



Observatoire technologique

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Mission report (May 2005)

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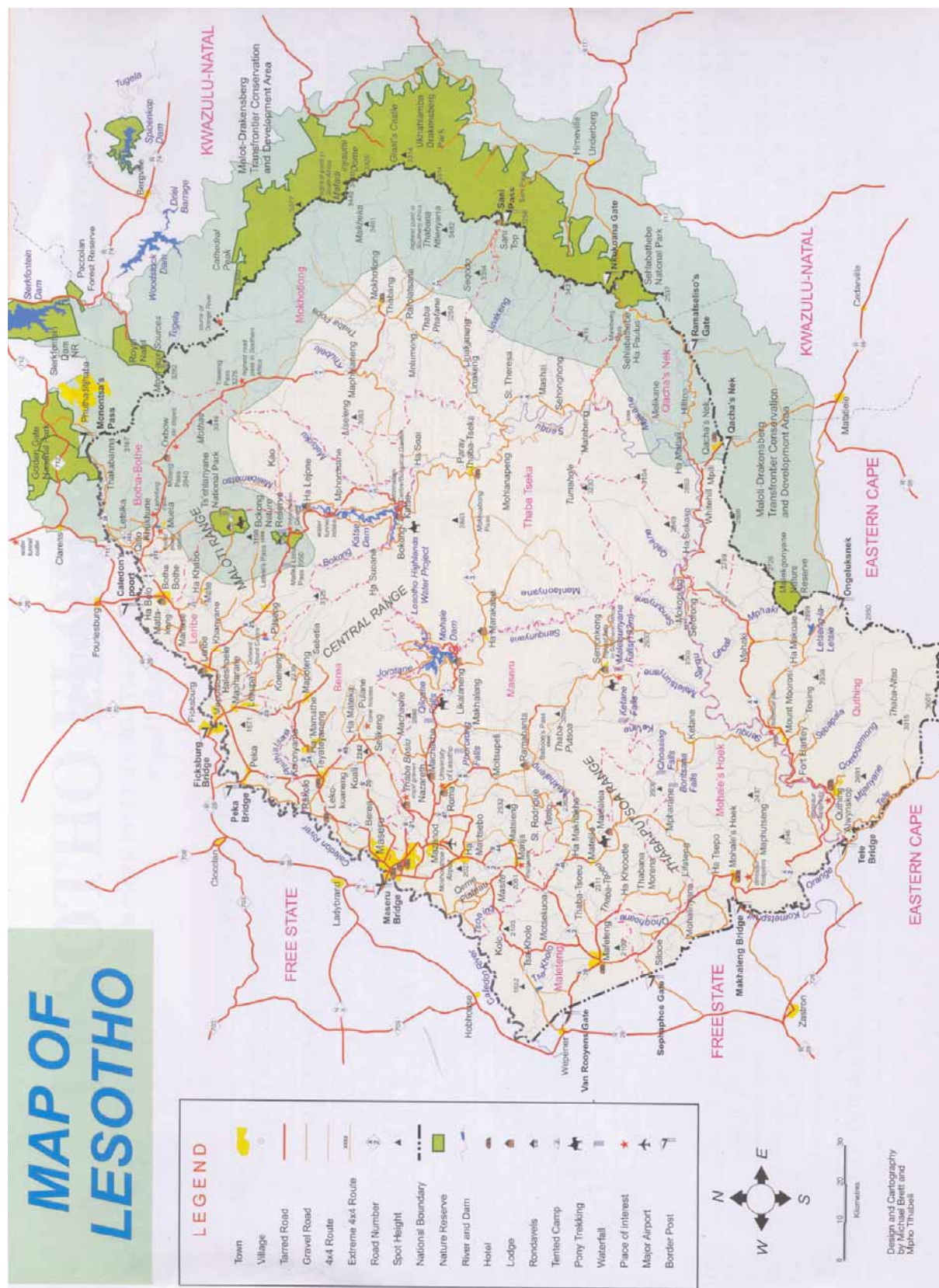
Mission in Lesotho



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Terms of Reference

1. To help the MCST to set up the structure in charge of the first objective. It would be preferable to define some concrete projects to be coordinated as a base of the work of the structure.
2. To help in the implementation choice of the 100 PCs and to define how they should be configured to meet the requirements of the users (structures) who will benefit of the PCs, but in harmony with the ICT policy.
3. To discuss in detail the programme of personalised training that should be organised in Geneva according to the priorities of the coordination and the projects defined.



The PC Project in Lesotho is the first concrete project to realise the agreement between Canton of Geneva and UNCTAD.

Date of the Mission

From the 07/05/2005 to the 21/05/2005 in Maseru

From the 22/05/2005 to the 28/05/2005 in Geneva

Mission's Team

Dr Dominique Hausser (DHA), Scientific and Methodological Counsellor, OT, Geneva



Framework of the International Co operation

1. The objective of the OT is to develop a concrete collaboration with some of the least developed countries in the field of information systems in the frame work of the Millennium Declaration (<http://www.un.org/millenniumgoals/index.shtml>).
2. The agreement signed in Sao Paulo between UNCTAD and OT, Canton of Geneva, June 2004. (Protocole d'accord entre l'Observatoire technologique du Centre des technologies de l'information, République et canton de Genève et la Conférence des Nations Unies pour le Commerce et Développement). This agreement cover a programme of technical assistance in different fields of ICT with a priority directed to the least advanced counties (LCDs) and targeting the objectives defined in the Millennium Declaration.

Decision for Collaboration

1. Geneva will give support to the MCST to move from policy into action in term of coordination of concrete projects and collection of pertinent information. According to the Draft ICT Policy Paper this could be run by the ICT Department, but decision has to be made by the Minister of CST.
2. Geneva will offer 100 PCs. Decision has to be taken where and for which purpose they will be used. A workshop has to be set up in order to prepare the machines and to assure the follow-up. The disks of the PCs will charged with useful information collected over internet at the central level (This has to be done to pass through the problem of insufficient connections.). The OS and the applications should use open standards and open source. The project LIFE developed by ISF at CERN is a interesting solution.
3. Geneva will offer a specific training to a maximum of three persons to be able to achieve the first two objectives. These persons have to be in a senior position.

Programme of the Mission

07/05/2005: Departure of DHA from Geneva, Switzerland

08/05/2005: Arrival of DHA in Maseru, Lesotho

20/05/2005: Departure DHA from Maseru Lesotho

21/05/2005: Arrival of DHA in Geneva, Switzerland

22/05/2005: Arrival of Lesotho Delegation in Geneva, Switzerland

26/05/2005 Courtesy Call to the President of the Executive Council of Canton of Geneva

28/05/2005 Departure of Lesotho Delegation from Geneva, Switzerland

PC Project in Lesotho: Concept paper

During the mission in Maseru, a concept paper describing the general framework of the project was produced and adopted by the MCST management.

This document is to be found in Annex 1.

In summary:

The objectives of the collaboration will be according to this concept paper achieved till the end of 2005. It has been possible to ensure that this pragmatic approach is fully integrated in the ICT policy paper (accepted by the Cabinet in April 2005) as well as the ICT implementing plan (which is still in a draft version, but should be also presented to the Cabinet within the next weeks).

You will, in particular, notice the establishment of a Technical division in the ICT department which will be the structure not only in charge of this modest PC project, but also of the whole infrastructure of the Lesotho government.

Important also is the fact that all PCs will be distributed to end users such as tertiary training structures, high schools, health centres and telecentres (structures implemented in the Post-Offices and accessible by the general public).

Finally a total of around 60 persons will be trained during the project, 5 or 6 persons who are working in the Technical Division as well as Computer staff from the different structures that will benefit of the PCs, in particular the professors of the Lesotho College of Education and the Lerotholi Polytechnic to allow them to configure and maintain the PCs with LIFE package (develop at CERN with the help of HEG) and one or two persons from the structures (40-50 persons) where the PCs are installed to be able to assure a minimal maintenance of the infrastructure (which means a level equivalent to our "super-users").

Other Activities in Lesotho

Different activities were also developed during the mission:

- With the at distance support of Pascal Emonet (CTI), Charles Jachimowicz (CTI) and Nils Buss (OT), I have been helping the IT technician of configuring the Cisco Firewall they are using in the Ministry of Communication, Science and Technology.
- Constructive discussions with the director of S&T department have been conducted on the needs, objectives and terms of reference to develop a database and an information system for Science and technology. The thoughts remain at a preliminary stage. Further discussions and work are needed to clearly define the perimeter of the project.
- The ICT implementation plan is on the process of being adopted by the Cabinet. I have been asked to comment and bring suggestions. The most important element is having being able to include the priorities and important elements of this plan in the PC project in Lesotho.
- The director of ICT department also requested my comment on a document formulating the terms of reference for a consultant helping the MCST in formulating and adapting laws for the e-signature and the e-commerce.

Activities in Geneva

Different activities were developed during the visit of the Lesotho delegation in Geneva

The composition of the delegation was the following one:

- Hon. Motsoahae Thomas Thabane, Minister of CST
- Mrs. Maseqobela Williams, Director of the Science and Technology Department, MCST
- Mrs. Mathapelo Tseuoa (MTS), Senior Business Analyst, ICT Department, MCST

The activities I had with the delegation are the following:

- Welcome of the delegation at the Geneva Airport (22/05/2005)
- Brainstorming of 2 hours with the whole delegation in my office (24/05/2005)
- Visit of SITG, comments given by Philippe Minier (24/05/2005)
- Visit of Réalise (with MTS, 25/05/2005)
- Meeting with the team of HEG working on the development of the LIFE Package (with MTS, 25/05/2005)
- Dinner with the team of HEG, Silvano de Gennaro (ISF-CERN) and Viola Krebs (ICV) (with MTS, 25/05/2005)
- Courtesy Call to Mrs. Martine Brunchwig Graf, President of the Executive Council of Canton of Geneva of the Lesotho delegation in presence of Mrs. Masabata Pheko, Head of Lesotho Permanent Mission in Geneva and Dr. Mongi Hamdi, Secretary to the CSTD, Chief, Science and Technology of UNCTAD (26/05/2005)
- Meeting of the Lesotho delegation with representatives of the Swisscom CEO (26/05/2005)
- Lunch at the 'Ecole hôtelière du Vieux-Bois' for the Lesotho delegation, Head of Lesotho Permanent Mission, UNCTAD Chief of Science and Technology, Swisscom CEO representative offered by the Canton of Geneva, which government was represented by the Vice Chancellor Claude Bonard (26/05/2005)
- Meetings formal and informal with MTS to organise the following steps of the PC Project in Lesotho, including at distance support through a **collaborative digital tool** (every day of the week)



List of Contact Persons in Lesotho (to be completed)

Hon. Motsoahae Thomas Thabane, Minister of CST

Mr Tseliso 'Mokela, Principal Secretary, Ministry of CST

Mrs Maseqobela Williams (MWI), Director of the Science and Technology Department, MCST

Dr. Nketsi Makhera, Director of the ICT Department, MCST

Mrs Mathapelo Tšeuoa (MTS), Senior Business Analyst, ICT Department, MCST

Mr Thabiso Makintane, Director of Information, MCST

Mr Nkoe Thakali, Director LENA, MCST

Mrs Mamahele Radebe, Director of Postal Services, MCST

Mr Dada Moqasa, Director of Broadcasting, MCST

Mrs Matseliso Phafoli, Head (a.i.) of Planning in MSCT

Mr Teboho Raseke Computer Services Unit, MCST

Mr Monehela Posholi, Chief Executive, Lesotho Telecommunications Authority

Mr Hoohlo, Managing Director Lesotho Polytechnic and his management team

Mr Oliphant, Deputy Director of Lesotho College of Education

Mr Kalanda Kasongo, ICT Professor, Lesotho College of Education



List of Contact Persons in Switzerland (Geneva)

Mrs. Martine Brunchwig Graf, President of the Executive Council of Geneva

Mr. Claude Bonard, Vice Chancellor of Canton of Geneva

Mr. Jean-Luc Chopard, Head of Protocol of Canton of Geneva

Dr. Jean-Marie Leclerc, General Director of Centre for Technologies of Information (CTI) of the Canton of Geneva

Mr. Philippe Minier, Responsable of SIEnG, Service des systèmes d'information et de géomatique, DIAE

Dr. Christophe Dunand, Director of the Association "Réalise"

Prof. Enrico Viganò, Haute École de Gestion

Prof. Gilles Brentini, Haute École de Gestion

Mr. Silvano de Gennaro, Software without borders, CERN

Mr. Yannick Ruchat, assistant, Haute École de Gestion

Mr. Ionel Demski, student, Haute École de Gestion

Mr. Samuel Carrupt, student, Haute École de Gestion

Mr. Pierre Steiner, Advisory Consultant of the Swisscom CEO

Mr. Arnold Christe, Swisscom CEO - Group Client Manager

Mr. Robert Colella, Responsable of exportation department, Réalise

Mrs. Viola Krebs, International Conference Volunteers

Mrs. Alexandra Ruppen, Protocol of Canton of Geneva



List of Abbreviations

CERN: Centre européen pour la recherche nucléaire (European Centre for Nuclear Research)

CST: Communication, Science & Technology

CSTD: The United Nations Commission on Science and Technology for Development

CTI: Centre des technologies de l'information (Centre of Information Technologies)

GDP: Gross Domestic Product

ICT: Information, Communication and Technology

ICV: International Conference Volunteers

IMF: International Monetary Fund

ISF: Informaticiens sans frontière (Software without borders)

LCD: Least Advanced Country

LIFE: Linux Integrated Free Environment

MCST: Ministry of Communication, Science & Technology

OT: Observatoire technologique (Technological Observatory)

UNCTAD: United Nations Conference on Trade and Development



Annex: PC Project in Lesotho (Concept paper)

**MINISTRY OF COMMUNICATIONS, SCIENCE AND
TECHNOLOGY**

**DEPARTMENT OF INFORMATION AND
COMMUNICATIONS TECHNOLOGY**

Concept paper

PC PROJECT IN LESOTHO

Cooperation between
The Ministry of Communications, Science and Technology
and
Technology Observatory (Canton of Geneva, Switzerland)

Document prepared by Mathapelo Tšeuoa and Dominique Hausser

Revised by Nketsi Makhera, ICT Director

Approved by the MCST Management (19 May 2005)

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BACKGROUND AND JUSTIFICATION

Project History/Origin

The Director of Science and Technology, through her representation of Lesotho on the United Nations Conference for Trade and Development (UNCTAD) Science and Technology Commission, formed a partnership with UNCTAD whose aim was to source assistance in developing the country in the field of Science and Technology and ICT.

On the 20th to 26th February 2005 a Mission from Geneva visited the Ministry of Communications Science and Technology (MCST). The Mission was made-up of the following people:

- **Dr. Jean-Marie Leclerc:** Director General of Canton of Geneva Centre for Information Technology (CTI).
- **Dr. Dominique Hausser:** Scientific and Methodological Counsellor, Technology Observatory (TO), Canton of Geneva.
- **Dr. Mongi Hamdi:** Chief, Science and Technology Section, Division on Investment, Technology & Enterprise Development for UNCTAD.

The aim of the mission was to conduct a cursory inspection of Information and Communication Technologies (ICT) development in the country and to discuss possible areas of corporation.

This mission concluded that Technological Observatory would support the Ministry of Communications, Science and Technology by:

- Coaching by Dr Dominique Hausser who will come to Lesotho to formulate a strategic action plan and concretise the project.
- Training of three people. The people to go for internship training in Geneva would be identified by Dr. Dominique Hausser's visit; re-assessed of the exact nature of training would be conducted, because of the changed role that these people are going to play in the project.
- Infrastructural Support (100 PCs to be given for distribution to various specific projects or structures)

The Minister of MCST would visit Geneva to attend the UNCTAD Science and Technology Commission and visit to Geneva Centre of Technology of Information (CTI) in order to get a better understanding of CTI and TO. The visit would also include visits to other relevant organisation in the Sector.

Current Situation

Dr. Dominique Hausser arrived in the country on the 8th May 2005, to depart on the 20th May 2005. The purpose of the mission is:

- To develop a clear programme of collaboration by developing a Strategic Action Plan for the programme support.
- To concretise the organisational arrangements and management structures of the programme.
- To re-evaluate the training programme identified earlier.

Policy Fit

The Government of Lesotho has developed ICT Policy as a tool to enable Lesotho to achieve its development goals as articulated in the Lesotho Vision 2020 Policy Document and the Poverty Reduction Strategy Paper. Cabinet approved the ICT Policy document in April 2005 as a working document.

With particular reference to infrastructure improvements, the ICT Policy notes that without the relevant infrastructure it becomes impossible to deliver telecommunications, broadcasting, computing, and information services such as the Internet, digital television, distance learning, etc. At present, Lesotho's physical infrastructure remains underdeveloped and limited in coverage despite the restructuring of the sector, which resulted in the privatization of the fixed line operator in 2001.

Lesotho also lacks the adequate Human resources capacity to attend to ICT development in the country. As a relatively new sector in the country, very few people are educated in this area. The situation has resulted in very low level of ICT literacy.

Stakeholder Analysis

The partners that have been identified in this project are divided into 3 three levels.

At Bilateral Cooperation Level

These being MCST and TO in concretising the project, commitment should be ensured from the two main partners.

Coordinating Level

The Ministries, which will be involved in the actual implementation, will be called on to participate in the Inter Ministerial ICT Coordination Committee. Their full cooperation will be required as some of the resources that will be requested will be from them. This includes (financial, HR...).

These Ministries are:

- Ministry of Communications, Science and Technology (MCST)
- Ministry of Finance and Development Planning (MoF)
- Ministry of Education and Training (MoE)
- Ministry of Health and Social Welfare (MoHSW)

Management Level

The management of the project is run by the ICT department of MCST with the assistance of the S&T department.

Implementing Level

This refers to the actual implementing agencies, or institutions in the project, these are the actual beneficiaries of the project:

- High Schools (to be selected by MoE, which will have to define the criteria of selection)
- Tertiary Institutions (Lesotho College of Education [LCE], Lerotholi Polytechnic[LP])
- Health Centres (one Government establishment in each of the 10 districts)
- Post Offices (10 post offices to be selected by MCST)

HIERARCHY OF OBJECTIVES

Project Goal

The goal of this project is to improve access to ICTs in Lesotho.

Project Purpose

The purpose of the project is to facilitate access to Information and Communication Technology to the Basotho nation. This project will be one of the first concrete actions deployed by the ICT department to achieve the objectives defined in the ICT policy document and to concretise the implementation plan.

Provision of PCs

Originally, 100 PCs were promised to MCST, this figure has doubled and includes the following:

- 200 PCs PIII VE 500-600, RAM 128 MB or probably 256 MB, hard disk (8.4 GB or more), Network card, Graphic card, Sound Card
- 20 PCs (same configuration) as spare part
- 200 Monitors 17" various models
- 200 Keyboards
- 200 Mouse
- 10 Printers HP 4L and/or 5L
- 40 Hub (10 with 16 connections and 30 with 8 connections)
- Networking Cable
- Linux integrated free environment (LIFE) Package v1.0 (<http://isf.cern.ch/isf/?q=node/view/16>)

Training

There is a need of training the team of the Technical Division of the ICT department. Assistance is requested from TO with regard to the help of 2 people who understand well the LIFE package and are also good with hardware to provide training to the Technical Division Personnel and the computer staff and teachers of the Tertiary Training Structure. This training will be focused on the installation of LIFE and the needed configuration by the end users. An emphasis will be put on how to create new templates according to the needs of end users.

A basic training is needed for one person of each of the structure receiving PCs in order to be able to assure a basic maintenance. This will concern about 50 persons. The training programme will be ready before the end of September 2005 in order to have the persons trained before the PCs' deployment. This training will be given by local trainers assisted by the staff of the Technical Division. The training will be focused on basic maintenance of the infrastructures and software used by the end users and give the people a basis to assist the end users.

Coaching

This involves mentoring that will be provided by Dr. Dominique Hausser during the entire life of the project. The support will be adapted according to the evolution of the project (mission in Lesotho or/and at distance support).

Project Outputs

The main outputs of the project include:

- Establishment of a strong Technical Division of ICT Department
- Information libraries available in High Schools
- Teachers that are ICT literate
(through introduction of courses at Lesotho College of Education)
- ICTs used by teachers for transfer of knowledge to students at high school level
- ICT literate high school students
- ICT access points available at community level through Post Offices Telecentres
- Computers available at Health centres for clinical, epidemiological and administrative purposes.

The Logical Framework

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means Of Verification (MOV)	Important Assumptions
Goal: Increased Access to ICTs and Information	200 PCs Distributed by Dec. 2005 ICT training in High Schools Automated records in Health Centres ICT literacy courses at LCE	MCST report MoE reports MoHSW reports MoE reports	PC's arrive in Nov. 1 st , 2005 Configuration complete by Dec. 2005 ICT Teachers available Has staff ICT literate All teachers are trained
Purpose: Effects of project on beneficiaries that lead to the goal.	Indicators that verify beneficiaries change	Source of data to verify status of objective level.	External factors necessary for implementation
Computers in Schools (60 PCs) Students ICT literate Improved methods of teaching Availability of wider source of Information	No. Students able to use PCs No. Teachers using ICTs for training students No. Of users of Information libraries	MoE	Availability of PC's Availability of Teachers Availability of maintenance support Availability of utilities ICT curriculum Developed
Computers in Health Centres (5*10=50 PCs) Proper patient record keeping Improved administrative procedures (inventory, financial management).	Patient database Clinical records Epidemiological records Up-to-date financial records Up-to-date inventory lists, more coordinated supply of medicines	MoHSW reports	Health centre staff are ICT literate Patient database management system developed Financial management system developed
Computers at Tertiary Training Institutions LCE, LP (30*2=60 PCs) Increase ICT literacy at tertiary level Improve capacity user Provide maintenance support Provide up-to date information libraries for assignments/research	No. Students with ICT qualifications No. of People able to provide ICT support No. of Teachers able to teach ICT No. Of Teachers using ICTs for training purposes. No. Of users of Information libraries.	MoE	Training or trainers provided ICT curriculum Developed

PC Project in Lesotho (Concept paper)

Computers at Les. Post Services Telecentres (3*10=30 PCs) Provide ICT access points in rural communities Improve range of services available in rural communities	No. of Telecentres through LPS at District Level. No. of users at community level No. of services available in rural communities	MCST - LPS	LPS staff ICT literate
Outputs: Final product of output that leads to the attainment of the objective.	Indicators to verify accomplishment of output in quality, quantity, time etc.	Source of data to verify outputs.	External factors necessary for the accomplishment of output.
Technical Division established Information libraries in High schools Teachers that are ICT literate ICTs used by teachers for transfer of knowledge at high school level ICT access points available at community Improved Health centres Administrative processes.	Improved technical support for government Increased quantity of information, research sources available Improved quality of Teachers Improved quality of Training Increased e-readiness Improved record keeping Efficient management practices	MCST - ICT MoE MoE MoE MCST - LPS MoHSW	Maintenance of PC up to date Download of Up to date information
Activities: Actions that can be undertaken to attain outputs.	Resources Required	Source of data to verify activities.	External factors necessary.
Project Documentation finalized and signed by MCST & GOL	Dev. Of Project Proposal	MCST / TO	All info necessary for development of Project plan.
Workshop/Meeting with stakeholders	Finances	MCST - ICT	All stakeholders attend
Formulation of (inter Ministerial) Supervisory Committee	TOR	MCST Coordinating	Political support & Commitment
Appointment of full-time project manager	Finances	MCST Report	Availability of HR & finances
Training of Trainers	Identification of courses Finance to cover costs Financial support on Project	MoE	Trainers available in Schools
Training of Maintenance crew and appointment as the technical division of ICT	Identification of courses Finance to cover costs Financial support on Project	MCST – ICT Technical Division	HR availability

PC Project in Lesotho (Concept paper)

Set-up of PC Configuration and maintenance workshop which will operate as the technical division of ICT	Facilities/space Acquisition of Maintenance equipment Appointment of Maintenance HR Financial support for running facility Vehicle	MCST - ICT Technical Division	Availability of Maintenance equipment
Transportation of PC's to Identified beneficiaries	Identification of Partners (Schools / HSAs) Transport vehicles to Areas Security of areas ensured Availability of basic utilities ensured Acquisition of other resources ensured	Project manager (MCST)	Quality of PC ascertained after Configuration
Monitoring and evaluation	Supervisory committee & Project manager Conducts initial research on installation Conducts research after, on quarterly bases TO Monitors Annually	MCST report to TO TO reports	

PROJECT DESCRIPTION AND RESOURCE REQUIREMENTS

Resources Requirements

All stakeholders will have to precisely define their needs at all levels in:

- Human Resources
- Equipment
- Finance

This process will be achieved before the end of October 2005. The project manager is in charge to collect and consolidate all the information and to present them to the Inter Ministerial ICT Coordinating Committee.

Description of Management Structure

- **Monitoring Committee:** the Inter Ministerial ICT Coordination Committee will be the main supervisory and monitoring agency.
- **Coordination Agency** is the department of ICT in the Ministry of Communications Science and Technology which include the Technical Division.
- **Implementing Agency** will be the various institutions identified as the main beneficiaries of the PC's.

Inter Ministerial ICT Coordination Committee

The committee is composed by a representative of:

- MCST-ICT department (chair person)
- MCST-S&T department
- MCST-Planning unit
- MoF
- One representative of Ministries involved in the project
- Project Manager (to assist the committee)
- Technical Division Manager (to assist the committee)

Terms of references

- To advise the Project Manager in questions raised all along the project
- To ensure that the defined objectives are reached.
- To advise on the pre final version of the Work Plan
- To finalise the choice of places and the purpose of use of the PCs.
- To debrief on the project.

Meetings can be organised on request of the project manager or one member of the Inter Ministerial ICT Coordinating Committee supported by the chair person.

Project Manager in the Coordination Agency

Senior Business Analyst is in charge of the project.

The terms of reference are:

- To supervise the implementation and the maintenance of all digital infrastructures
- To coordinate and supervise the collection and distribution of knowledge, information and data useful for the administration and other public services (in other word to build an information system).
- To achieve these objectives, she will have to accomplish the following general tasks:
 1. To define the detailed tasks including needed resources in terms of personal, infrastructure, financial aspects (for completing the initial investment and for the maintenance).
- To supervise the implementation and the maintenance of all digital infrastructures
 2. To define the location of the PCs and for which purposes they will be used.
 3. To assist the establishment of the Technical Division of the ICT Department
- In a first step, to organise the collection and distribution of data to the places where the PCs are located in relation with the purposes of use and the needs of the end users.
- To define the needed profiles to be installed according to the needs, in order to be able to prepare them during the finalisation of version 1.0 of LIFE.
- To organise the Information System of the Lesotho administration in starting using the Geographic Information System (GIS) developed by MoE, adding a layer with information on the project.

Manager of the Technical Division of ICT Department (MCST)

The profile of the Manager: ideally, should be a computer engineer, with some experience in management.

This structure will become the one in charge of deploying and maintaining the ICT of the ministries and other public structures.

The Manager will be in charge:

- To establish the Technical Division (recruiting staff, finding the location, acquiring the necessary material).
- To set up the PCs with the decided software and the convenient configuration according to the use of the PCs.
- To deploy the PCs where they should be.
- To assure the maintenance of the informatics infrastructure (hardware, software), which means also to have updated information on the deployed infrastructure.

Implementation Schedule

Implementations schedule below only shows the main activities, but as identified on the log frame, subcomponents exist which will have to be fitted in so that the main activity is completed in the specified time.

Activities/Time Schedule

Activities	M	J	J	A	S	O	N	D	J
Project Documentation finalised and accepted by MCST	x								
Formulation of Inter Ministerial Committee		x							
Identifying the Technical Division Manager				x					
Workshop/Meeting with stakeholders					x				
Set-up of the Technical Division (including equipment requirement)					x				
Reception of a probably beta version of LIFE for start of training					x				
Detailed work plan including deployment of PCs & other material						x			
Training of Maintenance crew and appointment on Project					x	x	x		
Training of trainers and responsible of infrastructures on site						x	x		
Receipt of PCs (Acquisition at port and TAX exemption)							x		
Configuration of PCs							x	x	
Transportation of PC's to							x	x	
Tertiary Institutions							x	x	
Schools							x	x	
LPS Telecentres							x	x	
Health centres							x	x	
Budget 2006-2007: Inclusion of maintenance and development of needed resources for the defined projects									x

MONITORING AND EVALUATION

The monitoring and the evaluation will be completed by the Project Manager.

The success of the project will be confirmed if the targets defined in paragraph 3.2 are reached.

REFERENCES

- **Hausser D.** Mission in Lesotho report, Technological Observatory, Geneva, **14 March 2005**.
- **Ministry of Communications, Science and Technology:** Lesotho Information and Communications Technology Policy **April 2005**; <http://www.Lesotho.gov.ls>.
- **Ministry of Communications, Science and Technology:** Lesotho Information and Communications Technology Policy Implementation Plan; **draft, May 2005**.