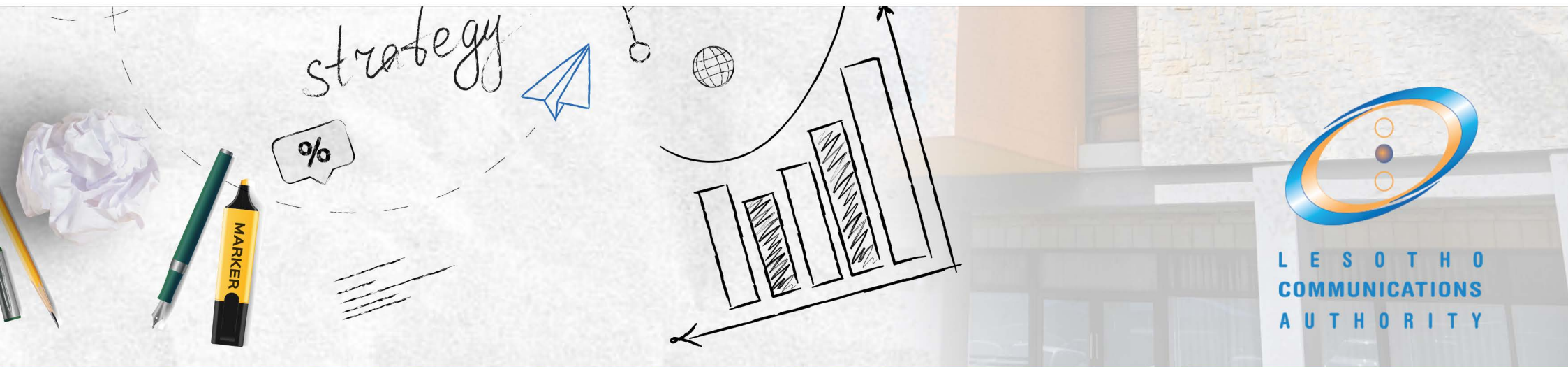




# LESOTHO COMMUNICATIONS AUTHORITY STRATEGIC PLAN 2026 - 2029



# TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	3	5. STRATEGIC ISSUES AND OUTCOMES	24
FOREWORD	4	5.1 Strategic Issues	24
1. INTRODUCTION	6	5.2 Strategic Outcomes	26
1.1 Rational for Strategic Planning	6	6. ACTIVATION OF THE STRATEGIC PLAN	28
1.2 Overview of the Strategic Planning Process	6	6.1 Strategic Objectives and Coherent Actions	28
2. STRATEGIC DIRECTION	7	7. RISK MANAGEMENT	31
2.1 Mandate and Functions of the Authority	7	8. OPERATIONALISATION, MONITORING, EVALUATION AND REPORTING	32
2.2 Vision, Mission, and Core Values	7	8.1. Operationalisation of the Strategic Plan	32
3. CONSIDERATION OF DEVELOPMENT PRIORITIES	8	8.2 Monitoring and Evaluation Framework	32
3.1 United Nations 2030 Agenda for Sustainable Development Goals	8	8.2.1 Monitoring Arrangements	32
3.2 African Union Agenda 2063	9	8.2.2 Evaluation Approach	32
3.3 The Constitution of Lesotho	9	8.3 Reporting	33
3.4 Extended National Strategic Development Plan (NSDP II)	9	<b>LIST OF TABLES</b>	
3.5 Lesotho's National Digital Transformation Strategy: Agenda 2030	9	Table 1: Summary of Opportunities and Threats	15
4. SITUATIONAL ANALYSES	11	Table 2: Summary of Emergent Strengths and Weaknesses	17
4.1 Performance Analysis of 2023 – 2026 Strategic Plan	11	Table 3: Summary of Stakeholder Analysis	19
4.1.1 Key Achievements	11	Table 4: Strategic Outcomes	25
4.1.2 Challenges	13	Table 5: Strategic Objectives and Coherent Actions	29
4.1.3 Lessons learned.	13		
4.2 Environmental Analysis	13		
4.2.1 External Environment	13		
4.2.2 Internal Environment	16		
4.2.3 Stakeholder Analysis	18		

# ACRONYMS AND ABBREVIATIONS

**BTS:** Base Transceiver Station

**CA:** Coherent Action

**CII:** Critical Information Infrastructure

**CRASA:** Communications Regulators' Association of Southern Africa

**EMF:** Electromagnetic Field

**ICT:** Information, Communications, and Technology

**ITU:** International Telecommunication Union

**KPA:** Key Priority Area

**LCA:** Lesotho Communications Authority

**LNDS:** Lesotho National Digital Transformation Strategy

**Ls ComCSIRT:** Lesotho Communications Sector Computer Security Incident Response Team

**LTA:** Lesotho Telecommunications Authority

**MOU:** Memorandum of Understanding

**NSDP II:** National Strategic Development Plan II

**OP:** Operational Plan

**PAPU:** Pan African Postal Union

**PESTEL:** Political, Economic, Social, Technological, Environmental and Legal

**QoS:** Quality of Service

**SA:** Sub-Action

**SDGs:** Sustainable Development Goals

**SI:** Strategic Initiative / Issue

**SOB:** Strategic Objective

**SOU:** Strategic Outcome

**SP:** Strategic Plan

**UPU:** Universal Postal Union

**USF:** Universal Service Fund

# FOREWORD



The 2026–2029 Strategic Plan of the Authority has been developed in line with the Communications Act of 2012 and other applicable national governance frameworks guiding public institutions in Lesotho. This Strategic Plan seeks to strengthen the effectiveness of the regulatory framework, enhance institutional efficiency, improve compliance and enforcement mechanisms, and ensure that the communications sector remains responsive to emerging technological and market developments.

The development of this Strategic Plan followed an inclusive and consultative process. Key stakeholders across government, industry, consumer groups, and development partners were engaged to better understand their expectations, opportunities, and challenges within the communications sector. In addition, global and regional ICT trends, regulatory best practices, and digital transformation frameworks were considered to ensure that Lesotho’s regulatory environment remains forward-looking, adaptive, and aligned with international standards.

The aim of this Strategic Plan is to ensure the continued execution of LCA’s core mandate: to regulate telecommunications, broadcasting, postal services, radio frequency spectrum, and related services in a manner that promotes fair competition, protects consumers, and advances universal access and service. Through this mandate, the Authority contributes directly to Lesotho’s broader national development priorities and digital transformation agenda.

National development frameworks, including the Extended National Strategic Development Plan II (NSDP II) and the Lesotho National Digital Transformation Strategy (LNDS), recognise ICT as a key enabler of inclusive economic growth, innovation, and service delivery. The digitalisation of government services, expansion of broadband infrastructure, strengthening of cybersecurity systems, and

enhancement of digital skills are central to achieving sustainable socio-economic development. LCA plays a critical role in creating the regulatory certainty and enabling environment required to support these national aspirations.

While the communications environment is dynamic and increasingly complex, the sector in Lesotho continues to expand in coverage, adoption, and innovation. Mobile penetration and broadband uptake have improved access to digital services across urban and rural communities. However, challenges relating to affordability, infrastructure gaps, quality of service, and emerging cybersecurity risks require sustained regulatory attention and strategic intervention.

This Strategic Plan recognises LCA’s advisory and oversight role in supporting Government to achieve sustainable socio-economic development through a robust communications sector. The Plan is structured around four Strategic Themes:

1. Universal and Meaningful Connectivity– Addressing persistent digital divide by ensuring everyone can access quality Internet at affordable cost, anytime, anywhere;
2. Resilient and Trusted Regulatory Environment– Creating a stable, predictable & fair regulatory landscape, ensuring public trust by safeguarding the digital space & ensuring a secure environment for all users;
3. Consumer Protection– With the rapid evolution of technology, it is crucial to continue ensuring that consumers are well-informed and equipped with necessary tools to make informed decisions when using ICT services;
4. Organisational Sustainability – Strengthening institutional capacity, systems, governance, and human capital to effectively deliver on the Authority’s mandate.

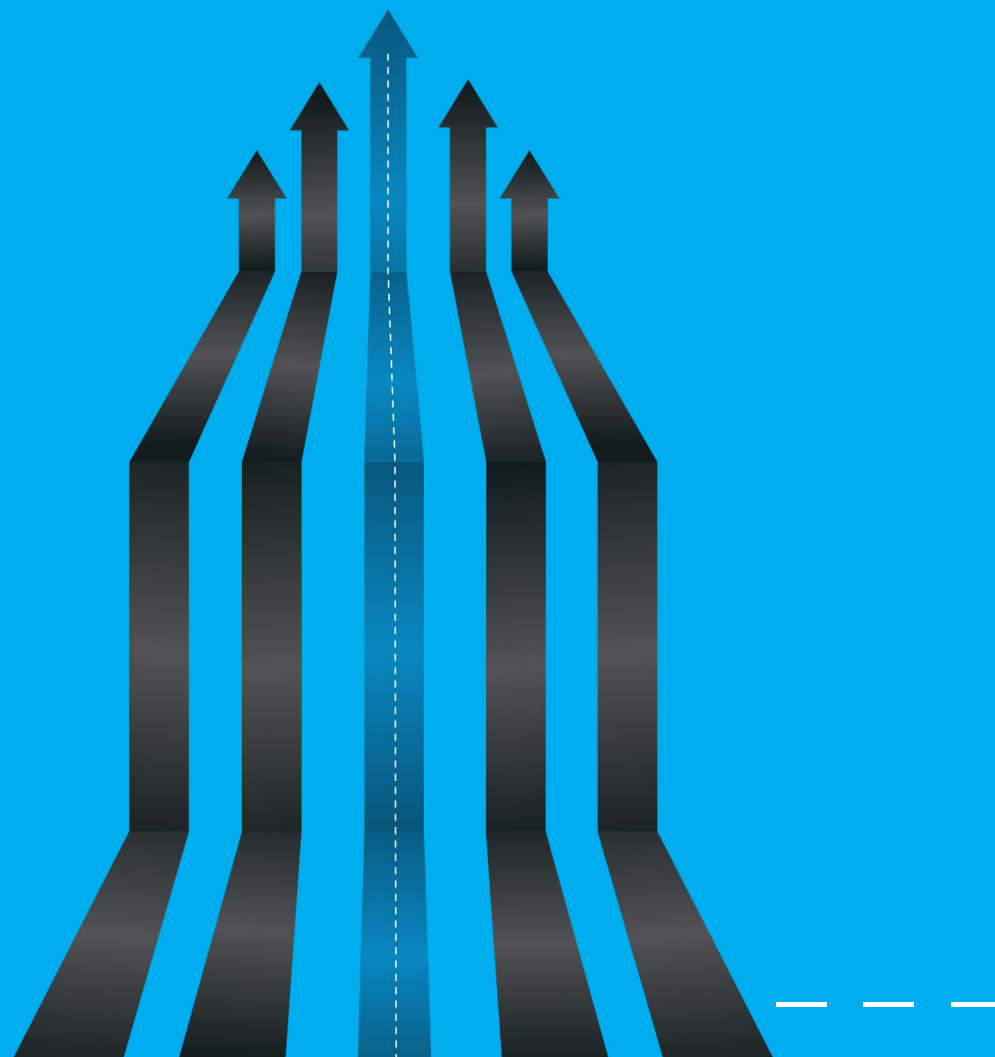


These Strategic Themes are supported by clearly defined Strategic Objectives and targeted initiatives outlined in this Plan. Among the key focus areas for the 2026–2029 period are:

- Strengthening regulatory oversight and enforcement to enhance compliance across the sector.
- Accelerating regulatory reforms to support digital transformation and innovation.
- Operationalising and strengthening the Lesotho Communications Sector Computer Security Incident Response Team (Ls ComCSIRT) to enhance national cybersecurity resilience.
- Expanding universal access and service initiatives through the Universal Service Fund (USF).
- Enhancing Quality of Service (QoS) monitoring to ensure improved consumer experience.
- Attracting and retaining skilled professionals to build institutional resilience and technical excellence.
- Ensuring financial sustainability, sound governance, and business continuity.

As we embark on this new three-year strategic cycle, the Board, Management, and Staff of the Lesotho Communications Authority are committed to executing this Plan with diligence, integrity, and innovation. We recognise the significant role we play in Lesotho’s digital and socio-economic transformation. Through robust and

forward-looking regulatory frameworks, we will continue to promote access, affordability, quality, and fairness in the communications sector for the benefit of all Basotho.



# 1. INTRODUCTION

## 1.1 Rational for Strategic Planning

The Authority's Strategic Plan (SP) serves as a three-year roadmap, effectively guiding the organization's actions, decisions, and mandate fulfilment.

As a crucial tool for strategy communication and performance management, the SP is centred on the Authority's Vision and Mission. It acts as the blueprint for the performance management framework, ensuring clear and realistic strategic alignment across all organizational Divisions.

The Strategic Plan delivers several key organizational benefits that include the following:

- converts high-level strategy into measurable milestones that can be regularly monitored.
- provides a framework for the Authority to prioritize its programmes and projects.
- facilitates the achievement of organizational objectives, ensuring the optimal use of resources; and
- enhances the Authority's efficiency, effectiveness, and productivity.

Since its establishment, the Authority has consistently developed and implemented three-year Strategic Plans. The current plan (2023 – 2026) marks the 9th iteration of this planning cycle.

## 1.2 Overview of the Strategic Planning Process

The development of this Strategic Plan utilized a consultative and participatory approach.

The comprehensive preparatory process was rigorous, integrating both national and international priorities.

A crucial component was the thorough assessment of the operating context, which comprised three essential analyses:

External Analysis: identified opportunities and potential threats in the external environment to inform strategic responses.

Internal Analysis: assessed the Authority's inherent strengths and weaknesses.

Stakeholder Analysis: defined relationships, roles, and reciprocal expectations between the Authority and its various stakeholders.

This was complemented by a performance review of the 9th Strategic Plan, which established past achievements, challenges, and lessons learned.

The insights from these contextual and stakeholder analyses were used to identify the Strategic Issues that underpinned the subsequent definition of the Authority's Vision, Mission, Core Values, and corresponding Strategic Outcomes.

## 2. STRATEGIC DIRECTION

This section presents the Authority's strategic direction, establishing a comprehensive framework that will guide all activities and shape its future trajectory within the ICT sector. This framework is built upon its mandate and functions, vision, mission, and core values.

### 2.1 Mandate and Functions of the Authority

The Lesotho Communications Authority (LCA) was established in 2000 by Lesotho Telecommunications Authority (LTA) Act of 2000. In 2001, the LTA Act was amended to include broadcasting content. In 2006, the Act was further amended to read Lesotho Communications Authority in acknowledgment of convergence of services. In 2012, Communications Act that includes postal sector regulation was enacted.

The mandate of the Authority entails granting licences to operators; promoting fair competition; approving tariffs; managing the radio frequency spectrum; empowering and protecting consumers; type-approving terminal equipment and other related responsibilities.

The specific functions of the Authority include the following:

- a. To promote and preserve competition in the market for communications services.
- b. To protect the interests of consumers of communications services.
- c. To facilitate appropriate cooperation among licensees, including cooperative deployment and use of communications infrastructure.
- d. To facilitate resolution of disputes regarding communications services.
- e. To promote Lesotho's participation in the global information society.
- f. To consult with the communications industry and members of the public.
- g. To conduct a competitive market analysis and regulatory impact assessment and impose pro-competitive remedies in any market that is found to lack effective competition; and
- h. To fulfill any other duties necessary for the implementation of this Act.

### 2.2 Vision, Mission, and Core Values

 <b>Vision</b> LCA shall be a transformational and trusted enabler of a digitally inclusive and secure communications environment.	 <b>Mission</b> Drive universal and meaningful connectivity by fostering an agile regulatory environment, ensuring cyber resilience and empowering consumers.	 <b>Core values</b> a) Innovation b) Collaboration c) Adaptability d) Transparency (i-CAT)
 <b>Strategic issues</b> The Authority has formulated a strategic direction centered on four key Strategic issues as follows a) Universal and Meaningful Connectivity b) Resilient and Trusted Regulatory Environment c) Consumer Protection d) Organizational Sustainability		

### 3. CONSIDERATION OF DEVELOPMENT PRIORITIES

The strategic direction was developed in consideration of the national and sectoral priorities as well as regional and international development frameworks that include: United Nations 2030 Agenda for Sustainable Development Goals (SDGs), African Union Agenda 2063, National Strategic Development Plan (NSDP) II and Lesotho National Digital Transformation Strategy: Agenda 2030. They are summarised below.

#### 3.1 United Nations 2030 Agenda for Sustainable Development Goals

The Sustainable Development Goals (SDGs) emphasize the vital role of Information and Communication Technologies (ICTs) in achieving all 17 goals, with broadband specifically highlighted as a key catalyst for progress. The Authority's mandate directly aligns with several SDGs, including:

SDG 4: Quality Education: This goal aims for inclusive and equitable quality education. ICTs are essential for achieving this by enabling e-learning, providing access to online educational resources, and offering digital skills training for students and teachers. Through its Universal Service Fund (USF) projects, the Authority contributes to this goal by improving digital literacy and extending broadband services to schools in unserved and underserved areas.

SDG 9: Industry, Innovation, and Infrastructure: This goal focuses on building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation. Within the ICT sector, it aims to ensure widespread access to reliable and affordable internet services and to encourage the development and deployment of innovative technologies.

SDG 17: Partnerships for the Goals: This goal promotes collaboration and partnerships with both national and international organizations. In the context of ICT, it involves leveraging technology transfer and expertise exchange to accelerate progress toward achieving the

SDG 4: Quality Education: This goal aims for inclusive and equitable quality education. ICTs are essential for achieving this by enabling e-learning, providing access to online educational resources, and offering digital skills training for students and teachers. Through its Universal Service Fund (USF) projects, the Authority contributes to this goal by improving digital literacy and extending broadband services to schools in unserved and underserved areas.

SDG 9: Industry, Innovation, and Infrastructure: This goal focuses on building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation. Within the ICT sector, it aims to ensure widespread access to reliable and affordable internet services and to encourage the development and deployment of innovative technologies.

SDG 17: Partnerships for the Goals: This goal promotes collaboration and partnerships with both national and international organizations. In the context of ICT, it involves leveraging technology transfer and expertise exchange to accelerate progress toward achieving the SDGs.

#### 3.2 African Union Agenda 2063

One of the primary objectives of the AU Agenda 2063 is to create a unified digital market across the continent. This involves removing barriers and enhancing connectivity between African nations to foster economic growth, promote e-commerce, and facilitate the exchange of knowledge and expertise.

Furthermore, Agenda 2063 aims to leverage ICTs to improve governance, education, and healthcare, thereby contributing to a more inclusive and sustainable society.

By fostering collaboration with regional and other African countries, the Authority contributes to the realization of Agenda 2063's ICT-related objectives, driving continental progress and digital

the Authority contributes to the realization of Agenda 2063's ICT-related objectives, driving continental progress and digital transformation.

Additionally, the AU's Digital Strategy 2020–2030 commits member states to building inclusive infrastructure, harmonizing regulations, and developing locally relevant digital content.

### 3.3 The Constitution of Lesotho

Section 28 of the Constitution of Lesotho provides for access to education while Section 14 upholds the rights to communication, information and expression.

These constitutional provisions form the foundational justification for inclusive and affordable access to digital communications and public interest media.

The Authority's regulatory mandate supports the progressive realization of these rights through universal service interventions and regulatory safeguards.

### 3.4 Extended National Strategic Development Plan (NSDP II)

The National Strategic Development Plan II (NSDP II), spanning from 2018/19 to 2022/23 and subsequently extended to 2027/28, serves as Lesotho's national blueprint for economic and institutional transformation. The plan identifies the country's development challenges and emphasizes the importance of leveraging its potential to drive private sector-led job creation and inclusive economic growth.

The NSDP II is designed to guide all national development efforts, including the implementation of international and regional agendas such as the Sustainable Development Goals (SDGs) and the AU Agenda 2063.

Anchored in several Key Priority Areas (KPAs), the plan assigns

a crucial role to Information and Communication Technologies (ICTs), especially under the "Building Enabling Infrastructure" KPA

Key areas of alignment between the Extended NSDP II and Authority's strategic initiatives include:

- Enabling Infrastructure and Digital Inclusion: The NSDP II emphasizes building and expanding infrastructure, including ICT infrastructure, as a fundamental component of economic transformation. The authority's strategic outcome, "Available, Accessible and Affordable Communication services," directly supports this by focusing on expanding network coverage in unserved and underserved areas through the Universal Service Fund. This effort directly addresses the NSDP II's goal of fostering an "ICT Revolution" to achieve sustainable growth and development.
- Economic Transformation and Innovation: The NSDP II aims to transition Lesotho from a consumer-based to a producer and export-driven economy led by the private sector. The Authority's work in fostering a robust and trusted regulatory system, including the licensing of new technologies like satellite communications, supports this goal by creating a conducive environment for private sector investment and innovation.

### 3.5 Lesotho's National Digital Transformation Strategy: Agenda 2030

The Government of Lesotho's National Digital Transformation Strategy aims to empower individuals, businesses, and government institutions by improving digital infrastructure, literacy, and entrepreneurship.

The strategy is built on five key pillars:

- Enabling Environment
- Digital Government
- Digital Infrastructure
- Digital Population

- Digital Business

The Authority is a key partner in this plan, with specific responsibilities across multiple strategic pillars.

#### Strategic Pillar 1: Enabling Environment

A major challenge in this pillar is that inconsistent policies and regulations hinder innovation, discourage investment in digital technologies, and prevent the creation of a trusted digital environment.

To address this, the Authority is tasked with contributing to the review of two key instruments to ensure they align with the needs of digital transformation:

- The Communications Policy (2008);
- The Communications Act 2012 including the scope of the Universal Service Fund (USF).

#### Strategic Pillar 3: Digital Infrastructure

Significant gaps in ICT infrastructure and high costs for consumers are limiting Lesotho's digital ambitions. The Authority will contribute to the following strategic interventions:

- Broadband Mapping: Mapping existing infrastructure to identify connectivity gaps and developing a National Broadband Development Plan to bridge them.
- Regulatory Review: Reviewing the regulatory framework to boost competition, facilitate private sector investment, and lower infrastructure deployment costs.
- Device Affordability: Helping to create an enabling environment that improves the affordability of digital devices and hardware.

#### Strategic Pillar 4: Digital Population

To unlock the full potential of digital transformation, Lesotho needs to improve its digital literacy and technical competence.

The Authority, through its Universal Service Fund (USF), is already

contributing to this by running a digital literacy project that trains high school teachers in digital skills.

#### Strategic Pillar 5: Digital Business

A key challenge is the lack of a national addressing system, which hinders the growth of e-commerce platforms. The Authority is expected to assist in implementing a relevant national addressing system for the country.

## 4. SITUATIONAL ANALYSES

### 4.1 Performance Analysis of 2023 – 2026 Strategic Plan

The analysis of Strategic Initiatives (SIs) performance over the first two years covering the financial years 2023/24 and 2024/25 revealed notable achievements across the five Strategic Outcomes (SOUs).

On average, the Plan has achieved SI implementation rate of 91% in the past 2 years. In 2023/24, 88% of strategic initiatives were completed, which increased to 94% in 2024/25 (Routine Initiatives performance is excluded). This year-on-year improvement in performance indicates enhanced project execution, increased institutional responsiveness, and better alignment with the overall strategy.

A critical achievement within this strategic plan is the successful launch of the Lesotho Communications Sector Computer Security Incident Response Team (Ls ComCSIRT) in December 2024. This dedicated entity has been fully integrated into the Authority's structure, with the recruitment of a manager and three cybersecurity engineers.

This groundbreaking initiative underscores the Authority's strong commitment to enhancing its capacity to effectively respond to and recover from cybersecurity incidents, thereby minimizing damage and strengthening the overall security posture for both the Authority and the entire communications sector.

This visionary flagship project represents a significant stride towards fulfilling the Authority's vision and stands as a testament to the unwavering commitment and collaborative efforts of various stakeholders in strengthening the country's cybersecurity frameworks and digital trust.

This dedication is evidenced by Lesotho's impressive 20-place improvement in the global cybersecurity ranking, moving from 164th in 2022 to 144th in 2024, significantly surpassing the strategic outcome target of a 6-place improvement. Furthermore, the

Global Cybersecurity Index score increased by 21.92 points, rising from 9.08 points in 2022 to 31 points by 2024.

#### 4.1.1 Key Achievements

This section summarizes key achievements under each Strategic Outcome (SOU) as follows:

##### **SOU 1: Efficient Regulator**

The Strategic outcome is internally focused, aiming to cultivate an optimal institutional capacity within the Authority's operating environment so as to achieve operational excellence.

The Authority implemented various initiatives to enhance its institutional capabilities and to attract, develop, and retain a highly skilled workforce, all aimed at ensuring efficient service delivery.

Key initiatives that were undertaken included acceleration of digital transformation in the Authority by modernizing systems and internal processes; the development of an HR Strategy and the alignment of the organizational structure with the strategy as well as building internal capacity by institutionalizing information and knowledge sharing among staff.

##### **SOU 2: Positive Consumer Experience**

The strategic outcome aimed to protect consumer rights by increasing consumer education and awareness. This was achieved through various public campaigns, including those focused on cybersecurity, electromagnetic fields (EMF), private data protection, and child online safety.

These efforts have been highly effective, as demonstrated by the significant rise in the consumer satisfaction rating. The rating increased from 30% in March 2023 to 63% in March 2024, far exceeding the annual target of 40%.

### **SOU 3: Healthy LCA Brand**

The objective of this strategic outcome was to reinforce collaborative regulation by advocating for strategic partnerships and strengthening the Authority's participation in regional and international forums.

Over the past two years, the Authority successfully signed four Memoranda of Understanding (MOUs) with national, regional, and international organizations. These agreements facilitated collaboration on key issues that include cybersecurity and economic regulation.

Furthermore, the Authority has significantly enhanced its active and influential role within the regional body, Communications Regulators' Association of Southern Africa (CRASA).

Key achievements include:

- Securing the chairmanship of the CRASA Consumer Committee in 2023/24 for a period of 5 years.
- Being elected as the 1st vice chairperson of the CRASA Executive Committee in 2024/25.
- Ultimately, assuming the position of Chairperson of the CRASA Executive Committee in 2025/26.

### **SOU 4: Trusted Regulatory System**

This strategic outcome sought to create an enabling regulatory environment by developing and reviewing legal and regulatory instruments while enhancing licensee compliance.

To this end, the Authority has developed the the Postal and Courier Services Rules, 2024 and reviewed the LCA (Administrative) Rules, 2016, both are currently pending promulgation.

The LCA (Licensing Classification and Fees) Rules 2023 were reviewed, leading to the publication of the LCA (Licensing Classification and Fees) (Amendment) Rules No.3 of 2025. This amendment, which notably incorporated the licensing of satellite communications networks,

enabled the Authority to grant Starlink approval to operate a network service license.

Further, the Authority developed a Compliance Model to enhance licensee adherence to regulations. This model, used in conjunction with the Quality of Service Rules, 2023 has led to improved performance from the Mobile Network Operators. The Authority has expanded its monitoring efforts to include the new quality of service parameters for internet services.

### **SOU 5: Available, Accessible and Affordable Communication services**

The primary objective of this strategic outcome was to advance digital inclusion by expanding network coverage in unserved and underserved areas and promoting digital literacy, thereby bridging the digital divide, and increasing internet access and utilization.

**Expansion of Network Coverage:** With the support of the Authority, the Universal Service Fund has funded a total of 124 Base Transceiver Stations (BTSs) to date. Of these, 46 were built over the past two years to cover unserved and underserved areas, with 18 of them being 4G-enabled.

This expansion contributed to a notable increase in 4G broadband population coverage, which rose from 85.1% in March 2023 to 96.0% in March 2024.

**Increased Internet Uptake:** Internet usage among individuals, a key indicator of a country's progress toward becoming an information society, has improved significantly.

According to the 2023 survey on ICT access and use by households and individuals, 58.4% of individuals now use the internet, a substantial increase from 42.3% in 2019. This demonstrates the success of the country's efforts to enhance digital inclusion.

### 4.1.2 Challenges

The Authority encountered several challenges during the implementation of its strategic plan, particularly regarding the modernization of projects aimed at accelerating digital transformation, regulatory environment and strategic execution.

#### **Modernization Projects:**

**Budgetary Constraints:** A major hurdle was the significant gap between allocated budgets and the actual costs submitted by bidders. This forced the Authority to defer some of the projects, such as the automation of broadcasting content, due to their prohibitive expense.

**Scope and Complexity:** Certain modernization projects were designed with an excessively broad scope, making them difficult to manage, implement, and complete within their specified timeframes.

**Implementation Obstacles:** Unforeseen challenges frequently arose during implementation, leading to project delays and added complexity.

#### **Regulatory Environment:**

The rapid emergence of new technologies and the constantly evolving ICT landscape required a more agile, adaptable, and responsive regulatory framework than was in place.

### 4.1.3 Lessons learned

The implementation of this Strategic Plan provided valuable lessons that will inform future strategic projects. The key takeaways and steps for future implementation include:

**Realistic Budgeting and Planning:** It is essential to conduct thorough market research and feasibility studies to ensure that strategic project budgets are realistic and aligned with current market rates and technological requirements.

**Phased Implementation:** To mitigate the risks associated with large, complex projects, a phased approach will be adopted. Breaking down major initiatives into smaller, more manageable components will ensure timely completion, simplify implementation, and allow for greater adaptability to changes.

**Detailed Scoping:** Prior to project commencement, a more detailed and realistic scope must be defined. This will prevent the inclusion of too many disparate objectives in a single project, making implementation more straightforward and achievable.

**Proactive Risk Management:** Future projects will incorporate a robust risk management framework to identify and plan for potential obstacles in advance, enabling more proactive and effective problem-solving.

**Enhanced Stakeholder Collaboration:** The involvement of stakeholders proved to be a critical factor in the efficient development of frameworks, guidelines, regulations, and overall initiative implementation.

**Communication Plan for Strategy:** Develop and implement a communication plan to effectively disseminate the strategic plan and deliver consistent updates on its implementation progress.

## 4.2 Environmental Analysis

This section analyses both the external and internal environments in which the Authority operates. The insights from these analyses will guide the development of appropriate strategic responses.

### 4.2.1 External Environment

The external environment section provides analysis of the external environment to understand the Authority's opportunities and threats.

The analysis was conducted using the PESTEL framework (Political, Economic, Social, Technological, Environmental, and Legal) to identify

key external factors that could influence the Authority's ability to implement its Strategic Plan. The external factors were further categorized into opportunities and threats across the six dimensions of PESTEL.

On the opportunity side, the results show a strong government commitment to digital transformation, a stable political environment, and a growing digital economy create favourable conditions for sectoral growth.

Advancements in digital literacy, consumer rights awareness, and technological innovation further support service demand and inclusivity. The presence of technological infrastructure and robust policy frameworks also serve as key enablers of progress.

Conversely, the sector faces several threats. Policy changes and economic challenges such as unemployment and weak purchasing power can disrupt progress. Social concerns like digital inequality and trust issues may limit adoption, while technological threats include infrastructure gaps, cybersecurity risks, and the rise of OTT services disrupting traditional revenue models. Environmental threats such as climate change and e-waste, along with slow legal adaptation to new technologies, also pose significant challenges to sustainable ICT development.

Table 1. Provides a summary of identified opportunities and threats.



Table 1: Summary of Opportunities and Threats

EXTERNAL FACTORS	OPPORTUNITIES	THREATS
Political	<ul style="list-style-type: none"> <li>• Government Commitment to Digital Transformation</li> <li>• Stable Political Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Political interference/regulatory independence</li> <li>• Changes in government or policy priorities may disrupt ongoing projects</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Growing digital economy</li> </ul>	<ul style="list-style-type: none"> <li>• Economic and financial constraints including unemployment, weak purchasing power, fiscal and trade pressures that threaten ICT sector growth and service adoption</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Digital Literacy and Inclusion</li> <li>• Consumer Rights and Awareness</li> <li>• Demand and Uptake of Services</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Divide and Inequality</li> <li>• Consumer Digital Trust and Safety Challenges</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Emerging Technologies and Innovation</li> <li>• Availability of Technological Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Gaps and Vandalism</li> <li>• Cybersecurity Threats and sophistic attacks</li> <li>• Consumer Data Protection</li> <li>• Over-the-Top (OTT) players bypass traditional telecom revenues, challenging fair competition</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Sustainable Infrastructure and Green ICT</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Change and Natural Disasters</li> <li>• Lack of E-Waste Management</li> </ul>
Legal and Regulatory	<ul style="list-style-type: none"> <li>• Robust policy frameworks</li> <li>• Collaborative regulation with other agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Slow adoption to fast paced technological convergence and emerging ICTs</li> <li>• Changes in policy direction</li> </ul>



#### 4.2.2 Internal Environment

This section entails analysis of the Authority's internal environment to understand its strengths and weaknesses in terms of its functional areas that contribute to its performance.

The internal factors affecting the functions of the Authority are categorized into strengths and weaknesses across six areas: Governance, Organizational Structure, Internal Business Processes and Automation, Human Resources, Financial Resources, Stakeholder Engagement and Partnerships, and Innovation and Knowledge Management

Key strengths include clear governance structures, strong financial management, and alignment of the organizational structure with strategic goals. There are documented processes and advanced systems in place for automation, alongside a skilled workforce with ongoing training. The organization also benefits from active stakeholder engagement.

However, several internal weaknesses are highlighted. These include delays in aligning the organizational structure fully with strategy. Process inefficiencies such as slow automation adoption and communication gaps are a concern. Financial uncertainties pose a threat despite a generally strong position. Additionally, weak systems for managing stakeholder relationships, limited collaboration with

academia, and an absence of structured Research and Development reduce the organization's ability to innovate and adapt proactively. Table 2. Highlights the strengths and weaknesses that have emerged.



Table 2: Summary of Emergent Strengths and Weaknesses

INTERNAL FACTORS	STRENGTHS	WEAKNESSES
Governance	<ul style="list-style-type: none"> <li>• Clear governance structures and oversight</li> <li>• Adherence to governance codes and frameworks</li> <li>• Accountability and performance culture</li> </ul>	
Organizational Structure	<ul style="list-style-type: none"> <li>• Organisational structure is aligned to current strategy</li> <li>• Clear chain of command</li> <li>• Strong collaborative culture</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in the implementation of alignment of the organizational structure to strategy</li> </ul>
Internal Business Processes and Automation	<ul style="list-style-type: none"> <li>• Documented processes and policies</li> <li>• Automated systems (Procurement, Transport, Sage Payroll, E-Signature, IT Service desk, Asset Norming, Sage BPM, Sage Finance, ASMS) Internal Audit findings Tracker</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate automation of processes</li> <li>• Lack of periodic review of processes</li> <li>• Lack of harmonized processes</li> <li>• Slow adoption of automated processes</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Talent acquisition and retention</li> <li>• Competent and professional staff</li> <li>• Existence of work tools</li> <li>• Continuous training and development</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of automation of performance management system across Divisions</li> <li>• Skills gap</li> </ul>
Financial Resources	<ul style="list-style-type: none"> <li>• Strong financial position and resilience</li> <li>• Good financial governance and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue constraints (uncertainty)</li> </ul>
Stakeholder Engagement and partnerships	<ul style="list-style-type: none"> <li>• Regular consultations with Licensees and consumers</li> <li>• Partnerships with regional and international institutions</li> <li>• Consumer outreach via surveys and complaints platform</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of structured system to manage relationships with licensees and consumers</li> <li>• Limited structured collaboration with academia and innovators</li> <li>• Public awareness of LCA's mandate remains low</li> </ul>
Innovation and knowledge management	<ul style="list-style-type: none"> <li>• Adoption of i-CAT values (Innovation, Collaboration, Adaptability, Transparency)</li> <li>• Willingness to pilot regulatory sandboxes for new services</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of a formal Research and Development</li> <li>• Limited internal research publications or foresight reports.</li> </ul>



### 4.2.3 Stakeholder Analysis

To effectively manage stakeholders, it is necessary to understand the expectations of both internal and external stakeholders. The stakeholder analysis results are summarised in Table 3.

External stakeholders expect the Authority to provide agile, inclusive, and collaborative regulation aligned with national development agendas, while ensuring fairness, transparency, and responsiveness across telecommunications, postal, and broadcasting sectors. They seek reliable infrastructure and services, expanded coverage to underserved areas, regulation of unlicensed operators, and robust consultation on critical issues.

There is a strong emphasis on cybersecurity, data privacy, consumer protection, and legal frameworks to manage evolving technologies and media platforms. Stakeholders also expect strengthened partnerships, visibility of LCA in public and policy spaces, and active participation in regional and international best practices.

Internally, employees expect effective communication, review of the salary structure, implementation of Employee Retention Policy, 2025 (e.g hybrid work options, recognition for long service etc) and support for team building and wellness initiatives.

Overall, expectations highlight the need for the Authority to balance regulatory compliance with innovation, inclusivity, service quality, consumer protection, and workforce empowerment.



Table 3: Summary of Stakeholder Analysis

Stakeholder	Role	Expectations of Stakeholder about LCA	Expectations of LCA about the Stakeholder
The Board of Directors	<ul style="list-style-type: none"> <li>• Strategic Direction and Policy Formulation</li> <li>• Governance and oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Postal and Courier Services should be innovation drivers to encourage local solutions to improve postal services.</li> <li>• Investigate how to optimize regulation of resellers to prevent unregulated bad actors in the communications space.</li> <li>• Cybersecurity should remain a long-term part of the Authority’s strategy.</li> <li>• Spillage issues between South Africa (SA) and Lesotho will remain a long-term strategic concern due to geographical connections.</li> <li>• Management of competition and regulation of postal and courier service providers are included in the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• Timely approval of</li> <li>• Key policy issues               <ul style="list-style-type: none"> <li>○ Budget</li> <li>○ Strategic Direction</li> <li>○ Overseeing the development and execution of the Authority’s Strategic Plan and monitoring its performance</li> </ul> </li> </ul>
Telecoms	<ul style="list-style-type: none"> <li>• Provision of ICT services</li> <li>• Infrastructure development and maintenance</li> <li>• Technology development and Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Agile and Responsive Regulation</li> <li>• Uphold LCA core values.</li> <li>• Consultative and collaborative regulation</li> <li>• Fair competition (regulation of OTT)</li> <li>• Opening up the rule regarding number of blocks for ISPs</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with license conditions</li> <li>• Provision of quality, affordable and reliable ICT service to consumers</li> <li>• Innovation</li> </ul>



Stakeholder	Role	Expectations of Stakeholder about LCA	Expectations of LCA about the Stakeholder
Postal	<ul style="list-style-type: none"> <li>Provision of postal and courier services</li> <li>Provision of postal universal service</li> </ul>	<ul style="list-style-type: none"> <li>Regulation of unlicensed couriers</li> <li>Conduct awareness and educational campaigns about postal and courier regulation</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with license conditions</li> </ul>
Broadcasters	<ul style="list-style-type: none"> <li>Provision of broadcasting services</li> </ul>	<ul style="list-style-type: none"> <li>Accessible Services, expanding coverage to underserved areas.</li> <li>LCA should help with ensuring that our only supplier Radio Lesotho satellites are up for most of the time</li> <li>Realtime listenership measurement (which is publicly published)</li> <li>Regular consultations with the authority</li> <li>LCA to invite radio stations to study tours</li> <li>Categorization of radio stations (community vs private vs commercial vs religious). The license fees should be categorized accordingly.</li> <li>Authority to propose funding to subsidize (the subsidized fees would go towards license fees)</li> <li>Authority should look into the issue of frequency clearing.</li> <li>Competition within the broadcasting sector is not being preserved.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with license conditions</li> </ul>

Stakeholder	Role	Expectations of Stakeholder about LCA	Expectations of LCA about the Stakeholder
Ministry of Information, Communication, Science, Technology and Innovation	<ul style="list-style-type: none"> <li>• Formulation and implementation of ICT policies</li> </ul>	Align with National Development Agenda: <ul style="list-style-type: none"> <li>• Extended National Strategy Development Plan II 2023/24 – 2027/28</li> <li>• MICSTI strategic Plan 2024/25 - 2026/27</li> <li>• Lesotho National Digital Transformation Strategy 2024 – 2030</li> <li>• Strengthen courier services as they are recognized as key economic drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Prompt development of policies and legislation</li> <li>• Strong partnerships</li> </ul>
Civil Society and Non-Governmental Organizations	<ul style="list-style-type: none"> <li>• Advocacy and policy engagement</li> <li>• Consumer Representation</li> </ul>	<ul style="list-style-type: none"> <li>• Visibility of LCA</li> <li>• Inclusive and Collaborative Regulatory Framework</li> <li>• Engagement and Consultation on Critical Issues and Decisions</li> <li>• Safeguarding and Promoting Consumer Interests</li> </ul>	<ul style="list-style-type: none"> <li>• Support the formulation of policies, and regulatory frameworks.</li> <li>• Enhance public knowledge and awareness through education initiatives.</li> </ul>
Academia and Research Institutions	<ul style="list-style-type: none"> <li>• Human Capital Development</li> <li>• Research, Development, and Knowledge Creation</li> <li>• Curriculum Modernization</li> </ul>	<ul style="list-style-type: none"> <li>• LCA to be more visible.</li> <li>• Collaboration in research, training, and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in research, training, and innovation</li> </ul>
Other regulatory bodies	<ul style="list-style-type: none"> <li>• Complements the role/work of the authority</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in other aspects of the communications ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in other aspects of the communications ecosystem</li> </ul>

Stakeholder	Role	Expectations of Stakeholder about LCA	Expectations of LCA about the Stakeholder
Law Enforcement	<ul style="list-style-type: none"> <li>• Cybercrime investigation</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate regular interaction between Security Agencies and Broadcasters</li> <li>• Encourage academic and structured initiatives to raise awareness among media practitioners about security issues.</li> <li>• Participate in regional and international forums to adopt global best practices.</li> <li>• Establish an advanced communications monitoring team (with Security Agencies included)</li> <li>• Promote redundancy in communication systems for continuity during crises.</li> <li>• Strengthen legal frameworks to regulate evolving media and technology (e.g., radio, Facebook, podcasts) and ensure accountability.</li> <li>• Strengthen Lesotho’s cybersecurity resilience and align regulations with national security priorities.</li> <li>• Ensure broadband, 4G/5G, and digital services incorporate robust security-by-design standards.</li> <li>• Enforce data privacy, consumer protection, and cybercrime deterrence measures.</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation and collaborations</li> <li>• Rapid response to ICT crimes including vandalism (e.g. BTSS)</li> </ul>



Stakeholder	Role	Expectations of Stakeholder about LCA	Expectations of LCA about the Stakeholder
Employees	<ul style="list-style-type: none"> <li>• Execution of assigned duties and responsibilities</li> <li>• Service delivery to customers</li> </ul>	<ul style="list-style-type: none"> <li>• Effective Internal communication (including cross sectional communication)</li> <li>• Efficient planning of activities</li> <li>• Hybrid working condition.</li> <li>• Salary structure review</li> <li>• Support research and development (establish committees to work on initiatives, test environment, sandboxes)</li> <li>• Strategy workshop after approval to provide clarity on the initiatives.</li> <li>• 360 appraisal format.</li> <li>• Staff recognition on initiatives</li> <li>• Consultation of Heads of Divisions (HoDs) on appointments of committees</li> <li>• Establish sports committee, team building initiatives (corporate challenge, marathons, hiking clubs)</li> <li>• Innovation and Creativity Support</li> </ul>	<ul style="list-style-type: none"> <li>• Representation of the Authority's values</li> <li>• Adherence to institutional policies and constitutional requirements</li> </ul>

## 5. STRATEGIC ISSUES AND OUTCOMES

### 5.1 Strategic Issues

This section provides an overview Strategic Issues that were identified based on the review of national, regional and international development priorities, situational analyses as well as the Authority's mandate and functions. In addition, the section outlines the strategic outcomes that have been formulated to address the identified strategic issues.

#### SI 1: Universal and Meaningful Connectivity

The persistent digital divide and inequality in access and use of ICTs highlights that a significant portion of the population remains unserved and underserved. This limits the potential for nationwide digital transformation.

This issue is further threatened by economic and financial constraints, including weak purchasing power, unemployment, and other economic pressures, that hinder universal adoption. These factors make it difficult for people to afford services and devices, even where infrastructure exists.

Therefore, universal and meaningful connectivity is a core strategic issue for the Authority because it recognizes that true access to ICT services goes beyond physical access. It focuses on empowering every citizen, regardless of their background or location, to engage meaningfully with digital services that can positively impact their lives.

This SI intends to address persistent gaps in digital infrastructure, affordability, and skills that prevent full participation in the digital economy. It also recognizes the evolving role of postal and courier services as enablers of inclusive digital transformation.

#### SI 2: Resilient and Trusted Regulatory Environment

This strategic issue intends to address the need to create a regulatory

ecosystem that is adaptive, reliable, and trusted by all stakeholders within the sector. It emphasizes the importance of modernized regulatory services that are efficient, fair, and responsive to rapid technological change.

It focuses on creating an enabling regulatory environment that delivers timely and effective services, fosters fair competition, and strengthens collaboration with stakeholders to support inclusive sector growth.

The strategic issue further intends to prioritize strengthening of the national incident response and coordination mechanisms, advancing national threat intelligence and CSIRT maturity, building cyber capacity across institutions, and enhancing preparedness against emerging cyber risks.

Together, these efforts aim to ensure a regulatory landscape that not only keeps pace with innovation but also safeguards national digital stability and public confidence.

#### SI 3: Consumer Protection

Given the rapid evolution of technology, it is crucial to ensure that consumers are well-informed and equipped with necessary tools to make informed decisions when it comes to usage of ICT services.

This strategic issue focuses on empowering consumers within the digital ecosystem. It involves protecting their rights, ensuring they have the information and tools to make informed decisions, and enforcing compliance among service providers to guarantee fair and ethical practices.

#### SI 4: Organizational Sustainability

Strategic Issue 4 focuses on strengthening the Authority's internal capabilities to ensure long-term institutional sustainability,

operational excellence, and readiness to support an increasingly digital, data-driven regulatory landscape. It recognizes that to effectively oversee a modern communications ecosystem, the Authority must itself model efficiency, digital maturity, strong project execution, and a high-performing organizational culture.

Drawing from the four Strategic Issues described above, the Authority’s Strategic Initiatives (Strategic Objectives, Coherent Actions and Sub-Actions) have been founded on the Strategic Outcomes provided in Table 4.

Table 4: Strategic Outcome

Key Strategic Issue (SI)	Strategic Outcome (SOU)
SI 1: Universal and Meaningful Connectivity	SOU 1.1 Inclusive Digital Connectivity
SI 2: Resilient and Trusted Regulatory Environment	SOU 2.1 Enabled Regulatory Environment
	SOU 2.2 Enhanced National Cyber Safety and Resilience
SI 3: Consumer Protection	SOU 3.1 Consumer empowerment
	SOU 3.2 Improved compliance with regulatory frameworks
SI 4: Organizational Sustainability	SOU 4.1 Enhanced Institutional Performance

## 5.2 Strategic Outcomes

Based on the four established Strategic Issues, the Authority identified six Strategic Outcomes. These outcomes serve as the primary basis for measuring the overall impact of the Strategic Initiatives that encompass the Strategic Objectives, Coherent Actions, and Sub-Actions, all detailed within the proposed strategic plan. The Strategic Outcomes are described below:

### SOU 1.1 Inclusive Digital Connectivity

With SOU 1.1, the Authority aims to advance inclusive digital connectivity by expanding robust ICT infrastructure, guiding the evolution from legacy to modern technologies, and ensuring that service affordability improves in line with cost-based regulatory measures.

The strategic interventions also address the persistent usage gap by promoting digital literacy, empowering SMMEs and vulnerable groups, and encouraging the adoption of national digital assets such as the .ls domain.

In addition, this strategic outcome aims to strengthen the innovation ecosystem in postal and courier services by fostering partnerships, supporting pilot initiatives, and enabling local innovators to modernize service delivery.

Collectively, these efforts would ensure that connectivity is not only widespread but also meaningful, delivering real social and economic value through access, affordability, modernized services, and active digital participation.

### SOU 2.1 Enabled Regulatory Environment

Under SOU 2.1, the Authority aims to strengthen the regulatory environment by modernizing regulatory instruments, improving service standards, and enhancing the overall client experience. This includes reviewing and updating existing regulations, developing

new instruments to address emerging sector developments, and institutionalizing inclusive stakeholder consultations.

Efforts to enhance client services through service charters, monitoring mechanisms, and internal sensitization further support a culture of efficiency and accountability.

Promoting sector-wide fair competition is also central to this strategic outcome, with targeted frameworks and tools developed across telecommunications, postal, and broadcasting markets.

In parallel, the Authority prioritizes stronger engagement and collaboration with national, regional, and international partners to ensure alignment, knowledge sharing, and coordinated sector development.

Enhanced transparency, modernized communication channels, and structured feedback mechanisms aim to build long-term public trust and strengthen corporate credibility.

### SOU 2.2 Enhanced National Cyber Safety and Resilience

With SOU 2.2, the Authority seeks to operationalize a fully functional national cybersecurity ecosystem anchored by an effective CSIRT, coordinated incident response, and designated sectoral focal points.

Advancing national threat intelligence and raising maturity levels through global alignment, system integration, and adherence to international standards reinforces national cyber vigilance.

A robust cyber capacity-building programme aims to strengthen the skills and readiness of operators, government, academia, and technical professionals. National preparedness would further be enhanced through institutionalized cyber exercises, vulnerability disclosure mechanisms, and proactive defence initiatives.

By also supporting the identification and protection of Critical Information Infrastructure (CII), the Authority aims to ensure that national digital systems remain resilient against evolving risks.

### **SOU 3.1 Consumer Empowerment**

Under SOU 3.1, the Authority seeks to empower consumers by enhancing their awareness, understanding, and ability to make informed decisions. This includes structured initiatives to educate the public on their rights, available services, and best practices in digital engagement.

Through targeted consumer education plans and periodic satisfaction surveys, the Authority aims to ensure that consumer feedback directly informs regulatory decisions and service improvements.

### **SOU 3.2 Improved compliance with regulatory frameworks**

With SOU 3.2, the Authority seeks strengthen the compliance environment to protect consumers from poor service quality, security risks, and regulatory breaches.

This involves more rigorous monitoring and enforcement across all licensees. Activities include technical and general QoS assessments for Mobile Network Operators, monitoring adherence to cybersecurity and Digital Financial Services (DFS) guidelines and conducting continuous inspections to ensure compliance with established regulatory parameters.

Additional oversight of cross-border signal spillage aims to ensure that consumers receive consistent, reliable, and formally regulated services.

### **SOU 4.1 Enhanced Institutional Performance**

With SOU 4.1, the Authority seeks to enhance institutional performance through three major shifts: accelerating digital transformation, improving project delivery effectiveness, and cultivating a cohesive and high-engagement workplace culture.

Digital transformation efforts centre on digitizing and automating business processes, supported by foundation work such as process mapping, re-engineering, and integrating digital platforms for both internal operations and licensee-facing services. Strengthening data governance through frameworks, standards, and the establishment of centralized analytics systems aims to ensure decisions are increasingly evidence-based and transparent.

Improving project delivery effectiveness focuses on professionalizing project management practices, assessing maturity levels, and institutionalizing Monitoring and Evaluation (M&E). By embedding impact assessments and developing a comprehensive M&E framework, the Authority intends to strengthen accountability, performance tracking, and the achievement of strategic results, including preparation for the next strategic planning cycle.

Enhancing organizational culture emphasizes internal communication, employee experience, and leadership alignment. This includes establishing a corporate intranet for knowledge sharing, implementing internal communication policies, conducting climate surveys, and reviewing HR strategies to support the full employee lifecycle.

Finally, organizational sustainability includes ensuring the Authority's financial health through effective debt management, monitoring capital budgets, and recovering outstanding regulatory fee, creating the fiscal stability required to sustain long-term operations.

Table 5 provides the outcomes performance indicators outlining projected results that the Authority aims to accomplish within the implementation period 2026 – 2029.

## 6. ACTIVATION OF THE STRATEGIC PLAN

### 6.1 Strategic Objectives and Coherent Actions

For the Authority to effectively pursue the identified Strategic Issues and drive positive Strategic Outcomes in the sector, it has formulated the following 14 Strategic Objectives and 27 Coherent Actions aligned to each Strategic Outcome as shown in Table 6.

Table 5: Strategic Objectives and Coherent Actions

STRATEGIC ISSUES	STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTIONS
SI 1: Universal and Meaningful Connectivity	SOU1.1: Inclusive Digital Connectivity	SOB 1.1.1: Advance digital inclusion through robust ICT infrastructure, affordability, and digital skills development	CA 1.1.1.1 Expand digital infrastructure
			CA 1.1.1.2 Promote modernization of communication infrastructure and technology evolution
			CA 1.1.1.3 Facilitate affordability of ICT services
			CA 1.1.1.4 Improve ICT usage gap
		SOB 1.1.2: Promote innovation and modernization in postal courier services to support inclusive digital transformation.	CA 1.1.2.1 Encourage the development of local innovations that enhance postal and courier service
SI 2: Resilient and Trusted Regulatory Environment	SOU 2.1 Enabled Regulatory Environment	SOB 2.1.1: Improve regulatory services (delivering effective & responsive service in a timely manner)	CA 2.1.1.1 Strengthen and modernize regulatory instruments
			CA 2.1.1.2 Enhance client services
		SOB 2.1.2: Promote and enhance fair competition in the sector	CA 2.1.2.1 Create market competitiveness

STRATEGIC ISSUES	STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTIONS
		SOB 2.1.3: Strengthen stakeholder engagement and collaboration	CA 2.1.3.1 Strengthen collaboration and partnerships for national, regional, and international initiatives  CA 2.1.3.2 Enhance transparency, corporate communication, and public trust  CA 2.1.3.3 Institutionalize external stakeholder feedback and impact monitoring
	SOU 2.2: Enhanced National Cyber Safety and Resilience	SOB 2.2.1: Strengthen National Incident Response and Coordination	CA 2.2.1.1 Operationalise the National Cyber Incident Response Framework
		SOB 2.2.2: Advance National Threat Intelligence and CSIRT Maturity	CA 2.2.2.1 Strengthen National Cyber threat intelligence and Maturity level
		SOB 2.2.3: Enhance National Cyber Capacity Building	CA 2.2.3.1 Implement a National Cyber Capacity Building Programme
		SOB 2.2.4: Strengthen National Preparedness and Cyber Resilience	CA 2.2.4.1 Institutionalise National Cyber Exercises and Simulations  CA 2.2.4.2 Strengthen Cybersecurity Assurance Through Testing and Assessments  CA 2.2.4.3 Support National CII Identification

STRATEGIC ISSUES	STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES	COHERENT ACTIONS
SI 3: Consumer Protection	SOU 3.1: Consumer empowerment	SOB 3.1.1: Safeguard consumer rights	CA 3.1.1.1 Ensure consumer protection
	SOU 3.2: Improved compliance with regulatory frameworks	SOB 3.2.1: Enhance licensee compliance	CA 3.2.1.1: Strengthen regulatory monitoring & enforcement
SI 4: Organizational Sustainability	SOU 4.1: Enhanced Institutional Performance	SOB 4.1.1: Accelerate Digital Transformation in the Authority	CA 4.1.1.1 Digitize and Automate Business Processes
			CA 4.1.1.2 Strengthen Data and Analytics Capabilities
		SOB 4.1.2: Improve project delivery effectiveness	CA 4.1.2.1 Strengthen project management practices.
			CA 4.1.2.2 Strengthen Monitoring & Evaluation.
		SOB 4.1.3: Enhance organizational culture	CA 4.1.3.1 Promote Internal Communication
			CA 4.1.3.2 Improve employee lifecycle
			CA 4.1.2.3 Monitor the strategic performance of the Authority
			CA 4.1.2.4 Ensure sustainable financial health



## 7. RISK MANAGEMENT

The Lesotho Communications Authority (LCA) adopts a proactive and structured risk management approach, embedded within its regulatory and operational frameworks to safeguard Lesotho's communications sector. Guided by its Enterprise Risk Management (ERM) policy, the LCA systematically identifies, assesses, and prioritizes risks across financial, operational, technological, regulatory, and external domains, including cybersecurity threats, market disruptions, compliance gaps, and spectrum interference.

The Board of Directors holds the ultimate responsibility for risk governance and mandates that risk management be an integral part of all organisational activities, strategic planning, and decision-making processes. Managing risk is the shared responsibility of every employee, and the policy provides the foundation for a consistent and effective approach across the Authority.

Through continuous risk monitoring, internal audits, and stakeholder consultations, the LCA ensures early detection of emerging vulnerabilities. Mitigation strategies are tailored to each risk's potential impact, ranging from contingency planning and internal controls to adaptive regulatory reforms and capacity-building initiatives. The Authority also demonstrates a firm commitment to transparency and resilience, regularly reviewing its risk register and aligning mitigation actions with national development goals and international best practices. By fostering a risk-aware culture and integrating risk management into strategic decision-making, the LCA upholds its mandate to deliver reliable, secure, and equitable communications services while protecting consumer interests and sector stability.



## 8. OPERATIONALISATION, MONITORING, EVALUATION AND REPORTING

### 8.1. Operationalisation of the Strategic Plan

The Lesotho Communications Authority (LCA) Strategic Plan 2026–2029 will be operationalised through the development and implementation of annual Operational Plans (OPs) that are directly aligned to the strategic outcomes, objectives, and sub-actions as outlined in this Strategic Plan. Each Operational Plan will define specific outputs to be delivered within a given financial year, together with measurable annual targets.

Annual targets will be further disaggregated into quarterly targets to enable effective tracking of progress and timely identification of implementation challenges. The OPs will also specify the key activities (scope of work) required to achieve planned outputs, responsible Divisions, performance indicators meant to indicate the desired level of performance.

Through this approach, the Strategic Plan will be translated into actionable programmes and projects that guide the Authority's day-to-day operations and decision-making processes.

### 8.2 Monitoring and Evaluation Framework

Monitoring and Evaluation (M&E) are integral components of LCA's strategic management framework. The M&E system is designed to assess both implementation progress and strategic relevance, thereby ensuring that the Strategic Plan remains responsive to sector dynamics and national development priorities.

The M&E framework seeks to answer two fundamental questions:

- Are the strategic outcomes and objectives being achieved?
- Do the strategic outcomes and objectives remain relevant within the evolving communications and ICT environment?

The key benefits of a structured M&E system include the early identification of implementation risks, timely corrective action where performance deviates from planned targets, and informed decision-making regarding strategic adjustments where objectives or interventions are no longer relevant.

### 8.2.1 Monitoring Arrangements

Monitoring will be conducted as a continuous, day-to-day management function embedded within LCA's operational processes. Responsibility for monitoring will rest primarily with Heads of Divisions, supported by Section Managers and the Strategy Performance Management function.

Formal quarterly performance review sessions will be held to assess progress against the annual Operational Plan and quarterly targets. These reviews will focus on outputs delivered, milestones achieved, challenges encountered, and corrective actions required to keep implementation on track.

In addition, Individual Performance Contracts for management and staff will be aligned to the Strategic Plan and annual Operational Plans. Bi-annual and annual staff performance reviews will therefore serve as an additional mechanism for tracking implementation and reinforcing accountability for strategic results.

### 8.2.2 Evaluation Approach

Evaluation will involve the periodic assessment of results against established baselines, targets, and expected outcomes throughout the 2026–2029 strategic planning period. The Authority's evaluation approach will combine on-going assessments with structured and formal evaluations.

A key component of the evaluation process will be an annual strategic review, during which a comprehensive analysis will be undertaken to compare planned outcomes, objectives, outputs,

and targets with actual performance achieved. This process will assess the continued relevance, practicality, and effectiveness of the Strategic Plan in light of sector developments, regulatory trends, and national policy priorities.

Findings from evaluations will inform management decisions and strategic interventions to ensure that implementation remains on course and that resources are utilised effectively.

Evaluation will be guided by the following criteria:

- Relevance: The extent to which strategic initiatives and interventions address the identified sector challenges and stakeholder needs.
- Effectiveness: The degree to which planned strategic initiatives have been achieved.
- Impact: The extent to which interventions have contributed to meaningful and sustainable changes for consumers, industry players, and the broader economy.

### 8.3 Reporting

LCA will produce formal quarterly and annual performance reports that document progress in implementing the Strategic Plan and achieving its strategic outcomes and objectives. These reports will provide clear information on performance against targets, key achievements, challenges, and lessons learned.

Where performance is found to be off track, reports will include recommendations for corrective measures, including adjustments to activities, timelines, resource allocation, or strategic priorities. The reporting process will support transparency, accountability, and evidence-based decision-making, while also providing key information to the Board and Management of the Authority.





**L E S O T H O  
C O M M U N I C A T I O N S  
A U T H O R I T Y**

**L E S O T H O  
C O M M U N I C A T I O N S  
A U T H O R I T Y**

Lesotho Communications Authority

Physical address: 30 Princess Margaret Road, Old Europa, Maseru, Lesotho

Postal address: P. O. Box 15896

Maseru 100, Lesotho, Southern Africa