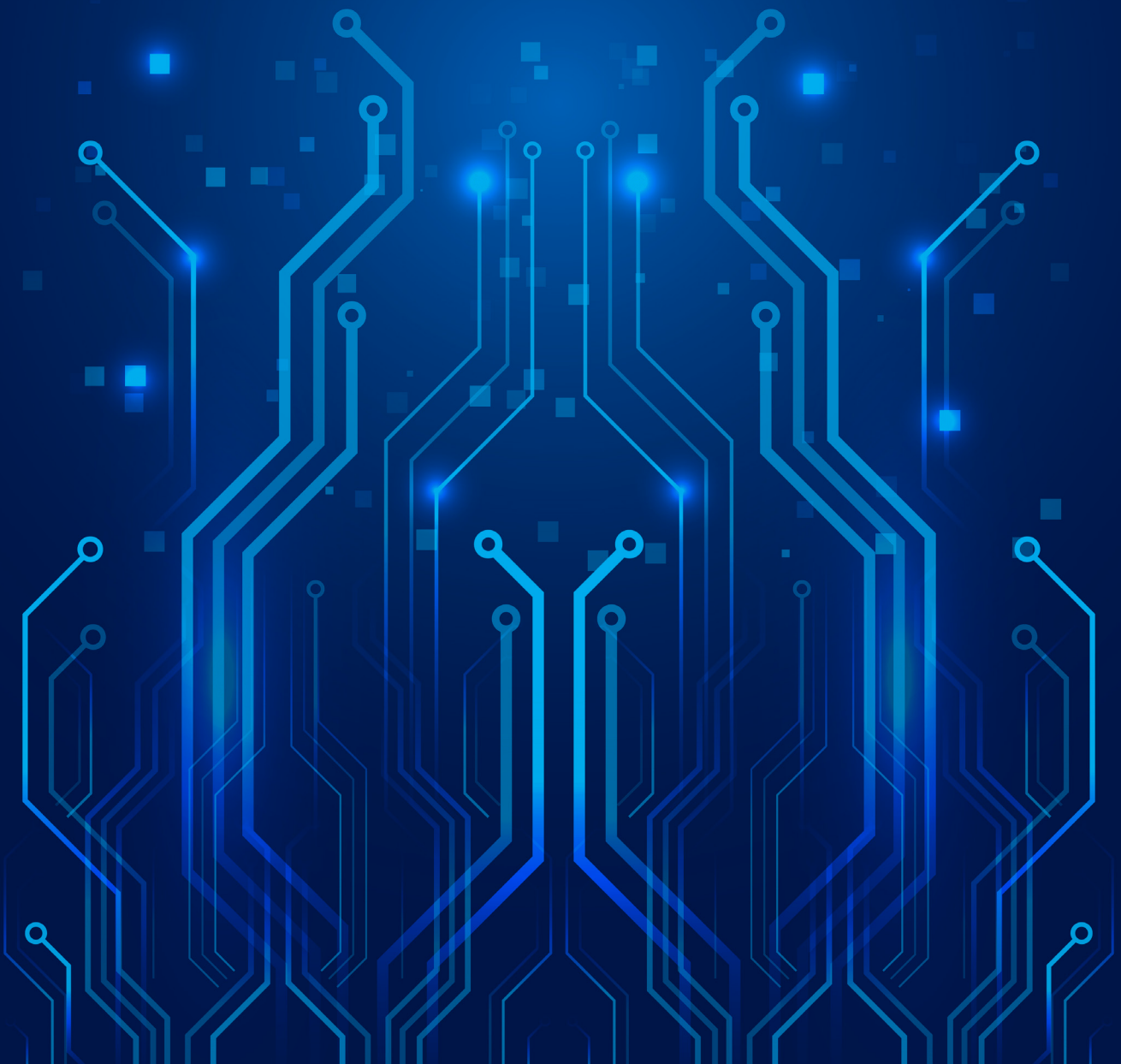![NCA National Communications Authority]

STRATEGIC
PLAN 2023 – 2027

This document is produced by
National Communication Authority (NCA).

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NATIONAL COMMUNICATIONS AUTHORITY

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Acronyms

CRM	Stakeholder Relationship Management
FDI	Foreign Direct Investment
FGS	Federal Government of Somalia
FMS	Federal Member States
FPS	Federal Parliament of Somalia
FRS	Federal Republic of Somalia
GDP	Gross Domestic Product
GNI	Gross National Income
GNP	Gross National Product
HCI	Human Capital Index
HDI	Human Development Index
HHI	Herfindahl–Hirschman Index
ICT	Information and Communications Technology
IMF	International Monetary Fund
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MIT	Modern Information Technology
MOCT	Ministry of Communications and Technology
NDC	National Development Council
NDP	National Development Plan
OECD	Organization for Economic Cooperation and Development
PFM	Public Financial Management
PPP	Public-Private Partnership
RRF	Resilience and Recovery Framework
SDG	Sustainable Development Goal
SDRF	Somalia Development and Reconstruction Facility
SIF	African Union Somalia Infrastructure Fund
SOMINVEST	Somalia Investment Promotion Agency
SOS	Somali Shilling
TVET	Technical and Vocational Education Training
UN	United Nations
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development

Definitions Of Terms

Channel: The means used by the Authority to communicate with and reach its Stakeholders

Core Values: The guiding principles and philosophy at the center of the Organization.

Stakeholders: Include Telecom operators, government and consumers.

HHI: Herfindahl–Hirschman Index, a commonly accepted measure of market concentration. The HHI is calculated by squaring the market share of each firm competing in the market and then summing the resulting numbers

Impact Measure: A metric that provides information about the lasting effect of a social activity.

Key Activity: An important activity that the Authority must do to make its social business model work.

Key Performance Indicator: A measure that provides the most important performance information that enables an organization or its stakeholders to understand whether the organization is on track and make timely interventions if not.

Key Resource: An important asset that the Authority requires to make its decisions

Key Risk Indicator: A measure that supports the risk assessment process to develop an understanding of the impact on the organization of identified risks materializing and the likelihood of their materializing.

Mission: the core purpose of an organization or a company.

Overarching Goal: The main objective that the organization aims to achieve to realize its vision.

Perspective: Different performance dimensions of an organization.

Risk: The effect of uncertainty on objectives.

Risk Appetite: The amount and type of risk that an organization is willing to accept, and must take, to achieve its strategic objectives.

Risk Tolerance: The acceptable level of variation of risk-taking in pursuit of a specific objective.

Segment: The diverse groups of people or organizations the Authority aims to reach and serve.

Social Business Model: A model that describes the rationale of how an organization creates and delivers value in solving a social problem.

Stakeholder: The universe of people with an interest in the success, including citizens, the government, vendors, suppliers, collaborators, other organizations, etc.

Strategic Initiative: High impact projects designed to significantly impact strategic performance.

Strategy Map: The "Big Picture" of how an organization creates value that demonstrates the cause-effect relationships among the objectives that make up the organization's strategy.

Strategic Objective: A continuous improvement activity that must be performed to realize the organization's goals.

Strategic Result: Desired outcome for the focus areas of the strategy.

Strategic Theme: Main focal areas of the organization's strategy, used to focus staff effort on accomplishing the vision.

Value Proposition: Establishment and enforcement of fair and transparent regulations that promote competition, protect consumer rights, ensure quality services, foster innovation, and drive sustainable growth in the telecom sector.

Vision: What the organization wants to accomplish in the future.

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Statement from General Manager.

It is my pleasure to present to you the National Communications Authority's Strategic Plan for the period of 2023-2027. This marks an important milestone for the authority, as it is the first strategic plan we have developed since our establishment in 2018.

As we move forward, our new vision is to establish a competitive ICT marketplace in Somalia that ensures wide availability of ICT services at reasonable prices, facilitates access to public services and resources and enhances educational and social development while facilitating connectivity to all Somali citizens to the rest of the World. This strategic plan is inline with the National ICT Policy & Strategy 2019 of Federal Republic of Somalia, also it is in line with regional and international strategic goals relevant to the ICT sector.

NCA's strategic plan has been developed after a careful analysis of the current state of ICT infrastructure in Somalia, as well as an assessment of the opportunities and challenges that lie ahead. We have taken into consideration the rapid pace of technological advancements and the increasing demand for reliable and affordable ICT services. The themes of the strategic plan are underpinned by the core values of Responsiveness, Transparency and Accountability, Integrity, and Innovation. This will be achieved through a range of measures, including the establishment of an enabling regulatory environment that encourages investment in ICT infrastructure.

Our strategic plan sets out a clear roadmap for achieving our vision and objectives. We are committed to working closely with all stakeholders to deliver on our goals, and we welcome your feedback and support.

I would like to take this opportunity to express my profound gratitude, on behalf of the Authority, to all those who have participated or supported us in the development of this strategic plan. Your contributions have been invaluable in shaping our vision for the future, and we are truly grateful for your unwavering commitment and dedication to our shared goals.

Mustafa Yasin Sheikh

GENERAL MANAGER

Executive Summary: The NCA Strategy Story

This Strategic Plan is for the period 2023-2027. It will be guided by the following strategic elements:

Mission:

"*Promote citizen access to services through safeguarding, supervising and facilitating the development of the Communication and Technology sector.*"

Vision:

"Establishing a competitive ICT marketplace in Somalia that ensures wide availability of ICT services at reasonable prices, facilitates access to public services and resources and enhances educational and social development while facilitating connectivity to all Somali citizens to the rest of the World."

Overarching Goal:

"The Authority should reflect the best and most recent theory and research in NCA."

Core Values: The Authority is committed to adhering to the following core values, for which the acronym **RTIITTFS** has been adopted:

- **Responsiveness**: We shall respond effectively and in a timely manner to the needs of our stakeholders.
- **Transparency and Accountability**: We shall conduct our work in an open and honest manner and be responsible for all our actions.
- **Integrity**: We shall be honest, ethical, and fair while delivering our services.
- **Innovation:** We shall constantly strive to redefine the standard of excellence in everything we do and constantly apply creative ideas to meet our stakeholders' changing needs and support innovation.
- **Teamwork**
- **Trust**
- **Fairness**
- **Sustainability**

The Plan sets the strategic direction that will enable the Authority to attain the vision and the overarching goal, which are in line with the Authority's mandate. It builds on the Authority's past successes while also focusing on areas where the organization must improve in order to better serve its stakeholders. Additionally, the Plan is aligned with the government's broad development agenda.

It focuses on four strategic themes, namely:

a. **Operational Excellence**, which will result in the delivery of efficient and effective services to the Authority's stakeholders. This will be achieved by improving the organizational capacity, enhancing automation and knowledge management within the Authority, instituting a strong Monitoring and Evaluation framework, and improving access to and reach of its services.

b. **Regulatory Framework**, by enhancing its capacity for regulation formulation, improving the legal framework, and strengthening market competition. These efforts are geared towards fostering market competition, instilling confidence, and enhancing sector governance in the ICT industry.

c. **Enhance Quality of Service**, and Universal Service obligations for voice, internet, TV, and radio access.

d. **Infrastructure development.**
   - Spectrum Management: Monitoring and compliance with spectrum assignments.

These Four strategic themes are underpinned by the core values of Responsiveness, Transparency and Accountability, Integrity, and Innovation.

The Plan identifies the key communications issues that the organization must consider excelling in its communications and advocacy efforts. It integrates a robust enterprise risk management framework, which considers and identifies mitigations for the contextual, strategic, programmatic, and financial risks which could affect the execution of the Plan.

CHAPTER
01

Introduction

The National Communication Authority is a statutory body established through the Communications Act of 2017. Its mandate is to regulate the communications sector including telecommunications, internet, information and communications Technology, , and eCommerce services.

The NCA is responsible for facilitating the development of the ICT sector, enabling and ensuring fair and sustainable competition, carrier interconnection, transparency in the implementation of the communication law, protecting consumer interest and rights, and maintaining its role as an independent regulator. It also regulates, supervise and promote the development of the Communication. The Act was part of the reforms in the Communication sector meant to enhance the co-ordination in the development agenda in Somalia. This document sets out a National ICT Policy and Strategy which provides the framework needed to leverage the benefits of ICTs to support the social and economic development of Somali society. The goal of this Strategic plan is to facilitate Somalia's digital transformation to a knowledge-based and inclusive society, and to accelerate socio-economic development toward fulfilling the Sustainable Development Goals.

This strategic plan outlines priorities and areas of intervention to support the development of the ICT sector and to help meet overall socio- economic development goals. The broad areas of focus over the five-year period are:

i.   Access - Cost of connectivity and coverage of networks
ii. National digital infrastructure – interconnection/IXPs, local hosting, domain names quality of service, cyber security
iii. consumer protection – e-commerce, privacy, child protection Human resource development – digital literacy, ICT skills, e-education, and R&D.

In this respect the key overarching goals of the strategic plan are therefore:

i.   To develop the critical ICT ecosystem components needed to empower Somalia's citizens with ICTs and to open the potential for new business opportunities, thereby helping to achieve the socio-economic development goals of the National Development Plan.
ii. To speed up Somalia's use of ICTs to support increased economic and social activity, in banking and financial services, communications, health and education.
iii. To achieve full mobile coverage and correct the significant disparities in access and affordability to ICT infrastructure and services both within and beyond the urban centers, in line with the Somali National ICT Policy and Strategy (2019 - 2024).

SUMMARY OF KEY POLICY FOCUS AREAS:

i.   Policy, legal, and regulatory framework
ii.   Public communication services – voice and broadband internet,
iii. Universal access strategy (use of ICTs in underserved areas and by women, youth, the disabled, and marginalized groups
iv.   Basic infrastructure in all Regional States - domestic and international backbones, radio spectrum, interconnection
v.   Digital infrastructure – internet exchange points, cybersecurity, payments platforms
vi.   Consumer protection, privacy & child protection
vii. Human resource development – education, training, innovation, research, and

development

viii. Digital services and – e-commerce, financial services, governance/public administration, health, and education.

1.0 Mandate of the National Communication Authority

The Mandate of the National communication Authority is established in the communications Act 2017, which was signed into law on the 2nd of October 2017 after it was passed by both chambers of the Somali parliament. The Act empowers the NCA, as an independent regulator, with the policy and monitoring guidance of the ministry of Communications and Technology

Also, NCA implements the National Communications Law by developing regulations, ensuring compliance with the law by all stakeholders in the communications sector. The Authority also implements the law through monitoring, evaluation, enforcement, guidance of the communications market, as well collaboration with other government agencies to ensure the provision of high-quality communication services.

1.1 Organization of the Authority

Governance Structure.

The NCA has two-tier management structure with delineated responsibilities for Board Directors and General Manager and the Deputy General Manager who are also the members of the Board of Directors. The General Manager and his Deputy are responsible for the management of the NCA and its strategic guidance.

The management led by the General manger is responsible for leading and implementation the national communications law, as well as the day to day operations of the authority. The Board of Directors approves the budget of the authority, and its workplan.

Departments

The Authority is currently organized into the following departments:

i. Engineering Department
ii. Regulatory & Compliance Department
iii. Legal Services Department
iv. Market Research, Innovation and Strategy
v. Interconnection, Wholesale, universal access and services Department
vi. Corporate Affairs Department
vii. Somali Network information Center (SONIC)
viii. Cyber Security Department
ix. Administration and Finance Affairs Department

The organization is presented in the organization chart shown below.

Figure 1: NCA Organisation Structure

1.2 Purpose of the Strategic Plan

The Strategic Plan is intended to facilitate the Authority to achieve its vision of **"NCA".** It will serve as a strategic decision platform for the formulation of the Authority's annual work plans, bearing in mind the emerging opportunities and challenges in Somalia Communication Industry.

The Strategic Plan addresses the needs of several government policy documents:

i. SDGs to increase opportunities for Economic Development
ii. Somali National Development Plan (2019-2024)
iii. National ICT Policy and Strategy (2019 - 2024)
iv. National Communication Law of 2017

1.3 Strategy Development Process

A Strategy Planning Committee (SPC) was established by the General Manager to spearhead the process of developing the Strategic Plan 2023-2027, which was facilitated by external consultants. Stakeholders, both internal and external, were involved in the development of the plan, which is aligned with the National development goals.

The framework that was adopted for the development of the risk-based strategic plan is Risk-Based Performance Management, which integrates the Balanced Scorecard (BSC) and Enterprise Risk Management (ERM). This framework is summarized below:

Source: Manigent - *Integrating Strategy & Risk Management: An Introduction to Risk-Based Performance Management.*
Figure 2 : Risk-Based Performance Management Approach.

CHAPTER
02

Situational Analysis

This chapter provides an overview of the organization of the National Communication Authority, the performance of the sector, and an assessment of the Authority's operating environment. It presents the NCA Model, upon which the focused environmental analyses were conducted. The chapter concludes with identification of the key issues that informed the development of this Strategic Plan.

2.0 Organization of the National Communication Authority

The Authority is mandated to regulate and supervise players in the Communication Sector. It has the following departments:

i. Engineering Department
ii. Regulatory & Compliance Department
iii. Legal Services Department
iv. Market Research, Innovation and Strategy
v. Interconnection, Wholesale, universal access and services Department
vi. Corporate Affairs Department
vii. Somali Network information Center (SONIC)
viii. Cyber Security Department
ix. Administration and Finance Department

2.1 Performance of the Authority's Sector

Since its establishment in 2017, the National Communications Authority (NCA) has played a pivotal role in shaping the ICT sector in the country. One of its notable achievements has been the development of an enabling environment that promotes investment and competition. Through its efforts, the NCA has successfully licensed seven telecom operators, which has led to increased choices for consumers and a more vibrant market. Furthermore, the NCA has worked diligently to establish interconnection between these operators in February, 2023, ensuring seamless communication services across networks. Another key achievements of the NCA has been the issuance of spectrum licenses, effectively managing and allocating the radio frequencies necessary for wireless communications. Overall, the NCA's performance since its establishment has been commendable, fostering growth and innovation within the ICT sector, while prioritizing the interests of consumers

Key Lessons Learnt

Some of the lessons learnt for not having a Strategic Plan include:

i. The need to refine the segmentation of stakeholders and to develop targeted messages for these segments.
ii. The need to focus not only on awareness creation but also to effectively translate the awareness.
iii. The need to carry out impact assessments of the Authority's activities and Endeavour to create value-for-money spent.

2.2 The Authority's Activities

In accordance with the Authority's statutory mandate, the activities undertaken by the Authority are categorized into regulating, supervising, and promoting the communication sector competition.

To the Citizens the NCA promises to deliver the information Value Proposition. The impact of the value that the Authority creates, through the Interventions that it undertakes, and delivers via the stated Channels is captured by the Impact Measures.

To effectively undertake the Interventions and deliver Value Proposition and the citizen Value Proposition, however, the NCA must carry out the specified Key Activities, for which it requires the listed Key Resources. Given that the NCA has limited resources to effectively deliver on its mandate, it may work with certain Partners and Key Stakeholders

Table 1: The Authority's Social Business Model.

Key Resources	Key Activities	Type of Intervention	Beneficiaries	Value Proposition Social Value Proposition
• Legal & regulatory framework • Qualified staff • Board of Directors • Financial resources • Technology • Equipment • Consultants • Offices	• Registration & licensing • Risk-based supervision • Research & innovation • spectrum management and monitoring • Interconnection • Capacity building • Stakeholder education • Policy formulation & analysis • Collection of levies, fines & fees • Complaints management • Knowledge management • Responding to enquiries • Resource mobilization • Budgeting • Expenditure execution • Monitoring & evaluation	• Risk-based supervision • Remedial plans • Enforcement of penalties • Excellence awards	• Consumers • Service Providers • Government	• Mitigating Infrastructure development • Stable sector
Partners + Key Stakeholders • Sponsors & employers • The National Treasury • The Government • Development partners • Service providers • Industry associations • Professional bodies • International associations • Media • Training & research institutions • Suppliers		**Channels** • Media workshops • Seminars • Correspondence • Training programmes • Annual conferences for the sector • AGMs • Electronic communication • Whistleblowing • Partnerships • Exhibitions • Walk-in clients	**Stakehololder** • Consumers and Government • Telecom Operators **Stakehololder Value Proposition** • Confidence in the NCA • Enabling environment • Level playing field • Competitive sector	**Impact Measures** • Increased network coverage • Timely payment of license fees
Cost Structure • Staff costs • Training • Capital/development expenditure • ICT platform • Supervision costs • Policy formulation • Investigation administration fees • Professional services • Advertisement • Rent • Other operational costs			**Revenue** • License Fees • Fines • Development partner funding • Government capitation	

2.3 Analysis of the External Environment (PESTEL)

Four primary areas of the environment likely to impact the NCA implementation of the strategic plan are:

i.   Market Forces;
ii. Industry Forces;
iii. Key Trends; and
iv. Macroeconomic Forces

The results of the analysis of each of these areas are presented in this sub-section.

Market Forces

The analysis of market forces considered market issues, market segments, and the needs and demands of the market.

1. **Market Issues**: Identified key drivers transforming the Communication sector from the perspective of citizen and the Value Proposition offered by the NCA:

   a. Consumers want enhanced use of Technology in daily including getting real-time updates, facilitation of regulatory compliance, reducing transaction costs, managing risks, and encouraging further innovation in the sector;

   b. Citizens are also beginning to demand for more personalized services, and they want to be informed more often;

   c. The population is expanding, and the NCA needs to focus on new settlement areas, and areas with population explosion to increase the network coverage; and

   d. Changes in government policies, like the introduction of government policy by the ministry of Communications and Technology.

2. **Market Segments:** Identified the major market segments, described their attractiveness, and sought to spot new segments:

   a. The most important customer segments are the citizens.

   b. The biggest growth potential is Somalia's economy with Rebounded GDP

3. **Needs and Demands:** Outlined citizen needs and analysed how well they are served:

   a. Clients mostly want:
      i.   A channel to use for communication;
      ii. Assurance that communication is up to date.
      iii. To be kept informed;
      iv. To have a say on the Communication of choice;
      v.   To be involved in the decision making;
      vi. A variety of communication services;
      vii. Dispute resolution mechanisms that are accessible.
      viii.   Higher returns on investments.

Industry Forces

The analysis of the industry forces considered other value chain actors, and stakeholders.

In the converse, some of these options are not regulated and the cost of access is high.

1. Citizens and Other Value Chain Actors: Described key value chain incumbents in the National Communication sector and identified new, emerging players:

    a. The key players in the value chain include:
        i.   Consumers
        ii. Service Providers
        iii. Government

    b. The Authority's strategy model depends greatly (between 80% and 90%) on these players.

2. Stakeholders: Specified which actors may influence the Authority and its strategy model:

    a. The stakeholders that might influence the Authority's strategy model include:
        i.   Government, in term of policy;
        ii. Civil society groups, for advocacy;
        iii. Legislature, in terms of enacting law;
        iv. Service providers, in terms of innovation and products; and

    b. These stakeholders are influential on as they can influence policy formulation, innovation and create disruptions; disrupt operations;

    c. Lobbyists also have some influence, especially in regard to litigation.

Key Trends

The analysis of the key trends considered technology trends, regulatory trends, societal and cultural trends, socio–economic trends, and political/ environmental trends.

Changes in the regulatory framework will have a direct impact in administration and management.

a. Technology Trends: Identified technology trends that could threaten the NCA strategy model – or enable it to evolve or improve. Developments in technology affect how the sector interacts with other sector players, e.g., in the way that they transfer information.

    i. Some of the major technology trends, both inside and outside the NCA sector, include:
        - Big Data, Internet of Things (IOT); and
        - Artificial Intelligence/Machine Learning.
        - 5G broadband
        - Digital Audio Broadcasting (DAB)
        - Cloud computing

    ii. Technologies that represent important opportunities or disruptive threats include:
        - Big Data, and IOT;
        - Artificial Intelligence/Machine Learning;
        - Cyber-turbulence; and
        - Blockchain. This can introduce transformational opportunities in the communication sector.
        - Fiber to the Home (FTTH)

- 5G broadband
- Digital Audio Broadcasting (DAB)

b. Regulatory Trends: Described regulations and regulatory trends that influence the NCA social business model:

   i. Regulatory trends that influence the NCA sector include regulatory sandboxes, used for innovation, and regulations.

   ii. Changes in the tax policy by the government.

c. Societal and Cultural Trends: Identified major societal trends that may influence the Authority's strategy model:

   i. Key societal trends affecting the sector include
   - Millennial mashup (characteristics) – instant gratification/

   ii. celebrity phenomenon; and
   - Labour mobility.

   iii. The need for proper ethics, values and governance in the management of entities is a shift that will empower the Authority's strategy model.

d. Socio-economic Trends: Outlined major

e. socioeconomic trends relevant to the NCA strategy model:

   i. Key demographic trends relevant to the NCA social strategy model include
   - The fact that the population of the youth is expanding, most are unemployed and, compounded with their perception on the ICT, do not enroll in studies in significant numbers;
   - The population of the elderly is increasing, posing a challenge to the government's social assistance.
   - Gender equity, availing the same opportunities for ICT and training is a challenge

   ii. Income and wealth distribution among the populace are skewed towards the lower income (only a small portion of the population has the capacity to get access to ICT services and devices);

   iii. About 25% of the population lives in urban areas as opposed to rural settings and the rural-urban migration will continue to increase.

f. Political/Environmental Trends: Identified major political/environmental

   i. Trends relevant to the Authority's social business model:

Macroeconomic Forces

Economic growth has a direct relationship with growth in the technology sector, and the converse is also true. The Volatility in the communication sector affects the accessibility directly.

The analysis of the macroeconomic forces considered national market Conditions, capital and commodities markets, and economic infrastructure.

a. Domestic Market Conditions: Outlined current overall conditions from a macroeconomic perspective:

i. The Somalia economy is on a growth path with an estimated GDP growth of 2.9% (2021) according to Somali Bureau of Statistics .

ii. The government has enacted various regulatory reforms to simplify both foreign and local investment.

iii. The country's unemployment rate of 21.4% which is high.

b. Economic Infrastructure: Described the economic infrastructure of the environment in which the Authority operates.

i. The public infrastructure is generally good and access to and the quality of public services is also good. This has the potential to enhance growth of the communications sector.

Macro Environmental Scan.

The Political, Economic, Social and Technological aspects that has an impact on NCA's performance. This environment scan is tied to the four strategic themes;

- Operational Excellence,
- Policy and Regulatory Framework,
- Enhance Quality of Service, and Universal Service obligations,
- Infrastructure development.
- Cyber Security

Table 2: PESTEL classified with the Strategic Themes

Strategic Themes	Political	Economic	Social	Technological	Environment	Legal
Operational Excellence	• Bureaucracy process in making decisions • Collaboration between NCA and other state agencies can help in regulating other sectors like maritime, broadcasting, security, etc [Non-optimal relationships with key Government Agencies] • Stakeholders have strong lobbying ability (political connection)	• Somalia has the opportunity to provide fiber cable to landlocked countries like South Sudan and Ethiopia. [NCA's critical and widely recognized role in the growth of the ICT Sector (mobile and internet penetration).] • Lack of investment in the ICT sector due to uncertainty (Political and security) • A rapidly developing, innovating and highly demanding industry [The growth of e-commerce]	• Somali has a young population living in the cities motivated to adopt the use of technology and various communication means • High usage of smartphones and social media applications • Digital libraries will enable access to information by the academic community • Lack of awareness on the work of the NCA - [Poor public awareness of NCA's role] • Industry with more power and more demanding [Consumers demanding high bandwidth]	• Encouraging the establishment of ICT innovation centers will help in building capacity • Research and Development • Ecommerce will enable consumers exchange goods and services across the border and enhance economic activities • Broadband is increasingly critical therefore the critical role of the NCA to implement universal access service and be an efficient regulator • Strong, competent and professional team • Quality of service	**Smart grid**	

Strategic Themes	Political	Economic	Social	Technological	Environment	Legal
Regulatory Framework	• Political instability - risky political environment. • Potential changes in the government • High Expectation by Government to for NCA to contribute to the national budget • Government support • Political independence from other government institutions [External interference in NCA's internal affairs]	• Somalia is joining the EAC. Tax structures have to harmonise with the region [Lack of Significant assets and resources including a good financial base, and other infrastructure] • Somalia is seeking debt relief and ICT sector is major indicator. • Low spectrum license fees charged as compared to neighboring countries	• Gender and people disabilities, economic exclusion, support job creation and promote SMEs, ICT response in times of crises, droughts and displacement, [A good framework for multi stakeholder consultation] • Increasing cyber-security threats	• NCA cybersecurity monitoring capacity and response commendable • Services convergence requiring flexible, combined licensing regime	• E-waste management and disposal of obsolete equipment • Electromagnetic fields have an impact on citizens • Emerging technology aid in smart agriculture • Uncertified equipments are a hazard to citizens	• Weak legal system, and lack of enforcement • Lack of cooperation between NCA and law enforcement agencies • Lack of enough policies that encourage the development of regulations and guidelines [Inadequate policy and legal framework (potential niche area for NCA support) e.g. frameworks on data protection, new areas of research like TV White Space, licensing, critical infrastructure law, universal service fund, etc.] • Conflict of interest related to decision making mechanism of NCA • Tech sector is one of the most regulated in Somalia • Poor legal protection of critical ICT infrastructure • Lack of unified taxation between all the federal member states

Strategic Themes	Political	Economic	Social	Technological	Environment	Legal
Enhance Quality of Service, and Universal Service obligations	• Negative perception and publicity					• Quality of service regulations • Universal services regulations
Infrastructure development	• Support from MOCT	• Somalia can host a Regional Data Center		• Dynamic spectrum sharing (DSS) [Need to increase capacity on of the spectrum management, resolving EMF interference, and Need for infrastructure sharing] • Smart cities and IOT [Emerging services that are posing challenges in regulation (such as WhatsApp, YouTube and other social media platforms)] [Rapid changing landscape and massive competing offerings (OTT services – Netflix)] • Digitizing government services	• Infrastructure-sharing regulations will reduce the number of core infrastructures deployed	

Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

Table 3: NCA PESTEL Analysis

Political	1. Political instability - risky political environment. 2. Potential changes in the government 3. Expectation by Government to for NCA to contribute to the national budget 4. Government support 5. Support from MOCT 6. Authorisation between NCA and Ministry is separate and a positive point. 7. Bureaucracy process in making decisions 8. Collaboration between NCA and other state agencies can help in regulating other sectors like maritime, broadcasting, security, etc [Non-optimal relationships with key Government Agencies] 9. Stakeholders have strong lobbying ability (political connection) 10. Political independence from other government institutions [External interference in NCA's internal affairs] 11. Negative perception and publicity
Economic	1. Somalia is in the process of joining the EAC. Tax structures and Regulations have to harmonize with the region [Lack of Significant assets and resources including a good financial base, and other infrastructure] 2. Somalia is seeking debt relief and ICT sector is major indicator. 3. Somalia has the opportunity to provide fiber cable to landlocked countries like South Sudan and Ethiopia. [NCA's critical and widely recognized role in the growth of the ICT Sector (mobile and internet penetration).] 4. Somalia can host a Regional Data Center 5. Lack of investment in the ICT sector due to uncertainty 6. Low spectrum license fees charged as compared to neighboring countries 7. A rapidly developing, innovating and highly demanding industry [The growth of e-commerce]

Social	1. Somali has a young population living in the cities motivated to adopt the use of technology and various communication means
	2. Digital libraries will enable access to information by the academic community
	3. Gender and people disabilities, economic exclusion, support job creation and promote SMEs, ICT response in times of crises, droughts and displacement, [A good framework for multi stakeholder consultation]
	4. Lack of awareness on the work of the NCA - [Poor public awareness of NCA's role]
	5. Increasing cyber-security threats
	6. Industry with more power and more demanding [Consumers demanding high bandwidth]
Technological	1. Encouraging the establishment of ICT innovation centers will help in building capacity
	2. Research and Development
	3. Dynamic spectrum sharing (DSS) [Need to increase capacity on of the spectrum management, resolving EMF interference, and Need for infrastructure sharing]
	4. Smart cities and IOT [Emerging services that are posing challenges in regulation (such as WhatsApp, YouTube and other social media platforms)] [Rapid changing landscape and massive competing offerings (OTT services – Netflix)]
	5. Digitizing government services
	6. Ecommerce will enable consumers exchange goods and services across the border and enhance economic activities
	7. Broadband is increasingly critical therefore the critical role of the NCA to implement universal access service and be an efficient regulator
	8. Strong, competent and professional team
	9. Quality of service
	10. NCA cybersecurity monitoring capacity and response is progressing
	11. Services convergence requiring flexible, combined licensing regime
Environmental	1. E-waste management and disposal of obsolete equipment
	2. Electromagnetic fields have an impact on citizens
	3. Infrastructure-sharing regulations will reduce the number of core infrastructures deployed
	4. Emerging technology aid in smart agriculture
	5. Smart grid
	6. Uncertified equipment are a hazard to citizens

Legal	1. Weak legal system, and lack of enforcement
	2. Lack of cooperation between NCA and law enforcement agencies
	3. Lack of enough policies that encourage the development of regulations and guidelines [Inadequate policy and legal framework, e.g. frameworks on data protection, new areas of research like TV White Space, licensing, critical infrastructure law, universal service fund, etc.]
	4. Conflict of interest related to decision making mechanism of NCA
	5. Tech sector is one of the most regulated in Somalia
	6. Poor legal protection of critical ICT infrastructure
	7. Lack of unified taxation between all the federal member states

NCA Operating Environment

Internal Organisational Scan
NCA's Focus, Strategy, and Framework.

Table 4: Internal Organizational Scan

What NCA is Considering	Area of Impact for NCA	
	Sector	**Value Chain Function**
Promote research and development.	All sectors	R&D
Achieve high standards/ quality services.	All sectors	Compliance
Support domestic technology development, research, and development in Somalia	All sectors	Legal & Regulatory
Promote and enforce non-discriminatory laws.	All sectors	Legal & Regulatory
Industrialization improvement.	All sectors	All functions
Accelerate niche emerging sectors	ICT	R&D
Position Somalia as Africa's developing economy in ICT hub by 2027	ICT	Legal & Regulatory
25% internet penetration by 2027	ICT	Accessibility
Digital literacy for all youth (50%) by 2027	ICT	Accessibility
Enhance the use of enabling technology, in particular ICT, to promote the empowerment of women	ICT	Accessibility

What NCA is Considering	Area of Impact for NCA	
	Sector	**Value Chain Function**
Significantly increase access to ICT and strive to provide universal and affordable access to the internet in the least developed countries by 2020	ICT	Accessibility
Somalia's cyberspace and information assets secured	ICT	Legal & Regulatory
Vibrant, competitive, and innovative ICT private sector established	ICT	Accessibility Legal & Regulatory
Vibrant smart cities sustained	ICT	Legal & Regulatory
20% of business/companies will participate in e-commerce by 2027	E-com	Legal & Regulatory
accessibility to broadcasting contents will be improved	Media & Broadcast- ing	Accessibility

Sector Environmental Scan

The sectors that are regulated by NCA are

- Telecom
- ICT infrastructure
- Technology Innovation
- Electronic Communication Equipment
- Cyber Security

Based on above, an overview is presented for each sector covering;

- Key sector indicators/highlights at a national level
- Existing regulatory framework
- Type of players in the sector
- Key opportunities and challenges that need to study and respond.

Below is the sector classification of sections:

Table 5: NCA Sector classification

Telecom	**ICT Infrastructure**
- Licensing - Spectrum - Interconnection	- Universal Service - Infrastructure sharing - Investment promotion
Cyber Security	**Technology Innovation**
- National Computer Emergency Response Team - Critical infrastructure protection	

Electronic Communication Equipment	Market Competition
• Type Approval Certificaiton	

Table 6: Sector Challenges

Challenges
• Cost of the internet is reduced. However, it still needs review. • Lack of skilled human resources limiting the level of research to be conducted to develop regulatory instruments needed for emerging technologies. • Limited industry-based research and analysis • rapidly changing tech space • Requirement of advanced ICT infrastructures to ensure the supply of reliable information which will be critical for compliance and enforcement quality. • Low digital literacy rate • Low smartphone penetration • High cost of electricity limits the access/usage of digital services.

2.4 Stakeholder Mapping

A mapping of the Authority's stakeholders was undertaken, followed by an analysis of the stakeholders' expectations vis-à-vis the Authority's expectations from its stakeho

Stakeholder Scan

NCA is required to interface with multiple stakeholders regularly to fulfill its mandate, operate efficiently and for the successful implementation of this Strategic Plan.

Table below answers two questions who are the key stakeholders in NCA operating eco-system and what are their expectations from NCA?

NCA Stakeholders:

1. Government stakeholders:

    a. Ministry of Communications and Technology - Sector policy maker

    b. Ministry of Finance - revenue generation from the sector

    c. Somali Civil aviation authority - aeronautical spectrum coordination

    d. Somali maritime administration - for maritime spectrum

    e. Ministry of information - for licensing broadcasting operators

2. Private Sector
3. Consumers

Table 7: Key stakeholders in NCA operating eco-system and their expectations

External Stakeholders	Scope of the Stakeholder	Interface Considerations
Consumers	• Consumers are the end users of public utilities such as ICT, electricity, transport, and water. They pay tariff to receive the utilities. • Consumer groups represent the interests of consumers as a collective.	• Availability of affordable and quality public utilities. • Consumer awareness on utilities, services, prices / tariff, rights and complaint procedures. • Intermediary between consumers, service providers and other institutions to resolve consumer issues and complaints. • Active engagements with consumer groups on consumer awareness and protection.
Service Providers / Service Provider's Associations	• Service providers offer the public utilities to the consumers. • Primarily regulated and licensed by NCA. • Both private service providers and government owned service providers • Service Providers Associations represent the interests of service providers as a collective.	• R&D engagements - to be up-to-date on sector developments. • Accurate and on-time data collection and analysis. • Conducive operating environment via; up-to-date regulations (including regulatory fees) and fair competition. • Seamless and efficient licensing process. • Effective and transparent compliance monitoring and enforcement. • Active engagements with Service Provider's Associations.

External Stakeholders	Scope of the Stakeholder	Interface Considerations
Parliament	• Legislate and oversee the executive action.	• NCA mandate is delivered. Contribute to national plans, policies, agendas and progam and Vision • Expertise / Advisory in developing regulated sectors. • Timely and accurate reporting. • Accountability and transparency in all dealings.
Ministry of Communications and Technology (MOCT)	• Policy formulation for the ICT sector	• NCA is required to implement the MOCT policies and strategies • Progress reports to the minister of MOCT • Contribute to the ICT policies and strategies
Government Ministries (Planning, public works, Trade and Commerce, and others)	• Ministries are in charge of developing and implementing the national agendas, plans, policies and programs of their respective sectors.	• Contribute to ministry plans, policies, agendas and programs (linked to national plans). • Initiate the development of legal and regulatory frameworks of the relevant sectors. • Expertise / Advisory in developing regulated sectors.
Key Government / Non-Government Institutions (with a similar mandate for different sectors and functions)	• Perform the specific mandate given in terms of the development of the respective sector and functions.	• Collaborate to develop, promote and enforce regulations in the respective sectors / functions – in order to support the national plans, agenda, policies and programs. • Expertise / Advisory in developing respective sectors / functions
International / Regional Organizations	• Perform the mandate of the organization – including international collaborations to develop respective sectors/functions.	• Represent NCA in international or regional platforms

External Stakeholders	Scope of the Stakeholder	Interface Considerations
		• Collaborate to develop the ICT sector by acquiring funding or technical expertise.
Suppliers	• Suppliers that is procuring supplies from to fulfill a specific good / services requirement.	• Adherence to contract terms. • Equal opportunity and fair procurement. • Timely information sharing for improvements and support services delivery.
Media	• Local / International media that deliver news to mass/ targeted audiences.	• Timely and accurate information sharing.
Staff	• This is the management and staff of NCA that carries out day-to-day operations.	• Transparent, accountable, and sustainable organization. • Career development. • Equal opportunity and performance recognition.

2.5 Analysis of the Authority's Internal Environment

Analysis of the Authority's internal environment was carried out to identify the strengths that the institution must leverage and the weaknesses that will need to be addressed to ensure the successful implementation of the five-year strategic plan.

The Authority has a clear mandate and an enabling legislative framework. It enjoys strong institutional relations with the government and other stakeholders and has strongly focused on service delivery to its stakeholders.

A summary of the analysis, organized by the Balanced Scorecard perspectives, is given in Table 10.

Table 9: SWOT Analysis Organised by BSC Perspectives.

	Strengths	Weaknesses	Opportunities	Threats
Learning & Growth	• NCA has the opportunity to work with international partners to regulate ICT in Somalia • NCA offers MOUs for local and international government entities • As a nascent organization, NCA has the unique opportunity to leverage its youthfulness and embrace contemporary regulations, such as the adoption of converged regulations. • Very good web presence (informative website) and useful data on the ICT industry • NCA has developed a number of documents on different regulations like the Interconnection Regulations, Spectrum Regulations, Type Approval Documents, Licensing Regulation Documents, Numbering Documents, Fees Structure Documents	• Poor ICT infrastructure in Somalia • There is a challenge in Collaboration with other public sector entities, like broadcasting for example. Competition within different government agencies • NCA is always playing catchup vis-a-vis the private sector in a faced paced ICT world. • Limited personnel and skills especially in areas that need technical expertise. • There is no infrastructure sharing, therefore there are duplicated infrastructures in high-density areas. • Telecommunications infrastructure in Somalia is underdeveloped making it difficult for NCA to promote the growth of the industry.	• NCA can support the youth in furthering their career. [A youthful and optimistic demanding population] • NCA can champion technological innovation in Somalia • Competitive and open communication market in Somalia • Somalia has one of the cheapest mobile prices in Africa, and in the future, the companies can export their services to neighboring African countries • NCA can develop new telecom regulations or amend the current regulations • Regulating Emerging Markets and innovating companies where operators are bringing new technologies to society • Increasing technological services like e-commerce and online platforms that provide services to society. [Technology and services are evolving faster.] • Regulating E-commerce/online platforms that provide services to society • Increasing demand for mobile and internet services • Global ICT possibilities can be exposed to the local audience. • Broadband is increasingly critical therefore the critical role of the NCA to implement universal access service and be an efficient regulator • NCA is aiming to become a strong player in the industry and a key regional player. • A potential niche area for NCA in terms of advocacy and the legal framework	• Frequent changes of Ministers and other executive leaders • Rapid Worldwide technological development, which our talents could not meet [Rapid ICT technological and service developments and innovation] • Emerging services that are posing challenges in regulation (such as WhatsApp, YouTube and other social media platforms) • Increasing burden of e-waste

	Strengths	Weaknesses	Opportunities	Threats
Financial Stewardship		• Low taxation in the ICT and Telecommunication sector • Collected revenue is surrendered to the government for later capitation. NCA does not use its appropriation in aid. It surrenders the revenue collected before using them for operations. [Structurally and financially independency of the regulator needs improvement] • Lack of financial resources, and NCA's work is limited to the government budgets. • NCA does not have budgets for capacity building, especially for cyber security, and spectrum areas. • Lack of resources; examples are tools like spectrum equipment, jammers, etc • There may be limited resources and expertise available to the NCA, making it difficult to carry out its regulatory functions effectively.	• NCA has access to financial support from Somalia government and international partners	• Lack of financial independence. • Expectation by Governemnt for NCA to contribute revenue to the national budget • Restricted International Investment • Low purchasing power of the community, which threats the business sustainability

	Strengths	Weaknesses	Opportunities	Threats
Internal Processes	• NCA can develop new regulations like 5G, IOT, Cybersecurity, and any merging technologies • The regulator is an important player in the development of Somalia and can assist the county to achieve its social and economic objectives.	• Approval of regulations takes a long time. • No clear internal working procedures • Some articles in the National Communication Law need to be reviewed in the current regulatory framework. [Some NCA laws have gaps and need improvement and upating.] • Weak communication and information sharing between different departments of NCA. [Low interdepartmental synergies]	• Opportunity to provide Quality control and set the benchmarks [An opportunity to have enhanced performance in key functional areas including management of the spectrum, resolving Electromagnetic Frequency interference, and enforcing Quality of Service] • Opportunity to provide consumers with safe and reliable services	• Increased Cybercrime and cyber attacks - cybersecurity threats to public sector websites. • Network disruption when undersea cables are cut at the sea or landing point • Lack of reporting from operators on network disruptions, or planned maintenance • ISPs are not able to meet the SLA with their customers in terms of capacity or uptime [Consumers demanding high bandwidth] • Indecent content distributed on the networks and not regulated • Inadequate stakeholder engagement

Strengths

1. A clear mandate to regulate communications and technology sector as per the communications law passed in 2017 - NCA is mandated to regulate ICT sector, telecoms, and ISPs.
2. Supported by the Ministry of Ministry of Communications and Technology
3. Guarantees licenses and authorisations in the country
4. Somalia has the opportunity to work with international partners to regulate ICT in Somalia
5. There are Legal and Regulatory frameworks in place, such as the National Communications Law, the regulations for licensing, spectrum, numbering, and interconnection
6. NCA offers MOUs for local and international government entities
7. NCA has joined international organizations like ATU and ITU.
8. NCA can develop new regulations like 5G, IOT, Cybersecurity, and any merging technologies
9. NCA has basic legal and regulatory frameworks that guide the sector. - available regulations and guidelines that regulate the ICT sector
10. NCA has the experience to deal with ICT stakeholders [Strong, competent and professional team]
11. As a nascent organization, NCA has the unique opportunity to leverage its youthfulness and embrace contemporary regulations, such as the adoption of converged regulations.
12. The regulator is an important player in the development of Somalia and can assist the county to achieve its social and economic objectives.
13. With a youthful workforce constituting a significant portion of its staff, NCA holds the potential to thrive and achieve success.
14. The organization's web presence is highly commendable, characterized by an informative website and a wealth of valuable data pertaining to the ICT industry in Somalia
15. NCA has developed a number of documents on different regulations like the Interconnection Regulations, Spectrum Regulations, Type Approval Documents, Licensing Regulation Documents, Numbering Documents, Fees Structure Documents

Weaknesses

1. Poor ICT infrastructure in Somalia
2. Low taxation in the ICT and Telecommunication sector
3. Approval of regulations takes a long time.
4. There is a challenge in Collaboration with other public sector entities, like broadcasting for example. Competition within different government agencies
5. No clear internal working procedures
6. Some articles in the NCA law need to be reviewed in the current regulatory framework. [Some NCA laws have gaps and need improvement and upating.]
7. NCA is always playing catchup vis-a-vis the private sector in a faced paced ICT world.
8. Somalia has faced instability for many years which affects NCA's ability to regulate the sector
9. Telecommunications infrastructure in Somalia is underdeveloped making it difficult for NCA to promote the growth of the industry.
10. Lack of capacity to respond in emergency situations for example fibre cuts
11. Limited personnel and skills especially in areas that need technical expertise.
12. Compliance and Enforcement mechanisms are not implemented
13. There is no infrastructure sharing, therefore there are duplicated infrastructures in high-density areas.
14. The NCA is considered a nascent regulatory body due to its limited experience in the realm of regulation.
15. Low interdepartmental synergies
16. There is no Universal Service Fund and the rollout of Universal Service Obligation initiatives
17. Structurally and financially independency of the regulator needs improvement
18. Lack of financial resources, and NCA's work is limited to the government budgets.
19. NCA does not own a building where to operate from. [Lack of Significant assets and resources including a good financial base, and other infrastructure]
20. NCA does not have budgets for capacity building, especially for cyber security, and spectrum areas.
21. Lack of resources; examples are tools like spectrum equipment, jammers, etc
22. There may be limited resources and expertise available to the NCA, making it difficult to carry out its regulatory functions effectively.

Opportunities

1. A youthful and optimistic demanding population
2. The NCA possesses the potential to spearhead technological innovation within Somalia.
3. NCA has access to financial support from Somalia government and international partners
4. Competitive and open communication market in Somalia
5. NCA has an opportunity to develop regulators and guidelines in the readiness of future networks.
6. Innovate and improve the quality of the economy and adopt ICT challenges for NCA to remain competitive to their stakeholders.
7. NCA can help manage market growth
8. Somalia has one of the cheapest mobile prices in Africa, and in the future, the companies can export their services to neighboring African countries
9. Develop regulations and guidelines for new technologies
10. Somalia can join international organisations in different fields like cybersecurity
11. Somalia can sign international conventions like the Budapest Convention and the Malabo conventions.
12. Regulating Emerging Markets and innovating companies where operators are bringing new technologies to society
13. Increasing technological services like e-commerce and online platforms that provide services to society.
14. Regulating E-commerce/online platforms that provide services to society
15. Increasing demand for mobile and internet services
16. strategic relationships and collaborations with other ministries
17. An opportunity to have enhanced performance in key functional areas including management of the spectrum, resolving Electromagnetic Frequency interference, and enforcing Quality of Service]
18. Opportunity to provide consumers with safe and reliable services
19. Broadband is increasingly critical therefore the critical role of the NCA to implement universal access service and be an efficient regulator
20. NCA is aiming to become a strong player in the industry and a key regional player.

Threats by NCA team

1. Lack of financial independence.
2. Lack of political stability and other executive leaders
3. Increased Cybercrime and cyber attacks - cybersecurity threats to public sector websites.
4. Network disruption when undersea cables are cut at the sea or landing point
5. Lack of reporting from operators on network disruptions, or planned maintenance
6. ISPs are not able to meet the SLA with their customers in terms of capacity or uptime
7. Restricted International Investment
8. Low purchasing power of the community, which threats the business sustainability
9. Rapid Worldwide technological development, which our talents could not meet
10. Political instability in the country, particularly during elections
11. Physical security challenges in the region, and Somalia in particular.
12. The infrastructure of Operators is destroyed through insecurity, therefore, affecting their revenue and bottom line.
13. Insecurity in the remote areas which inhibits broadband infrastructure development in those areas.
14. Unavailability of emergency communications
15. Negative public perception and publicity.
16. Overlapping mandates with other Government Agencies
17. Emerging services that are posing challenges in regulation (such as WhatsApp, YouTube and other social media platforms)
18. Increasing burden of e-waste
19. Inadequate stakeholder engagement

CHAPTER
03

The Authority's Strategic Direction

This chapter presents the Authority's strategic elements, comprising the mission statement, vision statement, core values, and focus areas, which were identified for the planning period.

3.0 Mission

Promote citizen access to services through safeguarding, supervising, and facilitating the development of the Communication and Technology sector.

3.1 Vision

"*Establishing a competitive ICT marketplace in Somalia that ensures wide availability of ICT services at reasonable prices, facilitates access to public services and resources, and enhances educational and social development while facilitating connectivity to all Somali citizens to the rest of the World.*"

3.2 Overarching Goal

The Authority should reflect the best and most recent theory and research in NCA.

3.3 Core Values

The Authority is committed to adhering to the following core values:

- **Responsiveness**: We shall respond effectively and in a timely manner to the needs of our stakeholders.
- **Transparency and Accountability**: We shall conduct our work in an open and honest manner and be responsible for all our actions.
- **Integrity**: We shall be honest, ethical, and fair while delivering our services and not tolerate any form of corruption.
- **Innovation:** we shall consistently redefine the benchmark of excellence across all aspects of our operations. We actively embrace creative ideas to effectively cater to the evolving needs of our stakeholders and foster a supportive environment for innovation.
- **Teamwork**
- **Trust**
- **Fairness**
- **Sustainability**

3.4 Strategic Themes

The key strategic issues that spring forth from the strategic analyses can be clustered into four groups, namely:

i.   Enhancing operational excellence at the Authority;
ii. Improving the policy and regulatory framework for the communication sector; and
iii. Enhance Quality of Service, and Universal Service obligations for network coverage for voice, internet, TV, and radio access.
iv. Infrastructure development.

      a. Spectrum Management: Monitoring and compliance with spectrum assignments.

These constitute the strategic themes for the strategic plan, around which strategic objectives, performance measures, and targets were constructed. Each of these themes is described as follows:

Operational Excellence

The theme will focus on the delivery of effective and efficient services to the Authority's stakeholders. This will be achieved by improving the organizational capacity, enhancing automation and knowledge management within the Authority, instituting a strong Monitoring and Evaluation framework, and improving access to and reach of its services. This theme addresses the Authority's mandate to

  a. Regulate and supervise the establishment and management of the Authority; and
  b. Protect the interest of citizens

Regulatory and Market Competition

  a. The theme will strive to enhance order in the management of communication confidence in the authority sector. This will be accomplished by enhancing the capacity for policy formulation, improving the legal framework that guides the Authority's operations, and strengthening surveillance of the sector in order to improve sector governance. This theme addresses issues related to the Authority's mandate to
  b. Regulate and supervise the establishment and management of the communication Industry;
  c. Protect the interest of the Government and its citizens.
  d. Ensure a level playing field, promote fair practices, and foster healthy competition among telecom operators
  e. Advise the Ministry of Communications and Technology on the national policy to be followed with regard to the ICT sector.

Enhance Quality of Service, and Universal Service obligations for network coverage for voice, and internet

The Authority recognizes that general awareness among the Somalian public of the need to be informed is already high, and the development of programs to translate this awareness. This theme addresses issues related to the Authority's mandate to

  i.   Protect the interest of the citizens
  ii. Promote the development of the ICT infrastructure
  iii. Advise the Ministry on the national policy to be followed with regard to the communication sector.

Infrastructure development. Facilitate the development of the Communication and Technology sector, including the following:

  i.   Spectrum Management: Monitoring and compliance with spectrum assignments.

To achieve the aspiration of the themes, the following are the strategic objectives to be pursued in accordance with the Authority's mandate:

  i.   **Improve Access to Authority Services.** This will be operationalized by collaborating with other government agencies.
  ii. **Improve Authority's Sector Governance.** This will be accomplished by enforcing the good governance framework; building the capacity of service providers on the good governance framework; and developing and reviewing guidelines and practice notes on governance.
  iii. **Enhance Confidence in the Communication Sector.** This will be realized by creating awareness in the regulatory through targeted messaging; reviewing

iv. and enforcing the regulatory framework; and enhancing stakeholder engagements.

iv. **Translate High Levels of Awareness among the citizens.** Promoting innovative products, holding stakeholder forums on communication sector innovations, and incentivizing service providers to target the marginalized areas will contribute towards translating high levels of awareness in citizens.

v. **Increase network Coverage.** This will be accomplished by sensitizing citizens to developing and implementing appropriate communication strategies targeting different demographics.

3.5 The NCA Strategy House

The mission and vision statements, overarching goal, core values, the strategic themes and the strategic results make up the NCA Strategy House. The core values underpin everything that the Authority intends to do, thus constituting the organization's foundation. The three strategic themes are constructed on this foundation and each leads to a specific strategic result. Attaining these strategic results will enable the Authority to achieve its vision, which is in line with the organization's mission.

Strategic Objectives

In line with the Key Result Areas, the Authority has identified eight strategic objectives and 11 strategic initiatives that will guide the implementation of various tasks aimed at the actualization of the vision, mission, v, and delivery on the brand promise. The linkage between the strategic objectives and the KPIs are highlighted in Table below.

Table 11: Key Result Areas and Strategic Objectives

Key Result Area	Strategic Objectives	Explanation
Access and Market Development	1. Achieve Universal Access to ICT Services	This objective aims at the achievement of universal access to ICT services for all in Somalia especially focusing on vulnerable groups.
	2. Ensure Efficient ICT Markets	This objective targets effective management of competition, the growth of the industry, and consumer benefits and protection.
	3. Ensure Sustainable Development of ICTs	This objective targets to ensure the availability of adequate resources to support the rollout of network infrastructure and services, and their sustainability while offering the necessary protections and assurance for the development of the ICT sector.

	4. Market analysis	Ensures a detailed assessment of the target market and competitive landscape within a specific industry
Enabling Environment	5. Ensure Appropriate Regulatory Environment	This objective targets the development and facilitation of an enabling environment to ensure that appropriate and responsive legal, regulatory, and licensing interventions are in place to facilitate industry development.
	6. Enhance Stakeholder Engagement and Communication	The objective aims at strengthening NCA's engagement with key stakeholders such as public, private and other agencies at local, regional, and international levels geared towards effectiveness and efficiency, while improving communication and building the Authority's brand.
	7. Enhance Partnership and Collaboration	This objective targets building strategic partnerships and collaborations at local and international levels so as to provide additional leverage for achieving NCA's vision.
	8. Management of Competition.	This objective is designed to help operators have a level playing field
	9. Consumer protection	Prevent unfair trade practices in consumer transactions
Capacity Development	10. Attain High Institutional Capacity and Performance Excellence	This objective targets continual and all round building of capacity of the NCA to bring about excellent performance. This includes human, technical, leadership, and management capacities; improvement and automation of processes and pursuit of operational excellence. The objective also aims at supporting the industry and sector capacity building.

	11. Embrace Research and Innovation Culture	This objective aims to ensure that the NCA understands the dynamism in ICT technology and market trends and is able to be proactive by the building of requisite Research and Development organizational capacity and programme through synergistic collaborations with relevant agencies including universities.

Strategic objectives, key performance (outcome) indicators (KPIs), baselines and targets are presented in Annex 1.

Strategic Initiatives

To attain the strategic objectives, set out in the plan, strategic initiatives will be undertaken. These are broad programmes that include new and/or on-going projects and form the building blocks for departmental planning. The Table below shows strategic initiatives alongside their key expected outputs.

Table 12: Strategic Objectives, Strategic Initiatives, and Outputs

Strategic Objectives	Strategic Initiatives	Key Outputs
1. Achieve Universal Access to ICT Services	1.1 Implement universal access programmes	60% network coverage for voice, internet, TV, and radio access (including hard-to-reach areas, and vulnerable groups – minorities, PWD, women, and youth)
2. Ensure Efficient ICT Markets	2.1 Foster competition in the ICT sector	Enhanced institutional capacity and framework to correct current market imperfections, and proactively deal with future imperfections.
	2.2 Drive appropriate deployment of infrastructure and services	Dynamic spectrum management system; digital radio broadcasting; and trunked radio network in place and operational.

3.	Ensure Sustainable Development of ICTs	3.1 Manage ICT regulatory resources	Infrastructure sharing regulations in place and enforced.
		3.2 Promote green ICT environment	Green ICT team, and laws and regulations to support green ICT and address e-waste in place.
		3.3 Upgrade national cyber security capabilities	Cyber-security function strengthened/upgraded and strategically placed in the organization; staff with requisite skills recruited and trained; state-of-the-art technology deployed; operational processes reviewed and aligned; and collaborations with key local and international agencies and stakeholders enhanced.
4.	Market Analysis	4.1 Conduct Regulatory Landscape analysis 4.2 Competition analysis 4.3 Consumer behavior analysis	- Improved regulatory framework, increased competition, reduced market entry barriers, enhanced consumer protection, and improved quality of service
5.	Ensure Appropriate Regulatory Environment	5.1 Develop a responsive legal, regulatory, and licensing regime	Responsive legal framework; regulation and licensing regime in place.
6.	Enhance Stakeholder Engagement and Communication	6.1 Develop and implement an integrated stakeholder engagement, capacity building, and communication strategy	Increased and positive visibility of the NCA; synergetic interactions and collaborations with stakeholders; increased knowledge, capacity, and awareness in the stakeholder community and the public.
7.	Enhance Partnership and Collaboration	7.1 Develop partnerships, collaborations, and linkages	Local, regional and international MoUs signed and operational; a number of collaborative ventures; an increased amount of information and knowledge exchanged

8. Management of competition	8.1 Implementing the competition regulation. 8.2 Conducting Market studies. 8.3 Promoting infrastructure sharing 8.4 Regulating dominant players in the market	-Anti-competitive behaviour prevented, - identification of market gaps, inefficiences and entry barriers - reduction of cost of entry for new entrants - Preventing monopolistic behavior
9. Consumer protection	9.1 Consumer protection regulations 9.2 Consumer awareness campaign 9.3 Consumer complaints platform	- improved consumer trust and confidence in the telecommunication market - increased consumer awareness programmes - effective consumer complaint mechanism - Greater transparency in pricing
10. Attain High Institutional Capacity and Performance Excellence	10.1 Implement Business Process Re engineering and Automation (BPRA) programme	Increased proportion of processes automated; reduction in process turnaround times; increase the proportion of online processes
	102 Develop human capacity	Development programmes in place; institutionalized staff coaching in place staff with requisite technical and managerial skills; and increased output.
	10.3 Enhance performance management and operational excellence	Reduced process turnaround times; timely plans; robust appraisal system; and gender and disability fully mainstreamed.
	10.4 Upgrade technologies and tools	Updated policies, technologies, and tools

11. Embrace Research and Innovation Culture	11.1 Establish R&D capacity and programmes	Organizational unit established with staff with requisite skills in place; partnerships and collaborations in place and operational; and research programmes ongoing.

Detailed strategic initiatives, key projects, output indicators, baseline 2022, targets 2023 and budget are shown in Annex.

CHAPTER

04

Thematic Strategy Maps

This chapter presents the Authority's strategic objectives identified for the plan period, coupled with their cause-and-effect relationships, i.e., strategy maps, for each of the three thematic areas. It then presents a matching of the Authority objectives to the Authority's mandate. The chapter concludes by highlighting the thematic scorecards.

4.0 Strategic Objectives.

The strategic objectives have cause-and-effect relationships amongst them, which eventually link them to the desired strategic result. That is, for a given outcome associated with a strategic objective to be realized, it is desirous that another objective be first completed. These cause- and-effect relationships are captured in the strategy maps.

The strategy map has four sections, which represent the four dimensions of organizational performance. These dimensions, which are also referred to as perspectives, are:

  i. **Mandate:** This was renamed from the traditional "Customer/ Stakeholder" as this more effectively communicates NCA intentions to its broad array of stakeholders. It captures the actual needs and expectations of the organization's customers and stakeholders;

  ii. **Financial Stewardship**, which is about how the organization attracts and manages the financial resources it needs to operate;

  iii. **Internal Processes**, which are the key processes that must be designed and executed for the organization to deliver its mandate; and

  iv. **Learning and Growth**, which captures human resources, information systems, physical resources and tools, and leadership and culture required by the organization.

4.1 Authority Thematic Performance Scorecards

The thematic authority's performance scorecards constitute the implementation matrices for the Strategic Plan. The scorecards, detailing the measures, targets, strategic initiatives, timelines and budget for each strategic objective. For each objective: the measure indicates how progress towards the realization of the objective will be tracked; the target represents the level of performance expected by the end of the plan period; while the strategic initiatives are the key programmes/projects that must be undertaken to close the gap between the current level of performance and the set target.

Each strategic objective is driven by identified officers and the total budget for realizing that objective, which typically caters to the cost of implementing the strategic initiative(s) associated with the objective, is also indicated. The scorecards, with their associated strategic initiatives, constitute the implementation matrix for the strategic plan.

4.2 Authority Thematic Risk Scorecards

The thematic risk scorecards, detailing the risk factors, risk assessment and mitigations for each strategic objective, are presented. The Authority's Four-Perspective Risk Map, presented in Figure, was derived from the risk scorecards. This risk map enables the visualization of the key risks that the Authority faces and provides a mechanism of focusing on risks in specific perspectives and to explore the relationship between risks across perspectives when used together with the thematic strategy maps. It reveals how the Authority's risks are clustering and where its main exposures are, thus allowing for the prioritization of their mitigations.

Risk Management

In the process of implementation of this strategic plan, there are potential risks that have to be mitigated if the Authority is to achieve its strategic objectives. The Management will pay close attention to all material risks that the organization faces. Table 5 below presents the key external risks that the Authority faces and how it plans to mitigate them. Further, Annex 3 presents a list of risks associated with strategic initiatives, their level of criticality, and mitigation measures.

Table 13: Key external risks

Key external risk	Risk level	Mitigation measures
External interference	High	Engage with relevant stakeholders including the government and industry
Rapid technological change	High	Build capacity and emphasize on learning and being ahead of the game
Environmental risks (environmental regulations, consumer protection, competitive regulations, and local, regional and international dynamics)	High	Continuous scanning and analysis of the environment to identify issues and develop effective, appropriate and early response.
Online security risks	High	Develop internal and stakeholder capacity and effective coordination mechanisms to effectively respond to online risks.
Physical risks to ICT infrastructure	High	Lobby and actively contribute to designating ICT as critical infrastructure requiring special protection. Promote multi-agency cooperation for the protection of ICT infrastructure

The Authority will closely monitor and evaluate its performance in respect to the cross-cutting issues including collecting disaggregated data to guide its management decisions.

Monitoring and Evaluation

Monitoring and Evaluation (M&E) will be key to the successful implementation of this Strategic Plan. It will ensure that targets are efficiently implemented within the set timelines and allocated budget. Monitoring of activities will be done through an automated system which will provide timely information on the progress of implementation of activities throughout the planning period.

Quarterly and annual reviews: Internal quarterly reviews will be undertaken to assess progress and challenges in the implementation of activities at the end of every quarter. Mid-year and Annual reviews to assess progress and challenges in the achievement of planned outputs will be undertaken with the support of the external consultant.   The reports from these reviews will inform decision making to ensure that the implementation of the Strategic Plan remains on track. An analysis report will directly inform the annual work plans for the subsequent Financial Year.

Midterm review: In recognition of the dynamism of ICT sector, the Authority will undertake a mid-term review in 2023/24 to examine the status of achievement of the Strategic Plan at half term against the expected results and the relevance of future targets.

End term review: The Strategic Plan will be reviewed as part of the exercise of formulating the next strategic plan. The review will determine the extent to which the expected results were achieved, the challenges encountered, and the lessons learned. The output of this review will provide critical input for the formulation of the next strategic plan and will be necessary to ensure continued improvement in the effectiveness and efficiency with which the NCA executes its mandate from 2023 and beyond.

Performance Management

Performance management is a vital issue for the successful implementation of any strategic plan.

To achieve the objectives of the strategic plan there must be coordination The NCA Management will monitor and evaluate performance in the achievement of the plan's activities, outputs and outcomes so as to ensure that the strategic plan intended outcomes are realised.

Heads of departments will be responsible for the effective implementation of the Strategic Plan activities, and they will ensure prompt submission of annual progress reports, These will be compiled and then summarized for presentation to the Board.

The progress in the implementation of the Strategic Plan and the achievement of desired outcomes will be evaluated on an annual basis before the formulation of the annual work plan and budgets.

CHAPTER
05

Communication and Advocacy Plan

This chapter presents the purpose and objectives of the Authority's corporate communications and advocacy efforts. The chapter then identifies the key communications issues that the organization must consider to excel.

5.0 Authority's Communication's Purpose

The Corporate department function at the Authority is charged with three main responsibilities. These are to:

- Enhance visibility, and awareness on the mandate and the NCA sector.
- Provide a linkage between the Authority and the external stakeholders.
- Advise top management on matters of communication, branding, and crisis management.

5.1 A Review of Key Issues on Communications Within the Authority

Below are the key communications issues as identified from:

a. The SWOT analysis was carried out as part of the development of this strategic plan;
b. A survey with both internal and external stakeholders; and
c. Research was conducted to evaluate the effectiveness of the Authority's program.

The objective of the previous communications plan was to create awareness about information. This has led to the widely accepted challenge that the Authority's communication in the previous strategic period served to create a high-level awareness but less than desired access.

It is, therefore, necessary to review the key messages, especially those targeting the public. To further reduce this perception, the Authority will in this strategic period rethink which stakeholder is best placed to deliver what kind of message. Recommendations from the stakeholder survey, and SWOT analysis.

5.2 Key Audiences and Messages

For the strategic period 2023-2027, the Authority will prioritize three key audiences in its messaging:

i. Employees/stakeholders;
ii. Current Stakeholders; and
iii. The Marginalised regions.

Table below highlights these key audiences and the desired outcomes, which answers the question "What do we want them to do as a result of our message?" This then informs the message column, which answers the question "What message shall we tell them, so they can do it?"

Table 14: Audiences, Desired Outcomes, Key Messages and Tactics.

AUDIENCE	DESIRED OUTCOMES	MESSAGE
EMPLOYEES/ POTENTIAL CUSTOMERS	• Better staff compensation • Staff enrolment • Education and capacity building	• Provide conducive environment; employee attraction/retention. • Communication industry trends. • About NCA (mandate) • Accountability. • Sensitization of employers and customers
CURRENT STAKEHOLDERS	• Education and capacity building • Compliance to Act & regulations	• Engagement to ensure compliance. • Conducive environment. • New industry trends. • Risk mitigation mechanism; governance. • Introduction of new licenses. • Compliance benefits. • Industry information sharing. • Best practices.

5.3 Communication Tactics

The National Communications Authority (NCA) will utilize community collaborations, a multi-channel approach including public radio, social media platforms, and other appropriate channels, to effectively engage marginalized communities and the general public, ensuring inclusive and accessible information dissemination

5.3.1 Communication Towards Trust Building

A critical consideration in developing the objectives of the messaging is to consider communication aimed at building trust. Building trust will entail both usage of trusted channels and appropriate messaging. One major approach to achieving this is to use testimonials of persons who have already benefited from Authority. The Authority will employ various media stations while considering factors such as diversity of stakeholder segments and the reach of each media channel selected. Trust will also be built by engaging celebrity influencers which is expected to be particularly useful for more youthful citizens.

The strategy implementation budget and the income that will finance it are presented in this chapter.

CHAPTER
06

Monitoring and Evaluation Framework

The goal of monitoring and evaluation (M&E) of the strategic plan is to:

     a. Determine how well the organization's strategies realized desired results;

     b. Identify which of its strategic objectives is working;

     c. Establish why some are working while others are not; and

     d. Whether the organization is measuring the right things.

In this regard, M&E provides performance information that can be used for decision-making in new and improved ways.

6.0 Monitoring and Evaluation Process

Monitoring and evaluating this plan will involve the steps indicated in Table.

Table 15: Monitoring & Evaluation Steps.

	STEP	ACTION
A	Collecting Data and Monitoring Performance	(i) Monitor performance trends
B	Analyse and Draw Conclusions	(i) Identify underperformance
B	Analyse and Draw Conclusions	(ii) Report and share information
B	Analyse and Draw Conclusions	(iii) Enable data-driven discussion around performance
C	Improve Performance	(i) Identify and implement improvement actions
C	Improve Performance	(ii) Continuously review strategy

For effective monitoring and evaluation of the strategy execution, The General Manager will chair a Strategy Management Committee (SMC) comprising department heads responsible for reporting on strategic objectives identified in the thematic scorecards, ensuring effective strategy monitoring and evaluation, as presented in Annex 1 and summarized below.

Table 21: Reporting Responsibility for Objectives – Operational Excellence Theme.

	Strategic Objective	Responsible Managers
(a)	Improve Capacity	Human Resources
(b)	Enhance Employee Engagement	Human Resources
(c)	Promote Creativity and Innovation	Innovation unit
(d)	Enhance Automation	ICT
(e)	Enhance Knowledge Management	ICT
(f)	Enhance Monitoring and Evaluation	Administration
(g)	Enhance Authority's Governance	Administration
(h)	Enhance Service Delivery	Administration

(i)	Improve license Collection	Licensing Section
(j)	Enhance Resource Utilization	Administration
(k)	Improve Access to Authority Services	ICT
(l)	Improve Stakeholder engagement and Satisfaction	All

Table 16: Reporting Responsibility for Objectives– Policy & Regulatory Framework Theme

	Strategic Objective	**Responsible Managers**
(a)	Enhance Policy Formulation and Legal Drafting Skills	Regulatory and legal
(b)	Improve Legal Framework	Legal
(c)	Strengthen Surveillance of the NCA Sector	Compliance, Market Research
(d)	Improve Dispute Resolution Mechanisms	Legal
(e)	Enhance Strategic Partnerships	Corporate Department
(f)	Improve Regulatory Framework for license and Fees	Licensing Section
(g)	Improve NCA Sector Governance	Management
(i)	Enhance Confidence in the Sector	All

Table 17: Reporting Responsibility for Objectives– Enhancing Coverage in the Formal Sector Theme

	Strategic Objective	**Responsible Managers**
(a)	Enhance Staff Capacity	Human Resources
(b)	Enhance Research and Market Analysis	Market Research
(c)	Enhance Policy Development on Coverage	Engineering Department
(e)	Enhance Outreach Programmes	Corporate Department
(f)	Enhance Education on ICT	
(g)	Enhance Strategic Partnerships	
(h)	Enhance Brand Visibility	
(i)	Translate Awareness into Enrolment	
(j)	Increase Coverage	

CHAPTER
07

Change Management

This process will identify the changes the organization has faced in a certain period, like from 2019 - 2022. This strategic plan will provide a map to help the organization move ahead.

1. Organizational change is an important issue in organizations.
2. It is a process in which an organization optimizes performance as it works toward its ideal state.
3. Organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis, or is triggered by a leader.
4. Successful organizational change is not merely a process of adjustment but also requires sufficient managing capabilities
5. Organizational change means any change that occurs in the work environment.
6. The change could be minor or major, emergent or planned
7. Organizational change re-aligns organizational systems and deals with the factors prevailing in the external environment of an organization.
8. Sometimes, a change is effected to revamp the internal systems of the organization.

What Causes Organizational Change?

1. New leadership at the helm of the NCA or within its departments.
2. Shifts in the organizational team structure.
3. The implementation of new technology.
4. The adoption of new business models.

Change management agents.

A change agent, also known as an advocate of change, is a person who acts as a catalyst for the change management process. They help an organization, or part of an organization, transform how it operates by inspiring and influencing others.

Requisition for change.

Steps for Managing Change Requests

1. Collect all the relevant supporting documentation.
2. Decide whether it is inside or outside of scope.
3. Prioritise the change request.
4. Approve/reject the change request.
5. Plan the implementation.

Benefits for change

There are many benefits to change management. Some of these benefits include improved communication, increased productivity, reduced stress, and improved decision-making. change management can also help improve employee morale and create a more positive work environment.

Common targets of change

The most common known targets of organizational change include

1. Vision,
2. Strategy,
3. Culture,
4. Structure,
5. System,

6. Production technology, and
7. Leadership style

Vision

- Vision includes a firm's organizational core value but one that also adapts accordingly to the external environment.
- When an organization changes, its core value needs to be determined so that in the process of transformation, it can be preserved.

Strategy

- Strategy refers to the organization's long-term goals and the steps and resources needed to be considered in its decision-making.
- The strategy change can be divided into the enterprise strategy change (eg: low-cost strategy), the overall strategy change (Eg: multiple-angle management), and the global expansion strategy change.

Culture

- Culture is referring to its members' collective value, norm, and basic assumptions.
- This is typically known as people-centered change
- The change involved is altering the content of this collective value and/or basic assumption.
- Typically, the explicit culture is more easily manageable or changed than the implicit culture.

Structure

- Structure is an official system of the duty and the authority relations of an organization. Structural change is transforming the organization's vertical disintegration or horizontal differentiation, power allocation, and level of formalization

Systems

- System is the formal regulations, policies, and procedures such as reward systems, performance evaluation methods, goals budget systems, etc. that are used to operate the organization.

Technology

- Production science and technology is the technology, the knowledge, the ability, the material, the machine, the computer, the tool, and other equipment which transforms inputs to outputs.
- This is termed as a process–oriented change. Organizations may need to reengineer processes to achieve optimum workflow and productivity. Process-oriented change is often related to an organization's production process or how the organization assembles products or delivers services.

Leadership

- Leadership is the influential force within the organization.
- Leadership style impacts the group dynamic and also the interaction of its members.

Risk of no change management process

If the change does not deliver the results and outcomes in large part because we ignored the people side of change there are additional costs and risks. Costs if the change is not fully implemented: Lost investment made in the project. Lost the opportunity to have invested

in other projects.

Cost of Change

The cost of each change increases because we have more time, money, and energy invested. Sometimes the cost is not actual but inferred because we don't "want" to make the change. We've put a lot of effort into something and change means discarding at least some of what we've done.

Evaluation of Change Management

Change Evaluation is called upon by the Change Management process at various points in a Change's lifecycle to perform a Change assessment. The results of a formal Change evaluation are documented in a Change Evaluation Report, which is thus the main output of the process.

Annex

ANNEX I: AUTHORITY'S THEMATIC PERFORMACE SCORECARDS

1.0 Operational Excellence Theme Performance Scorecard

Table 18: Operational Excellence Theme Performance Scorecard

Perspective	Strategic Objective	KPI	Target	Strategic Initiative	Timelines for Initiative Implementation
Mandate	Improve stakeholder engagement	Stakeholder Satisfaction Index	% increase p.a.	Redesign current survey tools	30-Sep-
				Conduct baseline survey	30-Oct-2023
				Conduct annual Stakeholder satisfaction surveys	
				Implement survey recommendations	July of every year
	Improve Access to Authority Services	Representations in the state members	8 Regional HQs by 2024	Partnership other government agencies	July 2024
Financial Stewardship	Enhance Resource Utilization	Percentage Utilization	100%	Aligning budgets to strategic initiatives	31-Jan each year
				Monitoring of budget utilization	Quarterly
				Enhance Resource Planning	Quarterly
	Improve revenue Collection	Level of revenue Collection	100%	Enforcement of penalties for late payments according to the penalty schedule of NCA	Within 30 days after revenue due date

Internal Processes	Enhance Service Delivery	Level of Compliance with NCA Quality System Management Charter	100%	Conduct process audits	Half yearly
				Adherence to SOPs and service charter	
				Monitor implementation of service charter	Quarterly
				Review SOPs	Biennially
				Harmonize Management Systems e.g., ERM, ISMS, QMS	Annually
	Ehance Authority's Governance	Compliance with Governance framework	100%	Governance audit	Annually
	Enhance Monitoring & Evaluation	Percentage of Outcomes Delivered	100%	Develop M&E Framework	30-sep-2023
				Continuous M&E	Quarterly
				Annual evaluation	Annually
	Enhance Knowledge Management	Knowledge Management (KM) Maturity level	Level 3	Establish KM framework	31-Dec-2023
				Creating awareness and training	30-Nov-2023
	Enhance Automation	Level of automation	85%	Identify processes to be automated (e.g., Media Monitoring, Balanced Scorecard, Contract, complaints management and Case Management) and procure appropriate solutions	30-June-2024
	Promote Creativity & Innovation	No. of Innovations p.a.	Two (2) p.a.	Develop and implement strategy	30-June-2024
				Monitor the impact of the innovation	Annually

Learning & Growth	Enhance Employee Engagement	Employee Satisfaction Index	75%	Employee satisfaction surveys and Implement recommendations	Annually
				Conduct culture assessments and implement recommendations	Biennially
				Enhance staff performance review processes	Annually
				Implement rewards and recognition policy	Annually
				Enhance Safe Work Environment	Annually
	Improve Capacity	Human Capital Readiness	70%	Review and implement the establishment audit findings	Biennially
				Carry out Training Needs Analysis and implement appropriate interventions	Annually
		Infrastructure Capital Readiness	80%	Establish infrastructure readiness baseline level	30-Jun-
				Monitor implementation of infrastructure readiness recommendations	Annually
				Establish and implement Business Continuity Plan	30-June-2024

I.1. Policy and Regulatory framework theme Performance Scorecard

Perspective	Strategic Objective	KPI	Target	Strategic Initiative	Timelines for Initiative Implementation
Mandate	Enhance Confidence in NCA	Percentage Increase in Confidence Index	2% p.a.	Establish the baseline index	Jun-2023
				Conduct confidence index surveys	Biennially
				Create awareness on the regulatory framework through targeted campaigns	Annually
				Enforce regulatory framework	Quarterly
				Review the regulatory framework	Dec 2023
				Enhance stakeholder engagement	Quarterly
	Improve Governance	Average risks score	2.5 and below	Enforcement of good governance framework	Jan-2024
				Capacity build the service providers on the governance framework	Continuous
				Develop and review guidelines and practice notes on governance	Biennially
Financial Stewardship	Improve Regulatory Framework for revenue & Fees	Percentage Growth in revenue & Fees	5% p.a.	Policy recommendations to review the forms and fees regulations	31-Dec-2023
	F3: Enhance Strategic Partnerships	Proportion of Budget Financed by Development Partners	5%	Develop a Partner Engagement Plan	March-2024
				Identify development areas and partners	Annually

Internal Processes	Improve Dispute Resolution Mechanisms	Percentage of complaints resolved within 20 days	95%	Improve complaint management system	July-2024
	Strengthen Surveillance	Level of Compliance with NCA Regulations	100%	Review and implement the regulatory monitoring framework (Toolkit and risk analysis)	October-2025
				Monitoring compliance with the regulatory framework	Quarterly
				Enforce sanctions and penalties	Quarterly
	Improve Legal Framework	Percentage of proposals to improve legal framework accepted	60%	Identify the gaps, review and make recommendations to amend relevant legislations	Annually
				Establish linkages with other regulatory bodies	Annually
		Number of regulatory guidelines developed and issued	Five (5)	Develop need-based guidelines	Annually
Legal	Enhance Legal Drafting & Policy formulation Skills	Percentage of Target Staff Trained on Policy Development and Legal Drafting Skills	100%	Identify and train staff	Annually

I.2. Enhancing Coverage in the marginalised areas Theme Performance Scorecard

Table 19: Enhancing Coverage in the marginalised areas Theme Performance Scorecard

Perspective	Strategic Objective	Risks	KRI	Likelihood (L)	Impact (I)	Average Exposure	Mitigation (Treatment)
Mandate	Increase Asset Base	Failure to regulate and supervise the establishment and management Authority	Rigid registration requirements.	4	4	11	Review the regulatory framework to incorporate regulations suitable for the sector
		Inadequate research and development practices - Mismatch of NCA operations with global good practice standards	Inadequate understanding of the sector	3	2		Undertake research Promote development of suitable products
	Increase Coverage	Failure to regulate and supervise the establishment and management of NCA	Rigid registration requirements	1	4	8	Review the regulatory framework to incorporate regulations suitable for the sector
		Failure to protect or build NCA Brand/ reputation	Negative media mentions index	4	4		Proactive stakeholder engagement Correct negative reportage in the media
	Enhance Brand Visibility	Failure to build & protect reputation	Negative media mentions index Corruption Perception Index	3	4	12	Enhance brand awareness campaigns Establish & Maintain Media monitoring framework Enforce compliance with Public Ethics Act & the code of Ethics
		Failure to regulate and supervise the establishment and management of NCA	Increase in failed ISPs Risk score	3	4		Enhance risk-based supervision

Perspective	Strategic Objective	Risks	KRI	Likelihood (L)	Impact (I)	Average Exposure	Mitigation (Treatment)
Financial Stewardship	Enhance Strategic Partnerships	Ineffective governance	Corruption Perception Index Lack of accountability	2.5	3	7.83	Enforce adherence to the code of conduct
		Failure to build and protect NCA Brand and reputation	Integrity and Ethical Issues among staff and Board of NCA	3	4		Enforce strict adherence to the Code of Conduct, and the constitution
		Substandard partnership proposals	% of proposals accepted or rejected	2	2		Capacity building on proposal development on partnerships
Internal Processes	Enhance Education	Untargeted training modules	Number of targeted training modules	3	4	12	Develop targeted training modules
		Untargeted messages	% level of awareness	3	4		Develop the right messages. Segment the Audience Implementation of research findings
	Enhance Outreach Programmes	Inadequate research on innovation on emerging issues	Inadequate research on innovation of product & services	3	4	12	Undertake research on emerging issues Implement recommendations of the research
	Enhance Policy Development on Coverage	Inadequate support from key stakeholders	Number of stakeholder engagement	3	4	12	Consensus building during policy development

	Objective	Issue	Measure				Initiative
	Enhance Research & Market Analysis	Inadequate capacity	Negative feedback from stakeholder forums				
			Number of contested policies	2.5	3	7.5	Outsource
			Number of vacant key technical positions to be filled				Recruit the required technical staff
Learning & Growth	Enhance Staff Capacity	Inadequate training opportunities	Number of staff	4	4	16	Establish a dedicated to deal with the issues

ANNEX II: AUTHORITY'S RISK APPETITE & TOLERANCE

Table 19: NCA Risk Matrix

Risk ID	Risk(s)	KRIs	Risk Appetite/ Tolerance
CR01	Failure to regulate and supervise the establishment and management in the sector	Increase in the authority's risk score.	No more than 5% of ISPs above risk score 1
		Increase in quality and service providers non-compliance.	
		Percentage of service providers not licensed.	0%
		No. of ISPs not ilicensed	0%
		Increase in quality.	
		% of enforcement action not taken.	0%
		Slow registration of service providers.	Registration not more than 6 days
CR02	Failure to protect Authority's member's interests rights and responsibilities	Increase in complaints in service	%
		Increase in failed	%
		% of providers not certified.	%
		% Services not adhering to guidelines.	%
		% Decrease in stakeholder satisfaction/confidence levels.	0%
		% of Public Complaints not resolved.	2

Risk ID	Risk(s)	KRIs	Risk Appetite/ Tolerance
CR03	Limitations in creation of an enabling environment for growth of ICT sector	Decrease or low growth rate .	Authority's assets growth below 10%
		Percentage growth in coverage.	Not less than 20%
		Percentage growth in ICT awareness.	Not less than 10%
		No. of employers without Access to network	5%
CR04	Inadequacies in the regulatory framework in the National Communications Law	No. of cases taken to court or submitted to Tribunal.	Threshold of 30 No. of cases
CR05	Ineffective Governance, Leadership and Management at NCA – Failure to deliver mandate	Increase in the Authority risk score.	No more than 5% of services above risk score 1
CR06	Ineffective Governance practices: NCA operations Audit and risk operations	Compliance with operational Charter for Board and Board Committees.	Compliance rate of 85% of all charter requirement by Board, Board Committees and the secretariats
CR07	Cascading of NCA strategy – Misalignment between corporate strategy and departmental plans and activities	Engagement in non-strategic activities.	0%
CR08	Non-compliance with legal and regulatory requirements in NCA operations	Baseline Compliance Audits Findings.	0%

Risk ID	Risk(s)	KRIs	Risk Appetite/ Tolerance
CR09	Failure to protect or build NCA Brand/ reputation	Positive vs negative media mentions index.	5%
CR10	Interference of NCA operations by government policies, activities and politics	No of reported interferences.	5%
CR11	Ineffective governance practices: Audit and ERM practices	Percentage of ERM action plans not completed.	5%
		Percentage of audit recommendations not implemented.	5%
CR12	Integrity and Ethical Issues among staff and Board of NCA	No. of ethical and integrity cases reported.	0%
CR13	Inadequate Human Resource Management (Numbers, Skills, Competence and succession planning)	Develop indicator based optimal establishment vs actual establishment.	5 %
		% Decrease in employee satisfaction.	5 %
CR14	Inadequate Supply chain management processes	No. of cases reported	0
		Non-Compliance with Procurement Charter.	0%
		% of the procurement plan not executed.	10%
CR15	Accident / Injury/ occupational illness to staff during operations	No of accident reported.	2
CR16	Failure of NCA to carry out planned (Budgeted) activities leading to Under absorption of Funds	Absorption of funds vs budget ratio.	0%

Risk ID	Risk(s)	KRIs	Risk Appetite/ Tolerance
CR17	Liquidity/cash- flow management risks	% of idle or non-interest earning cash held per month.	5%
		% increase in revenue growth.	Not less than 10% p.a.
CR18	Inadequate Internal financial controls	% of Audit (Internal & External) findings not implemented.	5%
		% cost reduction.	Not less than 5%
CR19	Inadequate research and development practices - Mismatch of NCA operations with global good practice standards	No. of research papers applied in the industry.	At least 2 research papers
		No. of new innovations in NCA.	At least 2 innovations
CR20	Ineffective Knowledge management processes	No. of training / conferences not reported and presented to staff.	5%
CR21	Uptake and adoption of ICT and emerging technologies in NCA operations	% level of operations, not automation.	10%
		% of ICT literacy.	98%
CR22	Vulnerability to IT infrastructure to both internal and external exposure	No of attempted hacking activities 24 hrs.	2
		No. of successful hacking.	0
		No. of minutes downtime.	10 minutes
CR23	Inadequate security of data and other NCA assets	No of reported leakages.	2 per year
CR24	Cyber risks exposure	Vulnerability assessment finding.	At least two annually

Appendix III: Risks associated with strategic initiatives and mitigation measures

Table 20: Risks associated with strategic initiatives and mitigation measures

Risk Associated	Strategic Objectives	Strategic initiatives	Strategic Risks
Access and Market Development	Achieve Universal Access to ICT Services	Implement universal access programs	Over-dependence on a single operator, low absorptive capacity by the market, and inadequate technical knowhow to manage the projects.
	Ensure Efficient ICT Markets	Foster competition in the ICT Sector	Interference on the mandate management in the Authority's competition
	Ensure Sustainable Development of ICTs	Drive appropriate deployment of infrastructure and services	Inadequate requisite resources for network development
Enabling Environment	Ensure Appropriate Regulatory Environment	Facilitate / develop a responsive legal, regulatory and licensing regime	Inadequate regulatory response to rapid change of technology
			Interference with the Authority's independence to execute its mandate
		Facilitate / develop a responsive legal, regulatory and licensing Regime	Litigation challenging the outcomes of regulatory and legislative process
		Manage ICT regulatory resources	Non-compliance by licensees
	Enhance partnership and collaboration	Improve coordination between the Authority and its stakeholders	Failure to monitor partnerships and joint working arrangements

	Enhance Stakeholder Engagement and Communication	Develop and implement an integrated stakeholder engagement, and communication strategy	Non-operationalization of contractual agreements by stakeholders
Capacity Development	Attain High Institutional Capacity and Performance Excellence	Upgrade technologies and tools	Failure to upgrade regulatory tools and build adequate specialised capacities
	Embrace Research and Innovation Culture	Establish R&D capacity and programs	Failure to respond to new changes in the regulatory environment

Appendix V: Milestones

	Milestones	Timeline					Achievement (%)
		Y1	Y2	Y3	Y4	Y5	
2	**Critique & Gap Identification** Based on above, critique the current regulatory environment and identify the gaps.	X					
3	**Gap Filling - Policies, Laws, Orders** Based on above gaps (in policies, laws and orders), develop and execute a plan to fill the gaps.	X					
4	**Gap Filling – Regulations** Check out on the gaps (in policies, laws and orders), develop and execute a plan to fill the gaps.	X					
5	**Continuous Review & Update** Repeat step 1-4 every six months - to ensure regulatory environment is continuously.	X	X	X	X	X	

Strategy

Strategic Initiatives:

What?	• Somali could be a key enabler in attracting investments (including FDIs).
Why?	• Somalia's economy needs a much higher level of investments to develop its key sectors. • Having a conducive regulatory framework coupled with incentives will be key to enable investments into a country.
How?	• Refer PIs for Strategic Initiatives in the M&E Framework

	Milestones	Timeline					Achievement (%)
		Y1	Y2	Y3	Y4	Y5	
1	**Study Investment Gaps** Conduct a comprehensive study to identify existing investment gaps.	X					
2	**Study Investment Challenges** As an extension to the above, conduct a comprehensive study covering inputs from relevant stakeholders and current / potential investors.		X				
4	**Approval** Submit the above plan to the appropriate approval point (Regulatory Board / Management Committee).		X				
5	**Execution** Post-approval, execute the plan and Monitor progress.			X			

Strategy

Strategic Initiative:

What? *(Scope)*	• Optimizing the use of digital channels to interface with both end-consumers and operators – • thus ensuring higher service quality, efficiency .
Why? *(Rationale)*	• Given the number of sectors somalia is mandated to regulate, manually interfacing with end-consum- ers and operators on the above will require significant manpower.
How? *(Measurement)*	• Refer KPIs for Strategic Initiatives in the M&E Framework

	Milestones	Timeline					Achievement (%)
		Y1	Y2	Y3	Y4	Y5	
2	**Define Objectives** Clearly define NCA strategic objectives with regards to end-consumers and operators.	X					
3	**Prioritize** Based on above, prioritize key touch points that warrants digitization.	X					
4	**Validate** Conduct a survey among the end-consumers & operators to validate above prioritization.		X				
5	**Develop Roadmap** Research and develop a roadmap with recommendations on systems, processes, capabilities that will be required.	X					
6	**Feasibility Study** Conduct a feasibility study to gauge how feasible the recommendations are.		X				

7	**Develop Action Plan** Post-approval, develop a Detailed Action Plan (including timelines, KPIs and budget).	X					
8	**Approval** After completion of above, submit the roadmap for feedback and approval.		X				
9	**Execution** Execute the Action Plan and Monitor progress.	X	X	X	X	X	