



Strategic Management Plan (SMP)

2014 - 2018

**BUILDING SUSTAINABLE DEVELOPMENT OF THE
COMMUNICATIONS MARKET**

THE NCC VALUE CREATION STRATEGY

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FOREWORD



The Nigerian Communications Act, 2003, is the regulatory framework guiding the operation of the Nigerian Communications Commission (NCC), the functions of the Commission and demonstrates the huge expectations and responsibility placed on the Commission by the Federal Republic of Nigeria.

Strategic planning in the Commission as a deliberate management practice dates back to 2002, when the first strategic plan was developed. With the advancement of information and communications technology, accelerated growth and increasing sophistication of industry players and consumers alike, strategic planning in the Commission has now assumed more important dimension. With it the Commission is able to anticipate changes in the business environment and communications industry and marshal appropriate responses. Planning in the Commission also enables us to set long-term objectives aimed at fulfilling our mandate and become accountable to various stakeholders.

The NCC Strategic Management Plan (SMP), 2014 – 2018 is particularly auspicious because it is the first comprehensive plan of the Commission under my leadership. It is also among the few instances in the whole of the Nigerian public sector, that a strategic balanced scorecard would be used as the framework for the development and implementation of the SMP.

With the strategic balanced scorecard, we have been able to more clearly state performance results of the Commission in the next five years, performance measures and targets of those results and specific projects we have to execute to achieve them. We have ensured that the operating strategy of departments and units in the Commission and the work people do on day-to-day basis are fully aligned with the enterprise SMP. In addition, we have deployed an appropriate performance information system to ensure effective execution of the SMP, and to facilitate performance reporting and decision making.

We are totally committed to the implementation of the SMP. We are not oblivious of the challenges facing the communications industry, but with the full implementation of this five year strategic plan, the Commission would have contributed invaluable to addressing most of them, deliver on our statutory responsibility, satisfy our stakeholders and achieved our Mission and Vision.

Dr. Eugene I. Juwah
Executive Vice Chairman/CEO

1. THE NIGERIAN COMMUNICATIONS INDUSTRY

1.1 Historical Evolution of the Nigeria's Telecommunications Sector.

The development of telecommunication infrastructure in Nigeria dates as far back as 1886, when the first telegraphic submarine cable was laid by a British firm known as Cable & Wireless Ltd, to connect Lagos and the colonial office in London. In spite of its long history, the telecommunications Sector in Nigeria until the late 1990s, was one of the most undeveloped in Africa and indeed, in the world. Several factors accounted for the low development of telecommunications infrastructure in Nigeria. The most prominent being the dominance of the sector by the state-run monopoly, Nigerian Telecommunications Limited (NITEL).

However, the growth of Nigeria's telecommunications sector under NITEL's monopoly was constrained by several challenges including, but not limited to, inadequate capacity (especially insufficient number of lines and trunks), low revenue-generation capacity, poor facility maintenance, slow response to advances in technology and under-funding. Consequently, NITEL could not cope with the responsibility of providing telecommunication services in Nigeria, leading to the decision to deregulate the telecommunication sector.

1.2 Deregulation of Nigerian Telecom Sector

The greater impetus towards the deregulation of the sector was effected by the promulgation of the National Communications Commission (NCC) Decree of 1992. With this, efforts to liberalize Nigeria's telecommunication sector gained full impetus setting the stage for the licensing of key private operators and the dismantling of NITEL's monopoly.

1.3 Regulatory Framework

The Cable and Wireless Act of 1962 established the Ministry of Communications as the regulator of Nigeria's telecommunication sector. This Ministry regulated NITEL until the National Communications Commission (Decree) 1992 established the Nigerian Communications Commission (NCC). The Nigerian Communications Act of July, 2003 replaced the amended Nigerian Communications Act of 1992. Under the supervision of the Federal Ministry of

Communications Technology, the NCC is responsible for initiating and supervising telecommunications policies in Nigeria with specific roles in the following:

- Licensing telecommunication operators;
- Facilitating private-sector investment and participation in the telecommunication sector;
- Improving telecommunication penetration in Nigeria;
- Establishing and supervising technical and operational standards and the practices of network operators;
- Overseeing the quality of service provided by operators;
- Setting terms for the interconnection of carrier networks; and
- Ensuring that the interests of telecommunication consumers are protected by promoting competitive pricing and guarding against the abuse of market power.
- Management and administration of frequency spectrum for the Communications industry

Figure 1 below depicts historical evolution of the Nigerian Telecom Sector

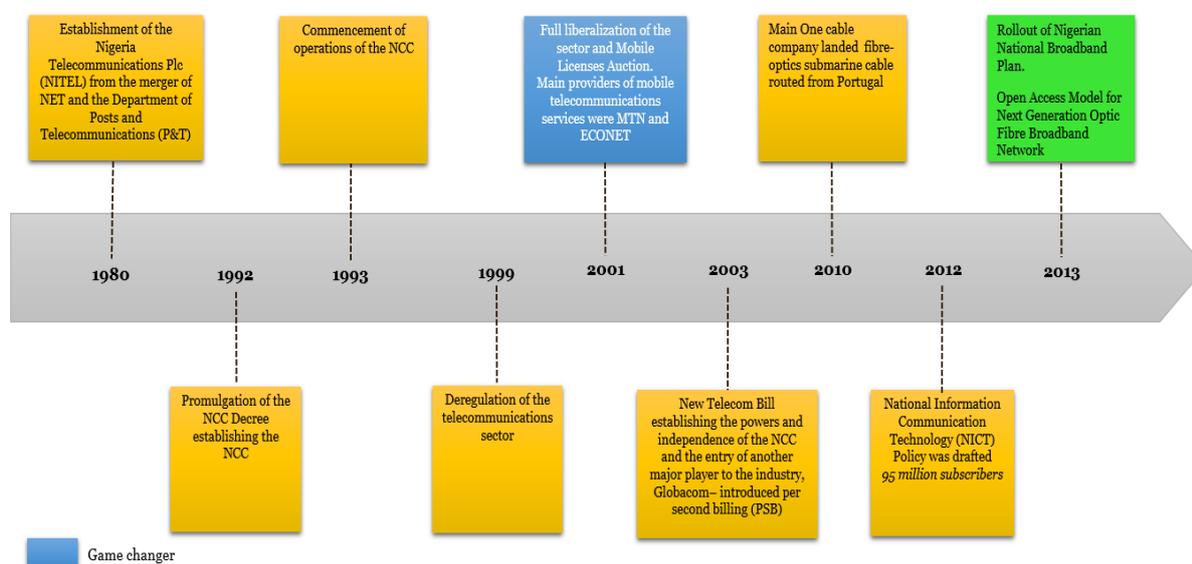


Figure 1 Historical evolution of Nigeria’s Telecom sector.

In order to perform its basic responsibilities in line with the regulatory framework, the Commission embarked on some fundamental initiatives.

1.4 Major Initiatives

The Nigerian Communications Commission (NCC) adopted a number of initiatives in order to carry out its mandates and to address the initial challenges encountered by the industry. Some of these are discussed below;

Unified Access Licence

The NCC took key steps in encouraging network rollout by issuing Unified Licenses. During the initial licensing of telecommunication operators, the NCC emphasized separate license for each telecom service. In doing so, the Commission differentiated between mobile service providers and providers of fixed wire/wireless services. There was also exclusivity period to protect Digital Mobile Service (DMS) operators. However, when it was clear that DMS providers were well established while exclusivity period has expired, the Commission introduced Unified Access License (UAL).

The UAL regime enabled the license holders to provide all services as against discriminatory services which hitherto was applicable to the single service license. This was done to deepen competition in the industry and to take advantage of the convergence in telecom facilities.

Interconnection

One major initiative taken by the Commission is the issuing of interconnectivity exchange licenses to operators. At the initial stage of liberalization of the telecom industry, the Commission observed that the incumbents were unwilling to interconnect with the incoming operators in order to prevent expected competition. The practice led to development of lopsided interconnectivity agreements by the incumbents to frustrate new telecom service providers. Where the interconnectivity agreement was eventually signed among operators, there were cases of arbitrary disconnection. The industry also witnessed multiple interconnectivity agreements and huge interconnectivity indebtedness with respect to charges due for payments. However, the Commission intervened in order to

forestall these problems by issuing interconnectivity licenses, which serve as hub for connectivity for all operators. It also serves as interconnectivity clearing house for the purpose of settling interconnectivity charges among operators. In addition, interconnect price determination was also completed and instituted by NCC.

Infrastructure Sharing

The NCC initiated and implemented infrastructure sharing policy to facilitate quick deployment of telecom services in an efficient manner by the new entrants. The policy also addressed concerns arising from multiple fees, taxation and proliferation of communications infrastructure amongst others. Under the new regime, operators are now able to share facilities such as base stations sites, fibre ducts, fibre swamps and power to cut overhead costs.

SIM Registration

The NCC introduced this legislation in May 2010, which required all mobile phone subscribers to register their SIM cards with their respective mobile network operators. The Subscriber Identity Module (SIM) registration initiative was designed to capture the identity of mobile phone subscribers for identity and security management. The exercise involved massive campaign by the NCC across cities and rural areas of the country, and despite the challenges, it has been adjudged a huge success. The registration exercise of old SIM cards was officially concluded by the NCC on June 30, 2013 while that of new SIM continues.

Mobile Number Portability

In furtherance of its efforts to promote competition, improve quality of service and ensure that consumers continue to enjoy good experience on the mobile networks, the NCC launched mobile number portability (MNP) service for GSM subscribers in April 2013. The MNP enables consumers to switch networks without losing their cellular phone numbers. For effective implementation of the scheme, the Commission issued a license to a consortium of three companies (Interconnect Ltd, Saab Grinteck and Telecordia) in January 2012 to act as the Number Portability Clearing House (NPCH) for the industry.

Broadband Plan

In order to further deepen ICT penetration and reduce the cost of internet services, the Ministry of Communications Technology finalized and presented the draft copy of the national ICT policy document in line with National Broadband Plan (NBP) in January 2012.

The National Broadband Plan was submitted by the presidential committee on broadband and the document was approved by the President for implementation. The Nigerian National broadband plan was designed to promote pervasive broadband deployment, increase broadband adoption, and usage and ensure availability of broadband services at affordable prices with the long-term objectives of maximizing the socio political and economic benefits of broadband to the people.

To this end, the NCC intensified consultation and awareness campaign with different stakeholders on the objectives of the Open Access Model which underpins the supply aspect of the NBP. The successful auction of one slot 30MHZ bandwidth in the 2.3GHZ band for the provision of wholesale broadband services in Nigeria is in consonance to achieving the objectives of the Open Access Model in Nigeria. The Commission plans to issue relevant operating licenses as well as frequencies to actualize the National goal of broadband penetration in the Country.

Without doubt, the implementation of the above initiatives yielded great achievements which the Commission can be proud of.

1.5 Achievements

The percentage of Nigeria's population living within range of a GSM signal has expanded rapidly reaching about 90 per cent in 2013 and with the expansion of Nigeria's telecommunication industry, Nigeria has attracted over \$25 billion in private capital that has gone into the development of new mobile phone networks across the country. It is estimated that capital investments in mobile networks and operations since 2001 have accounted for 80 per cent of total telecommunications foreign capital investments. The telecoms/ICT sector continues to contribute significantly to Nigeria's Gross Domestic Product (GDP) such that in 2001, it was less than 1%, but rose to 1.91% in 2006, 2.39% in 2007, 3.5% in 2009, 4.5% in 2010, 5.67% in 2011 and 6.98% in

2012. As at December 2013 the telecoms contribution to the GDP increased to 8.69%.

The financial sector is one of the greatest beneficiaries of the expansion of the telecommunication sector. The application of new telecommunication technologies in banking services has increased the volume of financial transactions. Electronic banking facilities such as ATM services, online financial transactions, international credit and debit card facilities, and airline reservations and ticketing are some of the numerous ways that telecommunication technology has aided growth in the financial sector. It has also caused improvements in the investment portfolio of Nigerian banks. In March 2011, eight Nigerian banks provided a syndicated loan of \$650 million to Etisalat Nigeria, one of the country's leading mobile operators.

By liberalizing the telecommunication market, Nigeria has attracted substantial private sector investment in the area, leading to the development of a solid backbone network connecting its major cities. Multiple cables have been laid on the highest-traffic routes, which has resulted in intense competition and a decrease in costs. These cables are gradually being extended to smaller towns and rural areas to deepen penetration. BTS sites has increased dramatically from virtually non-existent as at 2001 to over 25,000 in December, 2003.

Since 2003, not only have Nigeria's major mobile operators: MTN, Airtel, Globacom and Etisalat undergone a technological evolution moving from 2G. 2.5G to 3G technologies and are currently making investments for migration to Long-Term Evolution (LTE) technology, but have also elevated the bar on infrastructure development by turning their attention to investing heavily in submarine cable infrastructure systems, which comes with huge capacity and speed. Nigeria currently has access to four undersea cables along the West Coast of Africa – GLO-1, MainOne, SAT-3/WASC and WASC – providing more than 19Tbps of combined capacity. In spite of the huge success the industry achieved, it has been bedeviled with many challenges.

1.6 Challenges Facing the Industry

In spite of the achievements and success recorded by the telecommunications sector, some visible problems are critical for the telecommunication service providers. There is inadequate infrastructural capacity, including insufficient network backbone to carry call traffic, as well as the problem of regular power outages. Since 2001, GSM operators have embarked on the construction of their own networks beginning with base transceiver stations, mobile switching centres (MSCs), network Operating centres (NOC) to connect through very small aperture terminals (VSAT) and microwave radio and wireless backhubs. Telecommunication service providers have had to struggle with the cost of renting or buying land, fees to local and state governments, Rights of Way fees, hiring security agents to secure their base stations and the purchase of diesel to power generators in the stations. The major service providers (MTN, Globacom, Airtel and Etisalat) power their over 25,000 base transceiver stations with 50,000 generators.

Another critical challenge to telecommunication service providers in Nigeria has been the multiple tax regimes imposed by federal, state and local authorities. The cost of extending telecom facilities, multiple taxation and infrastructure constraints inflate the overhead costs for telecommunication service providers. This limits network rollout, expansion of facilities and undermine quality of service. Telecommunication service providers in Nigeria have blamed the difficult operational environment in the country for the poor quality of their services. Service problems include congested networks, challenges of completion rates, inadequate network coverage and poor signals, especially outside the country's main towns and cities.

The challenges notwithstanding, Nigeria remains the largest mobile market in Africa and the Middle East, with over 127 million subscriptions as at the end of 2013. The competitive landscape of the Nigerian telecom sector has compelled operators to roll out new infrastructure to improve coverage and quality. The major mobile operators are investing billions of dollars to improve their services to reach the underserved regions of the country. This growth trend is strongly supported by several initiatives and projects of the Universal

Service Provision to leverage and promote telecommunications penetration in rural and underserved areas of the country. The sector is expected to benefit from these investments with mobile revenue increasing at a rate in excess of 4.5%. The National Broadband Plan is expected to unleash pervasive investments in fibre infrastructure and last mile access with active collaboration of the private sector. The NCC expects to achieve this by creating regulations that would lower the cost of infrastructure development.

2. THE NCC STRATEGIC MANAGEMENT SYSTEM

2.1 Introduction

Strategy implies the direction and scope of an organization over the long-term: which delivers advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations. It also captures the determination of how an organisation, in its entirety, can be best directed in a changing world.

On the other hand, a strategic Management system is the comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy. It transforms the static plan into a system that provides strategic performance feedback to decision making and enables the plan to evolve and grow as requirements and other circumstances change.

2.2 The Evolution of NCC Strategic Management Plan (SMP)

Strategic management system (SMS) is a global standard for effective communications of strategy and performance management. With the Mission and Vision of the NCC in focus, SMS becomes a quintessential performance management framework because it shows a clear and realistic strategy aligned throughout the Commission.

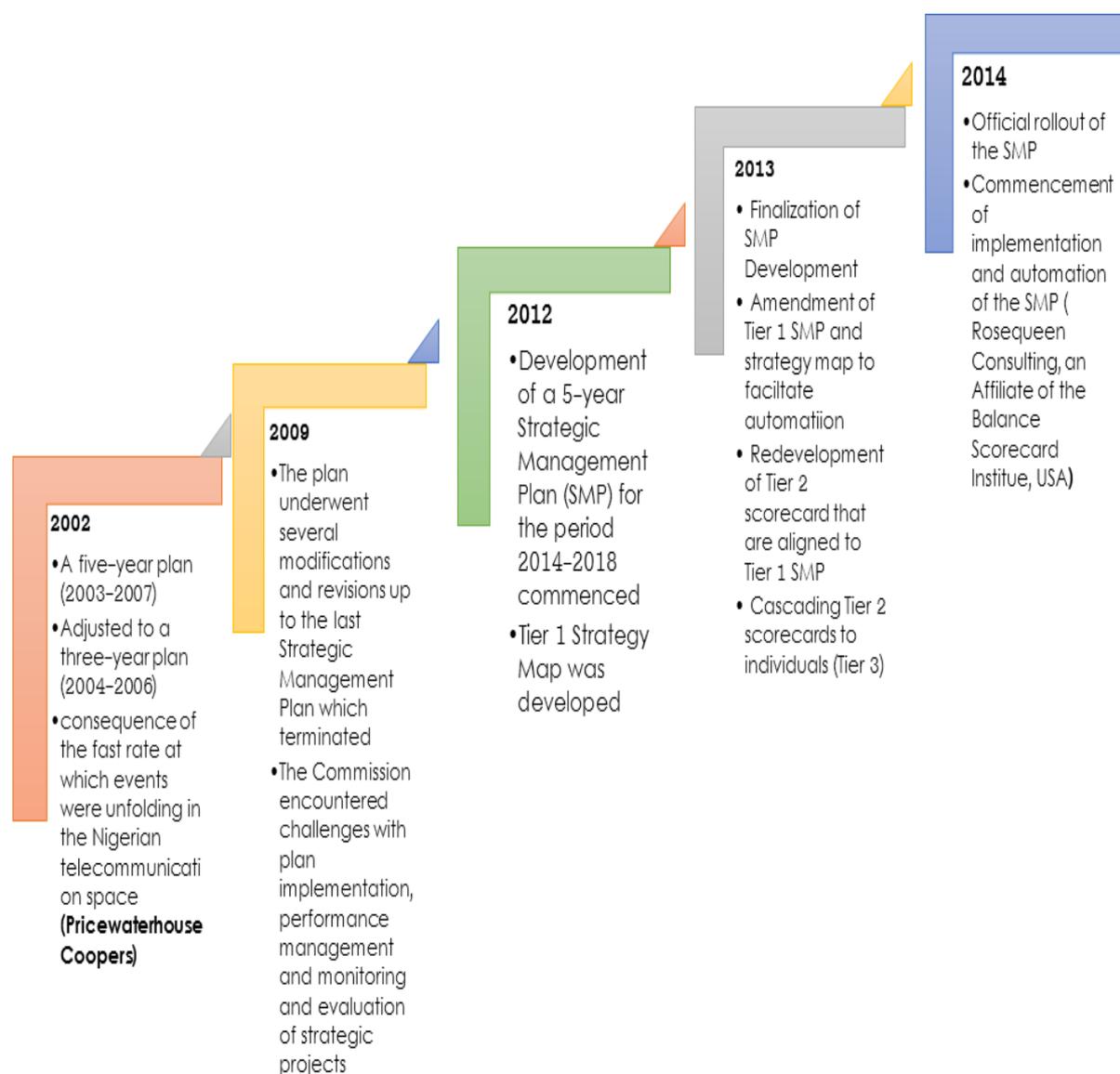
Successful organizations place strategy at the centre of the management process and the SMS translates strategy into measurable terms, monitors progress regularly and keeps on track, provides a framework for prioritizing programs and projects, facilitating the achievement of organizational goals and objectives, ensuring optimal use of resources through focus on key priorities, ensuring that the important things are measured thus enhancing efficiency, effectiveness and productivity.

Consequently, formal strategic planning, with the development of a Strategic Management Plan (SMP), was introduced and adopted by the NCC in the year 2002 as the main driver of its service delivery process. Its first plan, a five-year plan (2003-2007), was later adjusted to a three-year plan

(2004-2006). This adjustment was informed by the level of dynamism with which events were unfolding in the Nigerian telecommunication space.

Over the years, the plan, underwent several modifications and revisions up to the last Strategic Management Plan which terminated in 2009. In 2012, the Commission embarked on the development of a five (5) year Strategic Management Plan (2014-2018). The Commission during those periods encountered challenges with plan implementation, performance management and monitoring and evaluation of strategic projects in the face of myriad of developments that have since arisen in the telecommunications and ICT space at both global and national levels, especially in the areas of ICT for Development. Figure 2 shows the trend in the evolution of the Commission's Strategic Management Plan.

Figure 2. Evolution of NCC Strategic Management Plan



3 DEVELOPMENT OF 2014-2018 SMP

3.1 General Overview

In view of the unprecedented growth of telecommunication services in Nigeria and the Commission's commitment to the provision of proactive regulations in the Nigerian telecommunication industry, the Commission in 2012 engaged Messrs PwC to assist with the development of a 5-year Strategic Management Plan (SMP) for the period 2014-2018 to provide the roadmap to the future. Subsequently, Messrs Rosequeen Consulting was engaged to facilitate the implementation and automation of the SMP.

In order to systematically coordinate and align resources and actions with mission, vision and strategy throughout the Commission, the strategic management system driven by Balanced Scorecard (BSC) Methodology was adopted. The Balanced Scorecard is a contemporary management system that integrates strategic planning with performance measurement and is widely used in governmental organizations worldwide to improve performance. It provides executives with a comprehensive framework that translates the organization's vision and strategy into a coherent set of performance results and performance measures of those results. While retaining measures of past performance, it introduces the drivers of future performance. However, its real power occurs when it is transformed from a measurement system to a management system. It is NCC's preferred methodology because it facilitates effective execution of strategy. The method identified nine (9) key elements of strategy namely the mission; vision; perspectives; strategic themes and results; strategic objectives and strategy maps; performance measures and targets; and strategic initiatives.

As a culmination of an extensive and all-inclusive consultation process that involved the engagement of the Commission's stakeholders and definition of elements required to achieve the Plan, the NCC (SMP) 2014-2018, takes into consideration the current trends in the industry worldwide and the expectations of the Commission's diverse stakeholders groups within the country in the nearest foreseeable future.

Consistent with the methodology adopted, Tier 1 strategic balanced scorecard was developed after which Tier 2 scorecards were developed for departments that are aligned with Tier 1 scorecard. Then Tier 2 strategic objectives were cascaded to Tier 3 (individual scorecard) to demonstrate the all-inclusive nature of the BSC strategic development methodology.

3.2. Approach and Methodology

As already stated, the approach adopted for development and implementation of the SMP 2014-2018 is the performance management system based on the Balanced Scorecard (BSC) methodology as it will help the Commission to focus on what are important across all levels of the organization.

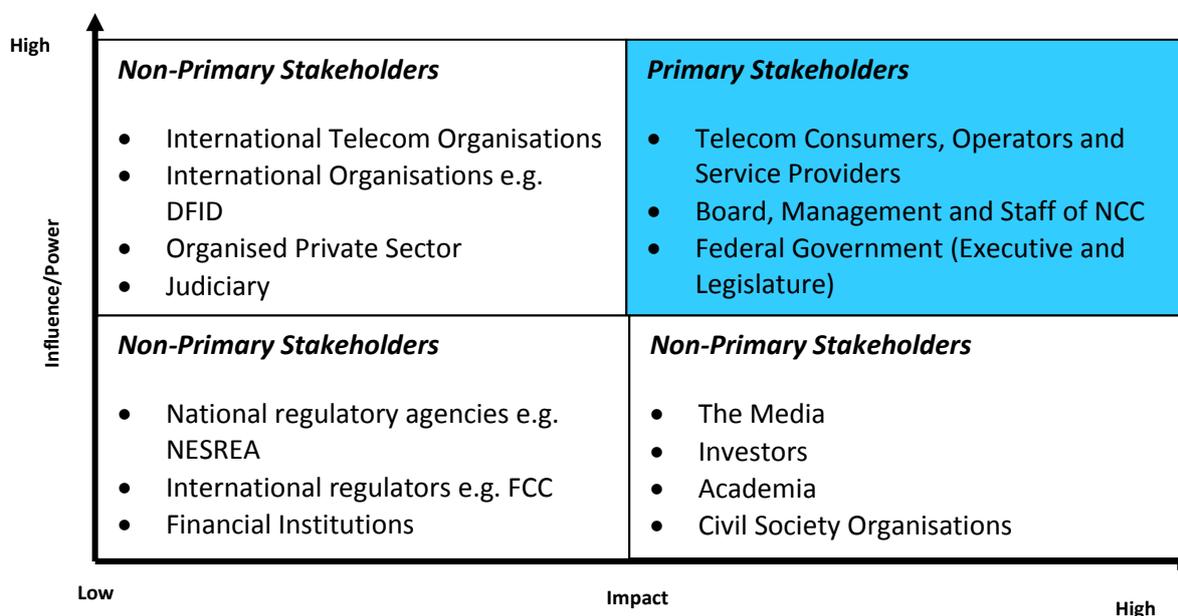
The approach involved some desk researches, inauguration of in-house SMP Development Steering Committee as well as SMP Development Team, which comprised of all departments in the Commission.

In course of the SMP development process, an analysis of the Strength, Weakness, Opportunity and Threats (SWOT) of the Commission was carried out. This culminated in the establishment of a Stakeholder Consultative Forum consisting of consumers as well as all ICT stakeholders. The stakeholder consultation birthed the Stakeholder Value Proposition, as explained in what follows.

3.3 Stakeholder Value Proposition

The whole essence of strategy is to ensure that the organization delivers value to its stakeholders. Since satisfying customers is the source of sustainable value creation, knowledge and understanding of NCC's stakeholder needs and expectations will assist in prioritizing the efforts of NCC within the plan period. The Stakeholder Value Proposition (SVP) is an articulation of NCC's understanding of its stakeholder needs and expectations.

Based on the level of influence over the Commission and the level of impact the Commission has on its stakeholders, the NCC stakeholders have been categorized into primary and non-primary stakeholders as shown in the table below:



The table below shows the NCC’s Stakeholder Value Proposition (value NCC aims to demonstrate to its stakeholders) based on the needs and expectations of its Primary Stakeholders and the anticipated situation during the plan period (2014-2018)

| Attributes of NCC’s Services | Image of NCC | Relationships |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>NCC wants to ensure that it’s services are characterized by the following:</p> <ul style="list-style-type: none"> • Efficiency • Timeliness • Enabling framework • Effectiveness • Empowering • Protective • Fair • Encompassing • Consistent | <p>NCC will be known as a regulator that is:</p> <ul style="list-style-type: none"> • Independent • Transparent • Professional (Knowledgeable and skilled) • Firm • Forthright • Proactive • Dependable • Diligent • High Performing • Empowered • Responsible | <p>NCC’s relationships with its stakeholders will be underpinned with the following features:</p> <ul style="list-style-type: none"> • Responsive • Convenient Access • Consultative • Respectful • Cordial • Collaborative |

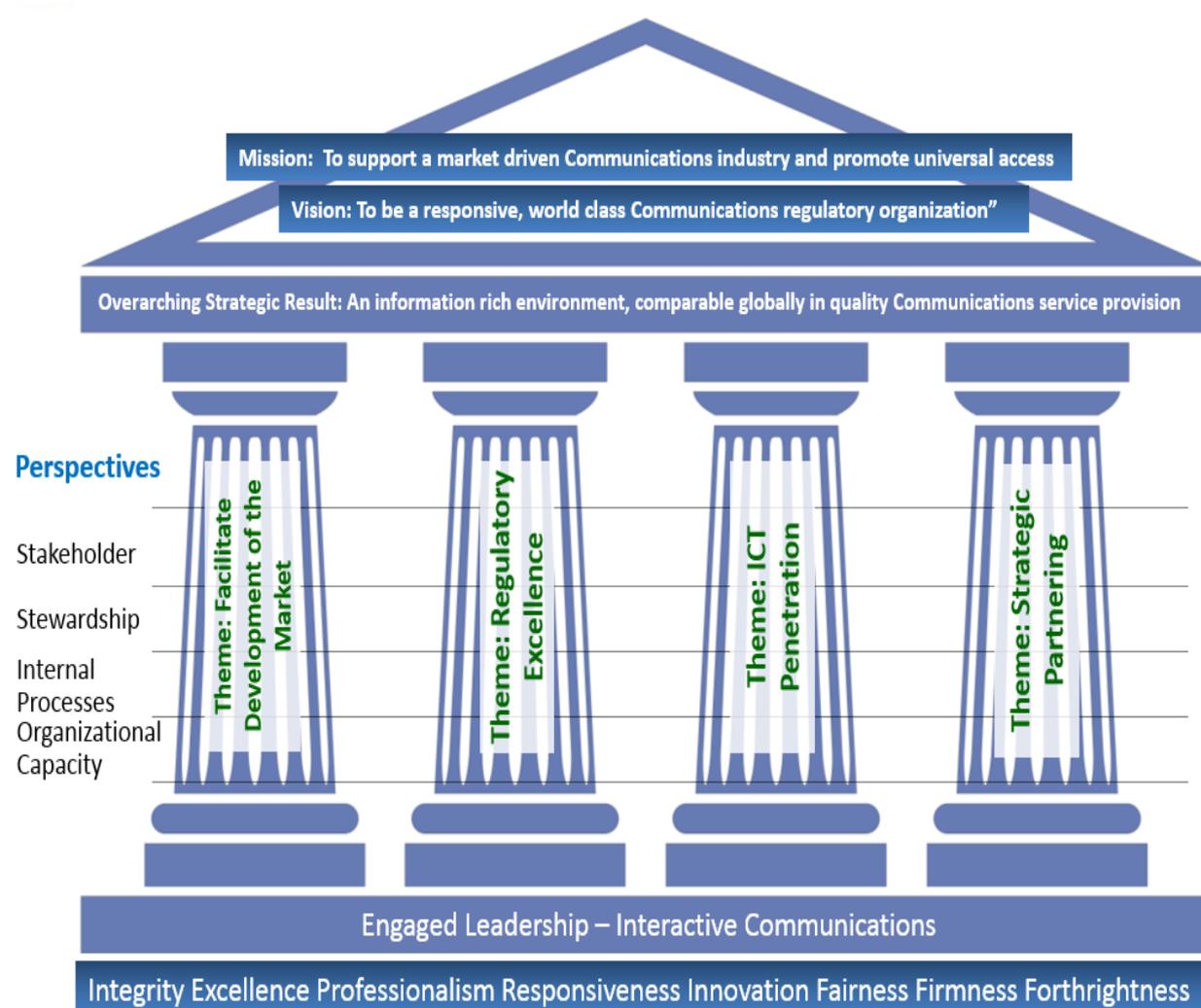
Based on the identified Stakeholder Value Proposition, the Commission went into strategic management planning in the form of Staff, Management and Board retreats. After critical analysis and brainstorming exercise, the Commission came out with thirteen (13) Tier 1 Strategic Objectives as well as Corporate Initiatives. The Objective Owners were appointed for each identified objective in Tier 1. The Tier 1 Corporate objectives were cascaded to Tier 2 objectives, which involves all the department, while the departmental objectives were later cascaded to Tier 3, which involved the development of Specific, Measurable, Achievable, Realistic and Time bound (SMART) objectives for all staff of the Commission.

In order to ensure effective performance monitoring in line with the BSC Methodology, the Commission deployed the Quickscore Performance Information Software to enhance real time performance analysis and reporting. Although, the Board and Management of NCC were involved in the process of developing the SMP, upon completion of the SMP Development process, the plan was submitted to the Board for consideration and approval. Consequently, the Board approved the plan in December, 2013 for implementation in the period 2014-2018.

4 THE NCC 2014-2018 SMP

The NCC 2014-2018 SMP is like building a custom house otherwise technically referred to as 'Performance House'. As the designation suggests, it is with a roof, ceiling, pillars, floor layers and foundation. In other words, it captures a graphical representation of the main focus areas, strategic themes, pillars of excellence used to direct staff effort towards accomplishing the mission and vision of the Commission.

Figure 3. Performance House



Each focal area or strategic theme has desired outcome for the focus of the strategy. Hence, five (5) fundamental components of the SMP 2014-2018 articulate the trajectory of the Commission's voyage towards actualisation of its mission and vision within the period of the plan. These are:

- i. Mission and Vision (the roof)
- ii. Overarching Strategic Results- (the ceiling)
- iii. Strategic Themes- (the pillars)
- iv. Performance Perspective- (the floor layers)
- v. Core Values, guiding principles and leadership engagement- (the foundation)

The figure above depicts the highlighted components.

4.1 Mission and Vision

The NCC's mission is ***"to support a market driven Communications industry and promote universal access"*** while its Vision is to ***'be a responsive, world class Communications regulatory organization'***. The Mission and Vision were revised based on the results of the NCC stakeholder value proposition and wide consultation within the communications industry in order to better articulate the core purpose of the Commission and what it seeks to achieve in line with the functions and objectives stated in its enabling law, the Nigerian Communications Act (NCA), 2003. However, the current focus is to ensure the industry achieves greater results and the Commission seeks to facilitate the achievement of these results (market driven communications industry and universal access, and becoming a responsive world class regulatory organization) through the execution of its strategy (SMP 2014-2018). In line with SMP, achieving the Mission and Vision is dependent on our ability to successfully execute four strategies, i.e. Facilitate the Development of the Market, Regulatory Excellence, ICT Penetration and Strategic Partnering.

The Vision as an expression of the Commission's envisioned future state redirects the Commission's focus from the telecommunications sub-sector to the wider communications industry. Its focus is where NCC desires to be rather than only the impact of its activities on the nation as a whole.

4.2 Overarching Result

The overarching strategic result answers the question, “how will NCC know when its Vision has been achieved?” and this in turn brings the Vision of the Commission into proper perspective. This means that by the end of 5-year plan, 2018, NCC’s Vision will be deemed to have been achieved when the Commission becomes a reference point globally for quality communications regulatory services.

4.3 Strategic Themes

In developing SMP 2014-2018, the Commission identified four (4) basic themes (pillars of excellence) which are critical to and indispensable for the achievement of its Mission and Vision. These are enumerated as follows:

Strategic Theme 1: Facilitate the Development of the Market

The focus of this theme is on both the demand and supply sides of the communications market. Though the development of the market is not a direct role of the NCC; the Commission has a responsibility to provide conducive environment and level playing field for the effective interplay of factors that would lead to a sustained market development and growth. On the demand side, the theme emphasizes NCC’s roles in ensuring that the growing and changing needs, and demands for communications services by consumers are met. This entails ensuring availability of a wide range of choices and services to consumers, easy migration for maximum satisfaction, fair and competitive pricing and tariffs, etc.

On the supply side, this theme entails NCC’s roles in facilitating market entry and expansion, working to eliminate barriers to growth such as multiple regulation and taxation and attracting both local and foreign direct investment in the sector. It also entails ensuring a level playing field for operators, promoting fair and effective competition, aiding the introduction of new and value added services and products, as well as facilitating the availability of supportive infrastructure.

Internal responsibilities of the NCC under this theme include, but not limited to, ensuring the optimal usage of spectrum and other scarce national resources as well as the effectiveness of the licensing and authorisation framework. This involves efficient planning, competitive assignment, and

allocation of scarce resources; timely, dynamic and robust licensing and authorisation practices.

The achievement of this theme is expected to lead to a competitive, efficient and effective communications market that contributes not less than 10% to the nation's GDP by 2018. A developed market would create sectoral growth which would impact the entire economy and deliver benefits such as human capital development, increased local manufacturing, employment generation and ultimately, increase in GDP.

Strategic Theme 2: Regulatory Excellence

By this theme, the NCC aims to be a responsive, top brand regulator driven by professional excellence. It aims to transform the Commission to become a reference point in the global spheres and aspires to achieve excellence in the actual regulation of the telecommunications industry as well as in the various internal processes and capacities behind the execution of the regulatory functions.

The theme borders on issues relating to service delivery, stakeholder satisfaction and positive image. On service delivery, the theme focuses on the quality of communications services in the nation as well as NCC's services to its internal and external stakeholders. This consists of NCC's roles in ensuring improved Quality of Service, fair and consistent application of rules and regulations, effective compliance monitoring and enforcement as well as an effective legal and regulatory framework. It also deals with issues pertaining to professionalism in service delivery to stakeholders within and without the Commission. This emphasizes compliance with international best practices, intensifying research & development, improving work flow processes, capacity building and enhancement of work tools. Transparency, accountability and independence are also crucial to the achievement of this theme.

Service excellence creates stakeholder satisfaction which is another aspect of regulatory excellence. It entails responsiveness to the needs of stakeholders such as the consumers, operators, government and government bodies, etc. This covers issues such as availability, accessibility and affordability and also quality of services to customers; protection,

enlightenment, education and empowerment of stakeholders; etc. Achievement of the above and, indeed, this theme will portray a positive image of the Commission and give it appropriate visibility nationally and internationally.

Regulatory excellence is expected to create a minimum of 80% compliance 100% of the time. It is important to note that Regulatory Excellence is not just about ensuring compliance in the industry but also achieving customer-focused excellence in the delivery of all NCC's services which ultimately impacts on industry compliance.

Strategic Theme 3: ICT Penetration

This theme focuses on issues relating to the provision of nationwide digital access, technological advancement, universal service which would help transform Nigeria into an information-rich society and a Knowledge-based Economy. Very critical to this theme is the availability of communications infrastructure. The Commission is expected to play an active role in encouraging network roll out, facilitating the provision of a resilient overall transmission network (international (submarine and satellite), national, metropolitan and last mile), pushing for communications infrastructure to be labelled as a critical national infrastructure in order to criminalise vandalism, resolution of right of way issues and enhancing infrastructure sharing. Specific focus areas include facilitating the introduction of fixed lines, improved penetration of broadband access and service, promoting universal communications access, coverage and service, and encouraging the emergence of New Generation Networks (NGN).

The Commission intends to achieve a minimum of 50% broadband penetration in the country by the year 2018. Achieving this theme will aid e-governance, e-education, e-medicine, e-commerce and the emergence of an information-savvy nation.

Strategic Theme 4: Strategic Partnering

Strategic Partnering entails effective management and maximisation of stakeholder relationships. Stakeholders could be internal, external, national or international. The theme aims to ensure that NCC achieves win-win situations from all its stakeholder relationships.

This theme is highly necessary for increasing participation, involvement, collaboration, cooperation and consultation with crucial stakeholders as documented in the NCC's Stakeholder Value Proposition. The theme would help enhance international relations, public, private and international co-operation, eliminate multiple regulations, reduce frictions with other regulatory bodies, foster Corporate Social Responsibility and ultimately move the Commission, industry and entire nation ahead. The Commission aspires to have sustainable, mutually beneficial and transparent relationships with 70% of stakeholder groups by the year 2018.

4.4 Performance Perspective and Strategy Map

As Kaplan and Norton noted, ***“Without a comprehensive description of strategy, executives cannot easily communicate the strategy among themselves or to their employees. Without a shared understanding of the strategy, executives cannot create alignment around it. And, without alignment, executives cannot implement their new strategies”***.

In the same vein, NCC's performance perspective and strategy map provide the visual framework for integrating the organisation's objectives in four (4) perspectives of the BSC. BSC Perspectives are the various lens through which the performance of an organization may be viewed, while the strategy map portrays the cause and effect relationships among the organization's actionable strategic objectives across the various perspectives.

In the Commission's strategy map, these perspectives are designated as Stakeholder, Stewardship, Internal Process and Organizational Capacity.

The NCC strategy map helps to ensure the Commission's strategy will be successful because it captures, communicates and manages its strategy. It explains how the strategy will bring about desired change or result. It documents the primary strategic goals being pursued and showcases important elements of strategy, focus, choice and drivers of change.

The power of the NCC strategy map lies in the links between the objectives and how they tell the logic and story of the strategy thereby helping to create a strategic Balanced Scorecard as a tool of strategic management;

a balanced Scorecard without strategy map can only be an 'operational scorecard' rather than one of strategy communications and execution. This is because a strategic balanced scorecard contains objectives which are developed before measures are chosen and it helps to align projects. Therefore, with the strategy map, the NCC executives are able to communicate the commission's strategy among themselves and to their employees.

Using the BSC methodology, the Commission is divided into three interdependent organizational units called Tiers. Tier 1 refers to strategic balanced scorecard at the NCC corporate or enterprise level, Tier 2, departments' balanced scorecard, with the perspectives remaining the same for each of Tier 1 and Tiers 2, but elements of strategy, i.e. objectives, performance measures, and strategic initiatives at Tier 2 levels fully aligned with the corporate strategy through cascading. Tier 3 represents the individual's SMART objectives that are aligned with their respective departments' objectives

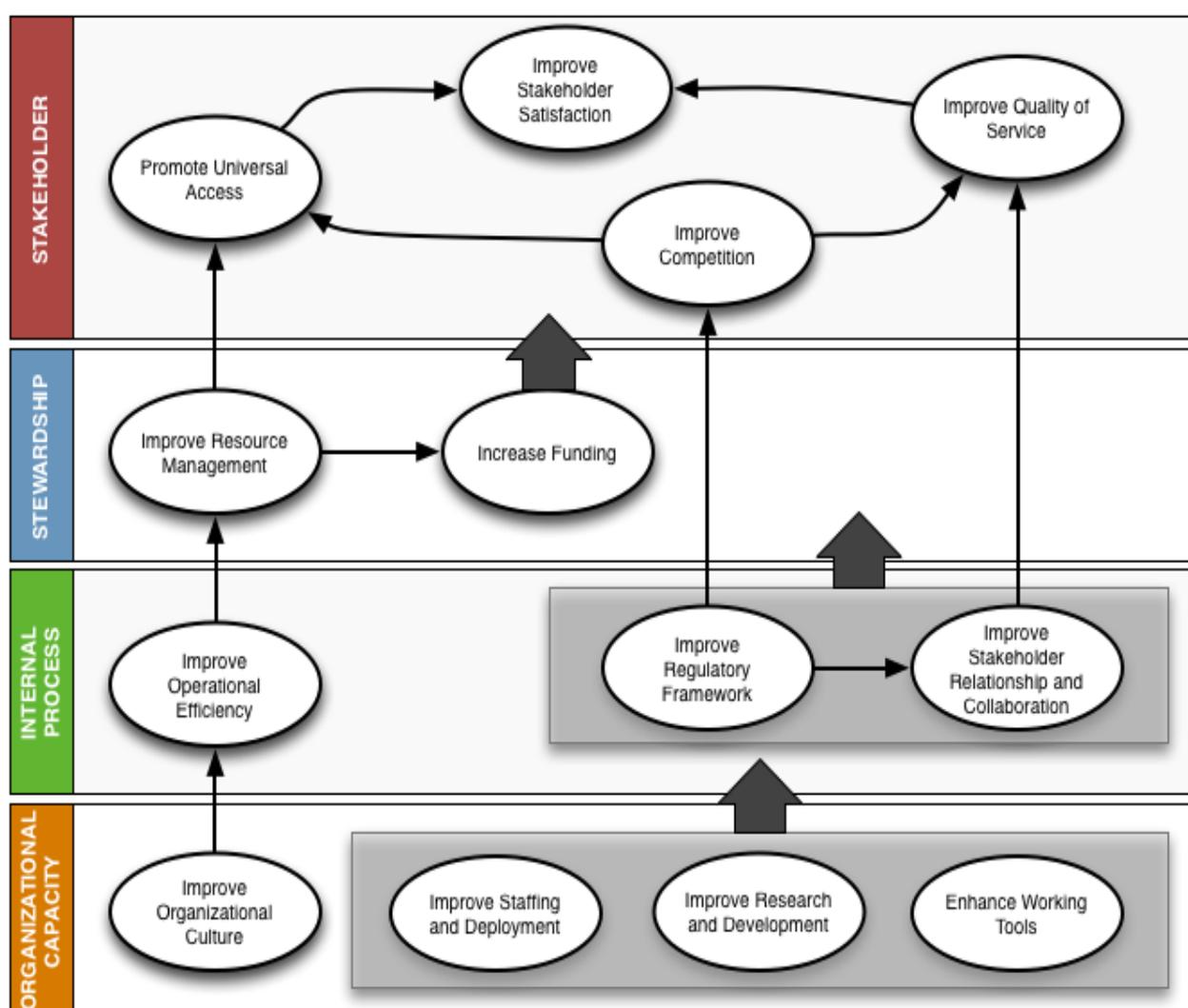
The perspectives interdepends from bottom to top and vice versa. When the employee is trained and capacity is improved it culminates in efficient work process or organizational capacity to deliver. Efficient work process impacts on relationship with external customers and this in turn affects the general perception of the commission by stakeholders. This interdependence is fully described in NCC Value Creation story that follows.

4.5 The NCC's Core Values and Value Creation Story

The NCC's Mission, Vision and Strategy have been designed to capture the driving force and objective of the Commission. The strategic themes are so developed to ensure that its execution culminate in satisfying the stakeholders and gives the Commission its pride of place in development of communications and proficient regulation of the industry. Thus, our value creation story, in which our Core values and guiding principles are embedded, is as presented below.

Our stakeholders will be satisfied when through improvement in competitive landscape, we are able to provide level playing field that guarantees consistent high quality of services at affordable prices and when through promoting universal access, improved ICT coverage facilitates access for all Nigerians. Satisfying stakeholders is enabled by effective management of scarce communications and financial resources which in turn will encourage increased funding in terms of Foreign Direct Investment (FDI) and operating funds.

Figure 3. NCC performance perspective, objective and Strategy map



Better playing field will be enabled by improvement in regulatory framework. However, in order to more effectively manage resources, our internal operations will have to be more efficient. Improvement in NCC regulatory framework and stakeholder relationships, and collaboration will equally collectively facilitate increased funding and more effective resource management. When we succeed in improving stakeholders' relationships and collaboration, we will through better engagement, ensure better quality of services to ICT consumers. Efficiency of our operations will be driven by strong organizational culture, while improvement in staffing and deployment, working tools and research and development will collectively help in strengthening our internal processes in general. Successfully executing our strategies and achieving our strategic goals depend largely on our strategic foundations: Engaged Leadership at all levels, Effective Communications and living our Core Values which include Integrity, Excellence, Professionalism, Responsiveness, and Innovation. The Commission is driven by three guiding principles (Fair, Firm and Forthrightness) in carrying out its duties and functions as the National Telecommunications Regulator.

4.6 Performance Measures and Targets

Performance measures and targets have been developed for each NCC corporate strategic objective. These are metrics that will provide an analytical basis for decision-making and focus attention on what matters most. They will assist the Commission to answer the question, **"How are we doing at the job of meeting our Strategic Objectives?"**

| s/n | | Strategic Objective | Performance Measure | Target (Goal) | Clarification/Explanation of Measure |
|-----|-------------|-----------------------------------|--------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Stakeholder | Increase Stakeholder Satisfaction | Stakeholder Satisfaction Index (SSI) | Not less than 80% in 2014, 85% 2015, 90% 2016 and increasing to not less than 95% in 2017 | This measures the level of satisfaction with the Commission services and stewardship by the various stakeholders including operators, consumers, and government through annual survey. The survey will be scientifically designed and administered to sampled population in each stakeholder segment and will elicit feedback in the following areas - For Operators: how satisfied are they with regulatory services of the Commission on 3-point like scale - Strongly satisfied, Satisfied & Not Satisfied with comments to support position; opinion on areas of improvement; For Consumers: Perception of the Commission as protector of their rights and provider of level playing field. |
| 2 | | Improve Competition | Average Price Disparity | <1 | This measures the weighted average of price disparity of all telecom products. The difference between the highest and the lowest price per product will be determined, weight will be ascribed to each product based on volume of subscribers or transaction and the weighted score will be obtained. If the score is ≤ 1 , the competition is said to be healthy but if otherwise, it is an indication of abuse of dominance |

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|---|--------------------------|---------------------------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 | Promote Universal Access | Coverage Rate | 100% by 2017 | This measures the proportion of the country covered i.e. the # of local govt. areas that have access to voice and data (broadband) services. |
| | | ICT Price Basket (IPB) (Price/Income Ratio) | 27% by 2014; 25% by 2015; 20% by 2016 & 15% by 2017 | This composite index measures the affordability of the communications services because coverage may improve and people may not be able to access service due to low purchasing power. It is derived by the sum of average prices of fixed telephone, mobile cellular and fixed broadband services relative to per capital GNI. The IPB is a unique benchmarking tool that is tracked and published annually by ITU for countries, including Nigeria but the Commission will track this more frequently . The hypothesis is that "If there is more effective regulation, improved competition and reduction in abuse of market dominance the price of ICT services will be more affordable". |
| 4 | Promote Universal Access | % Population with Internet Access | 35% in 2013, increasing by 5 percentage points p.a. | This measures # of people with internet access relative to total population |
| 5 | | Improve Quality of Service | Quality of Service Index (QoS Index) | To be developed after provision of baseline data |

| | | | | | |
|---|--------------------|-----------------------------|---------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6 | Stewardship | Improve Resource Management | Spectrum Occupancy Rate | 100% | This measures the rate at which Spectrum assigned to operators is utilized. |
| 7 | | | Cost of Regulation per Operator | To be developed after Finance has provided baseline data | This measures the effectiveness of management of cost of regulation relative to total regulatory space. Cost of regulation is the total regulatory and enforcement expenses of the Commission. The cost of regulation will be pooled from the accounting database. |
| 8 | | Increase Funding | % Change in FDI | 25% increase? | This measures the change in FDI attracted to the ICT sector which is assumed to result from effective regulatory activities of the Commission. There are other factors that could affect FDI flow into the sector, but effectiveness of regulation, ensuring level playing field are hypothesized as strong factors. |
| 9 | | | % Change in Operating Funds | 10% increase p.a. | Operating funds include revenues, fees, levies, penalties, etc. but excluding grants and other exceptional items, generated by the Commission from licensing and regulatory activities |

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|----|------------------|--------------------------------|-------------------------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10 | Internal Process | Improve Regulatory Framework | Stakeholder Understanding Index (SUI) | 95% by 2017 | This measures the level of understanding of regulations issued by the Commission by stakeholders including operators/licensees and consumers. The hypothesis is that the higher the level of understanding of regulatory framework, the higher the likelihood of compliance. The understanding score will be derived through an appropriately designed survey to rate understanding on a 3-point scale: Fully understand; Understand; Not understand. Each category, operators and consumers, is assigned weight of 50%. This may be incorporated into other stakeholder survey questionnaire |
| 11 | | | % Change in # of Non-compliance incidents | To reduce by 10% p.a. | This measures the rate of non-compliance by licensees with regulations issued by the Commission. The more operators understand the regulations and the more they are effectively engaged and encouraged to comply, the lower the rate of non-compliance. |
| 12 | | Improve Operational Efficiency | Rate of Deviation from SLA | Max 5% | This is the aggregate deviation of the organization's processes from SLAs set for them. There will be need to automatically capture the KPIs under the SLAs and this may require an investment in appropriate automation to facilitate automatic uploading into Quickscore. |

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|----|-------------------------|-----------------------------------------------------|------------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 13 | | Improve Stakeholder Relationships and Collaboration | Stakeholder Engagement Index (SEI) | 0.9 | This measures the variety of engagements with stakeholders aimed at providing avenues for better collaboration among industry players and other stakeholders and means for resolving issues that are targeted at promoting growth of the ICT industry including multiple taxation, infrastructure sharing, etc. |
| 14 | Organizational Capacity | Improve Staffing and Deployment | Key Staff Adequacy Ratio | 90% | Measures the percentage of strategic jobs that are covered by skilled employees, from overall existing strategic jobs within the Commission. Strategic jobs are departmental and unit heads jobs, while skilled employees are those that possess minimum competencies defined for the strategic job (see Competency Rate measure below). The higher this ratio the better equipped is the Commission in effectively discharging its mandate. |
| 15 | | | Competency Rate | 95% | This measures the percentage of employees that have the required competencies for their jobs. This also provides an indication of the Skills Gap. This assumes that a competency profile has been (will be) carried out to specify min. competencies required for each job family and competency rate measures # of staff that meet these min. competencies relative to total workforce. |

| | | | | | |
|----|--|----------------------------------|-------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | # of Research Grants Awarded | 6 p.a. | This measures NCC effort at supporting research and development of new products in the ICT sector |
| 16 | | Improve Research and Development | Return on R&D Investment | Min 10% p.a. | This measures the benefit derived from NCC R&D activities relative to total expenditure, i.e. the effectiveness of R&D investment |
| 17 | | Enhance Working Tools | User Satisfaction Index (USI) | 0.9 | Measures the level of satisfaction of users of the Commission's facilities for effective work delivery. Users are essentially staff of the Commission and the level of satisfaction will be assessed via a survey whereby staff are asked to quantify satisfaction with various categories of facilities (building premises & appurtenances, ICT tools, office ambiance & environment, office furniture, other working tools) on a 3-point like scale of "Highly Satisfied", "Satisfied", "Not Satisfied" for all categories of facilities. The facilities are assigned equal weight. |
| 18 | | | Percentage of Staff with up to date ICT working tools | 80% | This measures the % of staff that have up to date ICT and adequate working tools for effective discharge of their duties. The measure complements the USI - the hypothesis is that the higher the % the higher the USI will be. |

| | | | | | |
|----|--|--------------------------------|-----------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------|
| 19 | | | % Systems Availability (Downtime) | 90% (10%) | Measures the level of availability of the IT systems Commission-wide |
| 20 | | Improve Organizational Culture | Acculturation Index (AI) | 0.95 by 2017 | "Acculturation" Index is a composite measure of the extent to which staff of the Commission imbibe the agreed core values. |

4.7 The NCC Strategic Initiatives

Strategic initiatives are specific programmes, activities, projects or actions to be executed by NCC in order to meet and exceed performance targets within specified start and end time-frames. They help turn strategy into operational terms and actionable items, provide an analytical underpinning for decisions and provide a structured way to prioritize projects according to strategic impact. Strategic Initiatives answer the question, "**What strategic projects must we implement to meet our Strategic Objectives?**"

To answer the question raised in the foregoing, many initiatives were identified during the process of developing the scorecard as shown in the table below.

| # | | Strategic Objective | Strategic Initiatives |
|---|-------------|-----------------------------------|---------------------------------------------------------------------------|
| 1 | Stakeholder | Increase Stakeholder Satisfaction | Independent Satisfaction and Perception Survey of operators and consumers |
| 2 | | Improve Competition | Accelerate the development and implementation of Number Portability |
| 3 | | | Review Market Regulations - Competition, Price and Rates |
| 4 | | | Institute the performance and dissemination of Strategic Market Analysis |

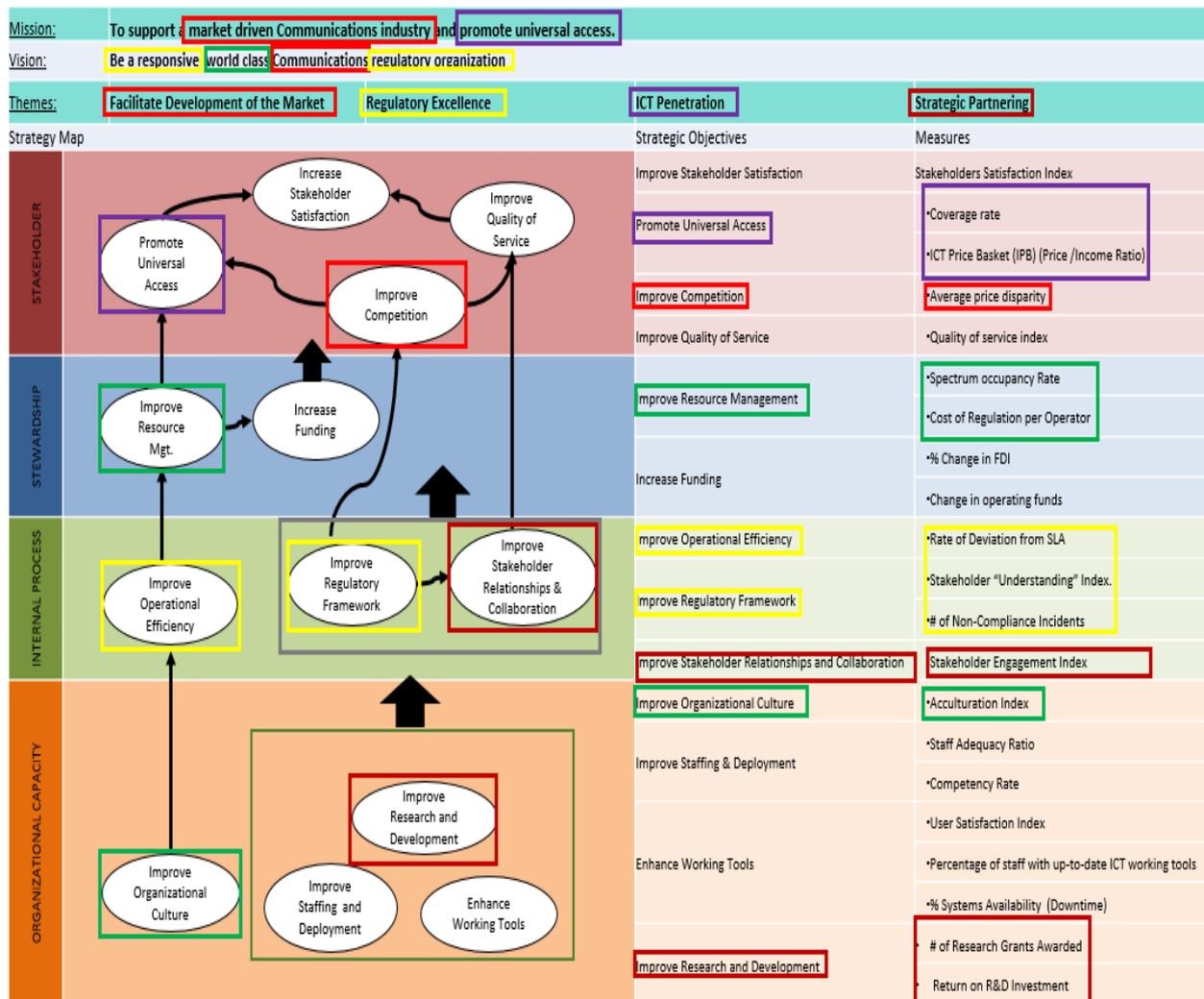
| | | | | |
|----|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| 5 | Promote Universal Access | Develop a National Broadband Policy, Strategy and Framework - new services, personalized applications and multilingual content | | |
| 6 | | Provide incentives (Grants/Subsidy) for fiber rollout, network expansion (Fixed and Mobile), and application services | | |
| 7 | | Develop an Electronic Address plan | | |
| 8 | | Improve Quality of Service | Review and update current QoS regulations to include QoS drive tests and others, Results reporting, Incentives and Sanctions for default | |
| 9 | | | Design and perform biannual communication service assessment | |
| 10 | | Stewardship | Improve Resource Management | Publish a National Frequency Plan/Spectrum Planning and Usage map |
| 11 | | | | Upgrade Spectrum Monitoring and Management System (SMMS) |
| 12 | Develop National Short Code Plan | | | |
| 13 | Develop roadmap for Digital Switchover and Digital Dividend | | | |
| 14 | Develop and implement a monitoring framework for Nationwide resource allocation and utilization | | | |
| 15 | Develop/update existing National Numbering Plan and Pricing | | | |
| 16 | Increase Funding | Facilitate the creation of a Special Telecoms Intervention Fund - for broadband deployment - from Government | | |
| 17 | | Develop an incentive framework to encourage local manufacturing, revenue payment and public-private partnerships | | |
| 18 | Improve Regulatory Framework | Develop new and review existing regulatory frameworks, legislations and policies | | |
| 19 | | Implement a "Know the Regulations" Programme | | |
| 20 | Internal Process | Improve Operational Efficiency | Review and redesign processes and policies. | |
| 21 | | | Automate relevant processes and procedures. | |
| 22 | | | Conduct policy and procedure awareness survey. | |
| 23 | | | Strengthen /Empower Policy and Process Review Unit. | |
| 24 | | | Develop Service Level Agreements (Internal and External). | |
| 25 | | | Acquire SLA Tracking Automation | |

| | | | |
|----|--------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------|
| 26 | | Improve Stakeholder Relationships and Collaboration | Develop Stakeholder Management (& Engagement) Framework/Plan |
| 27 | Organizational Capacity | Improve Staffing and Deployment | Review the Compensation/Reward system |
| 28 | | | Review and implement organization wide training platform |
| 29 | | | Review organizational structure and staffing plan |
| 30 | | | Establish and deploy an employee Performance Management System (PMS) |
| 31 | | | Conduct Competency Profile for Staff of the Commission |
| 32 | | Improve Research and Development | Establish a functional Research and Development (R&D) department/unit within the Commission |
| 33 | | | Develop a knowledge and data mining software / portal |
| 34 | | | Develop baseline data for all measures |
| 35 | | Enhance Working Tools | Develop ICT work tool audit and assessment framework |
| 36 | | | Develop annual procurement framework - plan and platform - with input from all departments and units |
| 37 | | | Design and embed work tools acceptance and utilization survey |
| 38 | | | Review, upgrade/acquire new systems/tools |
| 39 | | Improve Organizational Culture | Core Values Recognition Program |
| 40 | | | Culture Assessment Survey |
| 41 | | | Institute staff re-orientation, value entrenchment and team building |

5 ALIGNING THE ORGANIZATION TO MISSION, VISION & STRATEGY

The success of an organization to effectively execute its strategy and achieve its vision depends largely on the extent to which all of the organization is aligned around strategy. Therefore, not only that Tiers 3 and 2 strategies should be aligned to Tier 1 strategy, strategic elements at each of these organizational levels must be aligned with each other and be able to tell a coherent story of how the organization creates value for its stakeholders and achieve its vision.

Figure 4. Alignment of NCC Strategy to Mission and Vision



Accordingly, alignment of NCC corporate strategy is depicted in Figure 4. Starting with the high level elements of Mission and Vision, supporting strategic themes are shown in similar colour codes, as are objectives supporting the strategic themes and related measures and initiatives to form a holistic management system.

6. CRITICAL SUCCESS FACTORS

In order to mitigate any risk associated with unsuccessful implementation of the strategic plan, it is imperative that certain factors are taken into consideration. Focus on these success factors is absolutely necessary to minimize the risk that could prevent the realization of the Commission's Objectives and Strategies. In other words, effective risk management is an integral part of a strategic planning process. It involves identifying the risks associated with a strategic plan being prepared and developing effective strategies for managing such risks. With risk and critical success factors identified, a strategic plan will be implemented as intended and the goals will be optimally achieved. Therefore, for successful execution of our Strategic Management Plan, the following are considered critical:

Ownership and Commitment:

A strong Management ownership and commitment is critical for the implementation of this plan. A commitment to lead the process of ensuring that the strategic initiatives of the Commission are driven by the strategic plan through effective oversight and constant reviews will ensure plan implementation. This ought to be in leadership's ability to devote sufficient time, energy and commit financial support to the entire process. Rewards and penalties could be associated here to improve obligations of staff members, however leadership need to show conscientiousness and diligence. Management, Executive and staff members will also need to show strong teamwork and avoid a silo mentality, where officers run their own agenda with little or no reference or linkages to other departments. Unless Management owns the plan, other members of staff will not take the plan seriously. As Peter F. Drucker notes, **“unless commitment is made, there are only promises and hopes; but no plans”**. In view of this, during the development of the SMP, the Commission designated and appointed objective owners for each of its thirteen (13) strategic objective identified in Tier 1.

Communication:

Communications is the pivot of every successful organization. Communications is more effective when it is centralized, streamlined and there is a coordinated communications functions within the Departments. This is necessary to avoid the culture of Departments developing and implementing disparate communications and stakeholder activities. A communications policy needs to be developed and translated into a communications strategy with clear actions. The development of communications plan, channels and processes will ensure staff and management are kept informed of discussions and decisions adopted during the strategic planning process. In view of this, communications must be a continuous process in order to avoid the illusion that it has taken place when in actual fact it has not.

It is in connection with the above view that George Bernard Shaw maintains that **“the single biggest problem with communications is the illusion that it has taken place”**. This implies that strategy communications must not be based on assumption; it must be effectively passed on for intended purposes. To this end, the Commission communicates the strategy to all department on a continuous basis via various channels including but not limited to departmental meetings, quarterly performance reviews, annual retreats and publication of the SMP document.

Human Resource Capacity:

Creating and maintaining the right people mix is an ingredient for success in any organization. The appropriate human resource requirement levels, i.e. the right staff (number and quality) with the requisite skills ought to be employed, significant improvement of work tools and environment; right systems deployed to enhance work processes; business units clearly delineated; operational processes and procedures developed for the effective implementation of the plan. It is imperative that management prescribes an effective and efficient human resource system, structure and staffing practice. There should be a deliberate effort to plan for competent staffing, providing training and education of the workforce. The Chinese proverb aptly captures the importance of proper staffing as indispensable critical success factor in an organization: **“when planning for a year, plant**

corn. When planning for a decade, plant trees. When planning for life, train and educate people”.

Consistent with the above, the Commission avails its staff the opportunity of attending both local and foreign trainings in order to ensure acquisition of the necessary skills required for efficient work delivery. The members of staff are trained and educated on relevant contemporary issues in management and technicalities of the industry.

Development of and adherence to a Strategy Development Manual:

This will outline activities for the entire process, means of executing the activities (e.g. interviews, retreats, focus groups discussions), roles and responsibilities (e.g. use of a planning committee, engaging a consultant), information to be collected from internal and external sources, desired outputs and outcomes, resources required and the timeframe for the entire process. This should also be supported with the willingness of management to explore new ways of working and support organisational change as a result of the planning process. This is because as D.D. Eisenhower argues, **“...planning is everything”**. Against this background, the SMP has been designed to span the period of five (5) years, which at the same time anticipates an evaluation of the level of achievement and a possible review. In other words, the Commission’s strategic planning is continuous in order to meet the needs of the industry as they may arise.

Implementation Discipline:

Effective plan implementation demands strict discipline from all implementers. Implementation plan ought to be developed. The plan document should be a source of regular reference, projects should be implemented as scheduled, outcomes and outputs delivered as specified. If a plan revision is necessary, it should be for credible reasons and it should be generally agreed. In implementing the plan, adherence to the tenets of the plan is very crucial to its implementation. This is because, as Benjamin Franklin posits, **“by failing to prepare, you are preparing to fail”**. The Commission is committed to implementing the SMP by deploying the quickscore performance management software by means of which performance of the strategic objectives will be monitored. All departments

in the Commission develops Action Plan for each year in line with the SMP. The Action Plan focuses on the projects, strategic initiative to be carried out in the year.

In whatever way, the Commission has continued to strategize and followed up on the foregoing and other similar success factors, carefully identified risk factors, appropriated and developed mitigating measures for them prior to the commencement of the plan implementation so as to ensure effective implementation of the Commission's strategy

7 CLOSING WORDS

The NCC envisions a global standard in not only supporting a market driven communications sector and providing universal access, but also in communications industry regulation by providing the adequate level playing field for telecommunications operators as well as other stakeholders. Its Strategic Management Plan (SMP) 2014-2018 has therefore been developed to provide a road map for the future life span of the sector, taking cognizance of the contemporary trends in the communications industry worldwide and the expectations of the Commission's diverse immediate and remote stakeholders groups.

In its current state, the SMP is not only a culmination of an extensive and all-inclusive consultation process that involved the engagement of the Commission's stakeholders and definition of elements required to achieve the Plan, but its quintessential essence is to communicate the Commission's vision, mission and strategy to all stakeholders, ensure alignment of day-to-day work to the Commission's strategy, systematically prioritize programs and projects aimed at achieving the Commission's goals and objectives by ensuring optimal use of its resources, and provide an objective basis for performance monitoring and management and enhances management behaviours that support successful execution of the strategy

The fact that NCC is committed to delivering on its statutory mandate as enshrined in the NC Act, 2003 is corroborated by the giant strides and landmark achievements it has recorded even in the face of palpable daunting challenges in the communications sector. However, the NCC is poised to expand the frontiers of the communications industry by proactively setting up the necessary platform to explore the opportunities created by the revolution in ICT with the implementation of the SMP within the five (5) year period after which the strategic result will be measured.

In any case, the implementation of our SMP will help tackle the challenges of strategy execution and performance management. Its success is guaranteed by the Commission's unequivocal determination and resolve to effectively manage and execute the defined strategies within the period.

NOTES

Robert S. Kaplan, David P. Norton, (2004) "**The strategy map: guide to aligning intangible assets**", Strategy & Leadership, Vol. 32 Iss: 5, pp.10 - 17

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