



Lesotho Highlands Development Authority Strategic Plan



2014/15
2016/17

STRATEGIC PLANNING FRAMEWORK



**TO BE A HIGH PERFORMANCE
ORGANIZATION**

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1.1 INTRODUCTION

The Strategic Plan establishes an effective strategic framework for the Lesotho Highlands Development Authority (LHDA) over the next three year period, 2014/15 to 2016/17 in support of the LHDA's obligations under the Treaty, Phase II Agreement, LHDA Order and various Protocols. This plan articulates organization's focus for the next three years. It will assist in coordinating the efforts and resources towards achieving optimum performance in its legal mandate and functions of construction and maintenance of dams, tunnels and hydropower generation plants for the purpose of

- Water delivery to South Africa,
- Hydropower generation in Lesotho, and
- Environment and social impact mitigation.

This Strategic Plan will inform the LHDA Annual Business Plans for the same period. The extent to which LHDA succeeds in converting its plans to reality will be reported on an on-going basis and also published in its annual report of each year of the multi-year period 2014/15 to 2016/17.

While LHDA has traditionally adopted a five-year strategic planning horizon, the current strategy has deliberately adopted a 3-year horizon to ensure that the attainment of a high level of performance by the organization is given a clear focus and prioritized accordingly. This requires changes in a number of organizational enablers and therefore cannot be stretched over a long period.

The long term Vision for **LHDA is to be a world-class water resources development and management organization**. The Strategic Vision is to become a **High Performance Organization (HPO)**.

1.1 THE LHDA MISSION

The LHDA Mission is to **efficiently and effectively implement the Lesotho Highlands Water Project in accordance with internationally recognised standards in engineering, social and environmental management**.

1.2 THE LHDA VALUES

To achieve its Vision and Mission, the organization is guided by a set of core values. The LHDA's values as per the original strategy are listed below. It is planned that an intensive discussion will be undertaken to ensure that the values are refined and sharpened to align and support the strategic Vision of becoming a High Performance Organization.

- Professionalism/ Commitment
- Ethics/ Morals
- Teamwork
- Stakeholder Focus
- Efficiency of Operations (cost consciousness)
- Achievement/ Goal-oriented
- Innovation
- Good Governance.

2.1 METHODOLOGY FOR DEVELOPMENT OF THE STRATEGIC PLAN

The Strategic Planning process for this plan did not follow the usual analysis that precede the development of a strategic plan, such as SWOT, PEST, Porter's 5 Forces, etc. It is built on the outcome of a Strategic Thinking Session attended by all the LHWP role players, namely the LHWC, LHDA Board, together with its Subcommittees and the LHDA Management on the 06th September 2013. The workshop reconfirmed that the three Key Focus Areas (KFAs) emanating from the LHDA mandate continue to form the core functions of LHDA and will remain unchanged during the planning horizon. The strategic focus area that was deemed necessary for the ensuing period was transforming the organization into a high performance organization within 2-3years in pursuit of the core mandate. As a result, the fourth KFA, "**to enable and sustain a High Performance Organization**", was agreed.

Following a review of what HPO means in the context of the LHDA, the following were agreed as essential strategic objectives for LHDA to attain its Vision to become HPO:

1. To enable an efficient, effective and fully capacitated organization
2. To implement an effective delegation of authority
3. To implement effective and efficient internal controls, processes and procedures
4. To internalize a value system to support HPO
5. To actively promote the LHDA Brand
6. To implement optimal ICT systems to support efficient business operations

2.2 KEY FOCUS AREAS (KFAs)

The LHDA Strategy for 2014-17 has four KFAs of which three are based on its core mandate and are envisaged to remain constant over the life of LHDA. The fourth Key Focus Area is an enabler for operational efficiency to the first three and its strategic objectives are a response to the challenges and changes in the business environment which demand LHDA to operate at a higher level than has been the case to date.

The four Key Focus Areas for the LHDA Strategic Plan for 2014-17 are:

1. **To ensure optimal transfer and delivery of high quality water to RSA,**
2. **To ensure efficient and cost effective production of electricity for Lesotho,**
3. **To sustainably manage biophysical environment and social aspects within the LHWP area,**
4. **To enable and sustain a High Performance Organization.**

Organizational Development literature defines High Performance Organization in various ways. The LHDA has extracted the following definition from Wikipedia, to encapsulate its aspirations and guide its efforts towards HPO:

High Performance Organization (HPO) is a concept, within organisational development, referring to teams, organizations, or virtual groups that are highly focused on their goals and that achieve superior business results...

Inherent in this vision to become HPO, is a commitment to the concept of a learning organization, defined by Peter Senge as ***... a group of people working together collectively to enhance their capacities to create results they really care about.***

2.3 KEY FOCUS AREAS AND STRATEGIC OBJECTIVES FOR 2013-17

The KFAs, the Strategic Objectives, Action Programs and Performance Measures over the three year planning period have been presented in the balanced scorecard below. For the project-based strategies, Action Plans with Milestones have been presented while program-based strategies have been presented as Performance Indicators with Target Outputs. The allocation of responsibilities on the KFAs, Strategic Objectives and Outputs/Milestones follows the cascaded organizational hierarchy where the CE or the COO is responsible for KFAs, the Divisional Managers for Strategic Objectives while the Branch Managers will be responsible for Action Programs to pursue the related strategic objectives in the Business Plan.

Table 1: KEY FOCUS AREAS AND STRATEGIC OBJECTIVE FOR 2014-17

KFA 1: To ensure optimal transfer and delivery of high quality water to RSA
1.1 To ensure delivery of water to RSA according agreed annual schedule.
1.2 To effectively manage the water resources within the LHWP to ensure long term reliability of systems.
1.3 To effectively manage the water resources within the LHWP to ensure high quality of water.
1.4 To ensure proper maintenance and optimal operations of existing infrastructure.
1.5 To effectively plan and implement LHWP Phase II to deliver water in April 2021
KFA 2: To ensure efficient and cost effective production of electricity to Lesotho
2.1 To efficiently operate and maintain the hydropower generation
2.2 To increase the LHWP electricity generation capacity
2.3 To operationalize Kobong pump scheme to increase generation capacity
KFA 3: To sustainably manage biophysical environment and social aspects within the LHWP
3.1 To ensure that the standard of living of the communities affected by the Phase I LHWP is either maintained or raised above project levels
3.2 To ensure that the standard of living of the communities affected by the Phase II LHWP is either maintained or raised above project levels
3.3 To promote sustainable management of biophysical environment within Phase I of LHWP area in accordance with internationally recognised standards in social and environmental management
3.4 To plan and implement LHWP Phase II in accordance with internationally recognised standards in social and environmental management
KFA 4: To enable and sustain a High Performance Organisation (HPO)
4.1 To enable an efficient, effective and fully capacitated organization
4.2 To implement an effective delegation of authority
4.3 To implement effective and efficient internal controls, processes and procedures
4.4 To internalize a value system to support HPO
4.5 To actively promote the LHDA Brand
4.6 To implement optimal ICT systems to support efficient business operations

2.3.1 STRATEGIC PLAN MATRIX

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
KFA 1: TO ENSURE OPTIMAL TRANSFER AND DELIVERY OF HIGH QUALITY WATER TO RSA				COO
Process Objective 1.1: To ensure delivery of water to RSA according to agreed annual schedule				DM- DOD
1.1.1 Approved water release schedule	Annual Water Delivery Schedule for 2015 approved by 15 th December	Ditto	Ditto	
1.1.2 Quantities of water delivered within \pm 0.5% variance	780 Mm ³ of water transferred to RSA as per monthly delivery schedule	Ditto	Ditto	
1.1.3 Royalties	M758 million invoiced	M831 million invoiced	M904 million invoiced	
Process Objective 1.2: To effectively manage the water resources within the LHWP to ensure long term reliability of system.				DM – DOD,
1.2.1 Stations functional and quality of data maintained	Reliable and up-to date hydro meteorological information LHWP System yield and RSA demand reviewed	Ditto	Ditto	
1.2.2 Compliance to IFR Releases	IFR Releases implemented as per schedule	Ditto	Ditto	
Process Objective 1.3: To effectively manage the water resources within the LHWP to ensure high quality of water				DM-SDE
1.3.1 Key water quality parameters within established guidelines	Quarterly monitoring reporting on key water quality parameters (PH, DO, Temp, SS, PO4)	Ditto	Ditto	
1.3.2 Aqua-culture and fisheries operations impact on water quality monitored	Progress reporting on compliance to aqua-culture framework	Ditto	Ditto	

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
Process Objective 1.4: To ensure proper maintenance and optimal operations of existing infrastructure				DM-DOD
1.4.1 Plant availability assured	90% Katse instrumentation availability 96% Katse Plant and Equipment Availability	95% Katse instrumentation availability 96% Katse Plant and Equipment Availability	Ditto	
	75% Mohale instrumentation availability 96% Mohale Plant and Equipment Availability	80% Mohale instrumentation availability 96% Mohale Plant and Equipment Availability	85% Mohale instrumentation availability 96% Mohale Plant and Equipment Availability	
1.4.2. Structural integrity of dams and tunnels maintained	Key indicators for integrity of the structures within defined parameters	Ditto	Ditto	
1.4.3 O&M Plan implemented	Annual O&M Plan Implemented to schedule	Ditto	Ditto	
1.4.4 All LHDA Contracts Managed according to policy, procedures and best practice.	Project Variance Analysis Reporting	Ditto	Ditto	
Strategic Objective 1.5: To efficiently plan and implement LHWP Phase II to deliver water in April 2021				DM Phase II
1.5.1 Advance infrastructure program implementation	Design Consultants procured for: <ul style="list-style-type: none"> • Main Access Road. • Camps • Power lines & communication 	Contractors procured for: <ul style="list-style-type: none"> • Main Access Roads • Camps • Power lines 	Design consultants for Feeder roads procured & Designs completed	
	Contractors for Polihali NEAR procured and construction at 15% complete	Construction Works for <ul style="list-style-type: none"> • Main Access Road (75% completion) • NEAR (100% Complete) 	Construction works (100% complete) <ul style="list-style-type: none"> • Main Access Road • Camps 	

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
		<ul style="list-style-type: none"> Camps (50% completion) Power lines (50% completion) 	<ul style="list-style-type: none"> Power Lines N/A 	
1.5.2 Dams and Tunnels constructed	Contractor for Geo-Technical Investigations procured and investigations conducted to 30% completion	Complete Geo-technical Investigations		
		Dam & Tunnel Engineering Consultant in place	Design of dam & tunnel completed	
		Design of Dam & Tunnel (50% completion)	Contractors procured 10% dam and tunnel construction	
1.5.3 Phase II funding strategy developed and implemented.	Approved funding strategy	N/A	N/A	
	Phase II Long-term Cost Plan in Place	Long-term funding in place	Project fully funded	
1.5.4 SHEQ Program implemented in all Phase II operations	Phase II SHEQ Management Plan implemented to schedule	Ditto	Ditto	
KFA 2: TO ENSURE EFFICIENT AND COST EFFECTIVE PRODUCTION OF ELECRCITY FOR LESOTHO				COO
Process Objective 2.1: To efficiently operate and maintain the hydropower generation plant				DM- DOD
2.1.1 Approved electricity schedule	Electricity supply schedule approved by 15 th December	Ditto	Ditto	
2.1.2 GWhrs generated	500GWhrs generated in line with agreed schedule	Ditto	Ditto	
2.1.3 MW lost in a year	Maximum demand losses not exceeding 2.5% of sales revenue.	Ditto	Ditto	
2.1.4 Electricity revenue generated	M60 million in revenue generated	M60 million in revenue generated	M60 million in revenue generated	

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
2.1.5 Availability of plant	96% Availability of Muela plant and equipment	Ditto	Ditto	
Strategic Objective 2.2: To increase the LHWP electricity generation capacity				DM – DOD
2.2.1 Install and operationalize mini hydro stations	Katse mini-hydro station rehabilitated and commissioned	4GWh generated	Ditto	
	Mohale mini hydro designed	Mohale mini hydro constructed & commissioned	6GWh generated	
Strategic Objective 2.3: To operationalize Kobong Pump Scheme to increase generation capacity				DM – Phase II
2.3.1 Design and construct Kobong Pump Storage	Technical and Financial/ Economic Feasibility Studies completed	Design consultants procured	Design Kobong Pump Station (25% completion)	
	PMU procurement strategy finalized	Procurement PMU	N/A	
2.3.2 Funding Procurement	Funding strategy agreed	Bridging finance for advance infrastructure in place	Long-term Funding for main works procured per cash flow statement	
KFA 3: TO SUSTAINABLY MANAGE BIOPHYSICAL ENVIRONMENT AND SOCIAL ASPECTS WITHIN THE LHWP AREA				COO
Process Objective 3.1: To ensure that the standard of living of the communities affected by the Phase I LHWP is either maintained or raised above project levels				DM- SDE
3.1.1 Phase I Compensation Disbursement implemented	Phase I Compensation implemented to schedule	Ditto	Ditto	
3.1.2 Resolution of communities' complaints	60% of old complaints addressed per Complaints Resolution Procedure	100% of old complaints addressed	N/A	
	At least 80% of new and valid complaints addressed	At least 80% of all valid new complaints addressed	At least 80% of valid complaints addressed	

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
3.1.3 Implementation of Public Health Program (Phase I)	LHDA Public Health Policy approved and implemented to schedule	Public Health program implemented to schedule	Ditto	
3.1.4 Annual Community Development Project Plan Implemented ¹	Community Development Projects Plan Developed	Planned Community Development Projects implemented to schedule	Ditto	
Process Objective 3.2: To ensure that the standard of living of the communities affected by the Phase II LHWP is either maintained or raised above project levels				DM – Phase II
3.2.1 Phase II Compensation Policy implemented	Phase II Compensation Policy approved, translated and communicated to all affected communities	N/A	N/A	
	Compensation for all individual assets affected by programmed infrastructure paid at least 3 months before construction.	Ditto	Ditto	
3.2.2 Resolution of communities' complaints	At least 90% of Phase II related complaints addressed per Complaints resolution procedure	Ditto	Ditto	
3.2.3 Annual Resettlement and Adjudication Plan implemented	Develop and Implement Annual Resettlement and Adjudication Plan (RAP) for all affected assets	Annual Resettlement and Adjudication Plan implemented to schedule	Ditto	
3.2.4 Community Participation Strategy implemented	Community Participation Strategy approved	Milestones for implementation of Participation Strategy achieved	Ditto	

¹ assuming a decision on rule 51 will be made by Sept 2014

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
	Milestones for implementation of Participation Strategy achieved			
3.2.5 Implementation of Public Health Program (Phase II)	N/A	Public Health Program Developed Public Health Program implemented to schedule	Public Health Program implemented to schedule	
3.2.6 Livelihoods restoration programmes implemented	Consultations and promotion of livelihoods restoration programmes	Livelihoods restoration programmes implemented to schedule	Ditto	
Process Objective 3.3: To promote sustainable management of biophysical environment within Phase I of LHWP area in accordance with internationally recognised standards in social and environmental management				DM- SDE
3.3.1 Implementation of environmental and natural resources conservation programs	Biodiversity conservation programs implemented to schedule	Ditto	Ditto	
	Integrated Catchment management programs (ICM) implemented as per approved plan	Ditto	Ditto	
	Implementation of the IFR program to schedule.	Ditto	Ditto	
	Waste management program implemented to schedule	Ditto	Ditto	
Strategic Objective 3.4: To plan and implement LHWP Phase II in accordance with internationally recognised standards in social and environmental management				DM- Phase II
3.4.1 Implement Environmental Management Plan for Phase II Project.	Environmental and social baseline studies completed	Environmental authorization acquired	Implementation of Environmental Management Plan	
	Consultants (for EIAs) procured for Main Access Road			

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
KFA 4: TO ENABLE AND SUSTAIN A HIGH PERFORMANCE ORGANIZATION				CE
Strategic Objective 4.1: To enable an efficient, effective and fully capacitated organization				COO
4.1.1 Align effective PMDS with other HR Systems	Revised Reward Policy in place	N/A	N/A	
	PMDS implemented to fully integrate with other HR systems	PMDS underpinning Career Development and Succession Planning throughout the organization.	Automated PMDS Systems and processes embedded throughout the organization.	
4.1.2 Continuous professional development (CPD)	Skills audit conducted	% of professionals registered with professional institutions	<u>Ditto</u>	
	Training plan that supports CPD revised and implemented			
4.1.3 Resourcing levels.	Succession Plan developed and implemented	≥95 % population	≥97 % population	
	Guidelines to redeploy staff to PMU and consultants/ contractors developed			
4.1.4 Implement Corporate Performance Monitoring and Evaluation	≥90 % population of structure			
	Annual Business Plans approved	Annual Business Plans approved	Annual Business Plans approved	
	Annual Budget approved	Annual Budget approved	Annual Budget approved	
	Quarterly performance reviews	Quarterly performance reviews	Quarterly performance reviews	
	80% achievement of corporate targets	85% achievement of corporate targets	90% achievement of corporate targets	
	Annual Strategic Plan reviewed	Annual Strategic Plan reviewed	Strategic Plan developed	
	Approval of Wellness Policy	N/A	N/A	

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
4.1.5 Create and Maintain an enabling working environment	Commencement of Wellness Policy implementation	Implementation of the Wellness Policy	Review of the Wellness Policy and Programs	
	Engagement with staff as per annual schedule	Ditto	Ditto	
Strategic Objective 4.2: To implement an effective Delegation of Authority (DoA)				CE
4.2.1 Revise and implement Governance Manual	Revised Authority limits in Governance Manual (DoA) approved and implemented	Annual audit of effectiveness of DoA	Ditto	
Strategic Objective 4.3 To implement effective and efficient internal controls, systems and procedures				COO
4.3.1 All policies and procedures reviewed	All organizational policies and procedures reviewed per schedule and implemented	Ditto	Ditto	
4.3.2 Effective risk management system reviewed and implemented	Risks associated with the critical processes identified	Risk mitigation and internal controls reported on quarterly basis	Ditto	
	Internal and external audits conducted to schedule	Ditto	Ditto	
	Audited Financial Statements for 2013/14 approved	Audited Financial Statements for 2014/15 approved	Audited Financial Statements for 2015/16 approved	
4.3.3. SHEQ Program implemented in all Phase I Operations	Corporate SHEQ Management Plan developed and implemented	Corporate SHEQ Management Plan implemented	Ditto	
4.3.4 Efficient financial accounting and financial support services provided	Management accounts reports issued by 25 th of the following month.	Ditto	Ditto	
4.3.5 Efficient cost effective and efficient management accounting support services	Costs contained within budget	Ditto	Ditto	

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
4.3.6 Safety of assets	Access control for security at all sites	N/A	N/A	
4.3.7 Effective and Efficient loan administration and treasury services	Sufficient funds available to meet expenditure	Ditto	Ditto	
4.3.8 Provision of efficient and cost effective procurement & stores management	Streamlined Procurement Procedures in line with revised Delegation of Authority	N/A	N/A	
4.3.9 Administration of New tax dispensation	All applicable dues & taxes correctly recorded for submission to LRA	Ditto	Ditto	
4.3.10 Cost Allocation and Cost to Funding Allocation	Approved Cost Allocation and Cost to Funding	Ditto	Ditto	
Strategic Objective 4:4 To internalize a value system to support HPO				COO
4.4.1 Conduct Culture/Climate surveys (baseline, period progress, annually)	Periodic reviews undertaken	Beginning of year survey conducted and corrective action implemented Periodic reviews undertaken	Corrective action implementation Periodic reviews undertaken	
4.4.2 Review and roll-out the LHDA Values	Shared LHDA core values reviewed for their meaning agreed by all	Periodic sessions to encourage HPO values-based actions	Ditto	
	Team building session and value-promoting activities conducted at all branches/sites	People living the values recognized and rewarded	Ditto	
4.4.3 Review and internalize Code of Conduct	Code of Conduct published and internalized LHDA Management lead by example	LHDA Management lead by example -360 degree evaluation	All employees adhere to the code of Conduct (Systems of holding each other accountable implemented)	
Strategic Objective 4.5: To actively promote the LHDA brand				CE

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
4.5.1 Enhanced image of the LHDA	PR programmes implemented according to plan	Ditto	Ditto	
4.5.2 Corporate social responsibility program (CSI) developed and sustained	M250,000.00 spend on corporate social responsibility program	Ditto	Ditto	
4.5.3 Up to date LHDA website	Annual review of website conducted	Ditto	Ditto	
4.5.4 Corporate Annual Report published	Annual Report published	Ditto	Ditto	
Strategic Objective 4.6 To implement optimal ICT systems to support efficient business operations				COO
4.6.1 ICT infrastructure availability and reliability maintained	95% availability of servers	Ditto	Ditto	
	Availability of network resources at 95%	Ditto	Ditto	
4.6.2 ICT infrastructure Capacity	Capacity usage at 95% maximum	Ditto	Ditto	
4.6.4 ICT services availability level	90% availability level	90% availability level	Ditto	
	IT Governance Framework developed			
4.6.4 Upgrading of the Financial Systems	SAGE line 500 upgraded to SAGE X3	N/A	N/A	
	Loan Administration System meeting Phase II requirements in place	N/A	N/A	
4.6.5. Upgrading of the Compensation system to incorporate Phase II Policy	Amended Compensation system compliant with Phase II Policy	N/A	N/A	

KEY PERFORMANCE INDICATORS/ ACTION PLANS	TARGET OUTPUTS/ MILESTONES			CASCADED RESPONSI- BILITIES
	2014/15	2015/16	2016/17	
4.6.6 Develop and implement Management Information and Knowledge Management (Explicit) System.	Management reporting dashboard developed and implemented	Management dashboard implemented	Ditto	
	Functional Documents Management and Information Dissemination system developed	Document management and information dissemination system implemented	Ditto	
	2.5 million pages (of various documents) accessible from the system in indexed format	4.5 million pages (of various documents) accessible from the system in indexed format	6.5 million pages (of various documents) accessible from the system in indexed format	

3.0 PERFORMANCE ASSESSMENT AND PERFORMANCE INDICATORS

To ensure this Strategic Plan continues to provide a sharp focus and remain responsive to change, it will be cascaded to the Annual Business Plans and will be reviewed and updated annually. Implementation of this plan will be a fixed agenda item at monthly management meetings and will be reported to the Board on quarterly basis.

The overall targeted annual corporate performance is at least 80% of all the planned strategic objectives. Performance will be assessed using the weighted scores for each KFA and Strategic Objective.

3.1 LHDA STRATEGIC INDICATORS TO BE REPORTED QUARTERLY TO THE BOARD

Eighteen (18) Strategic Indicators below will be used to track corporate performance.

Functional Areas	KEY PERFORMANCE AREA(KPA)	KEY PERFORMANCE INDICATOR (KPI)
Water Delivery	1. Water Delivery to RSA.	1. Quantity and Quality of water delivered annually against set targets
	2. Functionality and Structural Integrity of Water Delivery and Power Generation Systems.	2. Percentage compliance to Water Delivery and Power Generation Systems Maintenance Plans
Phase II Implementation	3. Phase II Project Implementation Efficiency	3. Progress vs. Schedule, Cost vs. Budget and Delivered vs. Specification
Electricity Generation	4. Electricity Generation from 'Muela HP and Sales to LEC & ESKOM.	4. GWh of electricity generated from 'Muela HP and Sales to LEC & ESKOM.
	5. Additional Electricity Generation	5. Number of generation plants operational and GWh of additional electricity generated
Environmental Management	6. Individual and Communal compensation	6. Percentage of individual and communal compensation paid to schedule
	7. Community Complaints	7. Percentage of Phase I complaints addressed by 2015/16 and Percentage of new Community Complaints addressed against set targets
	8. Environmental Health of LHWP Ecosystems	8. Percentage of EAP Plans implemented
Financial Management	9. Funding for Phase II and LHDA operations	9. Percentage availability of funding for Phase II and on-going operations in place
	10. Cost Control	10. Variance of costs against budget
Human Resources Management	11. Performance Management System and Performance rewards	11. Percentage of Staff with signed Performance Agreements, Percentage of Performance reviews done on time and Percentage receiving performance rewards.

Functional Areas	KEY PERFORMANCE AREA(KPA)	KEY PERFORMANCE INDICATOR (KPI)
	12. HR Development Plan	12. Percentage of HR Development Plan implemented and effectiveness reports
	13. LHDA Values and HPO Culture	13. Number of incidents of positive behaviour and incidents of unethical behaviour reported
	14. Health and Safety of Workers	14. Percentage of SHEQ Management Plan implemented per site and rating achieved.
Corporate Image	15. LHDA Image	16. Number of PR programs implemented to enhance the LHDA image and the Annual Stakeholders Conference Satisfaction Rating.
Systems & Technology	15. Availability of IT systems	17. Percentage availability of IT systems annually
	18. Risk Management Systems	16. Percentage of Risk Management Systems in place against Risk Log, submission of scheduled reports and Cost of Risk Management
	19. Policies and Procedures	17. Percentage of Policies and Procedures reviewed and updated against planned.