

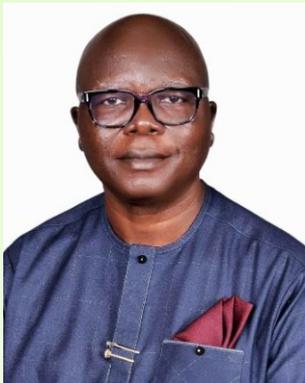


STRATEGIC PLAN Abridged

2025 - 2029



H.E. JOSEPH NYUMAH BOAKAI
President - Republic of Liberia



Commissioner Ben Fofana



Chairman Clarence K. Massaquoi



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FOREWORD

Over the past five years, Liberia's telecommunications sector has emerged as a critical enabler of national development, driving inclusive growth, innovation, and socio-economic transformation.

This 2025 – 2029 Strategic Plan represents a bold and comprehensive roadmap to guide the LTA's efforts in expanding universal connectivity, fostering sustainable digital inclusion, and strengthening regulatory oversight. Anchored in the International Telecommunication Union's (ITU) strategic goals and the objectives of the African Telecommunications Union (ATU), and aligned with the ARREST Agenda for Inclusive Development (AAID), this Plan reaffirms the LTA's commitment to cultivating a dynamic ICT ecosystem that is fair, transparent, secure, and resilient.

Through inclusive stakeholder engagement, data-driven governance, and an unwavering focus on innovation and consumer protection, the LTA will continue to lead regulatory reforms, facilitate investment, and champion digital inclusion across all sectors of Liberia, in recognition of the transformative potential of telecommunications—not only as a conduit for communication, but as an engine of economic empowerment and social cohesion.

We extend gratitude to our partners in government, industry, civil society, and the global regulatory community



for their continued collaboration. Together, we can shape a future where every Liberian—regardless of location or income—can reap the full benefits of a connected society.

Hon. Clarence K. Massaquoi
CHAIRMAN

“ *As we advance into an era characterized by rapid digitalization, the Liberia Telecommunications Authority (LTA) remains committed to ensuring that every citizen and business can equitably participate in the digital economy.* **”**

ACKNOWLEDGEMENT

This 5-year Strategic Plan is the outcome of extensive consultation with a number of subject matter experts in various aspects of telecommunications policy, regulation and management. The LTA owes a debt of gratitude to the external consultants and internal experts who put this Plan through many iterations over many hours of dialogue and discussion of the critical policy considerations informing the Plan.



ACRONYMS & DEFINITIONS

- 2G Second Generation Cellular Network
- 3G Third Generation Cellular Network
- 4G Fourth Generation Cellular Network
- 5G Fifth Generation Cellular Network
- AAID Arrest Agenda for Inclusive Development
- ATU African Telecommunications Union
- AI Artificial Intelligence
- ACFTA African Continental Free Trade Area
- CCL Cable Consortium of Liberia
- ECOWAS Economic Community of West African States
- GSM Global System for Mobile Communications
- ICT Information Communication Technology
- ISP Internet Service Provider
- ITU International Telecommunications Union
- LISGIS Liberia Institute for Statistics & Geoinformation Services
- LRA Liberia Revenue Authority
- LTC Liberia Telecommunications Corporation
- LTA Liberia Telecommunications Authority
- MNO Mobile Network Operator
- MoPT Ministry of Posts & Telecommunications
- NIR National Identification Registry

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PART I: INTRODUCTION

This Strategic Plan (2025 – 2029) has been developed by the Liberia Telecommunications Authority (LTA) pursuant to the Telecommunications Act of 2007 which devolved onto the LTA the statutory authority to regulate telecommunications in Liberia to maintain progress in improving the enabling regulatory environment for the continued growth and development of the Sector.

The Plan is informed by national, regional, continental and global developmental policies and frameworks, particularly those mandating and encouraging the leveraging of telecommunications and ICT to achieve national socioeconomic progress. The Government of Liberia's National ICT Policy is at the foundation of this Strategic Plan, prescribing national targets and outcomes for sustainable development. The ECOWAS telecommunications & ICT policy framework has informed the Plan's consideration of regional integration, harmonization and standardization of telecommunications/ICT infrastructure, and fostering of innovation and entrepreneurship as key enablers of inclusive regional development. The Plan also takes cue from the United Nations 2030 Agenda for Sustainable Development, the Africa Union's Agenda 2063, and the International Telecommunications Union's (ITU) Strategic Plan 2024-2027, which proposes two main goals for the global telecommunications community - universal connectivity and sustainable digital transformation.

The development of this 5-year Plan was initiated by the Board of Commissioners (BoC) through its re-definition of the LTA's vision and mission. Organization-wide consultative meetings and the support and validation of external consultants, stakeholders and subject matter experts led to this Plan which outlines the strategic activities expected to achieve the desired objectives and outcomes in line with the LTA's vision and its mission.

Arising from the extensive consultative process was the view that the LTA needs to take a more collaborative, forward-looking, and active role in pursuing national digital transformation objectives. This approach resonates throughout this Plan which provides a blueprint and roadmap for the creation of a more agile and responsive regulatory organization actively collaborating with other public stakeholders in a converged telecommunications environment.

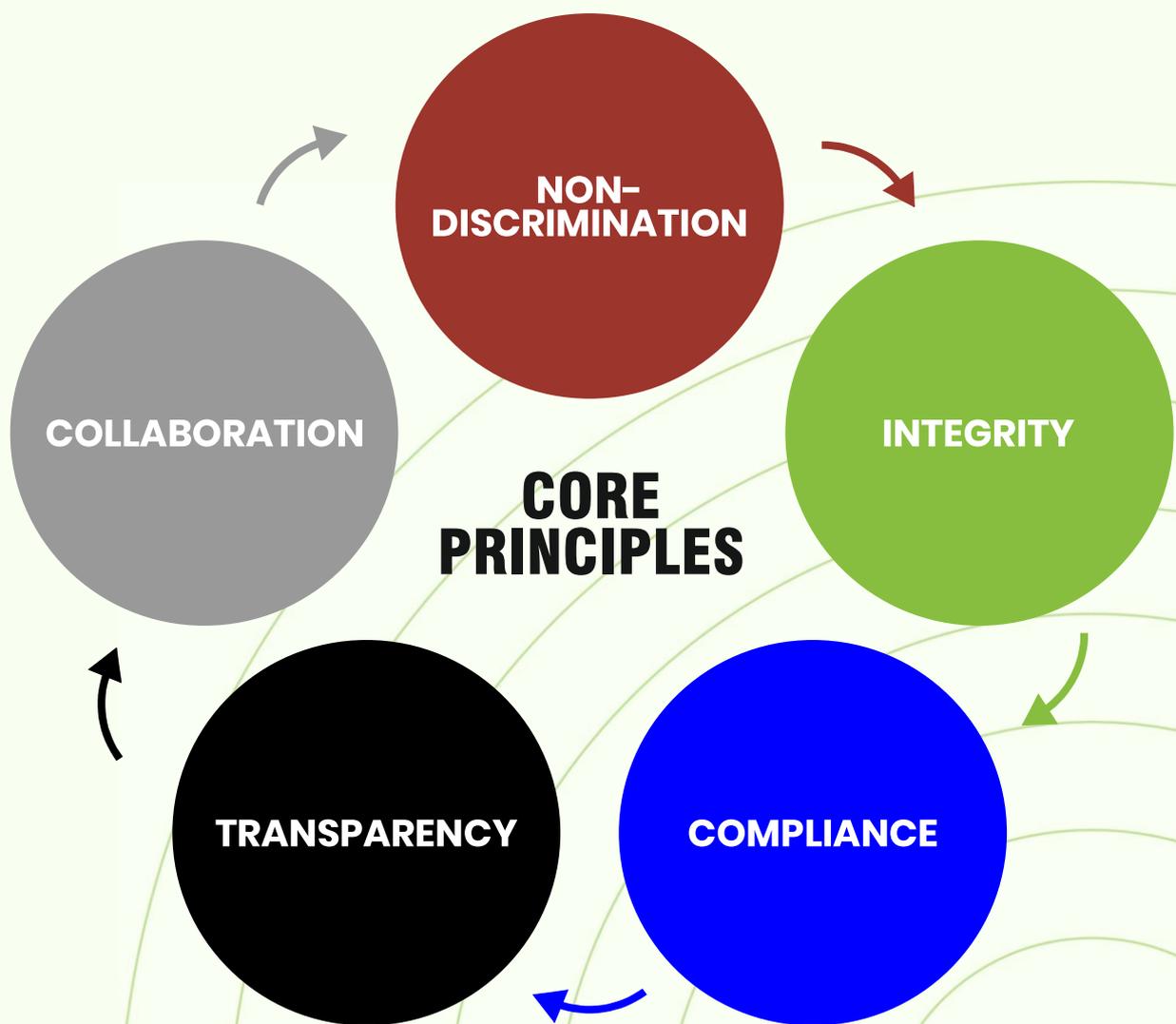
PART 2: VISION, MISSION & CORE PRINCIPLES

- 2.1 The LTA envisages an **“Inclusive Digital Liberia”** where everyone, everywhere in the country has access to and is equipped with the basic means of meaningfully utilizing communications services for sustainable growth and enhanced social development and economic growth. This is a vision of a Liberia of increased digital literacy, and affordable, secure and quality communications services, in an environment that supports innovation and entrepreneurship, allowing Liberians to exploit the opportunities and reap the full benefits inherent in a knowledge-based economy and informed society.
- 2.2 To pursue that vision, the LTA has a mission to **“leverage telecommunications & ICT for socio-economic development”**. This mission involves taking concrete steps to build the LTA's capacity to develop and enforce a predictable forward-facing regulatory regime to protect consumers and sector investment, encourage innovation, and establish the digital infrastructure necessary for the more efficient delivery of public services. The mission seeks to leverage telecommunications & ICT to support the interoperability of digital services to advance financial inclusiveness and the realization of the digital economy, to support an effective e-Government network, and provide the connectivity and infrastructure needed to digitally transform Liberia and create an enabling environment for economic growth and development.



CORE PRINCIPLES

The following core principles will be manifested in all activities, processes and procedures in pursuing the LTA's legal mandate and achieving the strategic objectives presented in this Plan.



PART 3: LTA LEGAL MANDATE AND CORE FUNCTIONS

Under The Telecommunications Act (2007) That Established The Lta, The Authority Has Core Statutory Responsibility To:

- Advise The Minister On Policy For The Telecommunications Sector;
- Implement This Act, The Regulations And Other Elements Of The Legal And Regulatory Framework For The Telecommunications Sector;
- Issue Individual And Class Licenses, Including Licenses For International Telecommunications Facilities And Services, And Design And Implement The Processes For Issuing Such Licenses;
- Implement Tariff Regulation;
- Prescribe Procedures For The Approval Of Telecommunications Equipment For Attachment To Telecommunications Networks In Liberia;
- Establish A Radio Spectrum Plan And Manage Radio Spectrum Allocated To The Telecommunications Sector;
- Regulate Interconnection Between Telecommunications Networks Of Different Service Providers;
- Establish And Manage A Numbering Plan And Allocate Numbers To Service Providers;
- Resolve Disputes Between Service Providers, And Between Customers And Service Providers;
- Institute And Maintain Appropriate Measures For The Purpose Of Preventing Service Providers From Engaging In Or Continuing Anti-competitive Practices, Including The Identification Of Telecommunications Markets, And Determination Of Dominance And Abuse Of Dominance In Identified Telecommunications Markets;
- Make Regulations And Rules For Such Matters As Are Necessary For Giving Full Effect To The Provisions Of The Act;
- Make Orders Respecting Any Matter Or Thing Within The Jurisdiction Of The Lta Under This Act, A Regulation Or Rule, Including Orders To Compel A Person To Comply With Or Implement The Purposes Of The Act, A Regulation, Rule Or License;
- Publish Notices, Including Procedures And Interpretations, To Facilitate The Implementation Of The Act;
- Take Such Other Actions As Are Reasonably Required To Carry Out The Act, And All Related Regulations, Rules And Orders, And To Perform Such Other Responsibilities, Functions, And Powers Conferred On The Lta Under Any Other Law.

PART 4: NATIONAL ICT POLICY TARGETS

“Lasting improvement in social, economic and cultural development is achieved through the effective use of information communications technologies” – National ICT Policy

The over-arching vision of the National ICT Policy (2019 – 2024) is to transform Liberia into a globally competitive knowledge-based economy and inclusive information society. The Policy established measurable targets for achievement of its vision and objectives, including targets closely aligned with the LTA's mandate and strategic objectives.

While progress has been made towards achieving some Policy objectives and targets, such as those regarding broadband access and use, insufficient attention has been paid to other Policy concerns, such as connectivity goals for the education and health sectors. Updating the policy and regulatory framework to make them more responsive to a fast-evolving technological environment, and establishing the required critical public infrastructure, among other vital Policy goals, remain of pressing interest to the LTA and other telecoms sector institutions.

This 5-year Strategic Plan takes cognizance of all of these pending interventions, and through the Plan's strategic objectives and activities, reinforces the LTA's core responsibility to not only develop the regulatory foundations for achieving Policy goals, but to also collaborate more effectively with relevant public and private stakeholders to ensure that the expected social and economic outcomes are realized.

Though the current Policy has an end date of 2024, it is to be expected that many pending Policy objectives would be carried over into the new National ICT Policy being developed under the leadership of the Ministry of Posts & Telecommunications (MoPT). The LTA's 5-year Strategic Plan fortunately coincides with the 5-year period of the anticipated new Policy, presenting an opportunity to more fully align the LTA's strategic objectives with those of the Policy.

Annex 1 of this document presents key Policy targets that have informed the development of the LTA's strategic direction over the next five years.

PART 5: SITUATIONAL ANALYSIS

This analysis of the internal and external environment in which the LTA operates underpins the strategic objectives, activities and outcomes to be achieved under this Plan. The internal analysis assesses the LTA's governance structure, internal processes and procedures, personnel capacity and capabilities, and the working environment. A SWOT analysis is used to assess opportunities and threats and the weaknesses the LTA needs to overcome to be a more efficient and agile organization.

Sector specific analysis provides information on telecoms markets, performance indicators, market statistics, and identifies licensees and other key stakeholders.

External analysis, using a PESTEL framework, evaluates the political, economic, social, technological, ecological and legal factors impacting the LTA's current operations and future activities. Global trends in telecommunications and ICT, emergence of new technologies and applications, and best practices in telecoms regulation are all contributing factors informing the LTA's strategic objectives.

5.1 INTERNAL ENVIRONMENT (SWOT ANALYSIS)

STRENGTHS TO BUILD UPON

- Diversified, experienced and competent leadership team
- Capable and professional middle management
- Legal regulatory independence

WEAKNESSES THAT NEED STRENGTHENING

- Gaps in regulatory regime
- Out of date regulations & legal framework
- Ageing professional staff
- Functional inefficiencies, redundancies, and role ambiguities within the organizational structure that limit effectiveness and productivity
- Over-staffing and inadequate recruitment of skilled professionals
- Inadequate capacity-building planning and implementation
- Limited performance evaluation and mentoring resulting in underperformance
- Insufficient coordination among functional departments
- Resistance to change
- Reliance on manual processes & procedures
- Inadequate regulatory tools/equipment to effectively monitor and enforce compliance

OPPORTUNITIES TO EXPLOIT

- Young and ambitious junior staff
- Available regional and international training/capacity-building programs
- Digital tools and applications for improved efficiency and effectiveness
- Strong political support for leveraging ICT for national development
- Available support from regional and international multilateral development organizations
- Growing ICT private sector investment
- Ubiquity of telecoms and ICT

THREATS TO OVERCOME

- Inadequate collaboration with other public sector stakeholders
- Inadequate whole-of-Government approach to utilizing telecoms/ICT for national development
- Powerful Mobile Network Operators
- Insufficient allocation in budget for regulatory development programs & projects
- Insufficient budgetary allocation for capacity-building programs
- Stagnant staff compensation
- Over-reliance on operational revenue from a limited number of licensees
- Unsatisfactory data collection & dissemination processes
- Susceptibility to political influence

5.2 EXTERNAL ENVIRONMENT (PESTEL ANALYSIS)

ENVIRONMENTAL FACTOR	ANALYSIS
Political	<p>Liberia has maintained a stable political climate since the ravages of the country's civil war. Transitions between government administrations have been largely democratic, peaceful and free and fair. Political stability has encouraged investments in the telecoms/ICT sector. Under the current administration, development policies have hinged on utilizing ICT to digitally transform the country, in recognition of the immense potential of ICT to lift citizens out of poverty and spur development of the agriculture, health, financial, manufacturing and other service sectors. The Government's Digital Transformation Program remains a keystone of its ARREST Agenda for Inclusive Development (AAID). The Digital Transformation Program seeks to improve digital literacy among Liberia's youth, support entrepreneurship and innovation, promote financial inclusion, and implement more effective public services through e-Government programs thereby enhancing transparency, accountability and public trust.</p>
Economic	<p>Liberia's economy is moving to recovery and growth, but continued investments in infrastructure development (particularly roads and electricity) and commitment to good governance and diversification of the economy are required for long-term stability and sustainability. The African Development Bank (AfDB) forecasts the country's growth to rise to 6.2% in 2025 over 5.2% reported in 2024. AfDB believes this growth will be largely driven by the agricultural and service sectors. Growth forecasts are supported by World Bank reports of an expanding economy despite challenges from inflation and rising public debt. Economic growth, combined with a stable political environment, bodes well for the telecommunications sector with increasing uptake and use of telecommunications services, upgrade and expansion of networks, and investments in emerging technologies and services such as satellite-based communications services, private and commercial 5G mobile technologies which should catalyze growth and social inclusion through job creation, service innovation and efficiency.</p>

<p>Social</p>	<p>The country's population is put at over 5 million (at a growth rate of 2.19%). Youth, between 18 and 35 years, make up a reported 35% of the population and are critical for the country's development as that demographic includes the bulk of the workforce. Socio-economic inequalities such as gender disparities in mobile phone ownership and use of the internet, low digital literacy and skills, high youth unemployment, limited broadband coverage and the unaffordability of terminal devices and mobile services for rural populations remain imminent threats to inclusion and participation of all Liberians in the digital economy and transformation of Liberia. It is these groups of Liberians that are the target of Digital Transformation Programs, to bridge the access and affordability gaps, enhance digital skills and literacy, encourage entrepreneurship and self-employment to accelerate the adoption and widespread use of ICT/digital services. Statistics are limited on the number of young Liberians using social media and other digital applications to earn a living, but in the face of the youth struggling to find employment, and a literacy rate of less than 50% of the population, the challenges are daunting for public policy initiatives intended to drive the young population towards social inclusion and global competitiveness. The leveraging of ICTs to quicken the narrowing of the literacy gap is a fundamental objective of digital transformation programs being championed by the LTA. A better-informed population with access to and utilization of the resources of the Internet remains a key pillar for poverty reduction and social stability.</p>
<p>Technological</p>	<p>Digital change is sweeping the globe and Liberia must not be left behind of the technological innovations, emerging services and applications drastically transforming the way people and nations work and compete. Space-based technologies, 5G networks, artificial intelligence, digital financial services, machine learning, social media, trade in digital goods and services, are revolutionizing all productive sectors. In Liberia, the pace of technological adoption must increase by accelerating development and implementation of the foundations for digital transformation – telecoms infrastructure, digital public infrastructure/platforms, digital literacy, skills & entrepreneurship, and digital financial services.</p>

	<p>The digital access and adoption gaps remain too wide, requiring policies and regulations to push the deployment of additional international broadband capacity, roll-out national fiber infrastructure, increase access to digital financial services, improve digital literacy and skills, increase the affordability and quality of services, and promote digital inclusiveness and regional digital integration.</p>
<p>Environmental</p>	<p>The impact of global warming, coastal degradation, disappearing forests, and industrial pollution is a growing concern in Liberia. Reports have indicated that an estimated 95 square kilometers of land along Liberia's 580-kilometer-long coastline would be lost if the sea level rises by 1 meter. Because Liberia's coast is the most populated and economically productive part of the country, such an ecological disaster would have dire consequences on the economy, with especial impact on critical infrastructure in low-lying population centers such as Monrovia, Buchanan, Greenville and Robertsport.</p> <p>Impacts are already being experienced – increased incidents of flooding, changed rainfall patterns, and hotter than usual weather. Human activity such as coastal sand mining also contributes to erosion of the coastline and impacts economic activity and leaves vulnerable populations and infrastructure at risk. The LTA's role in developing a disaster Early Warning for All (EW4A) communications system is intended to mitigate the impact of environmental changes and disaster events on citizens, communities and the economy.</p>
<p>Legal</p>	<p>Many of the legal and regulatory instruments for telecommunications are out of date and not fit for the fast-evolving telecommunications and ICT environment. The Telecoms Act of 2007 needs amending for consistency with regional and global laws. There has also been a lack of movement in adopting regional telecommunications legislation such as the ECOWAS Supplementary Acts, which include key provisions on data privacy, cyber security and digital transactions, among others.</p>

The country has also been slow to enact cybersecurity legislation and is falling behind regional neighbors in acceding to provisions of the Africa Continental Free Trade Agreement (AcFTA). Of particular concern is the lack of action on legislating the Trade in Digital Goods and Services protocols of AcFTA. Apart from the Telecoms Act, development of a new National ICT Policy (2025 – 2030) is proceeding at a snail's pace. At the LTA, numerous gaps remain in the regulatory framework, including the absence of Competition, Infrastructure Sharing, and Equipment Type Approval Regulations, among others. Existing regulations require updating, particularly the Licensing and Authorization Regulations which only in the latter part of 2024 was opened to review. Despite progress in adopting Quality of Service and Consumer Protection Regulations in 2024, much more urgency is required of the LTA in closing the gaps in its regulatory regime.



Part 6: Telecoms Sector Performance

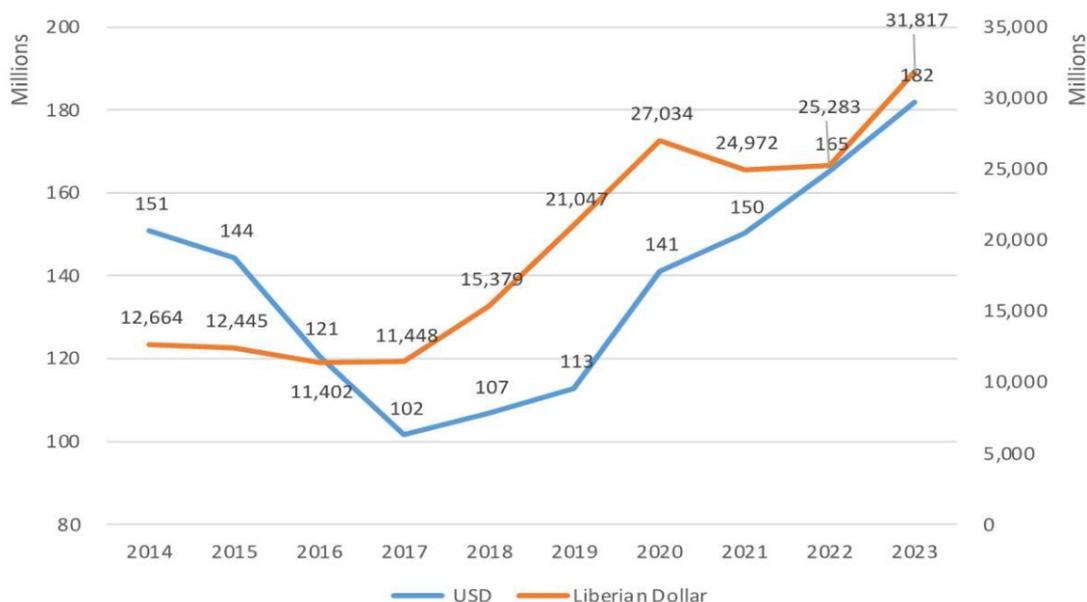
This Part provides a summary of the state of the telecommunications sector which the LTA regulates, highlighting key indicators and the progress towards achieving the objectives of the National ICT Policy.

The telecommunications sector has experienced remarkable progress in recent years. Regulatory reforms and initiatives implemented by the LTA have cultivated a much more predictable and enabling environment, which continues to spur sector growth. Over the last five (5) years, investments in telecom infrastructure have extended the reach of mobile telephony service to 98% of the population as the sector edges ever closer to achieving universal service coverage. By 2024, mobile subscription was over 5 million, representing a penetration rate of 93%, with over 2 million internet subscriptions.

More innovative network technologies and affordable service offerings are on the horizon. StarLink's satellite-based internet service is now available in Liberia as the LTA is in the process of approving the deployment of private and commercial mobile 5G network technologies. The sector is poised to experience further growth as emerging technologies and new players enter the sector, offering consumers more choices and better services at much more affordable prices.

6.1 Sector Revenue

Following a sharp decline between 2014 and 2017, gross sector revenues have increased by 10%, year-on-year, reaching over US\$180 million by 2023 which represents 4–4.5% of GDP. This growth can be attributed to economic regulatory action by the LTA which has incentivized investments in network expansion and broadband technologies and improved the affordability, quality and uptake of services.

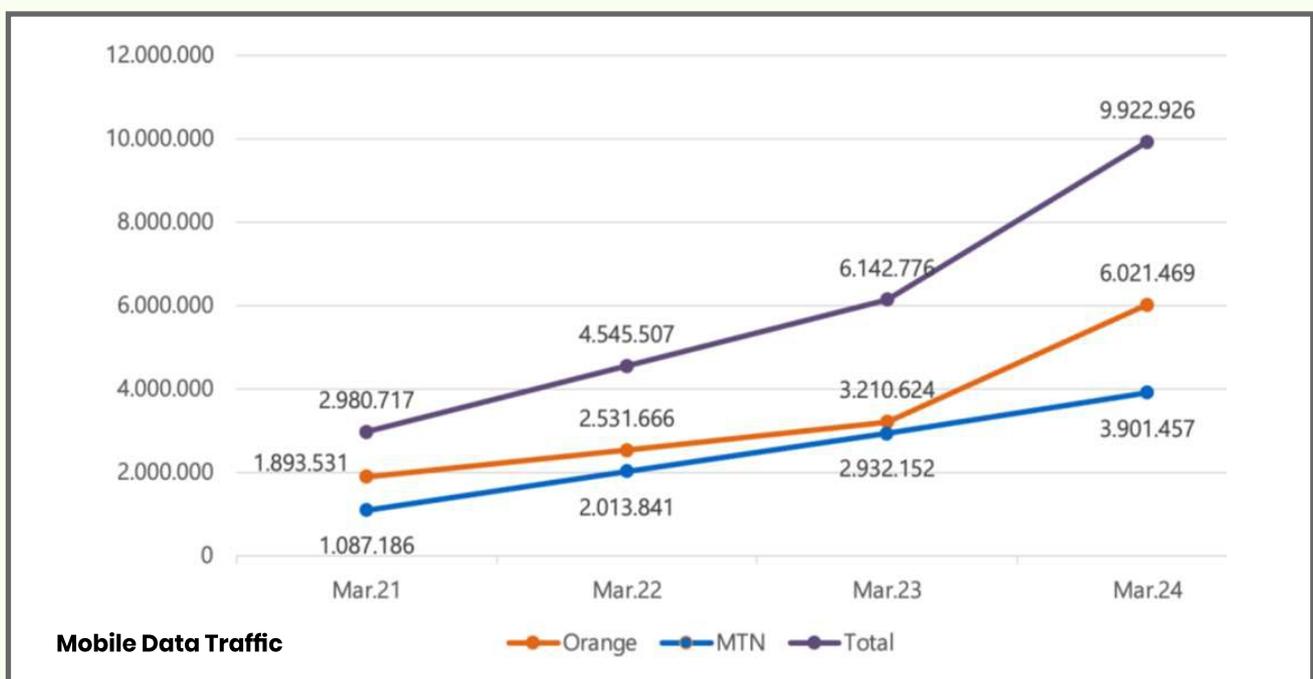


Telecoms Sector Gross Revenue

6.2 Access & Use of Telecommunications

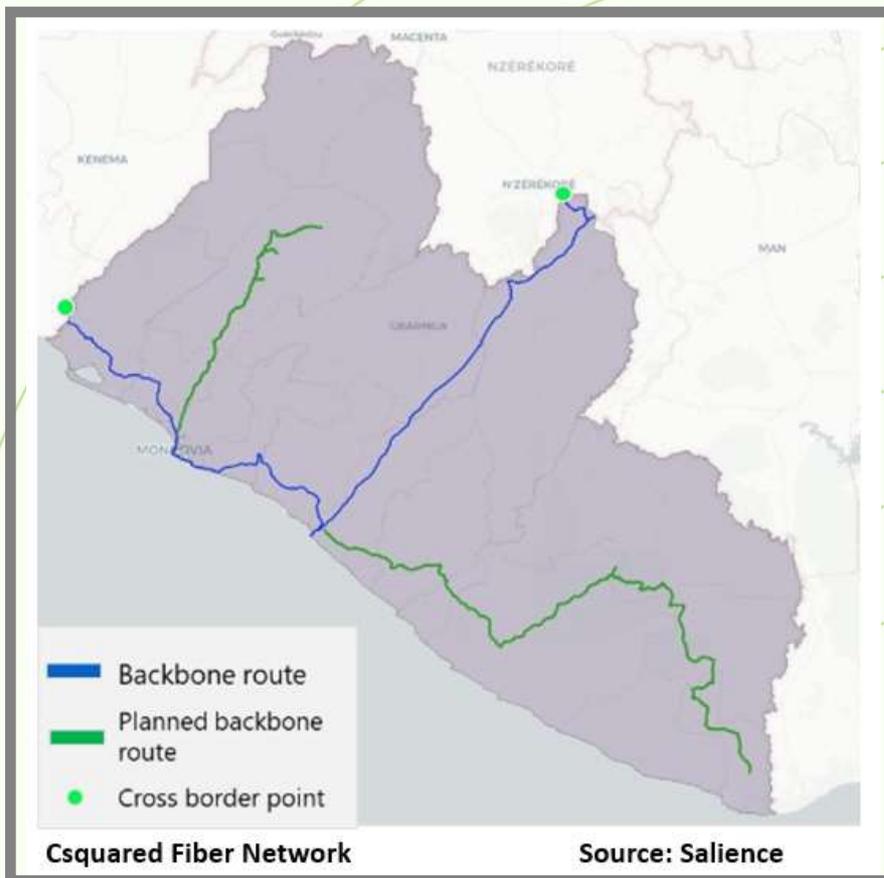
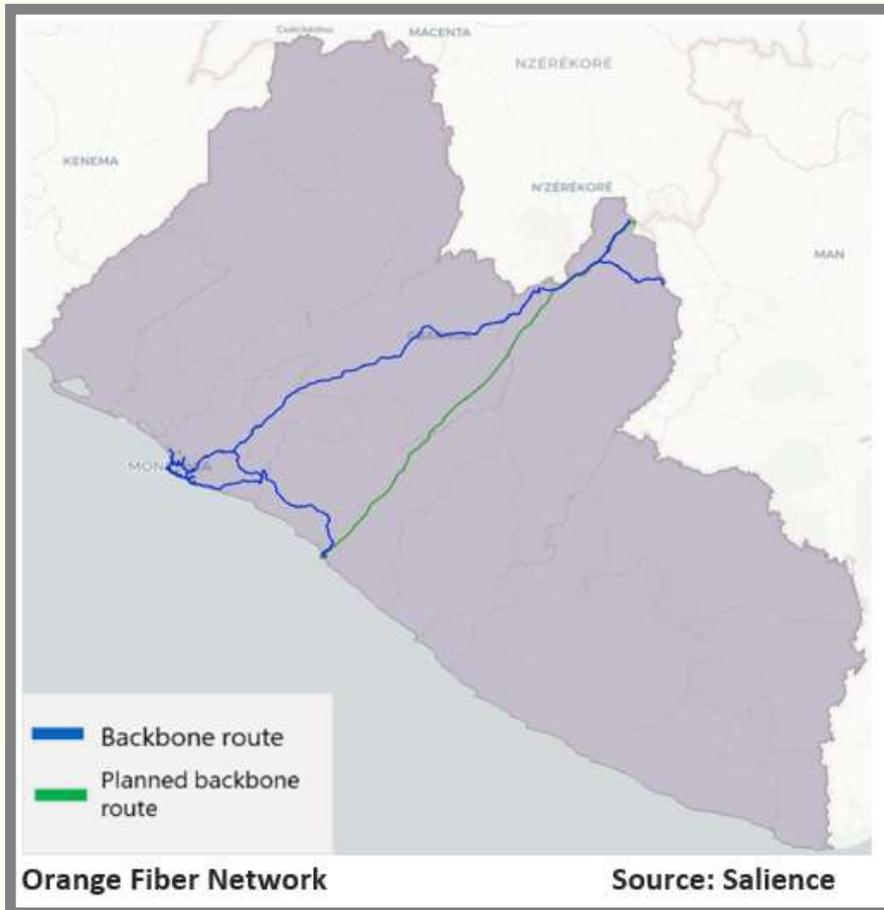
Effective competition, improved infrastructure, and more affordable services have driven increased access and use of telecommunications services. In 2024, 98.1% (5,446,324) of the population had access to mobile (2G) services, while the population's access to 3G and 4G services stood at 89.6% (4,974,667) and 87.5% (4,859,895) respectively, indicative of the decreasing gaps that remain towards achieving the universal coverage goal of the National ICT Policy.

Active mobile subscribers were recorded at 5,183,339 in 2024, representing a penetration rate of 93% (not discounted for multiple SIM ownership). Increased subscriptions have led to a 50% per year growth in mobile data traffic, indicative of increasing use of the internet by Liberians.



6.3 Fiber Backbone Deployment

Over 1,300Km of fiber optic cables have been deployed across Liberia by Mobile Network Operators and infrastructure service providers to provision their own services and to provide open access channels on the wholesale level. Current deployment runs through the main population and commercially viable areas of the country supporting high-speed connectivity to about two-thirds of the population, but this deployment is only a fraction of the 2,234Km required to complete deployment of a national backbone and bring broadband to all parts of the nation. This gap in fiber deployment remains a critical component of strategic planning over the next five years.

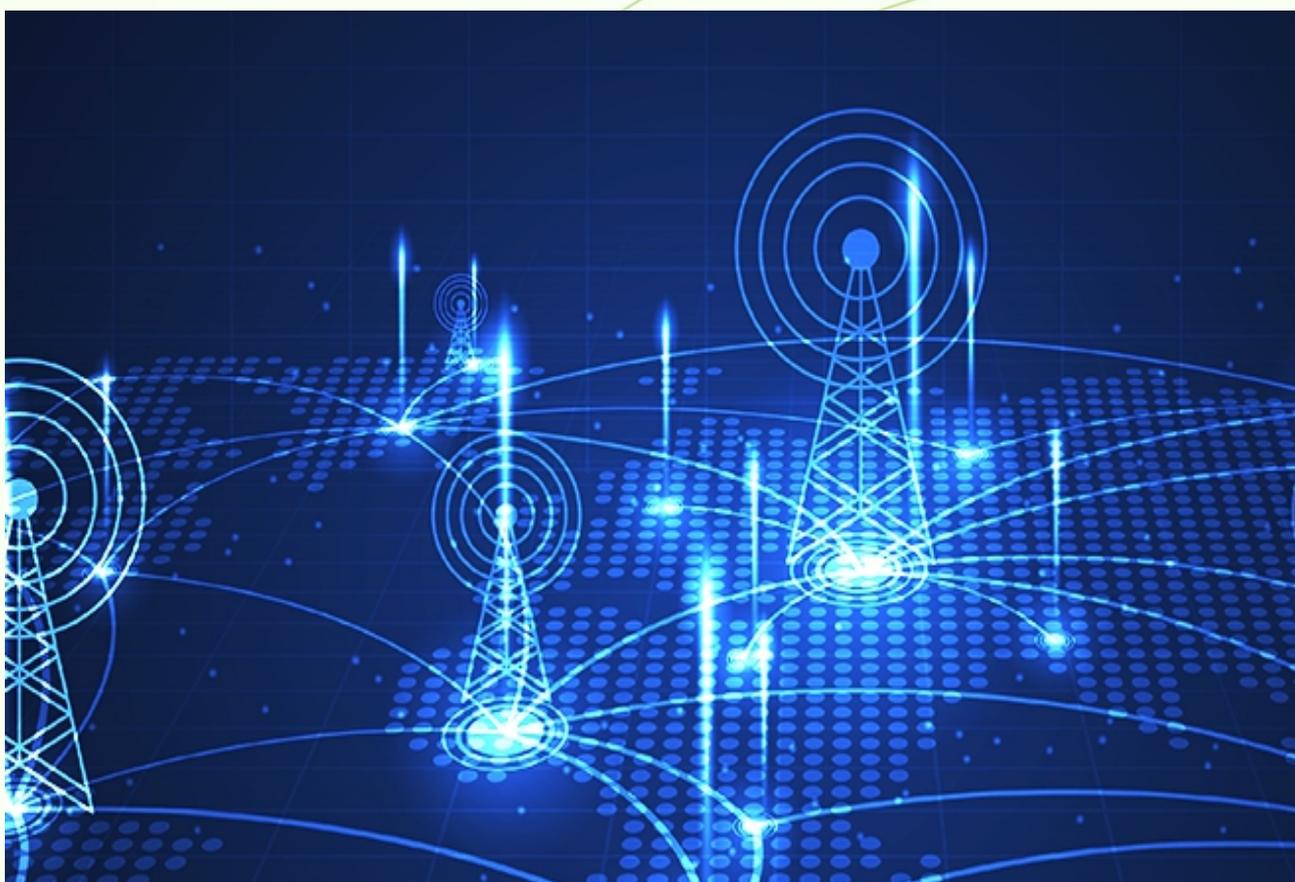


6.4 International Connectivity

The country relies on a single sub-sea fiber optic cable for international connectivity. Several disruptions to the Africa Coast to Europe (ACE) cable in 2023 and 2024 have prompted greater urgency to deploy redundant international connectivity channels, whether submarine, terrestrial or satellite.

Liberia and five other ECOWAS countries in 2023 agreed to seek deployment of the planned Amilcar Cabral Submarine Cable. Liberia is in advanced discussions with the World Bank to finance a second cable landing under the Bank's West Africa Regional Digital Integration Project (WARDIP SOP-2).

As an additional redundancy measure, the LTA granted approval for licensees Orange Liberia and Csquared to connect with other cable systems in Cote D'Ivoire. The launch of Starlink services in 2025, after licensing by the LTA in 2024, further supports the critical need to protect Liberia's connection to the rest of the world.



6.5: LICENSED SERVICE PROVIDERS

CATEGORY	LICENSED OPERATORS
Direct-To-Home TV / Satellite TV Providers	<ul style="list-style-type: none"> • Satcon • Consolidated Group Inc. • Nanasat group • Skytech • Flysat
Internet Service Providers (ISPs)	<ul style="list-style-type: none"> • Powernet • Nas Inter Global • Telecel • Electro Shack • Spectrum communications • Sahel Telecom • Key 4 Connections • Signal Technologies Inc. • Go Wifi • Liberia Research & Educational Network • Cruise Ogogue Inc. • K-Communications • V MAC • South Eastern Liberia Group • Step3 Communications • Sassy Net • Media7 • KeNet Global
Mobile Network Operators (MNOs)	<ul style="list-style-type: none"> • Orange Liberia • Lonestar Cell/MTN • LTC Mobile • JAMCell • StarCell
Infrastructure Services Providers	<ul style="list-style-type: none"> • CSquared Liberia LLC • Cable Consortium of Liberia • Africa Mobile Network Liberia
Triple Play Service Providers	<ul style="list-style-type: none"> • Connect Liberia
Satellite ISP Providers	<ul style="list-style-type: none"> • Starlink (Liberia) LLC

PART 7: STAKEHOLDERS ANALYSIS

Managing the needs and expectations of various stakeholders is a fundamental obligation of the LTA to ensure that strategic objectives are achieved. The following is a summary of the broad categories of stakeholders, their relative importance to the achievement of the LTA's mission, their expectations, and what the LTA needs to do to meet those expectations and fulfill its mandate.

Category	Stakeholders	Importance	Expectations	LTA Actions
Licensees	Mobile Network Operators	High	A predictable, non-discriminatory regulatory environment; reduction of fiscal burden	Data-driven regulatory decisions; a forward-looking regulatory regime; collaborative approach to regulation; regular consultations
	Internet Service Providers			
	Infrastructure Service Providers			
	FM & TV Providers			
	Value Added Service Providers			
	Others			
Government Agencies	Min. of Posts & Telecoms	High	Periodic reporting on the telecoms sector; advice on policy	Annual & other periodic reporting; policy advice; exchange of information
	Min. of Finance	High	Financial support of national budget	Effective revenue collection & reporting
	Nat. Identification Registry	Medium	Collaboration on NIR enrolment programs	Foster interoperability of national ID systems; align SIM registration to national IDs
	Central Bank	Medium	Collaboration in regulating mobile money and other digital financial services	Foster interoperability of digital financial systems; collaborate in regulating fintech & mobile money

	House Committee on telecoms	High	Periodic briefing on telecoms sector	Periodic briefing on sector activities
	Senate Committee of telecoms	High	Periodic briefing on telecoms sector	Periodic briefing on sector activities
	Min. of State	High	Implementation of national policies to leverage telecoms for development	Regular briefing on sector activities; serve as national subject matter experts on ICT & telecoms for development; advise on policy
	Maritime Authority	Low	Collaboration on maritime frequency allocation & use	Collaboration
	Min. of Commerce	Medium	Collaboration on competition policy, digital trade policy, e-commerce	Collaboration
	Liberia Airports Authority	Low	Collaboration on aeronautical frequency allocation & use	Collaboration
	Public Procurement Commission	Medium	Compliance with PPCC regulations	Compliance
	Min. of Information	Low	Collaboration on broadcast licensing	Collaboration
	Min. of Education	Low	Collaboration on digital literacy and ICT curriculum	Collaborate on Digital literacy programs
	Min. of Youth & Sports	Low	Collaboration on ICT training programs	Collaborate on Digital Transformation programs
	Liberia Revenue Authority	Medium	Collaboration on licensee taxation and revenue assurance	Collaboration and information exchange
	Liberia Institute for Statistics and Geoinformation Services (LISGIS)	Medium	Collaboration on population and other consumer and market data surveys.	Maintain collaboration on telecom indicator surveys
	Min. of Health	Low	Collaboration on connectivity for health centers and implementation of e-health systems	Maintain collaboration on achieving health center connectivity Policy objectives.
International Agencies	International Telecommunications Union	High	Payment of dues; cooperation with regional, continental & international policies & programs;	Due payment; cooperation & participation; seek capacity-building support
	African Telecommunications Union	High		
	West Africa Telecoms Regulators Assoc.	High		
	National Regulatory Authorities	Medium		

Telecoms Consumers	NATELCO and other consumer groups	High	Quality of service & experience; protection of data & rights; provision of grievance mechanisms	Enforcement of Consumer Protection and Quality of Service Regulations; periodic consultation with consumer groups
Other Domestic Stakeholders	Banks & Fintech Firms	Medium	Predictable regulatory environment	Periodic consultations & information exchange
	ICT Training Schools	Low		
	Telecoms Installers & technicians	Medium		
	Liberia Internet Exchange Point	Medium		
	Liberia Internet Society	Low		
	Liberia Business Assoc.	Low		
	Others	Low		



Part 8: The 5-Year Strategic Plan

Strategic Objective 1: An agile regulatory organization

The LTA intends to invest in strengthening its capacity to deliver on its statutory mandate and functions by transforming itself into an agile organization responsive to a fast-changing external environment.

An agile LTA will encompass capacity-building activities to improve the core competencies and performance of professional staff, redeploy staff for greater effectiveness, restructure and streamline its operating processes, and improve the working environment through the construction of purpose-built central office facilities. Investments will be made in digitizing key operating functions and regulatory processes and converting the LTA into a paperless organization. To achieve this strategic objective, the LTA will undertake the following activities:

1. **Restructure and realign the organizational units of the LTA to enhance effectiveness**
 - a. Realign Departmental functions to be responsive to future requirements
 - b. Re-Develop Sectional and Staff terms of reference
 - c. Re-deploy staff to meet Departmental/Sectional needs and objectives
2. **Build the capacity of staff** to close gaps in key functionalities
3. **Improve collection, analysis and dissemination of sector and market statistics**
 - a. Conduct a National Household Survey on access and use of ICTs
 - b. Improve market research capabilities & processes
4. Improve **national and international stakeholder management**
5. Complete a **purpose-built office facility**
6. Establish a **Digital Repository for LTA regulatory instruments**
7. Deploy a **Document Management System**
8. Deploy a **Human Resource Information System (HRIS)**
9. **Digitize application & compliance processes** for licenses, frequency authorizations, numbering resources, and other permits
10. Upgrade and operationalize a **Consumer Complaint Management System**
11. Deploy a **Quality of Service (QoS) Monitoring System**
12. Deploy a **Spectrum Monitoring System**
13. Deploy an **Equipment IMEI Registry System**
14. Deploy a **Value-Added Service Monitoring System**
15. Evaluate and upgrade the **Telecoms Traffic Monitoring System**
16. Improve the **LTA's online presence and public information resources and programs**

Strategic Objective 2: A forward-looking policy & regulatory framework

This objective seeks to implement a comprehensive review and updating of the LTA's regulatory regime to achieve improved regulatory certainty and harness the potential of a competitive and progressive sector that supports investments, innovation, and growth. Planned reforms will update the LTA's regulatory framework and support the ratification of legislation to improve the enabling environment in conformity with best practice.

A forward-looking framework would take account of emerging markets, services and technologies, allowing them to grow without undue regulatory intervention. An improved regulatory regime would strive to collaborate with licensees to strengthen the ICT/Telecommunications sector's competitiveness to attract sustainable investment and provide for the efficient supply of reliable and quality telecommunications and ICT services to meet the communications needs of citizens. A more effective regulatory framework would also ensure improved affordability and increased access by consumers to telecoms services and enforce standards for service quality, data privacy and the security of communications networks. The LTA intends to be ready for the next wave of technological innovations and better position itself to encourage the adoption and use of technological advances already impacting the lives and livelihoods of Liberians – services direct from satellite, Internet of Things, Artificial Intelligence, 5G networks, machine learning and virtual reality. Under this Strategic Objective, the LTA plans to pursue the following activities:

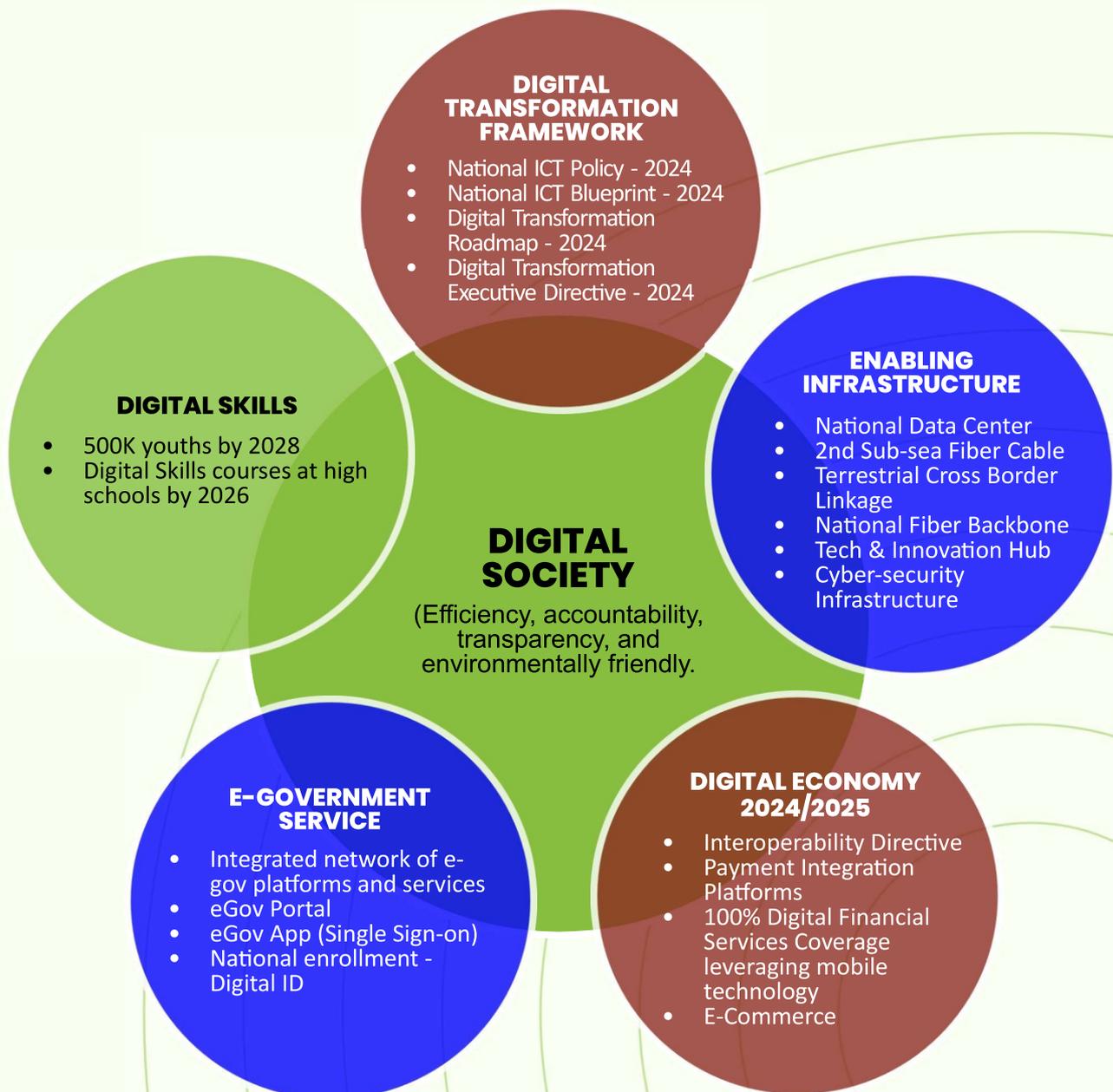
1. **Support the development of the National Telecoms & ICT Policy (2025 – 2030)**
2. **Review & revise current regulatory instruments:**
 - a. Amended Telecommunications Licensing Authorization Regulations (2015)
 - b. Consultation Process Guidelines (2009)
3. **Develop new regulatory instruments:**
 - a. Spectrum Policy Guidelines
 - b. Spectrum Management Plan
 - c. Spectrum Valuation Model
 - d. Competition Guidelines
 - e. Digital Transactions & Data Privacy Regulations
 - f. Infrastructure Deployment and Sharing Regulations
 - g. Equipment IMEI Regulations
 - h. Penalty Regulations
 - i. Equipment Type Approval Regulations
 - j. Telecoms Cybersecurity Guidelines/Regulations
 - k. Data Center Guidelines
 - l. Satellite Communications Guidelines
 - m. Private 5G Network Guidelines
4. **Review and realign Universal Access Fund (UAF) programs**

Strategic Objective 3: Advancing Technological Innovation and Adoption for Digital Transformation

In alignment with the regulatory policies and instruments under Strategic Objective 2, the LTA, under this objective intends to take tangible actions to support the establishment of the foundational pillars for the digital transformation of Liberia and advancement of the digital economy.

The aim is to transform Liberia into a digitally connected and empowered society, leveraging technology for sustainable growth and socio-economic development for all citizens. This objective involves cultivating an enabling environment that would accelerate Liberia's digital development into a resilient, globally competitive nation, while engendering the conducive conditions for the effective delivery of Government services.

Strategic activities under this objective include:



1. **Support development of a robust Digital Transformation Framework** – the success of Liberia's Digital Transformation cannot be achieved without the proper legal, regulatory and policy frameworks. The LTA shall support the development of the necessary instruments to ensure the digital transformation programs and projects are successfully implemented.

2. **Support establishment of Digital Public Infrastructure** – the digital systems that would allow the Government to more efficiently provide socio-economic opportunities and services. Relying on high-speed and affordable internet connectivity, digital public infrastructure includes:
 - a. Digital payment systems
 - b. Digital identity systems
 - c. Data storage & exchange systems
 - d. Internet Governance systems
 - e. Liberia Internet Exchange Point
 - f. Liberia's Country Code Top Level Domain
 - g. A Telecoms Computer Emergency Response Team (CERT)
 - h. The national fiber backbone
 - i. International connectivity links
 - j. A national data center

These systems permit Government, businesses and citizens to securely and efficiently connect for improved public service delivery, ease the conduct of business, and ensure the security of online transactions.

3. **Support establishment of Digital Platforms** – online applications and systems riding on digital infrastructure that allow for the exchange of information, goods and services. These platforms also include e-Government digital applications and systems. Examples include:
 - a. E-Commerce Platforms
 - b. Content Sharing Platforms
 - c. Social Media Platforms
 - d. Communication Platforms
 - e. E-Health Platforms
 - f. E-Gov Portal
 - g. National ID enrolment –Digital ID
 - h. Passport Services portal
 - i. Driver Licenses and Vehicle registration portal
 - j. National Addressing systems
 - k. Work Permits applications & portal
 - l. Visa Services applications & portal

1. Prepare a digital workforce through Digital Skills training – digital literacy supports increased adoption and use of digital platforms, products and services and prepares citizens to participate more fully in the digital economy. Revision of primary and secondary school curricula to include ICT education is a certain means of ensuring that the youthful population acquire the skills needed to succeed in the global digital environment. The LTA would collaborate with the Ministry of Education and other education and training stakeholders to make the needed interventions to advance digital literacy.
2. Digital Entrepreneurship - Digital entrepreneurship reduces unemployment and increases productivity by leveraging technology to support innovative new digital products and services.



8.1: Strategic Activities and Expected Outcomes

1. Administration, Operations & Legal

Ref.	Activity	Timeline	Outputs	Outcomes
A1	Complete Construction of Office Facility	By Q4 2026	Construction, landscaping, equipping, furnishing completed	A more conducive working environment for increased productivity
A2	Restructure and realign the organizational units	By Q2 2026	New organizational structure adopted	A structure better aligned with organizational mandate for efficiency & effectiveness
A3	Deploy a Human Resource Information System (HRIS)	By Q2 2026	HRIS tested and functional	Efficient management of human resources
A4	Develop Annual Staff Training/Capacity-Building Plans	By last quarter of each year	Annual Training Plans	More effective use of LTA training resources
A5	Develop & implement national and international Stakeholder Management Plans	By Q2 2026	Stakeholder Management Plans adopted	Stakeholder support for LTA's mission
A6	Deploy a Document Management System (DMS)	By Q4 2026	DMS tested & functional to support a paper-less LTA	Greater efficiency in regulatory processes; improved document storage and retrieval
A7	Develop & deploy a Performance Management System (PMS)	By Q3 2026	PMS tested & functional	Improved staff performance evaluations and formulation of employment improvement plans
A8	Develop & deploy an automated Inventory Management System (IMS)	By Q4 2026	Functional IMS	Improved tracking of assets & resource management
A9	Enforce enrolment of telecoms subscribers into a National Digital Biometric Identification database	By Q4 2026	All SIM card holders enrolled in NIR database	Mitigation of telecoms fraud; improved development planning;
A10	Support the interoperability of national identification databases	By Q 2027	National identity, birth certificates, driver licenses, passports, voter cards & other national ID databases interconnected	More efficient national ID system; mitigation of fraud; national cost savings
A11	Implement national disaster early warning communications system	By Q4 2026	Disaster Early Warning System functional	Country better prepared to save lives during national emergencies
A12	Support development of an E-Government Policy & Strategy	By Q3 2026	Policy & Strategy validated	Definition of national approach to E-Government
A13	Develop policy to mandate that critical national databases, data centers &	By Q4 2026	Policy validated	Improved security & resilience of critical national infrastructure

2. Licensing & Regulations

Ref.	Activity	Timeline	Outputs	Outcomes
B1	Revise Licensing Authorization Regulations	By Q4 2025	Revised Regs adopted	A more responsive , tech neutral, service-oriented licensing regime
B2	Amend Universal Access Regulations	By Q4 2025	Amended UA Regulations	Less ambiguous, updated regulations for universal access programs
B3	Revise Consultation Process Guidelines	By Q2 2026	Revised Guidelines adopted	Less ambiguous, updated consultation processes
B4	Develop Competition Guidelines	By Q4 2026	Guidelines adopted	Provision of clear processes for the conduct of competition-related proceedings and analyses
B5	Assessment of Broadband cost	By Q4 2026	Independent Assessment Report	Diagnosis of problems and intervention mechanism for lowering broadband cost.
B6	Develop Infrastructure Deployment and Sharing Regulations	By Q3 2026	Regulations adopted	Provision of non-discriminatory rules for infrastructure sharing & deployment; reduction in cost of deployment;
B7	Develop Equipment IMEI Regulations	By Q4 2025	Regulations adopted	Protection against fake devices; mitigation of device theft; mitigation of fraud; revenue assurance
B8	Develop Equipment Type Approval Regulations	By Q1 2026	Regulations adopted	Protection against sub-standard equipment; improved quality of service;
B9	Develop Cybersecurity Regulations	By Q4 2025	Regulations adopted	Protection against cyber-attack and security of data assets
B10	Develop Penalty Regulations	By Q2 2026	Regulations adopted	Non-discriminatory application of sanctions and penalties; predictable sanctions regime
B11	Conduct National Household Survey on access and use of Telecommunication/ICTs	By Q4 2027	Survey results collated and analyzed; survey report validated	Data available on the use of telecoms & ICTs for planning purposes;
B12	Review data collection methodologies and processes	By Q4 2025	updated data collection & reporting processes validated	Improved data collection & reporting processes with information timely accessible to internal & external stakeholders
B13	Digitize Licensing Processes	By Q4 2025	Digitized licensing process	More transparent & efficient processing of licenses & authorizations
B14	Validate Competition Market Study	By Q4 2025	Market study accepted	Market definitions updated
B15	Validate LRIC Cost Study	By Q4 2025	Market study accepted	Telecoms service costs updated
B16	Assessment of Telecommunication/ICT Sector Contribution to GDP	By Q2 2027	Independent Assessment Report	Improved data on Telecommunication/ICT contribution to GDP

3. International Gateway Services

Ref.	Activity	Timeline	Outputs	Outcomes
C1	Develop Telecoms Cybersecurity Guidelines	By Q4 2025	Cybersecurity Guidelines adopted	A more intuitive and resilient approach to safeguarding telecoms networks and consumers
C2	Develop Artificial Intelligence (AI) Guidelines for the Telecom Sector	By Q1 2026	AI Guidelines adopted	To ensure secure, fair, and transparent use of AI technologies in the telecom sector while safeguarding user privacy and promoting innovation
C3	Develop AI Regulations	By Q4 2026	Regulations adopted	Legal basis for enforcing cyber security safeguards
C4	Support the enactment of a Data Protection Law	By Q4 2025	Data Protection Law enacted and enforced	Vital for ensuring confidentiality, integrity, and lawful use of personal and sensitive user data
C5	Develop Data Centre Guidelines	By Q2 2026	Guidelines adopted	Standards, protocols & specifications for developing and securing data centers in Liberia
C6	Develop National Awareness Strategy on Cybersecurity, AI, and Telecoms Fraud	By Q4 2025	Strategy developed and validated;	Public better informed of cyber risks and better positioned to mitigate those risks
C7	Support Establishment of National Data Centre	By Q2 2027	Data center constructed, equipped and staffed	Primary national data center established for more secure protection of Liberia's data resources
C8	Operationalize the Liberia Internet Exchange Point (LIXP)	By Q4 2026	LIXP fully operational	Increased domestic interchange of information & services; reduction in latency & cost; strengthened governance & management structure. Expanded ISPs peering.
C9	Redelegate Liberia ccTLD	By Q4 2026	ccTLD under full control of Liberians	Critical information infrastructure managed nationally
C10	Establish and operationalize telecoms Computer Emergency Response Team (LTA-CERT)	By Q4 2028	CERT equipped, staffed & functional	Greater protection for telecoms networks
C11	Evaluate and upgrade the Telecoms Traffic Monitoring System	By Q4 2026	Evaluation reports validated and adopted; contractual/procurement actions completed	Increased value for money for Liberian taxpayers; improved data collection and analysis capabilities
C12	Deploy a VAS Monitoring System (VMS)	By Q3 2025	VMS tested & functioning	Improved data collection & reporting of VAS services; revenue assurance

4.Engineering & Technology

Ref.	Activity	Timeline	Outputs	Outcomes
D1	Support deployment of a national fiber backbone	On-going	Fiber deployed and functional along all 4 routes of National Backbone Plan	Increased access & use of broadband for national development
D2	Develop Satellite Communications Guidelines	By Q4 2026	Guidelines adopted	Provision of best practice standards, protocols & procedures for the use of satellites to provide services in Liberia.
D3	Develop Private 5G Network Guidelines	By Q1 2026	Guidelines adopted	Transparent rules for authorizing and implementing private 5G networks in support of industrial development
D4	Develop Cross-Border Connectivity Guidelines	By Q2 2026	Guidelines adopted	Transparent rules for authorizing & implementing terrestrial cross-border international connectivity; additional redundancy
D5	Conclude Cross-Border Frequency Coordination Agreements with Guinea, Sierra Leone & Ivory Coast	By Q1 2026	Cross-Border Frequency Coordination exercises concluded with agreements signed	Reduction in interference at borders
D6	Develop a Spectrum Valuation Model	By Q2 2026	Spectrum Valuation Model validated	Provides an objective methodology for pricing spectrum resources
D7	Develop Spectrum Management Guidelines & Update Spectrum Allocation Table	By Q2 2026	Plan & Table validated	Non-discriminatory, fact-based allocation of spectrum and the management thereof
D8	Develop an Online Spectrum Application & Management Database System	By Q4, 2025	The Online Application Spectrum Database Management System	More efficient management of

5. Government & Consumer Affairs

Ref.	Activity	Timeline	Outputs	Outcomes
E1	Review and realign Universal Access Fund (UAF) programs & projects and develop Annual Strategic Plan	By Q4 2025	UAF Strategic Plan developed & validated	More impactful use of UAF funds
E2	Improve the LTA's online presence and public information resources and programs (website, email domain, social media)	By Q4 2025	Website functional; staff use of LTA email addresses; social media active	Better informed public;
E3	Develop and implement a media communications plan	On-going	Comms Plan developed, validated and implemented	Better informed public in support of LTA's strategic objectives.
E4	Upgrade and operationalize a Consumer Complaint Management System	By Q3 2025	Functional Consumer Complaint Management system	Improved consumer protection
E5	Enforce Consumer Protection Regulations	2025 - 2029	Regulations enforced	Improved consumer protection
E6	Conduct Consumer Quality of Experience (QoE) Surveys	By Q4 2026	QoE Survey Report validated	Measurable data for policy decision-making
E8	Conduct survey on access and use of ICT by women, youth, and other demographic segments; Assessment of children's use of the internet and protection mechanism	By Q1 2027	Survey report validated	Measurable data for policy decision-making

8.2: Monitoring & Evaluation

Monitoring and evaluation (M&E) will be conducted on a quarterly and annual basis by the Strategy Section in collaboration with Departmental focal persons. M&E will rely on quarterly and annual departmental reports assessing the progress in achieving the outputs specified in Departmental annual workplans.

A mid-term review of the Strategic Plan in 2027 would provide an opportunity to re-assess the validity of strategic objectives and activities and to make the needed revisions for the Plan to remain responsive to environmental conditions and national policy imperatives.

Quarterly and annual evaluation reports would be disseminated within the LTA for discussion and adjustment of milestones/outputs indicated in Annual Workplans. Quantitative and qualitative metrics, as appropriate, would be utilized to assess progress in achieving milestones/outputs.

Annual M&E Plans are to be developed based on the processes and outputs contained in annual Departmental workplans.

M&E activities would include:

- a. Routine progress reporting from the Strategy Section and Departmental focal persons;
- b. Regular data collection by the Department focal persons, the Market Research Section, and the Strategy Section;
- c. Submission of quarterly and annual reports by Departments;
- d. Regular assessment of the external environment to determine impact on strategic objectives and activities;

A monitoring schedule to be developed and updated to track key activities/events; and

- f. Review of Annual Work Plans and submission of quarterly & annual M&E reports to the LTA Board of Commissioners.

8.3: Strategic Plan Implementation Costing

Implementation of the 5-year Strategic Plan would be funded through the LTA's annual budgets, with annual costing of activities based on annual Departmental workplans aligned with the Strategic Plan.

ANNEX 1: Relevant Objectives of the National ICT Policy

Policy Area	Target
Improved Policy & Regulatory Framework	<ul style="list-style-type: none"> Complete review of existing policies and laws with a plan for harmonization where necessary Enact harmonization of existing policies/laws Update existing and draft new policies, regulations and laws as required (e.g., digital financial services, electronic transactions, protection of children)
Cybersecurity	<ul style="list-style-type: none"> Establish a national cybersecurity advisory committee Draft cybersecurity policy Adopt cybersecurity Legislation
Digital Financial Services	<ul style="list-style-type: none"> Draft a national policy on interoperability of telecom networks for digital financial services.
Consumer Protection	<ul style="list-style-type: none"> Draft consumer and child protection policy
Expand and improve ICT Infrastructure	<ul style="list-style-type: none"> Map existing and planned fiber and passive utility Infrastructure - backbones, road, rail, towers, pipelines, etc. Adopt a dig-once regulation (i.e requirement for inclusion of ducts in all new and resurfaced roads, and mandatory provision for use by third parties of any telecom ducts laid by operators) Adopt infrastructure sharing guidelines for all ISPs and mobile network operators to allow for colocation of equipment Ensure rights of way access over public land infrastructure Complete the implementation of key infrastructure programs (national terrestrial backbone network, metro-fiber ring, etc.) Establish effective national management of Liberia's country code Top Level Domain (ccTLD)
Broadband Access & Use – Initial Targets	<ul style="list-style-type: none"> Adopt affordability target of 1GB of mobile prepaid data priced at less than 2% of average monthly per capita income ("1 for 2" target) 35% of Liberians regularly access and use mobile broadband services (3G and higher) 10% of Liberians access and use fixed broadband services Speed of fixed and mobile services to public institutions, the private sector and the public should be sufficient to meet their needs for efficient and timely data transfer
Spectrum Management	<ul style="list-style-type: none"> Update 5-year spectrum management plan
Universal Access Fund	<ul style="list-style-type: none"> Implement the UAF All project disbursements and financial reports published and easily accessible to the public All Liberians have local access to affordable voice services
Gender & Women in ICT	<ul style="list-style-type: none"> Conduct baseline research on national access and use of ICT including among women, girls, and other marginalized groups Develop national plan to improve gender equity in access and use
Education	<ul style="list-style-type: none"> Complete an inventory of Internet access (and type of access) of all schools and at all levels Improve Internet access in schools by 20% over current level Establish an information system to identify and list the skills (ICT) that are required for different jobs to be used by the Ministry of Education in the design of its training courses. All secondary schools to offer at least 1 ICT related course or program Tertiary education institutes to offer ICT certification The proportion of teachers trained to teach subjects using ICT to increase by 50% over baseline.
Innovation and Research	<p>Working with the Ministry of Education:</p> <ul style="list-style-type: none"> Complete map of key public, private and other sponsored activities that support innovation and research Develop public/private investment and support plan for a National Research and Education Network (NREN), and support for targeted innovation activities and spaces
Reform of ICT governance structure	<ul style="list-style-type: none"> MoPT to review existing legislation and complete feasibility plan for implementation of revised governance structure for the ICT sector Enact structural reforms

Health & ICT	<ul style="list-style-type: none"> • 100% of all clinics and hospitals have Internet access • Develop E-health strategy including a Health Information System
Local Government	<ul style="list-style-type: none"> • All County Service Centers have Internet access • All Superintendent offices have Internet access • IFMIS platform expanded to all counties with reliable internet access (broadband)
Ministries, Agencies, and Commissions (MACs) - Connectivity	<ul style="list-style-type: none"> • All MACs have Internet Access
Ministries, Agencies, and Commissions (MACs) - Online services	<ul style="list-style-type: none"> • The CIO should put in place a common standard for website development for all MACS • Ensure ICT architecture systems design consistency across MACs to help ensure interoperability • Establish a redundancy plan and maintenance policy in all MAC information systems to ensure reliability in Ministry connections and server/applications • All MACs should have enhanced web presence on all online platforms