

## **1. PERFORMANCE UNDER CURRENT LICENCE WITH A DETAILED ASSESSMENT**

### **1.1 ACHIEVEMENT ON OPERATIONS:**

- Since the inception of the current license, the company has achieved sizeable strides i.e. purchasing additional trucks including fridge trucks. This was done to ensure a sound and quality service delivery to our clients, bearing in mind the importance of transporting the client's shipment in a good state from the point of origin to its destination.
- As a requirement, RSL issues clearing codes to our staff to access their system for clearing purposes and to meet this requirement, as a company we hold internal training programs to equip our staff for the task. Further, the monthly staff meetings where operations expectations are discussed in which current processes and future processes are addressed. Where there is a need for modification of services, the information is relayed.
- The audited financial statements for financial years 2021/2022 and 2022/2023 are attached overleaf

### **1.2 CHALLENGES IN OPERATIONS:**

- COVID-19 became one of the challenging pandemics; An alteration in the cross-border requirement shifted the normal operations to the extent that the delivery time lead ended in some delays in meeting some service level agreements with some clients, especially on non-essential commodities.
- Some factory closures: factories form a major part of our clientele, when factories close business, that hugely affects our operations, in that the volume of shipments transported diminishes thus affecting operations negatively. At some stages, we find ourselves in a dire situation which results in staff turnover and or layoffs, which put more strain on staff complements and welfare.

- We aspire to provide a quality service provision at all times this includes wanting to be in physical contact with our clients listen to their concerns and provide solutions face to face whenever possible but this gesture was not realized during COVID-19 because of social distancing requirements as we had to communicate remotely.

**2. COMPLIANCE WITH LICENSE TERM, LAWS AND REGULATORY DIRECTIVES FOR THE PAST TWO YEARS.**

Confirmation for compliance with the license by drafting a list of license terms and conditions and assessing your compliance towards each. Where you did not comply explain the reasons

<b>TERMS AND CONDITIONS</b>	<b>COMPLAINT (YES/NO)</b>	<b>COMMENT</b>
Regulatory Annual fees	Yes	The payment was made annually
Audited Financial statements	Yes	Submitted periodically
Authority's Activities	Yes	Attending meetings and functions
Client Complaints Management System	Yes	Helping client's claim for their faulty cargo(es)

A List of Complaints Received and Responses to Such Complaints

<b>Source/Nature of Complaint</b>	<b>Resolved/Pending</b>	<b>How They Were Resolved</b>
Shipments Tempered with and or missing shipments	Resolved	Claims were processed and Clients were reimbursed by the supplier i.e. UPS

The statistical analysis was not possible, complaints were lodged through email per individual client and the resolution was reached through the client, supplier

and us. Normally the client lodges his/her complaint and as a company, we forward the claim to the supplier to generate the claim number. The claim number is sent to the supplier for reimbursement either through a re-supply of a similar commodity or financially directly to the client's resolve.

**NB:** There seems to be some downside on our client's complaint system, as such we are unable to provide the list required and I feel we have to improve on the recording for statistical analysis and reporting. I will devise a recording which will enhance easy and effective reporting going forward.

### **3. CONTRIBUTION TO THE SOCIOECONOMIC DEVELOPMENT OF THE NATION.**

- Our company has contributed immensely to the job creation in Lesotho in the past 30 years of its service.
- We started with about 10 employees and the number increased exponentially to fifty plus employees. Due, to the after-effects of COVID-19, staff complements got reduced by 43%.
- We paid school fees and necessities for one needy child, a child for RCJ Express employee who passed on.
- We provided a wheelchair to one patient in Leribe.

### **4. CORPORATE INVESTMENT**

Contributions to the society:

- Provision of free transportation to the Tzi-chi Foundation, to help them transport food parcels to the needy in the remotest areas of Lesotho.
- Free transportation for cake collection for King's birthday from Johannesburg to Lesotho.

## **5. FUTURE PLANS AND PROJECTIONS: Inclusive of the financial forecast for the first two years after the renewal of the license**

### **a) Financial Plan:**

While the decrease in cash flow is a cause for concern, the business sees this as an opportunity to improve its financial management practices and enhance its overall performance. By taking a proactive approach and implementing these measures, the business is confident that it can improve its cash flow and achieve its financial goals.

To address this decline, the business has undertaken a thorough analysis of the situation and has developed a plan to improve its cash flow. As part of this plan, the business will be implementing measures such as optimizing its inventory management, negotiating better payment terms with suppliers, and improving its collection processes. These measures are expected to contribute to a projected increase of 2% in cash flow in the year 2024.

### **b) Technical Plan:**

We resolve to put in a plan to comprehensively offer a meaningful reporting, complaint system and robust complaint management, i.e. suggestion box, complaints recording and analysis strategy and resolution mechanism. Our service delivery is already a quality in its own right but there is always room for improvement, hence plan to revive “the most preferred custom program “with Revenue Service Lesotho (RSL), aimed at expediting cross-border cargo(es) movement in the quest to improve delivery turnaround time for the client quality service provision.

### **c) Market Plan:**

Planned target market; all consumers who need to move shipments around the world. We are already providing these services to Government ministries, parastatals, NGOs, families and or individual clients. We plan to widen our scope by investing more in advertising our operations for the wider populace to know more about our services.

**d) Geographical coverage:**

We are already covering the international landscape (We are already collecting and delivering shipments throughout the world and locally, we deliver and collect shipments throughout all 10 Districts within Lesotho even to the hardest areas to reach.

**e) Roll-out plan:**

As alluded to under the market plan, we will roll out the marketing strategy in a way of distributing the pamphlets as we drop off clients' shipments. Further, consideration to exploit technology to communicate this plan forward.

**f) Human Resource Plan:**

Management structure, see the attached organogram: Each manager's responsibilities will be outlined here. Annexure 1 &2

SKYNET is pleased to report that our current staff complement is robust, and we are committed to maintaining this high standard of excellence. As part of our ongoing efforts to optimize performance, we are planning to increase our staffing levels by 2%. We are confident that this investment in our team will yield significant dividends and further enhance our ability to deliver exceptional results to our valued clients.

Key areas that require training and a three-year training plan (training needs analysis), the nature of our operations does not allow for a three-year plan; as I alluded to previously our technical staff requires training and testing for codes from RSL as to how to enhance access to RSL system to allow for our system interfacing with that of RSL. RSL has a planned annual exam set down which we have to align ourselves with. For other staff i.e. drivers, we have a short course with them in the form of meetings for operations requirements and improving of quality service.

**6. ANY OTHER INFORMATION THE LICENSEE MAY DEEM APPROPRIATE**

Skynet currently maintains a staff complement of less than ten individuals and, as such, we humbly request that our license renewal be granted. To not renew

our license would not only jeopardize the positions of our esteemed employees, but also significantly compromise the services we have diligently cultivated and the robust relationships we have forged with our clients throughout the years. We respectfully urge that our license renewal be given utmost consideration.

This compliance shall not only be considered in terms of requirements and standards but also in terms of needing the authority guidance whenever necessary, from time to time.