





Our Most  
Strategic Asset  
— Our Employees

## HUMAN RESOURCES STRATEGY

### OUR PEOPLE

To meet business challenges today and tomorrow, organisations must maximize the potential of their workforce – the human capital which is pivotal to their success – while increasing efficiency. This requires transforming traditional HR functions into a comprehensive human capital management (HCM) strategy, that is, employee processes and knowledge must be integrated with business processes and strategies. In an expanding economy, human resources are scarce, and it is important to attract and retain the best people. In a recessionary economy, human capital is a major expense that needs to be controlled effectively. But no matter what the global economic situation may be, companies need maximum insight and flexibility to manage human capital and to perfect the ability to adapt dynamically to ever-changing circumstances

With a comprehensive human capital management, Rand Water can define a more strategic HR policy that applies throughout the organisation – one that motivates employees to support business goals, allows firms to respond to change,

and improves the organisations bottom line. And one that enables organisations to track, monitor, plan, simulate, and execute that strategy precisely. A comprehensive human capital management strategy achieves this by integrating all relevant human resources processes

The Group Human Resources Portfolio mission is to be strategic business partner in integrated sustainable people-centered solutions; and to provide human resources services to Rand Water that will create an enabling environment that fosters attraction and retention of highly skilled staff. The Group Human Resources Portfolio is a critical area in the organisation that facilitates and enables business efficiencies and effectiveness through people

## TALENT MANAGEMENT

### CAPACITY BUILDING

The primary function of Capacity Building is to support the business by coordinating the delivery of identified training interventions for Rand Water employees. The Capacity Building plans include, but are not limited to Leadership Development, Skills Improvement Programs, Functional



and Legislative Training. As part of our Talent Management pipelines, Capacity Building also drives Graduate-in-Training Programs, Learnerships, Leadership and External Bursary Programs and apprenticeships

Driving the capabilities and skills of the business to achieve a “high performance culture” is a fundamental role of Capacity Building. Its entire purpose links strategically to the up skilling and development of employees within Rand Water and marketable skills within the water sector itself; through accredited and credit bearing programmes

Legislative requirements in skills development are clearly upheld and executed through our Workplace Skills Plan (WSP) and forms part of our skills development initiatives. This ensures the drive that Rand Water has a skills pool to source from and is aligned with the Water Sector Skills needs. Driving the business needs of our customers is evident through

the Bursaries and Learnerships, where all areas of business are considered. Capacity Building manages the ladder of development of employees through a system of policies and processes that ensures growth in employee’s skills and competency levels

The Capacity Building Department encourages employees to be actively involved in identifying their training and development needs. All employees receive specific training that is competency based in line with their Personal Development Plan. Training interventions are aligned to the Organisational, Departmental and personal objectives

Rand Water recognises the need to upskill the youth whilst creating employment, the objective of this is to provide the Water Sector with a skilled workforce. The avenue that has been identified to achieve this is through various Learnerships and Apprenticeships

The table below depicts the training provided to the unemployed youth for the 2014-2015 Financial Year

Skills Projects	Female				Male				Grand Total
	A	C	I	W	A	C	I	W	
Apprentice Electrician Temporary	4	0	0	0	4	0	0	0	8
Apprentice Fitter and Turner Temporary	1	0	0	0	7	0	0	0	8
Apprentice Instrument Mechanic Temporary	5	0	0	0	3	0	0	0	8
Experiential Student	5	0	0	0	1	0	0	0	6
External Bursars	19	0	0	0	13	0	0	0	32
Graduate In Training	18	0	1	0	22	0	1	0	42
Sanitation Learnership NQF L3	6	0	0	0	5	0	0	0	11
Water Purification Learnership NQF L2	5	2	0	0	7	0	0	0	14
Grand Total	63	2	1	0	62	0	1	0	129

#### LEGISLATIVE AND FUNCTIONAL TRAINING

During the 2014-2015 Financial Year, 75% of permanent employees were trained on Legislative and functional training. Rand Water encourages the upskilling of employees and to this end, a total of 336 employees are in the process of obtaining formal qualifications through: Internal Bursaries, Learnerships and Apprenticeships. In the past the focus was on Nated courses through the Adult Basic Education and Training programmes, the success of which is evident in the number of employees who are pursuing formal qualifications through Institutions of Higher Learning.

### BLUE DROP TRAINING

Water Technology Training (WTT), oversees the Blue Drop Training profile for Process Controllers and Supervisors. This is in accordance with the revised Regulation 813 of the Water Services Act (No. 108 of 1997)/ Regulation 2834 (of 1985), outlining that there shall be no person operating a water treatment works without a Process Controller license. One of the nine criteria for Blue Drop Award is Process Controller licensing. In order to meet this requirement, Process Controllers should be appropriately qualified coupled with relevant years of experience. For the 2014-2015 Financial Year, WTT trained 114 learners through the Water and Waste Water Treatment Operations NQF level 2, Water and Waste Water Process Control NQF level 3 and Water Purification NQF level 4.

### ZWARTKOPJES TRAINING CENTRE

In consultation with the Facilities Department, the newly renovated offices are now called the 'Zwartkopjes Office Park'. As part of the Capacity Building customer satisfaction drive, this Training Centre was established to ensure that Rand Water has its own internal training venues. This initiative has saved costs; reduced Rand Water's dependency on external venue usage and created convenience through the reduction of travel time for employees.

The entire venue has been fully branded and functional class rooms can be found in the in the Water Purification Wing.

### MENTORING AND COACHING

Mentoring and coaching is an integral part of the skills transfer process whereby seasoned professionals undertake to oversee the development of employees who may be new to the job market or the Water sector. As part of the Coaching initiative, the Internal Executive Business Coaching Programme has been introduced to business. The objective is to develop mentors and coaches that enable graduates and interns within the organisation. There are currently 74 mentors and 65 coaches. Employees were trained through an in-house facilitation process; and certified by an accredited service provider.

### Career Expo's and Campus Visits

Campus Visits are done annually during April- May at the following Universities where Rand Water external bursars are studying:

- University of Pretoria
- Tshwane University of Technology
- Vaal University of Technology
- University of Johannesburg
- University of Limpopo
- University of Cape Town



#### Witwatersrand University

Rand Water has participated in various Career Expo's and University Days as part of its awareness campaign. The purpose of these interventions is to impart knowledge to students on the various programs offered, highlight potential careers within Rand Water; share the application processes and the entry requirements.

For the 2014-2015 financial year the following events have been undertaken:

- National Water Week, Mpumalanga Career Expo 18-20 March 2015
- SABC Career Indaba – 18-19 May 2015

### PERFORMANCE MANAGEMENT

The Performance Management environment has stabilized since the implementation of a single performance management system for all levels. There is a strong integration with the Group Strategy processes related to business planning as these are the starting points for the development of scorecards.

Group Strategy is responsible for the development and monitoring of KPAs and KPIs for the following levels;

- Corporate (Corporate KPI set)
- Portfolio
- Divisional or departmental (Direct line reports to portfolio heads)

Group Human Resources Portfolio, is responsible to implement the Performance Management System (PMS) that is used by levels below the top three levels.

Group Human Resources Portfolio is responsible for:

- Implementing rules given by Group Strategy and managing the general performance Systems.
- Monitoring completion of the PMS template by individual employees.
- Assisting sites, divisions and teams with the completion of individual contract.

The performance management processes are governed by the Performance Management Procedure under the following: Planning; Contracting; Reviewing; On-going coaching, monitoring and Remuneration.

The Performance management process also supports and feeds into Capacity Building processes such as the Personal Development Plan (PDP) by allowing managers to identify skill gaps of employees and contributes to the upliftment of skill and knowledge levels of employees.

### TALENT CONSULTING

The Talent Consulting role has undertaken the following activities in the financial year:

#### Capability Assessments

This is being rolled out to all Supervisory to Executive Management. The results of the assessments are being used as part of the Leadership Development process as well as to identify high flyers and employees with potential. There is a strong integration with the Capacity Building interventions to address any gaps identified as part of these assessments as well as the broader process to develop and enhance potential future leaders and technical expertise.

#### Dual Career Path Promotions

The purpose of Dual Career Pathing is to create a strong succession pipeline within the core and technical environments. Employees are able to access higher positions with more responsibility based on complying with predetermined criteria. Dual career paths exist within the core technical functions within the organisation. Dual career pathing assists with creation of a sustainable technical talent pipeline as well as retention for the core of the business.

#### Succession Management and Talent Modeling

Succession Management in Rand Water comprises of a number of deliberate and calculated interventions whose collective objective is to ensure an on-going supply of well trained, broadly experienced, well-motivated potential successors.

RW articulates Succession Management through the following processes:

- Bursaries, Learnerships, Internships and Graduate Programmes;
- Succession/Talent mapping/Bench strength exercise;
- Dual Career paths – currently focussed on specific technical skills (automatic movement once certain criteria has been met).

Talent Modeling has commenced in the Strategic Operations Division and the results of the Capability Assessments is incorporated into this modeling process. The information obtained and harvested from the modeling process allows the organisation to have some insight into potential talent risks and challenges that need to be mitigated together with Line management and other HR functions. The output of the modeling is integration into other processes aimed at addressing skills gaps and deficiencies identified. The assessment results and modeling also gives insight into the depth of technical and managerial/leadership skills, providing essential information for talent decisions.

## EMPLOYEE RELATIONS WELLNESS

The Integrated Employee Wellness Programme in Rand Water offers a comprehensive and multidisciplinary solution with the aim to promote, improve, and optimise health, well-being, and high performance of Rand Water employees

Rand Water uses the combined service delivery model where some of the services are outsourced to an external service provider and other services are rendered internally by the Wellness team.

One of the programme's objectives is managing the impact of health and psycho-social problems on the company's productivity by looking at issues such as absenteeism and its financial impact, medical care costs, insurance claims costs as well as other indirect costs. Rand Water prides itself in being a caring employer this is evident in the investment that the organisation makes in employee wellness. Creation of a healthy and safe working environment is an integral aspect of ensuring continuous growth in productivity of the workplace

## ABSENTEEISM MANAGEMENT

While we recognize the importance of the provision of sick leave benefits to employees that need it, it is necessary to identify and manage risks contributing to the use and abuse of such a provision. Absenteeism management is one of the key drivers for the Employee Wellness Programme more so that it impacts negatively on the business.

Absenteeism management forms part of the generic KPI that Rand Water has adopted to measure its performance. In the past 4 years our target has been set at 3.3%. Rand Water has in the past 3 years cascaded the absenteeism generic KPI down to individual employee level as we believe that attendance is everyone's responsibility in the workplace.

The table below indicates the performance for the past 4 years including the 2014-15 financial year.

Absenteeism Management Performance Table



## PREVALENCE OF HIV/AIDS

The Rand Water HIV and AIDS strategy is aligned with the National Strategic Plan of the Department of Health to cover issues of prevention, treatment, care, monitoring and research. HIV/AIDS is viewed no differently to any other life-style disease such as diabetes, hypertension, etc. This stance is taken to eliminate the perceived stigma of the disease.

Rand Water provides HIV counselling and testing (HCT) services during its Wellness Days, as well as support, treatment and care through our disease management programme that is offered as part of the medical aid benefit for employees and their dependents

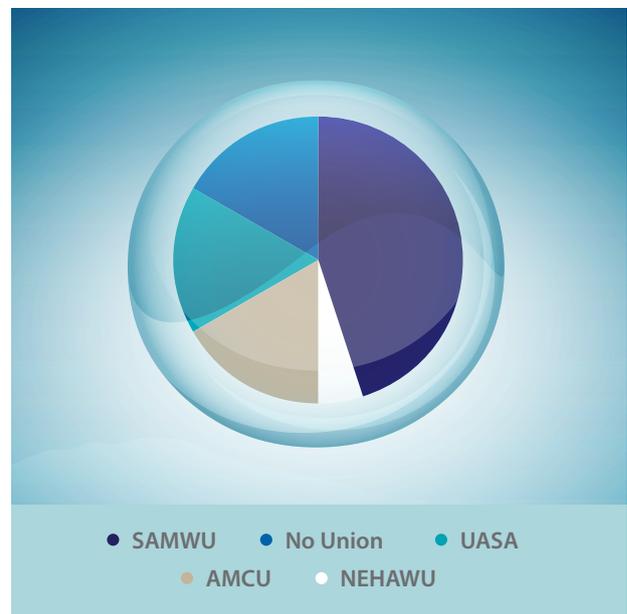
In the year 2014-15 we have capitalized on the training of the Wellness Champions who work as a support system for their fellow colleagues. We have provided certified training through Interactive Solutions to approximately 125 wellness champions and about 68 of them attended the SABCOHA conference which work shopped Wellness Champions from various organisations on the TB workplace management toolkit that was developed by UNAIDS, Department of Health and SABCOHA.



Rand Water undertakes the HCT campaign annually as part of its wellness calendar to all its sites. This campaign is intensified in order to maintain the momentum of ensuring that HIV testing remains a regular part of health seeking behaviour. This is undertaken with the support of our Wellness Champions who volunteer to assist their peers with relation to wellness matters. We have also promoted male circumcision through our men's health campaigns and the observed World Aids days to educate employees and mitigate the impact of HIV through prevention.

During the 2014-15 financial year the campaign took place in September to October 2014 and there was an increase in participation by employees. Although our prevalence rate in 2014-15 financial year increased by 2% to 9.57%, it is still below in comparison to the National Prevalence rate of 12.2%. In terms of our HCT report we had at least 3.9% of new infections. Rand Water still continues to mitigate the impact of HIV and TB as well as other chronic diseases through education and information preventative interventions.

Schematic Representation of Union Membership as at 30 June 2015



## EMPLOYEE ASSISTANCE

Employee Assistance Program (EAP) is a voluntary, work-based program that offers free and confidential assessments, short-term counselling, referrals, and follow-up services to employees who have personal and/or work-related problems.

We have contracted ICAS as our service provider to provide 24 hour support line to all employees and their immediate dependents. These services which were launched in April 2014 were extended to the Rand Water extended area of operations in Mpumalanga. Some of the services provided are telephone counselling through a toll free line or please call me service, face to face counselling, Life Management, Financial Wellness, Legal Advice and other services.

## EMPLOYEE RELATIONS

Volatility continued unabated in the labour relations environment. Recognised Unions in Rand Water increased from two, United Association of South Africa (UASA) and South African Municipal Workers' Union (SAMWU), to four. The Association of Mineworkers and Construction Union (AMCU) and National Education, Health and Allied Workers Union (NEHAWU) have now become part of the Rand Water labour representatives. This has contributed to the increased number of employees who belong to a union. SAMWU and UASA membership decreased, with SAMWU moving from 56.2% to 46. % and UASA from 21.24 to 17.9% .Amanzi Bargaining Council delegated salary negotiations to plant level. As usual, the negotiations were robust and drawn-out; however, parties were able to settle.

## DIVERSITY MANAGEMENT

Rand Water is committed to leading diversity and inclusion in the organisation and is conscious of its impact on achieving a high performance culture.

For the year under review, the Employee Relations Division has embarked on numerous in-house diversity and inclusion awareness sessions. Apart from ensuring that employees understand the diversity management principles and elements in the workplace; the aim of these sessions is to promote social cohesion in the organisation.

The sessions place emphasis on critical areas such as culture, generation, gender and team diversity which are essential for cultivating a workplace that exudes high performance,

creativity, innovation and collaborative team practices. Furthermore, employees are empowered in improving their individual competency towards understanding and working with each other across all facets of diversity.

## GENDER MAINSTREAMING

Rand Water supports the African Ministerial Conference on Water (AMCOW) declaration and its intent to ensure access to clean water and sanitation, by profiling the challenges faced in the area of gender mainstreaming. Rand Water is committed to developing and implementing policies and programmes that are gender sensitive.

To this end, the Employee Relations Division in conjunction with the Talent Management Division have effected an integrated gender mainstreaming framework to address the issues of gender disparity and gender-based division of labour and skills by advocating women's development and empowerment and gender sensitive policies through:

- advocacy and campaigns (e.g. Techno Girl programme, diversity management)
- preferential/targeted recruitment,
- training and development,
- career progression, and
- ensuring that Rand Water exemplifies the demographics of women in leadership, technical and decision-making positions.

Furthermore, the establishment of the Rand Water Women's Forum seeks to promote a working environment suitable for the nurturing, development, and empowerment of women whilst supporting the objectives of the Gender Mainstreaming Framework and make joint recommendations for consideration by management.

Rand Water is also proud to elucidate that the Commission for Gender Equality has been instrumental in providing support and guidance in the area of gender mainstreaming.

## EMPLOYMENT EQUITY

Employment Equity reporting in Rand Water is in line with compliance requirements; however, the drive for transformation in particular of Females in senior and Managerial positions is a deliberate effort that is monitored on an on-going basis. This is in line with the requirements from

the Public Service Regulations (The White Paper on Affirmative Action) as well as the Employment Equity Legislation.

The number of employees at management levels continued to increase from 949 from 01 July 2014, to 961 as at the 30<sup>th</sup> of

June, 2015. At the same time, the percentage of ACI (Africans, Coloureds and Indians) representation has grown from 79% to 81.17%, represented by 780 employees at management levels. The number of women representation has grown from 42% to 43.70% for the same period.

Employment Equity status as at 30 June 2015

Category	Band	Total Staff	Demographics	Demographics %	Appointment	Appointment %	Target %
ACI	M – Q	961	780	81.17	72	96.00	75
FEMALE	M – Q	961	420	43.70	37	49.33	60
ACI	All staff	3 171	2 809	88.58			
FEMALE	All staff	3 171	1 067	33.65			



## ZIYAGEZANA EXCELLENCE AWARDS

Rand Water Board and Management have continuously demonstrated their support and value placed on employee recognition when the organisation hosted its 12<sup>th</sup> Ziyagezana Excellence Awards event on 3 December 2014.

The peer-to-peer recognition programme, established in 2003, aims to give public acknowledgement to employees by celebrating exceptional behaviour and outstanding contributions towards the achievement of the organisational strategic objectives, underpinned by the core values.

Rand Water owes its success of the programme to its Values Champions who continue to advocate the Ziyagezana Excellence Awards with resilience and commitment. Such dedication is further replicated by the various adjudication committees that are consistent in ensuring that the adjudication processes are conducted with integrity and fairness.

One of highlights of the awards function was the showcasing of Rand Water employees as they were given the platform to announce the winners in each nomination category. This is in line with creating a culture of diversity and inclusion.

The following individuals and teams received recognition awards in the various categories as listed below:

Employee of the Year	Tshepo Mailola
Boss of the Year	Eddie Singo
Team of the Year	Bulk Water Distribution and Transport: Instrumentation
Innovator of the Year	Jay Kalichuran
Mover & Shaker of the Year	Dr Neil Leat
Wellness Champion of the Year	Themba Mnisi
Chief Executive's Award	Finance Team - Rietvlei
Special Award	Mlungisi Ndlela



## PARTICIPATION CO-OPERATION AND PARTNERSHIP

Rand Water's acclaimed Participation, Co-operation and Partnership (PCP) structures and processes celebrated twenty years of existence since its establishment in January 1995. The participative management framework has continued to afford internal stakeholders a platform and an opportunity to effectively influence decision-making on policy matters that affect employees, by accommodating the interests of both Management and the recognised trade unions.

For the year under review, the PCP structures successfully engaged on various workplace matters and the Stakeholders' Forum reached consensus on the jointly reviewed Bursary Policies and the Recruitment, Selection and Promotions Policy.

The success of the Participation, Co-operation and Partnership processes is exemplified by the stable labour relations environment and favourable work climate. All stakeholders are committed to the principles of joint problem-solving, information-sharing, consultation and transparency in realisation of Rand Water strategic goals and objectives.

## COMPENSATION AND INFORMATION

The Compensation Department is responsible for the provision of Company Wide remuneration services, such as salary and benefits benchmarking, Executive Remuneration as well as ensuring that employees are remunerated in accordance with Policy.

The Human Resources Information Systems Department is ensuring that there are Human Resources Systems in place that cater for Human Resources related Information required for decision making, compliance and reporting purposes. During the year under review the division undertook a project in partnership with the IT Department to source an Integrated Talent Management Suite; this will ensure that there is a seamless interface between all Human Resources related modules on the system.

## ORGANISATIONAL DEVELOPMENT AND DESIGN

The strategic impacts of the implementation of the Institutional Reform and Realignment programme has increased the need to review and assess existing structures, to determine whether they remain relevant and optimal for the current growth period. The ODD team has responded to the demand by providing their services to the organisation, taking into consideration the further expansion of the business beyond Mpumalanga and new service offerings.

## BUSHBUCKRIDGE INTEGRATION

During the initial engagement with the Bushbuckridge team, ODD assessed the status of the existing structures. Subsequent engagements lead to the revision of structures to provide an interim solution to the Organisation, in order to ensure continuation of service delivery to the municipalities.

## BUSINESS REENGINEERING / BUSINESS CONSULTING

### Business Reengineering

The expansion and extension of business operations into Mpumalanga has necessitated that a number of Rand Water divisions review their business structures, operations and delivery models. ODD has facilitated a number of workshops and supported our stakeholders with assistance in the reengineering of these divisions by providing technical assistance for the revision of business cases and the submission of cases for change.

### Business Consulting

ODD conducted a cost analysis to understand the impact of contract labour against full time employees. In partnership with business and in response to the requirement for cost containment, options were proposed to reduce dependency on external contractors. The outcomes of the analysis served to inform business resourcing decisions going forward.

### Productivity Programme

Rand Water is a productive organisation that operates in a complex environment. The environment includes rising costs of doing business from increasing energy costs, high cost of raw water, costs of chemical and labour costs. This has meant that Rand Water needed a programme that encouraged a high performance culture and productivity in its operations. The Productivity Programme is designed to help achieve this, by ensuring that our organisation is continuously improving

in Quality, Cost, Delivery Speed and Morale, (QCDSM), all of which are important contributors to efficiencies and effectiveness.

### Mini Business Units

The Mini Business Units (MBU's) are a critical element of the Productivity programme, which facilitates and enables employees to apply practical solutions for the implementation of continuous improvement opportunities and the delivery of a high performance culture. The programme is supported by a full communication campaign, designated to showcase success stories through its dedicated newsletter "Khulisa," and its "Faces & Voices" campaign, which shares testimonials from Rand Water employees via posters, screensavers and videos, thus raising the visibility of the programme, which is to be used as the main vehicle for change.

Examples of Continuous Improvement driven by the implementation of the MBU's.

Manpower Utilisation measures the amount of time spent by employees on productive tasks. Manpower Utilisation of artisans has seen an improvement of 3.43% from 92.11% (in June 2014) to 95.54% (in March 2015), against a monthly target of 96%. The improvement followed the establishment of the Planning section MBU in June 2014, resulting in reduced artisans idle time and improved turnaround time of the site work orders executions.

The Vereeniging Finance Stores department customer satisfaction rating improved from 81.69% (October - December 2014) to 87.73% (January - March 2015), against a monthly target of 80%.

### Change and Transformation

With the implementation of the pilot phase of the Institutional Reform & Realignment (IRR) in April 2014, the focus for change management has shifted towards enabling the integration of the Rand Water Mpumalanga employees and bringing awareness to where the organisation would be the most impacted. The outcomes of various change interventions demonstrate that the need to focus on the people side of change is critical to the next phase of the transformation journey.

A number of site visits were conducted in Mpumalanga, during which the existing leadership was profiled. Change impact assessments were undertaken with 98% of the Mpumalanga employees both online and during focus group workshops. The outcomes of the IRR awareness campaign and the subsequent impact assessments illustrated a need to focus on the people and the cultural side of change.

With the integration of the Mpumalanga employees into the Rand Water structures and the increase in the number of strategic projects being implemented simultaneously, Rand Water has entered the next phase of its transformation journey.

### RAND WATER ACADEMY

The Rand Water Academy was inspired by the need identified within Rand Water and the needs of the sector and the continent.

Rand Water Academy responds with various solutions to address the critical resource challenges faced in the sector, through the five key concepts, namely

- Centre of Competence
- Centre of Excellence
- Research and Development
- Professional Exchange Hub
- Water and Sanitations Solutions Unit

*The following initiatives were undertaken by the Rand Water Academy in 2014/15.*



#### National Treasury Graduate Internship Programme

Rand Water as the largest water utility has clearly articulated its intent to play a role in skills and capacity development in the sector and thus embarked on a Graduate Internship Program - (Water and Waste Water) funded under the auspices of National Treasury to assist municipalities with capacity

and infrastructure-support related projects. The Programme commenced in 2012 with two (2) graduate intakes totaling 120. The duration of the Programme is 36 months.

The Programme's mandate is to train and develop unemployed graduates from Gauteng and Mpumalanga to generate a pipeline of skills for local Water Service Authorities in the following fields of Scientists, Process Controllers, Engineers and Artisans. The Programme is geared towards professionalisation and registration of the candidates in the respective fields.

#### First Graduate Intake Programme Completion

A total of 53 graduates exited the Programme in June/July 2015 after completing 36 months of training in Rand Water and various municipalities. This is a key success for Rand Water Academy and a big contribution to skills development in the water and sanitation sector.

The graduates are destined to be absorbed by municipalities and the sector.

The graduates who have completed the Programme include,

- Twenty-five (25) Process Controllers
- Twenty-five (25) Water Quality Generalists
- Three (3) Engineering Graduates

The graduates contributed to addressing water quality challenges and environmental issues affecting local service delivery in the municipalities where they were deployed.

#### Professionalisation of Graduates

Three (3) of the seven (7) engineering graduates of the first intake obtained their professional registration from the Engineering Council of South Africa (ECSA).

#### Artisan Development

Thirty (30) apprentices were recruited in the Programme in 2013. All thirty (30) apprentices have passed their trade tests, qualifying as artisans in their trades.

#### Process Controller Development

Forty (40) graduates were recruited in the Programme in

2012/13. Thirty-three (33) of the graduates were classified as Class 3 Process Controllers and seven (7) graduates were classified as Class 4 Process Controllers.



Rand Water has identified eight (8) key strategic drivers towards its 2030 vision. Rural development is one of the key strategic drivers to contribute to Rand Water's growth strategy. The Rural Development Graduate Internship Programme is one of the platforms identified to capacitate young graduates with skills and equip individuals from the rural areas with workplace competencies, provide them with job opportunities and enable them to participate in the economic and social life of their respective areas.

A total of forty (40) graduates have been recruited to the Programme in the following disciplines:

- Accounting / Finance,
- Engineering,
- Environmental Science / Water Resources/Hydrology, and
- Human Resource,
- Information Technology,
- Law,
- Process Controllers (Water Care)

Within the training and development mandate of the programme, Rand Water Academy seeks to professionalise graduates through the relevant statutory and professional bodies.

#### Setting up of FIPAG Academy in Mozambique

The project is a four year project and is implemented in collaboration with a consortium of partners. The overall deliverable is a FIPAG Academy for Professional Development

in Water and Sanitation. The role of the Rand Water Academy in this project is mostly related to the implementation of the business plan milestones related to the FIPAG Academy as well as advising in the set-up of training facilities that are to be refurbished and equipped, and assisting in the development of curricula for vocational training of the academy at FIPAG Head Office in Maputo.

#### Mpumalanga Skills Audit



Rand Water Academy is currently conducting a skills audit across the entire Mpumalanga province on all eighteen (18) local municipalities in the three (3) districts. Using the Rand Water Academy empowerment model, the Human Resources practitioners of the municipalities have been trained on the Rand Water Skills Audit Tool as part of the skills transfer.

#### Short Course with International Office for Water (IOW)

In support of the two key concepts of the Rand Water Academy namely the Centre of Excellence and the Professional Exchange Hub, Rand Water Academy and International Office for Water (IOW) announced a series of short courses in the field of Water and Wastewater, focusing Operations and Maintenance aspects. This training initiative fits in well with the strategic initiatives of Rand Water namely Growth, Operational Excellence, Best Fit Technology and a High Performance Culture.

The courses are organized in the framework of broader capacity development, targeting permanent employees who have potential to re-invest and transfer skills learned during technical training back into business and the Rand Water Academy in the future.

Each course was organised for specific objectives as follows:

- Operation of Drinking Water Plants
- Design of Water Drinking Supply
- Network Efficiency:
- Operation of Activated Sludge Plant
- Maintenance of Mechanical Equipment and Maintenance of Pumping Station
- Automation and Telemetry
- Wastewater Treatment Plant Working with Activated Sludge Process
- Variable Speed Drives
- Operation of Drinking Water Systems

Rand Water Academy successfully implemented the short course programme. Based on the evaluation report, the participants have acknowledged the potential of RWA in hosting international standard short courses of this nature which are relevant to their work.

#### HUMAN RESOURCES OPERATIONS

The Division has continued with the implementation of the main initiatives driving the operational efficiencies aimed

at sustaining the capability of the Strategic Human Capital Portfolio to play a pivotal role in supporting Rand Water's growth strategy. The year under review has presented the Division with a mixed bag of challenges and achievements alike, with the need to provide extended services to the former Bushbuckridge Water Board stretching the team and also winning an AMARA Award on the 15<sup>th</sup> November 2014.

The main initiatives implemented during the period under review range from the following, namely:

Maintaining the Quarterly HR Learning Sessions to serve as a platform to share knowledge on HR best practices, build a shared meaning and value drivers underpinning our motto (i.e. Building HR with a Purpose). The brand identity was launched on the 25<sup>th</sup> July 2014 to encapsulate the catch phrase – MOVING MINDS and our motto.

The continued monitoring and market trend analysis through surveys has enabled us to understand industry benchmarks around employer branding and positioning HR interventions within Rand Water. The benefits are showing through our capability to hold our own competition against industry



leaders and claim awards.

Continued subscription to the e-recruitment portal as part of plans to migrate to the integrated talent acquisition approach as well as plans to improve the end-user utilisation of the Employee/ Management Self Service (ESS/ MSS).

The pilot study and site identification process has been resuscitated for the introduction of Kiosks or Mobile Stations to increase communication networks and accessibility of HR services. The IT configuration process is currently underway in order to implement the first phase of the project.

The former Bushbuckridge Water Board employees were migrated from VIP into SAP with effect from March 2015, as part of the Working Group established together with other

business units.

The launch of the HR Service Desk, with a total of 83.2 aggregate percentage of calls resolved from July 2014 to June 2015. It is anticipated that the specification requirements for HR Solutions such as Employee File Management, Exit and Attachment Surveys, etc will yield into fruition under the leadership of the Information Technology and Knowledge Management Division.

The integration session(s) with other units across the business to identify common linkages and hand-offs with regard to the HR Operations Business Processes Mapped and the Standard Operating Procedures are continuing.





A photograph of water cascading over a concrete dam structure. The water is clear and bright blue, creating white foam as it falls. The dam is made of large, rectangular concrete blocks. The background is a bright, clear blue sky.

# Our Work with Communities

## THE RAND WATER FOUNDATION

The Foundation is mandated to:

- Promote the delivery of water related services to communities in the areas falling within and outside Rand Water's area of supply;
- Coordinate, administer and manage Rand Water's Corporate Social Investment (CSI) resources by undertaking community development projects in partnership with various donors and relevant stakeholders; and
- Play a strategic developmental role that may require decisions that are not always optimal from a commercial perspective, but contribute to Rand Water's socio economic developmental imperatives, Department of Water and Sanitation (DWS)'s developmental priorities, and National Government's broader objectives and the growth and development in South Africa and Africa.

## VISION

To become a socio-economic change agent of Rand Water signifying care and quality in eradicating poverty, and improving living standards within communities.

## MISSION STATEMENT

The Rand Water Foundation serves to advance the quality of life of communities and their surrounds; through partnerships; leading to sustainable provision and management of water, sanitation and environment, contributing towards job creation, transfer of skills and poverty eradication.

## VALUES

RWF Stands for:

- Caring;
- Transparency & Accountability;
- Development & Empowerment;
- Partnerships; and
- Quality Assurance.

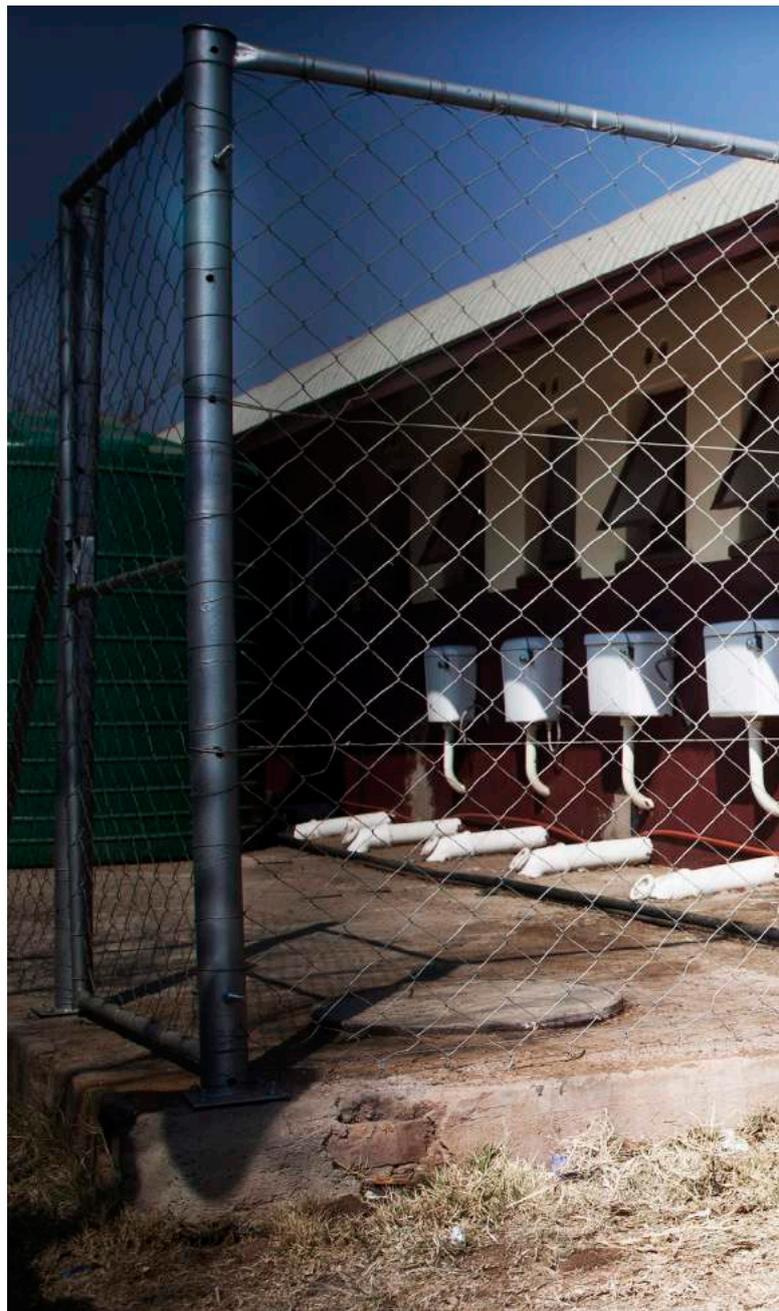
## Strategic Agenda:

The Rand Water Foundation Strategy entails:

- Support of the core business of Rand Water being bulk water supply and sanitation solutions

- Developmental impact and sustainability on communities within and outside RW's area of supply;
- Primary focus on water, sanitation and environmental interventions at community level; and
- "Hands Up, than Hands Out community development approach".

Rand Water Foundation strategic interventions carry both elements of social transformation, and capacity building, towards enterprise development in them, drawing in service providers from previously disadvantaged communities through preferential procurement processes, contributing towards both social and economic development of communities.



**Key Focus Areas:**

**Water and Sanitation:** Supports the provision of water and basic sanitation in communities while maximising citizens' access to water and proper sanitation.

Projects include; Community Basic Sanitation (Schools, Households and Clinics); Municipal Support through Capacity Building on Wastewater Treatment plants maintenance and operations; Rainwater Harvesting; Fixing of Domestic Water Leaks; and Rural Communities Water Supply.

**Environmental Conservation:** Refers to safeguarding the inter-dependence of ecology, and creation of pleasant and healthy surrounds through the following projects: Biodiversity

Protection, Rural and Urban Landscaping and Greening, Wetlands Rehabilitation, Management of Alien Vegetation, River Cleaning initiatives, and Environmental Educational initiatives.

**Enterprise Development:** This programme entails developmental activities aimed at enabling and promoting an empowering environment for emerging entrepreneurs, enhancing competitiveness and capabilities at an entrepreneurship level including Cooperative Development.

**Education and Training:** Contributes towards quality of basic education within the country. The Programme Supports primary, and secondary education.



Health, including HIV and AIDS: Support health initiatives undertaken within communities by government and Non-Governmental Organisations (NGOs). The programme contributes towards combating HIV & AIDS, malaria and other diseases through interventions such as awareness campaigns on these diseases, preventative and support measures.

Non-Government Organisations (NGOs) Support Programme: Aimed at supporting special community based projects through funding/grants, as well as training and development. The 2014-2015 Rand Water Foundation Programmes and Projects:

Implementation of most of the RWF projects is on-going with each year's performance reviewed. Implementation of projects during the year under review went as follows:

#### Water and Sanitation Projects:

The following projects were implemented and concluded as per plans: Schools Sanitation, Schools Rain Water Harvesting; War on Water Leaks-Water Demand Management and Conservation; Rural Communities Water Supply.

#### Schools Sanitation Projects:

Rand Water Foundation continues to restore hope and dignity among the learning population in the country by ensuring that schools are equipped with adequate water and sanitation infrastructure and facilities. The project in the year under review focused on ensuring enviroloo sanitation facilities in five (5) schools located in Acornhoek, Thulamahashe, and Kanyamazane within Bushbuckridge Local Municipality, Mpumalanga. The following schools benefited from the project:

- Salani Primary
- Beretta Primary
- Nkotobona High
- Nyamande High
- Yedwa Primary

The total schools population is two thousand eight hundred and sixty three (2 863) inclusive of learners and educators.

#### Schools Rainwater Harvesting.

The initiative is aimed at Schools Water Supply, Demand Management and Households Poverty Eradication through:

- Installation of rain water harvesting equipment (jojoba tanks and gutters) in twenty (20) schools;
- Encouraging schools and nearby communities to grow food gardens for households poverty eradication and food security;
- Conducting schools community awareness on using water wisely; and
- Utilizing local service providers in project implementation creating temporary jobs for local communities and also promoting previously disadvantaged through enterprise development.

The following 20 schools, located in the Sharpeville, Sebokeng, and Everton communities, within the Sedibeng District Municipality have benefited from the 2014-2015 initiative:

- Nonediba Primary
- Mahareng Primary
- Tsokodibane Primary
- Motsewapele Primary
- Sapphire Secondary
- Siviwe Primary
- Lesedi la Thuto Primary
- Modishu Lekashu Primary
- Phehello Primary
- Batloug Intermediate School
- Maboelleng Primary
- Sediba Primary
- Matsie Steyn Primary
- Lekoa Shandu Primary
- Kgomoco Primary
- Lebowa Primary
- Tsoelopele Primary
- Vukuzakhe Primary
- Vuyo Primary
- Tokelo Secondary

The total schools population is twelve thousand eight hundred and twenty six (12 826) inclusive of learners and educators.

In addition to the current twenty (20) schools beneficiaries, the project has in the past three years benefited a total number of fifty (50) schools in Gauteng i.e. fifteen (15) schools in Tembisa, Ekurhuleni Metropolitan Municipality in 2011-2012, fifteen (15) schools in Alexander Township, Johannesburg Metropolitan Municipality in 2012-2013, and twenty (20) schools in Cosmo City, Diepsloot, and Orange Farm, Johannesburg Metro in 2013-14.

#### **War on Water Leaks-Water Demand Management and Conservation**

Implemented within the City of Tshwane Metropolitan Municipality in Mamelodi Township, the project continues to manage water demand and ensure conservation through:

- Training of seventy-two (72) local community members on plumbing and fixing of water leaks;
- Door to door education on water conservation;
- Re-enforcing partnership and enabling channels of communication between the municipality and local communities;
- Encouraging ownership and care for the water infrastructure within the municipality, as well as reporting of water leaks; and
- Creating employment opportunities, transferring skills and promoting social entrepreneurship within the municipality.

The project has on an overall provided accredited plumbing training to the local community members, and water leakages were eradicated.

The RWF water demand management projects continue to support the business of RW by fulfilling water demand management and conservation objectives. The projects further contribute towards addressing the presidential outcomes of job creation, skills development and poverty eradication. The RWF has implemented the project in Randfontein Local Municipality for the past three years (2011/12-2013/14) before moving to Tshwane during the year under review.

#### **Rural Communities Water Supply-Supingstad and Lekgopung Communities**

As one of its strategic objectives, the Rand Water Foundation seeks to support the core business of Rand Water by promoting community access to clean safe drinking water and sanitation services by undertaking projects that ensure sustainable delivery of clean water and sanitation services at community level (villages, schools, households and clinics) further promoting health and hygiene within communities.

The Supingstad and Lekgopung Rural Communities Water Supply project is aimed at supporting rural communities' water supply in the Supingstad Village and its satellite villages of Lekgopung within the Ramotshere Moiloa Local Municipality (RMLM) for which the Ngaka Modiri Molema District Municipality (NMMDM) is the designated Water Services Authority (WSA), contributing towards the achievement of the Presidential and Shareholder outcome of rural development. The project implementation has during the year under review (2014-2015) began with the process of rehabilitation of the existing six (6) boreholes for sustainable water supply within the communities.

#### **Environment Conservation Projects**

The following projects were implemented and concluded as per plans: Rehabilitation of Wetlands; Clearing of Alien Vegetation; Rural/Urban Greening and Landscaping; River Cleaning Health Programme-Adopt a River; Environmental Care and Waste Management; and the Community Education and Awareness Raising.

#### **Rehabilitation of Wetlands:**

Rehabilitation of wetlands is aimed at conserving water and environment, including protection of biodiversity through interventions such as: Gabion structures; Concrete structures; Earth works; Ecologs; and Re-vegetation, contributing towards catchment management. Through wetlands rehabilitation, erosion is controlled and water table is raised. The Foundation has in the year under review successfully rehabilitated wetlands in the following areas:

- Rietvlei Nature Reserve, Tshwane;  
The project has during the year under review created a total number of twenty six (26) jobs for local community

members, while on the other hand developing a total of five (5) emerging entrepreneurs.

### *Clearing of Alien Vegetation*

Implemented in the Thabo Mofutsanyane Municipality (Bethlehem, Kestell and Clarens) in the Free State, the project aims at controlling the spread of invasive alien species using labour intensive approach. A one-stop shop for the management of invasive plants optimising co-operative governance, partnerships, transformation and skills development of local communities, the project continues to:

- Conserve the ecological integrity of natural ecosystems;
- Promote water security in terms of quality and quantity;
- Ensure water demand management and conservation;
- Create jobs for the unemployed within the Thabo Mofutsanyane district (currently employing 108 local community members);
- Optimise socio-economic development of the affected communities of Thabo Mofutsanyane district;
- Promote enterprise development through contracting of emerging entrepreneurs for service provision and supply of material;
- Contribute to the increased water volumes to the Vaal River, thus creating more water supply; and
- Clear invasive plants for underground water protection (Has cleared 1800 hectares in the year under review).

The project has increased jobs for local communities from

fifty-three (53) in 2012-13 to two hundred and sixteen (216) jobs in 2014-15. The clearing plan of 1800 hectares in 2014-15 was 100% fulfilled.

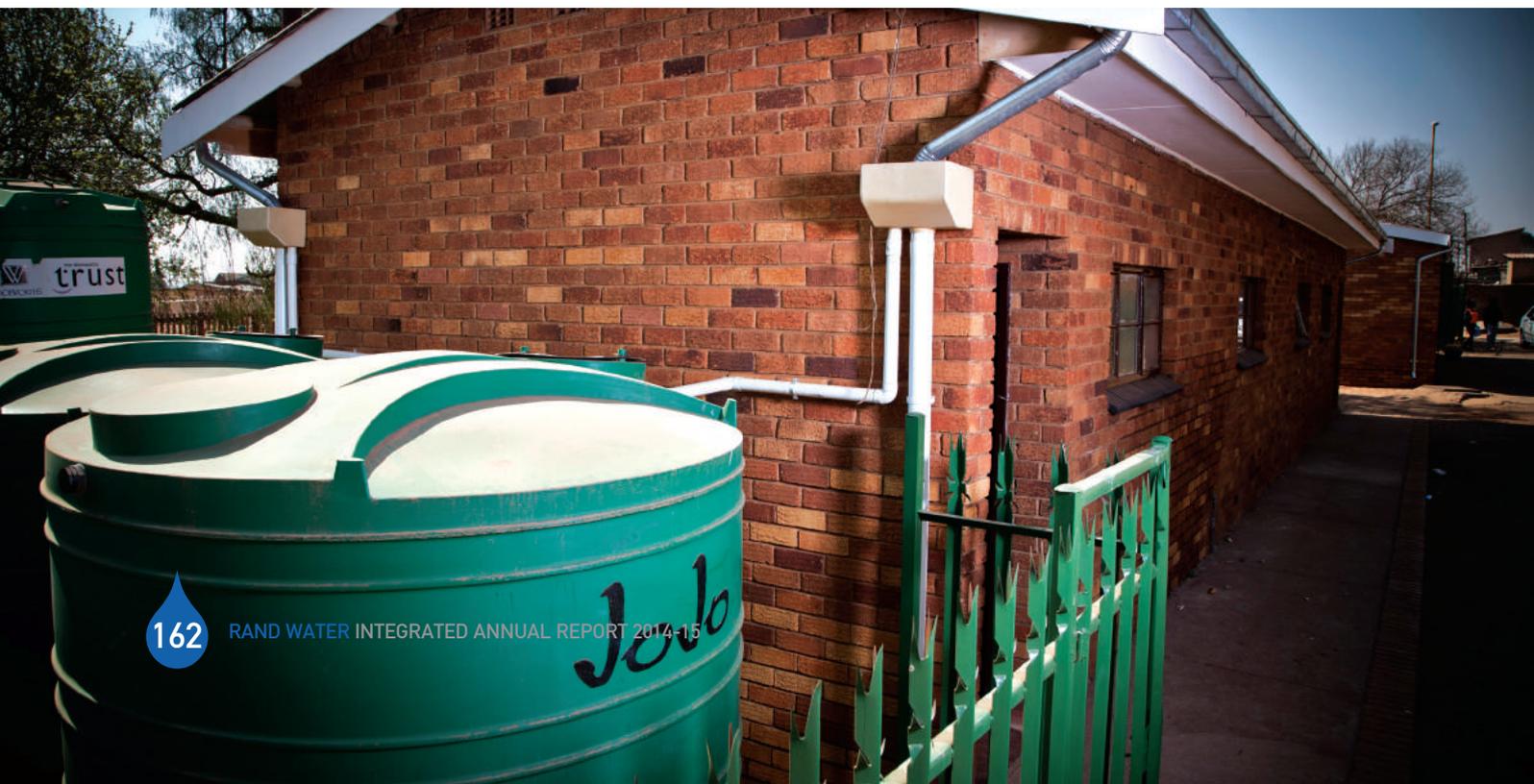
### *Rural and Urban Landscaping and Greening Initiatives*

Greening as a collection of activities to restore wetlands and riverine corridors, provides nature-based spiritual and recreational amenities. Planting trees not only assists in beautifying and softening the landscape-but creates public places that are a source of pride and joy to residents and provide children with safe and enjoyable environment for playing. It also restores the water and air purifying services associated with ecosystems in rural and urban areas.

### *Greening Zamdela*

Implemented in Metsimaholo local municipality of the Fezile Dabi District in the Free State, the Greening Zamdela project aims at implementing an integrated approach to planting, care, management of vegetation in the area, thus reducing pollution and increasing associated benefits such as reduced soil erosion, beautification of environment and increased surface infiltration through trees planting, landscaping and parks development.

In addition to the three community parks developed from the scratch between 2012/13 and 2013/14, the Foundation has in partnership with SASOL's Metsimaholo Rejuvenation



Trust developed three more parks namely; Sunrise, Sunset and Harry Gwala. The other parks are: Taylor, Achimoto, and Golden Ash. These Recreational Parks feature play equipment, recreational facilities, waterborne ablution facilities, beautiful landscaping with indigenous trees, and water connections. The project has created One Hundred (100) jobs for local communities and has supported five (5) Small, Micro, Medium Enterprises (SMMEs) as well as local suppliers.

The Rand Water Foundation has further undertaken greening and landscaping at the Westonaria Hennie van Niekerk Wastewater Treatment Plant during the year under review.

### **Community Education and Awareness Raising**

The Foundation continues to educate communities on the importance of water and environment conservation for wise water usage, and demand management. Educational activities have during this year focused on various communities within Gauteng. Education takes forms of workshops within communities, and communities' trips to RW Plants whereby communities are taken through processes of water treatment. The RWF has in partnership with the SABC Foundation undertaken a Water Awareness Campaign through Public Service Announcements that was aired for a period of a month on the national television, SABC, reaching out broader society in and outside the country.

### **Enterprise Development Projects:**

The following enterprise development projects were implemented and concluded during the year under review:

#### **The Bantubonke Hydroponics Farming Cooperative Ltd**

Implemented in the Bantubonke Community within the Sedibeng District Municipality, the project is aimed at eradicating poverty within the community of Bantubonke through sustainable job creation, food production, and skills transfer, and entrepreneurship development.

#### **Project Highlights:**

- An eighteen (18) tunnel hydroponics fresh produce facility;
- Expanded market supply and contracting;
- Sustainable job creation- Has created 19 permanent local jobs and 06 temporary jobs in the year under review;

- Enterprise Development-Is currently developing nineteen (19) emerging entrepreneurs through a cooperative development;
- Skills transfer on hydroponics farming and entrepreneurship;
- Household Poverty eradication and Food Security;
- Creating wealth for the community and building social cohesion;
- Legacy of Sustainable Infrastructure-State of Art Pack house with office space, ablution blocks, and training, and entertainment facilities, paved with palisade surrounding fence;
- Income generating and investments; and
- A registered cooperative.

#### **Koppies Greenhouse Farming Job Creation Project:**

A similar model the Bantubonke project, the Koppies Greenhouse is implemented in the Koppies Community area within the Ngwathe Local Municipality of the Fezile Dabi District in the Free State. In its second year of implementation the project has so far achieved as follows:

- Sustainable Infrastructure Development- Palisade Surrounding Wall was constructed.
- A total seven (07) hydroponics greenhouse tunnels were installed.
- A total number of three (03) emerging entrepreneurs were developed through implementation of the project during the year under review.

#### **The Agro-Processing Infrastructure Development Project.**

In partnership with the Gauteng Department of Agriculture and Rural Development, the Foundation has provided agro-processing equipment and infrastructure to cooperatives, smallholder farmers and resource poor farmers in order to enhance market access opportunities resulting in job creation and poverty eradication. Implemented in most rural parts of Gauteng, the project has:

- Empowered a total number of fifty (50) emerging farmers through agro-processing equipment and agricultural inputs;
- Continued to create and sustain a total number of One hundred and fifty (150) jobs.



The project benefited the Maize Triangle projects around Gauteng Province located in Magaliesburg (Mogale City); Bronkhorspruit (City of Tshwane); Randfontein, Blesbokfontein and Vlaakplaas (Emfuleni).

#### **SMMEs Development**

The Rand Water continues to create self-sustained communities that are able to participate in economic activities by supporting Small Medium and Micro Entrepreneurial projects through sponsorship, business skills development and training as well as preferential procurement:

- A total number of seventy (70) emerging businesses were supported through enterprise development programme.
- Achieved 109% spend towards BBBEE- transformation agenda in terms of Enterprise Development.

#### **Poultry and Piggery**

The Poultry and Piggery Farming project is aimed at supporting small-holder farmers with agricultural inputs, and funding for farming infrastructural development. The project has been implemented in Vanderbijlpark, Emfuleni Local Municipality within the Sedibeng District supporting four farmers. The project has in the year under review sustained a total number of twenty (20) permanent jobs, created fifteen (15) temporary jobs and developed five (05) emerging entrepreneurs.

#### **Education and Training Projects:**

In support of the basic education in the country the Foundation implemented the following projects in 2014/2015:

#### **Back to School Education Support Project**

More than two thousand learners from fifteen (15) schools around Gauteng received full school uniform, stationery and lap desks from the Foundation in 2014/2015. The project has also benefited more than 15 cooperatives that made or manufactured the school uniform. These emerging entrepreneurs were afforded a capacity building opportunity from the socio-economic development perspective. While promoting basic education, the Foundation is also positively contributing to issues of socio-economic development through enterprise development.

#### **Early Childhood Development Support**

The RWF has in 2014-15 concluded the upgrading of the Kgotlelele Educare Centre in De Beerspoort within the Dr JS Moroka District Municipality in Mpumalanga Province. The following interventions were undertaken to ensure that the crèche is upgraded:

- Construction of child user friendly ablution blocks-ECD standards compliant;
- Installation of the Septic Tank;
- Water Supply-Three Jojo Tanks and Borehole;
- Palisade Fence was installed;
- Greening and Landscaping;
- Plastering and painting of the existing structure;
- Construction of the new dining hall;
- Food Gardening; and
- Outdoor Play Equipment.

The Early Learning Centre was handed over to the community of De Beerspoort by the Minister of Social Development and the Rand Water Foundation Board on 01 November 2014.

#### **Adopt-a-Learner Study Support Grant**

The RWF is currently providing financial support to a total number of thirteen (13) learners at Jeppe Girls High School through the Ruth First Trust. The learners will benefit from the study support grant for a period of five years from Grade 8 till Grade 12.

#### **The National Curriculum Support and Schools Mobile Libraries.**

In addition to the above mentioned projects, the Foundation has also undertaken two more education support projects namely; Curriculum Support and Schools Mobile Libraries projects benefiting a total number of sixty five (65) schools within Gauteng. The projects contribute towards fulfilling the Shareholder Non-Core Outcome of an improved quality of basic education.

#### **Health, including HIV and AIDS projects:**

Health projects implemented in 2014-2015 include; Orphans and Vulnerable Children (OVC) support, Community Home Based Care, Community Based Health Infrastructure Development and Community Education and Awareness Raising on HIV/AIDS.

#### **OVC Support**

The project continued to support a total number of three hundred (300) orphans and vulnerable children within the Diepsloot community area through holistic interventions inclusive of; psychosocial counselling, homework support, health issues, teenage pregnancy and child support grants especially those child headed households.

#### **Community Home Based Care**

The project has in 2014-2015 successfully trained a total number of twenty seven (27) out of the 2013-14 trained forty (40) unemployed local community members as home based care givers in Nkangala Regions 1-7 within the City of Tshwane Metropolitan Municipality (CTMM). The training took the community members to a higher level. The purpose of home

based care health intervention is to reduce highly populated health care facilities.

#### **Community Based Health Infrastructure Development**

The project contributed funding of R2.2 million towards upgrading of the Khutsong Community Health Clinic and Levai Mbatha Community Health Clinic in support of the Gauteng Health Department. Both clinics benefit a total population of 17 500 people on a monthly basis.

#### **Community Education and Awareness Training on HIV and AIDS**

Aimed at creating awareness of the HIV and AIDS pandemic within communities, the project had in 2014/2015 targeted a total number of thirty (30) schools within the Johannesburg Central District that includes Soweto and Ekurhuleni with a total learner population of one thousand, two hundred (1,200). A total number of forty (40) teachers received training on the utilisation of Health kits.

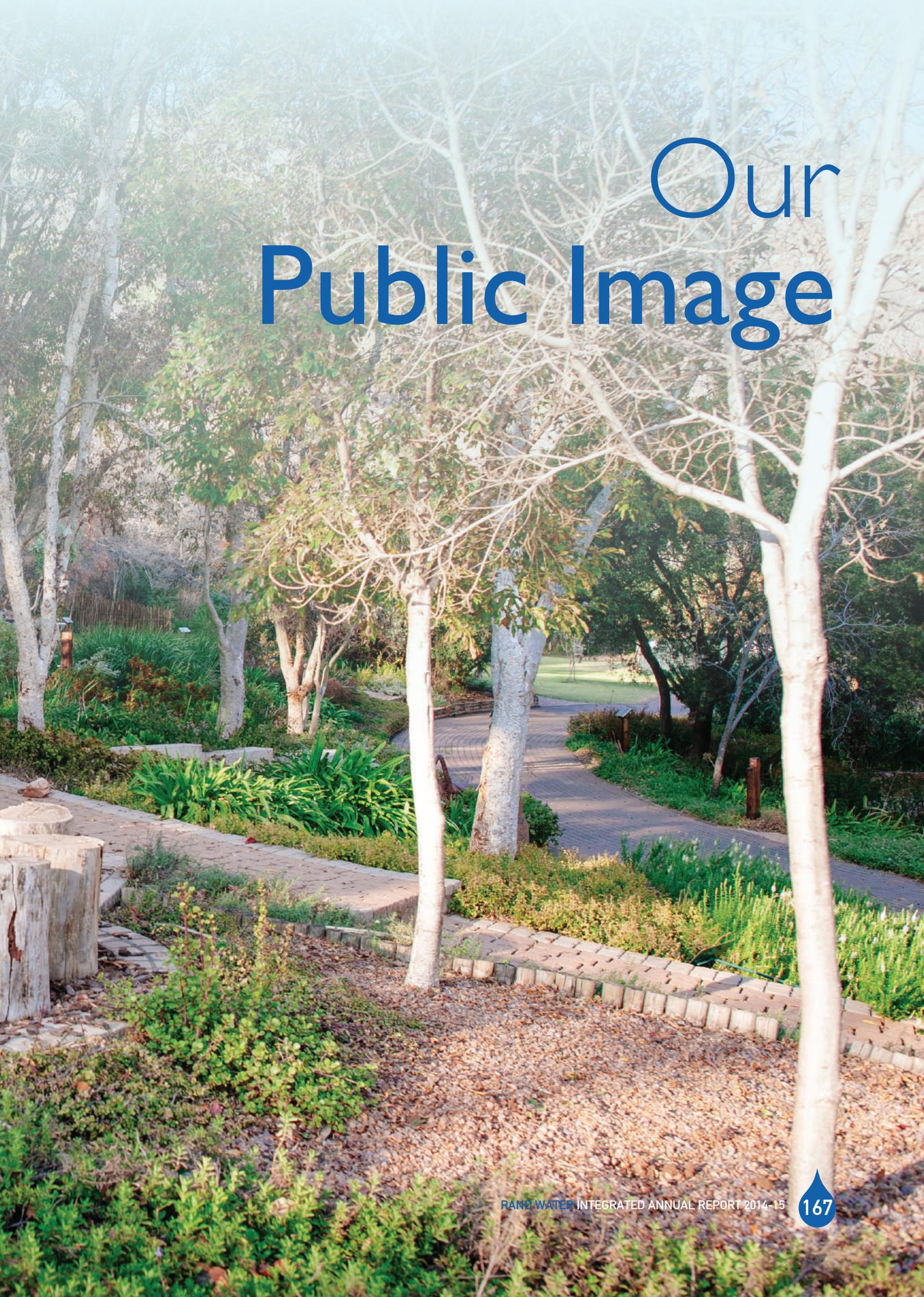
#### **Non-Government Organisations (NGOs) Support Projects**

Above and beyond the long term developmental projects, the Foundation continues to ensure an overall community empowerment through among others, support of the NGOs sector. In the year under review, the Foundation has supported a total number of thirty (30) NGOs at total value of R4.2 million. NGOs support is ensured through grants, NGOs training and development, and interventions through Corporate Staff Involvement. The Foundation has further exposed a total number of forty (40) NGOs to training on governance, and administrative functions.

#### **Conclusion**

The Rand Water Foundation has on an overall implemented a total number of thirty two (32) projects, creating one thousand, seven hundred and seventy six (1776) jobs for local communities, while at the same time ensuring skills development, poverty eradication, and promoting enterprise development. A total number of one hundred and fifty two (152) SMMEs were supported through Rand Water Foundation's developmental interventions in the year under review.



A scenic view of a park or golf course. A paved path winds through a lush landscape with various trees, some with bare branches and others with green leaves. The foreground is filled with green plants and fallen leaves. The overall atmosphere is bright and natural.

# Our Public Image

Stakeholder Relations plays an integral supportive role for Rand Water's business proposition, brand integrity and visibility. Its support function facilitates various platforms for the business' participation in positive impacting of socio-economy for the end-users.

The Board approved the Policy and Strategy for Stakeholder Relations in January 2015. The critical part of the strategy refers to the business' participation in Community Outreach Engagements and creating awareness on the water sector value chain.

The strategic categorised stakeholders to Rand Water are three spheres of Government: Nationally, Provincially-Gauteng, North West, Mpumalanga and Free State; the Non-Government Organisations; Public Utilities and Private sector. Their identified programmes are and clustered with the business' strategic objectives. Clustering includes providing stakeholder engagement support to Rand Water's Strategic Projects.

The interventions and partnerships with these stakeholders profile Rand Water as a cognitive partner of choice that contributes positively to socio economic impact while implementing its mandated business.

In this report, the highlights of the Stakeholder Relations interventions and community outreach engagements include:

- The Department of Water and Sanitation: - Directorate Youth, BBBEE and Schools Interventions;
- Provincial Government: - Public Participation and Citizen Responsibility Campaigns;
- The Local Municipalities through their Ward Councillors and Committees and
- Official Visit/Excursions.

### RAND WATER'S POSITIONING ON THE INTERNATIONAL ARENA

Integrated Water Resources Management (IWRM) knows no boundaries and that the main source of water from which Rand Water abstracts is a shared watercourse.

To this end, Rand Water factors into its Strategies this reality as it pursues its mandate of bulk water services provision. Water is globally recognised as a major and vital driver of sustainable economic and social development. It is vital for food security, energy, industry, mining and general livelihoods. The achievement of water security is a progressive step towards the realisation of the Millennium Development Goals (MDGs). The preservation and sustainability of water resources dictates that African countries should co-operate and work together in an integrated manner.



## RAND WATER AND ITS ROLE THE WATER SECTOR

Acutely aware that water is life and that sanitation is dignity, Rand Water has during the reporting period, positioned itself to be a key and significant player in the water sector. Its vision is to be a provider of sustainable, universally competitive water and sanitation solutions for Africa. It's outward looking and inclusive thrust is in line with the role the Republic of South Africa aspires to play in the integrated development and unity of the African continent.

The utility operates within a clearly defined framework that is enshrined in its International Relations Policy and Strategy approved by the Board, the country's National Development Plan (NDP), as well as the country's laws and foreign policy the custodian of which is the Department of Water and Sanitation (DWS) and the Department of International Relations and Co-operation (DIRCO).

The National Development Plan dictates that the Republic of South Africa, given its economic strength, must play a leading role in the development of the African continent, its economic integration as well as its human rights. Water is central to all these ideals. It is for these noble reasons that Rand Water, guided by its Government, has positioned itself as a strategic partner of choice in the execution of its cross-border partnerships and agreements.

It has proved that it is a capable implementing agent of complex projects on the international level.

## STRATEGIC PROJECTS, PARTNERSHIPS, MEMORANDA OF UNDERSTANDING ( MOUs AND MEMBERSHIPS)

In order to give practical effect to its international engagements and move beyond mere words, Rand Water, with the approval and support of the Shareholder and other Government institutions, has entered into Partnership Agreements and has signed Memoranda of Understanding (MoUs) with like-minded organisations in Africa and elsewhere in the world. The rationale behind this has always been to assist and mentor organisations in need as has been the case in Namibia (WOP Project) DRC and Mozambique (Unesco-Nuffic Project). This selfless dedication on the part of Rand Water will result in the building of strong water sector institutions in these countries.

It is these practical actions that lend credibility to institutions such as the AU (African Union) and NEPAD (New Partnership For Africa's Development). Rand Water is particularly active in NEPAD and participates in all its activities because this is a vehicle for Africa's development, created by visionary African Heads of State.

By taking membership of and signing Memoranda of Understanding (MoUs) with leading organisations such as the African Water Association (AfWA), International Water Association (IWA), Foundation for Water Research (FWR) the International Office For Water (IOFW), UNESCO-IHE, and Netherlands Water Partnership, to name but a few. Rand Water has placed itself in a position to access the latest technologies, research information and best practice in the field. It is actively building its capacity through skills and knowledge transfer. Furthermore, it has developed a voice that international organisations are keen to listen to and is in a position to influence policies that impact the water sector globally. Such a platform was the 7th World Water Forum which was held in South Korea. Strongly supported by Rand Water's technical team, the Minister of Water and Sanitation ensured that the voice of South Africa and Africa was heard. By the same token



South Africa and Rand Water were in a position to learn from the best brains in the water sector and also participate in far reaching decisions made there.

With this collaborative and participatory approach to water sector issues in the Southern African Development Community (SADC).

Africa and internationally, Rand Water is poised to continue to play a meaningful role ahead.

## MARKETING

South Africa is a water stressed country, and the water resources are under tremendous pressure from a growing population and the volumes of unaccounted for water in Gauteng.

The amount of water available for use remains the same, and despite plans to increase storage capacity through the building of new dams or water transfer schemes, predictions are that the demand for water will outstrip supply by 2025. The only answer to this dilemma lies in changing people's attitude and thus their behavior to use water more wisely.

Rand Water embarked on a campaign called Be The Hero. It is a brand awareness and water conservation initiative aimed at increasing awareness of the need to value water and to use it wisely. Be The Hero was launched by the Chief Executive Mr. Sechemane at the SALGA conference in April 2015.

The objectives of Be The Hero campaign are:

- To change people's behavior towards water usage;
- To influence the people to take action;
- To make people aware that water is everyone's responsibility;
- To create the Be the Hero ambassadors in the communities residing within Rand Water area of service and beyond; and
- To create brand awareness and enhance brand loyalty.

## CAMPAIGN IMPLEMENTATION

The following above and below media platforms were utilised to convey messages

1. Newspapers – Local, Regional and National
2. Television Advert – SABC 1,2,3 / ETV and DSTV
3. Radio – Local, Regional and National
4. Billboards – Electronic Billboards and Wrapping Billboards
5. Brand Activations at City of Johannesburg, City of Ekurhuleni and Mogale City
6. "Be The Hero" dedicated microsite ([www.bethehero.co.za](http://www.bethehero.co.za)).

## "BE THE HERO" INTERNAL ACTIVATION

Rand Water employees were invited to join "Be The Hero" movement and save water. Employees were challenged to enter the competition and explain what the purpose of "Be The Hero" campaign. The winners participated in the 702 walk the talk event and walked for "Be The Hero" save water cause. The total number of employees that participated in the walk is 500 inclusive of PIC and Board Members. The honorable Minister Nomvula Mokonyane also participated and walked for "Be The Hero".

## SPONSORSHIP

Rand Water identifies and participates in sponsorships that are aligned to the Corporate Strategic objectives. The Sponsorships offer a Return On Investment made in the form of exposure, publicity, goodwill and positioning of the Organisation. Our sponsorships are both proactive and reactive and are guided by our Sponsorship Policy, Procedures and Guidelines.

The sponsorships are applied with the purpose of achieving the following objectives:

- To create and improve corporate brand awareness and image;
- To partner and foster relations with key stakeholders;
- To support the corporate strategy and build brand value;
- To enhance the quality of life of the communities and customer groups within and outside Rand Water's area of service;

- To educate and encourage responsible water usage, and
- To foster goodwill and positive attitudes towards Rand Water as a company that demonstrates good corporate governance and citizenry.

The below sponsorships are highlights of the year:

### **VELOKHAYA LIFE CYCLING ACADEMY**

Rand Water's partnership with the Velokhaya Life Cycling Academy has provided deserving cyclists with a much-needed platform to develop their cycling talent, compete against the best cyclists in the country and improve their lives through the sport of cycling.

Velokhaya has already produced a number of top road cyclists that were signed up by Team Bonitas and Team MTN Qhubeka. These riders have not only made their mark on both the local and international cycling stage, but have inspired township youth to participate and excel in the sport.

The team was profiled on etv "Against all Odds show and aired for a month across Africa and on CCTV, newspaper articles, radio interviews and social media all in the spirit of acknowledging the tremendous success of the only black Pro team in the country.

These successes have led to 2 of Velokhaya's riders being chosen from a pool of 120 professional riders by SASCO and Cycling South Africa to represent the country in the upcoming "All Africa Games" which will be held in Congo Brazaville from the 4th-19th September.

### **FRANCES VORWERG**

Frances Vorweg School caters primarily for cerebral palsied children and for those with learning disabilities. The school has approximately 415 learners at present, aged between 3 and 17. The cerebral palsied learners have disabilities ranging from minor physical impairment to permanent dependence on wheelchairs. Special equipment such as custom built chairs and tables, wheelchairs, stationary, walking aids and computers are needed to facilitate mobility in the school and enabling learning to take place in the classroom.

The level of care required (specialists teachers, services of therapists, psychologists and doctors), by nature, is extremely costly and because of limited resources, the school is obliged to appeal to its communities and the businesses from time to time for financial contributions and/or other donations.

The Rand Water Race for Victory has been the main fund raising event for the school since 1997 and the continuous support enables Frances Vorweg School to meet some of its financial obligations.

### **NATALSPRUIT HOSPITAL**

The hospital is located in Vosloorus and its catchment areas are Katlehong, Thokoza, Spruitview and neighbouring suburbs.

Due to budgetary constraints faced by the Gauteng Health Department the hospital Executive Management came up with fundraising initiatives to raise funds to equip the new hospital. A request was sent to Rand Water to support these initiatives to optimise quality service delivery to the patients and sustainability of the hospital.

Rand Water's assistance in buying a Theatre Table will add value to the hospital staff members and the community at large. This investment will also add to Rand Water's corporate values, caring and spirit of partnership.