



# **2017 – 2020 STRATEGIC PLAN**

**CPRM  
Board Approval  
LHWC Approval**

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## Table of Contents

List of Abbreviations .....	1
1.0 Chief Executive's Foreword.....	2
2.0 Strategic Plan 2017 – 2020 .....	4
2.1 Vision .....	4
2.2 Mission.....	4
2.3 Values .....	4
3.0 The Strategic Planning Process .....	4
4.0 Planning Environment (LHDA in Context) .....	5
5.0 Strategic Thrust .....	6
6.0 Analysis of Strengths, Weakness, Opportunities and Threats (SWOT) .....	7
7.0 Key Focus Areas and Smart Objectives.....	9
8.0 Strategic Plan Critical Success Factors .....	9
9.0 2017- 2020 Operational Plan .....	10
10.0 Risk Management.....	16

## List of Abbreviations

CAB	Contracts Administration Branch
CE	Chief Executive
CFO	Chief Finance Officer
COO	Chief Operations Officer
CPRMB	Corporate Planning and Risk Management Branch
DM-DOD	Divisional Manager Development and Operations Division
DM-PH II	Divisional Manager Phase II Division
DM-SDE	Divisional Manager Social Development and Environment Division
ERMP	Enterprise Risk Management Process
EVNB	Environment Branch
FOB	Field Operations Branch
GOL	Government of Lesotho
HRB	Human Resource Branch
ICT	Information Communications Technology
ISB	Information Systems Branch
KOB	Katse Operations Branch
LHDA	Lesotho Highlands Development Authority
LHWC	Lesotho Highlands Water Commission
LHWP	Lesotho Highlands Water Project
MOB	Mohale Operations Branch
MUB	‘Muela Operations Branch
O&M	Operations and Maintenance
PMU	Project Management Unit
POB	Polihali Operations Branch
RDB	Resettlement and Development Branch
RSA	Republic of South Africa
SADC	Southern African Development Community
SLO	Senior Legal Officer
SSCMB	Social Services and Compliance Monitoring Branch
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCTA	Trans-Caledon Tunnel Authority

## 1.0 Chief Executive's Foreword

**At the LHDA we have a compelling vision** - To achieve a level of world-class status in water resources development and management.

To achieve that vision, we have to continuously retool and enhance our operational efficiencies and deliver *service par excellence* on all fronts. And for that we need a plan that spells out a compelling reason for staying the course and maps out a vivid picture of the breadth and depth of the terrain that needs to be traversed to get to the desired end point within the short to medium term.

This is that Plan. Over a three-year period from 2017-2020, we will renew our culture, our infrastructure and our business processes. This Strategic Plan is designed to give a clear direction that the LHDA must follow and create the emotional climate and setting in which the organization can build on its strengths to create a strategic thrust that will take us closer to our Vision of a 'world class water resources management organization'.

While the LHDA has recorded considerable achievements since its establishment, the 2017-2020 Strategic Plan makes a deliberate effort to shine the spotlight on the adverse operating environment, both internal and external. It provides a candid view of the challenges and the developments that may have adverse impact on our operations in the short to medium term. The analysis is used to formulate the appropriate strategic moves to ensure that the organization stays on course and delivers to meet the expectations.

The analysis clearly indicates that there is a lot of work to be done. This will require the concerted efforts of all concerned and most important the buy-in of the internal stakeholders (staff) and the continued support by the Project Authorities.

In the end, we will have succeeded when the Parties to the Treaty, viz. the Governments of Lesotho and Republic of South Africa, the people they represent, the affected communities, our staff and all the strategic stakeholders of the LHDA give a nod and say we are on the right track to achieving the Vision and Mission.

This Plan forms the basis for implementing the strategies designed to make a step change in performance. The Plan identifies key strategic thrusts designed to drive the organisational culture change that is required to transform the LHDA, enhance performance and maintain our reputation.

This is a living document that will be revisited annually to reflect progress made and will inform the annual corporate business plans and allow the necessary corrections on the trajectory that will take us to the destination.

Building on the experiences of the preceding strategic plans, I am confident this current plan (2017-2020) will refocus our organization and enable us to deliver on our Vision and Mission.

Refiloe Tlali

## 2.0 Strategic Plan 2017 – 2020

### 2.1 Vision

A world-class water resources development and management organisation

### 2.2 Mission

To implement the Lesotho Highlands Water Project:

- (a) effectively and efficiently, in accordance with internationally recognised standards
- (b) through capable and engaged people

### 2.3 Values

The values that lay a foundation for LHDA to fulfil its Mission and realise its Vision include:

**a) Caring**

To be responsible, sensitive, economical and protective of our resources, sense of ownership

**b) Professionalism**

Discharge duties with efficiency, care and skill; we conduct ourselves and work competently

**c) Execution**

We get things done; have a bias for action

**d) Team Work**

Unity is strength; we value the role and inputs of others; draw on strengths and skills

**e) Communication**

Listening, effective information sharing, two-way communication

**f) Customer Focus**

Meet the requirements of a customer; all our actions are directed towards delivering value

## 3.0 The Strategic Planning Process

This Strategic Plan was developed by the Management Team comprising branch managers, and the whole executive of the LHDA. The session was facilitated by the Corporate Planning and Risk Management (CPRM) Team. The process followed the generic strategic management process and the LHDA Enterprise Risk Management Process (ERMP). These processes provided guidance on strategy formulation and identification of risks associated with the set objectives.

The Strategic Plan was developed within the legal framework of the Treaty, the LHDA Order and the Phase II Agreement.

The process started with formal one-on-one consultations with all branch managers and senior officers, focusing mainly on individual branches' past and current performance against the 2014–2017 Strategic Plan and identification of challenges as well as possible remedies thereof. The identified

challenges and possible remedies to each of the challenges were then used as inputs for development of this Strategic Plan at the Management workshop.

The discussions started on reviewing the LHDA wide performance report against the 2014-2017 Strategic Plan up to August 2016. Subsequently, the SWOT analysis was performed and the issues identified were re-organised into themes, which laid the foundation for deeper deliberations on the main challenges (internal and external) facing the LHDA, and subsequently the formulation of smart objectives and the operational plan.

Prior to production of the first draft Strategic Plan, a workshop for support business units or branches, was held to identify initiatives that would ensure appropriate support to the core business.

The draft was subjected to extensive Management comments to ensure that the targets were realistic given available information.

The draft 2017–2020 Strategic Plan was presented to the LHDA’s Board Directors, in a workshop held on 24<sup>th</sup> February 2017, to fully appreciate the development process and assumptions behind set business initiatives, prior to Board’s approval on the 28<sup>th</sup> April 2017.

## **4.0 Planning Environment (LHDA in Context)**

The LHWP is implemented on behalf of the Government of the Kingdom of Lesotho and the Government of the Republic of South Africa (RSA), and it inherently has peculiar challenges owing to the differences in socio-economic environments between the Parties.

As the implementing agency, the greatest advantage which LHDA relies on in handling internal challenges, is the vast experience gained in the construction, operation and maintenance of water resources infrastructure, especially from Phase I. The good grip on internal challenges enables the LHDA to exercise some influence over its external environment. However, the LHDA internal environment is still characterised by a silo mentality that manifests in inadequate communication among the business divisions. This is an impediment to collaboration and establishment of high performing cross-functional teams. There is therefore a need to encourage further creation of an environment that promotes establishment of multidisciplinary teams as well as interdisciplinary work, as this would help develop the much needed core competencies and application of cross-functional knowledge and leverage that to provide superior service to the stakeholders.

Among the major internal challenges are those related to operations and maintenance (O&M) due to ageing of the infrastructure and equipment installed under Phase I. The results of the recent inspection of the Mohale-Katse Tunnel has revealed the importance of following a rigorous O&M routine in line with O&M manuals, and equipment manufacturer’s specification which can be facilitated by tools such as Computerised Maintenance Management Systems (CMMS) underpinned by clear asset management policies. The LHDA’s experience over the last three (3) years on community complaints management and implementation of community development projects has shown the need to improve processes and procedures and at the same time the experience has provided valuable lessons on how to handle community related matters under Phase II and future projects.

The LHDA has a number of old and outdated policies and procedures that require updating to bring them in line with current realities. Lack of up-to-date and internally consistent policies and procedures frustrates efficient decision making, negates cultivation of a positive organisational culture, leads to poor communication and breeds mistrust among management and staff. Therefore, there is a need to promote organisational culture of engaged employees and also put in place proper mechanisms for accountability that will ensure alignment of employees' goals with the LHDA's Vision and Mission.

Multi-disciplinary projects, such as the LHWP, are complex by nature and as such require a lot of effort and rigor to adhere to timeframes. The bi-national nature also adds to this complexity due to political dynamics that come to bear from time to time. Although the Phase II of the LHWP is now progressing in earnest, its commencement fell behind original schedule by two (2) years due to the delay in the signing and ratification of the agreement by the Parties. The delays in project commencement may further be compounded by a range of factors during project delivery, including lack of delegated authority, additional approval layers and lengthy decision making processes as well as adverse unforeseen conditions as is the case on all infrastructure development projects.

The external factors that are likely to continuously affect the LHDA's performance include frequently changing political landscape, dwindling economics of Party States and changing climate.

## **5.0 Strategic Thrust**

The LHDA's business is mainly operation and maintenance of Phase I constructed infrastructure as well as implementation of Phase II. By its nature and by virtue thereof, it does not change from the previous strategic plans' horizon. However, for the 2017–2020 Strategic Plan horizon, the LHDA undertakes to relaunch thrusts which will drive the organisational culture change that will reposition the culture of performance, in order to fulfil the Mission and realise the Vision of the LHDA. Basing on the results of the SWOT analysis, the repositioning shall focus on the following thrusts, to be able to overcome the challenges, eliminate the weaknesses, avert the threats and seize the opportunities:

1. Community Related Issues Under Phase I
2. Phase I Compensation Database Upgrades and Verification
3. Phase II Compensation and Proper Registration of Assets
4. Proper Operations and Maintenance (O&M)
5. Efficient Contracts Management Processes
6. Updated and Aligned Policies and Procedures
7. Knowledge Management
8. Internal Team Effectiveness Processes
9. Robust Financial Management and Reporting



## 6.0 Analysis of Strengths, Weakness, Opportunities and Threats (SWOT)

KFA	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
1. To ensure optimal transfer and delivery of high quality water to RSA	<ul style="list-style-type: none"> <li>Financial soundness</li> <li>Abundant and high quality clean water</li> <li>Experienced and qualified staff</li> <li>Pool of external expertise</li> <li>Long-term data on availability of water quantities</li> </ul>	<ul style="list-style-type: none"> <li>Ageing infrastructure</li> <li>Understaffed or insufficient resources</li> <li>Lack of succession planning</li> <li>Lack of asset management system or strategy</li> </ul>	<ul style="list-style-type: none"> <li>SADC water requirement - market</li> <li>Assistance to other projects (e.g. Metolong) – share expertise</li> <li>Expansion of Aquaculture (Trade)</li> <li>Ecotourism</li> </ul>	<ul style="list-style-type: none"> <li>Lack of security of funding</li> <li>Pollution by mining activities</li> <li>Inadequate political commitment both in Lesotho and RSA</li> <li>Climate change</li> <li>Encroachment on the LHDA land</li> <li>Poor management of wetlands</li> </ul>
2. To ensure efficient and cost effective production of electricity to Lesotho	<ul style="list-style-type: none"> <li>Knowledgeable and experienced staff</li> <li>Good infrastructure</li> <li>Assured market</li> </ul>	<ul style="list-style-type: none"> <li>Conflict between electricity generation and water delivery</li> <li>Funding shortages</li> <li>Ageing infrastructure</li> <li>Lack of asset management system or strategy</li> </ul>	<ul style="list-style-type: none"> <li>Growing demand of water in Lesotho and regionally</li> <li>Further phase development</li> <li>Capacity building of skills and manpower influx</li> </ul>	<ul style="list-style-type: none"> <li>Drought conditions</li> <li>Sedimentation</li> <li>Other competing alternatives e.g. renewable energy</li> <li>Being out paced by technological changes</li> </ul>
3. To sustainably manage biophysical environment and social aspects within the LHWP	<ul style="list-style-type: none"> <li>Well-designed compensation system</li> <li>Financially backed up</li> <li>Experienced staff</li> <li>Audit systems</li> </ul>	<ul style="list-style-type: none"> <li>Poor record keeping</li> <li>Limited staff</li> <li>Delay in complaints response/resolution</li> <li>Highly bureaucratic business processes</li> </ul>	<ul style="list-style-type: none"> <li>Technological advancements</li> <li>Improved communication with community structures</li> </ul>	<ul style="list-style-type: none"> <li>External stakeholders</li> <li>Climate and weather change</li> <li>Pollution</li> <li>Weak law enforcement</li> </ul>

KFA	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
4. To enable effective and efficient support services to deliver on organisational objectives	<ul style="list-style-type: none"> <li>• Internal expertise</li> <li>• IT systems</li> <li>• Vendors paid on time</li> <li>• Strong financial systems (clean audits)</li> </ul>	<ul style="list-style-type: none"> <li>• Performance bonus not yet implemented</li> <li>• Organisational structure with limited human resources</li> <li>• Bureaucratic systems and procedures</li> <li>• Reliance on consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to grow and improve systems and skills – Phase II</li> <li>• Youth development programme</li> </ul>	<ul style="list-style-type: none"> <li>• Political interference</li> <li>• Ageing infrastructure (Lesotho Bank Tower)</li> <li>• Limited financial support</li> </ul>

## 7.0 Key Focus Areas and Smart Objectives

<b>KFA 1: To ensure optimal transfer and delivery of high quality water to RSA</b>
1.1 To ensure delivery of water to RSA while ensuring a long term reliability of the LHWP System
1.2 To effectively manage the water resources within the LHWP
1.3 To ensure optimal operations and proper maintenance of existing support infrastructure
1.4 To effectively plan and implement LHWP Phase II to deliver water in 2025
<b>KFA 2: To ensure efficient and cost effective production of electricity to Lesotho</b>
2.1 To efficiently operate and maintain the hydropower generation
2.2 To increase the LHWP electricity generation capacity as part of Phase II activities
<b>KFA 3: To sustainably manage biophysical environment and social aspects within the LHWP</b>
3.1 To ensure that the standard of living of the communities affected by the Phase I LHWP is either maintained or raised above pre-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 pre-project levels
3.3 To promote sustainable management of biophysical environment within Phase I of LHWP area
3.4 To plan and implement LHWP Phase II using internationally accepted best practices
<b>KFA 4: To enable effective and efficient support services to deliver on organisational objectives</b>
4.1 To enable an efficient, effective and fully capacitated organisation
4.2 To implement effective and efficient internal controls, processes and procedures
4.3 To inculcate a values-driven culture
4.4 To ensure effective communication with stakeholders
4.5 To implement optimal ICT systems to support efficient business operations
4.6 To implement effective governance
4.7 To safeguard LHDA's legal interests

## 8.0 Strategic Plan Critical Success Factors

- a) Internal stakeholders (staff) buy-in
- b) Government buy-in (LHWC)
- c) Continued Commitment of the leadership to the Plan
- d) Availability of resources (financial, technological, human, data and time)

## 9.0 2017- 2020 Operational Plan

SMART OBJECTIVE	KEY PERFORMANCE INDICATOR	OUTPUT 2017/18	OUTPUT 2018/19	OUTPUT 2019/20	RESPONSIBLE
<b>KFA 1: To ensure optimal transfer and delivery of high quality water to RSA</b>					<b>COO</b>
<b>1.1</b> To ensure delivery of water to RSA while ensuring a long term reliability of the LHWP System ( <b>DM- DOD</b> )	1.1.1 Quantities of water delivered to RSA	780 Mm3 of water transferred within $\pm$ 0.5% variance as per monthly delivery schedule	780 Mm3 of water transferred within $\pm$ 0.5% variance as per monthly delivery schedule	780 Mm3 of water transferred within $\pm$ 0.5% variance as per monthly delivery schedule	MUB Manager
	1.1.2 Generation of royalties	M869 million invoiced	M913 million invoiced	M1,125 million invoiced	RMB Manager
	1.1.3 Functionality and data availability of hydro-meteorological stations	Less than 5% days of missing data, at maximum one (1) month lag	Less than 5% days of missing data, at maximum one (1) month lag	Less than 5% days of missing data, at maximum one (1) month lag	
	1.1.4 Compliance to Instream Flow Requirements (IFR)	IFR releases within $\pm$ 5% variance	IFR releases within $\pm$ 5% variance	IFR releases within $\pm$ 5% variance	FOB Managers
	1.1.5 Management of sedimentation	Environment and Social Impact Assessment (ESIA) for removal of sediment in 'Muela Dam conducted	Removal of sediment in 'Muela Dam (50% 'Muela Dam capacity reclaimed)	90% 'Muela Dam capacity reclaimed	RMB/MUB Managers
<b>1.2</b> To effectively manage the water resources within the LHWP ( <b>DM- SDE</b> )	1.2.1 Monitoring of activities in the LHWP catchments impacting on the quantity and quality of water collected in the dams	Reporting on key water quality parameters within established guidelines	Reporting on key water quality parameters within established guidelines	Reporting on key water quality parameters within established guidelines	ENVB Manager
		Report on engagement of stakeholders on water quality and quantity surveillance results	Report on engagement of stakeholders on water quality and quantity surveillance results	Report on engagement of stakeholders on water quality and quantity surveillance results	
<b>1.3</b> To ensure optimal operations and proper maintenance of existing infrastructure ( <b>DM- DOD</b> )	1.3.1 Compliance to the approved Operations and Maintenance (O&M) Plan	Asset Management System Policy and Framework in place	Asset Management System implemented	Asset Management System implemented	CAB Manager
		Computerised Maintenance Management System (CMMS) extended to all FOBs	N/A	N/A	FOB Managers
		Mohale-Katse Tunnel repaired and operational	Katse-'Muela delivery tunnel and installations repaired		KOB/MOB Managers
<b>1.4</b> To effectively plan and implement LHWP Phase II to deliver water in 2025 ( <b>DM- PHASE II</b> )	1.4.1 Implementation of advance infrastructure program	Polihali North Eastern Access Road (PNEAR) construction commenced	PNEAR construction continued (50% implemented)	PNEAR construction completed	PMU Manager
		N/A	N/A	Polihali Western Access Road (PWAR) construction Commenced	

SMART OBJECTIVE	KEY PERFORMANCE INDICATOR	OUTPUT 2017/18	OUTPUT 2018/19	OUTPUT 2019/20	RESPONSIBLE
		Polihali Housing and Site Establishment construction commenced	Polihali Housing and Site Establishment construction 30% complete	Polihali Housing and Site Establishment construction 80% complete	
	1.4.2 Construction of dam and tunnel	N/A	Geotechnical Investigations Stage Two completed	N/A	
		Dam design commenced	Tender design of Dam works completed	Construction of the Dam commenced	
		Tunnel design commenced	Tender design of tunnel works 80% completed	Construction of the Transfer Tunnel commenced	
	1.4.3 Construction of major bridges and feeder roads	Feeder Roads Master Plan consultant appointed	Feeder Roads Master Plan completed	N/A	
		N/A	Procurement of the Feeder Roads Engineer commenced	Feeder Roads engineering design commenced	
		Procurement of Major Bridges Engineer complete	Tender design for bridges 100% complete	Contractor for construction of Major Bridges in place	
	1.4.4 Up-to-date long term cost plan	Quarterly progress monitoring and reporting on development of the Funding Strategy by Trans-Caledon Tunnel Authority (TCTA)	N/A	N/A	CFO
	1.4.5 Development of Phase II Financing Plan	Financing Plan developed six (6) months after approval of the Funding Strategy (in liaison with TCTA)	N/A	N/A	
<b>KFA 2: To ensure efficient and cost effective production of electricity to Lesotho</b>					<b>COO</b>
<b>2.1</b> To efficiently operate and maintain the hydropower generation ( <b>DM- DOD</b> )	2.1.1 Electricity generation in Giga Watts hours (GWh)	500GWh generated in line with agreed schedule	500GWh generated in line with agreed schedule	500GWh generated in line with agreed schedule	MUB Manager
	2.1.2 Internal Maximum Demand Losses in Mega Watts (MW) in a year	Total internal demand losses not exceeding 2.5% of sales revenue excluding outages	Total internal demand losses not exceeding 2.5% of sales revenue excluding outages	Total internal demand losses not exceeding 2.5% of sales revenue excluding outages	
	2.1.3 Resuscitation of mini-hydropower stations	Feasibility study of mini-hydropower station	Implement feasibility study results at Katse and Mohale Branches	Implement feasibility study results at Katse and Mohale Branches	DM DOD
<b>2.2</b> To increase the LHWP electricity generation capacity as	2.2.1 Conducting of further feasibility studies on Hydropower Component	Further Feasibility Study report produced	Funding for implementation secured	Tender Design of the Hydropower Component commenced	Phase II Manager

SMART OBJECTIVE	KEY PERFORMANCE INDICATOR	OUTPUT 2017/18	OUTPUT 2018/19	OUTPUT 2019/20	RESPONSIBLE
part of Phase II activities (DM- PHASE II)			Procurement of Hydropower Engineer commenced	N/A	
<b>KFA 3: To sustainably manage biophysical environment and social aspects within the LHWP</b>					<b>COO</b>
<b>3.1</b> To ensure that the standard of living of the communities affected by the Phase I LHWP is either maintained or raised above pre-project levels (DM- SDE)	3.1.1 Implementation of Phase I Compensation Disbursement	Compensation for all individual assets implemented	Compensation for all individual assets implemented	Compensation for all individual assets implemented	SSCMB Manager/CFO
	3.1.2 Resolution of communities' complaints (community complaints resolutions)	Customer Care Unit in place	N/A	N/A	RDB Manager
		50% of complaints resolved	70% of complaints resolved	90% of complaints resolved	
	3.1.3 Implementation of Five-year Compensation Disbursement Strategy	Planned Community Development Projects and individual lump-sum payments implemented by 31 <sup>st</sup> March 2018	Planned Community Development Projects and individual lump-sum payments implemented by 31 <sup>st</sup> March 2019	Planned Community Development Projects and individual lump-sum payments implemented by 31 <sup>st</sup> March 2020	RDB Manager
	3.1.4 Implementation of Community Infrastructure Strategy	Agreed Community Infrastructure Projects implemented by 31 <sup>st</sup> March 2018	Agreed Community Infrastructure Projects implemented by 31 <sup>st</sup> March 2019	Agreed Community Infrastructure Projects implemented by 31 <sup>st</sup> March 2020	
<b>3.2</b> To ensure that the standard of living of the communities affected by the Phase II LHWP is either maintained or raised above pre-project levels (DM- PHASE II)	3.2.1 Implementation of Phase II Compensation Disbursement	Compensation for all individual assets affected paid at least two (2) months before start of related construction works	Compensation for all individual assets affected paid at least two (2) months before start of related construction works	Compensation for all individual assets affected paid at least two (2) months before start of related construction works	POB Manager/ SSCMB Manager/CFO
	3.2.2 Resolution of communities' complaints (community complaints resolutions)	At least 90% of Phase II complaints resolved	At least 90% of Phase II complaints resolved	At least 90% of Phase II complaints resolved	POB Manager
	3.2.3 Implementation of Resettlement and Action Plan (RAP)	Polihali RAP (6015) implemented according to Phase II Master Schedule	Polihali RAP (6015) Planning Stage completed	Polihali RAP (6015) Implementation 40% completed	PMU Manager
	3.2.4 Implementation of Livelihoods Restoration Programs	Livelihoods Restoration Plans developed	Livelihoods Restoration Programs implemented according to the Plan	Livelihoods Restoration Programs implemented according to the Plan	PMU Manager/ POB Manager
	3.2.5 Implementation of Social and Environmental Programs	Procurement of biodiversity monitoring program commenced	Biodiversity monitoring program implemented	Biodiversity monitoring program implemented	PMU Manager

SMART OBJECTIVE	KEY PERFORMANCE INDICATOR	OUTPUT 2017/18	OUTPUT 2018/19	OUTPUT 2019/20	RESPONSIBLE
		Asset Registrations and Adjudication implemented	Asset Registrations and Adjudication implemented	Asset Registrations and Adjudication implemented	
			Social Development Master Plan Consultant (6030) appointed	Development of Social Development Master Plan commenced	
	3.2.6 Implementation of Public Health (PH) Program	Procurement of PH Impact Assessment and PH Actions Plan consultant completed	PH Actions Plan developed and MOU with Ministry of Health signed	PH Actions Plan implemented	
3.3 To promote sustainable management of biophysical environment within Phase I of LHWP area (DM- SDE)	3.3.1 Implementation of Environmental and Natural Resources Conservation Programs	Marginal land identified and conservation interventions implemented	Marginal land identified and conservation interventions implemented	Marginal land identified and conservation interventions implemented	ENVB Manager
		Consultations on prevention of encroachment conducted	Consultations on prevention of encroachment conducted	Consultations on prevention of encroachment conducted	
3.4 To plan and implement LHWP Phase II using internationally accepted best practices (DM- PHASE II)	3.4.1 Implementation of Social and Environmental Management Plan (EMP) for Phase II Project	Environment and Social Impact Assessment (ESIA) (6019) for Feeder Roads commenced	ESIA for Feeder Roads completed and Record of Decision (RoD) received	N/A	PMU Manager
		ESIA for western facilities conducted (6016) and RoD received	N/A	N/A	
		ESIA for Polihali Western Access Corridor (PWAC) conducted (6004) and RoD for power-lines received	ESIA for Polihali Western Access Corridor (PWAC) conducted (6004) and RoD for access road received	Implementation of the EMP	
		ESIA for Reservoir and Site Establishment Areas conducted (6014) and RoD for the Establishment Areas received	ESIA for Reservoir and Site Establishment Areas conducted (6014) and RoD for the Reservoir received	Implementation of the EMP	
KFA 4: To enable effective and efficient support services to deliver on organisational objectives					CE/COO
4.1 To enable an efficient, effective and fully capacitated Organisation (COO)	4.1.1 Alignment of Performance Management and Development System (PMDS) with other human resources systems	Performance related elements of the Reward Policy implemented	Alignment of individual, team and corporate performance (improved pay for performance)	Ensure best practice alignment on PMDS while addressing challenges encountered in previous years’ strategies	HRB Manager

SMART OBJECTIVE	KEY PERFORMANCE INDICATOR	OUTPUT 2017/18	OUTPUT 2018/19	OUTPUT 2019/20	RESPONSIBLE
	4.1.2 Maintenance of resourcing levels	Organisation and manpower study completed	Study results implementation commenced (optimal structure and alignment of resources to business)	Study results implemented (optimal structure and alignment of resources to business)	
		Succession Planning implementation commenced	Succession Planning implemented	Succession Planning implemented	
	4.1.3 Implementation of SHE Program in all Phase I operations	Implementation of SHE audit recommendations	N/A	N/A	All Managers
	4.1.4 Development of long term and short term cost and financing plans	Long term cost and financing plans developed in May 2017 and November 2017. Budget approved in February 2018.	Long term cost and financing plans developed in May 2018 and November 2018. Budget approved in February 2019.	Long term cost and financing plans developed in May 2019 and November 2019. Budget approved in February 2020.	CFO
<b>4.2</b> To implement effective and efficient internal controls, processes and procedures (CE)	4.2.1 Review of LHDA policies and procedures	LHDA policies up-to-date, merged and concise	LHDA policies up-to-date, merged and concise	N/A	All Managers
	4.2.2 Completion of external audit	External audit completed by 31 <sup>st</sup> July 2017 and audited Financial Statements for 2016/17 approved by 31 <sup>st</sup> August 2017	External audit completed by 31 <sup>st</sup> July 2018 and audited Financial Statements for 2017/18 approved by 31 <sup>st</sup> August 2018	External audit completed by 31 <sup>st</sup> July 2019 and audited Financial Statements for 2018/19 approved by 31 <sup>st</sup> August 2019	CFO
<b>4.3</b> To inculcate a values-driven culture (COO)	4.3.1 Implementation of organisational culture change initiatives	Management meetings aligned to focus on addressing issues	Management meetings aligned to focus on addressing issues	Management meetings aligned to focus on addressing issues	CPRMB Manager
		Internal service level agreements (SLAs) developed	Internal service level agreements (SLAs) developed	N/A	LSB Manager
		Team building sessions (cross-functional)	Team building sessions (cross-functional)	Team building sessions (cross-functional)	CPRMB Manager
		Knowledge management sessions (Tool Box Talks)	Knowledge management sessions (Tool Box Talks)	Knowledge management sessions (Tool Box Talks)	HRB Manager
		Management Charter developed	Compliance to Management Charter achieved	N/A	CPRMB Manager
		N/A	Impact Assessment on change initiatives conducted	Culture Climate Survey conducted	
<b>4.4</b> To ensure effective communication with stakeholders (CE)	4.4.1 Implementation of full scope of the Communications Strategy	Communications Strategy implemented as per Plan	Communications Strategy implemented as per Plan	Communications Strategy implemented as per Plan	PRB Manager



SMART OBJECTIVE	KEY PERFORMANCE INDICATOR	OUTPUT 2017/18	OUTPUT 2018/19	OUTPUT 2019/20	RESPONSIBLE
<b>4.5</b> To implement optimal ICT systems to support efficient business operations (COO)	4.5.1 Automation of Instream Flow Requirements (IFR) Model or System	IFR Model or System automated	IFR Model or System automated	IFR Model or System automated	ISB Manager
	4.5.2 Improvement of Information sharing	Hybrid Cloud Computing deployed	N/A	N/A	
	4.5.3 Implementation of Business Continuity System for critical systems	At least five (5) additional critical systems protected against potential loss in an event of a disaster	At least five (5) additional critical systems protected against potential loss in an event of a disaster	At least five (5) additional critical systems protected against potential loss in an event of a disaster	
	4.5.4 Implementation of Mobile Computing – Acquisition of Compensation Assets	Online onsite acquisition of Compensation Assets	Online onsite acquisition of Compensation Assets	Online onsite acquisition of Compensation Assets	
<b>4.6</b> To implement effective governance (COO)	4.6.1 Review of governance manual	Revised governance manual with appropriate Delegation of Authority (DOA)	N/A	N/A	COO
	4.6.2 Review of internal approval processes	Internal processes revised (efficient and streamlined decision making processes)	Internal processes revised (efficient and streamlined decision making processes)	N/A	All Managers
	4.6.3 Provision of support to Board and Board Sub-committees	Effective and efficient Board and Board Sub-committees	Effective and efficient Board and Board Sub-committees	Effective and efficient Board and Board Sub-committees	LSB Manager
<b>4.7</b> To safeguard LHDA's legal interests (CE)	4.7.1 Legal compliance by LHDA	Reporting on key cases	Reporting on key cases	Reporting on key cases	LSB Manager
	4.7.2 Compliance with regulatory frameworks	Legal register or compliance system developed and implemented	Legal register or compliance system developed and implemented	N/A	
	4.7.3 Registration of LHDA land assets	Acquired land legally registered	LHDA land assets legally registered	LHDA land assets legally registered	
		Identified excess land returned to land authorities	Selected excess land returned to land authorities	Selected excess land returned to land authorities	

## 10.0 Risk Management

**Risk:** Identification of risks that can prevent attainment of the LHDA strategic objectives was done during the development of the 2017/18 Corporate Business Plan which implements the first year of the Strategic Plan. Such risks were assessed and mitigation measures identified. Such measures were incorporated in the Corporate Business Plan. The major risk towards implementation of the Strategic Plan is the potential for low performance by the LHDA on critical areas such as implementation of Phase II; operation and maintenance of existing infrastructure; management of environment; disbursement of compensations; as well as resolution of complaints.

**Impact:** Failure to improve performance with regard to implementation of Phase II; operation and maintenance of existing infrastructure; and management of environment may ultimately result in failure to deliver water to RSA timely, while failure to disburse compensations and resolve complaints may taint the LHDA's image.

**Mitigation:** A risk register that provides for mitigation measures has been developed and is monitored, evaluated and revised annually concurrently with the annual corporate business plans that implement this Strategy.