LESOTHO COMMUNICATIONS AUTHORITY STRATEGIC PLAN

2020/21 - 2022/23

In a volatile, uncertain, complex and ambiguous (VUCA) environment, the only way to survive is to adapt. VUCA demands that we cease traditional and outdated approaches to operating and accelerate our capability to keep pace. As LCA, we operate in the ever-changing ICT environment which forces us to change the way we have been conducting business and do things differently.

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1.0 OUR JOURNEY

Lesotho Communications Authority (LCA) is a statutory body that was established in June 2000 mandated to regulate the communications sector comprising telecommunications, postal and broadcasting services in Lesotho.

Key to our mandate is

- ❖ Fostering effective and fair competition
- ❖ Promotion and protection of consumer interests
- ❖ Allocation and management of finite resources in a non-discriminatory way
- ❖ Expansion and enhancement of access to communication services

2000	2001	2006	2012
LTA ACT 2000	**LTA ACT Amendment**	**LTA ACT Amendment LTA to LCA**	**LCA ACT 2012**
Established LTA	**Include Broadcasting content**		Repealed LTA Act 2000 Include Postal Sector

Figure 1: Our Journey

"IN A WORLD THAT IS CONSTANTLY MOVING FORWARD, IF YOU ARE STANDING STILL, YOU ARE FALLING BEHIND"

GEORGE COUROS
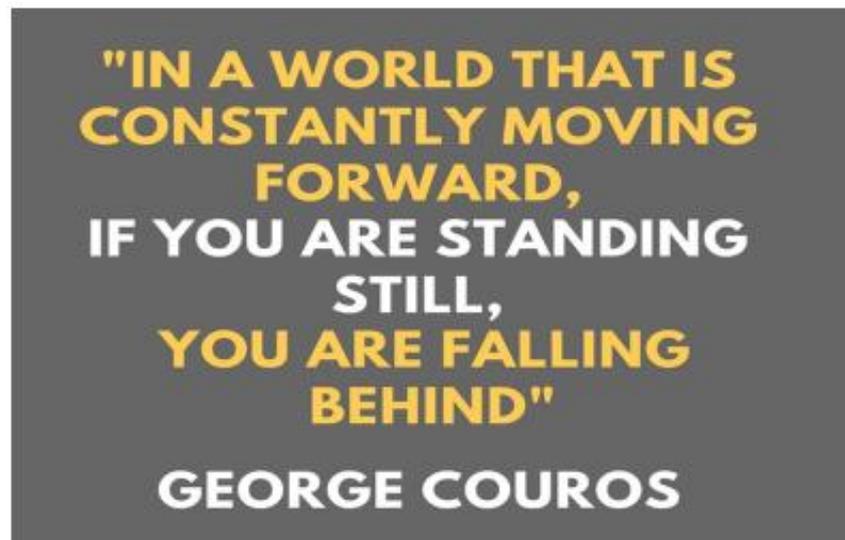
1.1 THE REASON FOR OUR EXISTENCE

The Communications Act, 2012 Part II (4) provides the general duties of the Authority as, but not limited to:
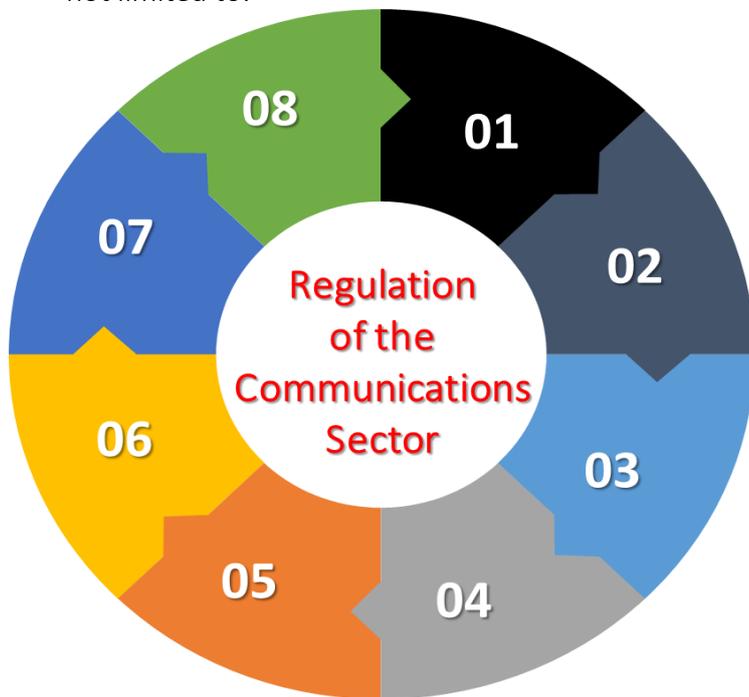
01. **To** efficiently manage universal access to communication services to ensure that communications services are available to Basotho in under-served and unserved areas;

02. To facilitate infrastructure sharing by operators to foster universal access;

03. To enhance tariff regulation on operators classified as dominant licensees;

04. To introduce an element of self-regulation in the broadcasting services;

05. To introduce competition regulation safeguards by dominant licensee (s);

06. To enhance consumer protection by ensuring that the Authority monitors quality of services introduce efficient methods and practices which would meet rendered;

07. To facilitate the introduction of a converged regulatory regime for the provision of communication service parameters;

08. To integrate the regulation of telecommunications, broadcasting and postal services to international standards.

2.0 STRATEGY DEVELOPMENT PROCESS

Our strategy development approach has been inspired by the book, Good Strategy, Bad Strategy and Why it matters by Richard Rumelt.

This was a preferred approach for us because it clearly and simply differentiates a good strategy from a bad strategy. It does so by asking and addressing the three basic questions to be strategic

Picture 1: Kernel of Strategy

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a) What is going on here?

b) Given the diagnosis of the situation, what guiding policy should be applied to deal with the challenge?

c) What therefore are the set of coherent actions to carry out the guiding policy?
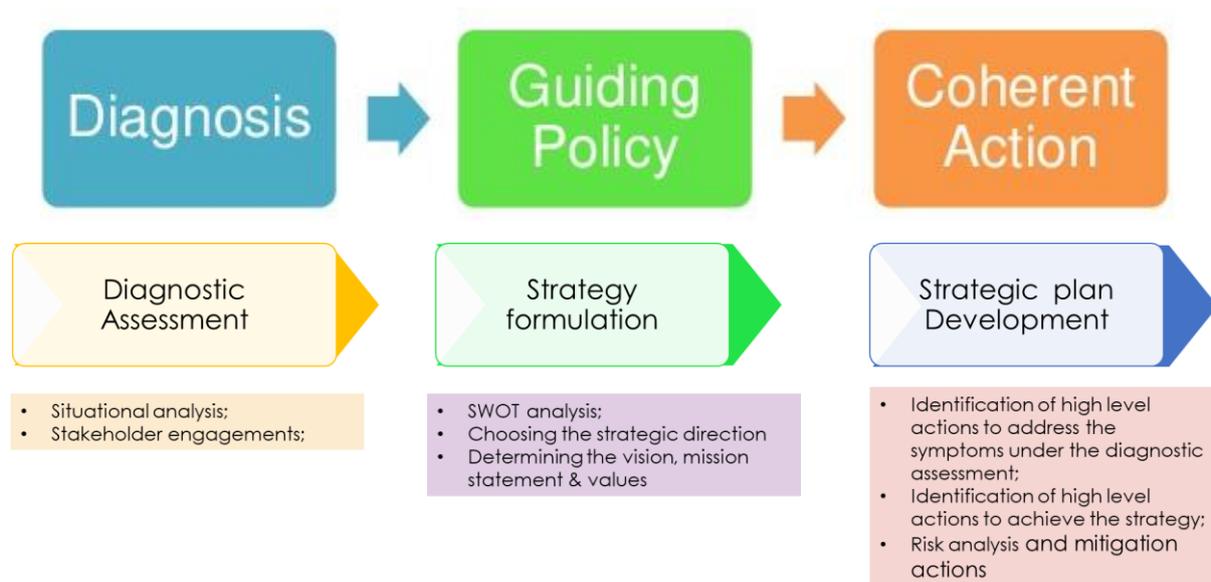

Figure 2:Strategy Process

2.1 DIAGNOSIS

The diagnosis phase starts by establishing what the problem is and defines the nature of the problem. Identifying a problem is the distinct factor of a good strategy. Unless a challenge is established, there is no strategy.
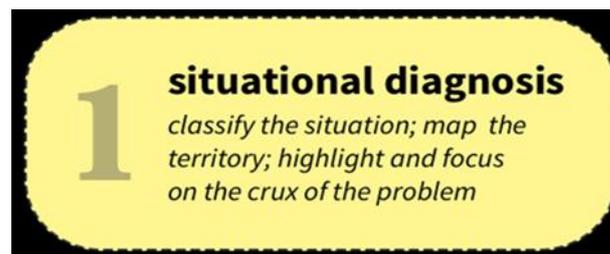
Picture 2: Diagnosis defined

The diagnosis phase started on the 23 June 2020 and was concluded on the 29 June 2020. The process entailed engagement with the internal and external stakeholders. The list of consulted stakeholders is appended as *Annex I*

The nature of the problem was defined as a stagnant organisation with the symptoms shown in figure 4.

Figure 3: The Nature of the Problem
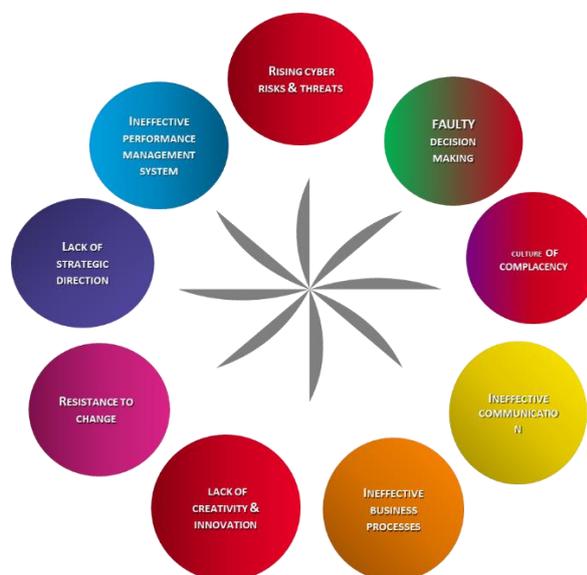
Figure 4: Symptoms and Signs

The diagnosis for the situation should replace the overwhelming complexity of reality with a simpler story, a story that calls attention to its crucial aspects. Beside explaining what the situation is, a good strategy also defines a domain of action.

Cognizant that strategy is the art of making use of time and space, the nature of the problem was defined by identifying the characteristic of the diagnosis which when solved would give the biggest pay-off and the scope of the diagnosis where to effect change in order to make the highest pay-off. The problem was therefore diagnosed as "**A stagnant organization stagnant, characterised by low staff morale and consumer interests that are not protected.**

Figure 5: The Diagnosis

Just like humans, organizations go through distinct life stages until they reach extinction if not rescued in time. At the stagnant phase, what becomes evident to people, both internally and externally is, declining productivity and disengagement of employees, dissatisfaction of external stakeholders and loss of credibility of the organization.

We are in the middle of a paradigm shift where resilience and agility are requirements for survival. Failure to adapt puts organizations on life support which is the stagnant stage in the life cycle of a business. And following the organization-wide diagnostic assessment, the problem has been defined as a stagnant organization that has neglected the needs and demands of both internal and external stakeholders.

What has become evident is that the services and solutions developed for the stakeholders are no longer cutting-edge and relevant. With rapid changing times, the structure has become outdated with unclear delegation of authority and accountability. The systems, policies and procedures that were once effective have now become inefficient, creating "red-tape" thereby obstructing creativity and not supporting timely decision making as demanded by the ever-changing environment.

The employees have become more comfortable with the status quo and any change causes resistance. Signs of self-indulgence start to show as people fail to see the bigger picture of why they exist as an organization, they then focus on individual departments instead of the organizational mandate.

The inefficient structure, low staff morale, failure to protect consumers and meet sector demands during these rapidly changing and complex times means lost productivity and responsiveness, and therefore an organization that is stagnant.

Box 1: Description of the Diagnosis

2.2 GUIDING POLICY

Once the diagnosis had been identified, a guiding policy which is an overall approach for dealing with the obstacles discovered in the diagnosis was chosen. The guiding policy defines a method for grappling with the situation and ruling out a vast array of possible actions hence a need to identify the sources of advantage power that exist and that can be created.
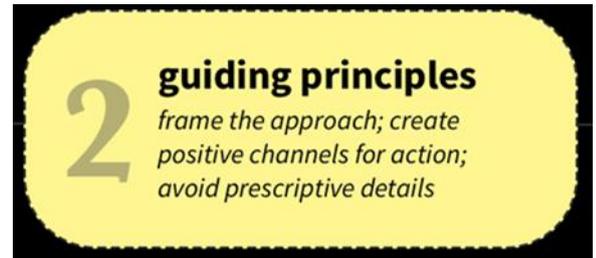
The choice for a guiding policy was guided by the principle that "A good strategy works by harnessing power and applying it where it will have the greatest effect" Rumelt (2011)

"A Good strategy will leverage one

or more

sources of Power

to overcome the key obstacles" *Richard Rumelt*

2.2.1 Guiding Policy - Process Followed

Figure 6 below shows the process followed in identifying the approach to be followed to deal with the diagnosis made.

Figure 6: Guiding Policy Process

The outputs from the process are appended as *Annex II.*

In order to address the identified problem, the strategic direction was then chosen as **"Re-organization and Renewal Toward a Collaborative and People-Centric Approach"**

Re-organization and Renewal Toward a Collaborative and People–Centric Approach

Figure 7: Guiding Policy

We are adopting a people-centric approach that puts the employees, sector operators, consumers of communications services and value creation in focus. We strongly believe that organizational culture is a pillar for corporate strategy, and consciously guard ourselves against the notion that "*culture eats strategy for breakfast*" where internal stakeholders block strategy. Mindful of the value of people in driving strategy, we therefore take a conscious decision to put people at the heart of our strategy. In this context, people are internal and external stakeholders because we exist to create value for them. People are central to this strategic shift from stagnation to growth.

Our holistic and people-centric collaborative approach is inspired by our acknowledgement of people's key role in decision making and in using the solutions and products that we regulate.

In times like this, when constant change is the new normal, collaboration is a pre-requisite for success, hence our choice of this direction, informed by the diagnosis.

In an unpredictable, dynamic and complex business environment, capability to quickly adapt to change is vital. This is the reason we will continuously re-organize to strategically position ourselves to meet the demands of this volatile environment, to avoid obsolescence.

When in a stagnant position, only two choices can be made, to either continue the journey to extinction and blame the fall on gravity, or make a U-turn and start the journey uphill towards growth. The challenge with the latter is that a steep tangent is tough and requires a major strategic shift. Going with the latter means we are making a strategic bet that this is only possible with a holistic people-centric and collaborative approach underpinned by innovation.

By leveraging on creativity which is the engine that drives innovation and people, we can move uphill towards growth. As said by one George Courus "*In a world that is constantly moving forward, if you are standing still, you are falling behind*". Applied effectively, organizational creativity gives people opportunities to operate at their best and allows organizations to progress and prosper.

Box 3: Description of the guiding policy

2.2.2 Strategic Shift

The Authority is therefore making a cautious decision to strategically shift from stagnation towards growth and this requires a drastic change in how we conduct our operations. We are putting an end to certain behaviours we were known for and creating and developing new ways of conducting business.

DO'S

- Encourage suggestions and ideas from the people
- Seek to uncover root causes of issues
- Openly share information and knowledge
- Offer immediate and ongoing feedback with personalised coaching
- Beleve power is greatest in collaboration

STRATEGIC SHIFT

DON'TS

- Sometimes listen to suggestions and ideas from the people
- Fight fires and focus on symptoms
- Maintain ownership of information
- Review staff performance annually based on Authority policy
- Believe power comes from our position or authority

Picture 3: The Dos and Don'ts under new strategy

This is an undertaking we are making to our stakeholders to say as we reorganise ourselves,

2.3 SET OF COHERENT ACTIONS

The last step of the kernel of strategy is a set of coherent actions. These are the actions that should be undertaken to achieve the strategic direction chosen. They are derived using the sources of advantage that were identified and those that needed to be developed, and the process followed is shown in the figure below.

3 coherent action
make abstract actionable; direct, focused effort; actions build on each other
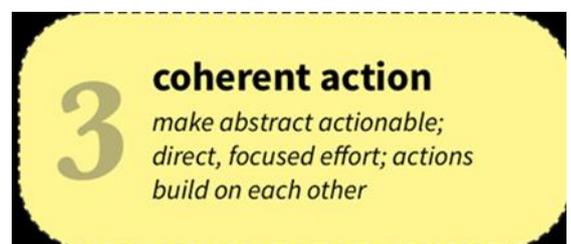
Figure 8: Set of Coherent Actions
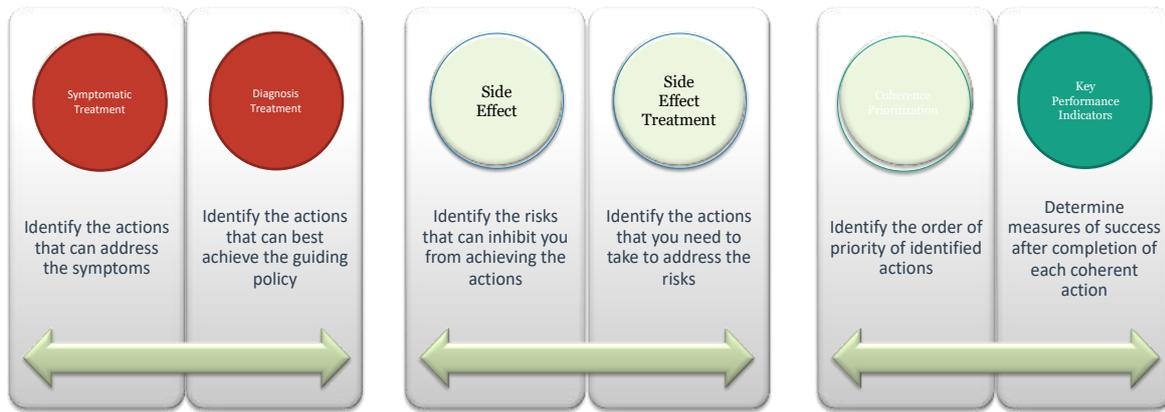
Figure 9: Process followed to develop coherent actions

2.3.1 How we create value

To develop coherent actions, we considered our value creating preposition and as dictated by our guiding policy, we will focus on and invest in the four (4) capitals that are necessary to achieve our strategy. These capitals are, human capital; innovation capital ;social and relationship capital and financial capital

Figure 10: Capitals

Human Capital is the most sustainable and biodegradable capital. Our Employees are the lifeline of our organization and as such we aim to increase the value of human capital by supporting employee performance and productivity, encouraging growth and empowering them. We will also reinforce value by motivating and training our employees. We believe that with enough knowledge, information and innovation and creativity, the consumer's satisfaction will be increased.

Innovation Capital : We strongly believe that Our survival   depends on Our power of rebuilding. This rebuilding will be accomplished through adapting our actions to the present conditions and continuously improving the methods of accomplishing these goals and introducing new ways of doing business in the dynamic communications sector. This is why we invest in creativity and innovation.

Relationships for Us are essential hence fostering relationships that are built on trust is key in Our strategy.**Social and Relationship Capital** consists of shared values, commitments and knowledge that form the basis of the reputation and trust that we wish to develop.

Financial Capital is described as the sources of the funds which results in the acquisition of other forms of capitals. For Us financial capital is a medium of exchange that releases its value through conversion into other forms of capital .

2.3 COHERENT ACTIONS

2.3.1 Human Capital

STRATEGY OBJECTIVE	LAG KPIs	COHERENT ACTIONS	LEAD KPIs	RESPONSIBLE	TARGET PERIOD	SUB-ACTIONS
SO-1 Increase Staff Productivity	Staff Productivity Index	1.1 Improve employee engagement	Employee Engagement Index	Manager Human Capital	Quarter 3	1.1.1 Develop a Concept Paper on Employee Engagement
			Employee net promoter score (eNPS)			1.1.2 Develop an Employee Engagement Communication Plan
			Employee Absenteeism Rate			1.1.3 Implement an Employee Engagement Plan
			Employee Satisfaction Score			1.1.4 Conduct an Employee Engagement Feedback framework
		1.2 Establish a Measurable Competency Model	Competency Level	Manager Human Capital	Quarter 3 to Quarter 4	1.2.1 Develop a Concept Paper for the Competency Model
						1.2.2 Define Competency Requirements
						1.2.3 Develop a Competency Model
						1.2.4 Implement the Competency Model
		1.3 Review organizational structure	Structure that is aligned to Strategy	Manager Human Capital	Quarter 3 to Quarter 4	1.3.1 Develop an Operational Model
						1.3.2 Develop a Change Management Plan
						1.3.3 Design the Organisational Structure
						1.3.4 Develop an organizational restructuring Communication Plan
						1.3.5 Roll out the New Organizational Structure
		1.4 Invest in Training & Development	% implementation of the Training Plan	Manager Human Capital	Quarter 4	1.4.1 Conduct a training and development needs gap analysis
			Employee performance gap			1.4.2 Design an training plan
						1.4.3 Implement the Training Plan
						1.4.4 Evaluate the impact of training interventions
SO-2 Boost Staff Motivation	% of employees that are motivated	2.1 Improve employee welfare	Number of employee welfare schemes	Manager Human Capital	Quarter 4	2.1.2 Conduct a Gap Analysis of the current Employee Welfare Schemes
						2.1.3 Design the Employee Welfare Framework
						2.1.4 Implement the Employee Welfare Framework
						2.1.5 Evaluate the impact of Employee Welfare interventions
						2.1.6 Conduct a Gap Analysis of the current Leave Management System
		2.2 Strengthen the Leave Management System	Cost of Leave of Absence	Manager Human Capital	Quarter 2	2.2.1 Implement the Recommendations
			% of Intermittent and Non-intermittent Cases			2.2.2 Evaluate the effectiveness of the Intervention

STRATEGY OBJECTIVE	LAG KPIs	COHERENT ACTIONS	LEAD KPIs	RESPONSIBLE	TARGET PERIOD	SUB-ACTIONS
SO-1 Increase Staff Productivity	Staff Productivity Index	2.3 Provide growth opportunities for employees through career development	Internal Mobility Rate	Manager Human Capital	Quarter 4	1.1.1 Develop Employee Career Growth and Career Development Policy
			Ratio of internal versus external candidates placed in open positions			1.1.2 Develop an Employee Career Growth and Career Development Policy Communication Plan
			Employee Performance Gap			1.1.3 Implement an Employee Career Growth and Career Development Plan
						1.1.4 Conduct an Employee Career Growth and Career Development Feedback framework

2.3.2 Social and relationships Capital

STRATEGY OBJECTIVE	LAG KPIs	COHERENT ACTIONS	LEAD KPIs	RESPONSIBLE	TARGET PERIOD	SUB-ACTIONS
SO-3 Create a culture of trust	Trust Score	3.1 Develop Trust Building Mechanisms	• Competence Trust Score • Contractual Trust score • Communication Trust Score	Manager Human Capital	Quarter 2 To Quarter 3	3.1.1 Develop a Concept Paper on Trust Building in LCA
						3.1.2 Develop An Employee Consultation Plan on Trust Building
						3.1.3 Design Trust Building Initiatives
						3.1.4 Implement Trust Building Initiatives
						3.1.5 Evaluate impact of the Trust Building Initiatives
		3.2 Introduce Leadership Development Programs	Number of Management enrolled	Manager Human Capital	Quarter 2 To Quarter 3	3.2.1 Develop a Leadership Development Program Plan
						3.2.2 Implement the LDP Plan
						3.2.3 Evaluate the impact of the LDP
		3.3 Design an Interactive Communication Model for internal stakeholders	Adoption Rate	Manager Human Capital	Quarter 2 to Quarter 3	3.3.1 Develop a Concept Paper for the Employee Communication Strategy
			Log-in Rate			3.3.2 Develop the Communication Strategy
			Open Rate			3.3.3 Develop a Employee Consultation Plan
						3.3.4 Implement the Employee Communication Programme
						3.3.5 Evaluate the impact of the Employee Communication Plan

STRATEGY OBJECTIVE	LAG KPIs	COHERENT ACTIONS	LEAD KPIs	RESPONSIBLE	TARGET PERIOD	SUB-ACTIONS
SO-4 Increase confidence of Stakeholders on LCA	Confidence Index	4.1 Establish Stakeholder Collaboration Mechanisms	Collaboration Perception Index	Public Affairs Manager	Quarter 2 To Quarter 3	4.1.1 Develop a Stakeholder Management Plan
			Client Satisfaction Score			4.1.2 Design a Stakeholder Collaboration Program
						4.1.3 Implement the Stakeholder Collaboration Program
						4.1.4 Evaluate the impact of the Stakeholder Collaboration Program
		4.2 Develop a Stakeholder Recognition and Appreciation Program	% of Stakeholder being recognized and appreciated	Public Affairs Manager	Quarter 3 To Quarter 4	4.2.1 Develop a Concept Paper for the SR&A Program
						4.2.2 Design a SR&A Program
			Number of SR&A events held			4.2.3 Develop a Stakeholder Consultation Plan
						4.2.4 Implement the SR& A Program
		4.3 Design an Interactive Communication Model for external stakeholders	Awareness level	Public Affairs Manager	Quarter 4	4.3.1 Develop a Concept Paper for the Stakeholder Communication Strategy
						4.3.2 Develop the Communication Strategy
						4.3.3 Develop a Stakeholder Consultation Plan
						4.3.4 Implement the External Communication Programme
						4.3.5 Evaluate the impact of the Stakeholder Communication Plan

STRATEGY OBJECTIVE	LAG KPIs	COHERENT ACTIONS	LEAD KPIs	RESPONSIBLE	TARGET PERIOD	SUB-ACTIONS
SO-5 Enhance Consumer Empowerment	• Access to information • Response time to complaints • Response time to consumer queries • Access to reliable and high quality services	5.1 Design targeted education and awareness programs for different consumers	Proportion of population reached on issues relating to : a) Cyber risks and threats; b) Quality of Service c) LCA Mandate d) Complaints Procedure e) Vandalism	Public Affairs Manager	Quarter 2 to Quarter 4	5.1.1 Develop a Concept Paper on consumer Training & Awareness
						5.1.2 Develop Training & Awareness Plan
						5.1.3 Evaluate impact of the Training & Awareness Program
						5.1.4 Develop Stakeholder Consultation Plan
						5.1.5 Launch Consumer Know Your Rights Campaign
			Rate of vandalism	ES-USF	Quarter 2 to Quarter 4	5.1.6 Curb Vandalism and Theft of Communication Infrastructure
		5.2 Strengthen Consumer Complaints Resolution and Redress	Responsiveness to consumer complaints	Chief Regulatory Officer	Quarter2 to Quarter 3	5.2.1 Review Consumer Complaints Procedure
			% of Complaints Received			
			% Of Complaints Resolved			
		5.3 Enhance Quality of Service (QoS)	• Proportion of QoS parameters on target per MNO	Chief Technology Officer	Quarter 2 Quarter 3 Quarter 4	5.3.1 Monitor QoS compliance of MNOs
				Chief Regulatory Officer		
			• Number of MNO's that have met the target			
			QoS Rules with updated KPIs	Chief Technology Officer	Quarter 4	5.3.2 Review QoS Rules to include Internet based parameters
			QoS tools that will be able to measure KPIs in the revised Rules	Chief Technology Officer		5.3.3 Upgrade QoS equipment
			Accuracy, timeliness and clarity of bills	Chief Regulatory Officer	Quarter 3	5.3.4 Improve billing accuracy for post-paid services

2.3.3 Innovation Capital

STRATEGY OBJECTIVE	LAG KPIs	COHERENT ACTIONS	LEAD KPIs	RESPONSIBLE	TARGET PERIOD	SUB-ACTIONS
SO-6 Create a continuous improvement culture	Creative climate score	6.1 Establish innovation frameworks	Amount of time spend on innovation activities	Chief Technology Officer	Quarter 4	6.1.1 Create a Scalable Platform for Success
			Amount of leadership time spent sponsoring innovation activities			6.1.2 Establish the Right Organizational Principles
						6.1.3 Engage your Organization's Employees
						6.1.4 Build an Idea Management Tool
		6.2 Develop an Interactive Information Portal	Quality of content uploaded on the information portal (Accurate, Timely, Complete)	Chief Technology Officer	Quarter 3	6.2.1 Improve Website Content
						6.2.2 Revamp Website into an interactive portal
			• Log-in Rate • Open Rate • Adoption rate	Chief Technology Officer		6.2.3 Promote utilization online services and platforms
		6.3 Review Policies and Procedures	Number of policies and procedures reviewed	Chief Technology Officer		6.3.1 Review IT &Country Code Top Level Domain (ccTLD) Policies and procedures
			Number of times internal audit finds conformity with the PP&P			
			Number of times the internal audit finds non-conformity with PP&P			6.3.2 Develop a Policy &Procedures Dissemination plan
			% of employees that visited the PP&P intranet page or document centre			6.3.3 Develop a Policy & Procedure Consultation Plan
			Average reading level of policies			6.3.4 Evaluate the adoption of the ccTLD Policies and Procedure
	Percentage achievement of targeted lag KPIs	6.4 Create a capability to execute Strategy	Comprehensive M&E Framework	Chief Economic Affairs Officer	Quarter 2	6.4.1 Develop and Implement M&E Framework
			Agile Reporting Framework			6.4.2 Develop & Manage Reporting Framework
	Percentage achievement of targeted strategic outcomes					6.4.3 Develop Strategy y Communication Plan

2.3.4 Financial capital

STRATEGY OBJECTIVE	LAG KPIs	COHERENT ACTIONS	LEAD KPIs	RESPONSIBLE	TARGET PERIOD	SUB-ACTIONS
SO-7 Enhance financial sustainability	Supplier Compliance rate User Compliance rate Effective contract utilization	7.1 Maintain strategic financial management	Supplier defect rate Invoice accuracy Rate of emergency purchases Supplier lead time Purchase Order cycle time Vendor availability	Chief Finance Officer	Quarter 2	7.1.1 Review Procurement Policy 7.1.2 Develop Procurement Plan 7.1.3 Develop Procurement Committee Charter 7.1.4 Define the Procurement Process 7.15 Develop and document Procurement Standard Operating Procedures

2.4 STRATEGIC RISKS

The risks that have been identified that could inhibit us from achieving the guiding policy to deal with the diagnosis.

RISK IDENTIFICATION	RISK ASSESSMENT	MITIGATION
Resistance to Change		Design a Change Management Framework
Failure to execute Strategy		Effective execution strategy
		Effective M&E Framework
Covid-19 Pandemic		Capacitate management on " *Leadership during Crisis*"
Failure to link performance contract with individual annual performance appraisal		Design an integrated performance system
Lack of Trust		Create a culture of internal trust
Lack of transparency in the implementation of the PMS		Develop implementation procedures and guidelines
Inadequate Financial Resources		Prioritise training in line with the Strategy
Flawed selection Criteria		Design a Transparent R&A Program
Ineffective dissemination of procedures		Develop a Dissemination Plan
Lack of Documented Business procedures		Develop a Process and Procedure Management Plan
Lack of information and involvement		Create platforms that will enable flow of information
Unrealistic stakeholder expectation		Stakeholder Management Plan
Absence of guidelines for skills and knowledge transfer.		Create information sharing environment
Flat Structure (Levels, Numbers, Person Dependency)		Organizational Restructuring
Non-compliance to the leave management requirements		Create a culture of Employee Accountability

2.5 PRIORITIZATION OF COHERENT ACTIONS

This section provides the strategic plan by indicating actions that should happen and when it should happen over the period of the strategy implementation.

QUARTER 2	QUARTER 3	QUARTER 4	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	2022/23
Review organizational structure							
Strengthen the Leave Management System		Design and Interactive Communication Model for external stakeholders					
Establish a Measurable Competency Model							
Develop trust building mechanisms (Communication Model)							
Introduce development leadership programs					Develop Knowledge Management Capability		
Design an Interactive Communication Model for internal stakeholders							
Establish Stakeholder Collaboration Mechanisms		Provide growth opportunities for employees through career development					
Design targeted education and awareness programs for different consumers							
Strengthen Consumer Complaints Resolution and Redress		Review the Performance Management System					
Develop Consumer Protection Mechanisms							
	Improve employee engagement	Establish innovation frameworks					
Enhance Quality of Service							
Create a capability to execute strategy							
	Develop a Stakeholder Recognition and Appreciation Program						
	Develop an Interactive Information Portal						
Introduce strategic financial management system							
Increase electronic service platforms							
	Improve employee welfare		Develop an employee recognition and appreciation program				
	Invest in Training & Development						
QUARTER 2	**QUARTER 3**	**QUARTER 4**	**QUARTER 1**	**QUARTER 2**	**QUARTER 3**	**QUARTER 4**	
2020/21			**2021/22**				**2022/23**

Key

Human Capital
Social & Relationship Capital
Innovation Capital
Financial Capital

Figure 11: Schedule of actions

3.0 VISION AND CORPORATE VALUE STATEMENTS

3.1 VISION STATEMENT

The importance of information and communication technology has been magnified by the covid-19 pandemic as the entire world rapidly adopted and migrated to digital technologies. It is our aspiration to leverage ICTs to accelerate our country's digital capabilities to keep up. It is in line with this thought that we strategically position the Authority as a tool …

"Leading Transformation

Towards a

Collaborative Digital Economy"

3.2 CORPORATE VALUES

In volatile, unpredictable, complex times, when constant change is the new normal, collaboration, creativity are pre-requisites for success. Our values are inspired by our strategy that draws its source of power from the people, hence caring for our people is fundamental to us. As the Authority, we pledge to uphold these values and instill the new culture of a caring, creativity and collaboration.

We **Care** for our employees, consumers and service providers

We will **Collaborate** with our Stakeholders and key strategic partners for success

Our operations will be driven by **Creativity**

4.0 DESIRED STRATEGIC OUTCOMES

4.1 INCREASED ACCESS AND USAGE OF COMMUNICATION SERVICES

50%
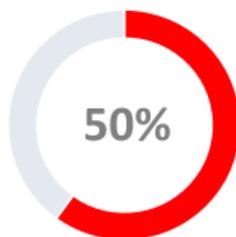
Increase proportion of individuals that will be using the internet from 42% to 50% by March 2023

87%
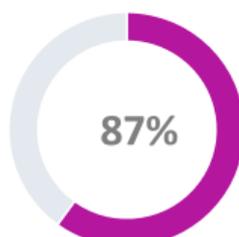
Increase mobile phone ownership from 82% to 87% by March 2023

70%
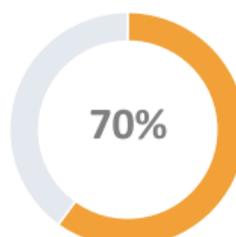
Increase mobile broadband penetration from 62% to 70% by March 2023

40%
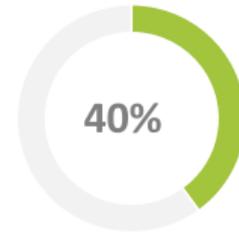
Increase proportion of individuals with ICT skills from 30% to 40% by March 2023

4.2 INCREASED COMMUNICTIONS INFRASTRUCTURE

80%

Increase proportion of population with broadband coverage from 61% to 80% by 2023

5%
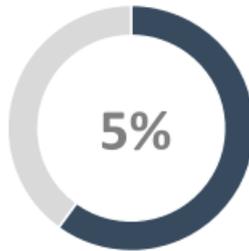
Increase the percentage of households connected to internet from 3.2% to 5% by March 2023

**80%**
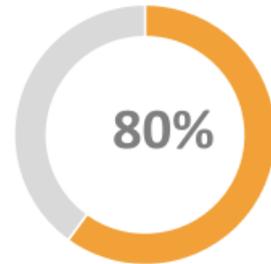
Increase land coverage from 62% to 80% by March 2023

## 4.3 AFFORDABLE COMMUNICATION SERVICES

M65.00

Improve Average Revenue Per User from M44.30 to M65.00 by March 2023

M850

Reduce entry-level terminals for fixed or mobile broadband from M1,200 to M850 by March 2023.
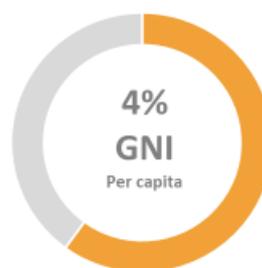
4% GNI Per capita

Reduce entry-level broadband services from 6.5% to 4% of monthly Gross National Income (GNI) per capita by March 2023
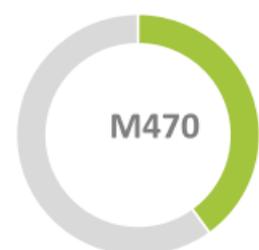
M470

Improve telecommunication entry level basket from M570 to M470 by March 2023

4.4 COMPETITIVE INDUSTRY

0.25

Reduce market
concentration from 0.63 to
0.25 by March 2023

40%
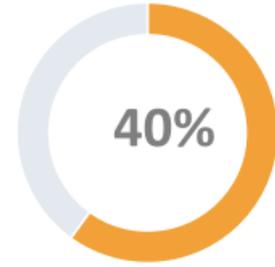
Reduce market share from
76.3% to 40 % by March
2023