



**National Information and  
Communications Technology Authority**

# Corporate Plan 2021 to 2025

Inform, Communicate and Transform



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# ACRONYMS

|          |   |
|----------|---|
| 4G       | <b>4th Generation</b>   |
| 5G       | <b>5th Generation</b>   |
| CEO      | <b>Chief Executive Officer</b>                                      |
| CEPA     | <b>Conservation and Environment Protection Authority</b>            |
| CERT     | <b>Computer Emergency Response Team</b>                             |
| CESR     | <b>Corporate and Environmental Social Responsibility</b>            |
| COVID-19 | <b>Corona Virus Disease, 2019</b>                                   |
| DSP      | <b>Development Strategic Plan</b>                                   |
| ECM      | <b>Enterprise Content Management</b>                                |
| FDI      | <b>Foreign Direct Investment</b>                                    |
| GDP      | <b>Gross Domestic Product</b>                                       |
| HOS      | <b>Home Ownership Scheme</b>  |
| ICCC     | <b>Independent Consumer and Competition Commission</b>              |
| ICT      | <b>Information and Communications Technology</b>                    |
| IMT      | <b>International Mobile Telecommunications</b>                      |
| IPTV     | <b>Internet Protocol Television</b>                                 |
| ITU      | <b>International Telecommunications Union</b>                       |
| IXP      | <b>Internet Exchange Point</b>                                      |
| MoU      | <b>Memorandum of Understanding</b>                                  |
| NEC      | <b>National Executive Council</b>                                   |
| NGO      | <b>Non-Government Organisation</b>                                  |
| NICTA    | <b>National Information Telecommunications Technology Authority</b> |
| NPC      | <b>National Procurement Commission</b>                              |
| OTT      | <b>Over The Top</b>   |
| PNG      | <b>Papua New Guinea</b>   |
| PWDs     | <b>Person with Disabilities</b>                                     |
| QoS      | <b>Quality of Service</b>   |
| MSME     | <b>Micro Small and Medium-sized Entrepreneurship</b>                |
| MTDG     | <b>Medium Term Development Goal</b>                                 |
| TV       | <b>Television</b>   |
| UAS      | <b>Universal Access Service (Secretariat)</b>                       |
| WWW      | <b>World Wide Web</b>   |

# STATEMENT BY THE CHAIRMAN



include:

1. Improving stakeholder collaboration across Government;
2. Enhancing communications among citizens;
3. Establishing efficient regulations to oversee the ICT sector;
4. Improving connectivity at the operational level, and;
5. Deploying technology to drive local innovation.

There is no doubt that, ICT is a catalyst for economic growth and social development. We are equally mindful of two development challenges. First, is the rapid development of the range and scope of ICT services around the world which NICTA must embrace and tailor to suit local circumstances. Second, is the increase in demand for ICT Services due to the growth an educated population and business activities in the country.

In this regard, I am proud to acknowledge the earnest commitments of NICTA's staff member and the management team. We will continue to be relentless in our efforts to harness and project NICTA's strategic position in nation building. Moreover, NICTA will continue to develop staff capacities and ensure that all Operators receive excellent services.

I also, acknowledge all stakeholders for their collaboration to accomplish NICTA's statutory responsibilities. The management will continue to be focused, accountable and transparent in all its dealings.

I assure this government and the next that, NICTA is well positioned through this corporate plan to achieve the targets set under the Medium-Term Development Policy Strategy. I look forward to the next five years with confidence that NICTA will carry out its responsibilities in a progressive momentum.

Noel Mobiha  
**CHAIRMAN, NICTA BOARD**

It gives me great pleasure to present NICTA Corporate Plan 2021-2025. This Plan defines the direction ICT regulation will take in the next five years. Let me state from the outset that, a country's prosperity today depends on the ability of its people to generate new ideas that are knowledge-based and wealth-creating.

The Management and staff are summoned by NICTA's charter and mandate to promote ICT services as a major driver of social and economic development in Papua New Guinea. In this regard, NICTA has provided consistent regulatory services for many years. Each year NICTA's Corporate Plan draws together the threads of its priorities. Each Plan outlined its unique role in driving the development of ICT, the approaches to measuring performances and maintaining the capability of staff, and how it intends to mitigate or avoid challenges.

All state departments and agencies are in pursuits of meeting their respective goals and objectives set under the Government's Development Strategic Plan (DSP) 2030, through progressive implementations of a series of Medium-Term Development Policies (MTDG), with the aim of meeting the broader goals set in the Vision 2050.

NICTA is no exception. Its new Corporate Plan has policy-nexus. In order to meet NICTA's ICT objectives and the overall national development agenda, we will undertake five integral aspects of management approaches simultaneously. These

# STATEMENT BY THE CEO



**N**ICTA strives to be a world-class ICT regulator and to deliver outstanding service in that capacity to the ICT users and industry in Papua New Guinea. We may fall short from time to time, but the aspiration and commitment of NICTA and its staff must never be doubted.

A commitment to achieve important regulatory goals and tasks is worthy when there is serious and systematic consideration about how this will be achieved in practice.

This Corporate Plan expresses in considerable detail how NICTA sees its tasks and priorities over the next period to the end of 2025, and the basis on which it seeks to be accountable and to be assessed on its performance during that time. NICTA is also committed to providing in its annual reports an assessment of its performance against the key targets and objectives set out in this Corporate Plan.

As with any plan covering a span of five years, the market, economic and social circumstances will inevitably change during the course of the plan, and, in some respects, will change in ways or at rates that may not have been reasonably foreseen from the outset. The current COVID-19 pandemic is a case in point. Pandemics may have been generally expected by professional epidemiologists, but the specific pandemic, and its specific timing, duration and impacts were not foreseen. Some might use such a case to illustrate how detailed plans that may have existed before COVID-19 can

be overtaken by unforeseen events. I believe the COVID-19 example shows something else entirely about planning – namely, that good plans should help develop agile and responsive organisations, that all good plans need to be adjusted, sometimes at short notice, and that planning helps directly in knowing how best to adapt to changing circumstances. We have developed the 2021-2025 Corporate Plan for NICTA with these requirements in mind.

NICTA sees the Corporate Plan as a rolling plan. Near-term events and requirements are clearer than longer term ones. This is especially the case for NICTA, because rapid change has always been a feature of hi-tech industries, such as ours. The Corporate Plan needs to be reviewed and, most likely, revised annually in the form of annual operating plans. Also, accountability needs to be on-going, not at the end of the plan. So, separately, we will report annually on results and use the plan as a structure for compiling our corporate performance score card.

Lastly, it is important to emphasise on one of the strong themes that will characterize our work, especially in the early years of the Corporate Plan, and that is the review and strengthening of the regulatory framework to ensure that regulation delivers the best possible environment for improvement in the welfare of end-users. This will be accomplished by facilitating robust competition, ensuring that national investments in infrastructure deliver dividends through new and improved services, lower prices and enhanced value to end users, and removal of remaining barriers to robust and sustainable competition and service delivery to all areas of the country and segments of the community.

NICTA is not here for its own sake. It is here to perform the role of advancing and developing ICT for the benefit of all stakeholders in Papua New Guinea. Every day the management and staff are mindful of NICTA's role. With this in mind, the Corporate Plan seeks to set the strategic direction and priorities for NICTA over the next five years.

Kila Gulo Vui  
**CHIEF EXECUTIVE OFFICER**



## OUR MANDATE

The NICTA is an independent regulatory authority established through the NICTA Act 2009 (Act). NICTA is the primary regulator of the ICT industry in Papua New Guinea with specific focus on telecommunications, radio-communications and broadcasting.

The functions and powers of NICTA are set out in Part II of the Act. The primary objective of the Act is to ensure that the ICT industry contributes to the greatest extent possible the long term economic and social development of Papua New Guinea.



## OUR PURPOSE

Our purpose is to advance the objective of the Act in relation to the development and availability of ICT services to meet the social, commercial, cultural and industrial needs of Papua New Guinea, and to facilitate the development of the industry through implementing the regulatory framework consistent with the regulatory principles set out in the Act.



## OUR VISION

### ENABLING A CONNECTED AND INCLUSIVE PAPUA NEW GUINEA

Drawing from our mandate and purpose, we foresee all Papua New Guineans having access to affordable and high-quality ICT services.

Connectivity is a primary enabler of inclusivity. Therefore, affordable and accessible connectivity through ICTs will empower all persons in Papua New Guinea to connect and access ICT services both domestically and internationally, which will facilitate for an accelerated and more inclusive social and economic development process.



## OUR MISSION

### FOSTERING TRANSFORMATION BY EFFECTIVE ICT REGULATION AND ENABLING UNIVERSAL ACCESS.

We will take the lead in regulating the ICT sector in Papua New Guinea whilst promoting strong and strategic partnerships with stakeholders.

We will foster a dynamic and progressive ICT environment, through efficient and effective regulation.

We will continue to review and develop a rigorous regulatory framework to serve as a platform for the delivery of reliable and affordable ICT services from which all segments of society can benefit.



## OUR CORE VALUES

Our values are our principles and beliefs that govern our day-to-day behavior, internally as employees of NICTA and externally with our customers and stakeholders.

Our values guide us to, achievement our mission, shape the culture of the organisation and progress our vision to be a modern ICT regulator.

### INTEGRITY

We uphold honesty, trust, transparency and fairness in our dealings with NICTA customers, suppliers, stakeholders and the industry at large. We also respect the value and confidentiality of our customer's information.

### COMMITMENT

We are a dedicated to being a modern ICT regulator. We strive to display a high level of enthusiasm in our professional endeavors to promote a better future. We have passion for what we do, and are proud of what we strive to accomplish for the greater good.

## INNOVATION

We continue to find creative solutions to meet challenges. Our endeavor is to create, introduce and adopt new approaches and solutions to effectively meet NICTA's goals.

## RESPECT

We will serve our customers and stakeholders in a professional and courteous manner whilst maintaining responsive interactions and respecting the opinions of all.

Respect is accorded to all persons regardless of position or grade or place of origin or age. We unconditionally accord such respect to create, foster and cultivate mutual relations amongst staff and promote a conducive work environment.

## COLLABORATION

We value the importance of professional, meaningful and effective engagement with our stakeholders. All staff efforts are coordinated through teamwork in order to, successfully meet ICT regulatory obligations, offer effective advice to consumers and meet policy goals of NICTA.



## OUR REGULATORY PRINCIPLES

In alignment with our purpose, our regulatory measures are based on the following principles:

- Proportionate to the regulatory risk;
- Sound economic principles and is technology-neutral;
- Administered in a transparent manner;
- Implemented within specified or reasonable timeframes;
- Non-discriminatory in application; and
- Consultative



## OUR ASPIRATIONS

Our aspirations as the ICT Regulator are:

- Pursue regulatory excellence
- Accelerate universal broadband connectivity
- Have strong strategic relationships and engagement with stakeholders
- Value and demonstrate promptness, efficiency and effectiveness
- Be a preferred choice for career development and advancement
- Have information systems that are reliable and modern to support our operations, industry and community



## OUR ENVIRONMENT

In setting our CP 2021-2025, we are mindful of the rapidly changing environment in which we operate. ICT markets are fast-evolving with ever changing consumer and business needs and ongoing innovation in networks, devices and services.

The Corporate Plan also recognizes the ICT Sector Policy and Portfolio directions for digital transformation. This section briefly examines the environment we operate in and the communication markets we regulate.

### COVID-19.

COVID-19 has significantly impacted both customers and businesses, with disruptions to travel, trading and events. NICTA has done all in its power to support the Government in its various programs to manage the COVID-19 pandemic in PNG. This includes allocation of numbering and spectrum resources as required by the industry to provide services during the response operations. NICTA also exercised regulatory forbearance during the pandemic particularly during the state of emergency.

The economic consequences of the health emergency have been substantial. Many licensed operators in

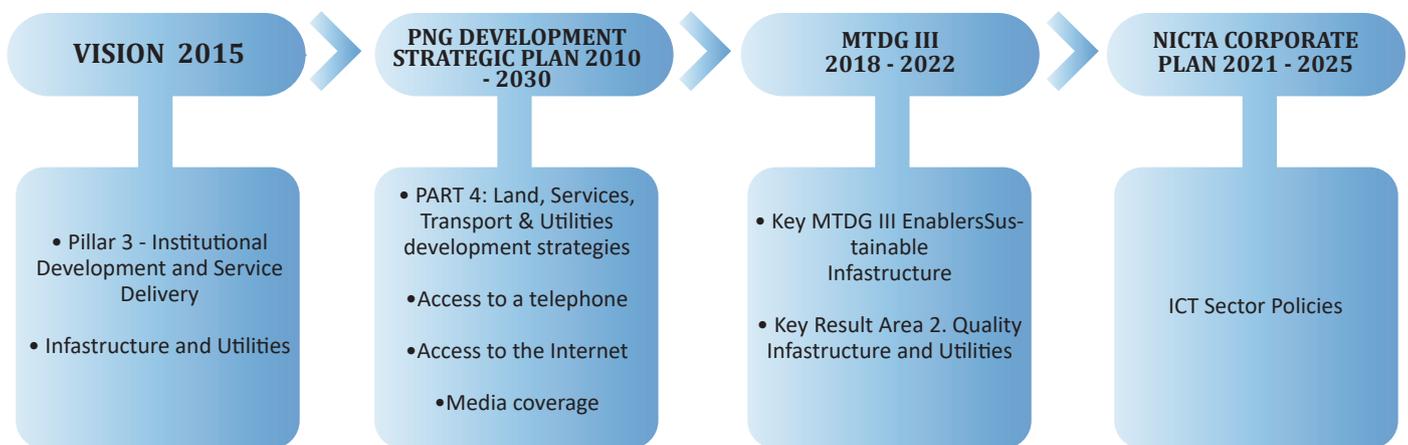
## GOVERNMENT DEVELOPMENT AGENDA

The Papua New Guinea Development Strategic Plan (DSP) 2010-2030, and the Papua New Guinea Vision 2050 sets development goals for the nation. The DSP 2010-2030 defined one of its priority goals as: "A modern and affordable information and communications technology that reaches all parts of the country." It also identified several specific targets for ICT growth, including 800 mobile subscribers per 1000 population, 70% using the Internet, and

100% access to radio and television.

Vision 2050 includes a range of Strategic Focus Areas for PNG development, which will be enabled and reinforced by expansion of access to high quality ICT services. These include, among others, Human Capital Development, Gender, Youth and People Empowerment, Institutional Development and Service Delivery, and Spiritual, Cultural and Community Development.

## Corporate Plan Alignment Framework



PNG have suffered adverse business impacts. In these cases, NICTA has been ready to accept changes to payment schedules and deadlines to accommodate affected operators as far as possible.

### POLICY AND LEGISLATIVE REFORMS

Policy and legislative reforms of government continuously impact on our operations and the industry at large. We remain objective in the way we implement government policy within legislative framework whilst preserving the rights of consumers and industry licensees.

### DIGITAL ECONOMY

The ICT sector is a key enabler of socio-economic development. Efficient, accessible and affordable ICT services will enable PNG to engage in the digital econ-

omy and increase the overall economic well-being and competitiveness of national development sectors.

### CONSUMER DEMAND AND EXPECTATIONS

Consumers and businesses are increasingly demanding improved connectivity and affordable access to the Internet. People use the internet for a variety of activities, including person-to-person communication, social networking, news consumption and watching TV. The internet has also transformed the way in which audiences access news, and is gradually changing TV consumption. Connectivity and the internet are also important for businesses as online access to customer and public services, e-commerce and cloud-based platforms are becoming commonplace.

## GROWTH IN MOBILE SUBSCRIPTIONS

The exponential growth of the mobile market in particular has been significant over the last decade coupled with a rapidly evolving data driven landscape including the convergence of markets. To keep abreast with the complex and fast-moving landscape, NICTA continues to institute modern and proportionate regulatory measures.

## INNOVATION AND INVESTMENT IN NEW AND EVOLVING TECHNOLOGIES

Operators are investing in networks to improve speed and meet user needs. Responding to these demands, fixed network operators are investing to increase the speeds of existing networks, including the use of fiber to provide higher speeds directly to homes and businesses. Mobile network operators are also upgrading their networks, rolling out 4G and using Wi-Fi and small cells to improve mobile data coverage. Consultations and preparations for future 5G networks continues, with the potential to provide speeds up to 40 times faster than current 4G networks.

In this era of rapid innovation that has given rise to new entrepreneurs and creates opportunities for a host of services, NICTA must continue to develop the sector with wisdom and prudence by joining the evolving international dialogues on issues such as digital financial services, 5G technology solutions, artificial intelligence, machine-to-machine transactions and big data. Moreover, NICTA must continue to examine and update our regulatory frameworks and policies to ensure greater access and connectivity for citizens.

## CYBERSPACE

Cyberspace is well understood to mean an environment where entities and objects that exist within the global computer network interact. The internet is the largest area of cyberspace. It includes the World Wide Web (www).

With the increasing use of the internet for electronic communications, online commerce and mass exchange of information there is a need for wider policy and regulatory considerations for internet users in PNG. These require policy guidance on cybersecurity and safety, electronic commerce and data privacy supported by appropriate regulatory measures.

## WORKFORCE CAPABILITIES AND ENVIRONMENT

Ongoing developments in technology and the Covid-19 pandemic is putting pressure on workforce capabilities and practices. Approaches to work may change alongside skills as technologies enable greater flexibility and mobility in many areas of the workforce. The Covid-19 crisis caused disruptions with social distancing requirements and work from home which will have an ongoing influence on the work environment. The future workplace will bring both challenges and opportunities for NICTA.

NICTA will require staff with new skills that are in high demand especially in technology. At the same time, it will retain some operational skills that will become extremely rare. Continuous training will be necessary in every role as staff are required to adapt to new technologies and processes. This in turn, will place greater demand on the need for effective and ongoing change management.

In response to these challenges, NICTA will need to strengthen its ability to attract and retain talented staff who can deliver the strategic objectives of the organization's Five-Year Plan. There will be an increasing need for NICTA to build teams, skills and institutional capacity needed going into the future.



# OUR CHALLENGES, OPPORTUNITIES & RISKS

Within our operating environment, there are emerging challenges, opportunities and risks that need to be managed. Failing will drastically reduce our chances of success in achieving our goals and objectives.

## CHALLENGES

These are key challenges that when effectively addressed, will reap the greatest rewards for NICTA and the industry;

### GAPS IN CONNECTIVITY

Despite increased network investment, the majority of households are unable to receive broadband services to allow effective access to the internet due to limited access and the relatively high costs of internet. The challenge of connectivity still exists as household broadband penetration is less than 10%.

True universal service will only be achieved when households and businesses are fully covered by advanced networks and when communication services are available and affordable for all citizens. Currently our connectivity levels are amongst the lowest in the world with mobile penetration rates hovering around 40%.

In order to better leverage ICTs for development, a higher level of preparedness and better infrastructure and access are needed.

### CONVERGENCE IN BROADCASTING SERVICE

A new, converging communications landscape has emerged - online media is changing the competitive landscape for established players. As consumers increasingly use internet-delivered OTT services for communications and media, global OTT-providers have begun to invest more in content production thereby challenging established media providers.

Convergence of broadcasting, telecommunications and internet affect the whole of the ICT industry. There are special issues that will add to the challenge for NICTA over the next five (5) years. These are:

- Changes to business models for the broadcast media and the telecommunications service providers,

where traditional advertising and voice service revenues are increasingly threatened by cheaper online content options

- Jurisdictional issues with the Internet and internet content management, and with sources that are sourced in the cloud.
- Divergence between codes for Internet and other broadcasting content
- Digital efficiency as broadcasting spectrum is withdrawn
- Multiple policy and legislative review processes may also create uncertainty

## OPPORTUNITIES

Key opportunities include:

### MEDIA TECHNOLOGY ADVANCES

Technological changes continue to transform the media industry, presenting both opportunities and challenges for media organisations. Digitization and network integration are enabling new, flexible production methods and more efficient means of delivering higher-quality services and applications to audiences.

Virtualization and “cloud” computing, for example, make possible decentralized production from any networked location and enable digital playout of media services. Likewise, better use of data, including machine-based-learning tools, facilitates product personalization, more effective product development and resource management.

Technologies also continue to multiply the ways in which audiences can access information and entertainment, thus forcing media organisations to adapt their outputs as audience behaviors evolve.

To realise these opportunities and meet consumer expectations, NICTA must ensure that, regulations and interventions are appropriate.

### DIGITAL TRANSFORMATION

Digital Transformation is also providing new opportunities globally. Investments in upping productivity through digital technology automation are critical to

support and expand growth in the future.

Spectrum is a valuable input to enabling digital transformation whilst efficient allocation is essential to move spectrum to highest value use. Our policies for spectrum must enable, the roll out of broadband and 5G services, support machine to machine communications, the internet of things and smart city applications among others.

## GREEN ICT

The various approaches proposed under the Green ICT global agenda provide opportunity to create a more environmentally sustainable global ICT landscape and to see the reduction of e-waste.

Taking these approaches, PNG can reduce its ICT carbon foot print and create a subsidiary industry in e-waste management.

There are also opportunities to work closely with relevant international partners, government agencies, universities, research centers, NGOs, and industry to develop Green ICT entrepreneurs and business models to support the Green Economy.

## MSMEs DRIVE ECONOMIC GROWTH

Digital transformation provides the opportunity for Micro Small and Medium Enterprises to leverage innovative strategies to discover new market opportunities, hence driving overall growth.

Technology is an enabler for the success of any company large or small, therefore MSMEs have the potential to embrace digitalization and acquire the ICT skillsets necessary to sustain themselves in a competitive market whilst opening up new revenue streams.

## TECHNOLOGY PARKS

Technology Park development including incubation centers provide opportunities for the growth and contribution of national science, technology and innovation. These opportunities will enhance the social and economic development of the country.

The general nature of technology parks to spark multi-sectorial efforts open up opportunities for NICTA to make (regulatory) interventions aimed at creating an environment that promotes local growth and supports

MSMEs, particularly tech-based entrepreneurship.

## STRATEGIC ENGAGEMENT

Develop mutually sustainable and meaningful engagement with relevant stakeholders including local, regional and international partners.

## RISKS

This section provides a risk profile of NICTA's most significant risks that, if not managed effectively, could adversely impact NICTA's ability to deliver its Corporate Plan.

- **Funding** – Sourcing and securing funding to deliver programs
- **Strategic change and innovation** – ensuring NICTA responds to the rapidly changing technology and media environment
- **Cyber security** – ensuring the robustness of NICTA's cyber defenses and responses
- **Reputation and Trust** – Sustaining public trust and confidence and NICTA's reputation
- **Digital, broadcasting and technology interruption** – preventing and minimising the impact of technology, broadcasting and digital disruption.

## RISK MANAGEMENT

We are committed to developing and implementing a risk management framework that will protect and enhance value through risk management.

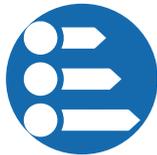
Risks will be managed and assessed along the “three lines of defense” model. The first line of defense is that all NICTA employees own the responsibility for identifying and managing risks within the limits of authority and expenditure approved by the Board. The second line is the development of a risk framework including effective and efficient internal controls and management of this framework. The third line of defense is the independent assurance by the NICTA internal audit team of the effectiveness of internal controls. An internal Audit Committee will need to be established for this purpose and to oversee the NICTA risk management framework. The NICTA risk function is responsible for the development and continued improvement of the NICTA Risk Management Framework. This includes providing advice and support on how to identify, assess and manage risk.



## OUR STRUCTURE

Since establishment in 2010, we operated under a structure that accommodated the key functional areas of licensing and enforcement, engineering and resource planning, competition regulation and consumer affairs, international affairs and the universal access program of government, all supported by a corporate service.

Whilst these functional areas remain relevant, there is an awareness of the new regulatory environment shaped by advances in ICT, industry convergence and innovations, changing government priorities and consumer behavior, that may warrant some restructure. Key considerations for a new structure may include added functions of media and content regulation, cybersecurity and safety, and support for MSMEs in ICT. We will also consider any operational short-comings of the existing structure to make appropriate functional changes or rearrange certain functions to achieve optimum effectiveness and productivity.



## OUR STRATEGIC PRIORITIES

Over the period 2021 - 2025, we will focus on five Strategic Priorities for sustained growth and excellence to progress our vision - to enable a connected and inclusive PNG, and achieve our mission.

### **STRATEGIC PRIORITY 1 REGULATORY EXCELLENCE**

This priority focuses on fostering an enabling policy, legal and regulatory environment.

We aim to adapt and innovate in light of changes in policy and emerging technologies to ensure that operators/service providers embrace new and emerging technologies that promote competition, investment, growth and innovation.



Strategic Goal: Application of adaptive regulation that delivers efficient regulatory services to all stakeholders.

To achieve this goal, we have identified 10 strategic objectives and 29 strategic activities for implementation.

## **STRATEGIC PRIORITY 2**

### **ICT MARKET AND INDUSTRY DEVELOPMENT**

This priority focus is on affordability, licensing, market facilitation, regulatory incentives, wholesale and retail regulation, management of competition and resource allocation.

We will continue to manage spectrum and numbering resources more efficiently for the development and progress of the sector promoting innovation using ICTs. We will facilitate more open markets for telecommunication services and set rules and guidelines to prevent anti-competitive practices.

Strategic Goal: Facilitate development of a dynamic market and industry that drives and accelerates investment, and supports economic growth and promotes competition.

To achieve this goal, we have identified 5 strategic objectives and 13 strategic activities for implementation.

## **STRATEGIC PRIORITY 3**

### **UNIVERSAL BROADBAND ACCESS**

This priority focus is on improving access to ICT infrastructure and services across PNG.

Strategic Goal: Facilitate accessibility, connectivity and affordability of ICT services for Papua New Guineans  
To achieve this goal, we have identified 5 strategic objectives and 12 strategic activities for implementation.

## **STRATEGIC PRIORITY 4**

### **DIGITAL TRANSFORMATION**

This priority is to provide effective collaborative regulation to leverage digital transformation and deliver meaningful connectivity and inclusive digital markets and help safeguard and protect people, information and infrastructure.

Strategic Goal: To promote and facilitate digital trans-

formation in the economy and society through effective and adaptive regulations.

To achieve this goal, we have identified 4 strategic objectives and 8 strategic activities for implementation.

## **STRATEGIC PRIORITY 5**

### **INSTITUTIONAL CAPACITY**

This priority focus is on evaluating and developing our employee skills, behaviors and individual performance to enhance our organizational capabilities and strengthen service delivery.

Strategic Goal: Cultivate an innovative and dynamic work force and environment that strengthens performance and service delivery through strategic leadership.

To achieve this goal, we have identified 8 strategic objectives and 24 strategic activities for implementation. strengthen service delivery.



## **OUR STRATEGY**

The following tables set out key activities that we will undertake over the term of the Plan, and monitor their intended outcomes.

The key performance indicators are the basis for assessing the contribution of these activities in achieving the intended outcomes to meet our purposes. This will be reflected in our Annual Performance Report in the succeeding financial years.

# STRATEGIC PRIORITY 1: REGULATORY EXCELLENCE

## Strategic Goal

Application of adaptive regulation that delivers efficient regulatory services to all stakeholders

| OBJECTIVE   | ACTION ITEM   | KEY PERFORMANCE INDICATOR   |
|---|---|---|
| <b>Ensure the policy and legal framework is updated and fit for purpose</b> | <ul style="list-style-type: none"> <li>Contribute to the review and development of national ICT policies</li> <li>Review the national ICT act and subsidiary regulations in consultation with key stakeholders</li> <li>Provide advice to the minister on ICT policy, regulatory and legal matters</li> </ul>   | <ul style="list-style-type: none"> <li>Successful policy contribution an impact</li> <li>Amendments to the Act and or regulations</li> <li>Timely briefs and submissions</li> </ul>   |
| <b>Facilitate the development of a conducive regulatory framework</b>       | <ul style="list-style-type: none"> <li>Review and update existing regulatory instruments</li> <li>Formulate new regulatory instruments</li> </ul>   | <ul style="list-style-type: none"> <li>Improved access and competition</li> <li>Availability of innovative services and products</li> </ul>   |
| <b>Effective resource management</b>  | <ul style="list-style-type: none"> <li>Formulate and review numbering and orbital resources</li> <li>Manage, review and execute new satellite filing agreements</li> <li>Maximise return on resources</li> </ul>  | <ul style="list-style-type: none"> <li>Timely numbering allocations and orbital resource allocations</li> <li>Increased number of PNG orbital filings and filing agreements</li> <li>Increased revenue</li> </ul>   |
| <b>Effective spectrum management</b>  | <ul style="list-style-type: none"> <li>Develop spectrum policy</li> <li>Review spectrum management practices and procedures</li> <li>Develop a spectrum usage outlook for 5 years</li> </ul>  | <ul style="list-style-type: none"> <li>Approved spectrum framework and policy</li> <li>Improved procedures and practices</li> <li>Published spectrum outlook report</li> </ul>  |
| <b>Foster international cooperation and enhance strategic partnerships</b>  | <ul style="list-style-type: none"> <li>Promote and protect PNG interest at international ICT events</li> <li>Implement international/regional ICT treaties, conventions, standards and agreed decisions in ICTs</li> <li>Forging international relations for securing donor funding, FDI's and technical assistance programmes.</li> <li>Develop new and build on existing domestic and international partnerships with regulators, academia, governments, industry and organisations across sectors we regulate</li> </ul> | <ul style="list-style-type: none"> <li>Decisions in PNG's interest</li> <li>Timely adoption, approval and implementation</li> <li>Successful completion of technical assistance programmes</li> <li>Increased number of partnership agreements</li> </ul> |
| <b>Ensure consumer protection and empowerment</b>                           | <ul style="list-style-type: none"> <li>Regulatory safeguards to address key consumer issues</li> <li>Increased engagement with the ICCC</li> <li>Empower stakeholders and consumers through the provision of better and more accessible information</li> </ul>  | <ul style="list-style-type: none"> <li>Timely resolution of consumer complaints</li> <li>Increased collaboration</li> <li>Improved consumer and stakeholder awareness</li> </ul>  |
| <b>Ensure enforcement &amp; compliance</b>                                  | <ul style="list-style-type: none"> <li>Enforce industry compliance to NICTA technical regulations and standards</li> <li>Establishment of spectrum monitoring system &amp; integrated licensing database system</li> <li>Monitor and enforce compliance with licence conditions</li> <li>Develop enforcement and compliance policy, procedures, guidelines</li> </ul>   | <ul style="list-style-type: none"> <li>Timely resolution of non-compliance matters</li> <li>Successful implementation of monitoring and enforcement system</li> </ul>   |
| <b>Ensure content and media regulation</b>                                  | <ul style="list-style-type: none"> <li>Establish a content regulation framework for TV and radio broadcasting and the internet/IPTV</li> <li>Establish a media regulation team</li> <li>Engage with the censorship board</li> <li>Protect and promote PNG content and culture</li> </ul>  | <ul style="list-style-type: none"> <li>Develop regulations, standards and legal instruments</li> <li>Established media regulation functions</li> <li>Approved MoU and ongoing collaboration</li> <li>Increased PNG content in programmes</li> </ul>       |
| <b>Enhance research and development</b>                                     | <ul style="list-style-type: none"> <li>Undertake research and development on ICT issues and trends</li> </ul>   | <ul style="list-style-type: none"> <li>Publication of research papers and presentation</li> </ul>   |
| <b>Promote and encourage green ICT</b>                                      | <ul style="list-style-type: none"> <li>Develop and implement green ICT initiatives in collaboration with relevant stakeholders including CEPA</li> </ul>  | <ul style="list-style-type: none"> <li>Adopt best practices for green ICT</li> </ul>  |

## EXPECTED STRATEGIC OUTCOME

**A conducive regulatory environment that benefits all**

# STRATEGIC PRIORITY 2: ICT MARKET AND INDUSTRY DEVELOPMENT

## Strategic Goal

Facilitate development of a dynamic market and industry that drives and accelerates investment and supports economic growth and promotes competition.

| OBJECTIVE  | ACTION ITEM  | KEY PERFORMANCE INDICATOR   |
|--|--|---|
| <b>Market Access</b>                                     | <ul style="list-style-type: none"> <li>Review of Licensing Framework</li> <li>Review of Licensing Rules and Procedures</li> <li>Identify licensable activities</li> <li>Automate Licensing Application process</li> </ul>            | <ul style="list-style-type: none"> <li>Revised Licensing framework</li> <li>Revised Licensing Rules and Procedures</li> <li>New license categories</li> <li>Online license application</li> </ul> |
| <b>Facilitate investment in the sector</b>               | <ul style="list-style-type: none"> <li>Promote Access to Information on the Investment Opportunities in the ICT Sector</li> <li>Monitor and undertake periodic reviews of the ICT industry</li> <li>MSME Access Framework</li> </ul> | <ul style="list-style-type: none"> <li>Increased value of investments in the sector</li> <li>Market reports</li> <li>Guidelines for MSME</li> </ul>   |
| <b>Availability of spectrum and numbering resources</b>  | <ul style="list-style-type: none"> <li>Review, prepare and deliver spectrum and numbering plans</li> <li>Review spectrum and number pricing</li> <li>Maximise return on Resources</li> </ul>   | <ul style="list-style-type: none"> <li>Timely availability of spectrum and numbering plans</li> <li>Revised spectrum and numbering pricing</li> <li>Increased revenue</li> </ul>                  |
| <b>Promote and Facilitate competition</b>                | <ul style="list-style-type: none"> <li>Undertake public inquiries, studies and consultation to support competition and regulatory outcomes</li> </ul>  | <ul style="list-style-type: none"> <li>Number of successful regulatory instruments</li> <li>Better understanding of how well competition and markets are working</li> </ul>                       |
| <b>Statistics, Data collection and Market Monitoring</b> | <ul style="list-style-type: none"> <li>Data collection</li> <li>Publishing better and more granular information for consumers and businesses</li> </ul>  | <ul style="list-style-type: none"> <li>Reports and publications on market and industry status</li> </ul>  |

## EXPECTED STRATEGIC OUTCOME

A dynamic ICT market and industry that drives innovation and supports economic growth





## STRATEGIC PRIORITY 3: UNIVERSAL BROADBAND ACCESS

### Strategic Goal

Facilitate accessibility, connectivity and affordability of ICT services for Papua New Guineans

| OBJECTIVE  | ACTION ITEM  | KEY PERFORMANCE INDICATOR   |
|--|--|---|
| Ensure UAS legal framework commensurate with evolving environments | <ul style="list-style-type: none"> <li>Review UAS regime (Policy and legislations)</li> </ul>  | <ul style="list-style-type: none"> <li>Amendments to legislation</li> <li>New UAS Policy</li> </ul>   |
| To develop a new UAS Strategic Plan                                | <ul style="list-style-type: none"> <li>Review of UAS Strategic Plan</li> </ul>   | <ul style="list-style-type: none"> <li>New UAS Strategic Plan 2022-2027</li> <li>Network and Service roll out plans</li> </ul>  |
| Ensure prudent management of UAS Funds                             | <ul style="list-style-type: none"> <li>Undertake public consultation on UAS Levies</li> <li>Review UAS Levy Determination Guideline</li> <li>Secure funding through national budget appropriation, local/international donor agencies</li> <li>UAS Levy collection</li> </ul>                      | <ul style="list-style-type: none"> <li>Sufficient annual project funding</li> <li>Timely annual levy determination and collection</li> </ul>  |
| To improve project management                                      | <ul style="list-style-type: none"> <li>Annual UAS Projects Reports</li> <li>Project implementation</li> <li>Monitoring and evaluation of projects</li> <li>Review of current project management practices</li> <li>Facilitate access to ICT services in unserved and under served areas</li> </ul> | <ul style="list-style-type: none"> <li>Approved UAS Projects</li> <li>Number of projects successfully delivered</li> <li>Monitoring and evaluation reports</li> <li>Revised project management framework</li> <li>Increased support to Rural ICT Centre programme</li> <li>Increased support to PWDs, including web-portals, hardware and connectivity</li> </ul> |
| Promote Broadband deployment                                       | <ul style="list-style-type: none"> <li>Review and evaluate National Broadband Policy and Strategy in consultation with the DICT</li> </ul>   | <ul style="list-style-type: none"> <li>Increased broadband penetration</li> <li>New Broadband Policy</li> </ul>   |

### EXPECTED STRATEGIC OUTCOME

Improved, pervasive and inclusive access to communication services that meet the needs of people and businesses in Papua New Guinea

# STRATEGIC PRIORITY 4: DIGITAL TRANSFORMATION

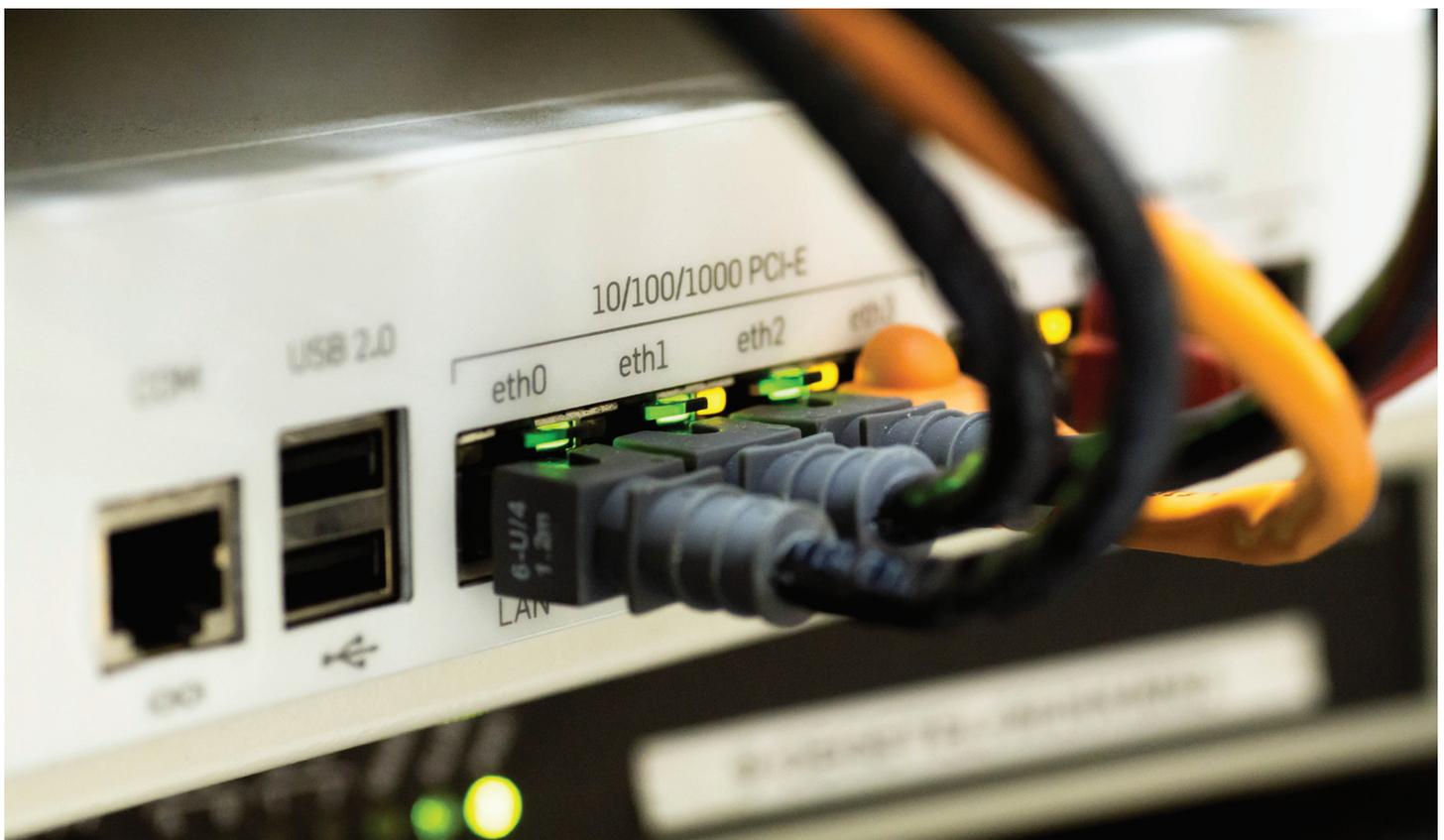
## Strategic Goal

To promote and facilitate digital transformation through effective and adaptive regulations

| OBJECTIVE  | ACTION ITEM  | KEY PERFORMANCE INDICATOR   |
|--|--|---|
| Implement Government's Digital Transformation Policy           | <ul style="list-style-type: none"> <li>Formulate and review regulatory instruments to facilitate digital transformation</li> </ul>   | <ul style="list-style-type: none"> <li>Approved rules and regulations</li> </ul>  |
| Facilitate and encourage development of digital infrastructure | <ul style="list-style-type: none"> <li>Develop technology transition and migration plans and regulatory frameworks to facilitate digital infrastructure development</li> </ul>   | <ul style="list-style-type: none"> <li>Technology policy and Implemented migration plan</li> </ul>  |
| Facilitate uptake of digital technologies and services         | <ul style="list-style-type: none"> <li>Utilise Online platforms and applications to engage with Government, Business and Consumers</li> </ul>  | <ul style="list-style-type: none"> <li>Maintain acceptable level of QoS</li> </ul>  |
| Promote Cybersecurity and Cyber safety                         | <ul style="list-style-type: none"> <li>Implement government cybersecurity and Cyber safety policy and legal objectives</li> <li>Implement government cyber safety aspirations, policy and legal instruments for all PNG Internet users especially children</li> <li>Raise awareness of cyber safety while online</li> <li>Work with external partners</li> <li>Actively contribute domestic and international discussions</li> </ul> | <ul style="list-style-type: none"> <li>Implemented cybersecurity approaches and applications on all government net works, hardware and software</li> <li>Completed cyber safety awareness programmes</li> </ul> |

## EXPECTED STRATEGIC OUTCOME

**Sustainable, competitive regulatory frameworks that promotes and encourages digital transformation**



# STRATEGIC PRIORITY 5: BUILDING INSTITUTIONAL CAPACITY AND CAPABILITY

## Strategic Goal

Application of adaptive regulation that delivers efficient regulatory services to all stakeholders

| OBJECTIVE  | ACTION ITEM  | KEY PERFORMANCE INDICATOR  |
|--|--|--|
| Enhance awareness, engagement and communication of NICTA's functions and regulations | <ul style="list-style-type: none"> <li>· Deliver a targeted public communications programme</li> <li>· Conduct awareness on NICTA's role in the sector</li> <li>· Step up industry engagement and stakeholder collaboration</li> </ul>   | <ul style="list-style-type: none"> <li>· Completed programme</li> <li>· Increased number of campaigns and awareness conducted</li> <li>· Improved compliance</li> </ul>  |
| Transform corporate culture and enhance People management                            | <ul style="list-style-type: none"> <li>· Promote good leadership and governance</li> <li>· Drive culture change</li> <li>· Develop Human Resource strategy and plan</li> <li>· Review performance management system</li> <li>· Alignment of organisational structure</li> <li>· Resource and implement Corporate Plan 2021 – 2025</li> </ul> | <ul style="list-style-type: none"> <li>· Improved corporate performance and image</li> <li>· Improved organisational ethics and values</li> <li>· Approved Strategy and plan</li> <li>· Increased productivity and Low staff turnover/High retention rate</li> <li>· New structure</li> <li>· Approved Operational plans and budget</li> </ul> |
| Efficient and improved use of institutional assets                                   | <ul style="list-style-type: none"> <li>· Develop an asset management plan including for undeveloped land</li> <li>· Further development of HQ</li> <li>· Strengthen and improve regional presence</li> <li>· Review and implement NICTA HOS</li> </ul>   | <ul style="list-style-type: none"> <li>· Approved Plan and increased value of assets</li> <li>· Revised HOS Policy and number of completed HOS Projects</li> </ul>   |
| Effective systems and automated processes  | <ul style="list-style-type: none"> <li>· Upgrade IT and Information systems</li> <li>· Automate Business processes</li> </ul>  | <ul style="list-style-type: none"> <li>· Upgraded Intranet</li> <li>· Integrated management of all information and digital assets</li> </ul>   |
| Effective Corporate and Environmental Social Responsibility                          | <ul style="list-style-type: none"> <li>· Formulate and implement corporate and environment social responsibility Policy</li> </ul>   | <ul style="list-style-type: none"> <li>· Implemented CSR programmes including student scholarships, group sponsorships, corporate donations, and paperless practices</li> </ul>  |
| To provide efficient and effective Board Secretariat Servicest                       | <ul style="list-style-type: none"> <li>· Board Submissions</li> <li>· Board decisions are implemented and reports submitted</li> </ul>   | <ul style="list-style-type: none"> <li>· Timely provision of Board Papers and convening Board Meetings</li> <li>· Implemented Board resolutions</li> </ul>   |
| Enhance financial management and administration                                      | <ul style="list-style-type: none"> <li>· Timely and transparent settlement of financial obligations</li> <li>· Prepare and track annual budget</li> <li>· Prepare financial manual and 5-Year Finance Outlook</li> <li>· Develop procurement policy for NICTA</li> </ul>   | <ul style="list-style-type: none"> <li>· Timely revenue collection and low liabilities</li> <li>· Approved and prudent Annual Budgets</li> <li>· Approved Financial Outlook Report</li> <li>· Compliance with procurement regulations</li> <li>· Potential establishment of ICT industry procurement body under NPC</li> </ul>                 |
| Improve governance, risk management, performance and reporting                       | <ul style="list-style-type: none"> <li>· Develop a Governance and Risk Management Framework</li> <li>· Annual Reports (Financial, Audit and performance Reports)</li> </ul>  | <ul style="list-style-type: none"> <li>· New regulation, standards and other legal instruments</li> <li>· Timely Annual Financial, Audit and Performance Reports</li> <li>· Approved MoU and ongoing collaboration</li> <li>· Increased PNG content in programmes</li> </ul>   |

## EXPECTED STRATEGIC OUTCOME

**A strong, vibrant and efficient organisation**

# OUR IMPLEMENTATION PLAN

We will operationalise the Corporate Plan and review performances in a timely and effective manner:

- Responsive Management Team that embraces and manages stakeholders' expectations through insight-driven activity

The following steps will be followed to drive the Corporate Plan:

1. The Management will communicate and cascade the Corporate Plan to the entire workforce.
2. Workshops in the fourth quarter of the year for the Management to develop the Strategic Intent which will set out the annual work plan for the following year.
3. Management will activate, populate and then start to use a real time web enabled tool that helps the organisation track its performance against previously set and agreed intentions.
4. Biannual Status Review meetings will be institutionalized to keep abreast of the drivers of performance and derive insights to course correct any deviation from targets.

The objectives of the Corporate Plan implementation are:

- Rapid clarity and alignment to NICTA's purpose, vision, brand promise, core values, and strategic goals, objectives and activities
- Increased prioritization and focus
- A cascaded planning process that drives rigor into planning at a team level, cascading throughout the organisation
- Common Behaviors - Role modelled from the top and reinforced throughout the organisation; these behaviors drive performance at every level
- Accountability and discipline throughout the organisation through a performance driven culture

## INSTITUTIONAL STRUCTURE

In recognition of the important role the organisational structure plays in the delivery of the Corporate Plan, an updated organisation structure is imperative.

## FINANCIAL RESOURCES

NICTA relies on internally generated funds with the major source of revenue being frequency spectrum and license fees. Prudent management of financial resources is critical and all the activities to be implemented and covered by the budget approved by the Board.

## PHYSICAL RESOURCES

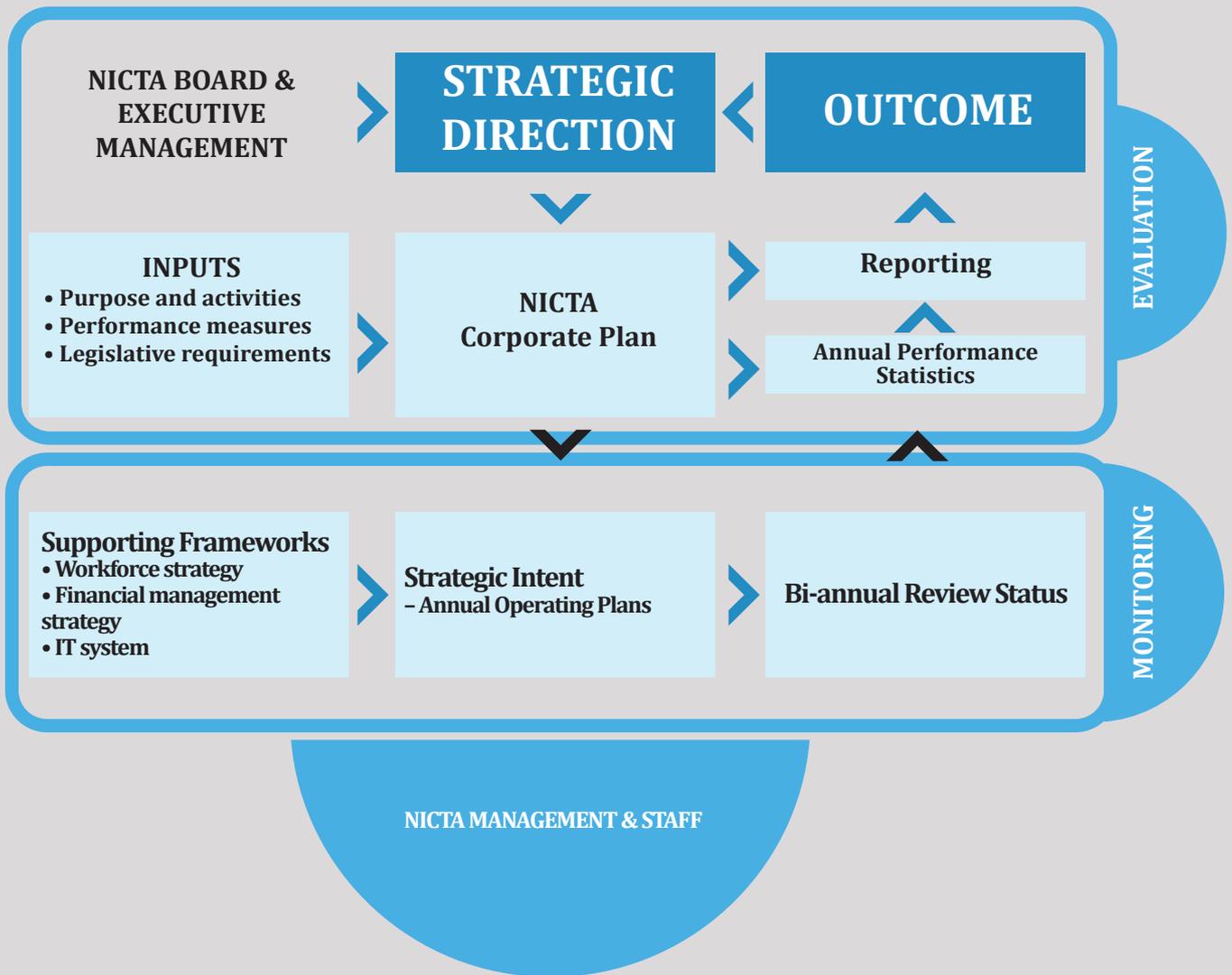
To effectively discharge its mandate, NICTA has invested in a new corporate building and will upgrade the licensing and the monitoring equipment and other facilities. Strengthening of and operationalization of regional offices as part of devolution and in enhancing ICT access in the country. We will continue to invest in physical facilities, equipment and office space, to accommodate the envisaged expansion.

## PLANNING AND REPORTING FRAMEWORK

Our internal and external reporting activities provide information on our resourcing, operations and performance which support the achievement of our Corporate Plan. The relationship between these activities is illustrated in the diagram below. The framework allows us to set out what we plan to do at the beginning of the year and what we have achieved by the end of the year; but also to think longer term and plan for the future.



# PLANNING & REPORTING FRAMEWORK



The Corporate Plan 2021 - 2025 provides a roadmap that will transform NICTA. Overall, the five-year Plan took into consideration the needs, hopes, expectations and dreams of a myriad of stakeholders and ensures that the targets set therein are measurable and deliverable.



# OUR PERFORMANCE AND REVIEW

Monitoring and evaluation of performance will enhance the effectiveness of NICTA by establishing clear links between past, present and future interventions and results.

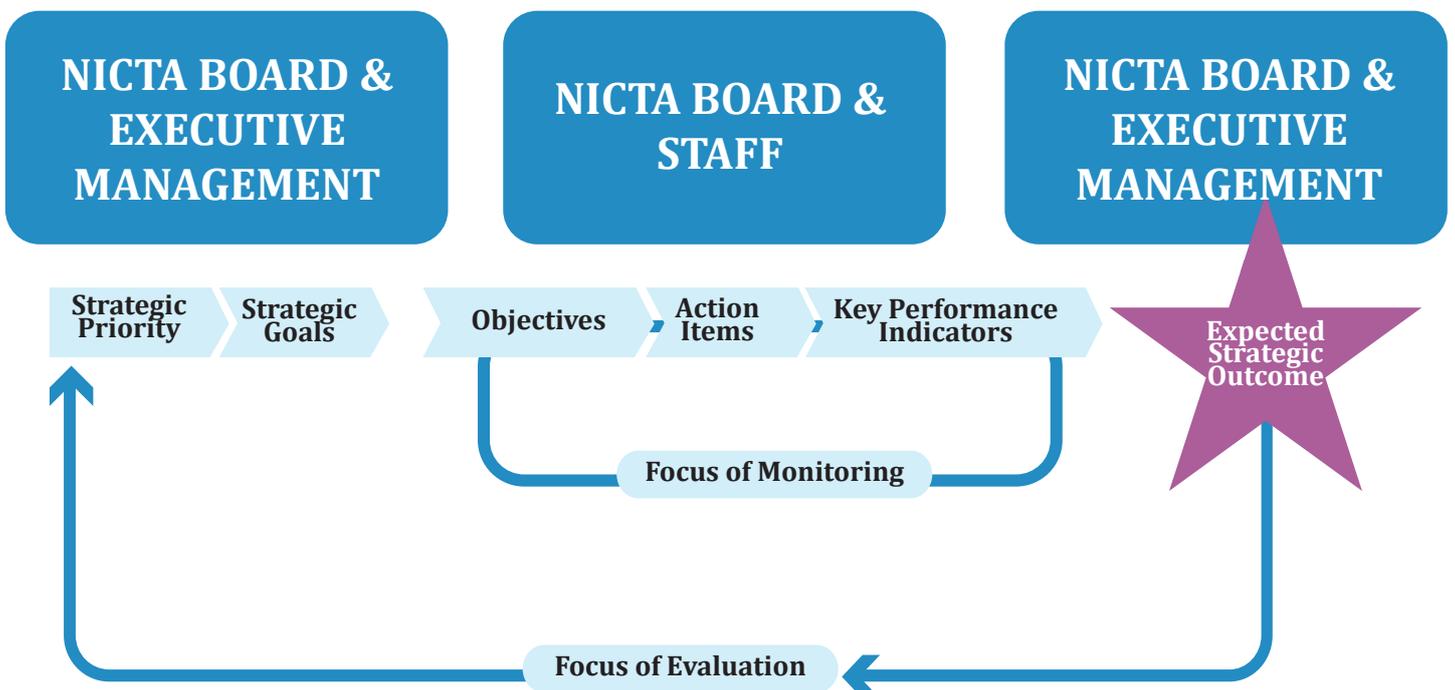
The purpose of the Performance Management Framework is to provide a consistent approach to the monitoring and evaluation of NICTA's performance, so that sufficient data/information is captured to review the progress and impact of interventions applied by NICTA both internally and externally to sector/industry at large.

This Framework sets out the proposed minimum monitoring and evaluation requirements to enable an effective performance review of the implementation of the Corporate Plan.

## PERFORMANCE MANAGEMENT FRAMEWORK

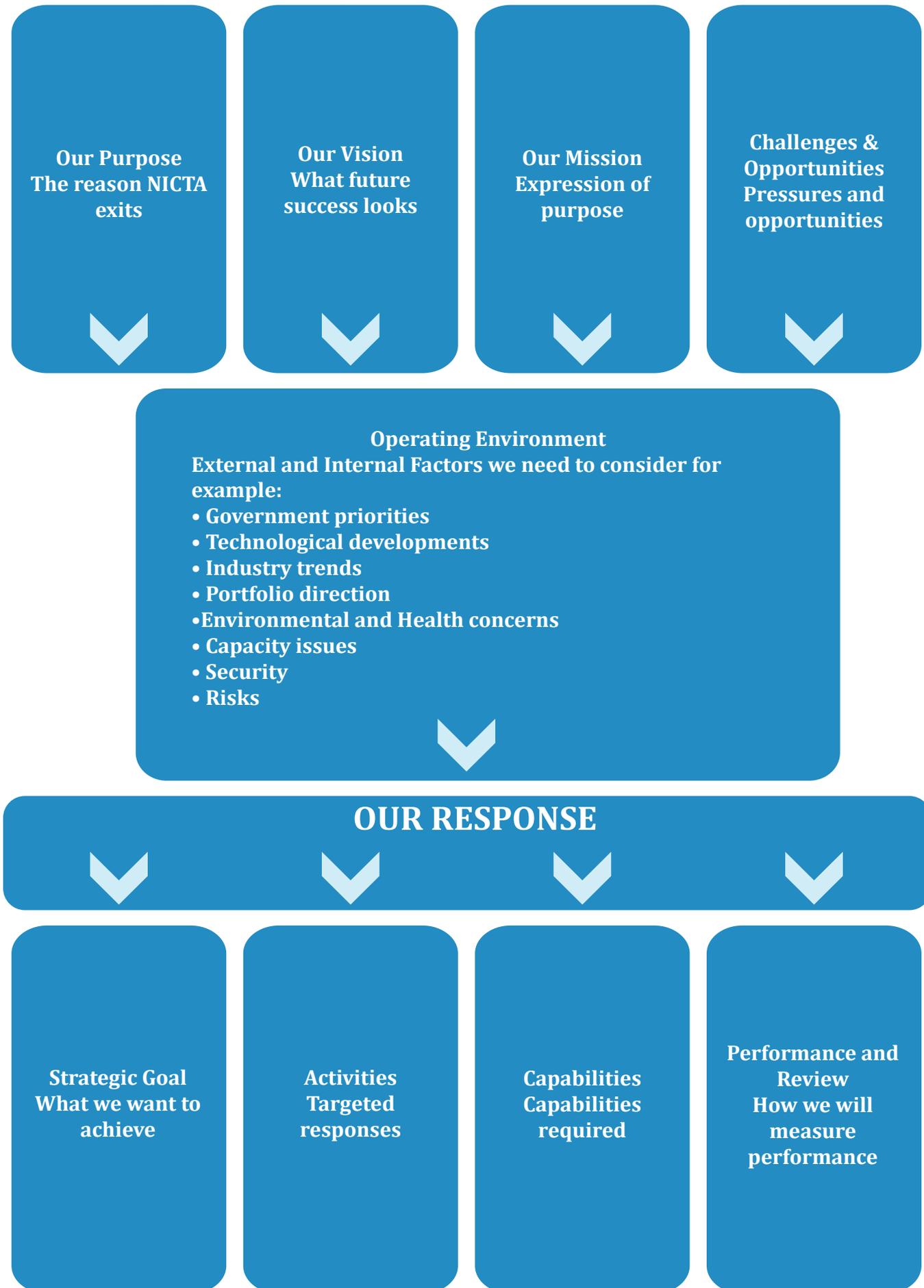
Monitoring exercises will track the progress of implementing the action items and resulting KPIs.

An evaluation exercise will be conducted annually and will permit an assessment of the progress of interventions throughout each year and culminate in a final evaluation report for the Corporate Plan duration. Evaluation exercises will track changes and focus on the outcomes (impact level) of the Corporate Plan implementation. This is illustrated by the following graphic, which shows the link of the chain of inputs, outputs, outcomes and impacts with the planning cycle.



# HOW THE ELEMENTS OF OUR PLAN INTEGRATE

The diagram shows how the key elements of our Corporate Plan interrelate and work together.



The performance section of the plan details our Strategic Priorities. Our targeted responses by priorities will be undertaken through annual operating plans in accordance with the Corporate Plan.



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