THE STRATEGIC VISION PLAN 2023-2025

The Commission has a history of developing Strategic Management Plans dating back to 2002 when the first Strategic Plan was developed, contributing to the growth of the telecom industry.
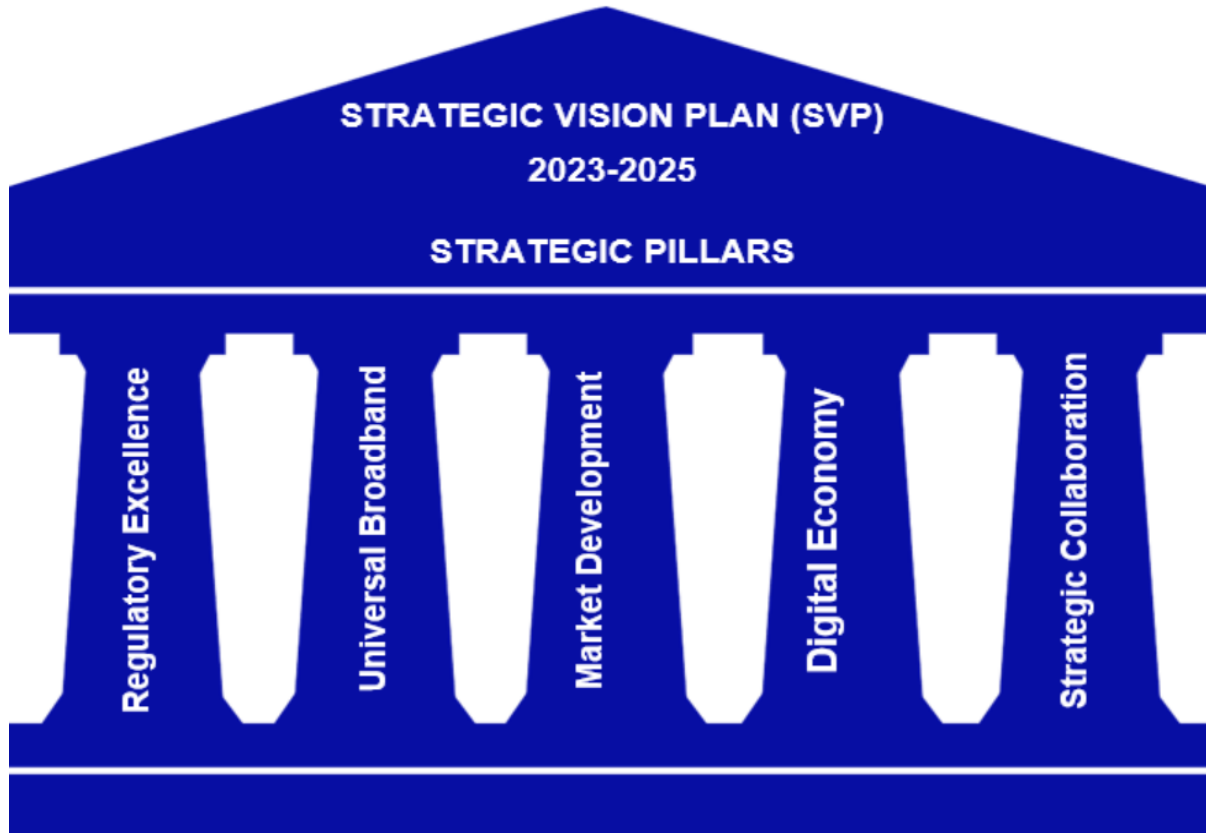
This trend continued and it led to the development of the Strategic Management Plan 2020-2024 (SMP 2020-2024) as well as the Strategic Vision Plan 2021-2025 (SVP 2021-2025) which the Commission was running concurrently. In a bid to optimize resources (human, time, and funding), Management directed the inclusion of the SVP interventions in the SMP Action Plan.

Consequently, and considering the similarities in structure and focus of both the SMP and SVP and noting that the programmes are geared to demonstrate Management's strategic direction in the attainment of the Commission's mandate, it became imperative to merge the SMP 2020-2024 and SVP 2021-2025.

In a bid to harmonize the two strategic documents of the Commission i.e., the Strategic Management Plan 2020-2024 (SMP 2020-2024) and the Strategic Vision Plan 2021-2025 (SVP 2021-2025), the five pillars of the SMP 2020-2024 and five strategic visions of the SVP 2021-2025 were critically examined side-by-side to establish areas with existing similarities, and differences. The objectives of these pillars and visions were also closely examined to establish harmony on their intents.

Following from this, the Strategic Vision Plan was birthed with a life span from 2023 – 2025. After examination of both documents, the outcome gave rise to five (5) harmonized strategic pillars with their commentaries. The harmonized objectives have also been incorporated into the Enterprise Scorecard under the Perspectives that speak to their goals. Below are the outcomes from the harmonization process:

STRATEGIC PILLARS/COMMENTARIES

STRATEGIC VISION PLAN (SVP)
2023-2025

STRATEGIC PILLARS

Regulatory Excellence | Universal Broadband | Market Development | Digital Economy | Strategic Collaboration

PILLARS	RESULTS
Regulatory Excellence	Promote organizational renewal for operational efficiency and responsive regulations for stakeholder satisfaction.
Universal Broadband	Facilitate the deployment of infrastructure for ubiquitous broadband services for socio-economic development.

Market Development	Foster a competitive market that promotes innovation, usage of communications resources, and inclusive economic growth.
Digital Economy	Provision of effective regulation and targeted interventions that enhance QoS and QoE for a sustainable digital economy.
Strategic Collaboration	Enhance collaboration with industry, and other cross-sector stakeholders for national development.

ENTERPRISE SCORECARD

PERSPECTIVE	S/N	GOALS	OBJECTIVES	INDICATORS
STAKEHOLDER	1	Improve Quality of Experience & Stakeholder Satisfaction	- Enhance consumer satisfaction and protection - Strengthen approaches to QoS monitoring and regulation - Facilitate active infrastructure	- Improved quality of service - More satisfied consumers - More satisfied stakeholders

			sharing amongst telecoms operators	
	2	Promote Broadband Deployment	- Promote the roll out of communications services and deployment of infrastructure, to facilitate broadband penetration. - Ensure availability, accessibility, and affordability of communications services	- Increased broadband penetration - More satisfied stakeholders
	3	Improve Market Performance and promote indigenous content	- Promote fair competition - Ensure growth and sustainability of the communications industry - Encourage development of new technologies - Encourage indigenous content for inclusive growth - Facilitate active infrastructure sharing amongst telecom operators	- Increased contribution to GDP - More competitive telecom industry - More financially stable industry - Viable innovations are promoted
STEWARDSHIP	**4**	Enhance Funding & Investment	- Increase investment/attract foreign and local	-Viable innovations are promoted -Increased access to

		Opportunities	investments - Improve collaboration with local and international partners	funds
	5	Increase Financial Performance	- Establish new revenue streams and enhance revenue assurance collection	-Increased revenue -More effective management of financial resources
INTERNAL PROCESSES	6	Improve Stakeholder Collaboration & Synergy	- Improve collaboration with local and international partners	- More satisfied stakeholders -Reduced incidences of multiple regulation -Reduced incidences of cyber security & data breaches -Reduced incidences of vandalism
	7	Promote innovative regulatory services	- Ensure effective and responsive regulatory framework - Improve efficiency, effectiveness, and transparency of the Commission's operations and processes - Improve regulatory efficiency and mitigate the challenges of	- More responsive regulatory services - Timely innovative services to meet set standards - More regulatory compliance - More satisfied stakeholders

			regulatory overlap - Implement Executive orders, and relevant Federal Government policies - Application of relevant sustainable development goals (SDGs)	
	8	Improve Communication Resource Management (Spectrum & Numbers)	- Optimize usage of spectrum	-Optimized usage and assignment of scarce resources to ensure widespread coverage
	9	Improve Project Management	N/A	-Reduced incidence of projects failure
	10.	Strengthen Regulatory Framework	- Strengthen approaches to QoS monitoring and regulation	- Smarter/up-to-date regulatory framework
ORGANIZATIONAL CAPACITY	11.	Strengthen Work Ethics & Culture	- Improve employee work culture - Effective time management - Leadership best-practice - Strengthen organizational culture to ensure regulatory excellence	Increased compliance to SOPs and internal policies -Increased compliance to SLAs -Increased Management satisfaction with work ethics

12	Improve People Management	- Encourage individual staff initiatives aimed at optimizing regulatory performance/excellence - Creating a specialization and expert track path	-More productive staff -Increased opportunities for specialized trainings -Establish competency profiling to identify skill gaps