



नेपाल दूरसञ्चार प्राधिकरण  
Nepal Telecommunications Authority

# Formulating Strategic Plan for NTA

## Strategic Planning Workshop

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Scott Minehane, Windsor Place Consulting

[scott.minehane@windsor-place.com](mailto:scott.minehane@windsor-place.com)



# Agenda

1. Strategic Planning
2. Goal Setting
3. Monitoring and Analysing Progress
4. Decision Making
5. Conclusion





**Strategic planning is a process by which we can envision the future and develop the necessary approaches to get there ...**



**'If you don't know where you are going you are certain to end up somewhere else.'**

Yogi Berra, New York Yankees Coach, 1969





# 1. Strategic Planning (1)

## What is Strategic Planning?

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

## Why do you think strategic planning is important for the NTA?

### **NTA's Current Vision Statement:**

**NTA aspires to be recognized - nationally and internationally - as one of the outstanding regulators firmly committed to create conducive environment for the operation and development of reliable and sustainable telecommunications services which are accessible to all the inhabitants of Nepal at reasonable cost and for enhancing network capability to support efficient utilization of Information and Communication Technology (ICT) and other state of the art services.**



# 1. Strategic Planning (2)

## Framework for strategic planning

There are many different frameworks and methodologies for strategic planning and management.

1. **Analysis or assessment**, where an understanding of the current internal and external environments is developed,
2. **Strategy formulation**, where high level strategy is developed and a basic organization level strategic plan is documented
3. **Strategy execution**, where the high level plan is translated into more operational planning and action items, and
4. Evaluation or sustainment / management phase, where ongoing refinement and evaluation of performance, culture, communications, data reporting, and other strategic management issues occurs.



# 1. Strategic Planning (3)

## Telecommunication Industry

- The telecommunications industry is a **competitive** and **rapidly changing** market in which technological developments and new opportunities require a unique kind of responsiveness.
- Regulatory agencies need to be in the forefront of technology and also need to have the capacity to **create** and **implement strategies** that take into account the diversity of cultures and have the ability to realize and execute these strategies on a local basis.





Effective planning is not about trying to second guess the future: predictions gone wrong.



‘There is no reason for any individual to have a computer in their home.’

Ken Olsen, CEO Digital Equipment Corporation, 1977





Effective planning is not about trying to second guess the future: predictions gone wrong.



‘Who the hell wants to hear actors talk?’

HM Warner, President Warner Brothers, 1927



Effective planning is not about trying to second guess the future: predictions gone wrong.



‘The concept is interesting but to get a passing grade the idea must be feasible.’

Yale Professor, on Fred Smith’s Thesis about establishing FedEx, 1966



## 1. Strategic Planning (4)

**What do you think are the general goals of a telecom regulator?**



# 1. Strategic Planning (5)

## **General Telecom Regulator Goals could be:**

- Promote universal access to basic telecommunications services
- Foster competitive markets
- Where competitive markets do not exist or fail, prevent abuses of market power such as excessive pricing and anti-competitive behaviour by dominant firms
- Create a favourable climate to promote investment to expand telecommunications networks
- Promote public confidence in telecommunications markets through transparent regulatory and licensing processes
- Protect consumer rights, including privacy rights
- Promote increased telecommunications connectivity for all users through efficient interconnection arrangements
- Optimize use of scarce resources, such as the radio spectrum, numbers and rights of way



## 1. Strategic Planning (6)

Before we start...

**It is important to understand the current position of the  
NTA.**

- What does the current telecom landscape look like?
- What is the industry dealing with and what does it look like?
- What are the shortcomings of the NTA? How do we improve?
- Are there similar industries? How have they achieved similar goals?
- How have exemplar foreign regulators achieved their goals?



## 2. Goal Setting (1)

### Key consideration when goal setting

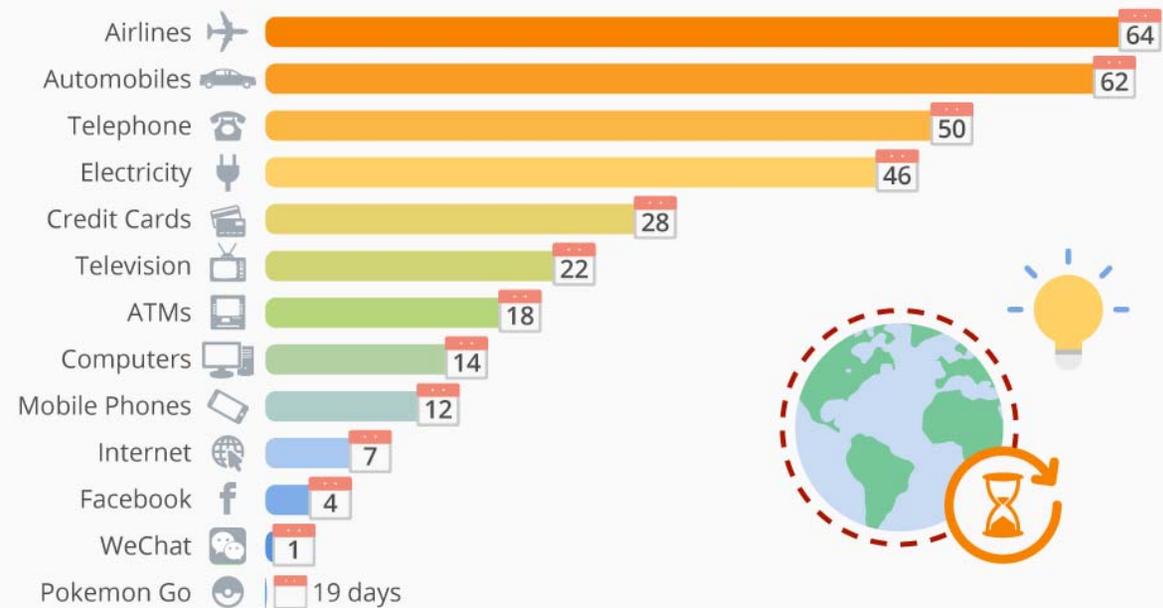
Distinguish between short, medium and long term goals. The aim is to create a five year plan in a fast-paced industry

- **Short Term:** 1 – 2 years
- **Medium Term:** 2 – 4 years
- **Long Term:** 5 years

**A method to determine these goals is to start with the long term goals and work backwards.**

### The Road to Ubiquity is Getting Shorter

Time innovations needed to reach 50 million users (in years)



@StatistaCharts Source: Visual Capitalist

statista



## 2. Goal Setting (2)



### **Current NTA Mission Statement from Ten Year Master Plan (2011 – 2020 A.D.)**

NTA is committed to:

- Ensuring accessibility of reliable and quality telecommunications services to all the inhabitants of Nepal on sustainable basis at reasonable cost.
- Promoting free and fair competition among all the telecommunications service providers through strict enforcement of regulations and facilitations, as required, in such a manner that private investors are encouraged to invest in the telecommunication sector.
- Ensuring the development of qualitative human resource capacity as needed so that adequate knowledge and local expertise is available for the operation and development of the sector
- Ensuring that consumer's interest are fully protected and committing itself for creating environment for the delivery of affordable, reliable and qualitative ICT services to the consumers at reasonable cost  
Being instrumental in raising consumer awareness for the cost, quality and reliability of services and also for making educated choice of available services including ICT utilization.

### **Current NTA Value Statement**

- NTA will remain firm in maintaining professionalism and integrity in all its dealings.
- NTA's activities will always follow the principle of objectivity and transparency
- NTA will remain independent in decision making.
- NTA will provide level playing field for all the players in telecommunication sector.



## 2. Goal Setting (3)

### Short / Medium Term Goals Key Considerations

Questions to consider when goal setting

- Are the current goals and value statement still relevant and supported?
- Are they specific?
- Are they reasonable? Is it possible to achieve them in the time slot?
- Are they measurable?
- Do they confirm to the overall aim?
- Are they able to be broken into steps?





## 2. Goal Setting (4)

### Breaking down goals

Once specific goals have been set, i.e

**\*Drive affordable mobile broadband\***

1. Consider any policy requirements
2. What steps need to be taken to meet this goal?
3. What is the timeline?
4. What team/people should be held accountable?





## 2. Goal Setting (5)



### Why goals go wrong

1. Lack of clear-cut responsibilities around the goals
2. Lack of a tracking system
3. Lack of an accountability system
4. Lack of commitment
5. Lack of buy-in from people who are expected to fulfill the goals
6. Ineffective communication
7. Lack of time or resources
8. Too many goals are financially driven
9. Focusing on too many or too few goals
10. Goals aren't tied to a longer-term vision





## 3. Monitoring and Analysing Progress (1)



**What do once the goals are set....**

- This is where many regulators face issues and may fail in reaching their short term and long term goals.
- It is important to track progress.
- ESPECIALLY, due to the fast-paced character of the telecommunication industry.



## 3. Monitoring and Analysing Progress (2)

### Strategic Management

- Strategic management 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 throughout an organization.
- Strategic management activities transform 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.
- Strategy Execution is basically synonymous with Strategy Management and amounts to the systematic implementation of a strategy.



### 3. Monitoring and Analysing Progress (3)

#### Draft Action Plan

It is important to write down each activity and how it relates to the objective.

No	Objective	Activity	Responsible Team/Person	Review Update	Deadline
1	X	X	X	6 Months • 1 Jan 2019 • 1 Jun 2019	1 January 2020

- Frequent reviews ensure that goals are on track
- Allows for any updates to be made to goals depending on external and internal requirements



## 3. Monitoring and Analysing Progress (3)



### Project Success Criteria

Setting the criteria on which to assess the project is difficult.

- What is an objective that can help achieve the overall mission?
- What actions can be completed to achieve the intended objective?
- What is the definition of success?
- How can we measure each action?



## 4. Decision Making (1)

### The Regulatory Process

Depending on the legal framework, regulators like the NTA may issue different types of "regulatory instruments", such as regulations, decisions, orders, decrees, rules, policies, notices, resolutions.

In general, the effect of these instruments is to make "decisions" that implement regulatory policies, resolve disputes, or deal with other matters within the regulators' mandate.





## 4. Decision Making (2)



### The Regulatory Process

- Regulatory decision-making can be difficult. Interested parties may vigorously promote and lobby in support of different outcomes for many regulatory decisions.
- In most cases, some parties will be happy with a regulatory decision, and others will not.
- Decisive regulators create winners and losers in some situations.
- Indecisive regulators may try to avoid offending anyone by delaying decisions, or creating unworkable compromises.
- Such indecision and compromises can damage development of the sector and ultimately help no one.



## 4. Decision Making (3)



### The principles of good regulatory decision-making

1. Transparency
2. Objectivity
3. Professionalism
4. Efficiency
5. Independence



## 4. Decision Making (4)



### The principles of good regulatory decision-making

- Decisions must be within legal authority of regulator
- The regulator must consider all relevant matters and disregard irrelevant ones
- Decisions must be made in good faith and for proper purposes
- Factual underpinnings of decisions must be based on evidence
- Decisions must be reasonable
- Those affected by a decision must be accorded procedural fairness (including the right to respond to prejudicial arguments and evidence that may be taken into account)
- Government policy must be properly applied
- Independent regulators must not act on the direction of other persons



## 4. Decision Making (5)



### Regional and Global Standards

Telecommunications markets are increasingly becoming regional and global markets.

Although the landscape and market may be different, The basic technologies and economics of the telecommunications industry are the same around the world.

Even where there are variations in technology or local applications, the same basic network architectures are employed. The trend to harmonization of telecommunications technology is increasing and supported.

Regulators that impose uniquely local regulatory burdens, or more costly requirements than other countries, can handicap players in their national markets.



## 4. Decision Making (6)

### Regional and Global Standards (Cont.)

When looking at exemplar models it is important to note

- To expect new regulatory agencies in emerging economies to become immediately effective without a package of supporting initiatives is not realistic
- The effectiveness of regulation, moreover, is ultimately constrained by broader country governance, administrative experience, and human resources.





## 5. Conclusion

A very high percentage (possibly as high as 80%) of the NTA's success will depend on your ability to help your team **set clear, realistic, measurable goals and accomplish them.**

The Strategic Plan gives you a context where in this realistic goal setting can happen.

Once your plan is complete, an update every month or two can help keep the NTA's future in crystal-clear focus.



**S**PECIFIC  
**M**EASURABLE  
**A**TTAINABLE  
**R**EALISTIC  
**T**IME-LIMITED



**Thank You**