

MINISTRY OF ENERGY, METEOROLOGY AND WATER AFFAIRS

STRATEGIC PLAN

2013/14 – 2016/17

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1.0 BACKGROUND

The Ministry of Energy, Meteorology and Water Affairs (MEMWA) was established in a bid to harness the country's potential to develop through the central planning model of development and philosophy characterizing the general outlook of states in a post-colonial era.

On the basis of the above scenario, as well as the recommendations of Lesotho's resource surveys and the development manifesto of the Coalition Government, the Ministry was mandated to develop water, radiation and energy resources. At the time of its establishment, the Ministry was faced with a difficult predicament of virtually total dependence on foreign aid to develop these natural resources. It was thus originally designated the Ministry of Water, Energy and Mining (WEMMIN), the legacy exemplified by the fact that its staff is still paid under this pay point to date.

Through multilateral, bilateral and other cooperation modalities including partnerships, these natural resources are now driving the development of the country, and it was due to the contribution of water resources in particular, that Lesotho had to be re-grouped as a Middle Low Income Country in 1996.

The strategic objectives of the Ministry of Energy, Meteorology and Water Affairs are: to provide energy, power and electricity to all consumers at affordable prices and on a sustainable basis; to distribute petroleum products and substitutes as and when needed; to deliver electricity and related services to all consumers, reliably and affordably; to harness the relationship between energy, water and radiation; and to provide water and related services to all consumers at affordable prices, reliably, and on a sustainable basis.

1.1 Objectives of the Strategic Plan

- 1.1.1 To systematically coordinate the ministerial endeavors
- 1.1.2 To develop vision and mission that will be shared and translated among all the ministerial stakeholders.
- 1.1.3 To provide a broad operational system that will facilitate and guide the Ministry in achieving its desired organizational overall goals and objectives.
- 1.1.4 To align ministerial efforts to the documents that forms the National Agenda.
- 1.1.5 To create an environment that supports quality service delivery.

2. METHODOLOGY

Different authors define and approach a Strategic Plan in different ways. However, there are some similarities in all the definitions and approaches; and, as a result, some organizations use a combination of two or more approaches. In this

regard, Strategic Planning may be defined as a process by which leaders of an organization determine what the organization intends to be in future and how it will get there.

It is a planning process that provides a big picture of what the organization is doing and where it is going (present and future).

2.1 The Sensitization Workshop leading to the actual development of the Strategic Plan.

A sensitization workshop was held, where Heads of Departments, Heads of Divisions as well as Heads of Sections attended as some of the major stakeholders of the Ministry of Energy, Meteorology and Water Affairs. This workshop was intended to put them on board by highlighting the general process of strategic planning, which among others included the nature of required resources, such as attitude towards work, so that the Strategic Plan can have ownership. In this forum, the purpose of defining a Strategic Planning Process was to enable the participants to have a common understanding and readiness to delve into the challenge of developing the Ministry's Strategic Plan.

The Team that was involved in the above mentioned activity was composed of Directors, Heads of Divisions and Heads of Sections; that is to say, all the Ministerial Departments were broadly represented. Other Ministerial stakeholders also participated, and these were the Lesotho Electricity Cooperation (LEC); Lesotho Highlands Development Authority (LHDA) and Water and Sewerage Company (WASCO).

2.2 The documents that form part of the National Agenda which guided the Strategic Plan

All the documents that form the National Agenda were consulted and presented as sources that inform the Strategic Plan. The key aspects that directly affect the Ministry of Energy, Meteorology and Water Affairs were therefore highlighted in this process, and also incorporating those issues that are cross cutting. The documents included National Vision 2020; Poverty Reduction Strategy (PRS); Millennium Development Goals and National Priorities.

The key aspects identified from all the above mentioned documents are listed below. Under each item and/or category it is specified how such an aspect affects the Ministry or how the Ministry must intervene:

2.2.1 *VISION 2020*

(i) A Well-managed Environment

The country's diversity of life systems will be supported and protected by a nation which is environmentally conscious and whose people are in balanced existence with the natural environment. These will be achieved through control/harvesting (distribution and sustainability) of water resources; construction of environmentally friendly reservoirs, environmental protection by introducing alternative sources of energy, and development of waste management infrastructure.

(ii) A Well-established Technology

The nation will expand its usage of applied technology in all aspects of life. Ninety percent of Basotho households will have access to electricity and thereby to communication and development technology. This will be addressed through use of world-class technology (water, electricity, meteorological, water transfer).

(iii) A Healthy and Well Developed Human Resources Base

The Ministry will ensure accessibility to safe drinking water and basic sanitation. This will be addressed through supply of potable water, access to potable water, access to safe and reliable sources of energy, sanitation and hygiene including skills development.

(iv) A Strong Economy

Lesotho's vibrant economy with a strong industrial base will fully exploit the potential for locally available resources. The fruits from utilizing the natural assets such as water, wind and sunshine will be enjoyed by all the citizens. These will be addressed through infrastructure development, levy and royalty collection, employment creation, equitable distribution (affordability of water and energy resources).

2.2.2 MILLENNIUM DEVELOPMENT GOALS (MDGs)

(i) Develop Global Partnerships for development

- a. Public Private Partnerships
- b. Incorporate Exchange programmes
- c. Foreign Investment (bilateral and multilateral)

(ii) Promoting Gender Equality

Adhere to both national and international standards on gender equality.

(iii) Combating HIV/AIDS

- a. This is about prevention, care and support, i.e.

- b. Promote voluntary testing and counseling
- c. Provide support service

2.2.3 POVERTY REDUCTION STRATEGY (PRS)

(i) Improve Public Service Delivery

- a. Integrate Performance Management System (PMS) into the Ministerial Strategic Plan
- b. Development of performance standards
- c. Timely filling of vacant positions
- d. Efficient and transparent recruitment process
- e. Develop one-stop-shop for MEMWA services

3.0 MANIFESTO COALITION GOVERNMENT

The Strategic plan recognizes the manifesto of the coalition government of which it is part of and underscores its policy as stated here below...

“It is the policy of the coalition Government to strive for unity, peace, and stability, eradication of hunger and poverty by encouraging the nation to engage in economic activities that contribute to economic growth and to fight theft and corruption.”

The manifesto presents issues pertaining to the energy, water and meteorology sector as highlighted in the table presented below:

MANIFESTO OUTCOME	KEY OBJECTIVES	ACTIVITIES	INDICATORS
Electricity infrastructure development and access to affordable electricity.	To increase access to electricity in rural areas of Lesotho.	Connect 100 households at Thabana Morena.	Households at Thabana Morena with access to electricity.
	Increase access to	Carry-out construction works at	20 km transmission

	electricity by 1200 households in rural areas with M10, 000, 000.	Mphaki, Hlotse, Mantsonyane, Maseru (Sea-Point) areas.	power line from Quthing to Mphaki and transmissions and 6000 people with access.
	Increase access to electricity by 12, 000 households in urban areas.	Connect electricity to urban households.	60, 000 people with access to electricity.
Water resources Infrastructure development and access to water and sanitation facilities.	Increase access to clean water by 10,496 households in rural areas.	Build water systems in 10 districts e.g.: Quthing, Mohale'sHoek, and Botha-Bothe and Thaba-Tseka.	52,481 people served by 90 water supply systems.
	Increase access to sanitation (VIP latrines) by 10,000 households in rural areas.	Build VIP latrines in Quthing, Mohale'sHoek, Botha-Bothe and Thaba-Tseka.	47,091 people served with VIP latrines. E.g. Districts of Mokhotlong, Maseru, Mafeteng, and Leribe, etc.
	Increase access to clean water by 6000 households in the urban areas.	Connect households in; Maputsoe, St Monicas, Ha Maqele, Kholokoe, Popopo, Sekamaneng, Koalabata, and Ha Mabote, etc.	30,000 people with access to urban water supply services.
	Increase access to sanitation by 180 households in urban.	Connect households in Ha Mabote and Khubetsoana and Connect Queen Mamohato	180 people with access to urban waste water services.

		Hospital.	
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4.0 VISION

By the year 2017, the Basotho nation shall have an improved standard of living through a well developed water and energy resource base under changing climatic conditions.

5.0 MISSION STATEMENT

The Ministry of Energy, Meteorology and Water Affairs is dedicated to sustainable development and management of water and energy resources; and provision of energy, potable water and sanitation,

hydrological and meteorological services, through a competent workforce for the prosperity of the nation in partnership with its development partners

6.0 DEVELOPMENT OF VALUES AND PRINCIPLES

The values are the pillars which the Ministry's staff developed in order to guide their behaviors as individuals, groups and teams at all categories, whilst the principles guide and qualify those values to set the standards and uniformity in such behaviors. They both instill the culture of commitment to the organization.

VALUES	PRINCIPLES
PUNCTUALITY	We are committed to observe and adhere to the official working hours, to meet deadlines.
TRANSPARENCY	We pledge to conduct our business in a fair and open manner.
PASSION	We will perform our work with enthusiasm and to full potential.
DISCIPLINE	We emphasize, adhere to and maintain work place ethics.
INTEGRITY	We commit to maintain good conduct, honesty, respect, confidentiality and accountability
PROFESSIONALISM	We uphold the expected standards of performance and

	safety measures.
ACCOUNTABILITY	We take full responsibility to our actions
PATRIOTISM	We shall portray absolute loyalty, devotion and service to Basotho nation.
TOLERANCE	We shall handle and serve our clients with vigilance and patience.
QUALITY	We strive to perform our work to the highest standards, accuracy and promptness.

7.0 MINISTERIAL OVERALL GOALS AND STRATEGIC OBJECTIVES

7.1. Overall Goals

- Expand water and sanitation distribution services to industries, commercial centres, households and other institutions
- Expand water harvesting and infrastructure
- Increase clean energy production capacity to attain self-sufficiency , export and greening of the economy

- Expand electricity access to centres of economic activities, private sector and households
- Increase energy conservation, safety and access to alternative (non-electricity) energy products and efficient technologies
- To provide hydro-meteorological services
- Improve national resilience to climate change

7.2 Overall Objective

The overall objective of the ministry is to provide reliable and efficient, water and sanitation, energy and meteorological services on a sustainable and cost-effective manner.

Strategic Objectives

The strategic objectives of the Ministry of Energy, Meteorology and Water Affairs and are categorized into specific performance areas as follows:

- 1) *PERFORMANCE AREA: Resource development and management*
 - a) To strengthen the development and management of water resources
 - b) To strengthen the development and management of energy resources

2) *PERFORMANCE AREA: Service delivery*

- a) To increase access to water and sanitation services to all consumers, reliably, affordably and on a sustainable basis.
- b) To increase access to energy services to all consumers, reliably, affordably and on a sustainable basis
- c) To improve distribution of petroleum products and substitutes to all consumers, efficiently, reliably and cost-effectively.
- d) To improve accuracy of and access to timely daily, weekly weather forecasts, seasonal forecasts and severe weather (Snowfall, strong winds, hail storms, floods) warnings.

3) *PERFORMANCE AREA: Capacity building*

- a) To improve national resilience to climate change

4) *PERFORMANCE AREA: Administrative support*

- a) To enhance ministerial efficiency and effectiveness.
- b) To enhance financial and managerial prudence

8.0 SITUATION ANALYSIS – will be taken from NSDP

It is vital to conduct a situation analysis with a view to enabling the Ministry of Energy, Meteorology and Water Affairs to analyze and assess itself, to identify both internal and external factors that affect its operations, either positively or negatively. This process will enable the Ministry to proactively address, instead of reacting to, issues, or merely maintain the status quo (fire fighting). On the other hand, those factors that retard and prohibit progress will also be recognized and appropriate measures taken, specifically on those aspects that are within the Ministerial jurisdiction, being relatively facile to address them since they are internal.

The situation analysis was carried out in the forms of SWOT and Stakeholder Analyses; where the Ministry identified its strengths, weaknesses, opportunities, and threats. These aspects are made conspicuous so that they can be recognized by all stakeholders of the Ministry in order to stimulate a high degree of participation at the level of the individual.

The *strengths* are referred to as the internal factors that are likely to affect the Ministry directly and positively, in which their existence plays a vital role in the success and achievements of organizational objectives - thus it is imperative that they be sustained.

The *weaknesses* are internal factors that directly affect the organization negatively and that can lead to poor performance or total failure to achieve Ministerial goals and objectives – and are brought to the surface with the purpose of improving on them. The *opportunities* are the external forces that the organization can take advantage of in order to improve and enhance its performance; and they are mainly positive factors. The *threats* are also the external forces that are likely to have a negative influence and impact on the organization. They have to be critically analyzed and addressed well in advance.

Table 8.1 below, stipulates both internal and external factors that influence the behavior of the Ministry of Energy, Meteorology and Water Affairs.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Legal frameworks: for regulating usage of water and energy resources. • Standards and specifications: they are well in place for implementation of projects and programmes. • Capable and committed workforce / staff competence: there is existence of capable workforce that demonstrates expertise in the execution of duties. • Ability to attract development partners: there is cooperation and support from donors for community based projects • Enabling environment: there is cooperation and support from donors for community based projects. • Technological advancement: ability to adapt technological systems that are suitable to the work environment. • Accessibility of water and energy: the capacity to provide resources in the form of water and energy to improve livelihoods. • Diversity of skills: existence of structures with multi-technical expertise. 	<ul style="list-style-type: none"> • Lack of M & E: to follow up ministerial performance to ensure alignment with the set objectives. • Failure to fill vacant positions • Poor staff retention strategies: there is lack of strategies to retain scarce and critical skills and therefore results in high turnover. • Financial constraints: inadequate funds to execute desired plans due to persistent budget cuts. • Failure to enforce standards and specifications: lethargy in abiding by set standards and specifications. • Poor communication: silo culture, absence of communication strategy/ policy and lack of team spirit result in improper information sharing within departments. • Poor communication within the Ministry and among stakeholders • Insufficient policy frameworks • Bureaucracy: some processes go through an unnecessary chain of command or steps (e.g. Early Retirement), thus causing delays in recruitment and selection. • Shortage of office space: Unavailability of infrastructure leading to congestion in offices. • Uncoordinated implementation plans: lead to uncoordinated or haphazard service delivery. • Poor implementation of Performance Management System: there is no accountability regarding the implementation of this system. • Insufficient resources: financial, human and material resources. • Lack of absorptive capacity

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • International donor Agencies: cooperation with international organizations for funding of projects and programmes. • Energy and water resources are given a priority: strong political will through good governance. • Topography: terrain facilitates hydro and wind power generation, and affordable provision of water. • Memberships to international organizations: information sharing through multi- and bi-lateral relations leading to socio-economic and technological advancement. • Demand for Lesotho's water and energy: could promote access to international markets. • Availability of water, wind and solar resources. • Royalties: collection of water royalties leading to potential increase in revenue and impact on the Consumer Price Index. 	<ul style="list-style-type: none"> • HIV and AIDS: diminishes the population of the existing workforce. • Bottlenecks at the border gates, this delays imports of products and cost the country • Brain drain: professionals leaving the organizations for greener pastures due to lack of retention strategies including low remuneration packages • Scarcity of highly professional human resources: shortage of skilled technocrats/experts in the labor market resulting in compromised recruitment and staffing levels. • Import power deficit: power cuts hamper productivity and have direct impact on socio-economic development. • Climate change: Weather extremes damage infrastructure

9.0 IMPLEMENTATION MATRIX

Performance Area: Resource Development and Management

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
To strengthen the development and management of water resources	Implement Long Term Water and Sanitation Strategy	Develop Integrated Catchment Management Plans	COW,DWA	Pilot Integrated Catchment Management Plan	2017
		Establish Mohokare River Basin Organisation	COW,DWA	MRBO in place MRB Management Plan developed	2017
		Implement water quality, guidelines and standards	COW,DWA,WASCO	Water quality, guidelines and standards regulations in place	2015
	Develop and maintain water and sanitation infrastructure	Complete MDWSP	COW,MA,WASCO , DOE, LEC	MDWSP infrastructure	2014
		Implement LHWP Phase II (Polihali Dam)	COW,LHWP, LEC	Polihali Dam & related infrastructure	2017

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
				design reports	
		Review Lowlands Water Supply Detail Design & Implement prioritised Zones	COW,DWA,LWSS	Design review report	2017
		Maintain existing water supply systems	COW,DRWS	Number of systems maintained	2017
	Institutionalise internal and external communication	Complete and implement Communication Strategy	COW	Communication Strategy	2017

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
To strengthen the development and management of energy resources	Create an enabling environment for the management of energy resources	Develop Energy Policy and legislation	DOE, LEWA	Policy document in place	2014
		Review and align Electricity Regulations, 1970 to match the current business environment	DOE, LEWA	Reviewed Regulations document in place	2015
		Develop, improve and implement electricity generation and assets management system	DOE, LEC, REU	Studies reports, power plants, assets database	2017
		Transfer of LHWP assets	DOE,LHWC	MOU for transfer of assets	2016
	Determine potential for energy sources	Develop energy resources map.	DOE, LEC, REU	Energy resource map	2016
		Develop an integrated resource plan	DOE,LEC,REU	IRP	2017

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
	Determine long term security of supply	Develop long term energy Master plan	DOE,LEC,EU	Master Plan in place	2015
		Implement solar power projects.	DOE,REU	Number of Solar power plant in place	2016
		Implement wind power projects	DOE,REU	Number of Wind-farms in place	2017
		Implement hydro power projects	DOE,LHWC,REU, LEC	Number of Hydro plants in place	2020
		Implement micro- and mini-hydro power projects	DOE,REU,LEC	Number of Mini-hydro plants in place Number of Micro-hydro plants in place	2020
		Research and Develop a demand side management policy	DOE,REU,LEC	Policy document	2015

Performance Area: Service Delivery

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
To increase access to water and sanitation services to all consumers, reliably, affordably and on a sustainable basis	Expand water and sanitation services coverage	Implement Five Towns Water & Sanitation Project	COW,WASCO, LWSS	Number of people served	2017
		Complete Tsikoane & Pitseng water supply & Sanitation projects	COW,DRWS	18,000 people served with potable water & 2,500 VIP latrines	2016
		Design MDWSP Tertiary Lines	COW,MA,DRWS	MDWSP Tertiary lines Detailed design report	2014
		Construction of 250 rural water supply systems & 25,000 VIP latrines in 10 districts	COW, DRWS	250 rural water supply systems & 25,000 VIP latrines	2014
		Implement Maseru Peri-urban Water supply Project	COW, WASCO	Peri-urban infrastructure	2015

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
To increase access to energy services to all consumers, reliably, affordably and on a sustainable basis	Determine optimal turn around times for service processes	Review fault, testing, query and connection processes	LEC, REU		
		Review connection policy	LEWA, LEC, DOE	Approved connection policy in place	2014
	Expand service coverage	Implement mass electrification projects	DOE, LEC, REU	Number of projects implemented	
		Implement transmission network maintenance & Extension	DOE, LEC, REU	Length of Distribution lines laid. Length of distribution lines maintained	90km by 2015
		Implement individual customer supply connections	LEC, REU	Number of connections	90,000 by 2016

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
		Expand vending and related customer services.	LEC, REU		
To improve distribution of petroleum products and substitutes to all consumers, efficiently, reliably and cost-effectively	Create an enabling environment for distribution of energy products	Review Fuel and Service Control Act	DOE	Fuel and Service Control Act	
	Determine long term reliability and security of supply and distribution.	Develop distribution map for petroleum fuels.	DOE	Distribution map	By 2014
	Increase security of supply of petroleum fuels	Develop infrastructure for petroleum fuels	DOE	Number of fuel stations	By 2017
		Carry out a study on Construction of strategic depots	DOE	report	By 2015
		Establish national oil company	DOE		

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
To improve accuracy of and access to timely daily, weekly weather forecasts, seasonal forecasts and severe weather warnings.	Upgrade station network	Acquire and install new equipment for observation stations.	LMS	Number of stations upgraded.	23 stations equipped by 2017
		Acquire and Install new automatic weather stations.	LMS	Number of new automatic weather stations installed.	10 new automatic weather stations installed by 2014
		Rehabilitate old observation stations	LMS	Number of old observation stations rehabilitated	At least 10 stations rehabilitated by 2017

Performance area: Capacity building

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
To improve national resilience to climate change	Strengthen Climate Change coordination capacity.	Develop climate change policy and strategy	LMS	Policy and strategy document	By 2014
	Implement Improvement of Early Warning Systems project	Undertake Climate Change awareness campaigns	LMS	Number of campaigns	At least 2 mass campaigns per quarter
		Implement Climate change adaptation demonstration projects	LMS	Number of pilot projects implemented	At least 6 pilot projects at 3 districts By 2015

	Integrate Climate Change into sectorial plans and policies,	Develop National Adaptation Plans	LMS	National Adaptation Plans document	By 2017
		Development of key advocacy and awareness documents on the sectorial and economic impacts of Climate Change	LMS	Number of documents produced	By 2015
		Training of sectorial ministries and central planning agencies on vulnerability, including economic aspects of vulnerability	LMS	Number of sectors trained and number of documents produced	By 2015

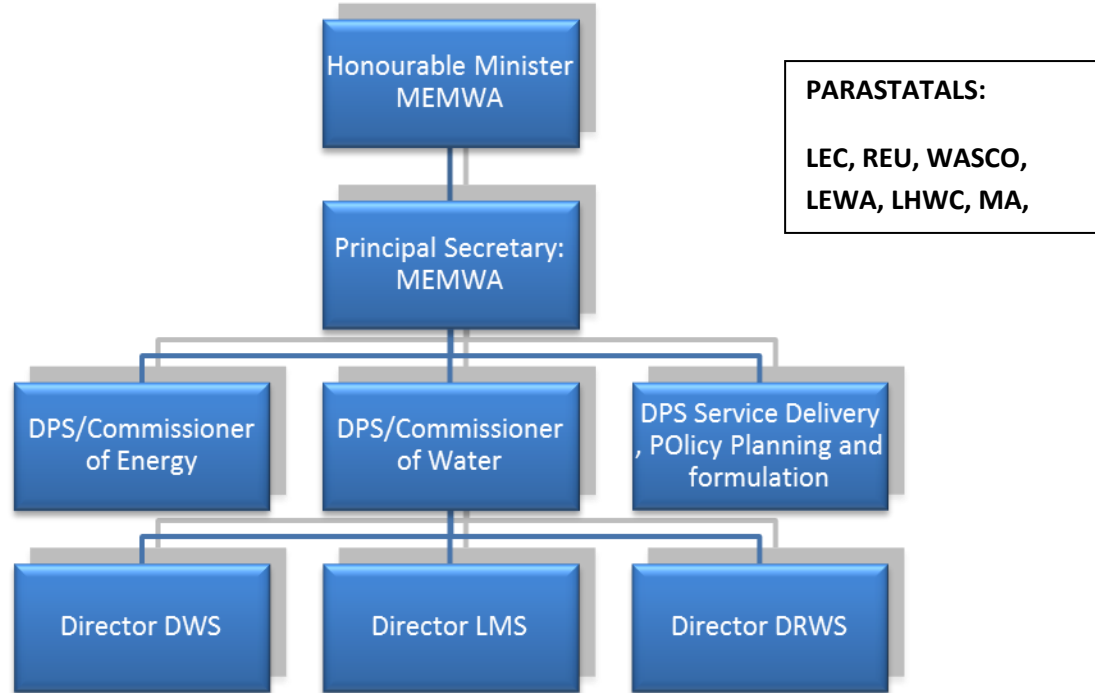
		Data collection, vulnerability assessment and development of Climate change National Communication	LMS	Third National Communication	By 2017
	Develop National Adaptation Programmes	Development of long term adaptation projects for vulnerable sectors	LMS	Number of projects identified	By 2016

Performance Area: Administrative support

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
To enhance service delivery and strengthen the ministerial efficiency and effectiveness.	Reinforce key positions for effective service delivery.	Absorb casual labourers into the positions of Meteorological observers, Department of Water Affairs, Department of Energy, Rural Water Supply, Commissioner of Water.	ADMINISTRATION	Number of casual labourers absorbed and professional staff recruited.	111 casual labourers absorbed by 2015.
		Create and fill the following positions <ul style="list-style-type: none"> • COW: M&E specialist, chief Legal Officer, Chief Communication specialist, Principal hydrologist, Principal Hydro-geologist and 	ADMINISTRATION	Number of positions created and filled.	66 positions filled by 2014

STRATEGIC OBJECTIVES	STRATEGIES	KEY STRATEGIC INITIATIVES	RESPONSIBLE INSTITUTION	PERFORMANCE INDICATOR	TARGET
		Principal Water Quality specialist <ul style="list-style-type: none"> • <i>DWA</i>: Hydrologist, Hydrogeologist, Civil Engineer, System Analyst, Water Quality Specialist • <i>LMS</i>: Meteorologist, Economic Planner, Senior observers, Senior Accountant • <i>HQ</i>: Director Planning 			
		Acquire additional support vehicles	ADMINISTRATION	Number of vehicles acquired	At least 2 by 2014.
	Maintain essential Human Resources for effective service delivery	Develop retention strategy	ADMINISTRATION	Retention strategy document in place	

10. MINISTRY'S STRUCTURE



11. MINISTERIAL KEY FUNCTIONAL AREAS

The key functional areas are the results of the Ministerial overall goals as well as its strategic objectives. These key functional areas are the determining factors of both functional and staffing structures; and they also encompass the establishment of a hierarchy and responsibilities at strategic levels.

The following are seven identified key functional areas which will constitute the Departments of the Ministry of Energy, Meteorology and Water Affairs; that is to say indicating that five are technical Departments whilst two are Administrative Departments (Departments of Administration and Water Sector Coordination).

There are 3 key functional areas; policy and strategy strategy development, implementation and regulation. In order to realize this, the ministry (MEMWA) comprises the following departments and parastatals; Admin, DOE, COW, DWA, LMS, DRWS, LEWA LEC, REU, LHWP, LHWP, , Metolong Authority, WASCO, (Energy, Water and Sanitation Private Sector Institutions))

12. *TABLE 10.1. Key Functional Areas*

Objectives	Performance Areas
4 a and b	Administrative Support
2.a,b,c,d	Service Delivery
3.a and 4.a	Capacity Building
1.a and b.	Resource Development and management

TABLE 10.2. FUNCTIONAL AND STAFFING STRUCTURES

DEPARTMENT	FUNCTIONS	CURRENT POSITIONS AND GRADES	PROPOSED FUNCTIONS	PROPOSED POSITIONS
Administration	-Planning	Chief Economic Planner (1) Senior Economic Planner (2) Economic Planner (1) Assistant Economic Planner (1)	Planning: Project Management Monitoring & Evaluation of Projects and programmes Budget Coordination Statistical inference	As per the attached proposed structures as shown in Annex 1
	-Legal	Chief Legal Officer (1) Principal Legal Officer (1) Legal Officer (1)	Legal: Legislation and legislative instrument handling Contracts Management Negotiation of treaties	As per the attached proposed structures as shown in Annex 1
	-Human resources	Director Human Resource (1) Human Resources Manager (1) Human Resources Officer (2) Assistant Human Resources Officer (2)	Human Resources Management Recruitment and Selection Training and Development Remuneration and Benefits	As per the attached proposed structures as shown in Annex 1

			Employee Relations Organizational Development Management Services HR Information Management Systems	
	-Financial mgt.	Financial Controller (1) Senior Accountant (2) Accountant (1) Assistant Accountant (1) Accounts Assistant (1)	Financial Management: Budget Administration Revenue Collection Expenditure Control	(To be changed after the GoL Restructuring Process)
	-Procurement mgt	Procurement Manager (1) Senior Procurement Officer (1) Procurement Officer (1) Assistant Procurement Officer (1) Procurement Assistant (1)	Procurement: Services procurement Logistics Management	As per the attached proposed structures as shown in Annex 1
	Administration	Administration Manager(1) Administration Officer (1) Assistant Administration Officer(1) Administration Assistant (2)	Administration MGT: Administrative Management Coordination and Management of transport Maintenance of vehicles	As per the attached proposed structures as shown in Annex 1

Water Affairs	Water Resources Ground water Hydrology Water Rights	Director/J (1) Principal Engineer/I (1) Principal Hydrologist/I (1) Principal Hydrogeologist/I(1) Senior Engineer/ H (2) Senior Hydrogeologist/H(1) Senior Hydrologist/ H(1) NB:This indicates senior management positions only	Water Resources Management. Water Resources Ground Water Hydrology Water Rights	As per the attached proposed structures as shown in Annex 1
Rural Water Supply	Water and Sanitation	Director/J (1) Principal Engineer/I (3) Principal Sociologist/I (1) Senior Engineer/H (8) Engineer/G (10) NB: This indicates senior management positions only	Water and Sanitation Urban Water Supply Rural Water Supply Construction and Sanitation	As per the attached proposed structures as shown in Annex 1
Energy	-Electrification and Distribution -Renewable Energy	Director/ J (1) Deputy Director/I (1) Principal Energy Officer /I (3) Senior Engineer/H (1) Senior Energy Officer /H (1) Engineer/G (1) Senior Systems Analyst/H (1) Renewable Energy Officers/G(3) Petroleum Officer/ G(1)	Energy: Petroleum Power Generation Power Distribution Bio-energy and Conservation Research and Development	As per the attached proposed structures as shown in Annex 1

		NB:This indicates senior management positions only		
Meteorology	<p>Meteorology</p> <p>Meteorological Operations</p> <p>Climate Change</p> <p>Information and Public Affairs</p>	<p>Director/J (1)</p> <p>Principal Meteorologists/H (2)</p> <p>Senior Meteorologist/G (2)</p> <p>Meteorologists/G (5)</p> <p>NB:This indicates senior management positions only</p>	<p>Meteorology:</p> <p>Meteorological Operations</p> <p>Atmospheric Science-research</p>	As per the attached proposed structures as shown in Annex 1
Water Commission		<p>Commissioner of Water/J (1)</p> <p>Principal Water Resources Engineer/I (1)</p> <p>Chief Water and Sanitation Engineer/I (1)</p> <p>Chief Economic Planner/I (1)</p> <p>Principal Environmental Officer/I (1)</p> <p>Senior Environment Officer/H (1)</p> <p>Senior Systems Analyst/H (1)</p> <p>Senior Engineer/H (1)</p> <p>Senior Engineer (Water Resources)/H (1)</p> <p>Principal Legal Officer/H (1)</p> <p>Chief Technical Officer/G (1)</p> <p>Legal Officer/G (1)</p> <p>NB:This indicates senior management positions only</p>	<p>Water Sector Coordination:</p> <p>-Monitoring & Evaluation</p> <p>-Information Management. System</p> <p>-Environmental Management</p> <p>-Legal</p> <p>-Planning</p>	As per the attached proposed structures as shown in Annex 1

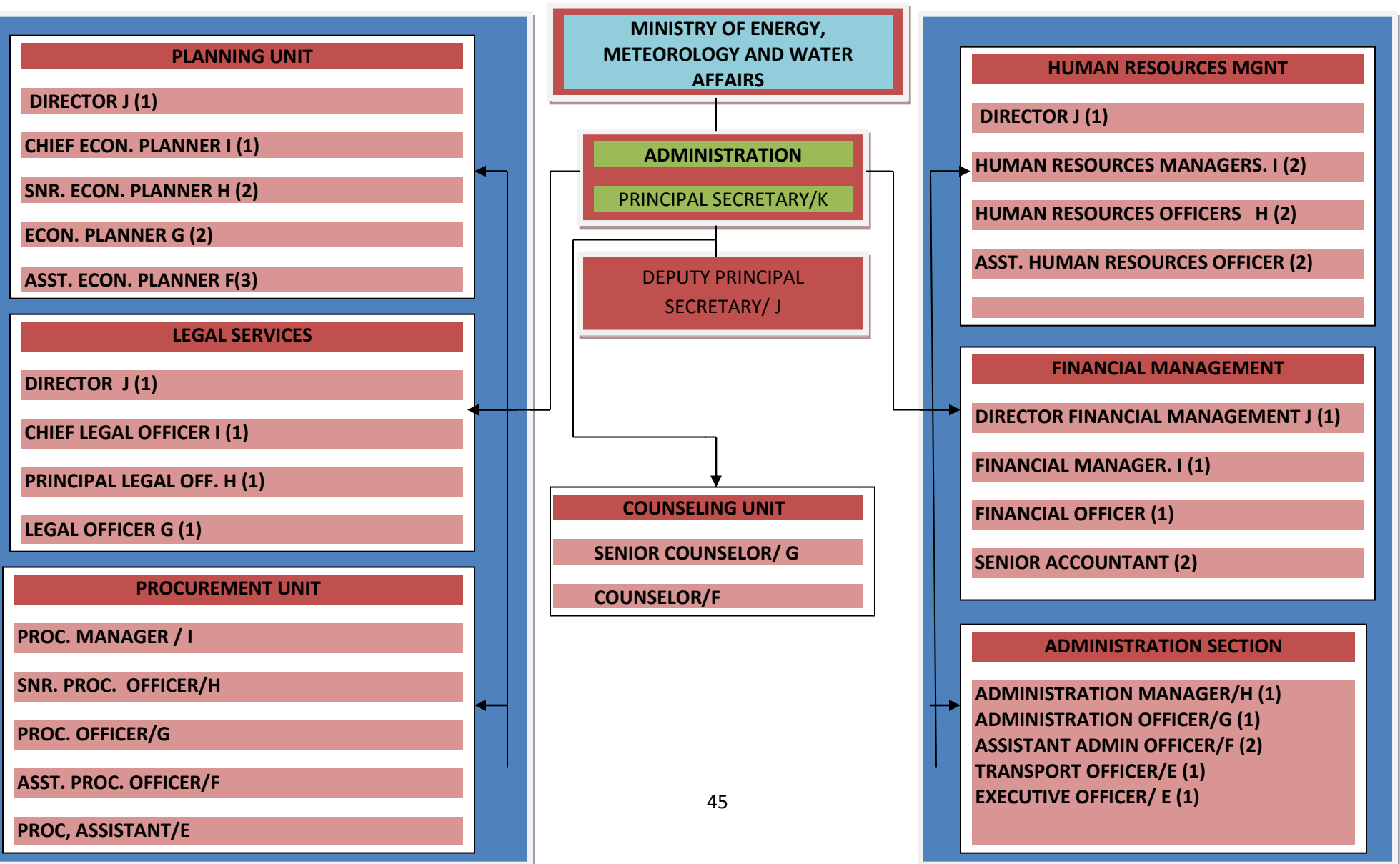
13. *THE MONITORING SYSTEM*

The designing of the Monitoring Plan and/or System is done annually to assess progress. This will be done through and/or with regular reports including convening the forums where each Head of Department will present the progress report. The purpose of this exercise is to identify deficiencies, deviations as well as challenges at an early stage so that they can be rectified. It will also make it easy to accommodate adjustments. This monitoring exercise is to be conducted on a quarterly basis.

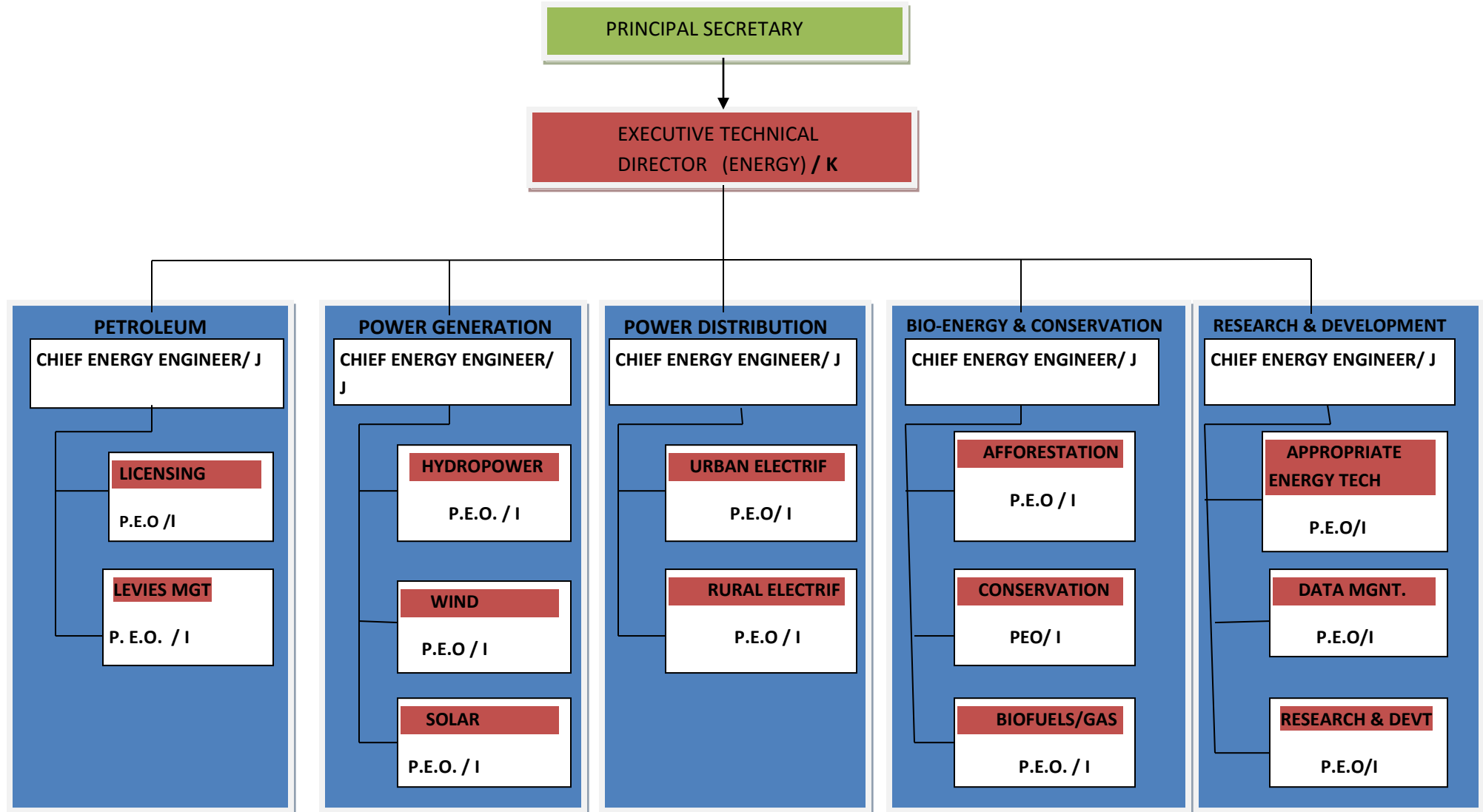
ANNEX 1

PROPOSED FUNCTIONAL AND STAFFING STRUCTURES

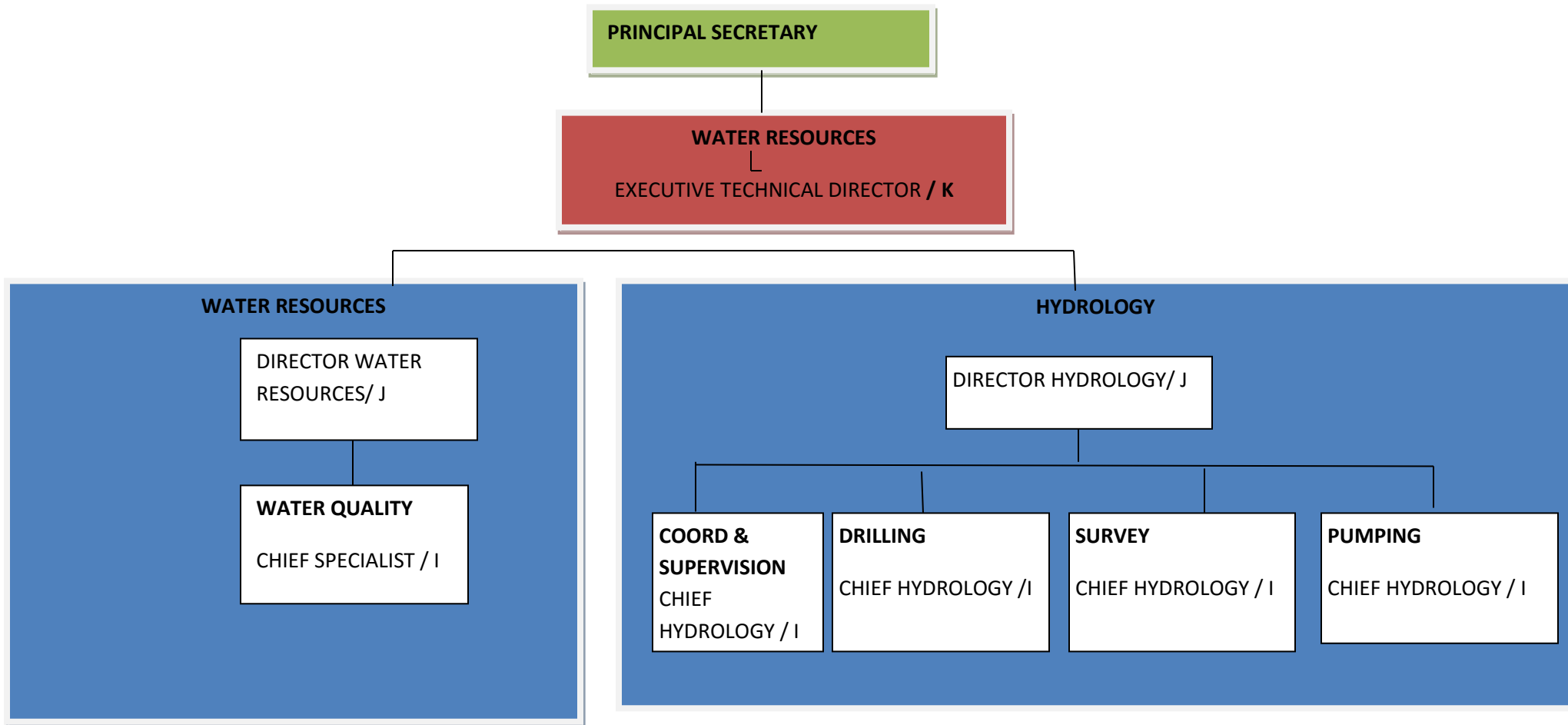
ADMINISTRATION



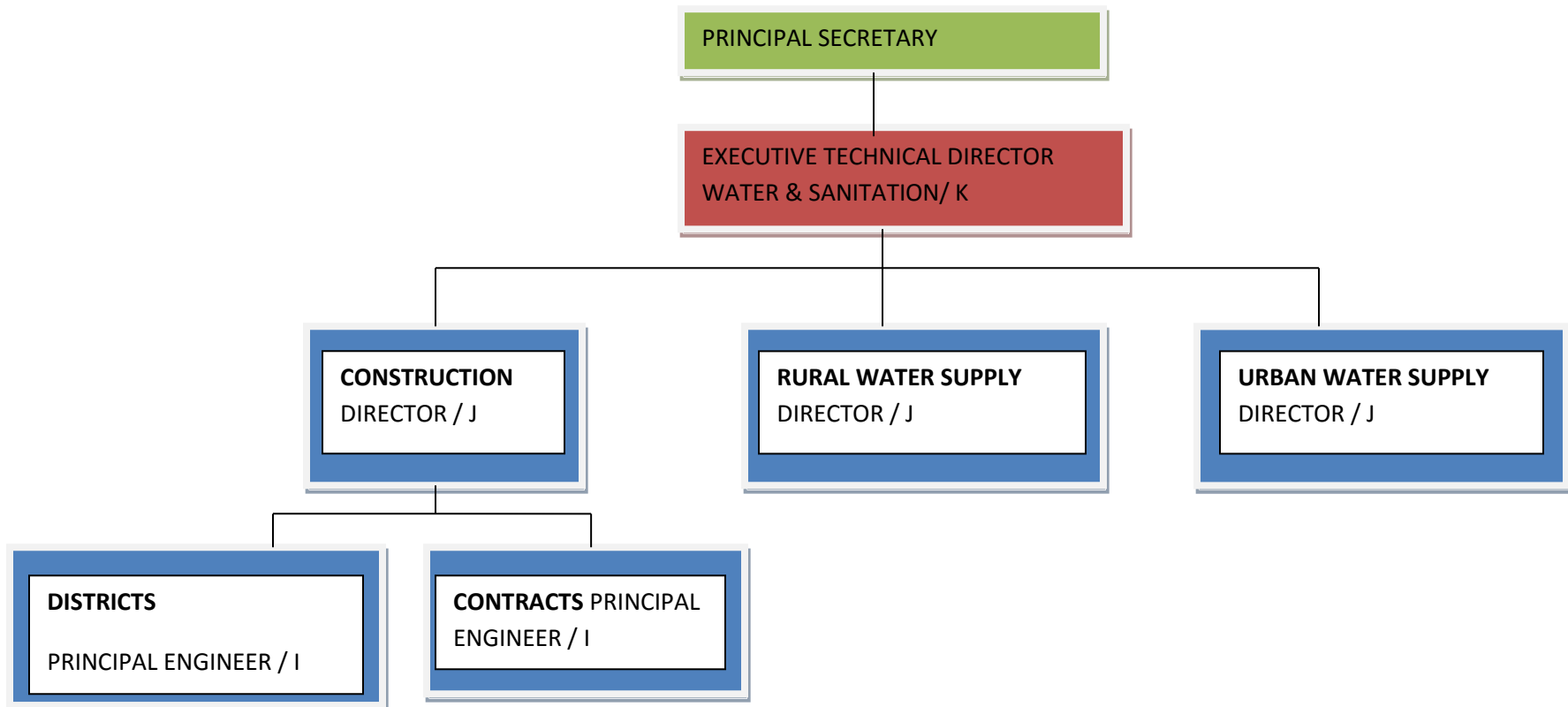
DEPARTMENT OF ENERGY



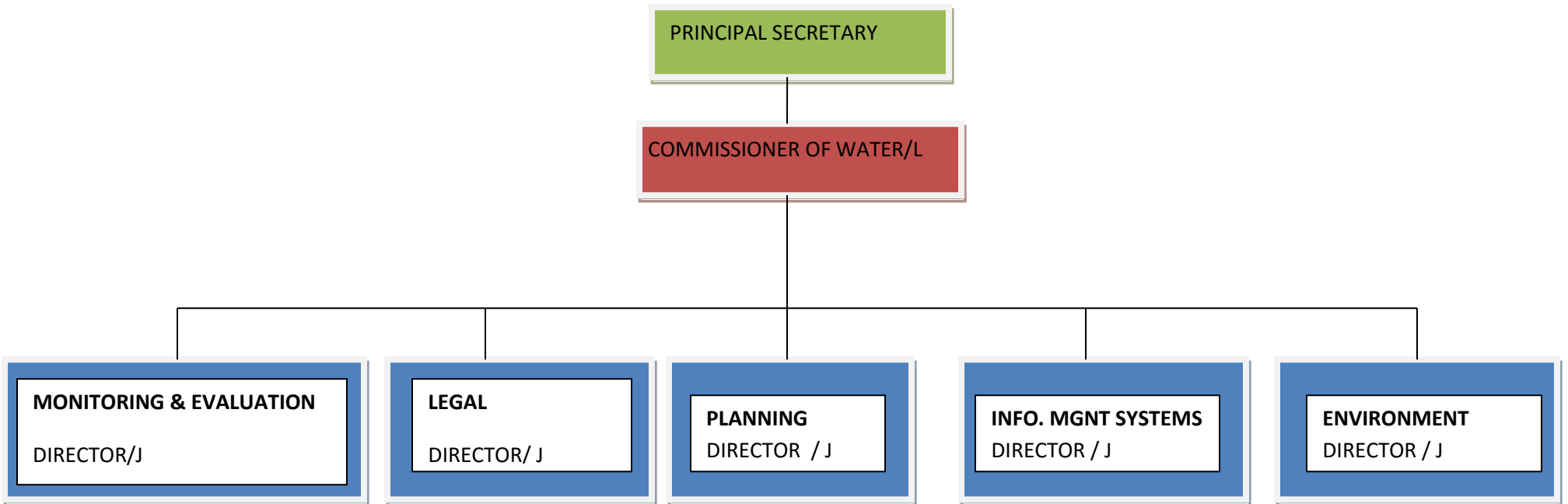
DEPARTMENT OF WATER RESOURCES MANAGEMENT



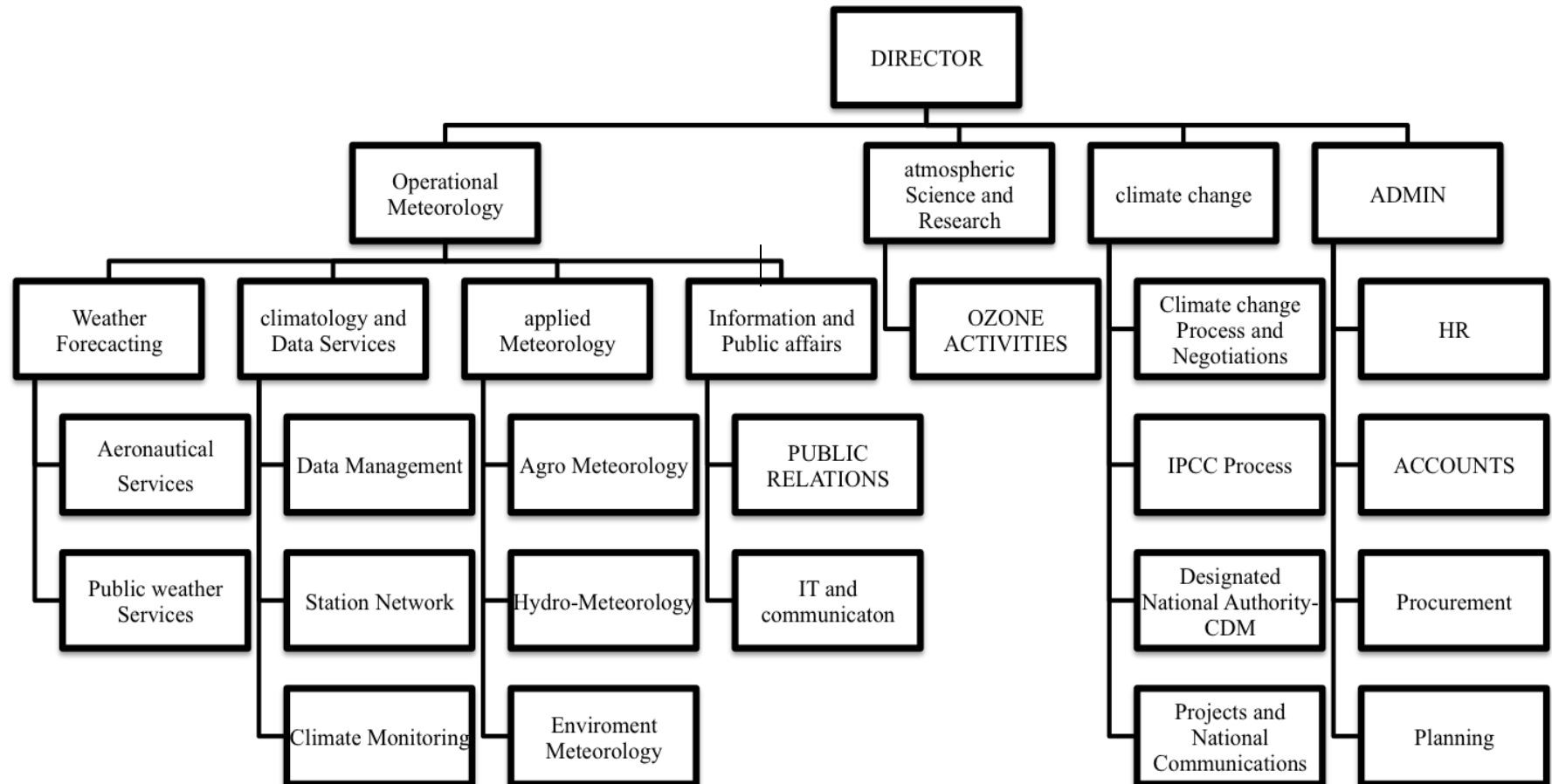
DEPARTMENT OF WATER AND SANITATION



WATER SECTOR COORDINATION



LMS Proposed Structure



LHWC Structure

