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REDACTED VERSION FOR RELEASE FOR THE PUBLIC



**APPLICATION FOR RENEWAL OF
SOUND BROADCASTING LICENCE
FOR ONYX 357 BROADCAST &
DÉCOR (PTY)LTD t/a 357FM**

29th September 2023

1. PURPOSE

The purpose of this document is to successfully motivate the successful renewal of Onyx 357 Broadcast & Décor (Pty)Ltd trading as 357FM sound broadcasting licence. The current licence was issued on 18th December 2014 and is valid until 17th December 2024.

2. BACKGROUND / COMPANY OVERVIEW

Onyx 357 Broadcast & Décor (Pty) Ltd is a company registered in the Companies Registry under The Companies Act 2011 of Lesotho. Onyx 357 Broadcast & Décor (Pty) Ltd trading as 357FM; a private company incorporated in January 2013 under registration number 2013/0180 comprises of 2000 shares under a single shareholder and operates under operation of sound broadcasting system and provision of sound broadcasting services licence number 0000004753/2014 issued by Lesotho Communications Authority in terms of The Communications Act 2012. The company headquarters are situated at 467 Mphatlalatsane Road, Maseru East, and it takes pride in being fully owned by a Mosotho female sole shareholder and Managing Director reflecting its commitment to gender empowerment, diversity and local ownership. The Managing Director is strategically supported by a board of directors that independent non-executive members who bring expertise in the fields of law, marketing economic and rural development, strategic planning, public relations, and finance.

Originally established and solely owned by the late Mr. Arthur Mokoena Majara, the company's journey took an unexpected turn with Mr. Majara's unfortunate passing in December 2021. Before his demise, regulatory compliance issues, enforced by the Lesotho Communications Authority (LCA) led to the suspension of 357 FM's broadcasting license in November 2021. Consequently, the radio station was compelled to halt its broadcasts until the suspension was scheduled to be lifted on 10th January 2022.

The resolution of Mr. Arthur Majara's estate, a process which concluded at the end of June 2022, marked a turning point for the company. The LCA granted permission for 357 FM to recommence broadcasting on 13th July 2022, following an extended period of eight months without broadcasting.

The untimely passing of Mr. Arthur Majara, who was both the sole shareholder and the primary source of information and documentation, left the current shareholder and management team with no relevant

historical performance data and insights. This unfortunate lack of accessible information posed a challenge to understanding the company's past performance and charting its course forward.

Since its revival in mid-July 2022, 357 FM has emerged as a central focus for the newly assembled management team. Their primary objectives of management has been to reposition the brand and restore confidence among advertisers, listeners, and employees. This strategic approach aims to address the existing debt situation, streamline operations, and facilitate the growth of the business.

In conclusion, Onyx 357 Broadcast & Décor (Pty) Ltd, trading as 357 FM, stands as a resilient entity that has navigated through regulatory hurdles and ownership transitions. With a commitment to local ownership, a determined management team, the company is currently implementing its strategic plan of rebuilding its reputation (tarnished as a result of the suspension of broadcasting), re-engagement with stakeholders, which is moving us along our planned trajectory to the achievement of a brighter and more prosperous future.

3. VISION, GOAL AND MISSION

VISION

At 357FM, with our leading digital broadcasting state-of-the-art equipment in Lesotho, our vision is to once more be considered as the leading radio station in Lesotho that embodies both entrepreneurship with a purpose and entertainment. We strive to be a trusted platform for businesses to advertise and promote their products and services, while also encouraging Basotho to take an active role in finding creative, sustainable solutions to Lesotho's pressing development challenges. Furthermore, we aspire to awaken the national psyche to the gravity and urgency of mental awareness and personal development.

GOAL

Our goal is to be known as the premier Edu-ertainment and development radio station in Lesotho, dedicated to inspiring positive change and growth in our listeners and the broader community and in the diaspora.

MISSION

At 357FM, our mission is to provide our listeners with factual, well-researched, thought-provoking, and quality lifestyle, development, and edu-ertainment radio content that elevates them to the highest degree of moral excellence. We are committed to promoting cultural expressions, cultural diversity, sensitive expression, popularity of opinions, and diversity of broadcasting that produces high-quality lifestyle and entertainment radio content that is available to Basotho listeners not just in Lesotho but also internationally throughout the Diaspora via our terrestrial and online radio broadcast platform, as well as downloadable podcast content.

Through our platform, we strive to contribute to the enrichment and empowerment of our listeners, the promotion of cultural diversity, and the growth and development of our community particularly through sustained consistent Corporate Social Responsibility (CSI) activation content. Our commitment to excellence in broadcasting and our dedication to uplifting our listeners are at the core of our mission at 357FM.

4. COVERAGE

Our coverage extends to the entire Maseru district, encompassing the entire business belt of Lesotho. This comprehensive coverage ensures that we capture all areas within this district. Furthermore, our online streaming capabilities enable us to expand our reach and connect with a wider audience beyond the geographical boundaries. By leveraging online streaming, we can extend our coverage and make our content accessible to a broader audience.

Frequency and Transmitters details:

Transmitter Site	Radius (est.)	Frequency	Studio Transmitter Link (STL)
Berea Plateau	127 KM	94.3 MHz	1517.7 MHz

5. SITUATION ANALYSIS – External and Internal Business Environment

In this section of this document, we have identified and outlined the current radio station business operating environment, clarifying how the board and management have been responding to it. These external and internal business environment issues have been succinctly articulated in the SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis that follows below:

SWOT ANALYSIS

To effectively position 357 FM as a leader in its business environment, the implementation of a suitable strategic management plan was paramount. Developing such a plan required the integration of a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis—an essential tool in strategic management planning. Through this analysis, the board and management were able to assess the current business conditions and market standing, thereby enabling the team to devise strategies to stabilize the radio station initially and propel the brand's growth in the future.

It is essential to recognize that the 357 FM SWOT analysis is a dynamic process, inherently adaptable to the evolving broadcast landscape in Lesotho and globally. Consequently, this analysis necessitates periodic revision and refinement. In light of internal consultations, comprehensive reviews, and a preliminary evaluation of the radio-operating climate in Lesotho, the current 357 FM SWOT analysis is outlined as follows:

Strengths

1. Existing quality reliable operating equipment & tools.
2. Broadcast studio & support office facilities in excellent condition.
3. Broadcast & office premises owned by shareholders – No Rent to Pay.
4. Brand recognition from advertisers & listeners.
5. Effective structure in place to help consumers enjoy seamless lifestyle and entertainment content broadcast in the past.
6. Highly experienced & qualified management & operational staff already in place.
7. Double broadcasting options (online and terrestrial).

8. Water-tight management strategies on how to expand the Lesotho market, & beyond (online and terrestrial).
9. Brand recognition already in place in the Lesotho broadcast radio market.
10. Ownership includes shareholders, management, and staff – builds retention & continuity in radio station operations.
11. Contracted Technical Support Services
12. Adaptability to continuously changing consumer demands, especially as it relates to lifestyle and entertainment content.

Weaknesses

1. Very limited information regarding past performance, i.e., financials, activations, etc.
2. Economic environment has seen lack of adequate access to finance for business re-launch.
3. The station was off-air from November 2021 until July 2022, resulting in a loss of listeners, advertisers, and some presenters.
4. 357FM is re-branding and re-launching, competing with well-established radio stations with celebrity on-air personalities.

Opportunities

1. Massive national & global reach via new online and terrestrial radio technological capability.
2. Growing listenership reach through information dissemination, lifestyle, and entertainment radio content.
3. Good support structure for radio stations in Lesotho.
4. Basotho are tech-savvy (through to rapid growth of smartphones and other technologies) and therefore are finding it easirt to connect to our online digital terrestrial platforms
5. Old advertisers like the 357FM format and are willing to return to the station.
6. New advertisers in the market segment are interested in using the 357FM platform.
7. Brand recognition already in place, with opportunities to build upon it and grow the listenership.
8. Radio station equipment already in place to utilize the double broadcasting options of online and terrestrial platforms.
9. Constantly evolving ICT platforms for enhancing participatory communication with all stakeholders (listeners, advertisers & owners).

10. New consumer trends that can be driven through the radio broadcast platform.

Threats

1. Station suspension/shutdown has lost listeners.
2. Some negative perceptions from advertisers about the sustainability of the radio station.
3. Increased advertising spend competition from other active radio stations.
4. The arrival of a new radio station within our market space has seen broadcast competition growth.
5. Unfavourable government policies and regulations, especially for terrestrial radio stations.
6. Cybersecurity challenges for online radios.

The SWOT analysis above provides an overview of 357FM Radio Station's internal strengths and weaknesses, as well as the external opportunities and threats it faces. By leveraging its strengths, addressing weaknesses, capitalizing on opportunities, and mitigating threats, 357FM can position itself as a leading radio station in Lesotho that delivers quality content and fosters positive change in the community.

6. STRATEGIC OBJECTIVE

Evolving from an information communication well established digital radio broadcast brand, that was suddenly suspended and off-air for nine months, then came new ownership and management to being back on air, the strategic objective of 357FM to recover listeners, advertiser confidence, and once more to be considered as the premier Edu-ertainment and development radio station in Lesotho, dedicated to inspiring positive change and growth in our listeners and the broader community and in the diaspora.

7. MODUS OPERANDI

The Strategic Objective of 357FM is activated through a systematic approach that ensures that the radio station has implemented a modus operandi that focuses on activating the following action milestones:

I Fostering Entrepreneurship and Business Promotion:

- Aim: Create a platform that supports entrepreneurship by providing businesses with effective advertising and promotional opportunities.
- Objectives:
 - Develop tailored advertising packages that cater to the needs of businesses, promoting their products and services.
 - Establish partnerships with local businesses to offer valuable promotional slots that drive growth in the community.

II Encouraging Creative Problem-Solving and Development:

- Aim: Inspire Basotho to actively engage in finding innovative and sustainable solutions to the developmental challenges facing Lesotho.
- Objectives:
 - Feature programs and segments that highlight local initiatives, innovative projects, and success stories.
 - Organize discussion panels and debates that encourage dialogue on key development issues and potential solutions.

III Promoting Mental Awareness and Personal Development:

- Aim: Raise awareness about the importance of mental health and personal growth, fostering a positive impact on individuals and society.
- Objectives:
 - Produce informative content on mental health, well-being, and personal development.
 - Collaborate with mental health experts and organizations to provide resources and support for listeners.

IV Leading in Entertainment and Development Content:

- Aim: Position 357FM as the top radio station for both entertainment and development content in Lesotho.
- Objectives:
 - Curate a diverse range of content that includes entertainment, lifestyle, and developmental topics.
 - Collaborate with experts and thought leaders to produce insightful and thought-provoking programs.

V Cultural Promotion and Diversity:

- Aim: Celebrate cultural expressions, diversity, and sensitive discussions through the radio station's programming.
- Objectives:
 - Showcase cultural events, traditions, and artistic expressions through dedicated shows and features.
 - Provide a platform for open discussions on cultural topics, fostering understanding and appreciation.

VI Global Reach and Accessibility:

- Aim: Extend the station's impact beyond national borders by reaching Basotho listeners internationally.
- Objectives:
 - Strengthen the online presence through live streaming, podcasts, and downloadable content accessible to the Diaspora.
 - Collaborate with international platforms and broadcasters to expand the station's global footprint.

VII Enrichment and Empowerment:

- Aim: Empower listeners through enriching content that uplifts, educates, and encourages positive change.
- Objectives:
 - Develop educational programs that equip listeners with practical skills and knowledge.
 - Feature inspirational stories and interviews that motivate listeners to pursue personal and professional growth.

VIII Excellence in Broadcasting:

- Aim: Maintain a high standard of broadcasting quality and professionalism across all content.
- Objectives:
 - Regularly evaluate and upgrade broadcasting equipment to ensure optimal sound quality.
 - Train and develop on-air personalities and production teams to deliver engaging and well-researched content.

By pursuing these aims and objectives, 357FM will not only realize its vision and mission but also establish itself as a dynamic and influential radio station that contributes positively to the social, cultural, and developmental fabric of Lesotho and its global community.

8. MARKETING

In order for 357FM to thrive and to guarantee renewed success, it has been imperative that both the Board of Directors and the Executive Management team possess a comprehensive understanding of the company's target market as well as its strengths and weaknesses within the operational business landscape.

The core objective of the 357FM marketing strategy is to increase brand awareness, thus attracting a larger audience, and generate revenue through effective sales and marketing initiatives.

357 FM Marketing Team is the custodian of the 357 FM brand, ensuring that all messages disseminated about us are in line with the station's core identity and DNA. They are responsible for maintaining the 357 FM brand identity, and for ensuring the position we have in radio listeners' hearts and ears- is number ONE!

Additionally, the station has a committed team that works tirelessly to consult with our prospective clients, understand their advertising needs and develop adverts best suited to push the product or service as immaculately as possible. It is our mandate to make sure our clients get value for their money which means re-visiting adverts and solutions thereof and improving constantly in order to ensure that what is being advertised gets received well by the consumer at all times.

I. TARGET MARKET

a. Age Range

Our target market comprises teens and all adults above 15 years of age who have access to radio either terrestrial or Internet.

b. Level of Educational

We do not have any restriction on the level of education of those for whom we create our lifestyle, entertainment, and educational content.

Rather, we strive to ensure that our programming content informs and at the very least sublimely educate.

c. Income Level

There is no cap on the level of income of the target audience we broadcast to, this is because Lesotho is a homogenous society, where all our citizenry have comfort that 357FM is a home for them to express their view, have their views listened to and respectively addressed.

d. Ethnicity

There is no restriction when it comes to the ethnicity of the people we create our lifestyle, entertainment, and educational content for; however, we pride ourselves focusing on disseminating content that has a broad strategy of Basotho nation building.

e. Language

There is no restriction when it comes to the language spoken for the people that we provide content for; we broadcast in Sesotho and English. Programming is composed of 60% talk and 40% music, presented 70% Sesotho and 30% English.

f. Geographical Location

Aside from people who reside in the Kingdom of Lesotho, anybody who has online and terrestrial platform access, in any geographical location, can listen to 357 FM. 357 FM's broadcast radius is 127 km inland from the Berea Plateau, we cover parts of Mokhotlong, inland Butha-Buthe and inland Mohale's Hoek. We cover the Maseru district in its entirety, which means we capture the whole business belt of Lesotho. All the areas we cover, have more than five hundred thousand households.

g. Lifestyle

At 357 FM we do not restrict anybody from listening to our content based on their lifestyle, culture, or race.

II. MARKETING & PROMOTIONAL PLAN

By implementing this comprehensive marketing and promotional plan, 357FM aims to effectively increase listenership, attract advertising revenue, and engage with the community on a deeper level, aligning with its vision, mission, aims, and objectives:

A. Brand Identity Enhancement:

- Develop a cohesive and impactful brand identity that reflects the vision and mission of 357FM.
- Redesign the logo, graphics, and station imaging to resonate with the target audience.
- Ensure consistency in visual branding across all platforms, including social media, website, and promotional materials.

B. Listener Engagement Campaigns:

- Launch interactive campaigns that encourage listeners to share their stories, opinions, and ideas.
- Create contests, giveaways, and quizzes with relevant prizes to boost engagement.
- Leverage listener-generated content, such as voice messages and song requests, to enhance the personal connection with the audience.

C. Community Involvement Events:

- Organize regular community events, workshops, and seminars that align with the station's mission.
- Collaborate with local NGOs, schools, and organizations to address pressing development challenges.
- Use these events to showcase local talent and cultural expressions, fostering a sense of community pride.

D. Social Media Strategy:

- Develop a robust social media content calendar that highlights diverse programming, inspiring stories, and behind-the-scenes glimpses.
- Utilize engaging visuals, videos, and infographics to convey key messages effectively.
- Interact with the audience through live sessions, Q&A sessions, and polls to build a two-way communication channel.

E. Strategic Partnerships:

- Forge partnerships with local businesses and organizations that align with 357FM's vision and mission.
- Offer exclusive advertising and promotional packages to partners, leveraging their networks.
- Collaborate with NGOs and developmental agencies to amplify the impact of initiatives focused on problem-solving and personal development.

F. Digital Transformation:

- Launch a user-friendly and informative website with features such as live streaming, podcast archives, and informative articles.
- Develop a mobile app for easy access to live broadcasts, podcasts, and on-demand content.
- Optimize the website and app for search engines and mobile devices to expand online visibility.

G. Advertising Revenue Growth:

- Introduce innovative advertising packages that emphasize the station's unique blend of entertainment and development content.
- Provide advertisers with detailed insights into the demographics and interests of the station's audience.
- Highlight the impact of advertising on supporting local initiatives and social causes.

H. Data-Driven Decision Making:

- Regularly analyse listenership data, engagement metrics, and feedback to fine-tune programming.
- Use data insights to identify trends, preferences, and areas for improvement.
- Adjust content and campaigns based on the performance metrics to ensure continuous growth.

I. Listener Feedback Integration:

1. Establish a dedicated platform for listeners to provide feedback and suggestions.
2. Actively respond to feedback, addressing concerns and acknowledging positive contributions.
3. Incorporate listener suggestions into programming decisions to enhance relevancy and engagement.

J. Cross-Promotion and Collaborations:

- Collaborate with other media outlets, local influencers, and artists to expand the station's reach.
- Participate in joint campaigns, interviews, and events to tap into new audience segments.
- Cross-promote content and events through strategic partnerships to increase visibility.

9. PROGRAMMING STRATEGY

At 357FM, our programming strategy is dedicated to aligning with our vision and mission of becoming the leading radio station in Lesotho. We aim to embody both entrepreneurship with a purpose and entertainment, serving as a trusted platform for businesses to advertise while encouraging Basotho to find sustainable solutions to development challenges. Our goal is to be recognized as the premier entertainment and development radio station, inspiring positive change and growth in our listeners and the community. We are committed to providing factual, well-researched, and thought-provoking content that elevates moral excellence. Cultural expressions, diverse opinions, and high-quality content are promoted through our terrestrial and online platforms, enriching and empowering our listeners while contributing to the growth and development of our community. Excellence in broadcasting and uplifting our audience are central to our mission at 357FM. In light of the aforementioned our 24-hour programming and program formats of most popular key programmes are as follows:

I. 24-HOUR PROGRAMMING:

Monday To Thursday

24h00 – 06h00 – Automated Playlist

06h00 – 09h00 – Re Khotla Mariba {Traffic, weather, reports, sporting updates, interviews, topical issues}

09h00 – 12h00 – The Full Circle {Easy lifestyle/magazine show, song requests}

12h00 – 13h00 – Mololi-Oa-Sechaba {Current Affairs, Reports, Actualities, Interviews}

13h00 – 15h00 – Mebileng ea Rona {Discussion on transport issues}

15h00 – 18h00 – Fast Lane {Community focused, traffic, weather, news update, new music}

18h00 – 19h00 – 357 FM Sports Show {Daily sports news & results}

19h00 – 21h00 – **357 FM Talk** {Talk show, Current Affairs, Old Classics}

21h00 – 24h00 – **Late Night Express** {where lovers meet, relevant, trending social issues}

Friday To Sunday

Friday

24h00 – 06h00 – **Automated Playlist**

06h00 – 09h00 – **Re Khotla Mariba** {Traffic, weather, reports, sporting updates, interviews, topical issues}

09h00 – 12h00 – **The Full Circle** {Easy lifestyle/magazine show, song requests}

12h00 – 13h00 – **Mololi-Oa-Sechaba** {Current Affairs, Reports, Actualities, Interviews}

13h00 – 15h00 – **Mebileng ea Rona** {Discussion on transport issues}

15h00 – 18h00 – **Fast Lane** {Community focus, traffic, weather, news update, new music}

18h00 – 19h00 – **357 FM Sports** {Daily sports news & results}

19h00 – 21h00 – **Urban Trendz** {Recent Trendz, music and culture. Youthful}

21h00 – 24h00 – **The Beat Eruption** {Dance music, kwaito & house – profile DJs}

Saturday

24h00 – 06h00 – **Automated Playlist**

06h00 – 09h00 – **Thota Moli** {Weekend Current Affairs}

09h00 – 12h00 – **357 FM Top 30** {Counting down 30 latest hits}

12h00 – 15h00 – **Re Hetla Morao** {Alternative music, Golden Oldies, Contemporary music}

15h00 – 18h00 – **The Pool Splash** {Happening events, fusing old school music with new}

18h00 – 21h00 – **Molepe** {Political Party Music}

21h00 – 24h00 – **The Beat Eruption** {Dance show + Hip Hop Music}

Sunday

24h00 – 06h00 – **Automated music**

06h00 – 08h00 – **The Church In You** {Discussions on Spirituality gospel music and quotes}

08h00 – 09h00 – **Nolly & Friends** {Interactive Kiddies Show}

09h00 – 12h00 – **Tsa Bophelo** -Life Matters {Mental Health Awareness}

12h00 – 15h00 – **The Afterthought** {Artist profiling, RnB, thought provoking discussions}

15h00 – 18h00 – **The Lazy Afternoon** {Soul, Blues, Jazz, for the mature listener}

18h00 – 21h00 – **Chebelo Pele** {Social Development Matters}

21h00 – 24h00 – **The Wrap Up** {Musical Mix}

II. PROGRAM FORMATS

Please refer to Appendix A for a comprehensive listing of our popular programme

10. PERFORMANCE UNDER THE CURRENT LICENCE

CONTEXT

Regrettably, owing to the untimely demise of the previous owner, who held the positions of sole shareholder, managing director, and station manager, no information pertaining to the company's past performance under the current license is accessible. Consequently, this report will solely encompass information available from July 2022, subsequent to ownership by the current shareholder/Managing Director

I. AN OVERVIEW OF PAST PERFORMANCE

A. OPERATIONAL PERFORMANCE

The operational performance of 357FM during the reporting period reflects our commitment to delivering high-quality programming, engaging our audience, and maintaining operational excellence. We have achieved significant milestones in terms of audience reach, content innovation, revenue generation, technical infrastructure, compliance, staff development, and community engagement.

i. Audience reach:

357FM has shown significant growth in its Facebook page and an online streaming platform on its website (www.357fm.com) was established.

1. Facebook Page Growth:

The first notable achievement is the substantial growth of the 357FM Facebook page. From August 2022 to August 2023, the page's followers increased from 27,000 to 37,000. This growth demonstrates the potential to reach a wider audience and engage with them effectively.

2. Online Streaming Platform:

Establishing an online streaming platform on our website has provided an opportunity to reach a broader audience beyond the traditional radio listenership.

By capitalizing on the significant growth of the Facebook page and leveraging the established online streaming platform, 357FM can further motivate audience reach and engagement.

ii. Content innovation

To attract and engage a larger audience, several strategies for content innovation were implemented:

a. Diversify Music Selection:

To appeal to a wider audience of music enthusiasts, we diversified our music selection to include current music trends, emerging genres, and listener preferences. We introduced a variety of music styles, including popular tracks, niche genres (e.g. Political Party Music), and up-and-coming artists.

b. Feature Local Artists and Talent:

We highlight local artists and talent to strengthen the station's connection with the community. Showcase local musicians, bands, and performers by featuring their music and conducting interviews. This not only supports the local music scene but also helps build a loyal listener base who appreciate and support homegrown talent.

c. Engaging Talk Shows:

We have incorporated engaging talk shows into the programming schedule. In these shows topics of interest are identified to the target audience, we invite knowledgeable experts, industry professionals, or influencers to provide insightful commentary and discussions. This attracts listeners who enjoy thought-provoking content and creates opportunities for audience participation through call-ins, social media interactions on Facebook or WhatsApp messenger.

d. Interactive Audience Participation:

We have programs such as The Full Circle, Fast Lane and Re Khotla Mariba which encourage active audience participation through interactive segments. To keep listeners engaged at times they incorporate quizzes, polls etc. Social media platforms such as Facebook, and WhatsApp Messenger is used to facilitate real-time interactions, gather feedback, and encourage listener-generated content. This fosters a sense of community and strengthens the bond between the station and its audience.

By adopting these content innovation strategies, 357FM is able to differentiate itself in the market, attract a larger audience, and increase listener engagement.

e. Revenue generation

Upon takeover we have implemented and are continuously exploring new opportunities for revenue generation. These initiatives aim to leverage our strengths and audience reach to maximize profitability.

- Sponsorship and Advertising Packages

One of the most effective ways to generate revenue for a radio station is through sponsorship and advertising packages. We offer businesses the opportunity to sponsor specific shows, segments, or events on 357FM. By partnering with us, sponsors can reach our dedicated audience and benefit from increased brand exposure and customer engagement. We have developed attractive sponsorship packages that include on-air voice activations, advert placements, and digital promotions to maximize the value for our sponsors.

- Events and Concerts

Organizing events and concerts can be a significant revenue generator for 357FM. We would like to host live music events, local band competitions, or even collaborate with popular artists for exclusive concerts. To this end, we continue to engage local Basotho artists, giving them free 'live' opportunities to promote their products (currently only musical) on-air as part of our Corporate Social Investment (CSI). Such activations are good revenue generators through ticket sales, sponsorships, merchandise sales, and concessions. These events will not only generate revenue but also boost our brand visibility and strengthen our relationship with the local community.

- Online Streaming

Through the expansion of our digital presence by offering online streaming and opportunities has opened up new revenue streams. By recently providing the live streaming of our radio shows on our website and other internet platforms (www.mytuner-radio.com; <https://raddio.net>; <https://zeno.fm/radio/357fm-lesotho/>; <https://worldradiomap.com>; <https://strcema.com>; etc) , we have attracted a wider (global) audience and offer new advertising-reach opportunities to businesses/clients looking to target online listeners.

- Partnerships and Collaborations

Forging strategic partnerships and collaborations has helped us generate revenue while expanding our reach; this strategy is being vigorously pursued, as corporate/ other entities clients have been engaging the station on collaborative opportunities (for instance, Econet, religious communities, etc) opportunities on a longer term basis. Such tentative successes has encouraged management in devising activation channels that will increase opportunities for more partnerships with local businesses, community organizations, and event organizers (at our facilities, which includes a restaurant, swimming pool and Chill-Out Bar and Terrace overlooking Lakeside, Lancer's Gap and Sehlabeng plateau to the North West of Lesotho) opportunities for joint promotional event/activations and revenue-sharing arrangements. By combining our resources and audiences, we have availed clients an opportunity to create mutually beneficial ventures that generate revenue and strengthen our brand presence.

These are some of the initiatives that have been implemented in the past 10 months, discussion are on-going with current clients and potential clients on activating there broadcast outreach strategies and projects. We are cautiously optimistic (budgets being available) that through such activations the station will continue generate revenue streams that will contribute to 357FM success and growth.

iii. Technical infrastructure

A well-designed and properly maintained technical infrastructure is vital for the success of 357FM. The company invested in high-quality, digital broadcasting equipment, soundproof studio, optimized studio setups, reliable transmission, backup systems, and a robust IT and network infrastructure in order for the station to deliver high-quality broadcasts, enhance listener experience, and minimize service disruptions.

a. Broadcasting Equipment:

357FM has cutting edge high-quality broadcasting equipment to ensure clear and reliable transmission. This includes professional-grade microphones, mixing consoles, audio processors, and broadcast automation systems.

b. Studio Setup:

357FM boasts a see-through studio designed to facilitate efficient workflows and provide a comfortable environment for on-air hosts and production staff. Considerations for our studio setup included soundproofing, acoustic treatment, ergonomic furniture, and appropriate lighting.

c. Backup and Redundancy:

To minimize the risk of service disruptions at studio level, 357FM has invested in backup systems and which are in place. This includes 16 channel radio broadcast mixer, power supplies, backup generator, and uninterruptible power supply (UPS) unit to ensure continuous operation during power outages.

d. Online Streaming Infrastructure:

357FM has an online streaming platform, it is essential to have a robust infrastructure to support a smooth streaming experience for online listeners. This includes reliable servers, content delivery networks (CDNs), and bandwidth management systems. We also try and ascertain the standards of other internet platforms (www.mytuner-radio.com; <https://raddio.net>; <https://zeno.fm/radio/357fm-lesotho/>; <https://worldradiomap.com>; <https://streema.com>; etc) that carry 357FM, so that we monitor the 'family-friendly' content of those particular websites.

e. IT and Network Infrastructure:

To support the station's operations, we have a secure and well-maintained IT and network infrastructure. This includes reliable internet connectivity (we have a data fibre supply contract with one of the major mobile communications in Lesotho) , firewalls, antivirus software, and regular data backups

iv. Compliance

- a. **Suspension of current licence:** The current licence – during the time of the previous ownership and management - was suspended by the LCA for matter relating to compliance. Although the suspension was for 2 months, it actually lasted for 8 months due to the untimely passing of former owner. The extended time was caused by the legal process of addressing the estate of the deceased.

- b. **Off air for more than 5 mins:** In February 2023, the station was off air due to equipment fail and necessitated urgent repairs. The new ownership and management did not report such to LCA as we were not aware of our obligation to report such to the LCA, as on taking over the ownership and management key documents were not available to us, and we were at the sametime still orientating ourselves to the LCA conditiona dn regulatory requirements of a station operator. Non payment of licence fees

v. Staff development

As part of our commitment to fostering the professional growth and development of our staff at 357FM, we have devised a comprehensive staff development programme. This program aims to enhance the skills, knowledge, and overall effectiveness of our team members while aligning with the goals and objectives of our radio station.

The staff development programme includes the following key components:

a. Technical Training Workshops

Our annual training plan consists of technical training workshops to enhance the staff's proficiency in operating and troubleshooting broadcast equipment. By improving their technical skills, we are able to enhance the overall production value of our radio programme s.

b. Content Creation and Management training

These sessions have empowered our staff members to produce engaging and compelling content that resonates with our audience. Furthermore, we intend to offer specialized training for news reporters to improve their journalistic skills and reporting accuracy, ensuring the delivery of accurate and informative news content.

c. Communication Skills Enhancement

Effective communication is essential for success in the radio industry. We offer voice training sessions to improve the on-air delivery and vocal quality of our presenters. Additionally, we will provide training for interviewers to conduct engaging and insightful interviews with guests, enhancing the overall quality of our programming. These communication skills development initiatives help our staff members connect better with our audience and create meaningful content.

d. Ethical Broadcasting and Compliance Training

Maintaining high ethical standards is crucial for our radio station. We conduct training sessions to ensure that all staff members understand and adhere to ethical broadcasting

standards and guidelines. Reinforcing the importance of ethical broadcasting practices, helps maintain the trust and credibility of our radio station in the eyes of our audience.

e. Professional Development

We have complied the Authority on the capacity building programme which is being attended by three(3) of our staff members so that they can meet the prescribed educational requirements of regulation 5 of the Broadcasting code. Development programs such as this empower our staff members to excel in their roles, enhance their skills, and contribute to the overall success of our radio station and the industry.

vi. Community engagement

It is essential for us to actively engage with our audience and contribute to the betterment of the communities we serve. The following initiatives aim to foster meaningful connections, promote local talent, and address community needs:

a. Community Spotlight Interviews

On our radio programs called Fast Lane we have introduced a regular segment called 'community focus' which is dedicated towards interviewing community leaders, local artists, entrepreneurs, and individuals making a positive impact in our community. These interviews provide a platform for community members to share their stories, achievements, and initiatives. By highlighting their work, we can inspire and empower others while fostering a sense of pride and unity within the community.

b. Public Service Announcements (PSAs)

We have recently implemented the dedication airtime for public service announcements to promote local non-profit organizations, community initiatives, and important causes. These PSAs will help raise awareness about various issues within the community, such as health campaigns, education programs, and environmental initiatives. By lending our platform to these important messages, we can amplify their reach and encourage community involvement.

c. Local Talent Showcases

We plan on hosting local talent showcases, where aspiring musicians, bands, poets, and other performers from the community can showcase their skills and gain exposure. Further our presenters invite local emerging artists to discuss there offerings on air, and play there music – without charge to the artist. These events will be held at our venue, which is able to allow for cater for such events, the events can even be broadcasted live on-air or via our online platforms. By providing a platform for local talent, we can

support the arts community and create opportunities for emerging artists to be discovered.

d. Community Outreach Programs

In our pipeline we also plan on developing and implementing community outreach programmes that directly address the needs of the broader community. This can include initiatives such as food drives, clothing donations, and volunteering efforts. By actively participating in community service, we can make a tangible difference in the lives of community members and establish ourselves as a trusted and caring radio station.

The above-mentioned community engagement initiatives will not only strengthen our relationship with the community but also contribute to our long-term success by building a loyal and engaged audience. Actively engaging with our listeners and supporting the community will create a positive impact and become an integral part of the communities we serve.

B. TRAINING

i. Training Needs Analysis

57FM engages in diverse content and engaging broadcast and in order to maintain our high standards and continue to provide quality programming, it is essential to conduct a Training Needs Analysis (TNA) to identify areas for improvement in our staffs skills and knowledge. Our TNA involves an assessment of the skills, knowledge, and competencies of our staff in order for us to identify areas where training and development is necessary.

a. Technical Skills:

Audio production – some staff members need training in advanced audio production techniques to enhance the quality of on-air content.

Broadcast equipment operation – Ensure that all staff members are proficient in operating and troubleshooting broadcast equipment.

b. Content Creation and Management:

Content Development – there is a need to enhance the creativity and storytelling abilities.

News and Sports Reporting – Training for news and sports reporters to improve journalistic skills and reporting accuracy is always an area for improvement, as industry styles and presentation formats are constantly evolving, and thus such Content Creation and Management training is always needed.

Social Media Management – Training on social media management to expand our online presence and engagement.

c. Communication Skills:

Voice Training - Voice training workshops to improve the on-air delivery and vocal quality of our presenters

Interviewing Skills – Training on how interviewers can conduct engaging and insightful interviews with guests.

d. Compliance and Ethics

Ethical Broadcasting – Ensuring all staff members understand and adhere to ethical broadcasting standards and guidelines

e. Audience Engagement

Audience Research – train staff in conducting audience research to better understand listener preferences and tailor content accordingly.

ii. Training Plan

The goal of our annual training plan is to improve our team's skills and capabilities. This plan includes workshops, seminars, and industry conferences, providing opportunities for our staff to learn about the latest radio trends, broadcasting techniques, programming ideas and are equipped with the necessary skills and knowledge to deliver engaging and well-researched content.

The annual training plan includes the following components:

- a. **Skills Enhancement Workshops:** We will organize workshops and seminars focused on improving various skills required for effective broadcasting, such as voice modulation, interviewing techniques, news reporting, and scriptwriting. These workshops will be conducted by industry experts and professionals.
- b. **Technical Training:** We will provide training sessions to enhance the technical skills of our staff in operating and troubleshooting broadcast equipment .
- c. **Journalistic Ethics and Best Practices:** To ensure our content meets the highest ethical standards, 357FM subscribes to the Lesotho Broadcasting Code, 2022 to improve journalism, as issued by the LCA, and:
- d. We will conduct training sessions on journalistic ethics, accuracy, and fairness. This will help our teams understand the importance of fact-checking, source verification, and responsible reporting.
- e. **Content Development and Research:** We will provide training on content development and research techniques to enable our teams to produce factual, well-researched, and thought-provoking content. This will include training on effective research methods, data analysis, and story development.

Short term training

3-Month Comprehensive Training Plan

Duration: November 2023 - February 2024

Objective: The objective of this training plan is to bridge the identified gaps in technical skills, content creation and management, communication skills, compliance and ethics, and audience engagement at 357FM Radio Station. By providing targeted training, we aim to enhance the overall quality of on-air content, improve communication abilities, and strengthen audience engagement.

Training Plan:

DATE	TRAINING	CONTENT & DURATION
November 2023	Technical Skills	<p>Audio Production:</p> <p>Week 1: Advanced audio production techniques workshop (2 days)</p> <p>Week 2: Hands-on practice sessions and troubleshooting exercises (1 day)</p> <p>Broadcast Equipment Operation:</p> <p>Week 3: Broadcast equipment operation training (2 days)</p> <p>Week 4: Troubleshooting scenarios and practical assessments (1 day)</p>
December 2023	Content Creation and Management	<p>Content Development:</p> <p>Week 1: Workshop on creativity and storytelling techniques (2 days)</p> <p>Week 2: Brainstorming and idea generation sessions (2 days)</p> <p>News Reporting:</p> <p>Week 3: News reporting training (2 days)</p> <p>Week 3: Writing exercises and accuracy assessments (1 day)</p> <p>Social Media Management:</p> <p>Week 4: Social media management training (2 days)</p> <p>Week 4: Hands-on practice and strategy development (1 day)</p>

January 2024	Communication Skills	<p>Voice Training:</p> <p>Week 1: Voice training workshops (2 days)</p> <p>Week 2: Individual coaching and practice sessions (3 days)</p> <p>Interviewing Skills:</p> <p>Week 3: Interviewing skills training (2 days)</p> <p>Week 4: Mock interview sessions and feedback (2 days)</p>
	Compliance and Ethics	<p>Ethical Broadcasting:</p> <ul style="list-style-type: none"> - Week 2: Ethical broadcasting standards and guidelines session (1 day) - Week 3: Interactive discussions and case studies (2 days)
	Audience Engagement	<p>Audience Research:</p> <p>Week 3: Audience research training (2 days)</p> <p>Week 4: Data analysis and insights application sessions (2 days)</p>
February 2024		<p>Evaluation and Feedback: Throughout January, regular evaluations and feedback sessions will be conducted to assess the effectiveness of the training</p>

		plan and make necessary adjustments. Staff members will have the opportunity to provide feedback on their training experience and suggest areas for improvement.
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SOURCES OF FUNDING TO ENSURE SUSTAINABILITY

In order to ensure the long-term sustainability of the radio station, we have devised a comprehensive funding strategy with a diverse range of funding sources. This strategy involves a mix of advertising revenue, sponsorships, partnerships with local businesses, and potential grant applications.

I. Fund Raising Initiatives

- a. **Advertising Revenue:** Generating revenue through advertising is our primary source of funding. Selling airtime to businesses and organizations allows them to reach the station's audience and promote their products or services. Consequently, we have developed attractive advertising packages and we are maintaining strong relationships with advertisers for sustainable funding.
- b. **Sponsorships:** We have been aggressively seeking sponsorships from businesses, organizations, or individuals who can provide additional financial support. Sponsors may contribute funds in exchange for on-air recognition, sponsorship of specific programs or segments, or other promotional opportunities. Building partnerships with sponsors aligned with the station's target audience and values can be mutually beneficial.
- c. **Grants and Funding Programs:** We have researched and applied for grants and funding programs.
- d. **Partnerships and Collaborations:** We have formed partnerships with other organizations to help share resources and reduce costs. These partnerships have enhanced the station's sustainability by expanding reach and reducing expenses.
- e. **Events and Promotions:** We have organized events and promotional activities that serve as both a revenue-generating opportunity and a way to engage the community. Ticket sales, sponsorships, and partnerships with local businesses

contribute to funding while increasing the station's visibility and community involvement.

II. Sources Of Income

357FM typically generates revenue from various sources, including but not limited to the following:

- Advertising
- Sponsorships
- Directors contributions

11. COMPLIANCE WITH LICENCE TERMS, LAWS AND REGULATORY DIRECTIVES

357FM top management has implemented standards and procedures to ensure compliance with licence terms, laws, and regulatory directives, thereby maintaining the integrity, reputation, and legal standing of the station within the broadcasting industry.

A. LICENCE CONDITIONS REQUIRING REPORTING AND COMPLIANCE

I. KEY LICENCE CONDITIONS MATRIX

LICENCE CONDITION	COMPLAINT / NOT COMPLAINT	COMMENT
Free services	Complaint	We air public annoucemenmts from to office of the police commissioner as well as emergency updates for free
Payment Of Fees	Not Complaint	Inherited debt spanning from 2015 still being reduced, based on cashflow availability.

Records	Complaint	Incorporation or registration of entity
	Complaint	Agreement of members or shareholders
	Complaint	Resolutions of Board of Directors
	Complaint	Employee records
	Complaint	Annual audited financials
	Complaint	Weekly Programme schedules & logs
	Complaint	Rate cards
	Complaint	Advertisement logs
	Complaint	Complaints records
Recording devices	Compliant	Functioning recording devices
Content Standards	Complaint	Programming content meets standards
Programming	Complaint	Program Structure is being adhered to

II. COMPLAINTS MANAGEMENT

As mentioned earlier, our access to information is limited, and this also applies to Complaints that were addressed prior to July 2022. Since we took over in July 2022, we have had 2 complaints:

Complaints Report 1:

Name of complainant:	Mrs. Mafani C. Masoabi Acting Auditor-General
How was complaint made:	Formal complaint in writing, hand delivered to 357FM offices

Person/s dealing with complaint:	*****
Nature of complaint:	<ol style="list-style-type: none"> 1. Submitted 6th December 2022 – “Release Of The Radio Programme Clip” (REF: A/MIS/8/4-328) 2. Submitted 9th January 2023 – “Publicity Of Radio Program Without Inquiry Of The Subject Matter From The Concerned Official” (REF: A/MIS/8/4-329)
Name of program:	Re Khotla Mariba
Name of presenter:	*****
Date and time of program broadcast:	16th November 2022 from 06:00 a.m. to 09:00 a.m.
Outcome/Action taken:	<ol style="list-style-type: none"> 1. Program clip was submitted to the complainant’s representative on 21st January 2023 2. As per complainant’s request, remedial measures were apologies broadcast “...at the beginning and towards the end of the program from 06:00 a.m. to 09:00 a.m. from 10th to Friday 13th January 2023.” Apologies were broadcast by Mr. Montsi Makhele as follows: 10th January 2023: <ul style="list-style-type: none"> • 06:02:57 a.m. until 06:03:56 a.m. • 08:55:12 a.m. until 08:56:02 a.m. 11th January 2023: <ul style="list-style-type: none"> • 06:04:43 a.m. until 06:05:29 a.m. • 08:54:43 a.m. until 08:55:27 a.m. 12th January 2023: <ul style="list-style-type: none"> • 06:03:40 a.m. until 06:04:40 a.m. • 08:56:43 a.m. until 08:57:25 a.m. 13th January 2023: <ul style="list-style-type: none"> • 06:12:40 a.m. until 06:13:32 a.m.

	<ul style="list-style-type: none"> 08:56:20 a.m. until 08:57:40 a.m.
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Complaints Report 2:

Name of complainant:	Mr Bernard Ntaote Managing Director at Caledon Security Servises
How was complaint made:	Formal complaint in writing, hand delivered to 357FM offices
Person/s dealing with complaint:	*****
Nature of Complaint:	Submitted 8 March 2023 - "Request for program record that a plethora of injurious utterances" we made towards him
Name of program:	Re Khotla Mariba
Name of presenter:	*****
Date and time of program broadcast	22 December 2022 from 06:00 am to 09:00 am
Outcome/Action taken	<p>The program record was not given to Mr Bernard after he was written a letter on the 20 March 2023 reminding him of how the program was produced. He was reminded that the presenter made efforts to find his side of the story in which he refused.</p> <p>Mr Bernard did not follow up after submission of the letter at his office at Mohalalitoe on the 20 March 2023.</p>

- Complaints Policy & Complaints Form in Appendix C

12. CONTRIBUTION TO LESOTHO'S SOCIO-ECONOMIC DEVELOPMENT

As a radio station deeply rooted in our community, we understand the importance of contributing to national socio-economic development. By facilitating communication, promoting local businesses, and providing a platform for civic engagement, we strive to foster a thriving community that positively impacts the national socio-economic landscape.

A. COMMUNITY EMPOWERMENT INITIATIVES

Unfortunately, we have not begun engaging extensively in active community empowerment initiatives however we have a few plans in the pipeline:

- *Skills Development Workshops:* We propose organizing skills development workshops aimed at equipping community members with practical skills and knowledge that can enhance their personal and professional lives. These workshops can cover a wide range of topics, such as financial literacy, entrepreneurship, digital literacy, job readiness, and personal development. By offering these workshops, we can empower individuals to take charge of their own success and contribute to the growth of the community.
- *Community Advocacy Campaigns:* We intend to launch community advocacy campaigns that focus on addressing pressing social issues and promoting positive change. These campaigns can tackle topics such as gender equality, environmental sustainability, mental health awareness, education, or any other issue that resonates with our community. Through on-air discussions, interviews, public service announcements, and community events, we aim to raise awareness, encourage dialogue, and mobilize community members to actively participate in creating a better society.
- *Youth Empowerment Programs:* Recognizing the potential of the younger generation, we are keen to develop youth empowerment programs. These programs can include workshops, mentorship opportunities, career guidance sessions, and talent development initiatives tailored specifically for young individuals in our community. By investing in the youth, we can inspire them to reach their full potential, contribute to society, and become future leaders.

These community empowerment initiatives reflect our commitment to making a positive impact and building a stronger, more resilient community. We believe that by empowering individuals, addressing social issues, and fostering collaboration, we can create a more inclusive and thriving society.

13. CORPORATE SOCIAL INVESTMENT

At 357FM, we are committed to using our platform to address important social issues and make a positive impact in our community. That is why we have made a strategic investment in a corporate social investment initiative that focuses on mental health and mental awareness, in collaboration with Tunasafiri, a renowned mental health organization.

Mental health is a critical concern that affects countless individuals worldwide. It is a topic that requires open dialogue, understanding, and support. By partnering with Tunasafiri, we aim to:

- a. *Promote Awareness:* Our investment includes dedicating three hours a week of free airtime for discussions pertaining to mental health issues. This platform provides a safe and inclusive space for experts, psychologists, individuals with lived experiences, and community members to engage in meaningful conversations about mental health. By facilitating open discussions, we can raise awareness, educate our listeners, and encourage destigmatization.
- b. *Provide Information and Resources:* Through our collaboration with Tunasafiri, we offer accurate information and resources related to mental health. By sharing knowledge about common mental health conditions, available treatments, and support networks, we can empower individuals to seek help and support. Our aim is to ensure that our listeners have access to reliable information when it comes to mental health concerns.
- c. *Encourage Help-Seeking Behavior:* By offering free airtime for mental health discussions, we hope to reduce the barriers that prevent individuals from seeking help. We will actively encourage our listeners to prioritize their mental well-being and provide guidance on how to access professional help when needed. By breaking down the stigma surrounding mental health, we can create a supportive environment where seeking help is seen as a sign of strength.
- d. *Collaborate with Tunasafiri:* Our partnership with Tunasafiri is crucial to the success of this initiative. Their expertise in mental health and their commitment to community well-being will provide valuable insights and guidance. Together, we will continue to work closely to develop

engaging content, identify relevant speakers and experts, and ensure that our discussions are informative, engaging, and inclusive.

By investing in this corporate social investment initiative, we are demonstrating our commitment to mental health awareness and support. We recognize the importance of using our platform to address critical social issues and contribute to the well-being of our community.

We are excited about the impact of this initiative and the opportunity to collaborate with Tunasafari. Through our joint efforts, we aim to create a lasting positive change in the way mental health is perceived and supported in our community.

14. FUTURE BUSINESS PROJECTIONS

I. TRAINING PLAN

As part of our commitment to excellence in broadcasting and providing valuable programming to our community, 357FM will implement an annual training plan to ensure our on-air personalities and production teams are equipped with the necessary skills and knowledge to deliver engaging and well-researched content. The annual training plan includes the following components:

- A. *Skills Enhancement Workshops*: We will organize workshops and seminars focused on improving various skills required for effective broadcasting, such as voice modulation, interviewing techniques, news reporting, and scriptwriting. These workshops will be conducted by industry experts and professionals.
- B. *Technical Training*: We will provide training sessions to enhance the technical skills of our staff, including operation and maintenance of broadcasting equipment, sound engineering, and audio editing software. This will ensure optimal transmission quality and the ability to promptly address any technical issues.
- C. *Journalistic Ethics and Best Practices*: To ensure our content meets the highest ethical standards, we will conduct training sessions on journalistic ethics, accuracy, and fairness. This will help our teams understand the importance of fact-checking, source verification, and responsible reporting.

- D. *Content Development and Research:* We will provide training on content development and research techniques to enable our teams to produce factual, well-researched, and thought-provoking content. This will include training on effective research methods, data analysis, and story development.

II. COMMUNITY EMPOWERMENT PLAN

357FM is dedicated to making a positive impact on our community and contributing to national socio-economic development in Lesotho. Our community empowerment plan includes the following initiatives:

- A. *Public Affairs Programming:* We will continue to allocate airtime to discuss and raise awareness about community issues, including matters related to education, health, youth empowerment, and environmental sustainability. These programs will feature local experts, leaders, and community members to provide valuable insights and practical solutions.
- B. *Collaboration with Non-profit Organizations:* We are currently negotiating a partnership with local non-profit organizations working towards community development and social enterprise. This partnership will involve highlighting their work, organizing charity drives, and inviting representatives to share their insights and initiatives on our programs.
- C. *Mentoring and Scholarships:* We will establish mentorship programs and offer bursary competition to talented individuals from underprivileged backgrounds, enabling them to pursue media-related careers. This initiative will contribute to skills development and create employment opportunities within the industry.
- D. *Job Creation:* We will actively promote entrepreneurship and job creation by featuring success stories, business profiles, and discussions on starting and managing small businesses. Additionally, we will provide information about employment opportunities within our company and encourage the hiring of local talent.

III. TECHNICAL IMPROVEMENTS WITHIN THE PARAMETERS OF APPROVED TRANSMIT POWER

To ensure optimal transmission quality and reliability, 357FM has outlined a comprehensive technical and operational plan that addresses the station's infrastructure, broadcasting equipment, and planned upgrades. The plan includes the following:

1. *Technical Infrastructure:* Although we are the only radio station operating on a digital platform in Lesotho, in addition we will conduct an audit of our current technical infrastructure to identify areas that require improvement or upgrades. This will involve assessing the condition of transmitters, antennas, studio equipment, and transmission lines.
2. *Broadcasting Equipment:* We will invest in regular maintenance and equipment upgrades in order to avoid any technical issues that may impact transmission quality.
3. *Transmission Upgrades:* We will implement necessary upgrades and improvements to our transmission infrastructure, and ensure it is always aligned with LNBS standards and regulations. This may include investing in more powerful transmitters, upgrading the antenna system, and enhancing signal distribution to reach a wider audience.
4. *Broaden Footprint:* In due course, once the technical audit is complete and it demonstrated capability, we will apply to the LCA for more frequency to reach (with a quality signal) districts such as Leribe, Botha-Buthe, Mphahle's Hoek, and Mokhotlong. Our current signal is being picked up in some of these areas, due to topology; however the signal is very poor and infrequent.

15. CONCLUSION

In conclusion, 357FM is deeply committed to its vision, mission, and aims and objectives. We are dedicated to providing valuable programming to our community and actively contributing to the socio-economic development of Lesotho. Despite the challenges inherited by the new sole shareholder, we believe in the immense potential of 357FM to drive positive change and growth. We express gratitude for the opportunity to present this business plan and humbly request the renewal of the radio station license. We assure compliance with all regulatory requirements and look forward to continuing our legacy of excellence in broadcasting.

Going forward, we will continue to build upon these achievements, address any areas for improvement, and explore new opportunities for growth of the national radio broadcasting and information dissemination to all corner of Lesotho. We remain dedicated to providing our listeners with exceptional entertainment, informative content, and a positive radio experience.

16. APPENDICES

APPENDIX A: FORMATS FOR POPULAR PROGRAMS

1. Re Khotla Mariba (06:00 – 09:00)

06:00 - 06:05 Intro
06:05 - 06:20 Reports local and Weather
06:20 - 06:35 Sports local and international
06:35 - 06:40 Trends
06:40 - 06:55 Topic/phone-in (sehloho sa letsatsi)
07:00 - 07:05 News
07:05 - 07:10 Traffic
07:10 - 07:15 Weather
07:15 - 07:25 Sports
07:25 - 07:35 International
07:35 - 08:05 Interviews
08:05 - 08:20 Interview/Topics/Call-in
08:20 - 08:55 Call-in

2. The Full Circle Mon-Fri (09:00 -12:00)

09:00 - 09:05 Intro
09:05 - 09:20 Triple Play
09:20 - 09:25 Weather forecast
09:25 - 09:30 Single play
09:30 - 09:40 Holidays and Observances
09:40 - 09:45 International News Update
09:45 - 09:50 Single song
09:50 -10:00 Artist Profile
10:00 -11:00 10 at 10 (10 requested songs) Phone In

Monday

11:00 - 11:20 Life Beyond the Ordinary (Phone In)
11:20 - 11:25 Single Song
11:25 - 11:30 Celebrity Scoops
11:25 - 11:30 Financial Indicators
11:30 - 11:50 On The Couch (Phone In)

Tuesday

11:00 - 11:20 Everything Art (Phone In)
11:20 - 11:25 Single Song
11:25 - 11:30 Celebrity Scoops
11:25 - 11:30 Financial Indicators
11:30 - 11:50 On The Couch (Phone In)

Wednesday

11:00 - 11:20 20 min of Healthy Living (Phone In)
11:20 - 11:25 Single Song
11:25 - 11:30 Celebrity Scoops
11:25 - 11:30 Financial Indicators
11:30 - 11:50 On The Couch (Phone In)

Thursday

11:00 - 11:30 Fashion/Social Issues/Décor/Business
11:30 - 11:50 Financial Wellness

3. Mololi Oa Sechaba - Mon-Fri (12:00 -13:00)

12:00 - 12:01 Signature tune
12:01 - 12:02 Introduction
12:02 - 12:10 Breaking News
12:10 - 12:20 Local Reports
12:20 - 12:30 Actualities
12:30 - 12:45 Interviews
12:45 - 12:55 International Reports

4. Fast Lane - Mon-Fri (15:00 -18:00)

Monday

15:00 - 15:05 Single Track
15:05 - 15:10 Intro
15:10 - 15:30 20 minutes of non-stop music
15:30 - 15:50 #Drop-A-Comment
15:50 - 15:55 Scoop/Gossip
15:55 - 16:05 Music and links
16:05 - 16:15 Sport Updates
16:15 - 16:30 Music and links
16:30 - 16:40 Career Monday
16:40 - 17:00 Song Request
17:00 -17:20 Community focus-
17:20 -17:25 Traffic Updates
17:25 -18:00 Music and links

Tuesday

15:00 - 15:05 Single Track
15:05 - 15:10 Intro
15:10 - 15:30 20 minutes of non-stop music
15:30 - 15:50 #Drop-A-Comment
15:50 - 15:55 Scoop/Gossip

15:55 - 16:05 Music and links
16:05 - 16:15 Sport Updates
16:15 - 16:40 Personality Chooseday
16:40 - 17:00 Song Request
17:00 - 17:20 Community focus-
17:20 - 17:25 Traffic Updates
17:25 - 18:00 Music and links

Wednesday

15:00 - 15:05 Single Track
15:05 - 15:10 Intro
15:10 - 15:30 20 minutes of non-stop music
15:30 - 15:50 #Drop-A-Comment
15:50 - 15:55 Scoop/Gossip
15:55 - 16:05 Music and links
16:05 - 16:15 Sport Updates
16:15 - 16:40 Market Place
16:40 - 17:00 Song Request
17:00 - 17:20 Community focus-
17:20 - 17:25 Traffic Updates
17:25 - 18:00 Music and links

Thursday

15:00 - 15:05 Single Track
15:05 - 15:10 Intro
15:10 - 15:30 20 minutes of non-stop music
15:30 - 15:50 #Drop-A-Comment
15:50 - 15:55 Scoop/Gossip
15:55 - 16:05 Music and links
16:05 - 16:15 Sport Updates
16:15 - 16:35 Music and links
16:35 - 16:40 Fast Facts
16:40 - 17:00 Song Request
17:00 - 17:20 Community focus-
17:20 - 17:25 Traffic Updates
17:25 - 18:00 Music and links

Friday

15:00 - 15:05 Single Track
15:05 - 15:10 Intro
15:10 - 15:30 20 minutes of non-stop music
15:30 - 15:50 #Drop-A-Comment
15:50 - 15:55 Scoop/Gossip
15:55 - 16:05 Music and links
16:05 - 16:15 Sport Updates
16:15 - 17:00 Song Request
17:00 - 17:20 Community focus-
17:20 - 17:25 Traffic Updates
17:25 - 18:00 Friday mix



APPENDIX C: COMPLAINTS POLICY

357FM COMPLAINTS POLICY

The purpose of this policy is to establish a clear and effective framework for managing complaints received by 357FM. The policy aims to ensure that complaints are handled promptly, professionally, and with fairness, while also providing a mechanism for continuous improvement and customer satisfaction.

At 357FM, we value our listeners and strive to provide the highest quality of service. We understand that there may be times when our listeners have concerns, complaints, or feedback regarding our programming, services, or any other aspect of their experience with us. We have established the following Complaints Policy:

- 1. Accessibility of Complaints Process:**

We are committed to providing a clear and accessible process for lodging complaints. Listeners can submit their complaints through various channels, including email, or in writing.

- 2. Acknowledgment of Complaints:**

Upon receipt of a complaint, we will promptly acknowledge it within 5 business/working days. The acknowledgment will include information on the expected timeframe for resolving the complaint and the contact details of the person responsible for handling the complaint.

- 3. Fair and Impartial Handling:**

We will handle all complaints in a fair, impartial, and confidential manner. Complaints will be assessed based on their merits, and appropriate action will be taken to address the concerns raised. We will ensure that complainants are treated with respect and that their privacy is protected throughout the process.

- 4. Timely Resolution:**

We will endeavour to resolve complaints as quickly as possible. The timeframe for resolving complaints will depend on the nature and complexity of the issue raised. However, we will strive to provide a response or resolution within 14 business days. If additional time is required to investigate the matter thoroughly, we will inform the complainant and provide regular updates on the progress.

- 5. Transparency and Communication:**

We are committed to maintaining open lines of communication with complainants. We will keep them informed about the progress of their complaint, any actions taken, and the outcome of the investigation. If there are delays or changes in the resolution process, we will provide timely updates and explanations.

- 6. Record Keeping:**

We will maintain accurate and comprehensive records of all complaints received, including the details of the complaint, actions taken, and the resolution or outcome. These records will be securely stored and used for monitoring and continuous improvement purposes.



7. Continuous Improvement:

We view complaints as an opportunity to learn and improve our services. Feedback received through the complaints process will be carefully evaluated, and appropriate measures will be taken to address any systemic issues identified. We will use this feedback to enhance our operations, programming, and overall listener experience.

8. Review and Revision:

This policy will be reviewed periodically, or as required, to ensure its effectiveness and alignment with changing business needs and regulatory requirements. Amendments may be made after consulting relevant stakeholders and obtaining necessary approvals.

9. External Escalation:

If a complainant is dissatisfied with the resolution provided by 357FM, they have the option to escalate their complaint to:

The Secretary
Broadcasting Disputes Resolution Panel
Lesotho Communications Authority
30 Princess Margaret Road
Old Europa
P.O. Box 15896
Maseru 100
Lesotho

We are committed to upholding the principles outlined in this Complaints Policy and ensuring that all complaints are handled with the utmost professionalism and integrity. We encourage our listeners to provide feedback and voice their concerns, as it helps us improve our services and better meet their expectations.

For any inquiries or to submit a complaint, please contact our office at:

Phone: (+266) 27003168

Email: info@357fm.co.ls

Address:	P.O. Box 8888	467 Mphatlalatsane Street
	Maseru 100	Maseru East
	Lesotho	Lesotho



APPENDIX C: COMPLAINTS FORM

357FM COMPLAINT FORM

Please use this form to submit your complaint regarding any aspect of 357FM programming, services, or any other related matter. We appreciate your feedback and will address your concerns as promptly as possible. Please fill out the form below:

CONTACT INFORMATION:

Name: _____

Contact Number: _____

Email Address: _____

Postal Address: _____

COMPLAINT DETAILS:

Date of Incident: _____

Time of Incident: _____

Description of Complaint: _____

Program/Service Information: _____

Program/Service Name: _____

Date and Time of Broadcast/Interaction (if applicable): _____

Additional Information (if applicable): _____

Please attach any relevant documentation or evidence that supports your complaint (e.g., screenshots, etc.).

RESOLUTION REQUESTED:

Please briefly describe the resolution or outcome you are seeking: _____



Declaration:

By submitting this complaint form, I hereby confirm that the information provided is accurate and complete to the best of my knowledge. I understand that 357FM Radio Station will handle my complaint in accordance with their Complaints Policy.

Signature: _____

Date: _____

Please submit this completed complaint form to:

Email: info@357fm.co.ls

Physical Address: 467 Mphatlalatsane Street, Maseru East, Lesotho.

Postal Address: P.O. Box 8888, Maseru 100, Lesotho

Upon receipt of your complaint, we will acknowledge receipt within 5 business/working days and initiate the investigation process. We will keep you informed of the progress and provide a response or resolution within 14 business/working days. If we require any additional information or clarification, we will contact you using the provided contact details.

Thank you for taking the time to provide feedback. We value your input and are committed to addressing your concerns.