



नेपाल दूरसञ्चार प्राधिकरण
Nepal Telecommunications Authority

Developing Projects with a Plan and Expected Outcomes

Strategic Planning Workshop

1 November 2018,
Kathmandu, Nepal

Scott Minehane, Windsor Place Consulting

scott.minehane@windsor-place.com



AGENDA



1. Introduction
2. Overview
3. Defining Goals
4. Defining Objectives
5. SMART Objectives
6. Case Study: Australia and 5G
7. Conclusions



1. Introduction



Government uses regulation to control risks and create positive outcomes that affect the economy, consumers and society.

Effective regulation and controls can lead to economic, social and environmental benefits. There are, however, costs associated with implementing and enforcing regulation.

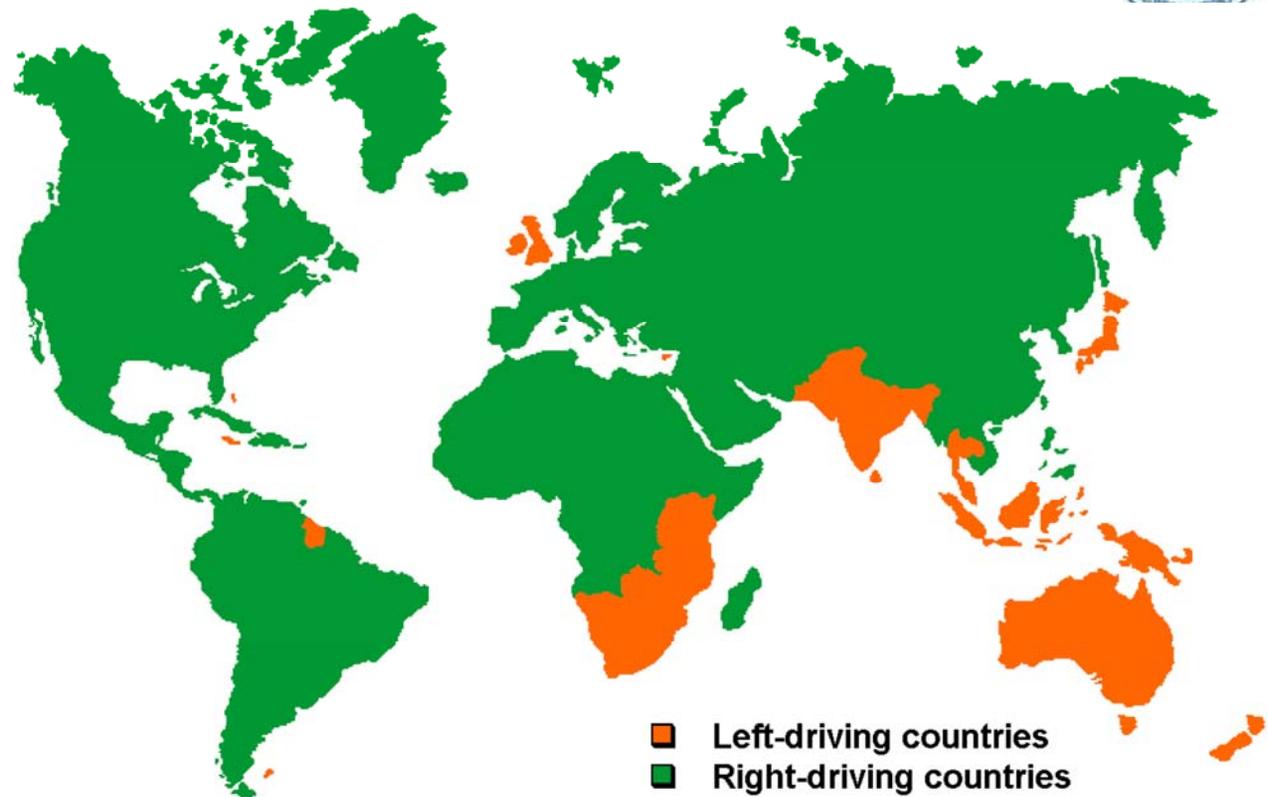
Poorly designed regulation can both:

- Burden business and consumers; and
- Reduce a regulator's performance by allocating limited resources to initiatives that do not achieve a commensurate reduction in risks.

In light of this, it is critical that the NTA have a clear methodology when planning to combat particularly regulatory issues.



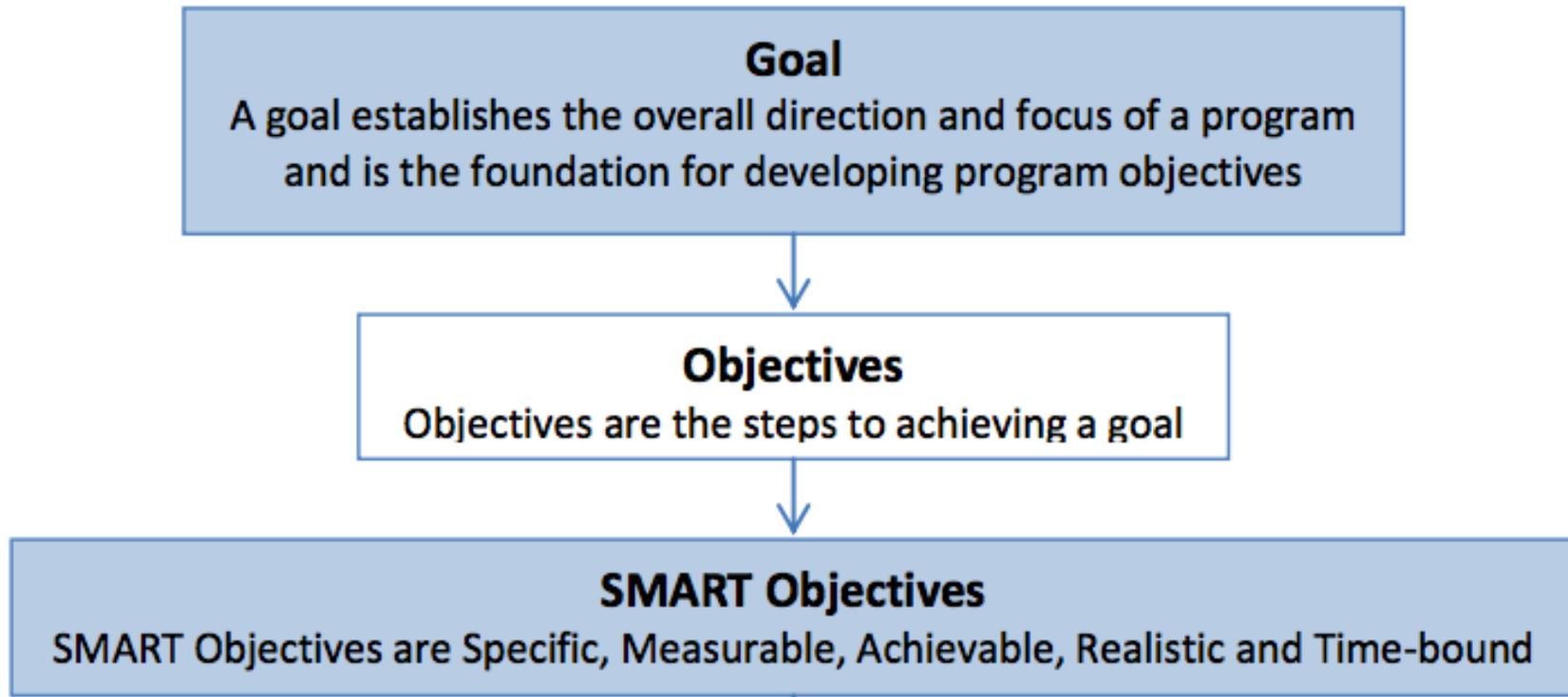
1. Introduction (1)



You don't always have to do what everyone else is doing but harmonisation in telecoms is critical



2. Overview





3. Defining Goals (1)



Goals are typically broad general statements that describe what a project plans to accomplish.

Goals:

- (1) Establish the overall direction for and focus of a program;
- (2) Define the scope of what the program should achieve; and
- (3) Serve as the foundation for developing program objectives.



Establishing what goals the regulator wants to achieve helps:

- Set a regulator's strategic direction;
- Informs an initiative's design and evaluation, plus ongoing monitoring, reporting and continual improvement.

Well-defined outcomes help enable better regulation through:

- Upfront clarity of objectives;
- Greater ability for regulators to demonstrate how initiatives contribute to outcomes over time; and
- Improved transparency and accountability to internal and external stakeholders.

While establishing goals can be difficult, investing time and effort upfront will support effective implementation over time.

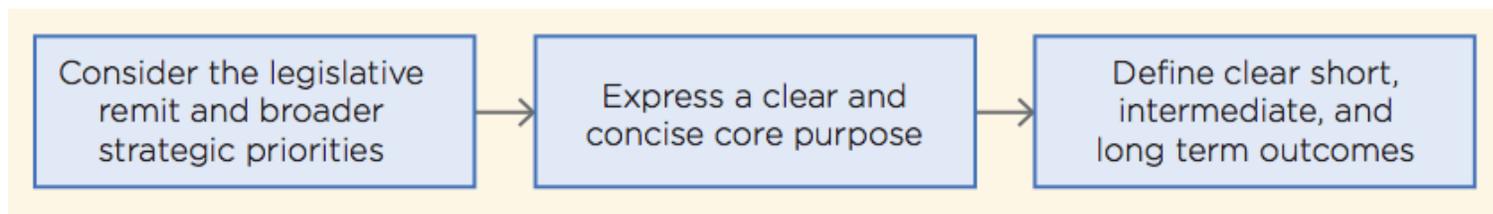


3. Defining Goals (2)

Regulatory goals that are clearly defined and achievable are critical to their effectiveness.

To define outcomes, regulators need to:

1. Consider the legislative remit and broader strategic priorities;
2. Express a clear and core purpose;
3. Define short, intermediate, and long term outcomes.





3. Defining Goals (3)



Consider the legislative remit and broader strategic priorities

To achieve this, regulators need to examine their:

- Legislative mandate;
- Place in relation to other regulated entities, regulation beneficiaries, and the broader strategic context; and
- Options available to implement regulatory initiatives.



3. Defining Goals (4)



Express a clear and concise purpose

To define meaningful outcomes, regulators must understand and articulate their core purpose.

As shown below, purpose statements reveal much about a company and its underlying culture.

 imagination at work To turn imaginative ideas into leading products and services that help solve some of the world's toughest problems	 To organize the world's information and make it universally accessible and useful
 To give ordinary people a chance to buy the same things a rich people	 To deliver stylish fun in every part of your life
 To deliver insanely great technology for the rest of us	 We unleash the athlete in each of us
 To build a global economic democracy	 To bring great design to mankind and do good for the community



3. Defining Goals (5)



Express a clear and concise purpose

For many regulators, particularly those with broad remits, it can be difficult to express a core purpose and communicate it to regulate entities, government and the broader community.

To express a core purpose, regulators should consider legislative obligations in the context of:

- Regulation beneficiaries (for example, the economy, consumers and the broader community);
- Individuals or business obliged to comply with regulation; and
- The internal and external business environment, including broader strategic priorities within the regulator and broader clusters or departments.



3. Defining Goals (6)

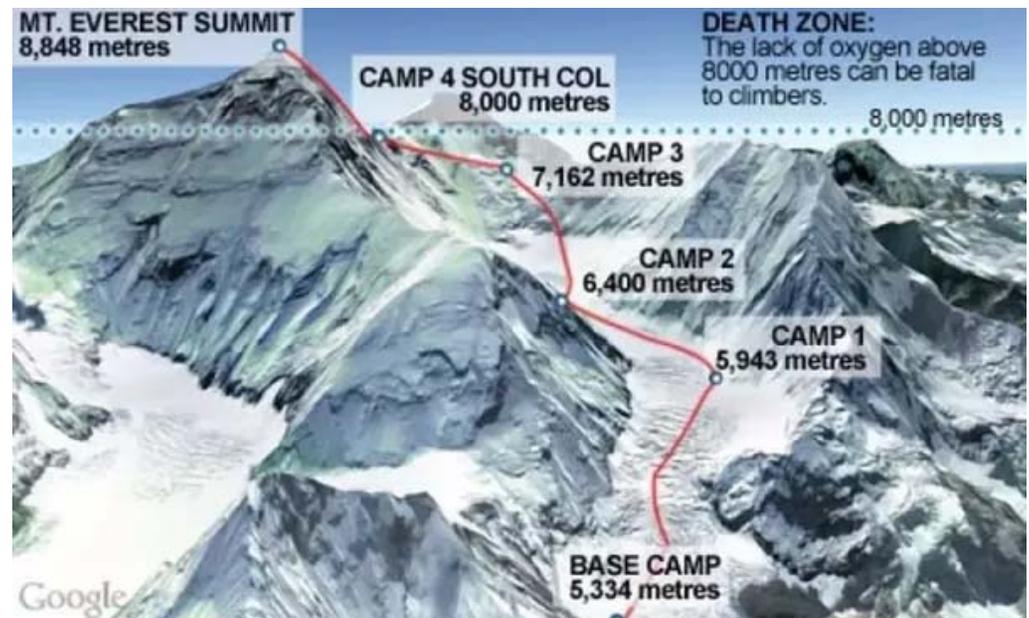
Defining clear short, intermediate and long-term outcomes.

Regulators should then work to define short, medium and long-term outcomes.

- **Short term objectives** are generally expected immediately and occur soon after the program is implemented, very often within a year.
- **Intermediate objectives** result from and follow short-term objectives.
- **Long-term objectives** state the ultimate expected impact of a program.

In order to define these different types of outcomes:

- (1) A long term goal is first visualised.
- (2) Then a pathway is developed that includes clear outcomes (long, intermediate and short term) that will lead to the goal.





3. Defining Goals (7)



However, outcomes can be difficult to express - even when a regulator has developed a thorough understanding of its purpose, remit, and strategic and business context.

Difficulties can include:

- Overusing aspirational language, which can detract from an outcome's simplicity and attainability;
- Lacking clarity over the relationship between short, medium and long-term outcomes;
- Misclassifying outputs and outcomes; and
- Lacking clarity over expectations (for example, targets that should be met versus stretch goals intended to motivate staff, encourage innovative and improve performance).



3. Defining Goals (8)



Defining clear short, intermediate and long-term outcomes.

When drafting outcomes, it is useful for regulators to structure outcome statements similarly to the follow examples:

[Outcome] for [target group] through [objectives]

Or

[Outcome] through [objectives] for [target group].

To complete the outcomes statement, regulators should ask themselves:

- What is our strategy?
- What does industry expect of us?
- What does the community expect of us?
- What are the potential consequences if we didn't exist?
- What are regulation benefits realised in the chain of interactions between industry, consumers and us?



4. Defining Objectives



Objectives are the building blocks or steps towards achieving a goal. An objective is a specific and usually quantifiable statement of program achievement.

- Collectively, objectives represent a quantification of the program goal.

There are two general types of objectives: process and outcome.

Process objectives focus on the **activities** to be completed in a specific time period.

- Process objectives support accountability by setting specific activities to be completed by specific dates and explain what and when it will be completed.

Outcome objectives define the expected **results**.

- Outcome objectives are specific and concise statements that state who will make what change, by how much, where and by when. Clear, concise outcome objectives clarify program expectations and can be used to determine progress towards a program goal.



5. SMART Objectives (1)



Developing objectives requires time, orderly thinking and a clear picture of the results expected from program activities.

Well written objectives can be developed using the Specific, Measurable, Achievable, Relevant and Time-Bound (SMART) approach.

- **Specific:** Who is the target population? What will be accomplished?
- **Measurable:** Is the objective quantifiable?
- **Attainable:** Can the objective be accomplished in the proposed timeframe with the available resources and support?
- **Relevant:** Does the objective address the goal? Will the objective have an impact on the goal?
- **Time-based:** Does the objective propose a timeline when the objective will be met?





5. SMART Objectives (2)



Once regulatory initiatives are designed, regulators need to appropriately allocate resources to initiatives. Resource allocation should be tailored according to the regulator's assessment of the priority and behaviour of a regulated entity.

Although non-compliance in higher priority entities is more likely to contribute to greater harm, there must also be a focus on lower priority entities.

Regulators therefore need to consider how best to interact with entities with different priorities.



6. Australia – 5G case study



In Australia, a directions paper released by the Department of Communications and the Arts in October 2017 outlined a four-pronged **strategy/plan** to prepare the country for the rollout of 5G.





6. Australia – 5G case study (2)



The Government's **goal** was to focus on enabling the early deployment of 5G in Australia, and to encourage its use in delivering new services and applications.

To achieve this goal, the Government laid down four **objectives**, being:

- (1) Making spectrum available in a timely manner;
- (2) Actively engaging in international spectrum harmonisation activities;
- (3) Streamlining arrangements to allow mobile carriers to deploy infrastructure more quickly; and
- (4) Reviewing existing telecommunications regulatory arrangements to ensure they are fit-for-purpose.



6. Australia – 5G case study (3)



These objectives were outlined in great detail – and were consequently **specific, measurable, achievable, realistic and time-bound**.

For example, under the objective ‘making spectrum available in a timely manner’, the sub-objectives included:

- That the Government would put in place its new spectrum management framework by 2019; and
- That the regulator, ACMA, would work to bring 3.6GHz spectrum to auction in 2018.



7. Conclusions



The conclusion is that it is relatively straight forward to formulate well written objectives that embody the Specific, Measurable, Achievable, Relevant and Time-Bound (SMART) approach.

Can you think of ways to immediately use of the knowledge you have been given today?