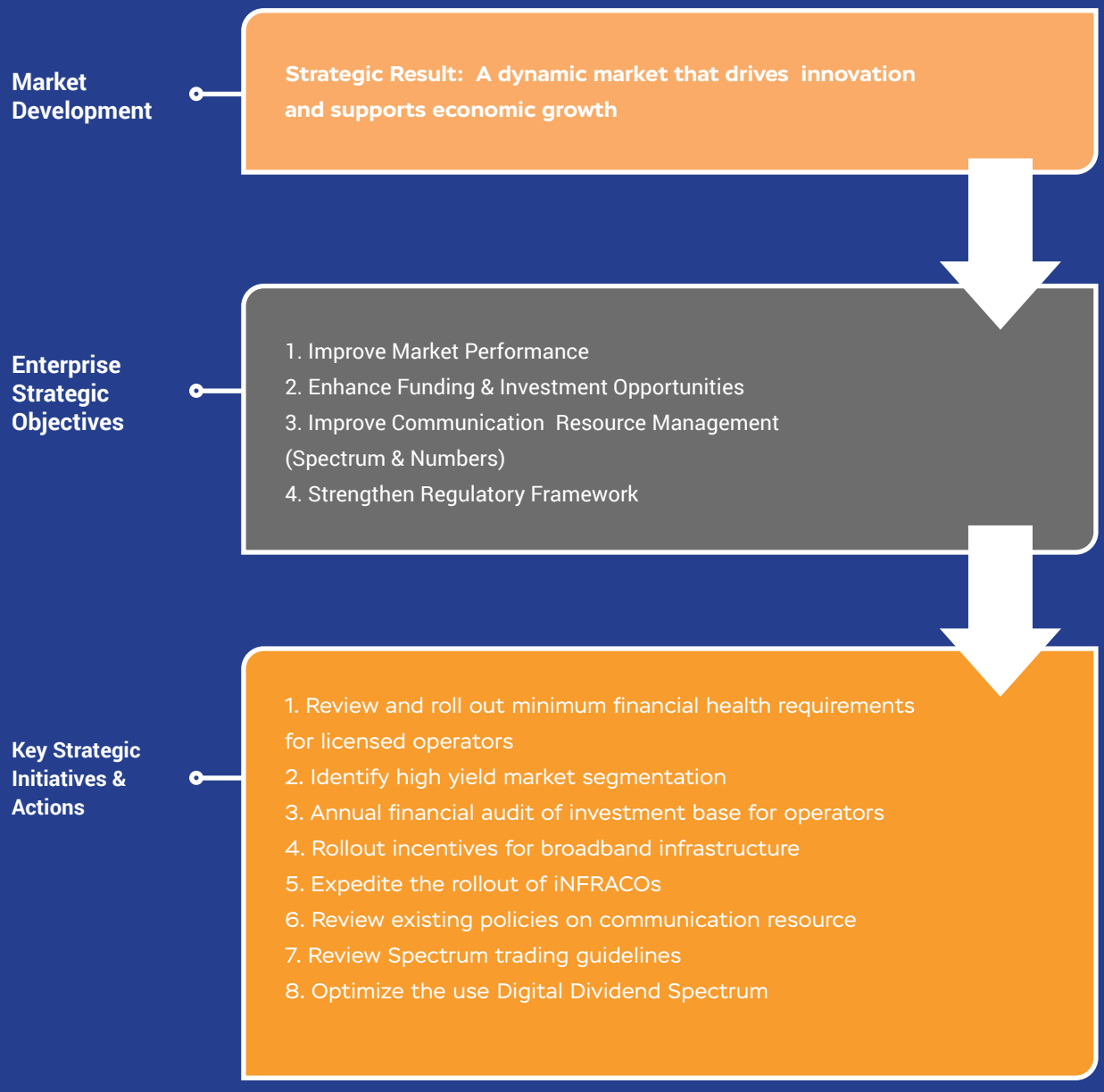
8.5.2 Universal Broadband Access Pillar



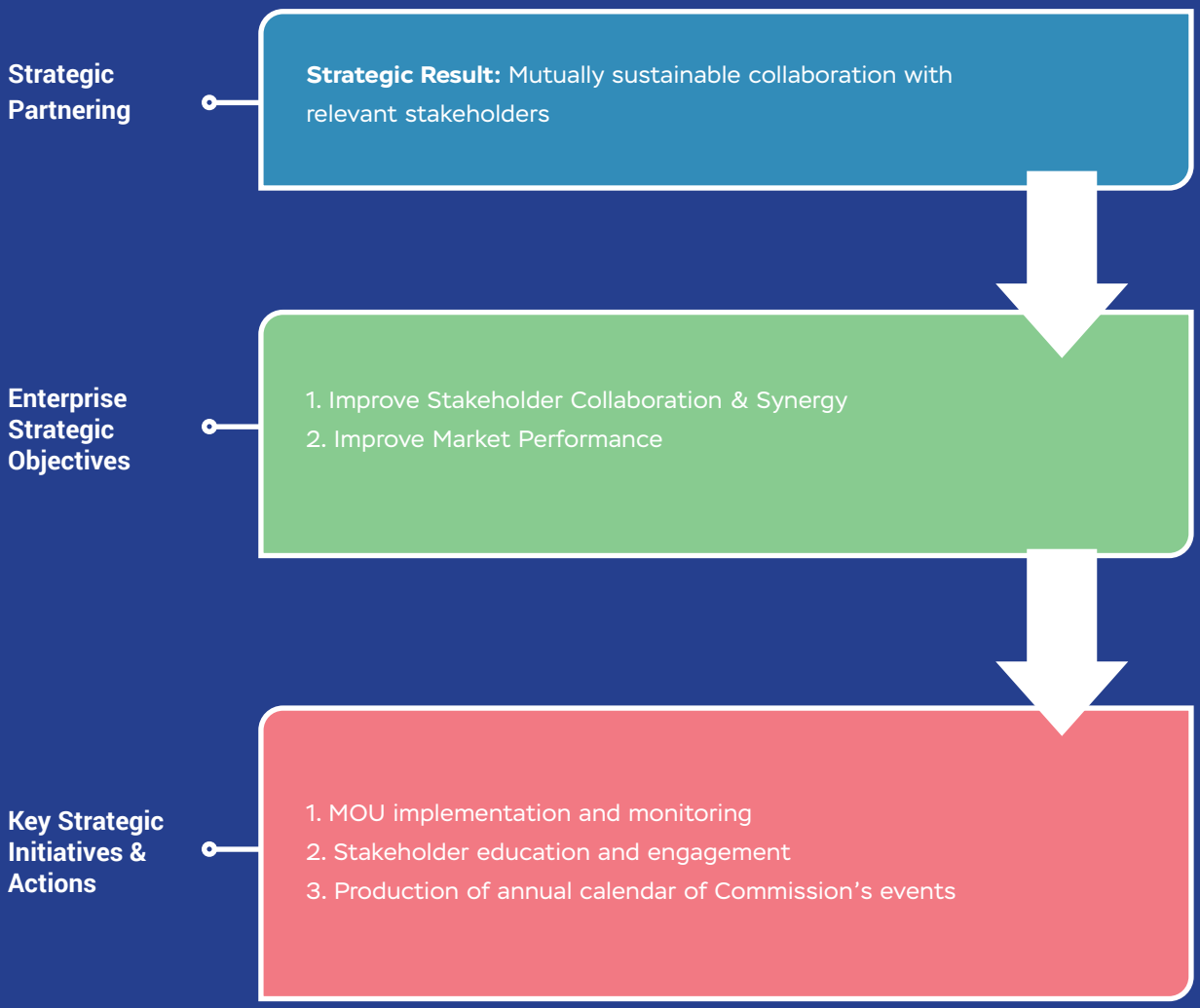
8.5.3 Promote Development of Digital Economy Pillar



8.5.4 Market Development Pillar



8.5.5 Strategic Partnering Pillar



8.6 Full List of Enterprise Strategic Initiatives

The full list of Enterprise Strategic Initiatives identified during the process of the development of the SMP 2020-2024 are listed below.

1. Documentation and deployment of SLA Tracking and Automation System
2. Review existing Regulatory Tools
3. Stakeholder Education and Engagement
4. MOUs Implementation and Monitoring
5. Develop framework for regulating OTT services
6. Develop framework for facilitating emerging technology services in Nigeria
7. Review existing policies on Communication Resources
8. Review the Spectrum Trading guidelines
9. Create functional ICT hubs in rural areas
10. Production of Annual Calendar of Commission's events
11. Revision and expansion of licensing categories
12. Expedite the rollout of services by INFRACOs – rollout incentives for their deployment
13. Facilitate the passage of critical national infrastructure bill
14. Annual Project Alignment Exercise
15. Review existing recruitment policy
16. Budget Tracking and Harmonization
17. Identify high yield market segmentation
18. Acquire New and Modern QoS Measurement Tools and Equipment
19. Review CSI Survey Process
20. Explore other channels of broadband deployment
21. Support and encourage the development of Nigeria s future digital infrastructure
22. Review and roll out minimum financial health requirements for licensed operators
23. Expand scope of support for the academia in facilitating digital literacy and skill acquisition
24. Career Planning and Project Management Certification
25. Review existing standards to address trending service issues
26. Annual financial audit of Investment base for Investors
27. Institute work-life balance policy
28. Review and implement a robust Performance Management System
29. Review and update internal polices and processes
30. Standardization and automation of internal correspondences
31. Work culture re-orientation program
32. Optimize the use of Digital Dividend Spectrum
33. Encourage collaboration with government agencies at the national and state levels.

9. CRITICAL SUCCESS FACTORS FOR IMPLEMENTING SMP 2020 – 2024

When it comes to reaching an organization's goals, designing a strategic plan is just the beginning. However, crafting a beautiful strategic plan without forceful execution is a waste of time, resources and investment employed in developing the plan. In their book, The Balanced Scorecard, David Norton and Robert Kaplan note that 90 percent of organizations fail to execute their strategies successfully. Effective strategy execution involves identifying and minimising the risks that could hinder execution and reinforcing those factors that are critical to success in the implementation of the strategy.

The following critical success factors have been identified for the successful implementation of the SMP 2020 – 2024.

9.1 Engaged Leadership

The most important critical success factor for effective strategy execution is the engagement and commitment of leadership to successful implementation of the strategy. With full ownership and support by the leadership, the tone is set that rings through the organization and the generality of staff to signal the importance of achieving the strategic objectives and outcomes set out in the plan. Commitment by the leadership also means that enough resources will be allocated to supporting the implementation of strategic initiatives and actions that drive the desired outcomes.

In the preparation of the SMP 2020 – 2024, leadership of the Commission has demonstrated commitment by allocating resources for its development, taking active part as SMT members and in the development of aligned operating plans at the departmental levels. The next level of leadership commitment is ensuring implementation of the Plan is effectively monitored and performance at various levels of the Commission is measured based on the defined key performance indicators and set targets.

9.2 Effective Strategy Communication

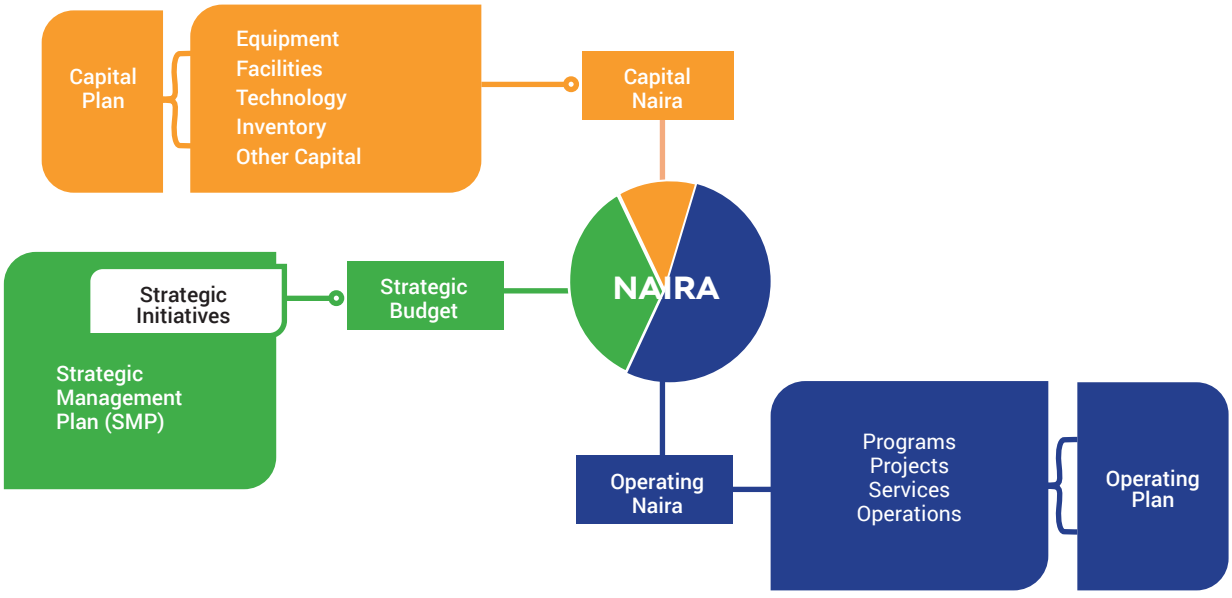
Another major reason why strategy fails is lack of understanding of the strategy by staff due mainly to poor communication. When staff do not understand the strategy, they are hampered in effectively playing roles assigned to them in the execution of the strategy. The all-inclusive approach employed in developing the SMP whereby all departments were represented in the SWG and engagement of

top management as members of the SMT, means that a good number of participating staff has a greater chance of understanding the strategy and thus be able to explain it to the generality of staff. In addition, the Commission will be carrying out a formal launch of the strategy in a town hall meeting during which the SMP will be explained to all staff. A simplified documentation of the SMP has been done also with ease of communication as the main consideration. In addition, the leadership must consistently seize any available opportunity to continuously communicate and reinforce the understanding of the SMP.

9.3 Strategic Initiatives Implementation

Strategic objectives and desired outcomes are not magically achieved – specific and impactful actions and initiatives must be carried out to drive the results. It is not just that the identified initiatives are implemented, they must be implemented on time and in line with specifications in order to impact the desired results and achieve targets set. Therefore, the success of the SMP in delivering the strategic objectives and outcomes will be highly dependent on the efficiency of implementation of the strategic initiatives that have been identified and documented in the SMP. A strong project management discipline, already identified as a key issue in the SMP, is required for this.

Perhaps the most important factor for ensuring that strategic initiatives are implemented is the availability of funds through appropriate budgetary allocation. This means that specific budgetary allocations are made to fund initiatives that have been identified in the SMP as a matter of priority because they are meant to assist the Commission achieve the strategic objectives and desired outcomes. Such budgetary allocations are referred to as "Strategic Budget" as different from allocations for other capital and operating expenditures as depicted in the schematic below:



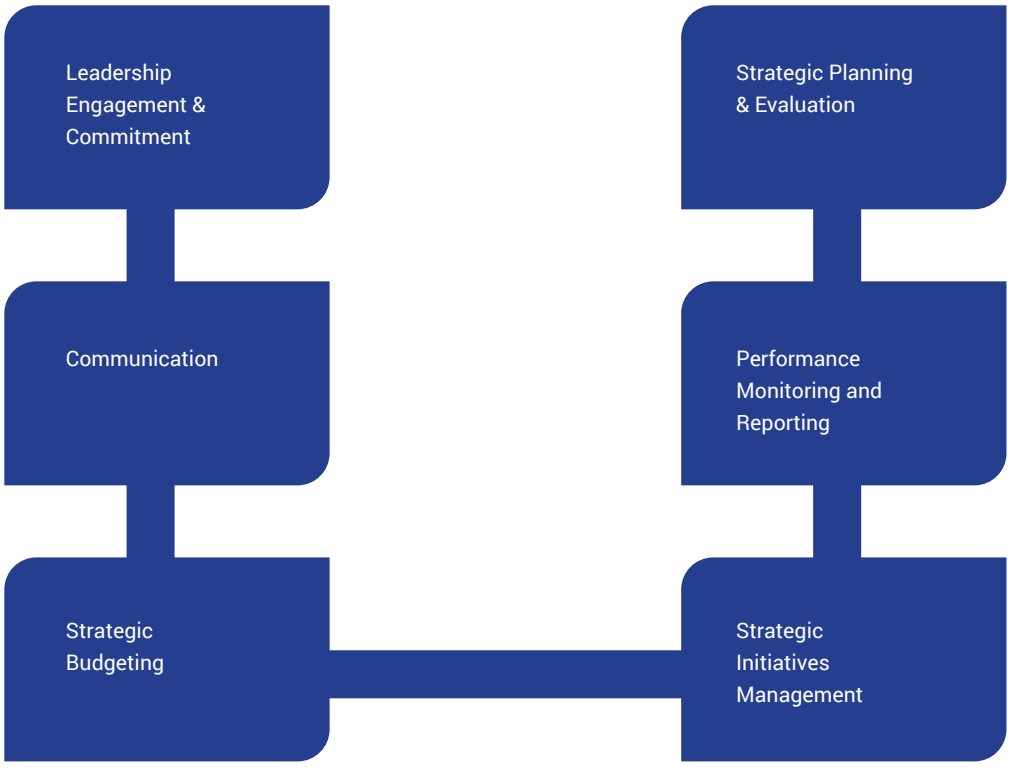
9.4 Organizational Setup for Effective Strategy Execution

All organizations that are successful with strategy execution show a common trait – they have a strong internal organ that coordinates strategy execution organization-wide. In NCC, this organ is Corporate Planning Strategy and Risk Management Department (CPSRM). The Department should be strengthened to enable it to play the roles in coordinating the execution of the SMP, monitoring and reporting performance of the Enterprise and the departments. The roles of the Department in this connection may be summarised below:

- Facilitate strategic planning and strategy execution
- Provide strategic analysis support
- Manage cross-functional strategy execution
- Coordinate the management of enterprise strategic initiatives portfolio
- Advise on strategic budget formulation
- Enterprise and department performance monitoring, reporting and analysis

In summary, the critical success factors for effective SMP implementation (SMP implementation essentials) are presented below:

Continuing Strategic Management Plan Essentials:



Facilitated by: Balanced Scorecard West Africa

Balanced Scorecard West Africa