



**REPUBLIC OF LIBERIA
OFFICE OF THE PRESIDENT
PERFORMANCE CONTRACT**

Between

**THE PRESIDENT OF THE REPUBLIC OF LIBERIA
and**

Liberia Telecommunications Authority (LTA)

FOR THE PERIOD

June 12th, 2025 – December 31st, 2025

**Issued by the Cabinet Secretariat
June 2025**

REPUBLIC OF LIBERIA
OFFICE OF THE PRESIDENT
PERFORMANCE CONTRACT

PARTIES

This Performance Contract (hereinafter referred to as the "Contract") is made on this 12th Day of June 2025, between:

1. **His Excellency, Joseph Nyumah Boakai, the President of the Republic of Liberia** (hereinafter referred to as "The President"), and
2. **Commissioner Clarence K. Massaquoi, Chairperson**, representing **Liberia Telecommunications Authority (LTA)** (hereinafter referred to as "The Institution"), together with **all presidentially appointed senior leaders of the Institution**, who shall jointly undertake institutional accountability under this Contract.

For the purpose of this Contract, "**Presidential Appointees**" refers to all individuals appointed by the President and serving in executive, deputy, or assistant management roles within the Institution.

ARTICLE 1: PURPOSE

The purpose of this Contract is to:

1. Operationalize Liberia's ARREST agenda through institutional alignment with national development goals.
2. Institutionalize performance-based accountability in public service delivery.
3. Drive measurable improvements in service delivery and internal operational efficiency.

ARTICLE 2: SCOPE OF PERFORMANCE TARGETS

The Institution agrees to implement the following key performance targets during the contract period:

| S/N | Core Target Area | Key Objective | Expected Outcome | Deadline |
|------------|--|--|--|-----------------|
| 1. | Strategic Plan Development & Implementation aligned with AAID | Develop a 5-year strategic plan aligned with AAID pillars; validate and begin implementation in 2025 | Strategic plan developed, validated and implementation commenced | 'November 2025 |
| 2. | Service Delivery Charter Implementation | Improve timeliness and quality of regulatory and administrative services; enhance client satisfaction through responsiveness, transparency and strengthened monitoring | Service delivery timelines and quality improved; client satisfaction enhanced; stronger monitoring and reporting systems | 'November 2025 |
| 3. | Resource Mobilization | Secure initial licence revenue of USD 20 000 from value-added-service providers and mobilise additional revenue through implementation of | Revenue from licensing fees, special numbering resources and tariffs on value-added services | 'November 2025 |

| S/N | Core Target Area | Key Objective | Expected Outcome | Deadline |
|-----|--|--|--|----------------|
| | | value-added-service and numbering regulations | | |
| 4. | Systems Efficiency Improvement | Identify and eliminate resource wastage, fraud and inefficiencies; strengthen internal controls to ensure compliance with financial regulations and improve operational efficiency | Resource leakages reduced; compliance with PFM and PPCC regulations improved; institutional performance enhanced | 'November 2025 |
| 5. | Institutional Capacity Building | Identify institutional skill gaps affecting regulatory and operational performance; strengthen technical, administrative and leadership capacities of staff and establish sustainable staff-development mechanisms | Capacity needs assessment completed; staff competencies enhanced; sustainable training programmes established | 'November 2025 |

Note: Detailed performance targets and quarterly milestones are annexed to this Contract (Annex 1).

ARTICLE 3: OBLIGATIONS OF THE PARTIES

The Institution (Leadership and staff of Institution):

1. Implement the agreed performance targets and submit detailed plans, timelines, and reports as required.
2. Allocate resources (financial, human, and logistical) to meet the targets.
3. Submit quarterly and annual performance reports to the Cabinet Secretariat.
4. Develop and implement a detailed Risk Management Plan to mitigate against failure, as annexed (Annex 2).

The President:

1. Provide high-level oversight, through the Cabinet Secretariat, and facilitate resolution of challenges, including inter-agency collaboration and funding constraints.
2. Monitor progress and evaluate overall performance.

ARTICLE 4: MONITORING AND EVALUATION

1. Monitoring:

- o The Cabinet Secretariat will monitor progress through regular performance reviews, reports, and consultations with the Institution.

2. Evaluation:

- o An end-of-year evaluation will assess the Institution’s overall performance against the agreed targets, using SMART criteria.

3. Reporting Requirements:

- **Quarterly Reports:** Submit by the 10th of the following month after each quarter, namely 10th of July and October 2025.
 - **Annual Report:** Submit by November 30, 2025.
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ARTICLE 5: RISK MANAGEMENT

The Institution commits to implementing a comprehensive Risk Management Plan to address challenges to achieving the agreed targets.

The Plan (Annex 2) must include:

1. Identified risks (e.g., financial, operational, political, security, and others).
2. Likelihood and impact assessment for each risk (e.g., Low, Medium, High).
3. Three or more mitigation strategies per risk, including preventive measures and alternative solutions to prevent failure.

ARTICLE 6: CONSEQUENCES OF NON-COMPLIANCE

Non-compliance with the terms of this Contract may result in:

1. Issuance of a formal notice of non-compliance.
 2. Suspension of discretionary budget allocations until compliance is restored.
 3. Public disclosure in national performance review summaries.
 4. Referral of unresolved non-compliance to appropriate authorities for further action.
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ARTICLE 7: TERM AND TERMINATION

1. **Term:** This Contract will remain in effect from June 12th, 2025 to December 31st, 2025.
 2. **Termination:** The **Acting Chairperson** may terminate the Contract with a 30-day written notice, provided justifiable reasons are presented. The President may terminate this contract at his will and pleasure, provided justifiable reasons are presented.
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ARTICLE 8: ANNEXES

The following annexes are integral to this Contract:

1. **Annex 1: Detailed Performance Targets and Milestones**
 - Includes SMART objectives, quarterly milestones, and detailed resource and support requirements.
 2. **Annex 2: Detailed Risk Management Plan**
 - Includes comprehensive risk identification, likelihood and impact assessments, and mitigation strategies.
 3. **Annex 3: Managerial Indicator Matrix**
 - Tracks internal leadership practices such as senior management meetings, audit responsiveness, and compliance with planning, procurement, and complaint resolution.
 4. **Annex 4: Performance Evaluation and Scoring Criteria**
 - Includes scoring weights, performance rating scale, and criteria for end-of-year appraisal across the five target areas.
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ARTICLE 9: SIGNATURES

This Performance Contract is entered into by and between the President of the Republic of Liberia and the Head of the Institution, signifying their mutual commitment to achieving the objectives, performance targets, and obligations outlined within this agreement.

Signed by:

**His Excellency, the President of
the Republic of Liberia:**

Name: President Joseph Nyuma Boakai, Sr.

Signature: _____

Date: _____

Head of Institution:

Name: Commissioner Clarence

K. Massaquoi

Title: Acting Chairperson

Institution: Liberia Telecommunications

Authority (LTA)

Signature: _____

Date: _____

Other Presidential Appointees of the Institution

| S/N | Name of Presidential Appointee | Official Position Title | Signature |
|-----|--------------------------------|-------------------------|-----------|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |
| 9. | | | |
| 10. | | | |

Annex 1: Detailed Performance Targets and Milestones



Cabinet
Secretariat

REPUBLIC OF LIBERIA

Ministry of State for Presidential Affairs

Executive Mansion
Monrovia, Liberia

Institutional Performance Management System (PMCS) Performance Target Setting Template

SECTION 1: Institution Details

This section captures essential information about the institution, the PMCS focal point, and internal review. Please complete all fields accurately.

| | | | | |
|-----------------------------|--|---|-----------------------------------|---------------------------|
| Institution Name: | Liberia Telecommunications Authority (LTA) | | | |
| Sector: | Infrastructure | | | |
| Date: April 24, 2025 | | | | |
| Prepared By: | NAME | POSITION | EMAIL | PHONE #S |
| | <i>Kpanah Vivian Sao</i> | Corp.planning & Development Manager | ksao@lta.gov.lr | +231886501363 |
| | <i>Augustus P. Randall, Jr.</i> | Comptroller | <u>arandall@lta.gov.lr</u> | +231886535326 |
| | <i>T. Frannel Powell</i> | Act. Procurement & Logistics Manager | <u>fpowell@lta.gov.lr</u> | +231777/886-564210 |
| | <i>Beatrice P. Martol</i> | HR Officer | bmartol@lta.gov.lr | 0777775955 |
| | Name | Position | Email | Phone #s |

| | | | | |
|---|--|---|--|--|
| PMCS Focal Person Contact: <i>Include full name, email address, and phone number of the institutional focal point.</i> | <i>Kpanah V. Sao</i> | Corp.planning & Development Manager | <u>Kpanahsao12345@gmail.com</u> | +231886501363 |
| | <i>Augustus P. Randall, Jr.</i> | Comptroller | <u>arandall@lta.gov.lr</u> | +231886535326 |
| | <i>T. Franniel Powell</i> | Act. Procurement & Logistics Manager | <u>fpowell@lta.gov.lr</u> | +231777/886-564210 |
| | T.Regan Scott Beatrice K Martol | Head Internal Auditor HR Officer | <u>rscott@lta.gov.lr</u> <u>bmartol@lta.gov.lr</u> | +231778663326 +231777775955 |
| Reviewed By: <i>Provide the name and title of the senior official who reviewed the targets internally (e.g., Deputy Minister for Administration, Director of Planning, etc.).</i> | T.Regan Scott Head, Internal Auditor. | | | |

SECTION 2: Approval by Head of Institution

This section must be completed and signed by the Head of the Institution following internal validation of the performance targets.

| | |
|---|---------------------------------------|
| Name of Head of Institution: | Chairman Clarence K. Massaquoi |
| Title: <i>Specify the position title (e.g., Minister, Executive Director, Chairperson etc).</i> | CHAIRMAN |

Signature of Head of Institution: Date of Approval:

SECTION 3: 2025 Performance Targets by Target Area (SMART Objectives, Accurate Requirements)

Target Area 1: Strategic Plan Development

Target Requirement: Develop/Update, launch, and implement the institution's Strategic Plan aligned with the ARREST Agenda for Inclusive Development (AAID)./

Expected Deliverables:

- Updated/new strategic plan aligned with AAID
- Implementation roadmap with clear milestones]
- Monitoring framework for strategic objectives

Performance Indicators:

- Strategic plan completed and approved by [date]
- Quarterly implementation progress reports

| Key Objective | Expected Outcome | Q1 Milestone | Q2 Milestone | Q3 Milestone | Q4 Milestone | Associated Implementing Institution(s) | Resources Required | Estimated Cost | Responsible Unit |
|--|--|--|---|--------------------------------|---|--|--------------------|------------------|------------------|
| <i>By January 2025, a 5-year Strategic Plan was developed to align with the AAID</i> | <i>Strategic plan developed, adopted and launched.</i> | <i>Strategic plan shared internally.</i> | <i>Feedback received from Internal stakeholders</i> | <i>Strategic plan adopted.</i> | <i>Strategic plan validated and launched.</i> | N/A | <i>Staff.</i> | <i>US\$5,000</i> | <i>Strategy.</i> |

| Key Objective | Expected Outcome | Q1 Milestone | Q2 Milestone | Q3 Milestone | Q4 Milestone | Associated Implementing Institution(s) | Resources Required | Estimated Cost | Responsible Unit |
|---------------|------------------|--------------|--------------|--------------|--------------|--|--------------------|----------------|------------------|
| | | | | | | | | | |
| | | | | | | | | | |

Target Area 2: Service Delivery Charter Implementation

Target Requirement: Implement service standards specified in the Service Delivery Charter developed in the 2024/25 Cycle

Expected Deliverables:

- Service standards implementation plan
- Client feedback mechanisms
- Regular service delivery performance reporting

Performance Indicators:

- % improvement in service delivery timeframes
- Client satisfaction levels
- % of service improvements based on feedback

| Key Objective | Expected Outcome | Q1 Milestone | Q2 Milestone | Q3 Milestone | Q4 Milestone | Associated Implementing Institution(s) | Resources Required | Estimated Cost | Responsible Unit |
|--------------------------------|--------------------------------------|----------------------------------|------------------------|------------------------------------|------------------|--|--------------------|----------------|------------------|
| 1.Improve the quality of LTA's | Enhanced service delivery timelines. | Client Suggestion/ Complaint Box | Feedback Mechanism for | Conduct Client Satisfaction Survey | Internal service | | Staff . | N/A | LRD. |

| Key Objective | Expected Outcome | Q1 Milestone | Q2 Milestone | Q3 Milestone | Q4 Milestone | Associated Implementing Institution(s) | Resources Required | Estimated Cost | Responsible Unit |
|---|--|--------------|--------------------|--------------|-----------------|--|--------------------|----------------|------------------|
| regulatory services. 2.Enhance client satisfaction survey. 3.Institutionalize a feedback loop, Strengthen reporting, monitoring, and evaluation mechanisms. | Strengthen institutional Capacity. Transparent reporting Culture. | | consumer help desk | | process reviews | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

Target Area 3: Resource Mobilization

Target Requirement: Set and achieve targets for resource mobilization according to institutional abilities

Expected Deliverables:

- Resource mobilization strategy
- Revenue generation initiatives (new or additional revenue)

Performance Indicators:

- % increase in available resources
- % of new funding partnerships established

| Key Objective | Expected Outcome | Q1 Milestone | Q2 Milestone | Q3 Milestone | Q4 Milestone | Associated Implementing Institution(s) | Resources Required | Estimated Cost | Responsible Unit |
|---|---------------------------------------|---|------------------------------------|---|--|--|--------------------|----------------|----------------------------------|
| <i>License 5 VAS providers to achieve Annual revenue of \$10K. Complete billing rules for monitoring.</i> | <i>Create Access to MNO networks.</i> | <i>Preparatory engagement with stakeholders</i> | <i>Licensing of VAS Providers.</i> | <i>Billing rules completed, stakeholders engaged.</i> | <i>VAS billing rules applied to monitor service traffic.</i> | <i>LTA TIA</i> | <i>Staff,</i> | <i>N/A</i> | <i>LRD E & T AOL</i> |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

Target Area 4: Systems Efficiency Improvement

Target Requirement: Identify areas of resource leakages (fraud or wastages) and implement solutions to seal them

Expected Deliverables:

- Systems audit and vulnerability assessment
- Anti-fraud and efficiency improvement measures
- Monitoring mechanisms for resource utilization

- Compliance verification protocols
- **Performance Indicators:**
- % reduction in identified resource leakages
- Cost savings achieved through efficiency measures
- Compliance with financial management regulations

| Key Objective | Expected Outcome | Q1 Milestone | Q2 Milestone | Q3 Milestone | Q4 Milestone | Associated Implementing Institution(s) | Resources Required | Estimated Cost | Responsible |
|---|---|---|-------------------------------|---|--|--|--------------------|----------------------------|--------------|
| <ul style="list-style-type: none"> • Identify and eliminate areas of resource wastage, fraud, and inefficiencies within the LTA. • To strengthen internal control systems, ensure compliance with financial | <ul style="list-style-type: none"> • Reduction in resource leakages and wastage. • Improved compliance with Public Financial Management (PFM) laws and regulations. • Improve compliance with PPCC Law/Regulations • Enhanced institutional | Implement Internal controls procedures. | GAC external audit commenced. | Associated implemented audit -IAA ongoing | Implement Internal controls procedures | GAC IAA | | Confirm with head of audit | Internal Aud |

| Key Objective | Expected Outcome | Q1 Milestone | Q2 Milestone | Q3 Milestone | Q4 Milestone | Associated Implementing Institution(s) | Resources Required | Estimated Cost | Responsibility |
|--|---|--------------|--------------|--------------|--------------|--|--------------------|----------------|----------------|
| regulations, and promote a culture of accountability. T | performance, transparency, and cost-efficiency. | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

Target Area 5: Institutional Capacity Building

Target Requirement: Identify areas for capacity building to improve institutional performance

Expected Deliverables:

- Capacity needs assessment
- Targeted capacity building plan
- Performance

improvement

monitoring

Performance Indicators:

- % of staff trained in priority skill areas
- Knowledge retention and application rates

- Return on investment for capacity building

| Key Objective | Expected Outcome | Q1 Milestone | Q2 Milestone | Q3 Milestone | Q4 Milestone | Associated Implementing Institution(s) | Resources Required | Estimated Cost |
|---|---|--|------------------------------------|------------------------------------|---|--|--|----------------|
| <ul style="list-style-type: none"> • Identify institutional skill gaps. • Strengthen capacities of LTA staff. • Establish mechanisms for continuous staff development. | <ul style="list-style-type: none"> • Comprehensive Capacity Needs Assessment Report. | Capacity building request sends out by HR. | Collate and analyses capacity gaps | Develop capacity development plan. | Complete knowledge sharing plan. Budgeting for capacity development plan. | LTA and International & Local Partners (e.g., ITU, ATU, WATRA, World Bank), iCANN, LIPA, | Training manuals, ICT infrastructure, monitoring tools | \$340,000/year |
| | | | | | | | | |
| | | | | | | | | |

Annex 2: Detailed Risk Management Plan

This section helps institutions identify and plan for key risks that may affect the achievement of their 2025 performance targets. List risks across the categories below, assess their likelihood and impact, and propose mitigation strategies. Ensure risks are specific to your institution's ext and the five target areas.

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit |
|------------------------|--|------------|--------|--------------------|--|---|
| Financial Risks | | | | | | |
| 1.1 | Delayed Budgetary Preparation and submission to the Office of the President for approval. | High | High | Critical/ Major | Early preparation engagement with all budget holders of the LTA; timely budget submission. | Chairperson and Board of Commissioners; Finance Section |
| 1.2 | Budget Rejection or Significant Budget Cuts by the President or Legislature | Medium | High | High | Prioritize critical programs, implement phased spending, and maintain a contingency reserve fund. | Board of Commissioners, and Finance Section |
| 1.3 | Revenue Shortfalls (e.g., under-collection of regulatory fees, License fees, penalties, and Fines) | Medium | High | High | Strengthen revenue monitoring, automate collection systems, and enforce compliance with the terms of Licenses. | Finance Section, Compliance Section, and Legal Section |

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit |
|------|---|------------|--------|------------|---|---|
| 1.4 | Inaccurate Forecasting and Budgeting | Low | Low | Low | Improve financial modeling, incorporate historical data trends, and regularly revise forecasts. | Finance Section, Licensing & Regulations Department, Engineering & Technology Department, and Internal Audit Unit |
| 1.5 | Non-compliance with the Public Financial Management (PFM) Law | Low | High | Medium | Regular training, internal audits, and strict compliance monitoring | Finance Department, Internal Audit Unit, |
| 1.6 | Procurement Irregularities / Violations of the PPCC Act | Medium | High | High | Strengthen procurement processes, provide training on the PPCC Law, LTA's Procurement and Policy Manual and enforce segregation of duties | Procurement & Logistics Section and Internal Audit Section |
| 1.7 | Cash Flow Constraints due to Delayed payments from Licensees | High | Medium | High | Maintain a rolling cash flow forecast, advocate for timely payments from Licensees, and prioritize expenditures | Board of Commissioners and Finance Section |
| 1.8 | Audit Query from GAC or Internal Audits | Medium | Medium | Medium | Implement timely response systems, assign responsibility for follow-up, and maintain proper documentation | Internal Audit, Finance Section, Procurement & Logistics Section |
| 1.9 | Misuse or Misallocation of Approved Budgetary funding | Low | High | Medium | Strict budget tracking, mandatory dual authorization, periodic financial reviews. | Finance Department, Board of Commissioners, Internal Audit |
| 1.10 | Fraud and Financial Misconduct | Low | High | High | Routine audits, financial controls, and staff rotation. | Internal Audit, & Heads of Finance and Procurement & Logistics Sections; |

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit |
|--------------------------|---|---------------|-------------|----------------------|---|--|
| | | | | | | Licensing & Regulations Department |
| 1.11 | Foreign Exchange Volatility affecting Payments from Licensees | Medium | Medium | Medium | Maintain USD buffer accounts, monitor FX trends, and prioritize local payments where possible. | Finance Section |
| 1.12 | Legal Liabilities from Financial Contracts or Tax Obligations | Low | Medium | Low | Pre-contract legal reviews, compliance with tax obligations arising from contracts payments | Internal Audit, Legal Section and Finance Section |
| | | | | | | |
| | | | | | | |
| Operational Risks | | | | | | |
| 1.1 | IT System Downtime or Cyber | <i>medium</i> | <i>High</i> | <i>High</i> | <ul style="list-style-type: none"> - Implement robust firewalls and antivirus protection - Conduct regular IT system audits - Ensure regular data backups - Establish and test disaster recovery plan | E&T Department - Internal Audit - Board of Board of Commissioners |
| 1.2 | Loss of Critical Regulatory Data | Low | high | Me Medium dium | <ul style="list-style-type: none"> - Regularly back up data - Implement access controls - Train staff on data handling - Use secure cloud storage solutions | Administration, Operations and Legal Department; Engineering & Technology Department |

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit |
|-----|---|------------|--------|------------|---|--|
| | | | | | | |
| 1.3 | Inefficient Frequency Spectrum Management | Medium | Medium | Medium | <ul style="list-style-type: none"> - Use automated tools for spectrum monitoring - Periodic audit of frequency assignments - Capacity building for technical staff | Engineering & Technology Department |
| 1.4 | Delays in Licensing Processes | Medium | Medium | Medium | <ul style="list-style-type: none"> - Set and publish licensing timelines - Monitor processing time KPIs | Licensing & Regulation Department; Engineering & Technology Department, and Administration, Operations, & Legal Department |
| 1.5 | Non-compliance by Telecom Operators | High | High | High | <ul style="list-style-type: none"> - Enforce compliance through penalties - Conduct periodic inspections and audits - Engage operators through regular dialogue | Board of Commissioners |
| 1.6 | Staff Turnover or Loss of Institutional Knowledge | Medium | Medium | Medium | <ul style="list-style-type: none"> - Institutionalize knowledge management - Conduct regular training and capacity building | Administration, Operations and Legal Department |

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit |
|------------------------|--|------------|--------|------------|---|--|
| | | | | | | and Board of Commissioners |
| | Weak Internal Controls and Irregularities in Procurement | Medium | High | High | <ul style="list-style-type: none"> - Strengthen procurement oversight - Ensure adherence to PPCC laws - Regular audits and risk-based assessments | Procurement Section Internal Section Finance Section |
| | Disruption Due to Political Interference | Medium | High | High | <ul style="list-style-type: none"> Engage stakeholders and policymakers - Regularly update internal governance policy | Board of Commissioners |
| | Poor Public Awareness on LTA's Mandate | High | Medium | High | <ul style="list-style-type: none"> Implement nationwide awareness campaigns - Use media and community outreach programs - Publish annual reports and updates | Government & Consumer Affairs Department working along with the Board of Commissioners |
| Political Risks | | | | | | |
| 1.1 | Change in Government or Political Leadership | Low | Low | Low | Engage in stakeholder mapping and develop non-partisan institutional relationships; strengthen legal and regulatory frameworks to ensure continuity of operations | Board of Commissioners |
| | Political Interference in Regulatory Decisions | High | High | High | <ul style="list-style-type: none"> Enforce LTA's independence as per legislative mandate; establish | Board of Commissioners |

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit |
|-----|--|------------|--------|-------------|--|------------------------|
| | | | | | clear and transparent regulatory procedures; promote public disclosure of decisions | |
| 1.3 | Budgetary Delays or Cuts due to Political Priorities | Medium | High | Medium | Advocate for timely budget approvals through strategic engagements with the legislature; diversify funding sources; develop contingency budgets. | Board of Commissioners |
| 1.4 | Policy Instability / Frequent Policy Reversals | Medium | High | Medium-High | Promote long-term telecommunications policy planning; engage in multi-stakeholder consultations to improve policy ownership and sustainability | Board of Commissioners |
| 1.5 | Pressure to Grant Uncompetitive Licenses or Favors to Politically Connected Operators | Medium | High | Medium-High | Strengthen procurement and licensing transparency; adopt third-party monitoring and public reporting of all licensing decisions | Board of Commissioners |
| 1.6 | Weak Implementation of Rule of Law or Judicial Uncertainty | Medium | Medium | Medium | Maintain strong legal department; build capacity to handle disputes in regional or international arbitration forums. | Board of Commissioners |

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit |
|-----------------------|---|------------|--------|-------------|--|---|
| 1.7 | Patronage Employments | Medium | High | Medium-High | Advocate for merit-based recruitment. | Board of Commissioners |
| Security Risks | | | | | | |
| | Cybersecurity breaches (e.g., hacking, malware) | High | High | High | Implement and regularly update firewalls, antivirus, and intrusion detection systems; train staff in cybersecurity hygiene; perform regular security audits. | International Gateway Department and Engineering & Technology Department |
| | Unauthorized access to sensitive data | Medium | High | High | Implement access control systems; enforce multi-factor authentication (MFA); conduct regular audits on access logs and privileges. | Engineering & Technology Department and Administration, Operations & legal Department |
| | Loss or theft of ICT equipment (e.g., laptops, external drives) | Medium | Medium | Medium | Implement asset tagging and tracking; mandate encryption on all portable devices; restrict use of external storage | Administration, Operations & Legal Department and Engineering & Technology Department |
| | Insider threats (disgruntled staff leaking data or sabotaging systems) | Low | High | Medium | Strengthen HR vetting and exit procedures; implement behaviour monitoring software; promote ethical culture. | Administration, Operations & Legal Department |
| | Denial of Service (DoS) or Distributed Denial of Service (DDoS) attacks | Medium | Medium | Medium | Install network redundancy and load balancers; subscribe to DDoS protection services; monitor traffic anomalies. | Engineering & Technology Department |

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit |
|--------------------------|---|------------|--------|------------|---|---|
| | Non-compliance with data protection/privacy laws (regulatory security risks) | Medium | High | High | Develop and enforce data protection policies; appoint Data Protection Officer; provide regular compliance training. | Administration, Operations & Legal Department and Engineering & Technology Department |
| | Disruption of communication due to national unrest or civil disobedience | Low | High | Medium | Develop contingency communication plans; collaborate with security agencies; ensure LTA's infrastructure is protected during crises. | Board of Commissioners |
| | Fire, flood or natural disasters affecting critical ICT infrastructure | Low | High | Medium | Install fire suppression systems; ensure data backup at off-site/cloud locations; develop a disaster recovery plan. | Administration, Operations & legal Department |
| | Social engineering attacks (e.g., phishing, impersonation) | High | Medium | Medium | Conduct regular cybersecurity awareness training; simulate phishing drills; implement strict identity verification procedures. | International Gateway System Department and Engineering & Technology Department |
| | | | | | | |
| Other Risks | | | | | | |
| Reputational Risk | Allegations of bias, favouritism, or corruption in licensing, audits, or enforcement actions. | Medium | High | High | <ul style="list-style-type: none"> - Enforce transparency policies in decision-making. - Regular communication with stakeholders and the public. - Prompt investigation of complaints. | Board of Commissioners, Communications & Legal Units |

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit | |
|----|-------------------------------|--|--------|------------|--------------------------|--|---|
| | Political Interference | Influence or pressure from political actors regarding regulatory decisions or budget approvals. | High | High | Critical | <ul style="list-style-type: none"> - Uphold LTA's legal independence. - Document all official decisions and rationale. - Engage regularly with the Legislature to build understanding of LTA's mandate. | Board of Commissioners |
| | Regulatory/ Legal Risk | Amendments or non-compliance with PFM Law, Revenue Code, PPCC Law, or international obligations. | Medium | High | High | <ul style="list-style-type: none"> - Regular legal reviews of regulatory framework. - Capacity building of staff on legal obligations. - Engage legal counsel for compliance checks. | Legal Department, Procurement Unit, Compliance Unit |
| | Human Resource Risk | Loss of skilled employees, low morale, or inadequate succession planning. | Medium | Medium | Medium | <ul style="list-style-type: none"> - Implement staff retention policies and training. - Develop a comprehensive HR succession plan. - Regular staff performance reviews and morale assessments. | HR Department |
| | Environmental Risk | Natural disasters or climate-related events impacting telecommunications infrastructure and regulatory operations. | Low | High | Medium | <ul style="list-style-type: none"> - Encourage licensees to adopt climate-resilient infrastructure. - Incorporate disaster recovery planning into LTA operations. | Technical Department, Policy & Planning Unit |
| | Public Perception Risk | Public distrust or dissatisfaction due to perceived inaction on poor telecom services or consumer complaints. | Medium | Medium | Medium | <ul style="list-style-type: none"> - Strengthen the Consumer & Government Affairs Unit. - Launch awareness campaigns and feedback channels. - Publish enforcement actions and regulatory updates. | Consumer & Government Affairs Unit |

RISK MANAGEMENT PLAN

| SN | Risk | Likelihood | Impact | Risk Level | Response/Mitigation Plan | Responsible Unit |
|-------------------------------|--|------------|--------|------------|---|---|
| Technological Obsolescence | Regulatory tools and systems becoming outdated due to rapidly evolving technology. | High | Medium | High | <ul style="list-style-type: none"> - Conduct regular ICT systems audits. - Partner with tech experts to update tools. - Provide staff with upskilling opportunities. | ICT Unit, Policy & Planning Unit |
| Ethical Misconduct Risk | Conflict of interest, nepotism, or abuse of authority by staff or commissioners. | Medium | High | High | <ul style="list-style-type: none"> - Enforce a strict Code of Conduct. - Strengthen internal whistleblowing mechanisms. - Mandatory ethics training. | Internal Audit, HR, Ethics & Compliance Officer |
| Stakeholder Coordination Risk | Poor coordination with operators, government agencies, or international partners. | Medium | Medium | Medium | <ul style="list-style-type: none"> - Establish regular stakeholder forums. - Assign liaison officers for key partnerships. - Sign MOUs with partners. | External Relations Unit, Board Secretariat |

RISK RATING KEY

| | | | |
|--|-------------------|-------------------|-------------------|
| Very likely Probably expect the event to occur in most circumstances | Medium (3) | High (4) | High (5) |
| Likely Event likely to occur at least once over the coming year | Low (2) | Medium (3) | High (4) |
| Unlikely Occurrence is conceivable, but unlikely to occur | Low (1) | Low (2) | Medium (3) |

| | | | |
|--|--|--|--|
| | Minor Minimal effect; limited impact on results | Moderate Noticeable delays or quality degradation | Major Severe disruption or inability to deliver outcomes |
|--|--|--|--|

Annex 3: Managerial Indicator Matrix

Institutional Performance Management – PMCS 2025 Cycle

Purpose:

This matrix tracks key internal management practices that drive effective implementation of institutional targets. It ensures accountability for internal leadership discipline, operational responsiveness, and compliance.

Institution Name:

Reporting Period: _____

Prepared By: _____

Title: _____

Date: _____

Managerial Performance Indicators – 2025

| # | Performance Criteria | Unit of Measurement | Weight (%) | Current Status (as at April 2025) | Target for 2025 | Performance Task Owner |
|---|--|---|-------------|-----------------------------------|--|--|
| 1 | Weekly Senior Management Meetings Held | Number of meetings held (out of 52 weeks) | 20% | | 30 Meetings | Head of Institution |
| 2 | Development and Compliance with Annual Work Plan (AWP) | % of 2025 AWP Activities implemented | 20% | | 80% compliance | Planning & M&E Division |
| 3 | Resolution of Public Complaints | % of complaints resolved within 15 working days | 20% | | ≥85% of complaints resolved within timeframe | Service Delivery Unit |
| 4 | Response Rate to Audit Queries and Implementation of Recommendations | % of audit recommendations responded to and implemented | 20% | | ≥90% response and implementation rate | Finance/ Admin |
| 5 | Compliance with Procurement Procedures | % of procurement actions compliant with PPCC standards | 20% | | ≥95% compliance | Procurement Officer / Admin Department |
| | | Total Weight | 100% | | | |

Instructions for Use

- This matrix is to be **completed quarterly** and included as part of PMCS reporting.
- Task owners must coordinate with relevant departments to update each indicator.
- Supporting evidence should be submitted with each quarterly update (e.g., minutes, procurement records, audit trackers).

- Performance against this matrix will be considered during **institutional appraisals** and **executive reviews**.

Annex 4: 2025 PMCS Performance Evaluation Framework

This Annex outlines the official methodology that will be used to evaluate institutional performance under the 2025 Performance Management and Compliance System (PMCS). The framework ensures fairness, clarity, and alignment with national priorities by applying a consistent scoring rubric and weight-based evaluation system across all performance contracts.

Weighted Target Areas

Institutional performance will be evaluated based on five core areas of strategic relevance. Each area carries a predefined weight to reflect its importance to national development objectives:

| TARGET AREA | WEIGHT (%) |
|--|------------|
| 1. Strategic plan development & implementation aligned with AAID | 50 |
| 2. Service delivery charter implementation | 15 |
| 3. Resource mobilization | 10 |
| 4. Systems efficiency improvement | 15 |
| 5. Institutional capacity building | 10 |
| TOTAL | 100 |

Scoring Scale

Institutions will be scored from 1 to 5 on each target area using the following performance scale:

| Score | Performance Description | Achievement Criteria |
|----------|------------------------------------|--|
| 5 | Exceeded Expectations | Fully achieved all targets; exceeded planned results (quantitative/qualitative); exceptional quality |
| 4 | Fully Achieved | All core deliverables met; on time and within expected quality standards |
| 3 | Mostly Achieved | 75–99% of deliverables met; minor delays or quality issues |
| 2 | Partially Achieved | 50–74% of deliverables met; notable gaps or delays |
| 1 | Minimally Achieved or Not Achieved | Less than 50% achieved; major delays or quality shortfalls |

Example Score Calculation

The final performance score is derived by converting each rating into a weighted percentage and summing the total contribution.

| Target Area | Score (out of 5) | Weight (%) | Contribution (%) |
|--|------------------|------------|---|
| Strategic Plan Development & Implementation | 5 | 50 | 50.0 |
| Service Delivery Charter Implementation | 5 | 15 | 15.0 |
| Resource Mobilization | 5 | 10 | 10.0 |
| Systems Efficiency Improvement | 5 | 15 | 15.0 |
| Institutional Capacity Building | 5 | 10 | 10.0 |
| Total Score | | 100 | 100.0% Rating: Outstanding |

Evaluation Process

Evaluations will be conducted towards the end of the contract period, covering the period from June 12, 2025, to November 30, 2025. Appraisal tools and data sources may include quarterly reports, third-party validations, field visits, citizen feedback, and financial and operational audits.

Each Institution will be scored jointly by the Institution (self-assessment), PMCS Technical Working Group (TWG), and the Performance Review Committee (PRC).

Rating Categories

| Score (%) | Performance Rating |
|------------------|--------------------|
| 90-100% | Outstanding |
| 75-89% | Very Good |
| 60-74% | Satisfactory |
| 50-59% | Needs Improvement |
| Below 50% | Unsatisfactory |

Compliance and Use

This framework shall be binding for all parties to the contract. It provides the sole basis for formal institutional performance ratings, incentives, or sanctions under the 2025 PMCS cycle.