NATIONAL DIGITAL POLICY 2024

National Digital Policy 2024

Approval Date: [dd mm yyyy]

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Foreword

The Government of Lesotho is steadfastly committed to orchestrating a comprehensive digital transformation in our relentless pursuit of Sustainable Development Goals (SDGs) and our overarching ambition to foster wealth creation and employment opportunities. The Government of Lesotho also recognises the recent advances in transformative technologies, such as artificial intelligence (AI), Internet of Everything (IoE) and blockchain and their invaluable role in realising an industrialised information society and driving tangible economic advancements.

The Ministry of Information, Communications, Science, Technology, and Innovation (MICSTI) recognises the transformative potential of digitalisation in national development, economic resilience, and the establishment of robust foundational hard and soft infrastructure. Enacting pertinent legislation and establishing relevant institutions is imperative to safeguard digital assets and ensure cybersecurity.

The National Digital Policy 2024, grounded in Information and Communication Technologies for Accelerated Development (ICT4AD) ethos, heralds Lesotho's transition into the Fourth Industrial Revolution (4IR). It is poised to elevate the nation to a prominent regional position within the global digital landscape by fostering an ecosystem conducive to sustainable growth in the Information and Communications Technology (ICT) sector.

The present policy articulates a compelling vision for digitally transforming the government and society to catalyse social, economic, cultural, and political transformation. It outlines imperatives for achieving national development objectives, as stated in the second National Strategic Development Plan (NSDP II), a crucial document that guides our path. This plan aims to transition Lesotho from a consumer-based economy to a producer and export-driven economy for sustainable and equitable growth, with private sector-led employment creation for Basotho.

In conclusion, this policy aims to harness the full potential of digital technologies to build a prosperous, inclusive, and sustainable future for Lesotho. By empowering citizens, encouraging innovation, and developing a strong digital infrastructure, we strive to create a future where every Mostho can benefit from the digital age. This policy is a call to action for the Government, the private sector, civil society, and individuals to work together to build a digitally empowered nation.

[Signature]

Nthati Moorosi

Minister of Information, Communications, Science, Technology and Innovation

Acknowledgement

The development of the Lesotho Digital Policy 2024 represents the culmination of ongoing efforts to establish a comprehensive national digital framework for Lesotho. This policy serves as a decision-making tool, prioritises national objectives, and guides resource allocation towards achieving desired outcomes by 2035.

The Ministry of Information, Communications, Science, Technology and Innovation expresses its sincere gratitude to all stakeholders who contributed to the development of the National Digital Policy 2024. We are indebted to government ministries, agencies, and departments for their invaluable expertise and support.

Our development partners, particularly the United Nations mission in Lesotho, deserve special recognition for their pivotal role in convening stakeholders to review the policy draft. We are grateful to the International Telecommunication Union for their technical assistance in drafting the National Digital Transformation Strategy: Agenda 2030, which will underpin the implementation of this policy.

Civil society organisations and the private sector have been instrumental in shaping this policy, and their collaboration is deeply appreciated. The United Nations Development Programme (UNDP) provided exceptional support, especially in reviewing the ICT Policy for Lesotho, adopted in 2005, to inform the current document. We also acknowledge the contributions of the African Development Bank.

Finally, we extend our heartfelt thanks to the citizens of Lesotho for their active participation and input throughout the policy development process.

Signature

Kanono Ramashamole

Principal Secretary

Ministry of Information, Communications, Science, Technology and Innovation

Definitions

Adequacy Requirements	Refers to the criteria that must be met by a non-European Union (EU) country or territory's data protection laws to ensure that they provide adequate protection for personal data.
Chief Digital Officer	The Minister of Information, Communications, Science & Technology
Digital Economy	An economy where digital technologies, such as the Internet, mobile devices, and digital platforms, play a significant role in economic activities, including production, distribution, consumption, and exchange of goods and services.
Digital Government	The use of digital technologies as an integrated component of government's modernisation strategies to generate public value relies on a digital ecosystem composed of government actors, non-governmental organisations, private businesses,' citizens' associations, and individuals. This ecosystem facilitates the production of and access to data, services, and content through interactions with the government.
Digital ID	A representation of the identity of a human being or non-human actor. It uniquely identifies human users and non-human actors in the digital world, serving as a secure and verifiable credential for authentication, authorisation, and data exchange. Non-human actors can include devices, applications, or autonomous systems, enabling them to interact securely within the digital ecosystem.
Digital ID Framework	A digital ID framework is a structured system that defines the processes, standards, and technologies for establishing, managing, and utilising digital identities; it encompasses policies, regulations, and technical specifications governing the issuance, authentication, and protection of digital identities.
Digital Service Standards for Government Services	Guidelines and benchmarks that ensure the effective, efficient, and user-centric delivery of digital government services to citizens and businesses cover accessibility, usability, security, privacy, transparency, and interoperability.

Digital Sovereignty	The ability of the state to establish its authority to exercise its powers in cyberspace
Digital transformation	The integration of digital technologies into various aspects of an organisation or society to improve processes, enhance experiences, and drive innovation.
Dig-once	An integrated infrastructure development approach that ensures ICT infrastructure is incorporated into civil works projects to prevent duplication of efforts.
E-Government	The use of digital technologies, such as the Internet and other electronic communication tools, by government agencies to provide services, information, and interactions with citizens, businesses, and other government entities in an efficient, transparent, and accessible manner.
Interoperability Structures and Standards	Frameworks, protocols, and technical specifications that enable different systems, platforms, or technologies to communicate, exchange data, and work together seamlessly, facilitating interoperability across various components or entities within a digital ecosystem.
National Digital Transformation	The process of leveraging digital technologies and strategies at a country-wide level to enhance economic growth, improve governance, and foster societal advancement.
Once Only	An approach in government service delivery and information management where citizens or businesses are required to provide certain information only once to government authorities or agencies rather than repeatedly supplying the same information across various interactions or transactions.
Patent Cooperation Treaty	An international treaty that facilitates the filing of patent applications in multiple countries simultaneously.
Policy Lab	An interdisciplinary platform where policymakers, researchers, and stakeholders collaborate to develop innovative solutions and inform evidence-based decision-making on complex societal challenges.
Public Key Infrastructure	A structured set of policies, procedures, standards, and technologies that provide a foundation or structure for

	governing the issuance of digital certificates to protect sensitive data provide unique digital identities for users, devices and applications and secure end-to-end communications.
Transformative Technologies	Groundbreaking innovations and advancements across various fields, such as science, engineering, and information technology that fundamentally reshape societal, economic, and technological landscapes. These technologies revolutionise industries and daily life by introducing advancements like artificial intelligence, blockchain, and renewable energy.

Acronyms and Abbreviations

AfCFTA	African Continental Free Trade Area
AI	Artificial Intelligence
API	Application Programming Interface
CDO	Chief Digital Officer
CMM	Cybersecurity Capacity Maturity Model for Nations
EGDI	E-Government Development Index
ICT	Information and Communications Technology
LCA	Lesotho Communications Authority
M&E	monitoring and evaluation
M&E	Monitoring and Evaluation
MICSTI	Ministry of Information, Communications, Science, Technology and Innovation
NRI	Network Readiness Index
OSI	Online Service Index
PCT	Patent Cooperation Treaty.
SDG	Sustainable Development Goals
UNCTAD	United Nations Conference on Trade and Development

1. Introduction

The Government of Lesotho hereby adopts the National Digital Transformation Policy, a comprehensive framework to enable Lesotho to harness digital technologies to drive economic growth, enhance inclusivity, improve public services, promote social and environmental sustainability, and enhance global competitiveness through initiatives to foster digital entrepreneurship, bridge the digital divide, digitise government services, address societal challenges, and engage in digital diplomacy. The policy seeks to position Lesotho as a leader in the digital age while ensuring that the benefits of digitalisation are accessible to all citizens.

Building on past initiatives and insights gained from the 2005 Situational Assessment Report: A Review of the ICT Policy for Lesotho, the National Digital Policy 2024 establishes a comprehensive framework centred around five key pillars: Enabling Environment, Digital Government, Digital Infrastructure, Digital Population (Society), and Digital Business. By fostering collaboration, innovation, and inclusivity, this policy aims to ensure equitable access to the benefits of digitalization for all Basotho, thereby driving sustainable development and prosperity envisaged in the 2005 ICT Policy for Lesotho, National Strategic Development Plan II - 2018/19 – 2022/23 (NSDP II) and Sustainable Development Goals (SDGs). Throughout this document, the 2005 ICT Policy will be referred to as the ICT Policy.

While the policy draws inspiration from international best practices, it is meticulously crafted to suit Lesotho's distinct circumstances. As a developing nation with a small population and limited resources, coupled with constraints in digital infrastructure, technology, and skills, Lesotho faces unique challenges on its path to digital transformation. Acknowledging these realities, the Policy endeavours to establish an enabling environment conducive to the development of robust regulatory, legal, and institutional frameworks for Digital Government, Digital Infrastructure, Digital Population, and Digital Business.

The policy also aligns with international and regional frameworks and strategies, such as the United Nation's Sustainable Development Goals. It is in close alignment with all SDGs. Still, SDG 1(*Goal: End poverty in all its forms everywhere*), SDG 7 (*Goal: Provide affordable, reliable, sustainable energy for all by 2030*), and SDG 9 (*Goal: Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation*) are particularly relevant. It also draws inspiration from policy recommendations of the Digital Transformation Strategy for Africa 2020 – 2030[1] that envisioned "An Integrated and inclusive digital society and economy in Africa"[2].

This policy provides an analysis of the digital landscape in Lesotho and then outlines the vision, rationale, and guiding principles for the policy. The policy also outlines the objectives, corresponding measures for their attainment, and the implementation framework.

[1] African Union. (2020). The Digital Transformation Strategy for Africa (2020-2030). Retrieved from https://au.int/sites/default/files/documents/38507-doc-dts-english.pdf

[2] Ibid. p.2.

2. Situational Analysis

Lesotho is at a nascent stage of digital growth and development, though the ICT and financial sectors demonstrate more advancement than others. Lesotho's digital endowments reflect a mixed landscape of strengths and opportunities. With a commendable 4G network coverage estimated at 86.37% and 3G network coverage reaching 95.05% in 2024, the country possesses infrastructure facilitating widespread access to mobile Internet services.[3] As of January 2024, the average fixed broadband speeds stood at 28.7 Mbps for uploads and 9.26 Mbps for downloads.[4] Fixed broadband subscriptions represent a mere 0.58% of overall broadband subscriptions, as indicated by LCA 2022/2023 data.[5] According to the latest data available at the time of writing, the average download speed in 2020 was 22.5 Megabits per second (Mbps), with upload speeds averaging 13.18 Mbps, making it the second-best in Southern Africa after South Africa.[6] Additionally, 5G deployments have commenced, promising even better performance.

Despite its relatively strong digital infrastructure, Lesotho has yet to fully realize the economic and social benefits of its investments. According to the Portulans Institute's 2023 Network Readiness Index (NRI), the country scored a mere 8.86 out of 100 on the "impact" pillar, which assesses how ICT investments contribute to economic growth, quality of life, and progress towards the Sustainable Development Goals (SDGs).[7] In terms of ranking, the NRI places Lesotho at 132 out of 133 countries in terms of impact.[8] The NRI is a leading global index that measures the application and impact of ICT across economies.

In terms of trade, Lesotho does not export high-tech products and services, highlighting the country's untapped potential for leveraging its digital capabilities in international trade and service provision. The specific metrics within the NRI paint a clear picture: Lesotho scored only 1.71 out of 100 for ICT services exports and has no record of high-tech exports or Patent Cooperation Treaty (PCT) patent applications. The absence of PCT applications is particularly noteworthy, as they signify a country's innovation capacity and research and development environment.[9]

The 2023 NRI findings suggest that Lesotho needs to improve its ability to translate digital infrastructure into tangible economic and social benefits. Investing in enabling infrastructure, encouraging innovation, fostering a more competitive ICT sector and developing digital skills will be crucial in achieving this goal.

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[3] Statista. (n.d.). Digital Infrastructure - Lesotho. Retrieved from https://www.statista.com/outlook/co/digital-connectivity-indicators/digital-infrastructure/lesotho

[4] Speedtest by Ookla. (n.d.). Global Index – Lesotho. Retrieved from https://www.speedtest.net/global-index/lesotho#fixed

[5] Lesotho Communications Authority. (2024). Annual Report 2022/23 [Unpublished draft].

[6] Ookla. (2020, July 27). Mobile Speeds Lead in Southern Africa Q2 2020. Retrieved from https://www.ookla.com/articles/mobile-speeds-lead-southern-africa-q2-2020

[7] Portulans Institute. (2023). Network Readiness Index (NRI) 2023. Retrieved from https://download.networkreadinessindex.org/reports/nri_2023.pdf

[8] Ibid.

[9] Ibid.

Key constraints include limited enabling infrastructure, both physical and digital, as well as insufficient human capacity. According to World Bank data from 2021, only 50.4% of the population had access to electricity,[10] which is essential for meaningful internet access and use. The 2023 household survey conducted by the LCA revealed that 58.4% of the population used the internet, while smartphone ownership was significantly higher, with 86.7% of all mobile phones on Lesotho's networks being smartphones, and 83.1% of the population owning a mobile phone.[11] These statistics underscore a digital divide within Lesotho's population, highlighting disparities in access to and utilization of digital technologies. Efforts to bridge this gap and promote digital inclusion are imperative to ensure that all Basotho can harness the socio-economic benefits of the digital age.

Digital transformation initially gained traction in Lesotho's financial sector through internet banking and mobile financial services, which have significantly increased the digitization of transactions. While similar digital advancements have emerged in sectors such as education, health, agriculture, and energy, their impact remains relatively limited. The Lesotho E-Government Infrastructure Project, launched in 2014, facilitated the online delivery of several public services. However, the government has yet to fully embrace a comprehensive digital economy policy framework.

Lesotho is yet to fully benefit from the e-Government Infrastructure Project and other digitalisation projects. For example, Lesotho ranked 145 out of 193 countries on the United Nation's E-Government Development Index (EGDI), a composite index developed by the United Nations that assesses the state of e-government development in its Member States.[12] Its Online Service Index (OSI) score, a component of the EGDI, is 0.2533 out of one (1), signalling a low level of Government service provision through digital channels.[13] Similarly, in the e-participation index, Lesotho scored 0.30680 out of one (1), indicating limited use of digital channels for information, e-consultation, and e-decision-making, which entail providing citizens with public information and engaging them in policy deliberations and design.[14] Across all categories of the EGDI, Lesotho scored below the global average, suggesting underutilisation of the country's connectivity infrastructure for delivering government services and engaging with citizens.

Several reports, all directly relevant to Lesotho's digital transformation, have identified key factors impacting this process. These include the *State of ICTs in Lesotho (2016)*[15], commissioned by the Lesotho Communications Authority (LCA); the Economic Commission for Africa's *2023 Digital Trade Regulatory Environment: Opportunities for Regulatory Harmonization in Africa*,[16] the *Trade Regulatory Integration: Country Profile Report* -

[10] World Bank. (n.d.). Access to electricity (% of population) - Lesotho. Retrieved from https://data.worldbank.org/indicator/EG.ELC.ACCS.ZS?locations=LS

[11] These statistics were provided by the Lesotho Communications Authority from an unpublished Household Survey it conducted in 2023

[12] United Nations. (2024). Lesotho. [E-government Knowledge Base]. Retrieved from https://publicadministration.un.org/egovkb/en-us/Data/Country-Information/id/95-Lesotho

[13] Ibid.

[14] Ibid.

[15] https://lca.org.ls/wp-content/uploads/filr/2334/Final%20Integrated%20Report%2013022018.pdf

[16] https://dtri.uneca.org/assets/data/publications/Digital-trade-regulatory-environment-Opportunities-for-regulatory-harmonization-in-Africa-en.pdf

Lesotho[17] by the Economic Commission for Africa; the 2019 *Lesotho Rapid eTrade Readiness Assessment by UNCTAD*,[18] the 2019[19] and 2022[20] *Cybersecurity Capacity Maturity Model for Nations (CMM)* reports, commissioned by the Ministry of Communications, Science, and Technology (MCST); and the *Review of the 2005 ICT Policy for Lesotho and Situational Assessment Report* (2021) also commissioned by MCST.[21]

These limiting factors, if not addressed, could significantly impede Lesotho's digital transformation. The following is a discussion of these factors to provide a deeper understanding of the issues and their potential impact on the country's digital future:

a) **Lack of legal, regulatory and governance frameworks**

The country is deficient in laws, regulations, and institutions necessary for the correct development and functioning of a digital economy. The Electronic Transactions and Electronic Communications Bill 2022 and the Computer Crime and Cybersecurity Bill 2023 are pending promulgation by Parliament for several years. Lesotho is yet to promulgate legislation required in a digital economy and government, such as laws on:

- electronic transactions
- consumer protection
- competition management
- cybercrime
- cybersecurity
- digital government
- open government data
- critical infrastructure protection
- digital ID
- a national digital addressing system

Legislation for privacy protection was promulgated, but a regulatory body is yet to be established to enforce it. Furthermore, the law requires substantial revision to address contemporary challenges and ensure compliance with international data transfer standards. To facilitate the seamless integration and interoperability of digital systems, services, and platforms, the establishment of robust digital governance and interoperability frameworks is imperative.

Lesotho is yet to develop a governance regime to leverage emerging technologies such as blockchain, artificial intelligence, digital assets, and distributed ledger technology to support innovation. There are no institutional mechanisms such as advisory councils, or independent

[17] United Nations Economic Commission for Africa (UNECA). (2023). Digital trade regulatory integration: country profile report - Lesotho. Retrieved from https://repository.uneca.org/bitstream/handle/10855/50042/b12041300.pdf?sequence=1&isAllowed=y
[18] https://unctad.org/system/files/official-document/dtlstict2019d8_en.pdf
[19] Unpublished.
[20] https://cybilportal.org/wp-content/uploads/2023/05/Lesotho-CMM-Report-2022-vFinal_31032023.pdf
[21] Unpublished

policy think tanks to continuously monitor trends and offer strategic policy advice to the Government.

b) **Inadequate Digital Infrastructures**

Digital transformation depends on digital infrastructure, including reliable high-speed internet connectivity, data centres, telecommunications networks, a reliable national addressing system, and digital ID infrastructure to provide a safe and secure way for people to prove who they are online, a fully interoperable digital payments system.

Accessing affordable and reliable high-speed Internet remains challenging for most Lesotho citizens. Additionally, a digital ID regime has not yet been established, and frictions persist in the payment system, hindering the seamless movement of funds between different platforms, such as banks and mobile money platforms.

c) **Lack of Coordination**

Lesotho over the years, Lesotho has adopted policies aimed at harnessing the power of digital technologies for economic growth and social upliftment of its citizens. They include:

- The 2005 ICT Policy for Lesotho aimed "To fully integrate information and communications technologies throughout all sectors of the economy to realise rapid, sustainable socio-economic development."
- The 2008 Communications Policy adopted an integrated regulatory framework encompassing the telecommunications, broadcasting, and postal sectors, recognizing the convergence of technologies and the emergence of e-commerce.
- The Lesotho Vision 2020 aspired for Lesotho to be a "…technologically advanced nation by 2020", and the 2018/19 – 2022/23 National Strategic Development Plan II (NSDP II), 'technology and innovation' and ICTs are both key priority areas.

These policies failed to make an impact due to a lack of leadership and coordination. The ICT Policy for Lesotho aimed to align with the goals outlined in the 2020 Vision but has not been implemented since its inception, as reported in the State of ICT in Lesotho (2016) report. The Ministry of Information, Communications, Science, Technology and Innovation drafted a Broadband Policy in 2014, which was never adopted.

d) **Limited Digital Skills**

Lesotho lacks the digital skills needed for a thriving digital economy. Due to lacking a digital skills framework, the country has not developed a digital-savvy citizenry and workforce. Government policies or strategies to supply technology such as laptops to students in primary, secondary, and tertiary institutions to foster digital skills development are lacking. By having a structured framework, Lesotho can better address the growing demand for digital skills in various sectors, enhance workforce readiness, promote economic growth, and foster digital inclusion and equity among its citizens. Furthermore, the digital skills framework can guide

education and training programs, policy development, and investment in initiatives to bridge the digital divide and build a digitally proficient population.

e) **Limited digital entrepreneurship**

Digital entrepreneurship remains limited despite the increasing availability and adoption of digital technologies. Digital entrepreneurship, characterised by leveraging digital tools and platforms to innovate and create value, is constrained by several factors, including the following:

- *Lack of standards and interoperability frameworks* to promote fair competition and prevent monopolistic practices in the APIs market.
- Inadequate and unaffordable access to some critical digital infrastructure, of *national foundational digital infrastructures* such as digital infrastructure and fully interoperable payment platforms
- Lack of a *startup incubation system* to develop digital entrepreneurship.

f) **Lack of policy monitoring and evaluation systems**

The absence of a robust monitoring and evaluation (M&E) framework has hindered the government's ability to systematically track progress, assess the effectiveness, and identify areas for improvement in ICT policy implementation. While the ICT Policy envisioned an M&E system within the responsible ministry, resource constraints prevented its establishment. Moreover, the Lesotho Communications Policy 2008[22] lacks implementation tracking guidelines.

In summary, Lesotho has yet to fully reap the benefits of digitisation despite having almost 100% mobile broadband coverage. Access to and use of mobile technologies are trailing behind the extent of network coverage. A significant barrier to access and usage is the limited availability of electricity, which is crucial for supporting digital infrastructure, services, and usage. Other contributing factors include the scarcity of relevant content and applications, insufficient digital skills, and the affordability of smart devices. The digital ecosystem would benefit from establishing a digital ID governance framework, open government data initiatives, and a robust legal and regulatory framework for the digital economy to safeguard consumers and address anti-competitive practices. The enactment of digital government legislation would ensure that government digital services are responsive to the needs of citizens, thereby enhancing service delivery.

[22] https://lca.org.ls/wp-content/uploads/filr/2431/final_communications_policy_document_2008.pdf

3. Vision, Rationale and Guiding Principles

3.1 Vision

By 2035, Lesotho will be a digitally empowered society that leverages secure technology to create a prosperous, inclusive, and sustainable future.

Achievement of this vision means the following:

- **A digitally empowered society:** one where people have the skills and access to technology to fully participate in the digital world;
- **Secure technology:** technology that protects information and systems from unauthorised access, use, disclosure, disruption, modification, or destruction;
- **Prosperous, inclusive, and sustainable future:** a thriving economy with equal opportunity for all, achieved without harming the environment for future generations.

3.1 Rationale

NSDP II identifies digital technologies as a catalyst for private sector growth, job creation, public sector transformation, and enhanced service delivery, underpinned by improved government accountability and transparency. A holistic digital policy to address constraints preventing it from leveraging digital technologies for social and economic development in the following ways:

- *Increasing efficiency and productivity:* through leveraging digital technologies, businesses and government agencies can optimise operations, reduce costs, and deliver services more effectively, driving economic growth.
- *Expanding Access to Markets:* Through e-commerce platforms, digital marketing, and online marketplaces, businesses can expand their customer base, increase sales, and expand economic activity.
- *Enhancing Innovation and Entrepreneurship:* By lowering barriers to entry, promoting collaboration, and facilitating access to resources and funding, digital technologies empower entrepreneurs to create new products, services, and business models that drive economic growth and job creation.
- *Improving Access to Education and Skills Development:* Online learning platforms, digital content libraries, and virtual classrooms enable individuals to access educational resources and training programs anytime, anywhere, enhancing their knowledge, skills, and employability.

- *Strengthening Governance and Public Services:* By digitising government processes, improving data management, enhancing citizen engagement, digitising government processes and enhancing digital public infrastructure, the Government will deliver public services more efficiently, reduce bureaucratic barriers, and strengthen trust and accountability.
- *Ensuring citizen-centric services:* Redesigning services and processes to cater to the needs of citizens, along with investing in last-mile infrastructure, will ensure that services and infrastructure are accessible to citizens, such as in the realms of e-commerce and e-agriculture.

This policy aims to expedite the growth of Lesotho's digital economy by enhancing and overcoming barriers to meaningful access and use of digital products and services, creating a conducive environment for digital entrepreneurship, research and innovation and a governance structure for coordination and collaboration within the public sector and between the public and private sectors. The policy will facilitate the establishment of requisite institutional and governance arrangements for implementing national and sectoral digital strategies that will be developed and reviewed periodically.

3.4 Guiding Principles

1. A Whole-of-Society Approach

A whole-of-society approach will foster collaboration, coordination, and synergy across all government ministries, departments, agencies, and stakeholders and streamline decision-making processes, thus maximising efficiency and effectiveness.

2. Sustainable

Ensuring digital transformation while committing to environmental responsibility, equitable access, and long-term societal well-being.

3. Inclusive Digital Transformation

Inclusivity will be prioritised to ensure that the benefits of digital transformation reach all segments of society, thereby fostering social equity, cohesion, and shared prosperity. Moreover, inclusivity will be fostered by designing transformative technology systems accessible to all users, regardless of their abilities or backgrounds. Diversity and inclusion in AI development teams will be prioritised to mitigate the risk of bias in algorithms and decision-making processes.

4. Interoperability

Interoperable digital systems facilitate seamless data exchange and integration, enhancing efficiency, collaboration, and the effectiveness of digital initiatives across sectors.

5. Once only

Ensuring that citizens and businesses provide data to public administration only once, while public bodies exchange this data when required and in compliance with the relevant regulations.

6. Digital by design

Ensuring that processes are digital by design from end-to-end to enhance efficiency, user experience, and overall performance across all sectors.

7. Citizen centric

Processes and services should be designed to be responsive to the needs of citizens.

8. Innovation and Collaboration

Encouraging innovation and collaboration fosters creativity, agility, and collective problem-solving, driving continuous improvement and sustainable development in the digital landscape.

9. Cybersecurity and Trust

Strengthening cybersecurity measures and building trust in the digital environment are essential for safeguarding digital assets, preserving privacy, and maintaining public confidence in digital services.

10. Secure by design

Systems should be secure by design.

11. Digital Public Goods

Co-creating and sharing digital solutions and resources promote openness, accessibility, and innovation, catalysing development and addressing common challenges through collective action. Examples include Payment-as-a-Service, ID-as-a-service, Government-as-a-service.

12. Adaptive Governance and Regulation

Establishing adaptive governance frameworks and regulations ensures the flexibility, responsiveness, and accountability needed to navigate evolving technological landscapes and mitigate risks effectively.

13. Ethical Framework

Ensure that transformational technologies are developed and deployed following ethical principles such as fairness, transparency, accountability, and privacy. Establish clear guidelines for using AI responsibly to mitigate potential risks and biases.

4. Policy Objectives and Measures

4.1 Objectives

This policy seeks to:

1. Enhance coordination for effective policy implementation
2. Enhance government service delivery through digital platforms and channels
3. Enhance the availability, accessibility, and use of digital products and services across all sectors.
4. Enhance human development and digital skills in all sectors
5. Foster the development and adoption of digital platforms and services by the private sector
6. Ensure a secure and safe digital ecosystem
7. Encourage research, innovation, and entrepreneurial endeavours relating to the digital economy and society.
8. Enhance the policy, legal, and institutional framework to align with the needs of a digital government, economy, and society.
9. Promote responsible and ethical use of transformative technologies across all sectors.
10. Establish a data governance framework.
11. Leverage relevant transformative technologies, such as blockchain, IoT, spatial data, satellite remote sensing, and big data.

4.2 Policy Statements

POLICY STATEMENT 1: Coordination and Policy Implementation **Objective: To enhance coordination for effective policy implementation**
Strategies: a. Institute a comprehensive national governance framework to underpin digital transformation efforts, fostering seamless intra-governmental and inter-sectoral coordination. This framework shall delineate clear processes, roles, and responsibilities for all stakeholders. b. Review government ministries, departments, and agencies to align them with the new realities. c. Ensure the allocation of sufficient resources to support and sustain digital transformation initiatives, guaranteeing their ongoing success and effectiveness in driving progress.

POLICY STATEMENT 2: Digital Government

OBJECTIVE: To enhance government service delivery through digital platforms and channels.

Strategies:

a. Ensure accessibility and inclusivity by addressing digital divide issues and catering to the needs of all citizens, including those with disabilities.

b. Develop a "digital by design" policy framework establishing clear guidelines for all government agencies to consider digital implications when drafting new regulations and legislation.

c. Standardise digital impact assessments, embedding a requirement for digital impact assessments during the development of new policies. These assessments should evaluate the potential effects of a policy on digital aspects like accessibility, efficiency, and user experience.

d. Secure digital government infrastructure, services and data with enhanced cybersecurity measures while ensuring a robust business resilience strategy for critical public services grounded in a comprehensive risk assessment

e. Foster partnerships with the private sector, academia and civil society organisations to leverage their expertise and resources in enhancing government service delivery.

f. Develop a knowledge management framework for the public sector.

g. Continuously innovate and evolve digital government services based on feedback and harness transformative technologies.

h. Streamline automated services by minimising superfluous human intervention, optimising efficiency and effectiveness.

i. Ensure citizen-centred services and processes.

POLICY STATEMENT 3: Digital Products and Services

OBJECTIVE: To enhance the availability, accessibility, and use of digital products and services across all sectors.

Strategies:

a. Build a future-proof digital network and service infrastructure by continuously enhancing its availability, capacity, and reliability to adapt to the evolving needs of a digital government, economy, and society.

b. Foster a collaborative and integrated approach to infrastructure development and usage by, among other things, establishing a legal and institutional framework for national integrated infrastructure planning.

c. Ensure eco-conscious digital infrastructure development.

d. Design content and application interfaces for all users, ensuring support for local languages support and accessibility features for people with disabilities.

POLICY STATEMENT 4: Digital Skills Development

OBJECTIVE: To enhance human development and digital skills in all sectors.

Strategies:

a. Develop comprehensive strategies to equip youth and adults outside formal education with the essential digital skills they need to thrive in today's world.

b. Develop national digital skills strategies that empower educators and public servants to leverage technology for improved service delivery and learning outcomes.

c. Establish a national digital skills framework, a comprehensive guide for all stakeholders – government, educational institutions, employers – to assess, develop, and certify the digital skillsets critical for success across diverse economic sectors.

POLIC STATEMENT 5: Private Sector Digitalisation

OBJECTIVE: To foster the development and adoption of digital platforms and services by the private sector.

Strategies:

a. Develop and maintain open and accessible digital public platforms to facilitate seamless information sharing, efficient service delivery, and robust feedback mechanisms between the government and all stakeholders, including citizens, businesses, and others.

b. Encourage the creation of relevant local digital solutions and content.

c. Ensure supportive policies and regulatory frameworks that foster competition, innovation, and investment in the logistics sector to support both local and international trade.

POLICY STATEMENT 6: Secure and Safe Digital Ecosystem

OBJECTIVE: To ensure a secure and safe digital ecosystem.

Strategies:

a. Strengthen the institutional mandates of regulatory bodies to include cybersecurity oversight as part of consumer protection.

b. Leverage cyber diplomacy to ensure effective engagement with international partners and organisations, promote cybersecurity norms and standards and advance Lesotho's interests in the global digital landscape.

c. Ensure the implementation of a national Public Key Infrastructure (PKI) framework.

POLICY STATEMENT 7: Research, Innovation, and Entrepreneurship

OBJECTIVE: Encourage research, innovation, and entrepreneurial endeavours relating to the digital economy and society.

a. Implement a comprehensive strategy to encourage digital entrepreneurship, including increased funding for digital startup programs, simplified business registration processes, licensing procedures, and other regulations to reduce administrative burdens for digital startups, and targeted training initiatives.

b. Increase existing innovation and entrepreneurship development funding to provide greater support for digital startup incubation and acceleration programs that provide resources and mentorship to early-stage and growing digital businesses.

c. Promote the development of essential infrastructure to support the growth of the digital economy, such as high-speed internet access, secure data centres, robust digital payment systems and digital ID systems.

d. Foster collaboration with academia and think tanks to provide expert public policy advice, leveraging their research and analysis capabilities to inform evidence-based decision-making processes.

POLICY STATEMENT 8: Policy, Legal, and Institutional Framework

OBJECTIVE: To improve the policy, legal, and institutional framework supporting digital transformation.

a. Review relevant legislation and regulatory instruments across all sectors to ensure they remain robust, responsive, and conducive to promoting digital transformation while ensuring the well-being of individuals, organisations, and society.

b. Establish a comprehensive legal framework to govern the digital landscape. This framework will encompass areas such as:

- Digital signatures and electronic transactions
- Consumer protection in e-commerce
- Competition management and fair practices online
- Cybersecurity measures to safeguard critical infrastructure
- Establishing a national digital identity system
- Establishing a national addressing system
- Regulations for the development and use of artificial intelligence
- Protecting personal data privacy in the digital age
- Digital government legislation

c. Prioritise the negotiation, signing, and ratification of key international treaties, which will facilitate cross-border electronic transactions, protect intellectual property, and enhance cybersecurity cooperation.

d. Align and harmonize domestic legislation and licensing frameworks to facilitate seamless data flows, both within Lesotho and across borders, including for cloud services.

POLICY STATEMENT 9: Responsible and Ethical use of Transformative Technologies

OBJECTIVE: To promote responsible and ethical use of transformative technologies across all sectors.

a. Establish clear and comprehensive ethical guidelines, including mandatory impact assessments to evaluate potential risks and biases before deploying technology. This will foster transparency, accountability, and fairness in technology-driven decision-making processes while mitigating potential biases and ensuring inclusivity and equity in technology application.

b. Encourage collaboration and dialogue among government, industry, academia, civil society, and the public to address challenges and share best practices.

c. Ensure the establishment of regulatory frameworks and standards for responsible use.

d. Foster knowledge-sharing initiatives to harmonise ethical standards and ensure consistency in technology governance across borders.

e. Support policy labs/think tanks to research public policy issues related to transformative technologies, fostering informed decision-making and proactive responses to emerging challenges and opportunities.

f. Establish independent ethics review boards to provide oversight and guidance on sensitive technology projects, ensuring alignment with societal values.

POLICY STATEMENT 10: Data Governance Framework

OBJECTIVE: To establish the country's data governance framework

a. Develop and implement a comprehensive national data policy framework and legislation to govern data, ensuring that the government has authority over the location, flow, and control of its data.

b. Review existing legislation to ensure alignment with the data governance framework once developed.

c. Establish a legal and regulatory framework that facilitates seamless cross-border data transfers while upholding robust data protection standards. This framework will instil confidence in individuals and businesses regarding data privacy and security, thereby fostering a conducive environment for the digital economy.

d. Harmonize national data policies and regulations with the African Continental Free Trade Area (AfCFTA) Protocol on Digital Trade, the African Union Data Policy Framework, and other relevant regional and international standards to facilitate seamless cross-border data flows.

e. Ensure the development of a national spatial data infrastructure to streamline the collection, management, and dissemination of geospatial data nationwide, ensuring standardised practices and accessibility for all stakeholders.

f. Institutionalise the digitisation and secure archiving of critical government artefacts, like historical documents, policy records, and audiovisual materials, to ensure their long-term preservation and accessibility for research, public education, and broader public engagement.

POLICY STATEMENT 11: Transformative Technologies

OBJECTIVE: To leverage relevant transformative technologies, such as blockchain, IoT, spatial data, satellite remote sensing, and big data.

a. Invest in research and development initiatives focused on emerging technologies like artificial intelligence, blockchain, Internet-of-Things, and biotechnology.

b. Develop flexible and adaptive regulatory frameworks that balance innovation with safety, security, and privacy considerations, promoting trust and confidence in these technologies.

c. Invest in education and training programs to develop a skilled workforce capable of effectively leveraging emerging technologies.

d. Foster collaboration between government, industry, academia, and civil society through public-private partnerships to drive innovation and technology adoption, facilitating knowledge sharing and technology transfer.

e. Provide incentives to encourage investment in emerging technologies and startups.

f. Engage in international collaboration and cooperation to share and exchange knowledge and best practices.

5 Implementation Framework: A Collaborative Approach

This policy will be implemented through a comprehensive multi-stakeholder approach, which started with the wide consultations, as shown in Annexure 2. This policy fosters an enabling environment for all sectors – government, business, and civil society – to thrive in the digital age.

5.1 Building a Digital Future Together

To achieve this policy's vision, the Government will leverage the expertise and resources of a diverse group of stakeholders. This includes:

- Government
- Development Partners
- Regulators
- Utility Service Providers
- Academia
- Civil Society
- Consumers

5.2 Detailed Roles and Responsibilities

A comprehensive Roles and Responsibility Matrix (attached in Annexure 1) further details each stakeholder group's specific roles and responsibilities. This ensures every stakeholder clearly understands their part in driving Lesotho's digital success.

5.3 Institutional Framework

The successful implementation of this policy hinges upon a robust institutional framework designed to achieve its intended outcomes. This framework will require a two-pronged approach: reviewing and realigning existing institutions to function optimally within a digital ecosystem, and potentially establishing new institutions where necessary. This will ultimately support the government’s objectives, unlock private sector growth, enhance public service delivery, and improve government accountability and transparency. An outline of the institutional arrangements for implementing this policy is provided below.

5.3.1 Ministry of Information, Communications, Science, Technology, and Innovation (MICSTI):

The Minister responsible for ICT and innovation has been designated as the Chief Digital Officer (CDO), who will serve as the national digital transformation lead.

MICSTI will be responsible for:

- The development of the terms of reference of the CDO to inform legal instruments to help establish different structures executing the digital transformation mandate of Lesotho.
- Reviewing, in collaboration with the relevant ministries, working arrangements within and between them to align them with evolving realities.
- The development and review of national digital strategies to implement this policy.
- Policy coordination and implementation.
- Ensuring the establishment of the National Digital Council, the National Digital Implementing Office/dedicated team /Unit, and the Cybersecurity Agency.
- The development of legislation on digital government, cybercrime, cybersecurity, electronic commerce and the review of existing laws to align with the requirements of a digital economy.
- Ensuring continuous Monitoring, Evaluation & Learning (MEA) throughout the policy implementation process.

5.3.2 Required Implementation Bodies.

To ensure effective policy implementation and address the increasing digital exposure of the economy, the Government will establish the following bodies:

5.3.2.1 Chief Digital Office (Secretariat)

Purpose

To serve as the secretariat for the Chief Digital Officer in driving national digital transformation initiatives.

Establishment

A dedicated unit within the Ministry of Information, Communication, Science, Technology, and Innovation (MICSTI).

Functions

The unit will be responsible for:

i. Ensuring the effective implementation of the digital transformation policy.

ii. Developing and leading the implementation of Digital Transformation Strategy: Agenda 2030 and subsequent strategies to achieve the objectives outlined in the Digital Transformation Policy.

iii. Coordinating digital transformation initiatives with various stakeholders, including other ministries, departments, agencies, the private sector, civil society, and academia.

iv. Creating and overseeing the national digital transformation roadmap to guide the strategic direction of digital initiatives.

v. Identifying and mobilising investments for digital transformation and other ICT initiatives.

vi. Developing a digital skills strategy in collaboration with relevant stakeholders to address skills gaps and promote workforce readiness.

vii. Establishing a digital skills framework in collaboration with stakeholders to define key competencies and proficiency levels.

viii. Providing oversight on the National Digital Transformation Agency to ensure alignment with policy objectives and effective implementation.

ix. Monitoring and evaluating the progress of digital transformation initiatives, including assessing their impact and effectiveness.

5.3.2.2 National Digital Advisory Council

Purpose

A National Digital Advisory Council will be formed to establish an inclusive digital governance structure. It will oversee the implementation of this policy, the Digital Transformation Strategy: Agenda 2030, and subsequent strategies and cybersecurity governance.

Establishment

i. The Council will be statutory body to be established by the Digital Government Legislation

ii. It will comprise of representatives of stakeholders in the public and private sectors, academia and civil society.

Functions

To:

i. Evaluate the impact of digital initiatives and providing insight for Strategy adjustments and/or reviews

ii. Oversee the Implementation of the National Digital Policy, Digital Transformation Strategy: Agenda 2030, and subsequent national digital strategies, and

iii. The National Digital Agency.

5.3.2.3 National Digital Agency

Purpose

To ensure the effective implementation of digital government initiatives. The agency will drive the digitalisation agenda, ensuring the effective execution of digital transformation strategies, and maximising the benefits of digital technologies for the government and society as a whole.

Establishment

i. A semi-autonomous statutory body accountable to the CDO, established by digital government legislation.

ii. Established under MICSTI.

iii. Reporting to the CDO.

Functions

i. Providing government digital services and platforms as a service to the whole of Government; this includes taking over the existing ICT functions and absorbing the ICT Cadre.

ii. Establishing an integrated public sector digital architecture (enterprise architecture).

iii. Leading the development of shared digital platforms for government services.

iv. Establishing IT governance frameworks.

v. Establishing the digital service standard for the public sector to guide the development of digital platforms and channels such as websites, mobile apps, and other digital services.

vi. Setting digital technology standards and codes of practice for relevant Government Ministries, Departments and Agencies.

vii. Establishing strategies and standards for digital, data, and technology, such as the technology code of practice, the digital service standards, and open standards.

viii. Managing government digital projects.

ix. Conducting monitoring and evaluation.

x. Developing a digital skills and capabilities framework for the public sector.

5.3.2.4 National Cybersecurity Incident Response Team

Purpose

To safeguard Lesotho's digital infrastructure, data assets, and critical information systems from cyber threats and attacks.

Functions

The CSIRT shall:

(a) Serve as the main focal point for various national entities and provide administrative oversight for sectoral NCSIRTs as prescribed by the Minister.

(b) Provide cyber security incident response capabilities to the country.

(c) Provide technical assistance to law enforcement agencies when requested.

(d) Implement reactive and proactive measures to protect Lesotho against known and future cybersecurity threats or attacks.

(e) Provide Lesotho with cyber security intelligence, alerts, warnings, technical assistance, eradication of threats, and recovery from cyberattacks.

(f) Build awareness among the general population on how to stay safe in cyberspace.

(g) Build capacity for the sustained ability of the country to manage cybersecurity risks.

(h) Measure the overall preparedness of each sector against damage or unauthorised access to critical infrastructure.

(i) Undertake research on matters relating to cybersecurity and foster working relationships with local research institutions on cyber-related matters.

(j) Foster international cooperation on cybersecurity issues between Lesotho and its peers.

6. Implementation Plan

This plan outlines the key phases and strategies for implementing the national digital policy over the next five years. Progress will be reviewed annually, with a major review in 2030 to assess effectiveness and adjust strategies as needed. A new digital policy will be adopted in or around 2035.

The policy will be implemented through a succession of strategies as follows:

2024 – 2030: Implementation Phase (2024-2030): This phase aligns with Lesotho's National Digital Transformation Strategy: Agenda 2030. Details can be found in the strategy document.

2030 – 2035: National Digital Transformation Strategy: Agenda 2035, to be developed in 2029 – 2030.

Implementation will follow the progression, starting with the establishment of interim structures within MICSTI to drive implementation, as shown in Table 1.

Table 1: High-level Implementation Plan

2024 – 2025	1. Interim policy and strategy coordinating structures within MISCTI 2. Planning for e-government legislation, including the establishment of key roles and structures (see Section 5.1): - Chief Digital Officer (CDO) Terms of Reference/Mandate - Digital Government Implementation Unit (supporting the CDO) - National Advisory Council

	- National Digital Agency - National Cybersecurity Unit
2024 - 2025	1. Completion and adoption of the National Digital Transformation Strategy: Agenda 2030 2. Development of a detailed action plan for Lesotho's National Digital Transformation Strategy: Agenda 2030 3. Line Ministries' Digital Strategies' development & implementation
2025 - 2030	1. Annual Progress Review report summarising the progress over a one-year period.
2029 - 2030	1. The national digital policy will undergo a renewal process in 2035. 2. Development of the National Digital Transformation Strategy: Agenda 2035
2034- 2035	1. Final Policy Review 2. Renewal/Retirement of the present policy

7. Monitoring and Evaluation

The MICSTI, in consultation with the relevant Ministries, shall establish mechanisms for continuous monitoring, evaluation, and periodic review of the policy and its institutions to adapt to evolving technological landscapes and changing societal needs.

8. Risk management

To ensure the success of Digital Transformation Policy, the Ministry will institute a comprehensive risk management system to identify, assess, and mitigate potential threats and uncertainties associated with technological adoption and organisational change.

9. Review

The attainment of the policy objectives outlined in this policy is expected to take several years. However, the Ministry will review the policy every three years to ensure that it remains relevant, responsive, and aligned with the evolving needs and objectives of the nation.

10. Conclusion

This comprehensive Digital Transformation Policy aims to enable Lesotho to achieve the strategic goals of stimulating private sector growth and job creation, transforming the

public sector, enhancing service delivery, and improving government accountability and transparency.

ANNEXURE 1: Roles and Responsibilities Matrix

STRATEGIES	**Key areas**	**Lead Entity (Responsible)**	**Supported by/Collaborating with Entity(ies)/Groups**
1. Enhance coordination for effective policy implementation.	- Establishment of a national governance framework to drive national digital policy and strategy	MICSTI	
	- Review of government ministries, departments and agencies;		Ministry of Public Service
	- Enactment of key roles and structures (see Section 5.1): - Chief Digital Officer (CDO). - Digital Government Implementation Unit (supporting the CDO). - National Advisory Council. - National Digital Agency - National Cybersecurity Unit.		Ministry Justice & Law Ministry of Finance & Development Planning
	Resource allocation for the establishment of new functional areas and services		
2. Enhance government service delivery through digital platforms and channels.	- - Digital divide: - Connectivity gap analysis and - Demand gap analysis - Reviewing the mandate and funding of the Universal Service Fund; - Strategy to address the digital divide	MICSTI	Ministry Justice & Law. Ministry of Finance & Development Planning; Lesotho Communications Authority
	- A Digital by Design policy framework	MICSTI	Cabinet Office

STRATEGIES	Key areas	Lead Entity (Responsible)	Supported by/Collaborating with Entity(ies)/Groups
	- Securing government's digital infrastructure, service and data	MICSTI	All ministries
	- Knowledge management framework within the public sector	Ministry of Public Service	MICSTI
	- Digital Government innovation and continuous improvement	Line Ministries, agencies and Departments (Service Custodians)	MICSTI
	- Streaming automated services to optimise efficiencies	Line Ministries, agencies and Departments (Service Custodians)	MICSTI
	- Citizen centred services and processes	Line Ministries, agencies and Departments (Service Custodians)	MICSTI
3. Enhance the availability, accessibility, and use of digital products and services across all sectors.	- Digital communications infrastructure access and use for the general public; - National digital network coverage	MICSTI	Ministry of Finance & Planning
	- Energy infrastructure (for households and digital network facilities)	Ministry of Energy	Ministry of Finance & Planning
	- Roads	Ministry of Public Works	Ministry of Finance & Planning
	- Access and use for schools	Ministry of Education	Ministry of Finance & Planning
	- Integrated infrastructure development (legal and institutional framework)	Ministry of Finance and Planning	MICSTI Ministry of Home Affairs Ministry of Works Ministry of Law and Constitutional Affairs,

STRATEGIES	Key areas	Lead Entity (Responsible)	Supported by/Collaborating with Entity(ies)/Groups
			Utility regulators, Utility companies
	- Policy, legislation and regulation for content and application interfaces to ensure inclusivity	MICSTI	Ministry of Justice and Constitutional Affairs Ministry of Social Development Ministry of Education and Training
4. Enhance human development and digital skills in all sectors.	- National digital skills framework - National digital skills strategy	Ministry of Education and Training Council on Higher Education (CHE)	MICSTI Ministry of Public Service Ministry of Local Government Civil society Academia Private Sector
5. Foster the development and adoption of digital platforms and services by the private sector.	- Digital public platforms. - Incentives for the creation of relevant local digital solutions and content. - Policies and regulatory frameworks	MICSTI	Private sector Civil Society
6. Ensure a secure and safe digital ecosystem.	- Institutional mandates of regulatory bodies to include cybersecurity oversight.	Relevant Ministry	All regulatory bodies MICSTI
	- Cyber diplomacy	Ministry of Foreign Affairs	MICSTI

	- National Public Key Infrastructure (PKI)
	  - Legal and Regulatory Framework
	  - Technical infrastructure
	  - Sustainability
		MICSTI	Ministry of Law and Constitutional Affairs.

STRATEGIES	Key areas	Lead Entity (Responsible)	Supported by/Collaborating with Entity(ies)/Groups
			Ministry of Finance & Development Planning
7. Encourage research, innovation, and entrepreneurial endeavours relating to the digital economy and society.	- Digital entrepreneurship strategy - Funding for innovation and entrepreneurship development. - Essential infrastructure, such as high-speed internet access, secure data centres, robust digital payment systems and digital ID systems. - Collaboration with academia and think tanks.	Ministry of Trade MICSTI	Institutions of higher education Ministry of Education CHE Private Sector Development Partners
8. Enhance the policy, legal, and institutional framework to align with the needs of a digital government, economy, and society.	- Review of relevant legislation and regulatory instruments. - Requisite legal framework for the digital landscape.	Ministry Justice & Law & MICSTI	Line Ministries Private Sector Academia Civil Society
9. Promote responsible and ethical use of transformative technologies across all sectors.	- Governance framework: regulatory frameworks and standards, ethical guidelines, impact assessments. - Collaboration and dialogue among government, industry, academia, civil society, and the public.	MICSTI	All stakeholders
10. Establish a data governance framework.	- National data policy framework and legislation. - Alignment of existing legislation with the data governance framework once developed.	MICSTI	All line ministries Private sector

STRATEGIES	Key areas	Lead Entity (Responsible)	Supported by/Collaborating with Entity(ies)/Groups
	- Policy and legislation on the national spatial data infrastructure. - Policy framework for digitisation and secure archiving of critical government artefacts, e.g.: o Digitization Policy o Secure Archiving Policy o Disaster Recovery Plan	Ministry of Finance & Development Planning (BOS) MICSTI	Academia Development Partners
11. Leverage relevant transformative technologies, such as blockchain, IoT, spatial data, satellite remote sensing, and big data.	- Investment in research and development - Regulatory frameworks. - Education and training programs. - Incentives to encourage investment in emerging technologies and startups. - Local and international collaboration and the exchange of knowledge and best practices.	MICSTI	Academia Private Sector Ministry of Education & Training.

ANNEXURE 2

Consulted Stakeholders

ID	Name of Institution / Ministry
6	Central Bank of Lesotho
7	Council on Higher Education
8	Custom IT
9	Econet
10	e-Government Project Implementation Unit
11	Engidata
12	Impact School
13	International Telecommunication Union
14	ISOC Lesotho
15	LEC Communications
16	Lerotholi Polytechnic
17	Lesotho Defence Force
18	Lesotho Girl Guides Association
19	Lesotho Post Bank
20	Lesotho Highlands Development Authority (LHDA)
21	Limkokwing University
22	Lesotho National Development Corporation (LNDC)
23	Maseru City Council
24	Ministry of Gender, Youth, and Social Development
25	Ministry of Agriculture, Food Security and Nutrition
26	Ministry of Defence
27	Ministry of Education and Training
28	Ministry of Energy
29	Ministry of Finance and Development Planning
30	Ministry of Law and Justice
31	Ministry of Local Government, Chieftainship, Home Affairs and Police
32	Ministry of Public Works
33	Ministry of Social Development
34	Ministry of Tourism, Sports, Arts and Culture
35	Ministry of Trade, Industry and Small Business
36	MISA Lesotho
37	Ministry of Labour and Employment
38	National University of Lesotho
39	Office of the Prime Minister
40	Pay Lesotho
41	Petroleum Fund
42	Revenue Services Lesotho
43	Transformation Resource Centre
44	Vodacom Lesotho
45	WASCO

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