

Sustainability Report 2020-21



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1. Statement by General Manager

Difficult year as the 2020/2021 financial was, due to the Corona Virus Disease of 2019 Pandemic, for us it was another successful year of Rand Water's Business in Society. We have again managed to deliver according to our mandate, successfully executing projects aimed at promoting delivery of water related services within communities, further building communities' resilience against communicable diseases including COVID-19. All was achieved amidst the pandemic related challenges.

As we take stock of the RWF activities undertaken in 2020/2021, we take into cognisance of events that remained lowlights as lessons learnt by us and those that are indeed the highlights of the year, mainly our success stories. Furthermore, the year 2020/2021 marked the kick-start of the RWF Water Sanitation and Hygiene (WASH) Impact Driven Strategy presenting an opportunity for the Rand Water Foundation to participate and get involved in the world sustainable development agenda 2030, further exploring potential collaborations and partnerships at continental and global levels, while feeding directly into the National Development Plan (NDP) 2030 objectives. This is one socio-economic developmental model integrating water, sanitation and hygiene interventions through entrepreneurship and the NGOs' sector as service delivery partners in response to the escalating water crisis that has on the other hand increased focus on the importance of good water governance, to make sure that there is enough clean water for the many competing needs, more especially during these difficult times.

Our developmental focus is on supporting Rand Water, partners, government and the world at large to achieve universal and sustainable water and sanitation services, further promoting health and hygiene within communities especially the vulnerable and the previously marginalised.

As we are heading towards becoming a National Water Sanitation and Hygiene (WASH) Centre of Excellence that will over time adopt a Social Enterprise Business Model, towards financial sustainability and independency in a long run, we have successfully implemented WASH initiatives as primary activities driven through Enterprise Development and Capacity Building of NGOs as intermediate activities (key WASH drivers) ensuring safe management of water and sanitation, further promoting health and hygiene within communities.

We have further more successfully undertaken planned secondary activities through; Biodiversity and Ecosystems Management, Rand Water Cares, and Rural Development initiatives. Join us as we are showcasing 2020/2021 developmental and sustainable initiatives in this report. We thank our Board for on-going good governance practices and leadership to the Foundation, ensuring that RWF obtains a clean audit outcome again this year (2020/2021).

Mohlatleho Sekoaila
General Manager



2. Foreword by Chair of Board

We continued in 2020/2021 to carry out Rand Water's developmental mandate of promoting delivery of water related services to communities in the areas falling within and outside Rand Water's area of supply; coordinating, administering, and managing Rand Water's Business in Society (BIS) resources, undertaking community development projects in partnership with various donors and relevant stakeholders; while playing a strategic developmental role contributing to Rand Water's socio economic developmental imperatives, Department of Water and Sanitation (DWS)'s developmental priorities, and National Government's related water services. Yes! We continue to fulfil the organisation's Business in Society mandate, positively engaging stakeholders, and ensuring that we respond effectively to their concerns.

Lack of clean water and adequate sanitation in vulnerable communities remains key among societal issues, further exacerbated by the outbreak of COVID-19 in 2020/2021 financial year. The past year saw us as the Board of the Foundation engaging in a strategic update exercise in order to intensify our WASH developmental approach for impact maximisation and sustainability, and that we remain aligned to the changing developmental landscape. We are in agreement that communities' access to water and sanitation needs to be improved in order to among others, reduce the impact of health and sanitary crisis in society, further contributing towards fight against the COVID-19 Pandemic. In response we intensified

our sustainable water supply solutions to vulnerable communities, and as part of our WASH strategy implementation that began in the year under review.

In 2020/2021 there are achievements to showcase as we fulfilled government's performance objectives as per the Shareholder Compact of 2020/2021 stretching implementation of sustainable projects, achieving 98% spend in promoting delivery of water related services within communities, further undertaking more projects aimed at water demand management and conservation, positively contributing towards water use efficiency and management of water losses in municipalities. We have in the process created jobs for many local community members in areas within which we operate.

The year 2020/2021, like other previous years, saw us obtaining a clean audit outcome and this makes us happy as it means that we continue to maintain effective internal controls, risk management strategies and adherence to regulatory and legislative compliance requirements.

Let me extend my appreciation to the Rand Water Foundation Board for the dedication and commitment shown in providing leadership and guidance to the Foundation and management. The Foundation's management and the staff, under the leadership of Ms Mohlatleho Sekoaila, is a team of vigour and unquestionable commitment to the strategic rollout of RWF programmes. We are

thankful and appreciate their excellent organisational performance. Before concluding, I would like to thank our Shareholder, Rand Water for the continued guidance and support in enabling the Foundation to fulfil its mandate. Special gratitude to the Honourable Chairperson of Rand Water, ADV Matshidiso Hashatse, for her invaluable support to the Foundation, ensuring that we continue to help Government in achieving its vision of a better life for all.

To communities, beneficiaries of our developmental services, we commit to continued excellent service delivery aimed at improving living standards through Empowerment, Transparency, Accountability, Partnerships, Quality and Excellence. We appeal to our communities to look after and take good care of projects so that such projects are long lasting. We encourage ownership, on-going operation and maintenance of these projects so that the infrastructure we leave behind upon projects completion continues to serve communities of today, and generations to come. By doing so, we will be ensuring sustainability of water resources infrastructure.

In closing, on behalf of the Rand Water Foundation, I acknowledge and appreciate contribution made through partnerships with our key stakeholders.



Mr Linda J. Mngomezulu

Chairperson: Rand Water Foundation Board



3. Our Performance at a Glance - 2020/21

No. 01

Key Performance Indicator

Sustainable water supply projects implemented to increase communities' access to clean water.

Measure	Base	Target 20/21	Actual Year To Date
No	25	30	36

Performance Evaluation
Year-to-date performance achievement is exceeded.

Remarks
Projects implementation progressed well during the 4th quarter amidst COVID 19 pandemic related challenges.

No. 02

Key Performance Indicator

Projects implemented to provide adequate and dignified sanitation facilities for vulnerable communities.

Measure	Base	Target 20/21	Actual Year To Date
No	10	12	15

Performance Evaluation
Year-to-date performance achievement is exceeded.

Remarks
Projects implementation progressed well during the 4th quarter amidst COVID 19 pandemic related challenges.

No. 03

Key Performance Indicator

Number of households benefiting from domestic leaks repairs and retrofitting interventions.

Measure	Base	Target 20/21	Actual Year To Date
No	1,000	1,500	4,432

Performance Evaluation
Year-to-date performance achievement.

Remarks
The project benefited households in Emfuleni and Merafong Local Municipalities.

No. 07

Key Performance Indicator

Number of SMMEs identified for WASH service delivery partnership with RWF.

Measure	Base	Target 20/21	Actual Year To Date
No	05	10	10

Performance Evaluation
Performance objective was achieved.

Remarks
SMMEs were contracted for implementation of projects within communities.

No. 08

Key Performance Indicator

SMMEs trained for WASH service delivery.

Measure	Base	Target 20/21	Actual Year To Date
No	10	20	27

Performance Evaluation
Year-to-date achievement is exceeded.

Remarks
Training of SMMEs for WASH service delivery is in progress.

No. 09

Key Performance Indicator

% contribution made by the RWF towards corporate BBBEE-Utilisation of BBBEE compliant SMMEs for services and supply.

Measure	Base	Target 20/21	Actual Year To Date
% compliance	93%	95%	135%

Performance Evaluation
Year-to-date Achievement is exceeded.

Remarks
BBBEE compliant SMMEs were utilised as service delivery partners for project implementation.

No. 04

Key Performance Indicator

Trained Water Ambassadors for Community Education and Awareness raising on water conservation and the importance of paying municipal water bills.

Measure	Base	Target 20/21	Actual Year To Date
No	40	80	174

Performance Evaluation
Year-to-date performance achievement is exceeded.

Remarks
The project benefited local youth within Emfuleni and Merafong Municipalities.

No. 05

Key Performance Indicator

Water related projects expenditure maintained within budget.

Measure	Base	Target 20/21	Actual Year To Date
% spent	93%	95%	98%

Performance Evaluation
Performance objective was exceeded, on overall.

Remarks
Projects implementation progressed well during the 4th quarter amidst COVID 19 pandemic related challenges.

No. 06

Key Performance Indicator

Development of the RWF Water Sanitation and Hygiene (WASH) Enterprises Incubation Programme.

Measure	Base	Target 20/21	Actual Year To Date
% completion	85%	100%	100%

Performance Evaluation
Performance objective was achieved.

Remarks
The RWF WASH Enterprise Incubation Programme is now fully developed and ready for implementation.

No. 10

Key Performance Indicator

NGOs identified, capacitated and utilised for WASH service delivery.

Measure	Base	Target 20/21	Actual Year To Date
No	07	10	10

Performance Evaluation
Performance objective was achieved.

Remarks
NGOs were contracted for implementation of projects within communities.

No. 11

Key Performance Indicator

Number of NGOs trained for WASH service delivery.

Measure	Base	Target 20/21	Actual Year To Date
No	10	15	0

Performance Evaluation
Performance objective was not achieved.

Remarks
Identification of trainee NGOs was timeously concluded. However, actual training delayed due to COVID-19 lock-down regulations. Logistical arrangements for virtual training are in progress.

No. 12

Key Performance Indicator

Impact Study undertaken on projects previously implemented to conserve underground water and mitigate climate change harmful impact to the environment.

Measure	Base	Target 20/21	Actual Year To Date
% completion of study	85%	100%	100%

Performance Evaluation
Performance objective was achieved.

Remarks
Environmental projects impact study has been undertaken and draft study report is in place.

No.13

Key Performance Indicator

Jobs created/sustained for local communities' members through projects implementation.

Measure	Base	Target 20/21	Actual Year To Date
No	1,750	2,050	2,811

Performance Evaluation
Year-to-date performance achievement is exceeded.

Remarks
Projects implementation progressed well during the 4th quarter amidst COVID-19 pandemic related challenges.

No.14

Key Performance Indicator

Local communities' members trained through implementation of projects.

Measure	Base	Target 20/21	Actual Year To Date
No	1,750	2,050	2,811

Performance Evaluation
Year-to-date performance achievement is exceeded.

Remarks
Projects implementation progressed well during the 4th quarter amidst COVID-19 pandemic related challenges.

No.15

Key Performance Indicator

Amount of external funding raised for SED Initiatives by RWF-Resources leveraging and impact maximisation.

Measure	Base	Target 20/21	Actual Year To Date
Rm	35.0	40.0	25,1

Performance Evaluation
Performance objective was not achieved.

Remarks
Several partners have withdrawn projects funding partnership commitments due to the negative impact of COVID-19 on the economy.

No.19

Key Performance Indicator

Unqualified Audit Report-Annual External Audit.

Measure	Base	Target 20/21	Actual Year To Date
%	0%	100%	100%

Performance Evaluation
RWF achieved clean audit outcome.

Remarks
The Foundation obtained a Clean Audit Report for 2020/2021.

No.20

Key Performance Indicator

Absenteeism Rate.

Measure	Base	Target 20/21	Actual Year To Date
%	4.3%	3.3%	0.46%

Performance Evaluation
The target was exceeded.

Remarks
Work attendance is good.

No.21

Key Performance Indicator

% Staff leaving.

Measure	Base	Target 20/21	Actual Year To Date
%	5%	6%	0.00%

Performance Evaluation
Overall year-to-date target was exceeded.

Remarks
No staff exits year-to-date.

No.16

Key Performance Indicator

Statutory submissions made on time - Submission dates met.

Measure	Base	Target 20/21	Actual Year To Date
%	100%	100%	100%

Performance Evaluation
Performance is on track.

Remarks
Quarterly statutory reporting is made timeously.

No.17

Key Performance Indicator

Board/Committee meetings attendance.

Measure	Base	Target 20/21	Actual Year To Date
%	75%	80%	92.85%

Performance Evaluation
Performance objective was exceeded, on overall.

Remarks
Board meetings attendance is good.

No.18

Key Performance Indicator

Number of repeat and unresolved Audit Findings.

Measure	Base	Target 20/21	Actual Year To Date
Number	0	0	0

Performance Evaluation
The target is achieved.

Remarks
Internal Audit has been concluded. No repeat and/or unresolved issues.

No.22

Key Performance Indicator

Expenditure maintained within projects budget.

Measure	Base	Target 20/21	Actual Year To Date
% spent	93%	95%	98%

Performance Evaluation
Performance objective was exceeded, on overall.

Remarks
Projects implementation progressed well during the 4th quarter amidst COVID-19 pandemic related challenges.

No.23

Key Performance Indicator

Operational expenditure maintained within budget.

Measure	Base	Target 20/21	Actual Year To Date
% spent	70%	85%	90%

Performance Evaluation
Overall year to date target was exceeded.

Remarks
Operational costs were maintained within budget.

No.24

Key Performance Indicator

Breaches of Materiality and Significance Framework.

Measure	Base	Target 20/21	Actual Year To Date
Number	0	0	0

Performance Evaluation
Performance is on track.

Remarks
Risk mitigation is on track.

4. About this Report

This is the Rand Water Foundation's seventh sustainability report (SR) and is based on the Global Reporting Initiative (GRI) Reporting Standards and the GRI G4 Sector Disclosures for NGOs (Non -Governmental Organisations).

This Annual RWF Sustainability Report is presented as an 'In accordance: Core' GRI Standards report.

The RWF 2020/2021 sustainability report provides our stakeholders with a view of RWF's sustainability performance for the financial year 1 July 2020 to 30 June 2021. Relevant historical information has been included and we make references to past events to maintain historical context of the key issues discussed.

This report focuses on the RWF mandate, its strategic plans inputs from our internal and external stakeholders of the foundation.

The report covers our key sustainability performance indicators and our projects as mandated by our Shareholder Compact. There are no significant changes in scope or aspect boundaries compared to the previous report, and no restatements or changes in measurement methods.

Annual financial statements from which financial information has been included, were externally audited.

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5. About the Foundation

Vision

To become a socio-economic change agent, promoting Rand Water as good corporate citizen.

Mission

The RWF will strategically utilise Rand Water's Corporate Social Investment resources to advance the quality of life in communities and their surrounds; through sustainable provision of water, sanitation, and hygiene solutions.

Goal

Ensure communities' access to clean, safe drinking water.

Objectives

- To maximise communities' access to water, adequate sanitation, and further promoting healthy and hygienic related conditions.
- Adequate and dignified sanitation facilities for vulnerable communities (schools, clinics & households).
- Monitoring, Evaluation & Reporting.
- Impact Analysis Prevention of water sources contamination



campaigns, and promoting hand washing for behavioural change on personal hygiene. Business Partnerships Development for WASH:

- Enterprise Development & Capacity Building of NGOs.
- SDG 6: Clean Water and Adequate Sanitation Drinking Water Sanitation and Hygiene Water Quality Water-use efficiency Water resource management ecosystem

Rand Water is a state-owned entity established in terms of Section 84 of the Water Services Act No. 108 of 1997, as amended. Rand Water (RW) is the sole shareholder of Rand Water Foundation.

The Rand Water Foundation represents Rand Water's Corporate Social Investment (CSI) legal entity. The Foundation exists to carry out the social responsibility role of Rand Water, and to support such other activities as may be deemed necessary by Rand Water and relevant donors for the support and promotion of improved water related services within the borders of South Africa. Over time, there has been a paradigm shift in terms of prioritisation and alignment of CSI business to the core business and developmental role of Rand

Water. RWF carries out the community development initiatives of RW as a registered Section 10 “Not for Profit” Company (NPC), as well as a SARS approved Public Benefit Organisation (PBO). The RWF was established in 2001, started operating in 2003, and was launched in 2004.

Business address: 522 Impala Road Glenvista, 2058

Postal address: P O Box 1127, Johannesburg 2000

During the reporting period, all projects were implemented within the borders of South Africa.

RWF does not subscribe to any external charter nor is the Foundation a member of any association.

The environment we operate in

The RWF continuously monitors a variety of trends and changes in the environment in which we operate to ensure that we are aware of the factors that may affect our organisation, that we adjust our strategy accordingly, that we provide for possible threats and opportunities, so as to ensure that our decisions are in line with the realities outside.

Political trends

Periodic changes in government structures pose a challenge to the successful execution of the RWF mandate as many of these structures are key stakeholders for the RWF. Government resolutions on the Shareholders’ tariff might negatively or positively affect funding of the RWF. RWF interventions are further guided by annually reviewed Integrated Development Plans (IDPs) of municipalities and these are taken into account when planning and implementing projects.

Economic trends

The global economic performance may one way or another affect potential funding partners and donors. The integration of CSI activities into the Black Economic Empowerment (BEE) Scorecard for corporate companies is a paradigm shift from the usual CSI approach to an integrated Socio-Economic Development approach. Budget cuts within government departments due to economic constraints might affect external funding for the Foundation.

Socio-cultural trends

The RWF interventions are being influenced by community needs and cultural diversities within communities (people’s idiosyncrasies, belief systems and social structures). Societal issues such as poverty, health, and education may also influence the bottom line reporting of RWF and RW. Level of impact made on livelihoods on the ground by the RWF projects serves positively towards implementing the RWF mandate.

Technical trends

The lack of developmental expertise, professional skills, working experience and qualifications may reduce the capacity to achieve meaningful developmental impact among beneficiary communities. The alignment of systems to global technological developments poses an opportunity for RWF to achieve its objectives more efficiently.

Environmental trends

Climate change may negatively influence progress with the implementation of RWF infrastructural projects. Legislative trends Government’s BEE Codes of Good Practice (Code 700) and associated BEE Scorecard in terms of the BEE Act, No 53 of 2003 repositioned CSI as an element of the socio-economic development component on the corporate agenda, providing clear guidelines in terms of how companies should classify and fund Corporate Social Investment activities. Compliance with relevant legislation such as the Public Finance Management Act, NPO Act, and the Companies

Act is essential for the success of RWF. The King Report is also a helpful legislative framework in positioning and prescribing funding guidelines for business in society, as well as providing guidance on good corporate governance.

Our Vision

Recognising the fact that RWF activities should form the building blocks of the core business and support corporate business, the vision of the RWF has been aligned to support that of the Shareholder. The vision of the Foundation defines the purpose and values of the Foundation and locates its key central role of driving the SED initiatives of Rand Water as “a provider of sustainable, universally competitive water and sanitation solutions for Africa”.



Our Vision

To become a “**World-Class African Water, Sanitation and Hygiene (WASH) Centre of Excellence**”.



Our Mission & Values

The RWF will “strategically utilise Rand Water’s Corporate Social Investment (CSI) resources to advance the quality of life in communities and their surroundings through sustainable provision of water, sanitation, and hygiene solutions”.



Caring

VALUE STATEMENT

We put others first, we carry ourselves with dignity and self-respect. Projects are geared for sustainable innovation, to ensure ongoing positive impact on the lives of the people at the receiving end.

Transparency

VALUE STATEMENT

We are professional at all times and adhere to all policies and laws that govern the work we do. The approach is participatory community development.

Accountability

VALUE STATEMENT

We take responsibility for all our decisions and actions and are open to owning up to any mistakes that we make.

Empowerment

VALUE STATEMENT

We seek to empower all role players as we conceive, plan and implement our projects. Projects are aimed at promoting self-sufficient and independent communities.

Partnerships

VALUE STATEMENT

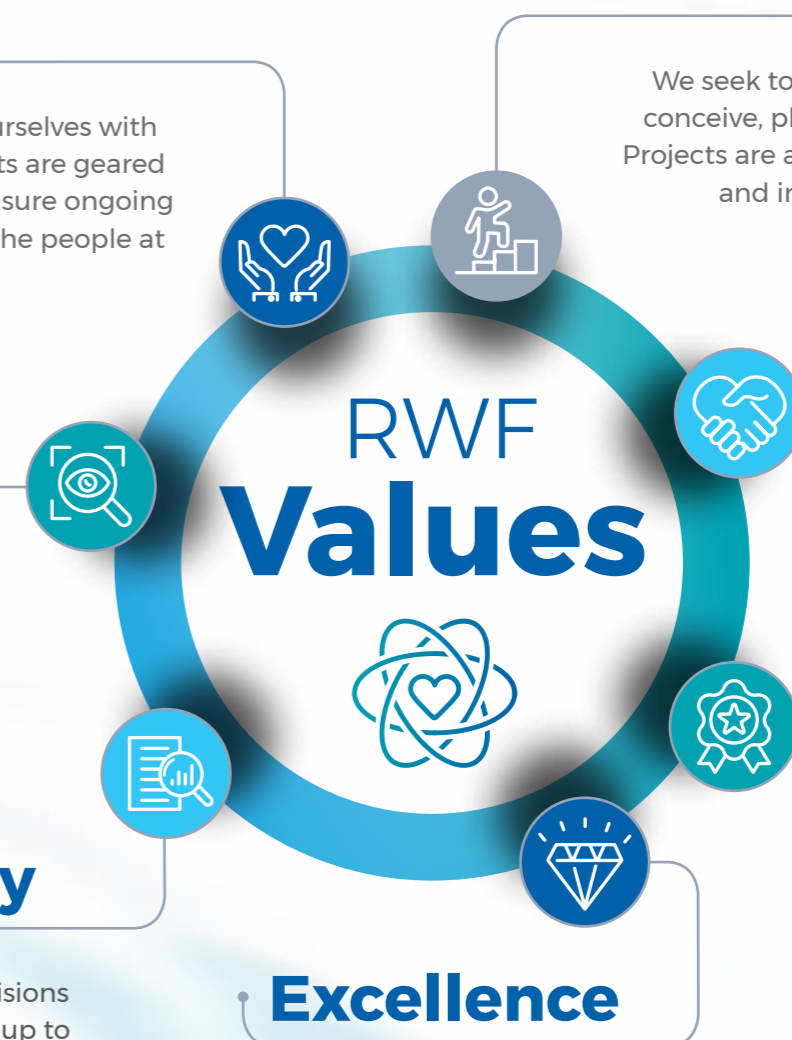
We work as a team and in partnership with others to mutually benefit. Resources are leveraged and pooled together towards maximum development impact through collaborations with other role players.

Quality Assurance

VALUE STATEMENT

Quality assurance through prudent financial management, compliance, and projects impact and sustainability analysis.

RWF Values



Excellence

VALUE STATEMENT

We strive to get it right the first time and ensure complete satisfaction to all stakeholders that we serve.

Strategic Objectives

Rand Water Foundation strategic interventions carry both elements of social transformation and capacity building towards enterprise development, drawing in service providers from previously disadvantaged communities through preferential procurement processes, contributing towards both social and economic development of communities. In the year under review, we have progressively undertaken developmental activities towards fulfilment of our strategic objectives in the following manner:

Objective 1: Supporting the core business of Rand Water

- Undertook projects aimed at ensuring sustainable delivery of clean water and sanitation services at community level (schools, households and clinics), further promoting health and hygiene within communities.
- Undertook projects aimed at supporting Bulk Sanitation services within municipalities through building municipal capacity in operation and maintenance of waste water treatment plants, further promoting water quality.
- Invested in environmental conservation interventions aimed at protecting wetlands and preserving water through on-going rehabilitation of wetlands, removal of alien vegetation, greening and landscaping in order to keep the natural water resource system healthy.

Objective 2: Promoting socio-economic development

- Created sustainable systems and infrastructure to ensure on-going access to clean water and sanitation services.
- Continued to contribute towards the Corporate B-BBEE performance objective by developing emerging Small Micro Medium Enterprises (SMMEs) and building capacity in the water sector, skilling project workers and unemployed graduates on maintenance and operation of water/ waste water treatment plants, training SMMEs in business management and technical skills, allowing them to ultimately benefit from preferential procurement contracts of RW to further:
 - Promote and develop emerging entrepreneurs.
 - Promote commercial equity.
 - Promote community self-reliance.
 - Ensured that all projects addressed the skills gap, eradication of poverty and the creation of jobs.

Objective 3: Quality Assurance through financial monitoring and evaluation, and sustainability analysis of programmes and projects

- Financial viability and sustainability through on-going effective and efficient budget control.
- Conducted project sustainability analysis, resulting in on-going improvement of projects' performance and impact.
- On-going prudent financial management.

- Engaged in project funding partnerships for non-commercial reasons but for development of communities.
- On-going compliance with legislative and regulatory requirements.

Objective 4: Contribute towards positioning Rand Water as a good corporate citizen

- Undertook health related interventions within communities e.g. Newly upgraded Zuurbekom Clinic, and COVID-19 screening and community education activities.
- Capacity building of Non-Governmental Organisations (NGOs), and Community Based Organisations (CBOs) within communities.
- Undertook youth development initiatives within communities e.g. Newly built State-of-the-art Naga Lipudi Career, Science and Resource Centre.

Objective 5: Organisational development and cultural enhancement

- Inauguration of the new RWF Board.
- On-going Board Development.
- On-going Personnel Skills Development.
- Rand Water Foundation Strategy Review, for alignment with the group strategy.
- Performance excellence leading to Clean Audit outcome.
- Promoted and lived the Rand Water's Code of Ethics.
- Promoted and lived the Rand Water's values.

Objective 6: Achieving high level of impact, investment and growth through partnerships

- Aligned programme and projects interventions with national and global frameworks such as the CSI Imperatives, Presidential Outcomes, Medium Term Strategic Framework, Sustainable Development Goals and RW's Growth Strategy.
- On-going projects implementation partnerships and collaborations aimed at pooling resources and leveraging for maximum impact in a shorter space of time.

Objective 7: Enhance the visibility of the Rand Water Foundation and promote good publicity

- Cost efficient media advertisement: Project launches and/or handover ceremonies attracting media for positive publicity and profiling of RW and RWF.
- On-going participation in relevant CSI publications whereby RW and the Foundation are being profiled.
- Enhanced Branding.
- Comprehensive RWF Communications strategy for excellent public relations management.



Our link to the Sustainable Development Goals

Adopted in 2015, the **United Nations Sustainable Development Goals (SDGs)** are a universal set of 17 goals and 169 targets aimed at eliminating poverty, protecting the environment and ensuring everyone everywhere can enjoy a peaceful and prosperous life.

We support the SDGs and strive to make a meaningful contribution to their achievement. Our approach to the management of our social, environmental and economic impacts aligns with the SDGs.

GOAL 6: “Ensure availability and sustainable management of water and sanitation for all” ...
 ...places water and sanitation at the core of sustainable development, cutting across sectors and regions.

Along with its 8 targets, SDG 6 considers the water cycle as a whole, from the water quality of rivers, to the health of water related ecosystems, from the efficient use of water to the treatment and use of wastewater, from better water management to better water governance and participation and capacity development.

Connection of Goal 6 to other SDGS



3
Good Health and Well Being
 Goal 3 aims to substantially reduce deaths and illness from water pollution and contamination. The lack of (safe) water and sanitation leads to health problems, for example when human excreta are not properly separated from, and therefore contaminate water.

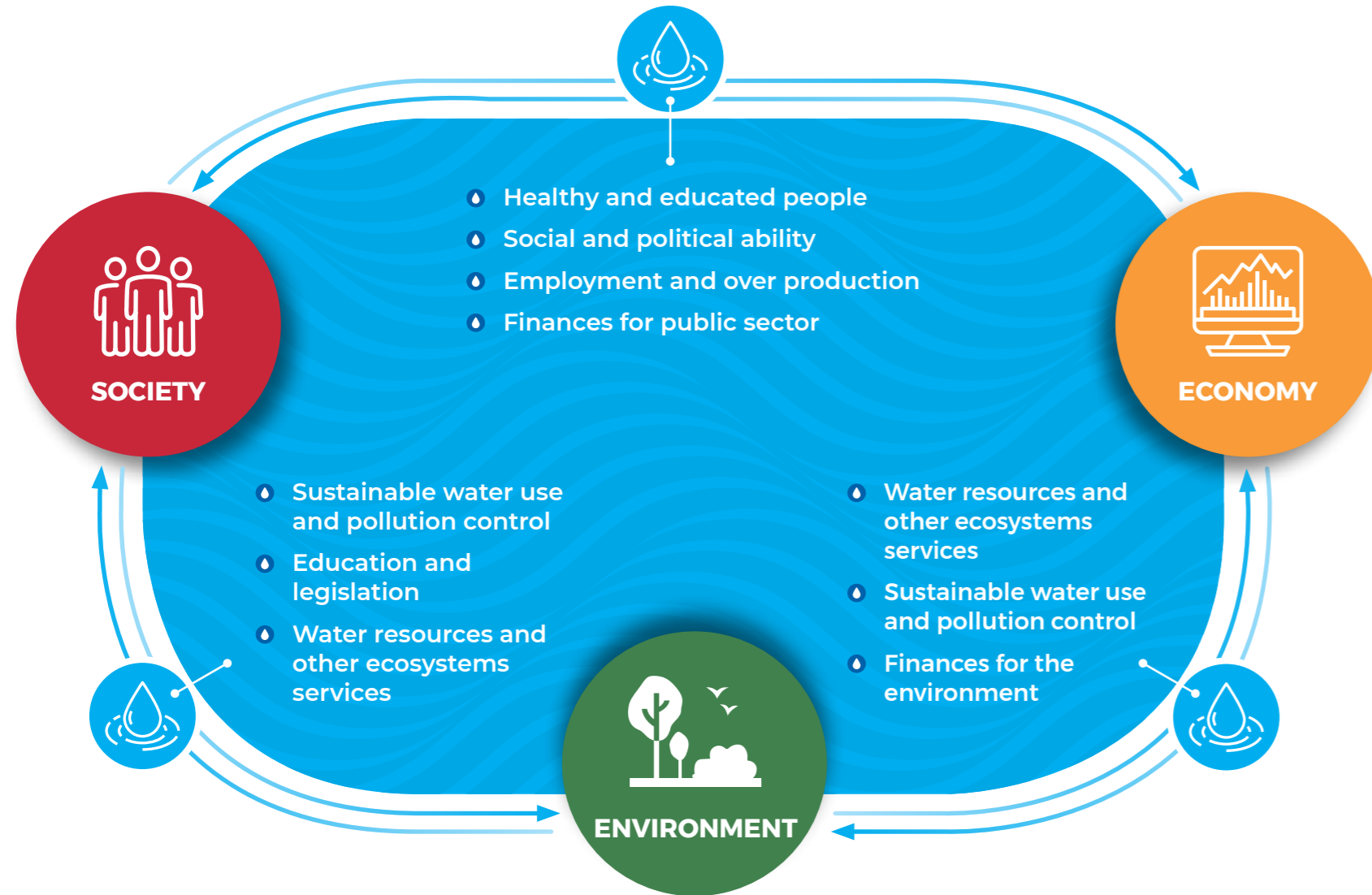
9
Industry, Innovation and Infrastructure
 Resilient infrastructure in Goal 9 needs to take into account local water availability. When striving for industrialisation, there is a risk of unsustainable water consumption, and water-use conflicts between different sectors may arise. Without a sufficient legal framework and proper regulation and monitoring of industry, water pollution by factories is a serious threat.

11
Sustainable Cities and Communities
 While Goal 11 acknowledges that there are planning challenges associated with cities and other human settlements, it does not explicitly address the need for sustainable water infrastructure. As more people move to cities, the pressure on existing water infrastructure rises. Municipalities need to be equipped and empowered to provide this infrastructure in order to make cities safe, resilient, sustainable and equitable in the provision of service.

14
Life below Water
 Water can also impact the oceans, seas and marine resources referred to in Goal 14. Unregulated sewage disposals into these water bodies, fossil fuel mining and agricultural activities can have adverse impact on the marine water resource and the flora and fauna it is home to.

15
Life on Land
 Life on land is impacted by the availability and quality of water. Goal 15 sets a twofold target: to protect inland freshwater ecosystems and the services they provide and to reduce the impact of invasive alien species on water ecosystems.

The diagram below illustrates how SDG 6 interlinks the dimensions of sustainability in line with the RWF Sustainability Strategy.



CSI Imperatives



Social Imperatives:

- Poverty
- Education
- Health
- Social Entrepreneurship
- Safety



Economic Imperatives:

- Unemployment - Job creation
- Unrest
- Skills Shortage - Entrepreneurial Skills Transfer



Business Imperatives:

- B-BBEE Reporting - Enterprise Development
- Triple Bottom Line (social, economic & environment) Reporting
- Workplace skills Development
- Employment Equity



Global Imperatives:

- Global Reporting Index (GRI) - Materiality, Transparency, and CSI relevant Indicators
- Sustainable Development Goals (SDGs)



Our Key Focus Areas

RWF's six key focus areas translate into six management portfolios with several products or services delivered to communities based on available resources on an annual basis.

Water, Sanitation and Hygiene

The RWF supports the provision of and equitable access to clean and safe water and basic sanitation in schools and communities and are committed to the eradication of the bucket system. We also assist municipalities with capacity building and skills development in wastewater treatment plant maintenance and operations, rainwater harvesting and the repair of domestic water leaks. RWF 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; Domestic Water Leaks Repairs-Non Revenue Water; and Rural Communities Water Supply.

FOCUS AREA
01



Enterprise Development

RWF incubates businesses to enable emerging entrepreneurs and enterprises to flourish and contribute towards economic growth. The Enterprise Development programme entails developmental activities aimed at enabling and promoting an empowering environment for emerging entrepreneurs, enhancing competitiveness and capabilities at an entrepreneurship level including Cooperatives development.

FOCUS AREA
02



Capacity Building of NGOs

By supporting non-profit organisations with funding, training and development, and corporate staff involvement, we aim to help address poverty, unemployment and skills gaps and maximise economic opportunities. The Non-Government Organisations (NGOs) Support Programme is aimed at supporting the NGOs' sector as WASH service delivery vehicle on the ground through funding/grants, as well as training and development

FOCUS AREA
03



Rand Water Cares

Rand Water Cares programme positions Rand Water as a good caring corporate citizen. The programme aims to advance the quality of life in communities and their surrounds and thereby creating access to improved health care and educational environment, promoting healthier communities, educated, and learned communities for improved living standards. The project provides Inclusive education and social cohesion through provision of State of the state of the Art Health Care and education facilities. Furthermore, the project provides senior School Study Support Grants for deserving learners from the disadvantaged communities.

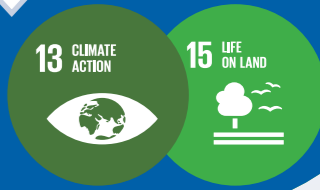
FOCUS AREA
04



Biodiversity and Ecosystems Management

Biodiversity and Ecosystems Management refers to safeguarding the inter-dependence of ecology, biodiversity protection, and creation of pleasant and healthy surrounds through the following projects: Clearing of Alien Vegetation and Expanded Public Works Programme (EPWP) Land Care which is implemented through Rural and Urban Landscaping and Greening; Wetlands Rehabilitation; and Crop Vegetation activities; and in an effort to safeguard and beautify our communities, we plant, maintain and nurture vegetation, reduce soil erosion and increase surface filtration in rural and urban environments.

FOCUS AREA
05



Rural Development

The Rural Development Programme is aimed at improving access to constitutionally mandated basic services and the development of economic opportunities in rural areas. The implementation of rural development is an integrated or a shared responsibilities strategy within government Departments and this includes; National Department of Rural Development and Land Affairs, National Department of Human Settlement, and National Department of Agriculture, forestry and fisheries.

11 SUSTAINABLE RURAL COMMUNITIES



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



15 LIFE ON LAND



14 LIFE BELOW WATER



FOCUS AREA

06



6. The Foundation and Sustainability

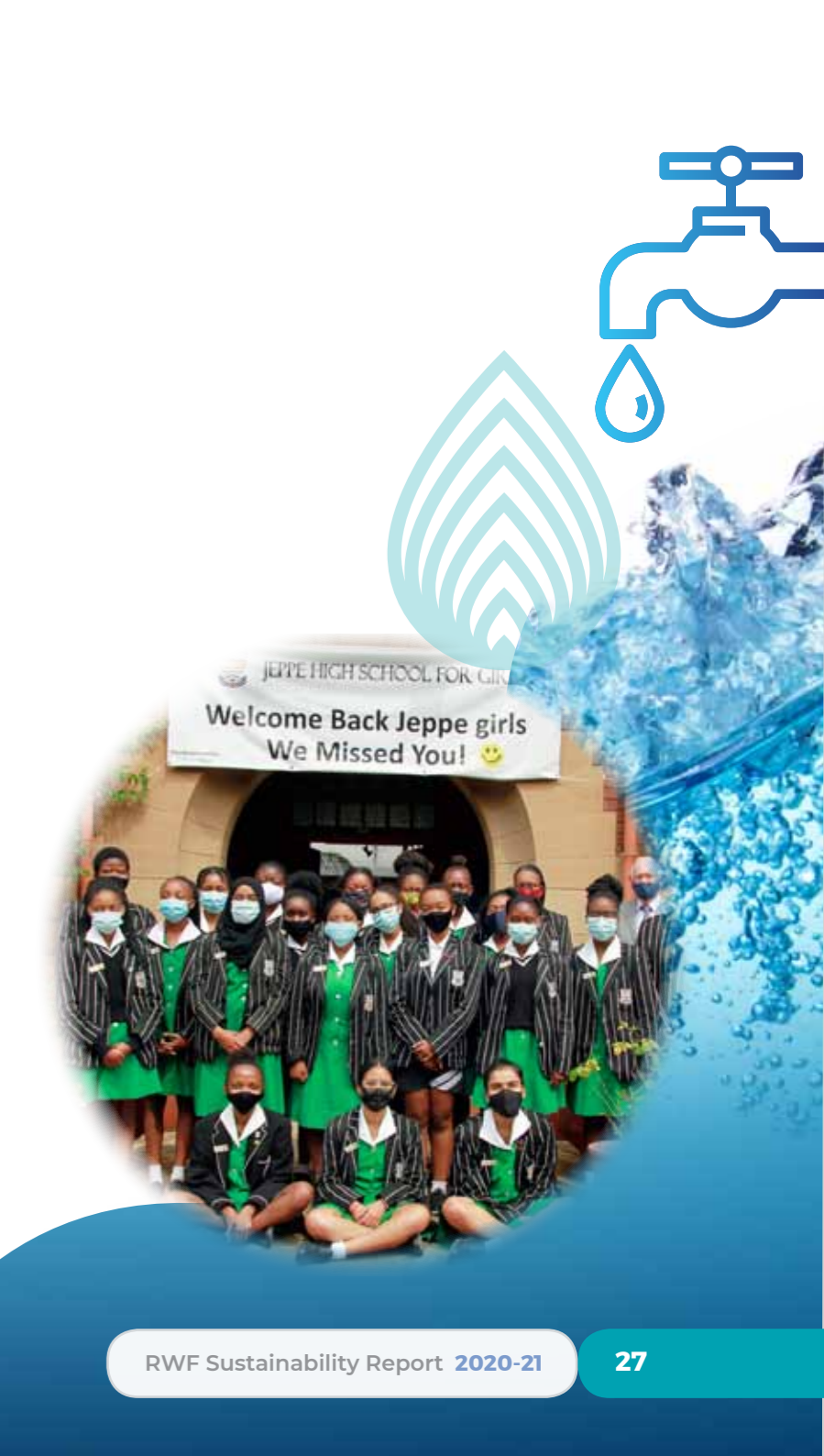
The RWF started the journey towards a more integrated approach to managing projects, a greater emphasis on achieving measurable economic, environmental and social impacts, and long-term sustainability of projects and self-reliance of beneficiaries with the adoption of its Sustainability Strategy in 2014.

The strategy was reviewed during the 2020/21 reporting year. A sustainable Rand Water Foundation is described in terms of developmental impact, environmental impact, financial viability and return on investment with the sustainability strategy focusing on two main dimensions:

- Ensuring that the projects financed and/or managed by the RWF are sustainable.
- Ensuring the financial sustainability of the RWF.

Improvements in access to safe drinking water supply, sanitation and hygiene services in homes, healthcare facilities, schools and workplaces, and improving ambient water quality are essential for reducing poverty, improving nutrition, improving health and education, achieving gender equality, improving work opportunities and overcoming inequalities.

These improvements are core to the Foundation's integrated sustainability journey.



The 9 factors depicted in the diagram below form the basis of integrating sustainability management into the overall RWF strategy.



7. Governance and Ethics

The RWF is governed by a Board of Directors, who are appointed by the Shareholder. The RWF Board is governed by the Rand Water Board and the management principles are captured in the Shareholder Compact.

Our Shareholder Compact

To comply with the Public Finance Management Act Rand Water must annually conclude a Shareholder Compact with the RWF. The Shareholder Compact between RW and the RWF comprises:

- the agreed principles, and;
- the key performance objectives, measures and indicators.

Our Mandate

The mandate of the RWF as set out in its founding documents describes the main business of the Foundation as:

- To promote the delivery of water related services to communities in the areas falling within and outside RW's area of supply.

- To coordinate, administer and manage RW's Corporate Social Investment resources by undertaking community development projects in partnership with various donors and relevant stakeholders.

In addition to its mandate, the Shareholder acknowledges that the RWF has a strategic developmental role that may require decisions that are not always optimal from a commercial perspective, but contribute to RW's socio-economic developmental imperatives, the Department of Water and Sanitation's (DWS) developmental priorities, and the National Government's broader objectives and growth and development in South Africa and Africa.



Subsidiary Governance Framework

The RWF as the Subsidiary of Rand Water is governed through the Subsidiary Governance Framework aimed at fulfilling the following objectives:

- Uphold principles of accountability through clear and transparent assignment of roles and responsibilities within the RWF.
- Outline the mandate and reporting frameworks between Rand Water as the Shareholder, and the Rand Water Foundation, the subsidiary.
- Facilitate the discussion of key policy matters and set out decision making authority for policy.
- Regulate the relationship between the parties within the frame of policies, procedures and systems that will assist RW to govern the RWF.

Foundation Board

The Foundation Board comprises of both executive directors and independent non-executive directors. The Board's overall responsibility is to ensure the RWF prosperity by collectively directing the Foundation's affairs, whilst meeting the interests of its shareholder and stakeholders. This responsibility includes ensuring good governance and effective policy development and overseeing the risk management process and ultimately ensuring the integration of strategy, risk, sustainability and performance. The GM is appointed by the Board and provides a framework for delegation of authority, oversees the financial and sustainability reporting process, ensures the implementation of an effective compliance framework, and approves and monitors projects at a strategic level.



The board consists of the following members:

Name	Designation	Date appointed / (resignation)
Mr L Mngomezulu	Non-executive	01 June 2012 / (Term ended 30 November 2019) Re-appointed 03 February 2020
Ms M Sekoaila	Executive	25 September 2012
Ms A Mafuleka	Non-executive	03 February 2020
Ms L Netshitenzhe	Non-executive	03 February 2020
Mr E Ratshikhopha	Non-executive	03 February 2020
Ms M Lekwane	Non-executive	03 February 2020
Mr S Mosai (RW Group Chief Executive)	Executive	03 February 2020

The Company Secretary is Ms Bessie Bulunga, appointed on 12 August 2019.

Foundation Projects Board Committee

The Foundation Projects Board (FPB) Committee provides advice, consultation and assistance to RWF in facilitating the further development of projects approved by the RWF Board and the Board of Rand Water. The FPB Committee also offers support to existing projects that encounter challenges, encourages the sharing of best practices and lessons learnt in terms of project implementation and management trends, reviews project plans and implementation progress reports for presentation at the RWF Board and, finally, establishes Project Management guidelines.

RWF Management Committee (MANCO)

The MANCO consists of the GM, and RWF Senior Managers who head up Programmes as well as the Finance Manager. The MANCO integrates business management of the RWF. The MANCO holds monthly meetings to discuss business related matters including progress regarding achievement of strategic, programmatic and project objectives, operational matters, related challenges and possible solutions. Management committee members have ultimate responsibility for directing the activity of the organisation, ensuring it is well run and delivering the outcomes for which it has been set up.

Governance of Sustainability

RWF's sustainability commitments are captured in its sustainability strategy and supported by plans, procedures and targets. We combine corporate oversight with project-level leadership on sustainability and performance driven activities. Our management team is responsible for the development and implementation of our sustainability strategy. This is overseen by the Board. We have a range of targets and performance indicators to track and drive continual improvement in our sustainability performance.

Furthermore, we report annually to our stakeholders on our projects and performance by means of our Sustainability Report.



The Board



Mr L Mngomezulu



Ms A Mafuleka



Mr E Ratshikhopha



Ms L Netshitenzhe



Ms M Lekwane



Mr S Mosai



Ms M Sekoaila

The Management Team



Ms Mhlatleho Sekoaila
General Manager



Mr Mashudu Fonzani
Programme Manager



Ms Anne Cele
Programme Manager



Ms Cleopatra Sehloho
Programme Manager



Ms Ivy Khorommbi
Programme Manager



Ms Mosebjadi Moroaswi
Programme Manager



Nomahlubi Mdoana
Programme Manager



Mr Sandile Tshabalala
Financial Manager

Executive Management Profiles

Ms Mhlatleho Sekoaila
General Manager: Rand Water Foundation

RWF Management Committee Member:
From 1 September 2008

Academic Qualifications:

- Master of Management in Public Policy (WITS);
- International Executive Leadership Development Programme (Wits Business School & London Business School);
- Programme and Project Management in Public and Development Management (WITS);
- NEXUS VII Leadership Programme (GIBS);
- Master of Social Sciences in Community Development (UJ);
- Bachelor of Social Work (Hon) (UNIVEN).

Responsibilities:

Overall RWF Business strategic and administrative management in liaison with the Shareholder.

Mashudu Fonzani
Programme Manager: Environment

RWF Management Committee Member:
From 1 March 2012

Academic Qualifications:

- Bachelor of Arts (Development Studies & Politics) (UJ);
- Programme and Project Management in Public and Development Management (WITS).

Responsibilities:

Overall Management of Environment Projects:

- Rehabilitation of Wetlands
- Clearing of Alien Vegetation
- Rural/Urban Greening and Landscaping
- Expanded Public Works Programme (EPWP) Land Care

Anne Cele
Programme Manager: Enterprise Development

RWF Management Committee Member:
From 1 May 2014

Academic Qualifications:

- BA (SW) (FORT HARE);
- Post Graduate Certificate in Social Entrepreneurship (GIBS).

Responsibilities:

Overall Management of Enterprise Development Projects:

- Business Start-Up
- Business Incubation
- Business Information, Awareness Raising and Market Linkages
- Business Partnerships Development

Executive Management Profiles

Cleopatra Sehloho

Programme Manager: Health, including HIV and AIDS

RWF Management Committee Member:
From 1 April 2012

Academic Qualifications:

- Programme and Project Management in Public and Development Management (WITS);
- New Managers Programme (WITS);
- Bachelor of Social Work (UNISA).

Responsibilities:

Overall Management of Health including HIV and AIDS Projects:

- Community Home Based Care
- Community Based Health Infrastructure Development Support
- School Based Education and Awareness Raising on HIV and AIDS
- Women's Health-Pink Drive
- Orphaned and Vulnerable Children (OVC) Support

Ivy Khorommbi

Programme Manager: Water and Sanitation Programme

RWF Management Committee Member:
From 1 March 2017

Academic Qualifications:

- Bachelor of Science in Community Water Services and Sanitation;
- Bachelor of Human Sciences;
- Certificate in Technical Report Writing.

Responsibilities:

Overall Management of Water and Sanitation Projects:

- Schools Rainwater Harvesting
- War on Leaks-Water Demand Management and Conservation
- Households Sanitation-Bucket Eradication
- Rural Communities Water Supply
- Municipal Capacity Building on Operations and Maintenance of Waste Water Treatment Plants

Mosebjadi Moroaswi

Programme Manager: NGOs Support Programme

RWF Management Committee Member:
From 1 March 2017

Academic Qualifications:

- Bachelor of Administration;
- Honours in Development Studies;
- Certificate in Programme and Project Management.

Responsibilities:

Overall Management of NGOs Support Projects:

- NGOs Funding/Grants
- Training and Development of NGOs
- Corporate Staff Involvement

Executive Management Profiles

Nomahlubi Mdoana

Programme Manager: Capacity Building of NGOs

RWF Management Committee Member:
From 01 February 2020

Academic Qualifications:

- B.A (Social Work) (University of Fort Hare);
- Personnel & Training Management (Damelin Management School);
- Post Graduate Diploma in Developmental Social Welfare (University of Witwatersrand).

Responsibilities:

Overall management of Education and Training projects:

- Adopt-A-Girl Learner Study Support
- Career Guidance Centre Development Support

Sandile Tshabalala

Finance Manager: Rand Water Foundation

RWF Management Committee Member:
From 1 December 2018

Academic Qualifications:

- Chartered Accountant CA (SA);
- Postgraduate Diploma Applied Accounting Sciences (CTA) (UNISA);
- Bachelor of Accounting Sciences (WITS).

Responsibilities:

Overall Management of the Finance function of the RWF:

- Budgeting, Planning and monitoring
- Accounting and Financial Reporting
- Financial Compliance and risk management



8. Stakeholder Engagement

Projects are based on a needs assessment of the affected beneficiaries in consultation with them. Effective stakeholder engagement is also embedded in the continuation of a project after the RWF has terminated its involvement.

In August 2017, the RWF Stakeholder Engagement and Partnerships Management Framework was adopted which enabled the Foundation to implement an effective stakeholder engagement process. This framework is aimed at guiding the organisation to engage with stakeholders and ensuring greater sustainable socio-economic impact.

The stakeholder engagement and partnership objectives captured in this framework are the following: to:

- Inform and engage stakeholders and encourage ownership and willingness to add more value through sharing of resources, information and expertise.
- Understand stakeholders' concerns, needs and expectations, and assisting management to make informed decisions. RWF continues to identify individuals and organisations involved in the implementation of projects and ensures that they consult

RWF continues to identify individuals and organisations involved in the implementation of projects and ensures that they consult with all relevant stakeholders that are likely going to be affected by a project or will affect the outcomes of these projects.

with all relevant stakeholders that are likely going to be affected by a project or will affect the outcomes of these projects.

- Ensure a well informed and fully aware stakeholder base and manage misperceptions that might arise.
- Build relationships and reputation.
- Assist in the risk management process within the Foundation by embarking on advance planning and reduce conflict and possible risks that may arise through partnerships.
- Open up opportunities for further development and innovation..

Partnerships are normally referred to as multi-sectoral joint efforts in sharing expertise, and resources for a common vision or area of interest. Stakeholders are those groups who affect and/or could be affected by an organisation's activities, services and associated performance. Collaborations and partnerships are the vehicles to identify and implement CSI projects. Such partnerships and collaborations are important for the RWF projects, as they enable the Foundation to leverage resources, understand communities' needs to ensure systematic developmental change and ensure efficient implementation of CSI initiatives.

Stakeholder Analysis and Identification

The RWF stakeholders are mostly linked to projects to be undertaken. RWF stakeholders mapping and prioritisation are guided by the following key criteria:

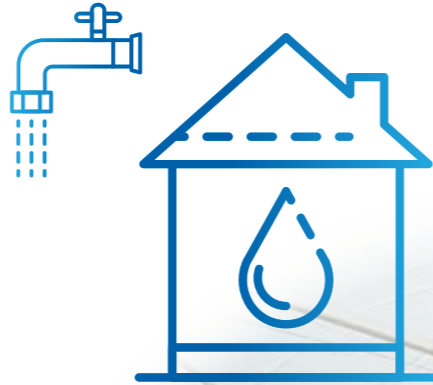
- 
Responsibility These stakeholders are bound by legal agreements, signed off to bind both parties in terms of the responsibility to be undertaken, e.g. Rand Water, as the shareholder, other development agencies, and government departments.
- 
Influence Stakeholders with influence or decision-making power e.g. the Shareholder, national, provincial, and local government.
- 
Proximity The physical closeness of stakeholders determines the interaction, long term relationships or dependency e.g. the Shareholder, employees and local communities.
- 
Dependency Stakeholders that are dependent on RWF regarding project outcomes e.g. local communities and service providers.
- 
Representation Stakeholders representing and advocating on behalf of others e.g. NGOs and key community structures.
- 
Policy and Strategic Intent RWF addresses these stakeholders through its policies, value base and developmental interventions, e.g. local communities and the broad society.

Proximity policy and strategic intent influence representation responsibility dependency

The RWF as the Subsidiary of Rand Water is governed through the Subsidiary Governance Framework aimed at fulfilling the following objectives:

- These stakeholders are bound by legal agreements, signed off to bind both parties in terms of the responsibility to be undertaken, e.g. Rand Water, as the shareholder, other development agencies, and government departments.
- Stakeholders with influence or decision-making power e.g. the Shareholder, national, provincial, and local government.
- The physical closeness of stakeholders determines the interaction, long term relationships or dependency e.g. the Shareholder, employees and local communities.
- Stakeholders that are dependent on RWF regarding project outcomes e.g. local communities and service providers.
- Stakeholders representing and advocating on behalf of others e.g. NGOs and key community structures.
- RWF addresses these stakeholders through its policies, value base and developmental interventions, e.g. local communities and the broad society.

The Foundation's stakeholders are classified as:



The RWF engages with its stakeholders, internal and external, by means of a quarterly e-newsletter showcasing the work undertaken by the Foundation. The Foundation contributes to the Business In Society (BIS) Handbook by Triologue and continues to profile projects through various means of media.

Critical Success Factors: Stakeholder Engagement and Partnerships Management

The following are the identified tools and platforms required to support the above identified stakeholders' engagement and partnerships management techniques for successful implementation of the stakeholder engagement framework:

- Allowing time
- Openness
- Realistic objectives
- Sharing the agenda
- Creating a common understanding
- Change management
- Diversity

RWF Partnerships

During the year under review, the RWF undertook projects in partnership with the following stakeholders:

- Independent Development Trust (IDT)
- Department of Forestry, Fisheries and the Environment (DFFE)
- Gauteng Department of Education (GDE)
- Development Bank South Africa (DBSA)
- Fezile Dabi District Municipality (FDDM)
- Moqhaka Local Municipality
- Pink Drive Rand Water (RW)

RWF Stakeholders:

1. Rand Water Board (Shareholder) and Board Committees

Rand Water Business Units (05)

1. Chief Executive's office.
2. Finance
3. Shared Services.
4. Operations.
5. Strategy

National Government Departments (04)

1. Rural Development and Land Reform
2. Department of Social Development
3. Department of Cooperative Governance and Traditional Affairs
4. Forestry and Fisheries and Environmental Affairs

Provincial Departments (05)

1. Gauteng Department of Agriculture Development and Rural Development.
2. Free State Department of Health
3. Mpumalanga Department of Education
4. Free State Department of Agriculture rural and Development
5. Gauteng Department of Education

District/Local Municipalities (20)

1. City of Tshwane Metropolitan Municipality
2. City of Joburg Metropolitan Municipality
3. Ekurhuleni Metropolitan Municipality
4. Sedibeng District Municipality
5. Emfuleni Local Municipality
6. West Rand District Municipality
7. Rand West City Local Municipality
8. Merafong Local municipality
9. Mogale City Local Municipality
10. Fezile Dabi District Municipality
11. Metsimaholo Local Municipality
12. Ngwathe Local Municipality
13. Moqhaka Local Municipality
14. Madibeng Local Municipality
15. Nkangala District Municipality
16. Dr JS Moroka Local Municipality
17. Thembisile Hani Local Municipality in Mpumalanga Province
18. Victor Khanye Local Municipality in Mpumalanga Province
19. Gert Sibande District Municipality in Mpumalanga Province
20. Govan Mbeki Local Municipality in Mpumalanga Province

RWF Stakeholders:

Municipal Entities (02)

1. Joburg Water
2. Joburg City Parks

State Owned Enterprises (SOE's) (08)

1. SANPARKS
2. Development Bank of SA (DBSA)
3. Independent Development Trust (IDT)
4. Industrial Development Cooperation (IDC)
5. Air Traffic and Navigation Services (ATNS)
6. Agriculture Research Council (ARC)
7. National Development Trust (NDA)
8. Small Enterprise Development Agency (SEDA)

Business Entities (SMMEs) (07)

1. AVA Green Concept
2. Amahle Commerce
3. Trialogue
4. Barolong Bahatlou
5. Aurik Enterprise Development (Pty) Ltd
6. North Star Reputation Management
7. Improchem

NGOs (05)

1. Gauteng Education Development Trust
2. Community Rejuvenation Trust
3. Spring of Hope
4. Pink Drive
5. Ruth First Memorial Trust for Jeppe High School for Girls

9. Materiality

Material issues have a strong influence on business-related decisions taken by the leadership and stakeholders and must represent a balanced and comprehensive view of the critical areas of concern for the RWF and its stakeholders.

Regulations require public entities to incorporate within their strategic plans, a Materiality and Significance Framework. To this effect the RWF has adopted a Materiality and Significance Framework that is similar to the one adopted by the parent company - Rand Water. Materiality can be determined by either adopting a quantitative or qualitative approach. RWF has adopted to apply a combination of the two approaches for a broader application.

Furthermore, RWF adopted the RW Enterprise Wide Risk Management Policy and Framework to determine what is reportable irrespective of quantitative materiality, on matters of Safety, Health, Environment, and Social and Community impact.



10. Managing Our Projects

Every existing or new project must be linked to any of the Foundation's seven strategic focus areas or programmes.

The Life-Cycle of our Projects

The following stakeholders will recommend new projects within this framework:

- Municipalities (projects based on the needs identified in their Integrated Development Plans)
- National or provincial government departments
- Other partners, such as the Independent Development Trust

In the case of government departments or other partners this usually comes accompanied by funding and, often, a priority list of projects. Recommended projects go through a process of assessment to determine which projects will be implemented.

The Foundation Projects Board Committee plays an important role in finally deciding which projects will be implemented. In many cases a contractor is appointed as project manager (PM) for the implementation phase. The PM is supported by a project coordinator and administrative support from the Foundation. This is followed by the establishment of a Project Steering Committee (PSC), including the affected stakeholders, which is preferably chaired by the ward councillor in whose area the project takes place. The PSC monitors progress with the implementation of the project measured against the project implementation plan. Partner Forums are also established to oversee the implementation of projects supported by specific partners.

Each project is closely monitored, and detailed information is recorded monthly and reported to the relevant programme manager on a quarterly basis or as otherwise agreed.

The project life-cycle approach

Assessment of Recommended Projects

- Alignment with the key focus areas
- Prioritisation based on available funding
- Incorporation in relevant programme business plans
- Development of a project business case for each project
- Pre-project implementation risk assessment following a precautionary approach
- Environment impact assessment

Project Execution

- Contractor/project manager appointed
- Project Steering Committee
- Training and education
- Monthly review and reporting



Monitor Sustainability of the Project

- Hand over to community
- Ongoing monitoring of project
- Additional training and coaching for communities where relevant
- Ongoing monitoring of project impacts
- Write case studies

Project Control and Closure

- Annual review against milestones
- Monitoring of impacts
- Independent assessments of project

Each project is annually reviewed to assess if the stated objectives are being achieved within the limits of the allocated resources. Progress towards the milestones set out in the project plan is further assessed. If necessary, the project plan will be adjusted. On completion of a project or when the RWF terminates its involvement in a project a comprehensive assessment is conducted by an independent service provider to determine the full range of impacts the project has had and how that relates to initial planning and resource inputs. This will then be developed into a case study. Lessons learned from the project will be identified and incorporated in other projects. In the case of temporary infrastructure such infrastructure will be decommissioned to comply with relevant legislation.

RWF internal auditors assess the quality of work performed before the project is signed off and handed over to the community.

The Sustainability and Impact of our Projects

Apart from some exceptions, projects funded and managed by the RWF have a defined project period and a structured exit strategy is agreed and communicated from the beginning. This will ensure that beneficiary individuals, organisations and communities will take ownership and become self-reliant, and that the project is sustainable in the long-term. Training, education and coaching plays an important role to prepare the community for the postimplementation phase of a project.

A structured exit strategy is informed by a set of specific conditions that should be met to ensure successful transition towards independence (see the infographics below). As part of our sustainability strategy we have developed guidelines for a structured process for identifying developmental objectives for our projects which are focused on preparing the community to take over the project in a sustainable way. Successful achievement of these objectives will facilitate an effective exit strategy that satisfies all stakeholders.

During the reporting period the process of operationalising and formalising this exit strategy commenced. This will be accompanied by a post-handover measurement/ audit of the impacts of each project over the whole spectrum of developmental objectives.



Criteria for Sustainability of Projects

The following criteria will be applied to determine if a project is sustainable:

- Legally compliant (as far as it is applicable, all necessary permits are in place and other legal requirements are complied with)
- Proper governance at the RWF as well as the NGO/client/project
- Effective stakeholder consultation
- Accountability (financial, environmental and social) and transparency regarding the process and the day-to-day activities
- Contribution towards previously disadvantaged individuals or communities
- Job creation
- Skills and organisational development
- Ownership by and participation in the projects by the affected community and/or beneficiaries
- Positive net economic impact
- Positive net social impact
- Positive net environmental impact
- Long term viability from a financial and organisational viewpoint Criteria for sustainability of projects

Although not formally endorsing the Equator Principles for socially and environmentally responsible investment, the RWF has integrated the underlying principles in its assessment of potential projects.



11. Projects Overview-2020/2021

The following are the RWF key focus areas and projects undertaken during the year under review:

Water, Sanitation and Hygiene (WASH):

Schools Sanitation and Water Supply

Implemented in the City of Tshwane, Ekurhuleni Metropolitan Municipalities in Gauteng, and Thembisile Hani Local Municipality in Mpumalanga, the project benefited eight (08) schools with a population of three thousand (3,000) altogether. The project further created jobs for fifty-six (56) local community members.

Schools' Water Harvesting

Implemented in Hammanskraal Township within the City of Tshwane Metropolitan Municipality, the project benefited thirty-five (35) schools, utilising two (02) SMMEs, further creating three hundred and forty (340) local jobs.

Households Sanitation-Bucket Eradication

Aimed at eradicating bucket sanitation in Matlwangtlwang, Moqhaka Local Municipality, within Fezile Dabi District in the Free State, the project provided seventy (70) households with adequate waterless sanitation facilities.

Rural Communities' Water Supply

Aimed at improving communities' access to clean, safe drinking water through borehole drilling, rehabilitation, equipping including installation of purification systems as well as communal taps, the project benefited more than two thousand (2,000) households within Victor Khanye and Govan Mbeki Local Municipality, Mpumalanga. The project further created one thousand, two hundred (1,200) jobs for local community members.

Municipal Support on Operations and Maintenance of Waste Water Treatment Plants: Unemployed Graduates Programme

Aimed at building capacity of municipalities in operation and maintenance of wastewater treatment plants, the project was implemented in Rand West, Emfuleni and Midvaal Local Municipalities within Gauteng creating temporary jobs for sixteen (16) unemployed engineering interns.

Domestic Water Leaks Repairs-Non Revenue Water Management

Aimed at enabling municipalities to curb water losses, save costs, and be able to pay Rand Water bills, the project is being implemented in Emfuleni, and Merafong City Local Municipalities,

Gauteng. The project implementation started with training of two hundred and forty (240) local young people on plumbing, water leaks detection, water use efficiency, end user computing, technical support and new venture creation in 2019/2020, proceeding to retrofitting of four thousand, four hundred and thirty-two (4,432) households in the year under review. A total number of one hundred and seventy-four (174) youth were furthermore trained as water ambassadors to undertake community education and awareness raising on water-use efficiency in the year under review.

Enterprise Development:

Business Partnerships Development

A total number of ten (10) compliant Small Businesses were identified as service delivery partners for the implementation of Rand Water Foundation projects, further sustaining seventeen (17) jobs within the small businesses.

Business Incubation

Twenty-seven (27) SMMEs were incubated focusing on business management training, WASH business, coaching and mentorship, and market linkages opportunities. A total number of fifty-four (54) jobs were sustained through the project implementation.

Capacity Building of Non-Governmental Organisations:

NGOs Funding/Grants for WASH Service Delivery

Ten (10) NGOs were identified, and capacitated through funding for the implementation of projects aimed at sustainable water supply to vulnerable communities. Projects were implemented in Ekurhuleni Metropolitan Municipality, Madibeng Local Municipality, Govan Mbeki, Rand West, Emfuleni, including Cleaning of the Vaal Dam. A total number of forty-seven (47) jobs were created for local community members.

Training and Development of NGOs

A total number of twenty (20) NGOs were identified for overall business management training including WASH service delivery during 2020/2021, and actual training has taken place during the first quarter of 2021/2022 and was since concluded. A Small Business was utilised for the accredited training service delivery in this regard, and nine (09) jobs were sustained.

Biodiversity and Ecosystems Management:

Clearing of Alien Vegetation

Implemented in partnership with the Department of Forestry Fisheries and Environment (DFFE) within Thabo Mofutsanyane District Municipality, in the Free State, the project is aimed at protecting underground water. The project has in the year under

review cleared 476.5 hectares against the plan of 1696 hectares, further creating one hundred and twenty-eight (128) jobs for local communities. A total of eight (08) SMMEs were supported through the project implementation.

Expanded Public Works Programme-Land Care

Aimed at water conservation and biodiversity protection in the main, the project is further aimed at creating jobs for local communities. The project activities include; Rehabilitation of Wetlands, Greening and Landscaping, as well as Crop Vegetation implemented in partnership with Independent Development Trust (IDT). The project has on an overall created a total number of three hundred and ninety-six (396) jobs, further supporting five (05) SMMEs, and three (03) Cooperatives.

Rural Development:

Agricultural Cooperatives Development

The project has in the year under review benefited a total number of three (03) agricultural cooperatives namely; Koppies Greenhouse Hydroponics Farming Primary Cooperative located in Kwakwatsi Township, Ngwathe Local Municipality within Fezile Dabi District in Free State; Bantubonke Hydroponics Farming Cooperative located in Bantubonke community area, Midvaal Local Municipality within Sedibeng District; and Ya-Sechaba Agricultural Cooperative located in Randfontein, Rand West Local Municipality within West Rand District in Gauteng.

Rural Communities Water Supply-Non Foot Print

The project has in 2020/21 focused on the feasibility study including development of a viable and sustainable WASH service delivery business model for implementation outside Rand Water's areas of operation in the coming years, as a revenue generating initiative.

Rand Water Cares:

Adopt-a-Girl-Learner Study Support Project

The project supported a total number of twenty-four (24) girl learners from previously disadvantaged areas enabling them access better education through study grants.



Water Sanitation & Hygiene (WASH)

Sustainable Water Supply to Emalahleni Communities

Water Sanitation Hygiene (WASH) is now the heart of the RWF Strategy. The WASH strategic goal is to maximise communities' access to clean water, adequate sanitation, further promoting healthy and hygienic conditions within communities. Rand Water Foundation has therefore intensified water supply to vulnerable communities.



The RWF Board has recently handed over fully equipped and functional boreholes to the Emalahleni Local Municipality in Mpumalanga, benefiting vulnerable communities as follows:

Community Area	Ward No	No of Households
Benicon	19	58
Masakhane (Kwa Sibhamu)	19	120
Masakhane (Joy Crèche Area)	19	120
Spring Valley	18	321
eMalayinini	27	87
Elbion	32	32
Total no of households		738

In Spring Valley, twenty-four (24) 250W solar panels were installed, the existing solar panel stand raised to 4m to prevent easy access (theft). Cables, control panel, and the entire water supply system including the damaged clearvu fence were repaired. In Benicon, an already drilled borehole was tested and equipped through supply installation of 310W panel solar pump, pipeline and installation of taps, installation of a 10,000 litres water storage facility, and installation of steel pipeline for security purposes. In Masakhane (Joy Crèche Area), an existing borehole testing was conducted, supply and installation of 310W panel solar pump, pipeline and



installation of taps, installation of a 10,000 litres water storage facility, and installation of steel pipeline for security purposes. In eMalayinini a new borehole was drilled, tested and equipped. The borehole is solar powered by a 310W solar panel that is supported by a 4m stand. The borehole is currently providing 2,500litres/hour through a newly constructed water storage facility with a capacity of 10,000litres. The Elbion community is currently enjoying clean water from a newly drilled borehole powered by four (04) 250W solar panels supported by a 4m stand. The borehole was tested, and further equipped through supply and installation of water storage facility, and secured through palisade fencing. A total number of fifty

(50) temporary jobs were created for local community members through this project.

“Previously we used to fetch water in the river streams and in most instances we would share water with animals in the streams; That has now come to an end because Rand Water Foundation has provided us with boreholes that are yielding purified water that is accessible and safe for drinking,” said a community member. The community further appreciated the valuable work by the Foundation, especially employment opportunities created for local community members.



Enterprise Development



Water Intrigue Services – Business Incubate

Water Intrigue Services (WIS) is a company that specialises in Water infrastructure solutions with a core focus on water conservation and demand management.

“We have been in existence since 2012 and have rolled out projects on behalf of both the public and private sector. Our footprint has been primarily in Gauteng, Northwest and Limpopo. Our challenge as an SMME has always been access to the market in order to grow our business and reach more clients as well as project finance. The COVID19 global pandemic exacerbated our challenges and our operations were greatly affected. We became one of the Rand Water Foundation’s business incubates starting from 2020/2021. The Foundation’s intervention assisted in turning around our business strategy, equipping the business to grow into becoming an asset of value. The business was started purely to ensure that clean water is accessible to everyone in South Africa as well as working on water conservation solutions. The business would like to ensure that every drop of water is used at least twice before it goes to a waste-treatment plant. WIS projects have impacted multiple communities and employees

of commercial organisations. To give a few examples on WIS impact, the business has rolled out projects benefiting community clinics in the North-West, bringing onsite Waste-Water Treatment Plants, and building ablution facilities in clinics. This is in communities that were initially using pit latrines and we all are aware of the dangers of pit latrines. This project brought dignity to the local communities. Lastly as WIS, we have rolled out multiple projects in office parks providing back-up water systems, to ensure that during times of water interruptions, business operations continue as there will be sufficient water supply. We are currently an incubate of the RWF Business Incubation Programme, and looking forward to becoming an enterprise with a competitive edge, and a reliable RWF Water Sanitation and Hygiene (WASH) service delivery partner in maximising communities’ access to clean and safe to drinking water, adequate sanitation further promoting hygienic conditions and creating jobs within communities”, said Tshego Mpete the founder of Water Intrigue Services.

Capacity Building of NGOs

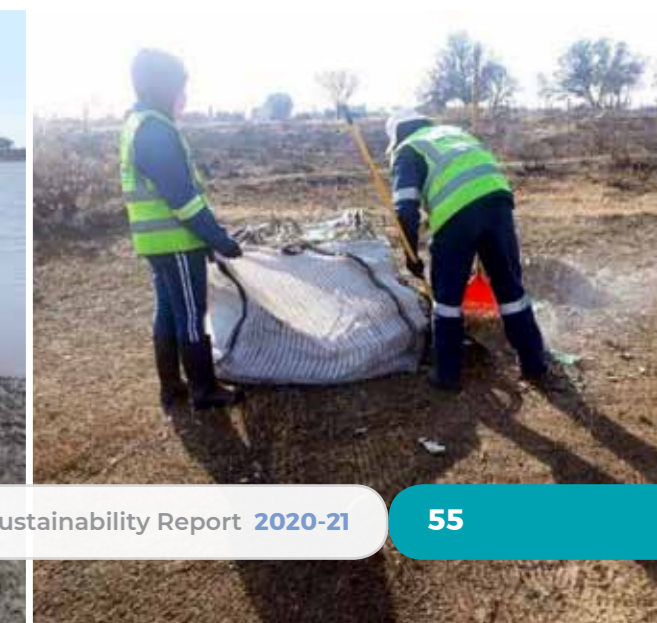


Cleaning of the Vaal Dam

Water is a basic resource that guarantees life of all living beings on the planet. However, its scarcity and pollution cause millions of people to have poor access to this much-needed asset. It was noted that some of the contributing factors of pollution of the Vaal River is dumping of waste on the river banks, algae that is formed on the shores and water that is pumped back to the river from the waste water treatment plants.

This pollution causes Rand Water (RW) to spend much time analysing the quality of water received from the river and huge

amounts of money purifying water before it reaches our taps. Cleaning of the Vaal Dam activity was implemented within the Capacity Building of NGOs through the WASH Service Delivery Partnerships Funding/Grants. A Call for Water, Sanitation and Hygiene (WASH) Service Delivery Partnerships Funding Proposals was advertised on the Rand Water’s website calling for the NGOs to apply to partner with Rand Water Foundation (RWF) in the “Cleaning of the Vaal Dam”. After the assessment and adjudication processes the Rejuvenation Community Trust based in Metsimaholo was identified by the Rand Water Foundation (RWF) to assist with the “Cleaning of the Vaal Dam”. River cleaning activities undertaken include; waste removal, and cutting of the



bushes covering a total of 26 hectares. The waste containers were installed around the river banks to control the littering around the river banks. The project created a total number of twenty-one (21) jobs for local community members. Algae was discovered during cleaning processes, and sampling was done for research purposes. Research was conducted on the different types of the Algae found in the Vaal Dam to check the causes of the Algae, further coming up with sustainable solutions. The project is continuing in this current financial year 2021/2022 to respond to the outcomes of the research conducted.

Above and beyond the long term developmental projects, the Foundation continues to ensure overall community empowerment through among others, support of the NGO sector. In the year under review, the Foundation has supported 34 NGOs. Fourteen NGOs benefitted through grants and twenty through training and development.

34 NGOs supported by the Foundation

14 NGOs benefitted through grants

20 NGOs benefitted through training and development



The project created a total number of twenty-one (21) jobs for local community members.



Rand Water Cares

Adopt-a-Girl Learner Study Support Grant – Kefiloe Tladi – Class of 2017

As she tells a good story on how the RWF Study Support Grant impacted on her life, one of the project beneficiaries Kefiloe Tladi says *“I grew up with passion for reading and writing. This passion fuelled my academic achievements from primary school where I excelled in academics and in cultural activities. These accomplishments afforded me an opportunity to apply for the Ruth First Memorial Trust Jeppe High School for Girls Scholarship, with my former principal’s endorsement. Little did I know that this scholarship initiative would set the tone for the rest of my life. Jeppe High School for Girls is not only aesthetically prestigious, but an environment that offers holistic growth and development for young women from all walks of life. Literally, being a Jeppe Girl and living the Jeppe experience truly shaped my outlook on life and moulded me into the young woman I am today. Jeppe Girls went beyond just academics and cultural activities; but became a place where I improved on my social skills and self-confidence which have since been very beneficial for my career prospects. Furthermore, my foundation for success was made even more secure by ongoing study grant received Rand Water Foundation through the Trust. Rand Water Foundation sponsored my secondary education from Grade Eight (08) till Grade Twelve (12). Not only was I part of the Jeppe family, but I was part of the Rand Water family too.*



Many scholarship students do not have any sort of relationship with their sponsors and that truly makes all the difference. I matriculated in 2017 with a Bachelor’s pass and enrolled at Wits School of Education in 2018 for a Bachelor of Education degree, which I am set to complete at the end of this year. I currently work for an organisation called Boys and Girls Clubs of South Africa as an Academic Facilitator. I have also recently secured employment at Jeppe High School for Girls as a fulltime Educator as of January 2022. Who would have thought that a scholarship that I applied for in Grade Six (06) would help me get my first official full-time job? I am very grateful to Rand Water Foundation for sponsoring my education at a school that has had such a great impact in my academic, social and professional life. I look forward to playing my part in shaping young girls’ lives and I hope Rand Water Foundation will continue to make this possible for many more young girls after me.



Biodiversity & Ecosystems Management

Marievale Bird Sanctuary (Nigel) Wetland Rehabilitation

Rand Water Foundation has been rehabilitating the wetland based at the Marievale Bird Sanctuary in Nigel, within Ekurhuleni Metropolitan Municipality, Gauteng for the past three years. In South Africa, wetlands are referred to as areas that are transitional between aquatic and terrestrial environments, where the water table is usually at or near the surface, and the land is periodically covered with shallow water, supporting vegetation typically adapted to life in saturated soils. Wetlands are classified as water resources, and as such are protected and should not be subjected to pollution or damage.



It therefore remains important that wetlands are conserved through ongoing rehabilitation to ensure that underground water is protected, as wetlands form part of the ecosystems involving water cycling through the environment, continuously replenishing this natural resource. To keep this natural system healthy, RWF has over the years invested in environmental conservation interventions, particularly those aimed at protecting wetlands. The Foundation has in the year under review successfully rehabilitated the Marievale wetland creating a total number of twenty-six (26) temporary jobs for local community members, while on the other hand supporting two (02) Small Businesses. To date the RWF's intervention has restored twenty thousand (20, 000) m³ of wetlands through restoration activities such as repair of gabion structures, plastic coated wire mesh installation, construction of concrete structures and unclogging of ecologs and re-vegetation. Through wetlands rehabilitation, erosion is controlled and water table is raised.

“Working with RWF on the wetlands project is really making a difference in our Marievale informal settlement by creating temporary jobs. Whenever community members see our company's bakkie drive into their community, they know that hunger is going to end because people will be hired and earn a salary, alleviating some their hardships experienced in society” said Lodwich Kose, one of the contractors hired by RWF for the Marievale wetland rehabilitation work.



“*I have learned a highly specialised skill which enables my small business to attract sub-contracts from big companies.***”**

“*Since working in the Wetlands Rehabilitation project with the Rand Water Foundation, I have learned a highly specialised skill which enables my small business to attract sub-contracts from big companies. The experience gained from working with the Foundation stands me in good favour and helps to keep my temporary staff occupied and earning a salary”* said Nicodimus Morifi, a local contractor working on the project. Further indicating that his local employees have also come to appreciate the value of wetlands and play a role of wetland awareness creation within communities, Morifi said. **“Vandalism of wire mesh coverings and pollution of wetlands with solid waste in my area has decreased considerably since**

local people have gained a better understanding of the value of wetlands, especially about how wetlands can preserve underground water and sustain biodiversity dependant on this resource, said Nicodimus.”

It is evident from the wetlands rehabilitation impact study undertaken by RWF during the year under review that wetlands rehabilitation has positive impact on the ecosystems, leaving wetlands healthy with rich natural diversity of plants and animals. Gabions are successfully functioning as filtering systems, removing sediment, and pollutants from water, leaving water on the wetland clear, flowing gently and freely with no algae and debris blocking the ecologs.

Rural Development

Koppies Greenhouse Farming Primary Cooperative Development: Food Security

Koppies Greenhouse Primary Cooperative is one of the Cooperatives driving food security initiatives supported by Rand Water Foundation. **“Our business is excitingly growing. All the seven hydroponic tunnels and two greenhouses are fully operational, with spinach being produced in all tunnels”.** Said the Chairperson of Koppies Greenhouse Primary Cooperative Mme Melato, who further highlighted that the journey of Koppies Greenhouse Farming initiative and Rand Water Foundation is a good story to tell, as the Foundation has been walking this journey with the Cooperative



CASE STUDY

since inception of the project. The Foundation has financially supported this business initiative starting with the surrounding fence, crop production tunnels and greenhouses, through to the construction of the office administrative block, guardhouse, and the parking lot. **“As the Cooperative, we value this empowerment of our community by Rand Water Foundation”.** Continues Mme Melato. **“In the year under review, the Foundation funded construction of two additional greenhouse structures, optimising crop production, further translating into the project revenue growth through increased profit. The business continues to create jobs for local community members, and as the Cooperative we are enjoying business support from the community, and we continuously supply local vendors with our fresh spinach produce driving food security in society, and at the same time growing our markets”.** **“Currently we supply spinach to three local schools, an Old Age Home in Parys, Vanderbijlpark Spar and local vendors in Koppies, Parys, Vanderbijlpark, Sasolburg and Hebron”.** Demand is growing as local schools’ feeding schemes request supply of variety of vegies’, and we are looking into possible ways of expanding in that regard. Concluded Ms. Melato. The Rand Water Foundation continues to mobilise resources, exploring partnerships and collaboration with other key stakeholders for resources leveraging, business sustainability and impact maximisation.

12. Our Resources

Our Employees

The Foundation has 30 full-time positions all of which were filled at the end of the reporting period (2019:25). All our full-time employees are African of which 18 (2019:15) (58%) are women. One employee lives with a disability.

RWF employs a number of community members on a temporary basis for a period of three to five years. These temporary employees are employed at project level and receive a monthly salary with some benefits such as UIF and leave.

During the reporting period a total of 2 675 (2019: 2 811) temporary short-term jobs were created for periods ranging between 3 - 12 months. In terms of RW policy managers may not be affiliated with unions. All our other fulltime employees are members of SAMWU or AMCU.

We commit to continue responding to your development needs through positive engagements, high standards and sustainable service delivery.



Staff Component 2020-21

Occupation Level	Male				Female				Total	Number				%			
	African	Col	Indian	White	African	Col	Indian	White		ACI	Females	Disability	Foreign	ACI	Females	Disability	Foreign
Board (Non Executive Directors)	3	0	0	0	3	0	0	0	6	6	3	0	0	100	50	0	0
Senior Management/ Executive Director	0	0	0	0	1	0	0	0	1	1	1	0	0	100	100	0	0
Specialist or Middle management	2	0	0	0	4	0	0	0	6	6	4	0	0	100	66.67	0	0
Specialist or Middle management	0	0	0	0	0	0	0	0	0	0	0	0	0	100	100	0	0
Technical worker or Junior management	3	0	0	0	2	0	0	0	5	5	2	0	0	100	40	0	0
Technical worker or Junior management	3	0	0	0	3	0	0	0	6	6	3	0	0	100	50	0	0
Technical worker or Junior management	2	0	0	0	4	0	0	0	6	6	4	1	0	100	66.67	16.67	0
Total	13	0	0	0	17	0	0	0	30	30	17	1	0	100	58	4	0

Employee Wellness

As RWF we align to the Employee Wellness Policy of Rand Water.

Employee Wellness Interventions/Services are:



Preventative in promoting a culture of wellness among employees.



Proactive in anticipating problems which might arise and addressing them.



Curative and rehabilitative in addressing problems which have occurred and are affecting the performance of employees.



Re-integrative in assisting employees into the business of Rand Water and the Foundation.

Aligned to the business of Rand Water and the Foundation, the interventions are needs driven, and targeted to contribute to the enhancement of the high-performance culture.

Financial Overview

Our funding model

Since RWF is a subsidiary of a public entity, in terms of the PFMA, it is required to comply with this Act. Compliance is one of the key business issues that the directors of the Rand Water Foundation manage and monitor. Non-compliance with the PFMA is viewed in a serious light and is dealt with in terms of the company's processes.

The main source of funding for the Foundation is Rand Water. As of the 2020/2021 financial year the model of funding changed to be a Developmental Needs Based Funding model. This model changed from previous model whereby the RW provided funding for an amount equalling up to 5% of net profit after tax (NPAT) of the previous financial year.

The RW allocation covers all operational expenses, with the remainder being used for project funding.

Between 75%-90% of project funding is covered by the RW allocation. The remaining portion of project funding is provided by funding partners (including sponsoring partners who do not participate in project management and participating partners who do participate in project management to a larger or lesser degree).

On-going funding for projects is only provided on an exceptional basis and only when it is clear that exiting the project will jeopardise its sustainability.

Financial Performance

In 2020/21, we received revenue of R 92 186 823 by means of contributions from Rand Water and other funders. This represents a significant increase of R 7 391 966 compared to the previous financial year. This increase is due mainly to the increased funding received from Rand Water.

Sources of funding:

Figures in Rand	2020-21	2019-20	2018-19	2017-18
Rand Water – operating expenses	25 811 854	22 903 962	21 843 085	18 969 131
Project funding – total	65 902 642	61 890 899	40 778 128	57 192 599
Rand Water – projects	59 358 278	56 605 357	37 245 163	43 868 514
Gauteng Department of Agriculture & Rural Development (GDARD)	1 552 199	1 200 666	-	813 000
Independent Development Trust (IDT)	819 724	2 072 313	1 148 685	1 663 392
Department of Water and Sanitation	-	-	1 246 200	692 005
Department of Environment, Fisheries and Forestry (DEFF)	1 780 425	659 159	-	2 762 509
City of Tshwane Metropolitan Municipality	-	-	-	7 393 179
South African Breweries	-	-	-	-
DWS: Sharpeville Project	-	1 353 400	1 138 080	-
Gauteng Department of Education - Gauteng Education Development Trust	2 864 343	-	-	-
Total	92 186 823	84 794 857	62 621 213	76 161 73

During 2020-21, the project funding indicated above was utilised as follows::

Project name: 2021	RW	IDT	GDARD	DFFE	GDET	TOTAL
Municipal Support: Operations and Maintenance of Wastewater Treatment	3 710 315	-	-	-	-	3 710 315
Water Harvesting	3 341 009	-	-	-	-	3 341 009
Household Sanitation – Bucket Eradication	1 907 026	-	-	-	-	1 907 026
School Sanitation and Water Supply	5 742 756	-	-	-	-	5 742 757
Rural Communities Water Supply	2 535 709	-	-	-	-	2 535 709
Business Incubation	3 609 893	-	-	-	-	3 609 893
Business Partnerships Development	5 814 159	-	-	-	-	5 814 159
Service Delivery Partnerships Funding/Grants	5 281 813	-	-	-	-	5 281 813
Training and Development of NGOs	1 759 197	-	-	-	-	1 759 197
Clearing of Alien Vegetation/Invasive Plants	629 440	-	-	1 780 425	-	2 409 865
EPWP Land Care Job Opportunities Programme	926 287	819 724	-	-	-	1 746 011
Programme Impact Study	689 287	-	-	-	-	689 287
School Resources and Media Centre	3 570 187	-	-	-	-	3 570 187
Adopt-A-Learner Study Support Grant	936 000	-	-	-	-	936 000

Project name: 2021	RW	IDT	GDARD	DFFE	GDET	TOTAL
Agricultural Cooperatives Development: Food Security	2 957 737	-	-	-	-	2 957 737
Rural Communities Water Supply - Non footprint	447 465	-	-	-	-	447 465
Domestic Water Leaks Repairs - Water Demand Management & Conservation	14 000 000	-	-	-	-	14 000 000
Construction of ECD Mobile Classrooms	-	-	-	-	2 864 343	2 864 343
Isigayo Milling	-	-	1 079 869	-	-	1 079 869
Pink Drive	1 500 000	-	-	-	-	1 500 000
Subtotal	59 358 280	819 724	1 079 869	1 780 425	2 864 343	65 902 642

Project funding received is only recognised as revenue in the financial statements in the year when it is spent. Unspent project funding received is accounted for as deferred income. On 30 June 2021 we had accumulated a total of R 2 475 575 (2021: R 4 588 671) deferred income, a decrease of R 2 113 096 from 2020. The sustained decrease of deferred contributions over the past four years is an indication that funds are being used as and when the appropriate opportunity and project arises.

Deferred contributions (unspent project funds)

Figures in Rand	30/06/2021	30/06/2020	30/06/2019	30/06/2018
South African Breweries Limited	110 323	110 323	110 323	110 323
Gauteng Department of Education (GDE)	10	2 864 353	2 864 353	2 864 353
Gauteng Department of Agriculture & Rural Development (GDARD)	203 343	1 283 212	2 483 878	2 956 208
DWS Ministerial Charity funding	129 481	129 481	129 481	1 375 681
Department of Environment, Forestry and Fisheries (DEFF)	251 706	174 174	-	252 107
Air Traffic and Navigation Systems (ATNS)	100 000	-	-	-
Rand Water (RW)	1 653 584	-	-	-
Independent Development Trust (IDT)	-	-	-	37 363
Rand Water (DWS)	27 128	27 128	375 284	375 284
Total	2 475 575	4 588 671	5 963 319	7 971 318

Statement of Financial Performance for the year ended 30 June 2021

Figures in Rand	2020-21	2019-20	2018-19	2017-18
Revenue	92 186 823	84 794 857	62 621 313	76 161 730
Operating expenses	(92 367 574)	(85 143 322)	(63 184 144)	(76 839 241)
Reversal of provision for VAT receivable	-	-	-	-
Operating (deficit)/surplus	(180 751)	(348 486)	(562 931)	(677 511)
Finance income	180 751	348 486	562 935	678 677
Finance costs	-	-	(4)	(1 166)
Total comprehensive (deficit)/surplus for the year	-	-	-	-

Statement of Financial Position as at 30 June 2021

Figures in Rand	30/06/2021	30/06/2020	30/06/2019	30/06/2018
Assets				
Non-current Assets				
Property, plant and equipment	75 625	96 425	117 226	141 807
Current Assets				
Trade and other receivables	9 016 197	12 945 138	2 384 653	6 410 449
VAT receivable/(payable)	-	-	-	-
Cash and cash equivalents	7 271 275	6 219 515	7 401 958	9 310 085
	16 287 472	19 164 653	9 786 611	15 720 534
Total Assets	16 363 097	19 261 078	9 903 837	15 862 341
Equity and Liabilities				
Equity				
Accumulated surplus	-	-	-	-
Liabilities				
Non-current Liabilities				
Deferred contributions	-	4 588 671	5 963 319	7 971 318
Current Liabilities				
Trade and other payables	12 915 250	13 121 235	3 714 774	7 539 844
Deferred contributions	2 475 575	-	-	-
VAT payable	972 271	1 551 172	225 744	351 179
	16 363 096	14 672 407	3 940 518	7 891 023
Total Liabilities	16 363 096	19 261 078	9 903 837	15 862 341
Total Equity and Liabilities	16 363 096	19 261 078	9 903 837	15 862 341

13. GRI Content Index

This table sets out how the GRI Standards Reporting Framework has been applied across our 2020/2021 Sustainability Report. This sustainability report has been prepared in accordance with the GRI Standards: Core Option.

		Page Number
GRI 102: General Disclosures – Organizational Profile		
102-1	The name of the organisation.	Front Cover
102-2	The organizations' activities, primary brands, products, and services.	3
102-3	The location of the organisation's headquarters.	13
102-4	The number of countries where the organisation operates.	1
102-5	The nature of ownership and legal form.	13
102-6	The markets served.	13
102-7	The scale of the organisation.	60 – 61
102-8	The total number of employees by employment contract and gender.	60
102-9	The organization's supply chain.	None included
102-10	Significant changes to the organization's size, structure, ownership, or supply chain.	12
102-11	Whether and how the organization applies the Precautionary Principle or approach.	42
102-12	A list of extremely-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.	None
102-13	A list of the main memberships of industry or other associations, and national or international advocacy organizations.	None

	Page Number	
GRI 102: General Disclosures – Strategy		
102-14	Statement from the CEO.	2 – 4
102-14	Statement from the Chair of the Board.	6 – 8
GRI 102: General Disclosures – Ethics and integrity		
102-16	The organization’s values, principles, standards, and norms of behaviour.	15
GRI 102: General Disclosures – Governance		
102-18	The Governance structure of the organisation, including committees of the highest governance body.	27-35
GRI 102: General Disclosures – Stakeholder Engagement		
102-40	A list of stakeholder groups engaged by the organization.	38
102-41	The percentage of total employees covered by collective bargaining agreements.	60
102-42	The basis for identifying and selecting stakeholders with whom to engage.	37
102-43	The organization’s approach to stakeholder engagement.	36
102-44	Key topics and concerns that have been raised through stakeholder engagement.	Discussed as part of the projects
GRI 102: General Disclosures – Reporting Practice		
102-45	The reporting organization shall report a list of all entities included in the organization’s consolidated financial statements or equivalent documents.	12
102-46	An explanation of the process for defining the report content and the topic Boundaries.	40
102-47	A list of the material topics identified in the process for defining report content.	40
102-48	The effect of any restatements of information given in previous reports, and the reasons for such restatements.	12
102-49	Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	12
102-50	Reporting period for the information provided.	12
102-51	If applicable, the date of the most recent previous report.	12
102-52	Reporting cycle.	12
102-53	The contact point for questions regarding the report or its contents.	12
102-54	The claim made by the organization, if it has prepared a report in accordance with the GRI Standards.	12
102-55	The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report.	68
102-56	A description of the organization’s policy and current practice with regard to seeking external assurance for the report.	12

	Page Number	
GRI 201 – Economic Performance		
GRI 103	Explanation of the material topic and its Boundaries and Management Approach.	41 – 42
GRI 203 – Indirect Economic Impacts		
GRI 103	Explanation of the material topic and its Boundaries and Management Approach.	41 – 42
203-2	Significant indirect economic impacts – our projects.	45 – 59
GRI 405 – Diversity And Equal Opportunities		
GRI 103	The Governance structure of the organisation, including committees of the highest governance body.	60
405-1	A list of stakeholder groups engaged by the organization.	61

Notes

