



LESOTHO COMMUNICATIONS AUTHORITY STRATEGIC PLAN 2023 TO 2026

Adaptation is the only way to survive in a volatile, uncertain, complex, and ambiguous environment (VUCA). Our ability to keep pace with VUCA must be accelerated as we abandon outdated and traditional operating approaches. Our business is constantly changing because of the rapid growth of internet and telecommunications, which forces us to adopt new ways of doing business.

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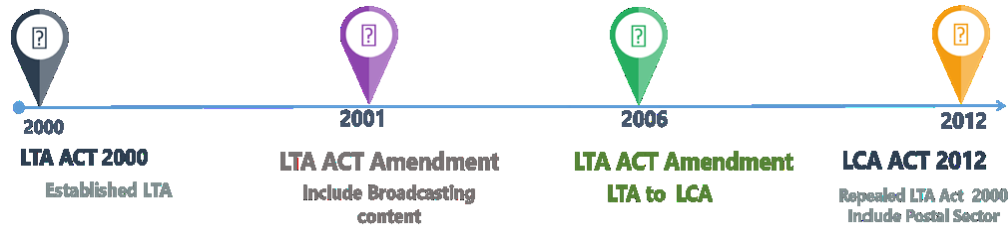
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1.0 LESOTHO COMMUNICATIONS AUTHORITY: WHAT WE DO

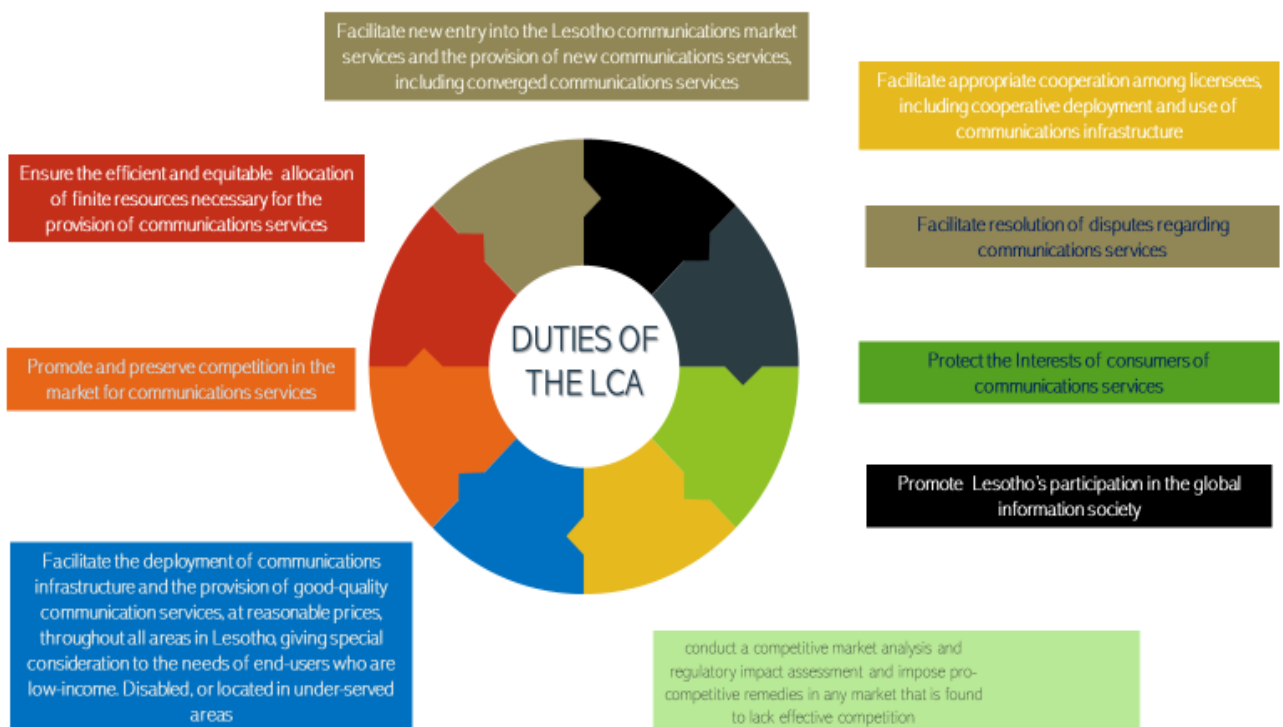
It was established in June 2000 as a statutory body responsible for regulating the communications sector in Lesotho, which includes telecommunications, postal services and broadcasting. As shown in the figure below, the Authority's evolution has kept pace with changing times

Figure 1: The evolution of the LCA legal framework



As a national regulator, according to section 4 of the Communications Act, the Authority is tasked with the duties listed in figure 2 below.

Figure 2: The General Duties of the Authority



Section 5 (1) of the Communications Act of 2012 cites the Authority's powers as a national regulator (Figure 3).

Figure 3: Powers of the Authority

General powers of the Authority	
5.	(1) The Authority shall, in relation to the communications sector, have the power to –
(a)	collect, retain and expend funds for the purpose of performing its functions;
(b)	appoint, promote, remove and discipline staff;
(c)	establish its own internal organisation and procedures and make rules, codes, directives, decisions and advisory guidelines;
(d)	grant licences for the provision of communications services and prescribe licensing fees;
(e)	allocate resources used for the provision of communications services, including radio frequency spectrum and telephone numbers;
(f)	establish technical standards, and grant authorisations, for the sale or use of equipment used to provide communications services;
(g)	define relevant markets, determine the competitiveness of relevant markets, and classify licensees as dominant or non-dominant;
(h)	provide for safeguards to deter anti-competitive conduct by dominant licensees;
(i)	void or modify agreements involving a licensee that unreasonably restricts competition;
(j)	review and, as appropriate, approve or reject proposed consolidations involving a designated licensee;
(k)	review and, as appropriate, approve or reject tariffs filed by a dominant licensee for the provision of communications services to other licensees or end-users;
(l)	establish and enforce quality of service standards for communications services;
(m)	prohibit unfair trade practices by licensees;
(n)	require licensees to protect the privacy and integrity of user-provided information;
(o)	resolve disputes between licensees themselves, and between licensees and end-users;
(p)	establish requirements governing interconnection of communications networks and access to communications network facilities and services;
(q)	review and approve or reject interconnection agreements, including rates and charges;
(r)	require a dominant licensee to file, and, as appropriate, approve or reject, a reference interconnection offer;
(s)	require a licensee to share communications infrastructure, where necessary to facilitate competition;
(t)	advise and support the Universal Service Fund Committee;
(u)	conduct investigations, adjudicate alleged contraventions of this Act or of any regulation, rule, directive or code, and take appropriate enforcement action;
(v)	establish advisory committees and take appropriate action to foster co-regulation and industry self-regulation;
(w)	designate an entity to administer internet domain names;
(x)	facilitate the establishment and administration of internet infrastructure elements;
(y)	take any other action, not expressly prohibited by law that is necessary and proper to perform its duties and exercise its powers under this Act; and
(z)	suspend or revoke licences.

2.0 OUR APPROACH TO STRATEGY FORMULATION AND STRATEGIC PLAN DEVELOPMENT

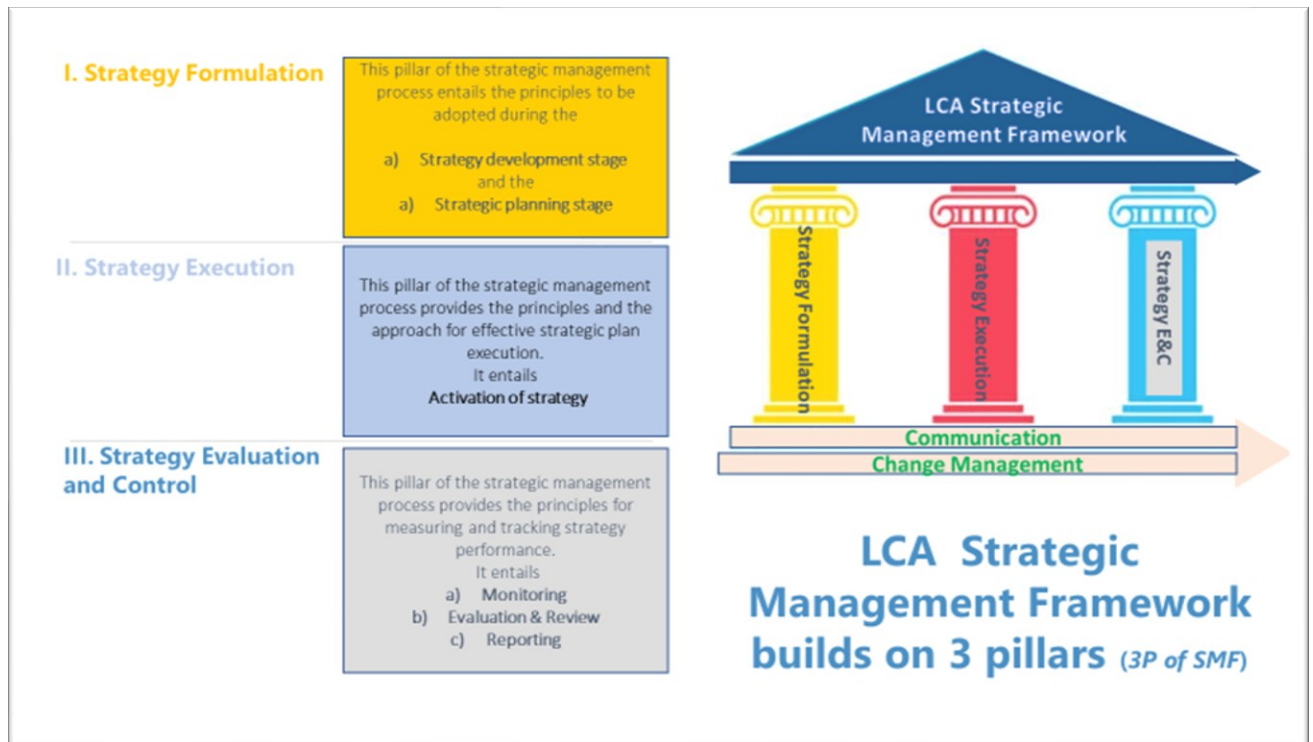
As strategy management evolves, and in recognition that traditional approaches to problem solving and strategy formulation lead to alignment gaps, we have adapted Both Michael E. Porter, an expert on strategy and author of "Competitive Advantage", and Richard Rumelt., a leading strategy expert, to inspire the methodology we use to formulate and design strategies.

LCA-SMF is intended to guide the formulation, design, institutionalization, evaluation and control of the LCA Strategic Plan. Below is an executive presentation of the LCA-SMF, though this document focuses solely on the Strategic Planning Pillar

2.1 LCA Strategic Management Framework (LCA-SMF)

A strategic planning process for LCA is guided by the LCA Strategic Management Framework (LCA-SMF), which articulates the guiding principles underpinning the strategic management process necessary to transform LCA into a sustainable and efficient regulator through an integrated strategic architecture.

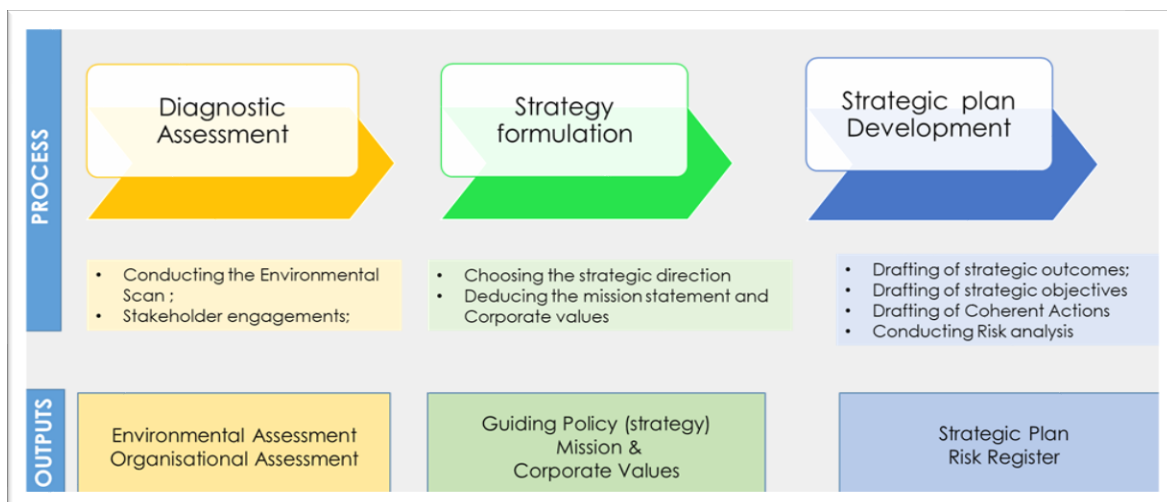
Figure 4: LCA-SMF Pillars



Pillar 2: Formulation of a strategy and development of a strategic plan

As the process of formulating and developing the LCA strategic plan was guided by the figure below, the following steps were taken. However, a seamless transition from the previous strategic plan was achieved using an evolutionary approach.

Figure 5: LCA-SMF Strategy Formulation and Development of the Strategic Plan Process



3.0 EVALUATION OF THE 2020 TO 2022 STRATEGIC PLAN

The purpose of this chapter is to evaluate the implementation of our strategic plan for the period of 2020 to 2022, and in particular, to compare it to transnational development documents that affect the ICT sector, as well as to see how these documents have affected our customers and employees. This will be shown in the summary presentation of the results of the 2022 LCA Internal Climate Survey, the 2021 LCA Consumer Satisfaction Survey, and the 2021 LCA Licensee Satisfaction Survey.

Additionally, the evaluation will outline how well the strategic plan has achieved its strategic outcomes and objectives. Assessing our strategic plan's alignment with transnational development documents will enable us to determine whether it contributed to broader development efforts.

The Authority will be able to shape its future direction based on this evaluation, which will be a valuable tool for making informed decisions.

Table 1: International, Regional and Domestic Development Documents

Development Bloc	Relevant Key Development Document
United Nations	Sustainable Development Goals
International Telecommunication Union	ITU Strategic Plan
African Union	Agenda 2063
Southern African Development Community	2026 SADC Broadband Targets
Domestic	National Strategic Development Plan II (2018-2023)

3.1 Review of 2020 to 2022 strategic plan performance on the International, Regional and National ICT indicators and targets

This section summarises the impact analysis of the previous Authority Strategic Plan (2020/23 to 2022/23) as measured by the goals, targets and indicators set at these various development blocs.

3.1.1 United Nations: Sustainable Development Goals (SDGs; 2015-2030)

In 2015, all UN member states adopted the 2030 Agenda for Sustainable Development along with the 17 Sustainable Development Goals (SDGs) which cover the three dimensions of sustainable development namely, Economic growth, Social inclusion and Environmental protection. Infrastructure influences the attainment of all the 17 SDGs. The success of the Agenda 2030 is measured against 169 targets through 232 indicators.

Diagram 1: Sustainable Development Goals



Of the 17 SDG, the goals mostly relevant to the ICT sector are Goal 4; Goal 5; Goal 9 and Goal 17. The related SDG Targets and ICT Indicators are shown in the Table below.

Table 2: SDGs ICT Targets and Indicators

SDG Goal	SDG Target	ICT Indicator
Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	4.4.1 Proportion of individuals with ICT skills, by type of skills
	Target 4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all	Proportion of schools with access to the Internet for pedagogical purposes Proportion of schools with access to computers for pedagogical purposes
Goal 5: Achieve gender equality and empower all women and girls	Target 5b: Enhance the use of enabling technology, in particular information and communications technology, to promote women's empowerment	5b.1 Proportion of individuals who own a mobile telephone, by sex
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Target 9.c: Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	9.c.1 Percentage of population covered by mobile network, broken by technology
Goal 17. Strengthen the means of implementation of revitalize the global partnership for sustainable development	Target 17.6: Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovations, and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, particularly at the UN level, and through global technology facilitation mechanism	17.6.1 Fixed Internet broadband subscriptions
	Target 17.8: Fully operationalize the technology bank and science, technology and innovation capacity building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology	17.8.1 Proportion of Individuals using the Internet

We have tracked performance on all but two ICT indicators at the national level, through the Authority's activities:

4a.1 Proportion of schools with access to the Internet for pedagogical purposes

4a.2 Proportion of schools with access to computers for pedagogical purposes

3.1.2 International Telecommunications Union: ITU Strategic Plan (2020 to 2023)

Based on Resolutions 71/243 of 21 December 2016 of the United Nations General Assembly (UNGA), the ITU adopted the 2020 to 2023 strategic plan to address the challenges the Union faces in achieving its goals in the constantly evolving telecommunication /information and communication technology (ICT) environment. In addition to supporting the WSIS Action Lines and the 2030 Agenda, ITU's strategic goals contribute to its role in facilitating progress toward the implementation of the World Summit on the Information Society (WSIS).

Figure 6: ITU ICT Goals, Targets and Indicators

Goal 2 - Inclusiveness: Bridge the digital divide and provide broadband access for all

Being committed to ensuring that everyone without exception benefits from telecommunications/ICTs, ITU will work to bridge the **digital divide** for an **inclusive information society** and **enable the provision of broadband access for all, leaving no one offline**. Bridging the digital divide focuses on global **telecommunication/ICT Inclusiveness**, **fostering telecommunication/ICT Access and Use**, **Affordability** in all countries and regions and for all peoples.

Target 2.1
By 2023, in the developing world, 60% of households should have access to the Internet

Target 2.2
By 2023, in the least developed countries, 30% of households should have access to the Internet

Target 2.3
By 2023, in the developing world, 60% of individuals will be using the Internet

Target 2.4
By 2023, in the least developed countries, 30% of individuals will be using the Internet

Target 2.5
By 2023, the affordability gap between developed and developing countries should be reduced by 25% (baseline year 2017)

Target 2.6
By 2023, broadband services should cost no more than 3% of average monthly income in developing countries

Target 2.7
By 2023, 96% of the world population covered by broadband services

Target 2.8
By 2023, gender equality in Internet usage and mobile phone ownership should be achieved

Target 2.9
By 2023, enabling environments ensuring accessible telecommunications/ICTs for persons with disabilities should be established in all countries

Target 2.10
By 2023, improve by 40% the proportion of youth/adults with telecommunication/ICT skills

Goal 3 - Sustainability: Manage emerging risks, challenges and opportunities resulting from the rapid growth of telecommunications/ICT

To promote the beneficial use of telecommunications/ICTs, ITU recognizes the need to manage emerging risks, challenges and opportunities from the rapid growth of telecommunications/ICTs. The Union focuses on enhancing the quality, reliability, sustainability and resilience of networks and systems as well as building confidence and security in the use of telecommunications/ICTs. Accordingly, the Union will work to make it possible to seize of opportunities presented by telecommunications/ICTs while working towards minimizing the negative impact of undesired collaterals.

Target 3.1
By 2023, improve cybersecurity preparedness of countries, with key capabilities: presence of strategy, national computer incident/emergency response teams and legislation

Target 3.2
By 2023, increase the global e-waste recycling rate to 30%

Target 3.3
By 2023, raise the percentage of countries with an e-waste legislation to 50%

Target 3.4
By 2023, net telecommunication/ICT-enabled Greenhouse Gas abatement should have increased by 30% compared to the 2015 baseline

Target 3.5
By 2023, all countries should have a National Emergency Telecommunication Plan as part of their national and local disaster risk reduction strategies

Goal 4- Innovation: Enable innovation in telecommunications/ICT in support of the digital transformation of society

The Union seeks to contribute to the development of an environment that is conducive to innovation, where advances in new technologies become a key driver for the implementation of the WSIS Action Lines and the 2030 Agenda for Sustainable Development.

Target 4.1
By 2023, all countries should have policies/strategies fostering telecommunication/ICT-centric innovation

Goal 5 -Partnership: Strengthen cooperation among the ITU membership and all other stakeholders in support of all ITU strategic goals

In order to facilitate the achievement of the above strategic goals, the Union recognizes the need to foster engagement and cooperation among governments, the private sector, civil society, intergovernmental and international organizations, and the academic and technical communities. The Union also recognizes the need to contribute to the global partnership to strengthen the role of telecommunication/ICTs as means of implementation of the WSIS Action Lines and the 2030 Agenda for Sustainable Development.

Target 5.1
By 2023, increased effective partnerships with stakeholders and cooperation with other organization and entities in the telecommunication/ICT environment

In order to assess the impact of the strategy on the agenda of the ITU, the Authority has tracked ITU targets and indicators on four of the five ITU goals.

3.1.3 African Union: Agenda 2063

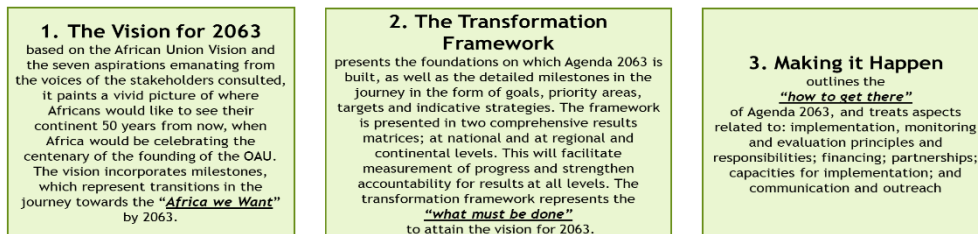
The African Union development agenda 2063 is centred around 7 aspirations of which the telecommunications and ICT sector falls under aspiration 1 that reads “A Prosperous Africa, based on Inclusive Growth and Sustainable Development”.

Diagram 2: African Union: Agenda 2063



Agenda 2063, Africa's endogenous plan for structural transformation and a shared strategic framework for inclusive growth and sustainable development.

Agenda 2063, consists of three dimensions (3DA63)



Aspiration 1 of Agenda 2063 for goals 1 and 10 are ICT-related, and the Authority has assisted in their achievement, tracking, and reporting. Target 10.1.4 does not have any data available

Figure 7: AU ICT Goals, Targets and Indicators

Goal 1: A High Standard of Living, Quality of Life and Well Being for All						
PRIORITY AREA	A63 TARGET	A63 INDICATOR	CURRENT INDICATOR VALUE (2021)	BASE VALUE (2013)	DATA SOURCES	REMARKS
3. Modern and Liveable Habitats and Basic Quality Services	Increase access and use of electricity and internet by at least 50% of the 2013 levels	a) % of households with access to electricity	36,9	27,8	2014 Demographic Health Survey	
		b) % of population with access to internet	95,8	30,0	Lesotho Communications Authority (Internal) Annual Report	The current figure is for 2022 and the baseline figure is for 2013
		c) % of population using internet	42,3	32,5	Access and Usage of ICT by Households and Individuals survey, 2019	The current figure is for 2019 and the baseline figure is for 2016
Goal 10: World Class Infrastructure cross-crosses Africa						
PRIORITY AREA	A63 TARGET	A63 INDICATOR	CURRENT INDICATOR VALUE (2021)	BASE VALUE (2013)	DATA SOURCES	REMARKS
1. Communications and Infrastructure Connectivity	10.1.4 Increase electricity generation and distribution by at least 50% by 2020	No. of Mega Watts added to the national grid in the last two years				
	10.1.5 Double ICT penetration and contribution to GDP	Proportion of population using mobile phones	81,7	78,7	Access and Usage of ICT by Households and Individuals survey, 2019	The current figure is for 2019 and the baseline figure is for 2016
		% of ICT contribution to GDP				The baseline figure is for 2014 and current figure is for

3.1.4 Southern African Development Community: 2026 SADC Broadband Targets

According to the announcement and approval reached by the SADC Ministers of ICT in September, 2018 at Windhoek, Namibia, the Authority is committed to helping SADC achieve its 10 Broadband Targets by 2026.

Figure 8: SADC ICT Targets and Indicators

<p>Target 1 By 2025, 80% of the population of each SADC Member State should be covered by broadband services; In particular, at least 80% of rural areas should be within the reach of entry-level broadband services, be it fixed or mobile;</p>
<p>Target 2 By 2025, 50% of the households in each SADC Member State should be connected to broadband;</p>
<p>Target 3 By 2025, entry-level broadband services (SADC Definition) should be made affordable in SADC, at less than 2% of monthly Gross National Income (GNI) per capita;</p>
<p>Target 4 By 2025, entry-level terminals and household installation for fixed or mobile broadband should be made affordable in SADC, at less than US\$50 or 2% of yearly GNI per capita, whichever is lower;</p>
<p>Target 5 By 2025, all SADC Member States should have a funded National Broadband Plan or Strategy, or include broadband in their Universal Access and Service (UAS) definition;</p>
<p>Target 6 By 2025 broadband/Internet user penetration in each SADC Member State should reach 65%;</p>
<p>Target 7 By 2025, 60% of youth and adults in each SADC Member State should have achieved at least a minimum level of proficiency in sustainable digital skills;</p>
<p>Target 8 By 2025, un-connectedness of Micro- Small- Medium Sized Enterprise (MSMEs) should be reduced by 50%, by sector;</p>
<p>Target 9 By 2025, 40% of the population in each SADC Member State should be using digital financial services;</p>
<p>Target 10 By 2025, gender equality should be achieved across all SADC Broadband Targets.</p>

3.1.5 National Strategic Development Plan II (2018-2023)

Having recognized the importance of information and communication technologies (ICT) in improving the efficiency of production processes, the Government of Lesotho (GoL) is committed to reorganizing the ICT sector and supporting the application of ICT in all productive sectors to enhance inclusive economic growth through the implementation of the NSDP II. SDGs and Agenda 2063 have informed the NSDP II in terms of development aspirations. Additionally, it aligns with the SADC Regional Indicative Strategic Development Plan for 2015-2020.

Under intermediate outcome 3.4, which focuses on the creation of an ICT infrastructure that is economically friendly and increased use of ICT, the Authority tracks performance on the status of the ICT infrastructure using research, surveys, and reports.

3.2 An overall performance of ICT targets and indicators (2020 To 2022)

As outlined in the LCA SMF and supported by the third pillar, this section involves an evaluation at the end of the implementation of the strategic plan to assess the value creation resulting from the execution of the strategy with a focus on the strategic outcomes.

Below you will find the coherence between the ICT targets and indicators as set forth in the transnational development strategic documents

Figure 9: Performance on SADC (2026) ICT Targets and Indicators

	2023 TARGET	2021/22 ACTUAL PERFORMANCE	SOURCE OF DATA	LINKAGES
Target 1 By 2025, 80% of the population of each SADC Member State should be covered by broadband services ; In particular, at least 80% of rural areas should be within the reach of entry-level broadband services, be it fixed or mobile	80%	95.8% (3G) 85.1% (LTE)	2021/22 Infrastructure Report	Link : ITU Target 2.7 NSDP Indicator 3.4.1
Target 2 By 2025, 50% of the households in each SADC Member State should be connected to broadband	50%	3.2%	Access and Usage Of ICTs by Households and Individuals, 2019	Link ITU Target 2.2 NSDP 3.4.2
Target 3 By 2025, entry-level broadband services (SADC Definition) should be made affordable in SADC, at less than 2% of monthly Gross National Income (GNI) per capita	GNI < 2%	3%	2021 Bureau of Statistics National Accounts https://www.bos.gov.ls/	Link ITU Target 2.6
Target 4 By 2025, entry-level terminals and household installation for fixed or mobile broadband should be made affordable in SADC, at less than US\$50 or 2% of yearly GNI per capita, whichever is lower	M835 (US \$ 50)	Entry-level terminals for fixed broadband = M800 (US \$47) Entry-level terminals for mobile broadband= M700 (US \$ 41)	LCA Annual Sector Performance Report	
Target 5 By 2025, all SADC Member States should have a funded National Broadband Plan or Strategy, or include broadband in their Universal Access and Service (UAS) definition;				
Target 6 By 2025 broadband/Internet user penetration in each SADC Member State should reach 65%	65%	71%	LCA Sector Performance Report Q4 (Last quarter of 2021/22)	
Target 7 By 2025, 60% of youth and adults in each SADC Member State should have achieved at least a minimum level of proficiency in sustainable digital skills;	60%	30%	Access and Usage Of ICTs by Households and Individuals, 2019	Link: ITU Target 2.10
Target 8 By 2025, un-connectedness of Micro- Small- Medium Sized Enterprise (MSMEs) should be reduced by 50%, by sector	50%	26% Businesses Connected to internet	The state of ICT in Lesotho, 2013	Link: NSDP 3.4.3 and 3.4.4
Target 9 By 2025, 40% of the population in each SADC Member State should be using digital financial services	40%	56%	2021 CBL Mobile Money Statistics	The indicator includes only mobile money

	Performed above target
	Performed within target range
	Performed below target

By the end of 2022, Lesotho had achieved 4 of the 9 SADC Broadband Targets and was very close to achieving the 5th target.

As far as population coverage is concerned, at the end of 2021/22, 95.8% of the population was covered by 3G while 85.1% was covered by 4G, so both technologies have already surpassed the 2026 SADC Target of 80%. In order to achieve high coverage rates, more Base Transceiver Stations (BTSs) were constructed in order to expand the network coverage. In the period of 2020/21 to 2021/22, 33 BTSs were constructed, representing an increase of 5.7%. Ten of these BTSs were constructed using the Universal Service Fund to expand mobile networks in unserved and underserved areas.

As a result of subsidies from the network operators, the USD50 target has been reached for both fixed and mobile broadband entry level terminals by the end of 2022/23.

The penetration of broadband increased and exceeded the SADC Broadband and LCA targets of 65% by 2023 and 65% by 2022 between 2019/20 and 2021/22. In addition to a number of tariff promotions implemented during this period, the Authority in 2019 implemented the Out-Of-Bundle directive, where consumer airtime was not automatically used if the bundles were exhausted.

In 2021, CBL recorded a 56% uptake of mobile money alone, which exceeded the SADC target that by 2026, 40% of the population would be using digital financial services. It is no secret that Covid 19 has been a great contributor to the rise in mobile money usage.

Despite not yet reaching the SADC target of 2% yearly GNI by 2026, entry-level broadband services have exceeded the LCA target of 4% by the end of the strategy period, reaching 3%. Data prices have fallen due to multiple promotions during the period under review.

Figure 10: Performance on ITU (2018-2023) ICT Targets and Indicators

	2023 TARGET	2021/22 ACTUAL PERFORMANCE	SOURCE OF DATA	LINKAGES
Target 2.2 By 2023, in the least developed countries, 30% of households should have access to the Internet	30%	3.2%	Access and Usage Of ICTs by Households and Individuals, 2019	
Target 2.4 By 2023, in the least developed countries, 30% of individuals will be using the Internet	30%	42%		Link: NSDP 3.4.6
Target 2.6 By 2023, broadband services should cost no more than 3% of average monthly income in developing countries	3%	3%	2021, LCA and BOS GDP FROM NATIONAL ACCOUNTS	
Target 2.7 By 2023, 96% of the world population covered by broadband services	96%	95.8% (3G)	2021/22 Infrastructure Report	
		85.1% (LTE)		
Target 2.8 by 2023, gender equality in Internet usage and mobile phone ownership should be achieved	0% Gap	Internet Usage Gap = 6% in favour of women	Access and Usage Of ICTs by Households and Individuals, 2019	
		Mobile phone ownership gap = 2% in favour of women		
Target 2.10 By 2023, improve by 40% the proportion of youth/adults with telecommunication/ICT skills	40%	30% ICT Skills		

	Performed above target
	Performed within target range
	Performed below target

Lesotho has achieved 4 of the 6 targets in Goal2 of Inclusiveness in 2023 and is very close to achieving the 5th.

We have exceeded the target of 30 percent Internet users by 2023, reaching 42%, up from 32.5% for 2016. Smartphone adoption, which was strongly subsidized (Smart-Kicker), and the increased use of social media were both major contributors. It should be the goal of the next strategy cycle to achieve the 60% target for developing countries.

By the end of 2021/2022, yearly GNI reached 3%, achieving the ITU target that broadband services should not exceed 3% of average monthly income. As a result of effective tariff regulation through various tariff filings, data prices have dropped.

The population coverage of 3G and 4G reached 95.8% and 85.1% at the end of 2022/22, nearly reaching the ITU target of 96%. In order to improve network coverage, additional Base Transceiver Stations (BTSs) were constructed as part of projects intended to increase network coverage (BTSs).

While gender inequalities in internet usage and mobile phone ownership are nearly non-existent, the urban-rural gap in internet usage remains high at 33.7%.

In high schools and higher institutions of learning, many broadband-related projects have been done to improve the ICT skills of youths and their uptake of Internet access, despite the fact that the number of youths with ICT skills is still below the target of 40%. In addition to digital literacy training for teachers and broadband connectivity in high schools, the LCA has also embarked on a number of projects through the Universal Service Fund (USF). In addition, the institution of higher learning will receive free Wi-Fi as part of the project on access to WIFI.

3.3 Review of 2020 to 2022 strategic plan performance on Our People (Consumers; Licensees and Employees)

In our 2020 to 2022 strategy, we consciously put people at the centre of our strategy to resolve organisational stagnation with low consumer protection and demoralised employees.

In order to protect the interests of consumers of communications services, we implemented coherent actions that included:

3.3.1 Protecting and empowering our consumers

3.3.1.1 Increased Communication Services

Figure 11: Available services Outcome indicators

	PERFORMANCE 2021/22
(a) Increase proportion of population with 3G broadband coverage by March 2023	95.8%
(b) Increase proportion of population with 4G broadband coverage by March 2023	85.1%
(c) Increase 3G land coverage broadband coverage by March 2023	92.5%
(d) Increase 4G land coverage broadband coverage by March 2023	66.6%

3.3.1.2 Improved Access and Usage of Communication Services

Figure 12: Access and Usage Outcome Indicators

	BASELINE (AUGUST 2020)	ACTUAL PERFORMANCE (2021/22)	2022/23 TARGET
(a) Increase proportion of individuals that will be using the Internet from 42% to 50% by March 2023	42%	42%	50%
(b) Increase mobile phone ownership from 82% to 87% by March 2023	82%	82%	87%
(c) Increase mobile broadband penetration from 62% to 70% by March 2023	62%	73%	70%
(d) Increase proportion of individuals with ICT skills from 30% to 40% by March 2023	30%	30%	40%
(e) Increase percentage of households connected to Internet from 3.2% to 5% by March 2023	3.2%	3.2%	5%

3.3.1.3 Affordable Communication Services

Figure 13:Affordability outcome indicators

TARGET INDICATORS	BASELINE AS AT AUGUST 2020	2020/21 TARGET	PERFORMANCE AGAINST TARGET (2020/21)	PERFORMANCE AGAINST TARGET (2021/22)	2022/23 TARGET
(a) Reduce entry-level terminals for fixed broadband from M1200.00 to M850.00 by March 2023	M1200	M1083	M1200	M800	850
(b) Reduce entry-level terminals for mobile broadband from M1200.00 to M850.00 by March 2023	M1200	M1083	M1200	M700	M850
(c) Improve telecommunication entry level basket from M570 to M470 March 2023	M570	M537	M235.00	M235.00	M470
(c) Reduce entry level broadband services from 6.5% to 4% of monthly Gross National Income per capita by March 2023	6.5%	5.7%	3%	3%	4%

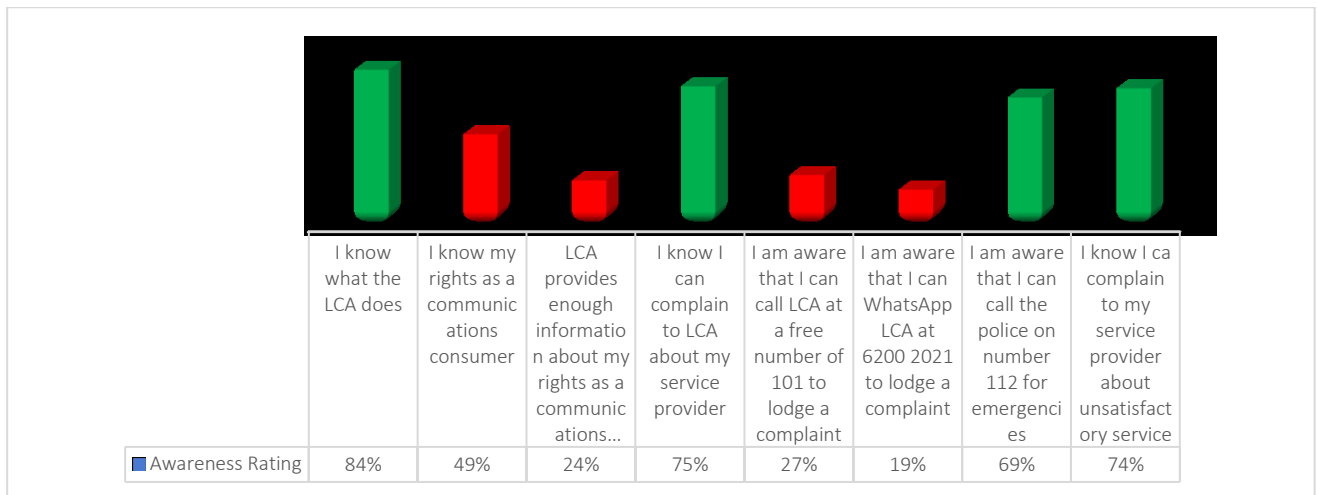
3.3.1.4 Consumer education and awareness

Consumer satisfaction is a key element in the Authority's duty of protecting and empowering consumers. In 2021, the Authority conducted its first Consumer Satisfaction Survey. Considering the way in which the Authority protects and empowers consumers on communication services and products, the survey solicited the perspectives of communication service consumers in order to determine their level of satisfaction with the services they receive from them.

The LCA has scored below 50% on four of the eight consumer education and awareness parameters. Over 80% of the consumers reported that they were familiar with LCA's mandate. Although consumers know that they can complain to LCA about their service provider, they seem unaware that they can also contact LCA via WhatsApp and the 101, toll free number.

There is a 53% satisfaction rating on education and awareness for consumers.

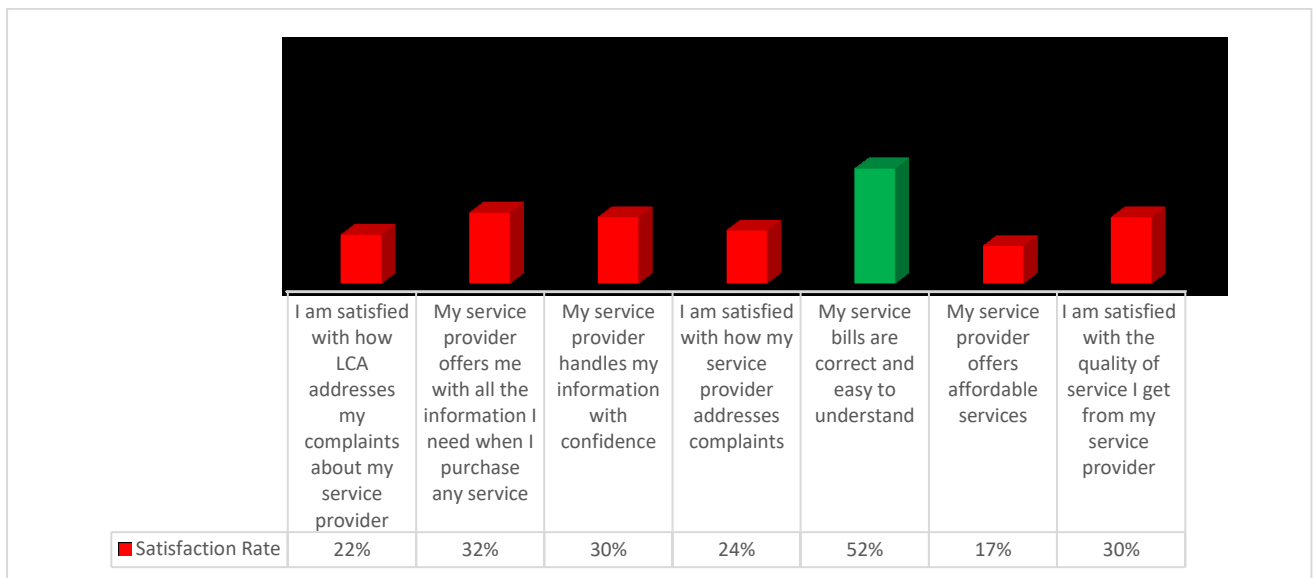
Figure 14: Consumer education and awareness parameters, 2021



3.3.1.5 Consumer Satisfaction Rating on our services and our licensees

Based on the 7 parameters assessed, LCA achieved a satisfaction rating of more than 50% in one. According to the consumer survey, 52% of consumers were satisfied with the clarity and accuracy of their bills. The consumer satisfaction rating in the areas assessed is 30%.

Figure 15: Consumer service delivery parameters, 2021



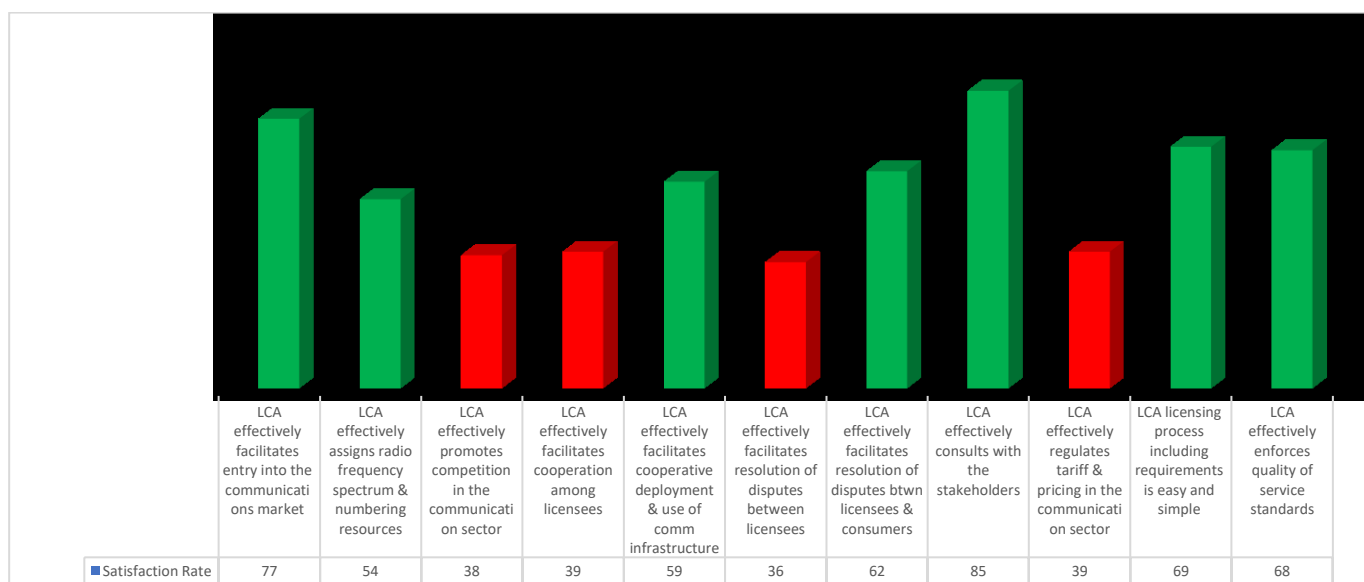
In order to satisfy its mandate of regulating the communications sector while protecting consumers and developing markets, the Authority used the results to improve its operational efficiency.

3.3.2 Creating value for our Licensees

Due to the vital role stakeholders play in the design and development of communications sector-specific solutions, the Authority conducted a licensee satisfaction survey. Based on the rate at which the Authority collaborates and communicates with the licensees, the survey sought the perspectives of the communication sector licensees, which would be used to assess stakeholder confidence in the Authority. In terms of the effectiveness of the Authority's services to its licensees, 57% of respondents expressed satisfaction with LCA's services, while 100% expressed confidence in the Authority's services.

LCA's competition and tariff pricing regulation did not satisfy licensees despite their 100% confidence rating. Moreover, licensees were not satisfied with LCA's facilitation of cooperation among licensees as well as its facilitation of dispute resolution between licensees.

Figure 16: Licensee Satisfaction Rate on LCA, 2021



As a result of these findings, the Authority is able to fulfil its mandate of effectively regulating the communications sector to the benefit of its stakeholders.

3.3.3 Caring for our employees

After consulting with internal and external stakeholders during the development of the strategic plan, it was discovered that LCA had become a stagnant organization with low staff morale. Therefore, a collaborative people-centric approach was adopted. Three strategic objectives were identified in the strategic plan to address low employee morale:

- 1) Increase employee productivity
- 2) Boost employee morale
- 3) Create a culture of trust

Based on an internal climate survey approach, the following key performance indicators were determined to assess achievement of these 3 strategic objectives:

- a) Employee engagement index
- b) Trust score
- c) Motivation Index
- d) Employee net promoter score
- e) Employee satisfaction rate (Internal Communication, Competency, Welfare initiatives, Leave Management, HR related Policies and Administrative Support).

2022 Internal Climate Survey

In the wake of the implementation of the 2020 to 2022 strategic plan, three surveys targeting all employees were conducted. In December, 2021 and June, 2022, the internal climate score increased by 23 percentage points, from 46% to 69%.

Figure 17: Summary of the Internal Climate Survey

	JUNE 2021 RESULTS	DECEMBER 2021 RESULTS	JUNE 2022 RESULTS	BENCHMARK (RECOMMENDED RATINGS)	COMMENTS & RECOMMENDATIONS
Employee engagement Index (EEI)	65%	78%	81%	89%	The EEI improved and it is likely to reach the benchmark if the Management continues implement the recommendations
Internal trust Score (ITS)	22%	29%	40%	50% and above	The ITS improved and it is likely to reach the benchmark if the Management continues implement the recommendations
Employee motivation Ratio (EMR)	50%	73%	67%	89%	Although the EMR had improved from June to December 2021, and it has since declined. If it continues to decline, it is unlikely that the benchmark will be reached.
Employee Satisfaction rate with Internal Communication (ESR-IC)	5%	44%	67%	80%	There has been a significant increase in the satisfaction rate on ESR-IC, which however is still below the benchmark. It is expected that with effective implementation of the Communication Plan recently developed, the rating will improve to the benchmark
Employee Net Promoter Score (eNPS)	5%	20%	40%	50% and above	The eNPS increased considerably and if the observed trend continues, it is likely to reach the benchmark
Employee satisfaction rate on competency (ESR-C)	100%	92%	91%	80% and above	There has been a slight drop in the satisfaction rating on colleagues' competency which has however remained above the benchmark.
Employee satisfaction rate on Employee Welfare (ESR-EW)	Not available	78%	92%	80% and above	The satisfaction rating on employee welfare has surpassed the target and it could either be maintained or improved.
Employee satisfaction rate on recognition and rewards (ESR-RR)	Not available	Not available	42%	80% and above	42% of the respondents are satisfied with the current ERR such as bonuses, year-end function etc
Internal Climate Score (ICS)	46%	65%	69%	80% and above	The ICS increased but at the decreasing rate.

Source 1; LCA Internal Climate Survey 2022

4.0 LCA 2023 TO 2026 STRATEGY AND STRATEGIC PLAN

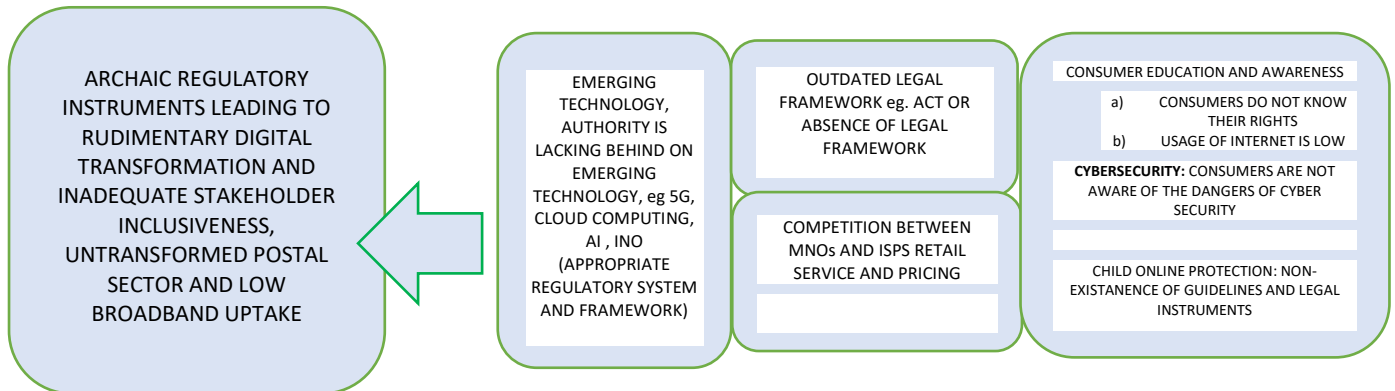
Throughout this chapter, we present the Authority's long-term strategy and its three-year strategic plan. Considering transnational trends in order to define the future response as the communication regulator, our strategy formulation draws on and reflects the lessons learned from previous strategic plan periods.

4.1 Our Guiding Policy

Based on the diagnosis we made, we have defined a strategy that we will use to address an identified challenge.

Management made the following diagnoses, which were merged to form one diagnosis.

Figure 18: Diagnosis



As a response to the diagnosis, the Authority adopted this guiding policy. Throughout our strategy, we strive for a balance between regulatory certainty, innovation, competition, and consumer protection. We also ensure safety, security, and confidence in the ICT environment. Adaptable to changing technological, market, and social conditions, our approach shall be flexible, adaptable, and responsive.

In order for an agile regulatory system to be successful, it must combine collaboration, adaptability, transparency, and outcomes-driven decision-making. Our adoption of these values is necessary in order to drive this strategy.

Figure 19: Guiding Policy

Creating an agile regulatory system that promotes digital transformation in a trusted cyberspace

4.2 Our Corporate Cultural Values

We at the Authority believe that culture is a set of behaviours, accompanied by the mindsets that shape how people interact and work. Healthy cultures are associated with improved performance, and vice versa. According to studies, 70 percent of transformations fail because of people and culture related challenges. Taking advantage of the opportunity presented by our strategy to reinvent the culture post-pandemic could not have been better time. We have such a clean slate to reshape how we regulate the ICT sector, based on the notion that habits are better built in times of rapid change.

It is inevitable that many organizations, if not all, will adopt an adaptable behavior in light of the C-19 pandemic. In order to drive our strategy, we have consciously adopted Adaptability as a critical cultural pillar.

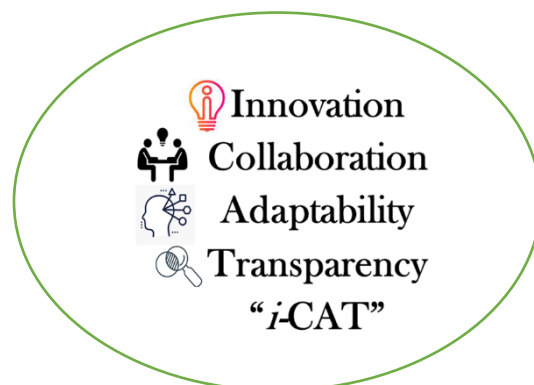
Our role as a regulator is to embrace convergence in ICT and respond in ways that maximize the benefits while mitigating the risks. As convergence occurs in countries across the spectrum of economic development, we are challenging traditional legal, policy, and regulatory frameworks. Combined with the pandemic, this convergence has magnified the already complex, rich mix of stakeholders across the sector. Technology has eroded the boundaries between previously separate ICT services, networks, and business practices as a result of advances in the ICT sector. Collaboration has become an essential element of our culture because of this context.

Further, we recognize that successful collaboration relies on transparency and communication. It is important for us to collaborate deliberately in order to avoid failing to realize the ultimate outcomes of our strategy, and constant feedback will be an integral part of our collaborative approach, since communication and feedback go hand in hand with transparency.

To respond to unavoidable changes in the environment, digital transformation requires changing the environment's cues and developing new cues retroactively. In our pursuit, as the regulator to promote the interests of consumers of communication services, we purposefully decide to make innovation our fundamental cultural pillar to achieve our strategic ambition, being aware that digital transformation will help industries within and across the ICT sector to generate efficiencies and improve consumer experiences. We believe that innovation will allow our licensees to stay competitive in a rapidly changing market by allowing them to stay ahead of the competition.

Figure 20: LCA Cultural Values

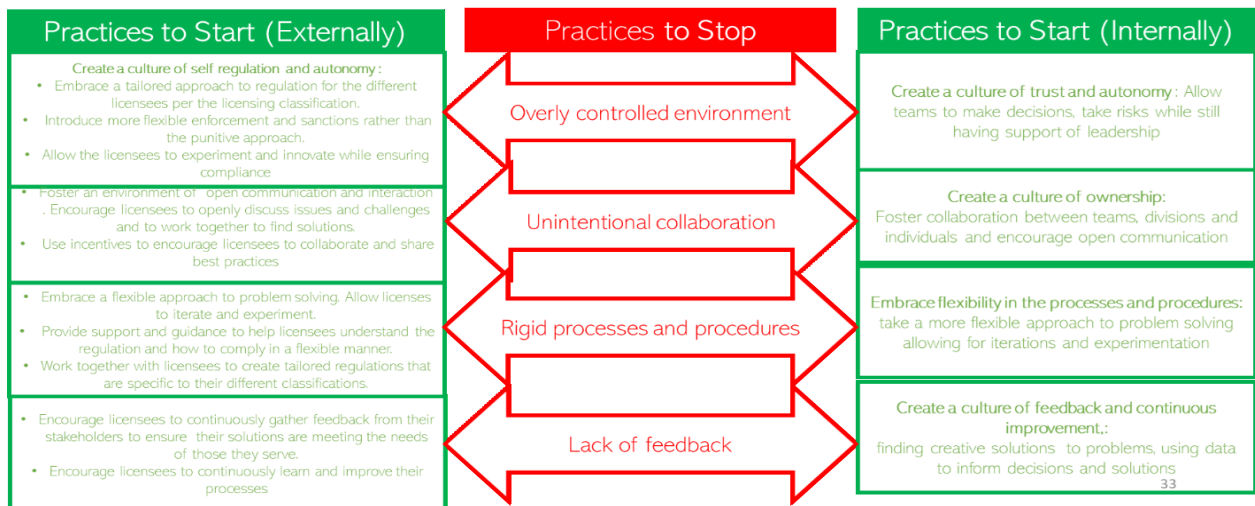
In conclusion, the *i-CAT*, acronym for Innovation, Collaboration, Adaptability and Transparency shall be the pillars that sustain us through this 3-year strategic journey.



4.3 The Strategic Shift

In order to create a culture aligned to the strategy, we will clearly define the routines that need to be initiated and ended, as well as the values that need to be disaggregated down to individual goals and behaviours.

Figure 21: Practices to Stop and Practices to Start



4.4 Our Mission Statement

Figure 22: LCA Mission Statement

Our Mission is to contribute to meaningful universal connectivity by making communications infrastructure accessible; broadband affordable; narrowing the digital divide and creating a safe cyberspace for all

4.5 Our Vision

Figure 23: LCA Vision

An organization committed to continuous improvement and change is what we envision for the LCA. An innovative solution to complex problems will be the focus of this regulator. In order to be effective, the LCA shall embrace a culture of learning, experimentation, and openness to feedback.

LCA SHALL BE A TRANSFORMATIONAL AND DIVERSE REGULATORY BODY

5.0 ACTIVATING THE 2023 TO 2026 STRATEGY

In order for the strategy to be activated, it needs to be institutionalized. It is here that we begin to develop the strategic plan. As we execute the strategy over the next three years, we have identified strategic objectives and the coherent actions necessary to achieve the strategic objectives. In this way, the Authority will be able to determine whether it has created value for its stakeholders. In this process, clear, specific performance targets are set and key performance indicators are established to measure progress.

5.1 Our Mandate

The LCA is established to regulate the communications sector comprising telecommunications, postal & courier and broadcasting services in Lesotho. In creating value for our stakeholders in our regulation of the communication sector, we have adopted a strategy to create an agile regulatory system that promotes digital transformation in a trusted cyberspace. Our strategic plan shall have five strategic outcomes (5-SOUs); seven strategic objectives (7-SOBs) and 19 coherent actions (19-CAs).

5.2 Desired Strategic Outcomes; Strategic Objectives and Coherent Actions (2023 to 2026)

In carrying out our mandate, we aim to create value for our stakeholders through the strategic outcomes hereafter detailed, which will be the measure of the effectiveness of our strategy and our 5 strategic outcomes are:

STRATEGIC OUTCOMES (SOU)

SOU 1 Efficient Regulator;
SOU 2 Positive Consumer Satisfaction;
SOU 3. Healthy LCA Brand;
SOU 4 Trusted Regulatory System and
SOU 5a. Increased access of communications services;
SOU 5b: Increased usage of communication services &
SOU 5c: Affordable communication services

Our purpose for carrying out our mandate is illustrated by our strategic objectives. Our 7 strategic objectives (SOB) are:

STRATEGIC OBJECTIVES (SOB)

SOB 1.1 Accelerate digital transformation in the LCA
SOB 1.2 Build financial sustainability
SOB1.3 Cultivate organisational resilience
SOB 2.1 Safeguard consumer rights
SOB 3.1 Reinforce collaborative regulation
SOB 4.1 Create an enabling regulatory environment
SOB5.1 Advance digital inclusion

For effective strategy execution, coherent actions are essential as they create a sustainable competitive advantage in achieving the strategic objectives. As defined by Richard Rumelt in his selling book “*Good Strategy, Bad Strategy -The difference and why it matters*” coherent actions refer to the set of interconnected actions that reinforce each other and are designed to achieve a specific objective. Our strategic plan has 19 coherent actions aimed at achieving 7 strategic objectives to yield 5 strategic outcomes.

Our Guiding Policy has dictated the capitals that we will focus and invest in to create value for stakeholders. By adopting integrated planning and investing in capital we seek to ensure the long-term success and sustainability of our operations. By combining strategic planning and capital investments, the Authority shall be able to ensure that the resources are used in the most effective and efficient manner, helping us to achieve our strategic objectives. Additionally, capital investments help to secure a competitive advantage, as they allow us to develop new products, services, and technologies that can provide them with a unique edge in the marketplace.

Our set of coherent actions have been centred around the five capitals that are considered vital to achieve our strategy. These capitals are, human capital; intellectual capital; social and relationship capital, manufactured capital and financial capital.

Diagram 3: Our Sources of Capital



Table 3 below provides a high-level pictorial version of the 2023 to 2026 strategic plan. It is intended to facilitate understanding of our strategic plan. The strategic outcomes and the strategic objectives are then provided in the sub-sections of this chapter.

Table 3: Turning targets into Actions

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	SOURCE OF CAPITAL	COHERENT ACTIONS
SOU 1 EFFICIENT REGULATOR	SOB 1.1 ACCELERATE DIGITAL TRANSFORMATION IN THE AUTHORITY	HUMAN CAPITAL	1.1.1 MOULD LCA INTO AN EMPLOYER OF CHOICE
		MANUFACTURED CAPITAL	1.1.2 MODERNIZE BUSINESS OPERATIONS
	SOB 1.2 BUILD FINANCIAL SUSTAINABILITY	FINANCIAL CAPITAL	1.2.1 MOBILIZE FINANCIAL RESOURCES
	SOB 1.3 CULTIVATE ORGANISATIONAL RESILIENCE	INTELLECTUAL AND HUMAN CAPITAL	1.3.1 EMBED RISK MANAGEMENT IN LCA
SOU 2 POSITIVE CONSUMER EXPERIENCE	SOB 2.1 SAFEGUARD CONSUMER RIGHTS	SOCIAL & RELATIONSHIP CAPITAL	2.1.1 PROMOTE CONSUMER EDUCATION AND AWARENESS
		SOCIAL & RELATIONSHIP CAPITAL	2.1.2 FACILITATE THE PROTECTION OF PRIVATE DATA
SOU 3 HEALTHY LCA BRAND	SOB 3.1 REINFORCE COLLABORATIVE REGULATION	INTELLECTUAL CAPITAL	3.1.1 IMPROVE CYBER SECURITY POSTURE
		SOCIAL & RELATIONSHIP CAPITAL	3.1.2 PROMOTE CHILD ONLINE PROTECTION
		SOCIAL & RELATIONSHIP CAPITAL	3.1.3 FOSTER TRANSNATIONAL COOPERATION
		HUMAN CAPITAL	3.1.4. PROFESSIONALIZE BROADCASTING AND POSTAL INDUSTRIES
SOU 4 TRUSTED REGULATORY SYSTEM	SOB 4.1 CREATE AN ENABLING REGULATORY ENVIRONMENT	SOCIAL & RELATIONSHIP CAPITAL	4.1.1 DEVELOP AND REVIEW LEGAL AND REGULATORY INSTRUMENTS
		INTELLECTUAL CAPITAL	4.1.2 CREATE MARKET COMPETITIVENESS
		SOCIAL & RELATIONSHIP CAPITAL	4.1.3 ENHANCE LICENSEE COMPLIANCE
		SOCIAL & RELATIONSHIP CAPITAL	4.1.4 REFORM THE POSTAL AND COURIER SECTOR
SOU 5 AVAILABLE, ACCESSIBLE AND AFFORDABLE COMMUNICATION SERVICES	SOB 5.1 ADVANCE DIGITAL INCLUSION	MANUFACTURED CAPITAL	5.1.1 EXPAND NETWORK COVERAGE TO THE UNSERVED AND UNDERSERVED AREAS
		HUMAN CAPITAL	5.1.2 EXPAND DIGITAL LITERACY
		INTELLECTUAL CAPITAL	5.1.3 IMPROVE AFFORDABILITY OF ICT SERVICES IN LESOTHO
		INTELLECTUAL CAPITAL	5.1.4 PROMOTE LOCAL CONTENT IN ICT
		MANUFACTURED CAPITAL	5.1.5 IMPROVE NETWORK PERFORMANCE

5.2.1 Key Performance Indicators and Targets for the 2023 to 2026 Strategic Outcomes

Table 4: LCA KPIs for the Strategic Outcomes, 2023 to 2026

STRATEGIC OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE 2023	TARGET 2024	TARGET 2025	TARGET 2026	SOURCE OF INFORMATION	FREQUENCY OF MONITORING
SOU 1 Efficient Regulator	1.1 Increase annual organizational performance from 89% to 98% by 31 March 2026	89%	92%	95%	98%	Performance Report	Quarterly
	1.2 Increase number of new and upgraded internal systems and tools to 5 annually	0	5	5	5	Performance Report	Quarterly
	1.3 Improve internal climate score from 69% to 90% by 31 March 2026	69%	76%	83%	90%	Internal Climate Survey	Annually
	1.4 Improve organizational reserves (Excluding cash and cash equivalents) by 10% year on year until 31st March 2026	M28.4 million	M31.2 million	M34.4 million	M37.8 million	Financial Statements	Annually
	1.5 Achieve sustainability growth rate within 5% -7% range over the three years.	TBD	5-7%	5-7%	5-7%	Financial Statements	Annually
	1.6 Improve audit opinion to unqualified by 31 March 2026	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Auditor General's Reports	Annually
	1.7 Improve organizational risk maturity from Risk Managed to Quantitatively Managed by 31 March 2026	Risk Managed with elements of Risk Defined	Risk Defined	Risk Defined with elements of Quantitatively Managed	Risk Defined with elements of Quantitatively Managed	Risk Maturity Model	Quarterly
SOU 2 Positive Consumer Satisfaction	2.1 Improve consumer satisfaction rating from 30% to 80% by 31 March 2026	30%	40%	60%	80%	Consumer Satisfaction Survey	Biennially
SOU 3 Healthy LCA Brand	3.1 Maintain licensee confidence rating at 100% by 31 March 2026	100%	100%	100%	100%	Licensee Satisfaction Survey	Biennially
	3.2 Improve licensee satisfaction rating from 57% to 80% by 31 March 2026	57%	65%	73%	80%		
SOU 4. Trusted Regulatory System	4.1 Improve the Lesotho cybersecurity global score ranking from 164 by 6 places by 31 March 2026	164	162	160	158	ITU - Global Cybersecurity Index	Annually
	4.2 Improve the Lesotho cybersecurity regional score ranking from 38 by 6 places by 31 March 2026	38	36	34	32b		

STRATEGIC OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE 2023	TARGET 2024	TARGET 2025	TARGET 2026	SOURCE OF INFORMATION	FREQUENCY OF MONITORING
	4.3 Increase Global cybersecurity Index from 9.08 to 35 by 31 March 2026	9.08	16	25	35		
SOU 5a: Increased access of communications services	5.1 Increase proportion of population with 3G broadband coverage from 95.8% to 97.0% by 31 March 2026	95.8%	96.2%	96.6%	97.0%	LCA Infrastructure Report	Annually
	5.2 Increase proportion of population with 4G broadband coverage from 85.1 % to 87.0% by 31 March 2026	85.1 %	85.7%	86.4%	87.0%		
	5.3 Increase 3G land coverage from 92.5% to 95.5% by 31 March 2026	92.5%	93.5%	94.5%	95.5%		
	5.4 Increase 4G land coverage from 66.6% to 70.0% by 31 March 2026	66.6%	67.7%	68.8%	70.0%		
SOU 5b: Increased usage of communication services	5.5 Increase proportion of individuals using the Internet from 42% to 60% by 31 March 2026	42%	AWAITING THE SURVEY RESULTS DUE IN DECEMBER 2023	TBD	60%	Access and Use of ICT by Household and Individual Survey	Triennially
	5.6 Increase mobile phone ownership from 82% to 87% by 31 March 2026	82%		TBD	87%		
	5.7 Increase mobile broadband penetration from 67% to 80% by 31 March 2026	67%		TBD	80%		
	5.8 Increase proportion of households connected to the Internet from 3.2 % to 10% by 31 March 2026	3.2%		TBD	10%		
	5.9 Increase proportion of individuals with ICT skills from 30% to 40% by March 2023	30%		TBD	40%		
	5.10 Increase proportion of individuals using postal services by 20% by 31 March 2026	TBD		TBD	20%		
SOU 5c: Affordable communication services	5.11 Maintain entry-level terminals for fixed broadband from M800.00 by 31 March 2026	M800.00 (45 USD)	Investigate the affordability of ICT infrastructure and services in Lesotho	TBD		LCA Tariff Regulation Report	Annually
	5.12 Maintain entry-level terminals for mobile broadband from M700.00 by 31 March 2026	M700 (38 USD)		TBD			
	5.13 Maintain telecommunication entry level basket from M235.00 to M135.00 31 March 2026	M235.00 (13 USD)		TBD			Annually
	5.11 Improve telecommunication entry level broadband services from 3% to 2% (or 50 USD) of monthly Gross National Income per capita by 31 March 2026	3% of GNI Per capita		2% of GNI Per capita			

5.2.2 Key Performance Indicators (Lagging KPIs) for the 2023 to 2026 Strategic Objectives

Table 5: KPIs for the strategic objectives, 2023 to 2026

STRATEGIC OBJECTIVES (SOB)	DESCRIPTION OF SOB	LAG KPIs	DEFINITION OF THE LAG KPI	BASELINE 2023	SOURCE OF INFORMATION	FREQUENCY OF MONITORING
SOB 1.1 ACCELERATE DIGITAL TRANSFORMATION IN THE LCA	Integrating the technologies and digital processes into every aspect of our operations, automate manual processes to achieve optimization. We aim at improving our ability to respond to our stakeholders needs and increase efficiency and productivity	Adoption Rate	Measures percentage of employees who are using the new digital tools and systems that have been introduced as part of the transformation	TBD	Employee Survey	Biannually
SOB 1.2 BUILD FINANCIAL SUSTAINABILITY	Improving the Authority's financial performance and ensuring that it has the resources it needs to operate effectively over a long-term period. We aim at being becoming financially independent and resilient and in a position to achieve our objectives and be more productive	Financial Stability	Measures the overall health of the Authority and its ability to achieve its financial goals as well as to provide stability to the larger financial system		Management Accounts Financial Statements	Quarterly
SOB 1.3 CULTIVATE ORGANIZATIONAL RESILIENCE	Integrating risk-management practices into the culture, governance, operations and bringing a risk-reward perspective to strategic decision in the day-to-day operations of the Authority. We aim at improving the Authority ability to anticipate, prepare for, respond to and adapt to changes, disruptions and setbacks while we continue to deliver value for our stakeholders. The Authority shall have the capability to bounce back and thrive under a constantly, everchanging ICT environment.	Risk Maturity level	Measures the Authority risk management capabilities and identifies areas of improvement	Risk Managed	Risk Maturity Model	Quarterly
SOB 2.1 SAFEGUARD CONSUMER RIGHTS	Ensuring that consumers have the accurate information they need to make informed decisions about the services and products and prevent them from being taken advantage of by our licensees. (Protecting consumer rights) We aim at winning the trust and confidence of our consumers by creating a fairer and more transparent marketplace where consumers are empowered to	Consumer Experience	Measure consumer satisfaction with the services, products and protection provided by the Authority to gauge the effectiveness of consumer protection and empowerment initiatives.	TBD	Consumer Satisfaction Survey	Biennially

STRATEGIC OBJECTIVES (SOB)	DESCRIPTION OF SOB	LAG KPIs	DEFINITION OF THE LAG KPI	BASELINE 2023	SOURCE OF INFORMATION	FREQUENCY OF MONITORING
	make decisions that are in their best interests and are protected from any form of harm in the ICT industry.					
SOB 3.1 REINFORCE COLLABORATIVE REGULATION	Improving regulatory practices through increased engagement and collaboration with stakeholders to develop regulations that are effective, efficient and responsive to the needs of the ICT sector. We aim to create an open and transparent regulatory process that encourages dialogue, builds trust and results in better outcomes.	Adoption rates of collaborative regulation	Measures the percentage of organizations that have adopted the regulations developed through collaborative process	TBD	Licensee Satisfaction Survey	Biennially
		Compliance Rates	Measures the percentage of organizations that follow the collaborative regulations	TBD	Compliance Monitoring Reports	Biannually
		Stakeholder satisfaction rating	Measure stakeholder satisfaction with the collaborative regulatory process and level of engagement		Licensee Satisfaction Survey	Biennially
SOB 4.1 CREATE AN ENABLING REGULATORY ENVIRONMENT	Designing and implementing regulations that encourage innovation, protect consumers and the environment while minimizing unnecessary regulatory burden. Our focus will also be on improving efficiency, competitiveness and sustainability of postal and courier services. We will update regulations and policies, promote investment in technology and innovation and modernising postal and courier operations to meet the needs of customers and businesses. We aim to have clear, concise regulations that are transparent, predictable and consistent and that are supportive of a modern, efficient and sustainable postal and courier system that provides higher quality services to customers and supports economic growth.	Compliance rate	Measures the percentage of licensees that follow the regulations indicating effectiveness of the regulatory environment in promoting compliance	TBD	Compliance Monitoring Reports	Biannually
		Regulatory Burden	Measures the perceived burden of regulation on the regulated which can be used to gauge the effectiveness of the regulatory environment in promoting efficiency and reducing unnecessary burden	TBD	Licensee Satisfaction Survey	Biennially
		Customer satisfaction	Measures the level of customer satisfaction with postal and courier services which can be used to gauge the success of the reforms	TBD	Customer Satisfaction Survey	Biennially
		On-Time Delivery rate	Measures the efficiency of the postal and courier industry and effectiveness of the reforms	TBD	Monitoring Reports	Biannually
SOB 5.1 ADVANCE DIGITAL INCLUSION	Efforts to ensure that we connect the unconnected and leave no one behind, regardless of their status have access to and skills to use digital technology and services. We will strive to facilitate access to affordable and reliable digital infrastructure, offering	Digital adoption rates	Measures percentage of individuals or households that have access to and are using digital technology and services and this can be used to measure success of digital inclusion efforts	TBD	Access and Use of ICT by Individuals and Household Survey	Triennially

STRATEGIC OBJECTIVES (SOB)	DESCRIPTION OF SOB	LAG KPIs	DEFINITION OF THE LAG KPI	BASELINE 2023	SOURCE OF INFORMATION	FREQUENCY OF MONITORING
	<p>digital skills training and developing digital services that meet the needs of all users.</p> <p>We aim to ensure that everyone has the opportunity to participate in the digital economy and benefits from its opportunities.</p>	Digital divide reduction	Measures the reduction gap between those who have access to digital technology and those who do not	TBD	Access and Use of ICT by Individuals and Household Survey	Triennially

5.3 LCA 2023 to 2026 STRATEGIC PLAN DESIGN

Table 6: LCA Strategic Plan 2023 to 2026

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTIONS	SUB-ACTIONS	OUTPUT	RESPONSIBLE	TARGET PERIOD (YR1 - YR2- YR3)
SOU 1 EFFICIENT REGULATOR	SOB 1.1 ACCELERATE DIGITAL TRANSFORMATION IN THE AUTHORITY	1.1.1 Mould LCA into an employer of choice	1.1.1.1 Develop Human Resource Strategy	Human Resource Strategy	CEO	YR 1
			1.1.1.2 Promote information and knowledge Sharing	Information and knowledge sharing Document	CEO	YR 1 THROUGH TO YR 3
			1.1.1.3 Align structure to strategy	Structure	CEO	YR 1
		1.1.2 Modernize business operations	1.1.2.1 Automate transport management systems	Automated transport management systems	CFO	YR 2
			1.1.2.2 Automate procurement management system	Automated procurement management system	CFO	YR 2
			1.1.2.3 Automate financial management system	Automated financial management system	CFO	YR 3
			1.1.2.4 Automate enterprise performance management and reporting	Automated enterprise performance management and reporting	CEAO	YR 1
			1.1.2.5 Automate monitoring of broadcasting content	Automated monitoring of broadcasting content	CRO	YR 2
			1.1.2.6 Automate tariff regulation	Automated tariff regulation	CEAO	YR3
			1.1.2.7 Automate Performance management system	Automated Performance Management System	CEO	YEAR 2
SOU 1 EFFICIENT REGULATOR	SOB 1.2 BUILD FINANCIAL SUSTAINABILITY	1.2.1 Mobilize financial resources	1.2.1.1 Solicit funding for LCA Operations	Funding	CFO	YR1 THROUGH TO YR 3
	SOB 1.3 CULTIVATE ORGANISATIONAL RESILIENCE	1.3.1 Embed risk management in LCA	1.1.3.1 Develop a resilience strategy	LCA Resilience Strategy	CEO	YR1 THROUGH TO YR 2
			1.1.3.2 Align governance structures and processes to Mohlomi code	LCA Governance Structure	CEO	YR 1
			1.1.3.3 Facilitate for LCA-ISO accreditation	ISO Readiness	CEO	YR1 THROUGH TO YR 3
SOU 2 POSITIVE CONSUMER EXPERIENCE	SOB 2.1 SAFEGUARD CONSUMER RIGHTS	2.1.1 Promote consumer education and awareness	2.1.1.1 Strengthen consumer complaints management	Consumer complaints management program	CRO	YR 1
				Consumer Complaints Management System for MNOs	CRO	YR1 THROUGH TO YR 3
			2.1.1.2 Conduct cybersecurity campaigns	Cybersecurity awareness campaigns	CEO	YR 1 THROUGH TO YR3

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTIONS	SUB-ACTIONS	OUTPUT	RESPONSIBLE	TARGET PERIOD (YR1 - YR2- YR3)
			2.1.1.3 Conduct Electromagnetic field safety campaigns	EMF safety awareness campaigns	CEO	YR 1 THROUGH TO YR3
		2.1.2 Facilitate the protection of private data	2.1.2.1 Conduct private data campaigns	Private data awareness campaigns	CEO	YR 1 THROUGH TO YR3
SOU 3 HEALTHY LCA BRAND	SOB 3.1 REINFORCE COLLABORATIVE REGULATION	3.1.1 Improve cyber security posture	3.1.1.1 Facilitate establishment of sectoral cybersecurity task team	Sectoral cybersecurity task team	CTO	YR 1
			3.1.1.2. Develop a cybersecurity task team program	Cybersecurity task team program	CTO	YR 1
			3.1.1.3 Implement a cybersecurity task team program	Implementation Report on Cybersecurity program	CTO	YR 2
		3.1.2 Promote child online protection	3.1.2.1 Develop guidelines for child Online protection	Child online protection guidelines	CRO	YR 1
			3.1.2.2 Conduct child online protection awareness campaigns	Child online protection awareness program	CRO	YR 1 THROUGH TO YR3
		3.1.3 Foster transnational cooperation	3.1.3.1 Implement regional and international decisions and resolutions	International and regional decision implementation report	CEO	YR 1 THROUGH TO YR3
			3.1.3.2 Strengthen participation in regional and international meetings	Report on participation in regional and international meetings	CEO	YR 1 THROUGH TO YR 3
			3.1.3.3 Advocate for LCA strategic partnerships	MOUs signed with strategic partners	CEO	YR 1 THROUGH TO YR 3
		3.1.4. Professionalize broadcasting and postal industries	3.1.4.1 Develop broadcaster's capacity programs	Broadcasters capacity programs	CEO	YR 1
			3.1.4.2 Develop postal & courier capacity programs	Postal & courier capacity programs	CEO	YR 2
SOU 4 TRUSTED REGULATORY SYSTEM	SOB 4.1 CREATE AN ENABLING REGULATORY ENVIRONMENT	4.1.1 Develop and review legal and regulatory instruments	4.1.1.1 Review LCA (Administrative) Rules, 2016	LCA (Administrative) Rules, 2023/24	CRO	YR 2
		4.1.2 Create market competitiveness	4.1.2.1. Review competition management framework	Competition management framework	CEAO	YR 2
			4.1.2.2 Facilitate entry of network operators	Network Operator(s)	CEO	YR 1 THROUGH TO YR 3
		4.1.3 Enhance licensee compliance	4.1.3.1 Develop a compliance model	Compliance Model	CRO	YR 1
			4.1.3.2 Enhance compliance of MNOs to the quality of service standards	Signed Consumer quality of service level agreement	CRO	YR 1 THROUGH TO YR 3

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTIONS	SUB-ACTIONS	OUTPUT	RESPONSIBLE	TARGET PERIOD (YR1 - YR2- YR3)
			4.1.3.3 Enhance compliance of MNOs on the license condition to provide information of products and services	Signed Rollout Plan on provision of information on products and services	CRO	YR 1 THROUGH TO YR 3
		4.1.4 Reform the postal and courier sector	4.1.4.1 Develop postal market definition and licensing guidelines	Postal market definition and licensing guidelines	CRO	YR 2
			4.1.4.2 Develop Universal Postal service and access guidelines	Universal Postal service and access guidelines	CRO	YR 1
			4.1.4.3 Develop Postal and QoS Monitoring Guidelines	Postal and QoS Monitoring Guidelines	CRO	YR 1
			4.1.4.4 Develop Postal cost and tariff regulation guidelines	Postal cost and tariff regulation guidelines	CRO	YR 2
			4.1.4.5 Develop Postal interconnection and access guidelines	Postal interconnection and access guidelines	CRO	YR 1
			4.1.4.6 Develop Postal Financial inclusion guidelines	Postal Financial inclusion guidelines	CRO	YR 2 THROUGH YR 3
			4.1.4.7 Develop Postal e-commerce and trade facilitation regulatory guidelines	Postal e-commerce and trade facilitation regulatory guidelines	CRO	YR 2 THROUGH YR 3
SOU 5 AVAILABLE, ACCESSIBLE AND AFFORDABLE COMMUNICATION SERVICES	SOB 5.1 ADVANCE DIGITAL INCLUSION	5.1.1 Expand network coverage to the unserved and underserved areas	5.1.1.1 Improve mobile network coverage	Base transceiver stations constructed	ES USF	YR 1 THROUGH TO YR 3
			5.1.1.2 Provide access to Wi-Fi in institutions of higher learning	Institutions of higher learning Wi-Fi access	ES USF	YR 1 THROUGH TO YR 3
			5.1.1.3 Provide broadband connectivity to schools	Schools with broadband connectivity	ES USF	YR 1 THROUGH TO YR 3
			5.1.1.4 Provide broadband connectivity to government institutions, post offices and parks	Government institutions, post offices and parks with broadband connectivity	ES USF	YR 1 THROUGH TO YR 3
		5.1.2 Expand digital literacy	5.1.2.1 Provide training, on the use of digital technologies and services	Training on Use of digital technologies and services Program	CEO	YR 1 THROUGH TO YR 3
			5.1.2.2 Develop and deliver digital literacy skills in programs in schools	Digital literacy skills in programs in schools	CEO	YR 1 THROUGH TO YR 3
		5.1.3 Improve affordability of ICT services in Lesotho	5.1.3.1 Investigate the affordability of ICT	Affordability of ICT infrastructure and services in Lesotho	CEAO	YR 1 THROUGH TO YR 2

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTIONS	SUB-ACTIONS	OUTPUT	RESPONSIBLE	TARGET PERIOD (YR1 - YR2- YR3)
			infrastructure and services in Lesotho			
		5.1.4 Promote local content in ICT	5.1.4.1 Update LCA website to include Sesotho content	Sesotho content on LCA website	CEO	YR 1 THROUGH TO YR 3
			5.1.4.2 Create local content developer's platform and networks	Local content developer's platform	CEAO	YR 1 THROUGH TO YR 3
		5.1.5 Improve network performance	5.1.5.1 Investigate the impact of spectrum spillage in the areas of Lesotho	Spillage Assessment Report	CTO	YR 1 THROUGH TO YR 3

5.3.1 Strategic Initiatives Year 1 – 2023

5.1.5.1 Investigate the impact of the spectrum spillage in the areas of Lesotho											
5.1.3.1 Investigate the affordability of ICT infrastructure and services in Lesotho											
1.1.3.1 Develop and implement a resilience strategy											
1.1.3.2 Align governance structures and processes to Mohlomi code											
5.1.2.2 Develop and deliver digital literacy skills i in schools											
5.1.2.1 Provide training, on the use of digital technologies and services											
5.1.4.2 Create local content developer’s platform and networks											
5.1.4.1 Update LCA website to include Sesotho											
5.1.1.4 Provide broadband connectivity to government institutions, post offices and parks											
5.1.1.3 Provide broadband connectivity to schools											
5.1.1.2 Provide access to Wi-Fi in institutions of higher learning											
5.1.1.1 Improve mobile network coverage											
4.1.4.2 Develop Universal Postal service and access guidelines						4.1.4.5 Develop Postal interconnection and access guidelines				4.1.4.3 Develop Postal and QoS Monitoring Guidelines	
4.1.3.3 Enhance compliance of MNOs on the license condition to provide information of products and services											
4.1.3.2 Enhance compliance of MNOs to the quality of service standards											
4.1.3.1 Develop a compliance model											
4.1.2.2 Facilitate entry of third MNO											
3.1.4.1 Develop broadcaster’s capacity programs											
3.1.3.3 Advocate for LCA strategic partnerships											
3.1.3.2 Strengthen participation in regional and international meetings											
3.1.3.1 Implement regional and international decisions and resolutions											
				3.1.2.1 Develop guidelines for child Online protection		3.1.2.2 Conduct child online protection awareness campaigns					
3.1.1.2. Develop a cybersecurity task team program											
				3.1.1.1 Facilitate establishment of sectoral cybersecurity task team						2.1.2.1 Conduct private data campaigns	
				2.1.1.3 Conduct Electromagnetic field safety campaigns							
	2.1.1.1 Strengthen consumer complaints management				2.1.1.2 Conduct cybersecurity campaign						
1.2.1.1 Solicit funding for LCA Operations											
1.1.3.3 Facilitate for LCA - ISO accreditation											
1.1.2.4 Automate enterprise performance management and reporting											
				1.1.1.3 Align structure to strategy							
1.1.1.1 Develop Human Resource Strategy			1.1.1.2 Promote information and knowledge Sharing								
QUARTER 1			QUARTER 2			QUARTER 3			QUARTER 4		
APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH

5.3.2 Strategic Initiatives Year 2 – 2024

						5.1.5.1 Investigate the impact of the spectrum spillage in the areas of Lesotho						
						5.1.2.2 Develop and deliver digital literacy skills in schools						
						5.1.2.1 Provide training, on the use of digital technologies and services						
						5.1.4.2 Create local content developer’s platform and networks						
						5.1.4.1 Update LCA website to include Sesotho						
						5.1.3.1 Investigate the affordability of ICT infrastructure and services in Lesotho						
						5.1.2.2 Develop and deliver digital literacy skills in programs in schools						
						5.1.2.1 Provide training, on the use of digital technologies and services						
						5.1.1.4 Provide broadband connectivity to government institutions, post offices and parks						
						5.1.1.3 Provide broadband connectivity to schools						
						5.1.1.2 Provide access to Wi-Fi in institutions of higher learning						
						5.1.1.1 Improve mobile network coverage						
												4.1.4.7 Develop Postal e-commerce and trade facilitation regulatory guidelines
						4.1.4.4 Develop Postal cost and tariff regulation guidelines						
						4.1.4.6 Develop Postal Financial inclusion guidelines						
						4.1.4.1 Develop postal market definition and licensing guidelines						
						4.1.3.3 Enhance compliance of MNOs on the license condition to provide information of products and services						
						4.1.3.2 Enhance compliance of MNOs to the quality of service standards						
						4.1.2.2 Facilitate entry of third MNO						
						4.1.2.1. Review competition management framework						
						4.1.1.1 Review LCA (Administrative) Rules, 2016						
						3.1.4.2 Develop postal & courier capacity programs						
						3.1.3.3 Advocate for LCA strategic partnerships						
						3.1.3.2 Strengthen participation in regional and international meetings						
						3.1.3.1 Implement regional and international decisions and resolutions						
												3.1.2.2 Conduct child online protection awareness campaigns
						3.1.1.2. Implement a cybersecurity task team program						
												2.1.2.1 Conduct private data campaigns
						2.1.1.3 Conduct Electromagnetic field safety campaigns						
						2.1.1.2 Conduct cybersecurity campaign						
						2.1.1.1 Strengthen consumer complaints management						
						1.2.1.1 Solicit funding for LCA Operations						
						1.1.3.3 Facilitate for LCA- ISO accreditation						
						1.1.3.1 Develop and implement a resilience strategy						
						1.1.2.5 Automate monitoring of broadcasting content						
						1.1.2.7 Automate performance management System						
						1.1.2.2 Automate procurement management system						
						1.1.2.1 Automate transport management systems						
						1.1.1.2 Promote information and knowledge Sharing						
QUARTER 1			QUARTER 2			QUARTER 3			QUARTER 4			
APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	

5.3.3 Strategic Initiatives Year 3–2026

1.1.3.1 Develop and implement a resilience strategy											
5.1.4.2 Create local content developer’s platform and networks											
5.1.4.1 Update LCA website to include Sesotho											
5.1.2.2 Develop and deliver digital literacy skills in schools											
5.1.2.1 Provide training on the use of digital technologies and services											
5.1.1.4 Provide broadband connectivity to government institutions, post offices and parks											
5.1.1.3 Provide broadband connectivity to schools											
5.1.5.1 Investigate the impact of the spectrum spillage in the areas of Lesotho											
5.1.1.2 Provide access to Wi-Fi in institutions of higher learning											
5.1.1.1 Improve mobile network coverage											
4.1.4.4 Develop Postal cost and tariff regulation guidelines											
4.1.4.6 Develop Postal Financial inclusion guidelines											
4.1.4.1 Develop postal market definition and licensing guidelines											
4.1.3.3 Enhance compliance of MNOs on the license condition to provide information of products and services											
4.1.3.2 Enhance compliance of MNOs to the quality of service standards											
4.1.2.2 Facilitate entry of network operators											
4.1.2.1 Review competition management framework											
4.1.1.1 Review LCA (Administrative) Rules, 2016											
3.1.4.2 Develop postal & courier capacity programs											
3.1.3.3 Advocate for LCA strategic partnerships											
3.1.3.2 Strengthen participation in regional and international meetings											
3.1.3.1 Implement regional and international decisions and resolutions											
3.1.2.2 Conduct child online protection awareness campaigns											
3.1.1.2. Implement a cybersecurity task team program											
2.1.2.1 Conduct private data campaigns											
2.1.1.3 Conduct Electromagnetic field safety campaigns											
2.1.1.2 Conduct cybersecurity campaigns											
2.1.1.1 Strengthen consumer complaints management											
1.2.1.1 Solicit funding for LCA Operations											
1.1.2.5 Automate monitoring of broadcasting content											
1.1.2.7 Automate performance management System											
1.1.2.6 Automate tariff regulation											
1.1.2.3 Automate financial management system											
1.1.1.2 Promote information and knowledge Sharing											
QUARTER 1			QUARTER 2			QUARTER 3			QUARTER 4		
APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH

6.0 STRATEGIC RISK REGISTER 2023 TO 2026

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTION	RISK	CAUSE	RESULTS	INHERENT RISK			PROPOSED CONTROLS	RESIDUAL RISK		
						Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
ALL	ALL	All	Difficulty in implementing the strategy.	Lack of capability and/or capacity with respect to: -Leadership skills. -Culture. -Organizational structure. -Employee skills. -Human Resources.	Failure to meet strategic objectives.	Very Likely	Severe	Very High Risk	Develop HR strategy in line with LCA Strategic Management Framework.	Possible	Minor	Low Risk
									Analyse the current capabilities and/or capacity against capabilities and/or capacity required for strategy implementation.			
									Develop, implement and track a remediation plan that addresses capability and/or capacity gaps.			
				Phase strategic activities over a three-year period.								
SOU 1 EFFICIENT REGULATOR	SOB 1.1 ACCELERATE DIGITAL TRANSFORMATION IN TECHNOLOGY	1.1.1 Mould LCA into an employer of choice.	Failure to create the desired work environment.	Not incorporating crucial pillars of an 'employer of choice' program.	Failure to position LCA as an employer of choice.	Very Likely	Severe	Very High Risk	Develop HR strategy in line with the LCA Strategic Management Framework.	Possible	Minor	Low Risk
				Lack of line management skills required to establish and drive the program.					1. Analyse the current capabilities and/or capacity against capabilities and/or capacity required for strategy implementation.			
		1.1.2 Modernize business operations	Adopting inappropriate technology for modernizing the organization.	Investment in technology with a low return on investment.	Establish a modernization project.							
			Low usage of new business technology.	Reluctance by employees to adopt new technology.	Investment in technology with a low return on investment.				Develop a modernization change management plan.			
	1.1.3 Cultivate organisational resilience	Siloed approach to risk management	lack of risk management discussions	failure to improve the risk maturity	Hold formal Risk meetings							
		SOB 1.2 ENSURE FINANCIAL SUSTAINABILITY	1.2.1 Mobilize financial resources	Government may not approve projects.	Non-alignment with government priorities.	Lack of funding for LCA initiatives.	Very Likely	Severe	Very High Risk	LCA project funding evaluation criteria should consider: 1. Financial sustainability of the Authority and Government.	Possible	Moderate

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTION	RISK	CAUSE	RESULTS	INHERENT RISK			PROPOSED CONTROLS	RESIDUAL RISK		
						Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
									2. Alignment with Government policy direction.			
SOU 2 POSITIVE CONSUMER EXPERIENCE	SOB 2.1 SAFEGUARD CONSUMER RIGHTS	2.1.1 Promote consumer education and awareness	Failure to adequately communicate with consumers.	Using deficient communication channels and tools for target audience.	Unprotected and unempowered consumers.	Very Likely	Severe	Very High Risk	Develop a communication strategy.	Possible	Minor	Low Risk
		2.1.2 Facilitate the protection of private data	Lack of awareness on planned and ongoing industry initiatives.	Lack of engagement with industry stakeholders.	Failure to support sector capacity building efforts.	Very Likely	Severe	Very High Risk	Hold quarterly meetings with communications sector stakeholders.	Possible	Minor	Low Risk
			ICT capacity building efforts driven by the Authority are not aligned to communications sector efforts.	Lack of engagement with industry stakeholders.	Failure to support sector capacity building efforts.	Very Likely	Severe	Very High Risk	Hold quarterly meetings with communications sector stakeholders.	Possible	Minor	Low Risk
SOU 3 HEALTHY LCA BRAND	SOB 3.1 STRENGTHEN COLLABORATIVE REGULATION	3.1.1 Improve cyber security posture	Inability to improve the cyber security posture.	Lack of skills to drive the program.	Unprotected consumers.	Very Likely	Severe	Very High Risk	Perform skills assessment and develop a remediation plan.	Possible	Moderate	Medium Risk
			Lack of stakeholder support in the program.				Develop stakeholder engagement plan/matrix aligned to strategic outcomes.					
		3.1.2 Promote child online protection	Failure to adequately communicate with consumers.	Using deficient communication channels and tools for target groups.	Unprotected children.	Very Likely	Severe	Very High Risk	Develop a communication strategy.	Possible	Minor	Low Risk
			Failure to include all stakeholders in the development of child protection guidelines.	Failure to identify relevant stakeholders.	Unprotected children.	Very Likely	Severe	Very High Risk	Develop stakeholder engagement plan/matrix aligned to strategic outcomes.	Possible	Moderate	Medium Risk
		3.1.3 Foster transnational cooperation	Failure to include all local stakeholders in national, regional and international communications matters that require their involvement.	Lack of engagement with local authorities and organizations	Failure to collaborate.	Very Likely	Severe	Very High Risk	Develop stakeholder engagement plan/matrix aligned to strategic outcomes.	Possible	Minor	Low Risk
									Hold stakeholder engagement sessions in line with plan/matrix.			
3.1.4 Professionalize broadcasting and postal industries	Failure to identify components that will enable transformation of the sector.	Lack of consultations with relevant stakeholders.	Failure to transform the postal sector.	Very Likely	Severe	Very High Risk	Develop stakeholder engagement plan aligned to strategic outcomes.	Possible	Moderate	Medium Risk		
							Develop a program of action to reform the postal sector.					

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTION	RISK	CAUSE	RESULTS	INHERENT RISK			PROPOSED CONTROLS	RESIDUAL RISK		
						Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
SOU 4 TRUSTED REGULATORY SYSTEM	SOB 4.1 CREATE AN ENABLING REGULATORY ENVIRONMENT	4.1.1 Develop and review legal and regulatory instruments	Delays in the review and development of regulatory instruments.	Lack of buy in from external stakeholders. Change in cabinet ministers.	Lack of a conducive business environment.	Very Likely	Severe	Very High Risk	Develop stakeholder engagement plan/matrix aligned to strategic outcomes.	Possible	Moderate	Medium Risk
		4.1.2 Create market competitiveness	Anti-competitive behavior.	Failure to develop competition management framework.	Unprotected consumers.	Very Likely	Severe	Very High Risk	Review competition management framework.	Possible	Minor	Low Risk
		4.1.3 Enhance licensee compliance	Failure to monitor compliance with regulatory instruments.	Lack of a compliance model.	Noncompliance with license conditions.	Very Likely	Severe	Very High Risk	Develop compliance model.	Possible	Minor	Low Risk
		4.1.4 Reform the postal and courier sector	Failure to identify components that will enable transformation of the sector.	Lack of consultations with relevant stakeholders.	Failure to transform the postal sector.	Very Likely	Severe	Very High Risk	Develop stakeholder engagement plan aligned to strategic outcomes. Develop a program of action to reform the postal sector.	Possible	Moderate	Medium Risk
SO 5 INCREASED ACCESS OF COMMUNICATION SERVICES	SOB 5.1 PROMOTE DIGITAL INCLUSION	5.1.1 Promote universal access to communication services in the unserved and underserved areas of the country	Inadequate coverage in target areas.	Political interference.	Delays in implementing USF projects and covering unapproved areas.	Very Likely	Severe	Very High Risk	Approved USF roll out plan.	Possible	Minor	Low Risk
				Lack of support from LCA.			Develop a SLA between LCA Board and USF Committee.					
		5.1.2 Expand digital literacy	Low up take of digital literacy programs.	Target groups unable to afford data and smart devices.	Failure to meet digital literacy targets	Very Likely	Major	High Risk	Partner with USF in digital program roll out	Possible	Moderate	Medium Risk
				Lack of internet infrastructure.	Unprotected children.	Very Likely	Severe	Very High Risk				
		5.1.3 Improve affordability of ICT services in Lesotho	Failure to identify the appropriate stakeholders to partner with for the research.	Lack of stakeholder engagement matrix		Very Likely	Severe	Very High Risk	Develop stakeholder engagement plan/matrix aligned to strategic outcomes.	Possible	Moderate	Medium Risk
5.1.4 Promote local content in ICT	Lack of proper understanding on local content components	Lack of engagement with stakeholders that are already engaged in promoting local content	Failure to improve local content	Very Likely	Severe	Very High Risk	Develop stakeholder engagement plan/matrix aligned to strategic outcomes.	Possible	Moderate	Medium Risk		

6.1 Strategic Risk Register Controls, 2023

5.1.2.1 Partner with USF in digital program roll out											
			5.1.1.1 Approved USF roll out plan						5.1.1.2 Develop SLA between LCA Board and USF Committee		
4.1.3.1 Develop compliance model											
3.1.4.2 Develop a program of action to reform the postal sector											
3.1.3.2 Hold stakeholder engagement sessions in line with plan/matrix											
3.1.1.2 Develop stakeholder engagement plan/matrix aligned to strategic outcomes											
3.1.1.1 Perform skills assessment and develop a remediation plan											
2.1.2.1 Hold quarterly meetings with communications sector stakeholders											
2.1.1.1 Develop a communication strategy			1.1.3.1 Hold formal Risk meetings								
1.2.1.2 Alignment with Government policy direction											
1.2.1.1 Financial sustainability of the Authority and Government											
1.1.2.1 Establish a modernization project											
1.1.1.3 Develop, implement and track a remediation plan that addresses capability and/or capacity gaps.											
1.1.1.2 Analyse the current capabilities and/or capacity against capabilities and/or capacity required for strategy implementation.											
1.1.1.1 Develop Human Resource Strategy			1.1.2.1. Establish a modernization project								
QUARTER 1			QUARTER 2			QUARTER 3			QUARTER 4		
APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH