ON THE MOVE

SECOND EDITION

MAP WATER

Leaders In Water Provision

Topics

Monthly Activities

Executive Interview:

We asked our Acting Executives Key Questions About Their Departments.

"A leadership perspective on Progress, challenges, and transformation at MaP Water."

Mr. T.L. Mkaza - **Acting Chief Executive Officer**

1. You have been Acting CEO for two months now — what was your immediate priority when stepping into the role?

Upon assuming the role, my immediate priority was to stabilize the organization by understanding internal dynamics, including power structures and stakeholder relationships. I conducted a comprehensive environmental scan, which highlighted gaps in leadership, misaligned reporting structures in the operations department, and general inefficiencies. These insights guided the strategic path forward.

2. What were the key aspects of the organisational re-engineering strategy introduced during your acting term?

The re-engineering strategy focused on four key areas:

- Addressing structural dysfunction: Employees at various post levels (9, 6, 8) were reporting to a post level 4 manager, leading to operational confusion and inefficiencies.
- Implementing democratic leadership: I engaged personally with 80% of employees, adopting a handshake protocol to build trust, show dignity, and establish workplace equality.
- Re-aligning the organization with its mandate: We moved from a simple restructuring to a complete re-engineering, based on the principle that structure follows function, and function follows strategy.
- Enhancing employee wellness and inclusion: Staff were brought into the process, boosting morale, restoring purpose, and creating a sense of ownership.

3. How has your leadership approach helped stabilise operations during this transitional period?

My leadership has been people-centred and visible. From my first staff meeting where I personally greeted all employees, I set a tone of inclusion, respect, and transparency. By being physically present, responding to weekend emergencies, and listening to staff, I was able to rebuild trust. Immediate concerns were addressed—such as initiating the procurement process for safety clothing after discovering that an elderly employee was wearing a torn uniform.

Recognized unions were engaged in line with labor legislation to support operational harmony.

4. What progress has been made towards regaining the Blue and Green Drop certification?

While challenges remain, critical progress has been made:

- No reported water contamination or child hospitalizations occurred during the acting period.
- Compliance efforts were strengthened despite staffing shortages.
- Engagements with the Department of Water and Sanitation were reestablished.
- Internal assessments and improvements are ongoing to prepare for audit readiness.

5. How have you worked to rebuild public and stakeholder confidence in MaP Water?

The Water and Sanitation Portfolio Committee was reactivated, and strategic partnerships were rebuilt with key stakeholders such as Vast Central and the DWS. Community engagement was intensified, including direct councillor visits and open availability for public concerns. A communication turnaround strategy was launched to challenge negative narratives and reinforce operational progress.

Key Action Points:

- Commission a report on infrastructure vandalism and non-compliance
- Pursue a commercial water bottling venture
- Implement sludge sales for wastewater treatment
- Continue narrative change campaign to oppose disestablishment
- Establish a permanent representative from Vast Central for collaboration.

6. What challenges have emerged in implementing rapid institutional changes, and how have you addressed them?
Major challenges included:

- A critical staffing shortage, with only 265 employees serving around 630,000 people.
- Revenue constraints, with full dependency on municipal funding delaying urgent infrastructure repairs like the 900mm pipe burst in Pita Chava.
- Infrastructure vandalism, including illegal water resale through broken hydrants.

To address these, commercial ventures such as water bottling and wastewater sludge sales are being proposed to generate independent revenue and improve service reliability.

7. What legacy do you hope to leave behind at the end of your acting term?

I hope to leave behind a legacy of hope, restored discipline, and strategic clarity. By beginning the process of structural re-engineering and shifting the narrative from dysfunction to reform, my goal is to reposition MaP Water as a sustainable, respected public utility that values its workforce and serves its communities with dignity.

8. What are your top recommendations for sustaining momentum beyond your acting period?

- Finalize and implement the full organizational re-engineering plan.
- Continue revenue diversification through commercial water bottling and sludge treatment.
- Invest in staff recruitment, training, and development (none of which has happened since 2017).
- Sustain strong stakeholder communication and preserve the democratic leadership approach introduced.

Message to his staff:

"Take time for self-introspection. Mend your work relationships and strive for growth—both personally and professionally. We all play a part in improving our workplace and service delivery."

Mr. K. Bodibe - **Acting Executive Manager: Corporate Services**

We asked our Acting Executives Key Questions About Their Departments.

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Key Action Points:

- Consult with unions and review HR policies
- Resume internal filling of critical posts
- Strengthen staff wellness and internal communication
- Support Blue/Green Drop compliance through HR readiness
- Foster collaboration and stakeholder engagement.

1. What state did you find the Corporate Services division in when you began?

- The division had experienced over eight years without senior leadership. This led to weakened accountability, policy gaps, and poor organizational discipline. Many critical functions were uncoordinated and lacked oversight.

2. What interventions have been made to improve staff morale and organizational culture?

- Employee wellness programs were launched, including access to psychologists and medical
- professionals. Staff were also involved in the re-engineering process, helping restore morale,
- engagement, and a sense of purpose.

3. What HR and compliance actions have supported the re-engineering process?

- being reviewed and aligned with new laws, including
- changes like paternity leave. Roadshows and workshops are being used to communicate these updates.

4. How has Corporate Services contributed to Blue/Green Drop readiness?

- Although water quality remains good, the institution struggles with compliance due to plant maintenance issues and staffing shortages. The moratorium on filling vacancies has impacted the ability to meet national standards.

5. How have you improved internal communication and staff engagement?

- The Communication Unit was revitalized. A classified stakeholder database was created, and internal communication procedures were strengthened. Live videos and updates now provide real-time feedback and enhance transparency.

6. What labor risks have been identified, and how are they being addressed?

- The main risk is staffing shortages caused by the hiring moratorium.

7. How are you strengthening collaboration between departments?

- Regular interdepartmental engagements and shared planning processes are underway. Skills development is also being revived to support functional integration and teamwork across all departments.

8. What people-focused systems do you hope to institutionalize?

- Mr. Bodibe, together with the Acting CEO, is pursuing partnerships with local TVET colleges and universities to offer staff development programs tailored to institution institutional needs. These initiatives aim to build a competent and future-ready workforce.

His Message to staff members:

"Take time for self-introspection. Mend your work relationships and strive for growth—both personally and professionally.
We all play a part in improving our workplace and service delivery."

Ms. M. Molaba - Acting Executive Manager Operations

We asked our Acting Executives Key Questions About Their Departments.

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Key Action Points:

- Accelerate the filling of critical vacancies in the Operations Unit to reduce repair delays and improve compliance.
- Replace or refurbish aged and failing infrastructure to improve supply stability and reduce service interruptions.
- Strengthen collaboration with stakeholders to fast-track infrastructure improvements and resource mobilization.
- Secure financial support for essential tools, materials, and operational resources.
- Align all operational processes with SANS 241 to ensure consistent water quality compliance.
- Finalize and implement Standard Operating Procedures (SOPs) and Operation & Maintenance Plans across all zones.
- Invest in alternative energy sources and emerging water technologies to increase system efficiency and resilience.
- Maintain regular monitoring of water sources to enhance disaster preparedness and ensure early detection of risks.

1. What were the key operational challenges when you assumed office?

A high vacancy rate, resulting in non-compliance and prolonged repair times due to inadequate team capacity.
Old and debilitated infrastructure, contributing to intermittent water supply and frequent breakdowns.
Financial constraints, which directly affect the availability of essential equipment, materials, and tools of trade across the operational space.

2. What actions have been taken to improve service delivery in the short term?

Collaboration with relevant internal and external stakeholders has been prioritized to enhance process efficiency and drive infrastructure upgrades. This teamwork approach ensures quicker responses and broader support in tackling service challenges.

3. How are you addressing technical issues linked to Blue/Green Drop compliance?

The Blue, Green, and No Drop certification programs are regulatory measures guided by the Water Services Act, aiming to assess and improve the quality of drinking water and wastewater systems. These programs require comprehensive technical and financial support and are rooted in holistic performance assessments. The Operations Unit is aligning its technical support structures accordingly to contribute meaningfully toward achieving and sustaining compliance.

4. What infrastructure or maintenance work has been prioritised?

A coordinated approach has been adopted, recognizing that all aspects of water and sanitation provision are interlinked and equally important. Maintenance planning is being structured to ensure no critical component is overlooked in the delivery chain.

5. How is your unit ensuring compliance with water quality standards?

- By implementing all measures required under the South African National Standard (SANS) 241, which governs drinking water quality in South Africa. Compliance includes regular water quality monitoring, testing, and reporting to ensure safe and reliable water supply to communities.

6. What strategies are in place to improve system reliability and disaster preparedness?

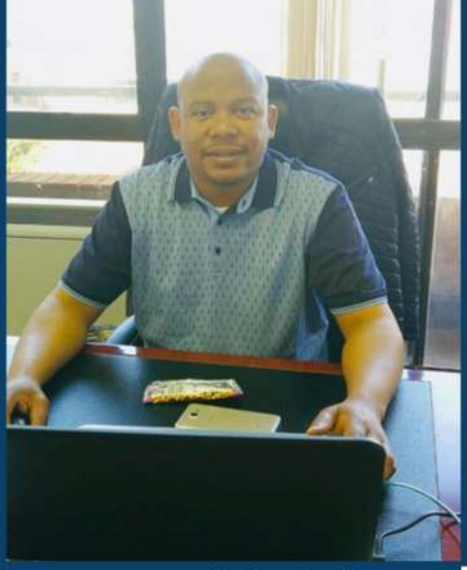
- Development and implementation of Standard Operating Procedures (SOPs).
- Creation of Operation and Maintenance Plans for infrastructure stability.
- Close monitoring of all water resources to enable early detection of potential failures and improve response times.

7. How can water production and distribution be made more efficient?

- Efficiency can be improved by:
- Replacing and upgrading aged infrastructure, which frequently breaks down and limits productivity.
- Investing in alternative energy sources and modern technologies to reduce operational downtime and improve energy reliability.

Her message to the OPERATIONS teams working on the ground:

"The entity's ability to provide quality water services to the community of Maluti-a-Phofung has been realised through your dedication and hard work — your efforts are valued. "
"We should always remember that our collective strength lies in our ability to work collaboratively."



Ms. T. Moses -Chief Financial Officer

We asked our Acting Executives Key Questions About Their Departments.

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Key Action Points:

· Align budget planning with strategic goals to support long-term sustainability.
· Strengthen collaboration with the parent municipality to improve revenue collection.
· Finalize institutional financial assessments to support the re-engineering process.
· Ensure continuous compliance with laws, regulations, and policies to maintain audit readiness.
· Enhance internal controls, financial reporting standards, and fraud prevention measures.
· Prioritize funding for water quality compliance and infrastructure requirements tied to Blue/Green Drop status.
· Support the R2.1 billion intervention program with sound financial oversight and stakeholder coordination.
· Sustain business planning with multi-year budget commitments for financial stability.

1. What urgent financial interventions did you prioritize upon appointment?

My priority was to stabilize the entity's financial maturity and sustainability by aligning the annual budget with the strategic objectives of the organization. Responsible financial management means effectively balancing investment, savings, and expenditures, while understanding core financial principles. It also involves setting long-term financial goals and remaining disciplined in reaching them.

2. What strategies have you introduced to improve revenue collection and address financial constraints?

Improving revenue collection is a shared responsibility between MaP Water and the parent municipality. Despite the challenging economic environment faced by our clients, we have implemented several strategies aimed at enhancing revenue collection. This includes stronger collaboration, improved billing practices, and exploring alternative income sources.

3. How is the finance unit supporting the re-engineering of MaP Water?

Finance is playing a critical role in the institutional assessment process, which evaluates whether the current organizational structure is aligned with our strategic purpose.

We're assessing whether we have the right mix of skills and capabilities to meet our goals and whether the current human capital is sufficient to support the re-engineering objectives.

4. Can you share progress on financial reporting, audit readiness, and budget control?

We are ensuring that all relevant laws, regulations, and internal policies are followed at all times. This enables improved financial reporting, maintains audit readiness, and supports budget discipline. Regular monitoring and compliance checks are in place to support a clean audit outcome.

5. What financial controls have been introduced to improve transparency and accountability?

We've introduced and strengthened precise financial policies, supervision systems, and internal control mechanisms to enhance accountability. These include:
· Implementation of strict financial reporting standards,
· Internal audits for control checks, and
· Pre-emptive measures to mitigate fraud and ensure responsible financial oversight.

6. What risks could threaten the Blue/Green Drop status from a financial perspective, and how are you managing them?

To support compliance with the Water Services Act, the entity must allocate adequate financial resources. Failure to fund technical requirements may compromise our ability to meet Blue and Green Drop standards. We are working to ensure that budget planning prioritizes the requirements for compliance and infrastructure maintenance.

7. How is Finance supporting the ministerial intervention investment program?

- Finance is ensuring coordination and alignment with all stakeholders involved in the intervention. We are facilitating transparent financial tracking and reporting to support the successful implementation of the ministerial-funded projects.

8. What foundations have you laid for long-term financial sustainability?

The foundations for long-term financial health are captured in our Business Plan, which is supported by multi-year budget allocations from our parent municipality. These allocations ensure the entity's strategic initiatives are resourced and that we remain financially stable and growth-oriented.

Wellness Department Hosts Transformative Debriefing Sessions

The MAP Water Wellness Department recently organized a powerful two-day debriefing session in partnership with a team of professionals from Mondia Dihlabeng Hospital. The sessions began in Harrismith on 25 June 2025, followed by a second day in QwaQwa, where ***Acting CEO Mr. Mkaza officially opened the event.***"I'm excited about what is beginning to happen," said Mr. Mkaza. "It can't be business as usual—we need to change the way we do things." He emphasized the importance of creating meaningful change for all employees and expressed full support for the program. He also committed to reviving similar initiatives in the future and highlighted the need for financial management training to help employees handle money wisely. "As an employer, it is my responsibility to ensure that my employees are healthy," he added.

Key Topics Covered by Mondia Dihlabeng team

The sessions addressed several critical areas affecting employee well-being:

1. Hurting in Silence

Many employees come to work emotionally wounded.
Hurt people often struggle with low self-esteem and lack of confidence. Hurt people often struggle with low self-esteem and lack of confidence.
Emotional pain can silently affect productivity and morale.

2. The Importance of Self-Care

Participants were reminded to reconnect with things they once loved.
Losing interest in life's joys is a sign of emotional impact.
Self-care is not selfish—it's essential.

3. Understanding Impact

Impacted individuals may struggle to make sound decisions.
Poor decisions can lead to regret, chaos, and disconnection.
Emotional strain at work often spills over into home life.

4. Toxic Environments

A toxic workplace breeds toxic behavior.
When departments become toxic, roles and responsibilities are neglected.
Acknowledging that "I am not okay" is the first step toward healing.

Moving Forward Together

Water & Sanitation Awareness Campaign Launched

The Communications Unit has launched a dynamic Water and Sanitation Awareness Campaign across various communities within the MAP Local Municipality.

As part of this initiative, the team visited schools, clinics, and luncheon clubs to engage directly with residents and raise awareness on:

- Water conservation.
- Personal hygiene practices.
- Safe sanitation habits.

The core objective of the campaign is to encourage long-term behavioral change and help communities understand the crucial role of clean water and proper sanitation in preventing disease and enhancing public health.

Key Findings from the Field:

- Ongoing water shortages in several areas
- Sewage spillages affecting health and the environment
- Continued reliance on water tankers for emergency supply.

All community queries and service-related concerns were formally recorded and reported to the relevant departments. Feedback will be provided in due course, and follow-up visits are being considered to monitor progress and build trust with stakeholders.

- This campaign affirms MAP Water's role as "Leaders in Water Service Provision" through active engagement and public education.

What we Shared with the Community

Key messages from our Awareness Campaign engagements.
Every drop counts – at work and at home.

Water Saving Tips:

· Turn off taps while brushing teeth or scrubbing hands.
· Fix leaking taps and report pipe bursts immediately.
· Use a bucket instead of a hose when cleaning.
· Only wash full loads of laundry Encourage others to reuse greywater for gardens or flushing.

Sanitation Care Tips

Good sanitation protects everyone
· Never flush foreign objects like wipes, sanitary items, or plastic
· Report sewer blockages or overflows immediately
· Keep manhole covers in place and clear of debris
· Avoid dumping fats or chemicals into sinks or toilets
· Wash hands thoroughly after using the toilet or handling waste

EYE ON IT

Observations from the Ground
During the rollout of the Water and Sanitation Awareness Campaign, several common challenges were consistently raised by community members:

· Water shortages in certain areas due to low supply and infrastructure strain

· Sewage spillages affecting health and environmental conditions

· Ongoing reliance on water tankers, especially in high-lying zones

All these issues have been officially logged and reported to the relevant departments for action. Feedback will be provided in due course, and further engagements are planned to monitor resolution and reinforce accountability.

Community Engagement Spotlight

Qholaqhwe Village: Ongoing Water Challenges

As part of our continued commitment to community engagement, the MAP Water Communications Unit recently attended a community meeting in Qholaqhwe, where residents raised longstanding concerns about water access.

What Was Agreed

To address the crisis, the following action plan was agreed upon with community representatives:

- Request Bulk Water Operations to fill the Qholaqhwe reservoir to 100% capacity again.
- Once the reservoir is full, Operations, Network Services, and Bulk teams will return to conduct a comprehensive technical investigation.
- The goal is to uncover why high-lying zones remain dry and to explore long-term, permanent solutions.
- Residents will be kept informed throughout the process, and feedback loops will be prioritised.

Why This Matters

- Water is a basic human right and essential for dignity, health, and development. The case of Qholaqhwe reflects broader challenges in infrastructure and distribution that MAP Water is committed to resolving through:
- Interdepartmental collaboration.
- Technical assessment.
- Transparent community communication.
- Restoring trust through consistent service delivery.

What we Shared with the Community

Next Steps

The investigation will be coordinated once the reservoir reaches 100%
. A team site visit involving the Bulk, Network, and Operations managers will follow to:
· Analyse flow, pressure, and elevation issues
· Assess infrastructure conditions
· Determine potential upgrades or redirection of supply
Propose a solution that can restore regular access to water for all residents, including high-lying areas.

Closing Note

The Qholaqhoe visit reminded us why we do what we do — to ensure that no household is left behind. With teamwork and accountability, we aim to turn this crisis into an opportunity for long-term service restoration.

Reported by the Communications Unit

Engagement Date: 12TH JUNE 2025
For internal follow- 058 492 0600

EYE ON IT

What We Observed
Residents of Qholaqhwe shared their experiences, revealing that:

· Some households have not received piped water for over 7 years, while others have been without supply for several months.

· The Makwane Water Treatment Plant supplies the area, yet the community remains dry, even when the local reservoir is at 100% capacity.

· The last notable water supply occurred briefly in 2022, when water reached households for a single day — however, it was reportedly discoloured and unusable.

This ongoing situation continues to impact health, sanitation, and the daily lives of families in the area.

EDUCATIONAL TOUR

On 6 June 2025, 385 eager learners from Grade 1 to Grade 7 at Tabola Primary School, accompanied by 14 dedicated teachers, took part in an eye-opening educational excursion to Fikapatso and Makwane Water Treatment Plants.
This awareness visit, organized by the Communications Unit, aimed to teach learners about water purification processes and the value of clean, safe water in everyday life.

What we Shared with the Community

Next Steps
The investigation will be coordinated once the reservoir reaches 100%
. A team site visit involving the Bulk, Network, and Operations managers will follow to:
· Analyse flow, pressure, and elevation issues
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HR ROADSHOW

HR Roadshow Summary

The Human Resources Department successfully conducted a roadshow from 27 May to 09 June 2025, focusing on key areas such as the Code of Conduct, employee wellness, and the HR Employee Survey.

- During the roadshow, employees were also encouraged to update their personal files, including submitting or revising documents such as:
- Beneficiary nomination forms
- Marriage certificates
- Academic qualifications

This initiative aimed to enhance awareness, promote compliance, and ensure accurate HR records across the organization.

Sanitation Care Tips

Good sanitation protects everyone:
· Never flush foreign objects like wipes, sanitary items, or plastic
· Report sewer blockages or overflows immediately
· Keep manhole covers in place and clear of debris
· Avoid dumping fats or chemicals into sinks or toilets
· Wash hands thoroughly after using the toilet or handling waste

TWO -DAY INFRUSTRUCTURE TOUR

Maluti-a-Phofung Water (SOC) Ltd successfully conducted a two-day infrastructure tour led by the Acting CEO, Executive Management, and the Portfolio Committee. The purpose of the tour was to familiarise leadership with the entity's key water and sanitation infrastructure, assess the operational condition of sites, and engage directly with site personnel.

The tour, which emanated from the Portfolio Committee meeting, covered critical facilities including water treatment plants, wastewater treatment works, and pump stations across Qwaqwa, Harrismith, and Kestell. Some of the major sites visited were Fikapatso and Makwane Water Treatment Plants, Clubview Sewer Pump Station, Dr Limpho Letshela Water Treatment Plant, Wilge Waste Water Treatment Plant, and various pump stations in Tshiame and Kestell.

Key observations highlighted operational strengths in some areas, as well as challenges such as ageing infrastructure, energy dependency, and pressure inconsistencies. The tour also enabled cross-departmental collaboration and real-time issue identification for future interventions.
infrastructure, energy dependency, and pressure inconsistencies. The tour also enabled cross-departmental collaboration and real-time issue identification for future interventions.

live coverage was shared via Facebook in selected areas, while on-site visuals and staff interactions were documented for internal reflection and reporting.

A detailed feedback report from the Acting CEO and the Chairperson of the Portfolio Committee will be shared with all staff by next week Wednesday.

#MAPWater #LeadershipOnTheGround #InfrastructureTour #ServiceDelivery #WaterForAll

DAY ONE - WATER AND SANITATION INFRASTRUCTURE TOUR

SUCCESSFUL INFRASTRUCTURE TOUR 04 – 05 June 2025

Maluti-a-Phofung Water successfully conducted completion of a two-day Site Visit Tour to key water and sanitation infrastructure across Qwaqwa, Harrismith, and Kestell.

The tour was led by the Acting CEO, Executive Management, and Portfolio Committee Members, the tour provided first-hand insights into the condition, functionality, and challenges of MaP Water's treatment plants and pump stations.

The delegation engaged with on-site teams, assessed operations, and identified priority areas for improvement and collaboration across departments.

Some highlights were shared LIVE on Facebook, and a gallery of images and videos is available below to reflect on the work being done to secure sustainable service delivery.

Thank you to all teams who ensured the success of the tour, especially the Operations, Water Quality, and Support.

DAY TWO - WATER AND SANITATION INFRASTRUCTURE TOUR

WHAT'S NEXT?

- Site visit reports under review.
- Issues logged for follow up.
- Priority actions to be defined.
- Departmental feedback and plans to follow.

Facilitated By Communications

Massage from Communications Unit:

As we continue to serve our communities, let's remember that every effort counts — from field teams to support staff. Thank you for your dedication, creativity, and teamwork across all departments.
Let's keep the momentum going as we build a culture of transparency, accountability, and service excellence.

"Together, we move. Together, we serve. Together, we grow."

communications@mapwater.co.za

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Instagram

WhatsApp Channel

@MAPWaterOfficial

Monthly Picks

INSIDE MAP WATER

- Recognizing Great Moments and People
- June 2025
- TEAM EFFORT OF THE MONTH:
- The joint coordination between Operations and Communications during the Wilge WTP recovery showcased teamwork and resiliencee under pressure.

WELLNESS HIGHLIGHT:

- Staff portication in the two-day debriefing sessions showed strong commitment to emotional and mental wellbeing.

MESSAGE THAT STOOD OUT:

- "As an employer, it is my responsibility to ensure that my employees are healthy."

- **Mr. T. L. Mkaza, Acting CEO CELEBRATING STAFF:**
- Happy birthday to all June celebrants! Your presence makes MaP Water better every day.

Upcoming Events

20TH Celebration

Maluti-a-Phofung Water will mark its 20th Anniversary in November, celebrating two decades of service delivery and community impact.

Mandela day

In honour of Mandela Day, staff will dedicate their 67 minutes to acts of service, promoting water conservation and community upliftment..

Water & Sanitation Road Show.

A water and sanitation awareness roadshow is being rolled out across Maluti-a-Phofung LM wards, engaging communities on sustainable water use and hygiene practices

DON'T FORGET:

- **Mandela Day** is coming up -
- **18 July 2025**.
- Let's plan small acts of service within our workspaces and surrounding communities

New Industrial Area 2
Mandela Park
Phuthaditjhaba
9866
058 492 0600

05 Andries Pretorius Street
Harrismith
9880

058 492 0599