

# CHIEF EXECUTIVE'S REPORT



**MR. THAMI HLONGWA CA(SA)**  
CHIEF EXECUTIVE

The past year has been transformational for South Africa and the water sector as a whole. Umgeni Water has demonstrated its resilience by ending the year successfully. Supported by the Board and Executive that provided focussed leadership and decision-making during this period, the entity delivered plans, strategic initiatives, projects and programmes during the year that yielded successful results and outcomes. These are summarised at a high level per outcome in this report with more detail provided in the various chapters of this Annual Report.

## PRODUCT QUALITY

Umgeni Water's core business of providing potable water to customers and providing water supplies fit for drinking and domestic use, as well as for industry, performed excellently during this period. Of the seventeen (17) Water Treatment Works (WTW), barring one (1) small site, all achieved 100% compliance with the SANS

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241 standard. The one WTW, Mhlabatshane WTW, achieved less than 100%, solely due to a slight variance with the operational category for which it achieved 97% compliance. Aside from this, all seventeen (17) works met the Excellent SANS 241 standard for the three (3) crucial health water quality categories of acute microbiology health, acute chemical health and chronic chemical health.

The entity further ensured that wastewater was treated to safe levels for discharge back into water resources for social, environmental and other downstream uses. Of the nine (9) Wastewater Treatment Works (WWTW) managed by the entity, six (6) achieved greater than 90% compliance, one (1) achieved more than 80% compliance and two (2) works achieved over 70% compliance. The Darvill Wastewater Treatment Works capacity upgrade project continued to advance further during this reporting period and is anticipated to be completed in 2019, leading to improvements in the quality of treated wastewater from this site.

In order to maintain and enhance the condition of core infrastructure that supports customer service levels, the entity invested a total of R213 million (R190 million in 2017) in maintenance of water and wastewater treatment assets during this period. Maintenance investment has been

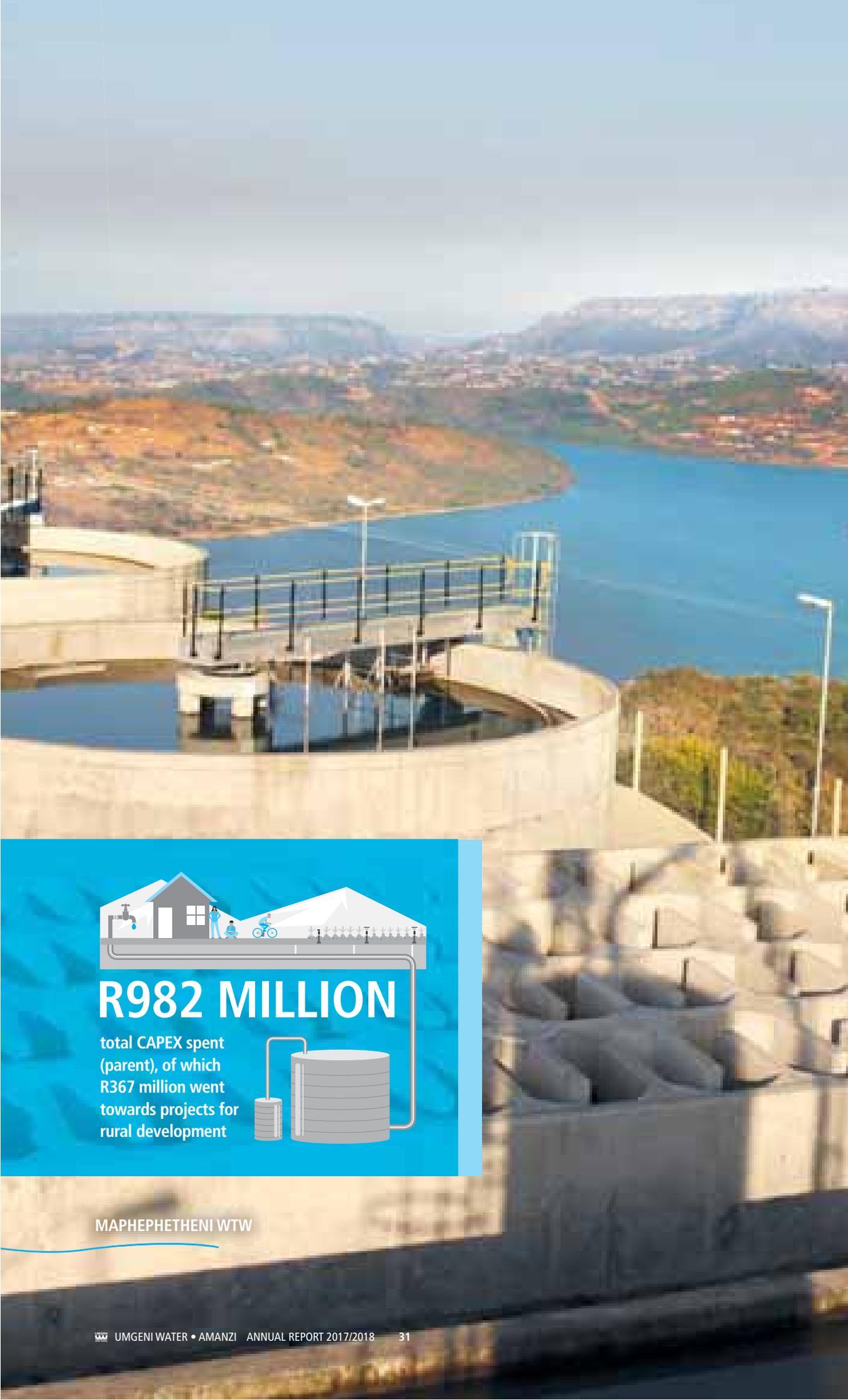
consistent over the years, with greater than 7% of revenue and 2.5% of Property, Plant and Equipment spent, thereby continuing to assure system reliability.

## CUSTOMER SATISFACTION

This financial year under review coincided with an improvement in sales growth, albeit from a low base associated with the previous year's drought. Bulk potable water treated and supplied from seventeen (17) water treatment works systems, totalled 435 million cubic metres (1 192 MI/d) for the year, a 6% increase from the prior year (410 million cubic metres in 2017).

Bulk wastewater treated over this period was 32 million cubic metres per annum (87 MI/d), which are at levels similar to the prior year.

The entity is delighted to report that during this period, there were zero (0) unplanned service disruptions to customers that exceeded the targeted 24 hours. This was achieved by effectively managing operations and assets to quickly restore unplanned supply disruptions through the planning of adequate supply capacity and by ensuring flexibility and alternate supply options were available, to maintain continuous supply to customers.



# R982 MILLION

total CAPEX spent (parent), of which R367 million went towards projects for rural development



MAPHEPHETHENI WTW

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## STAKEHOLDER UNDERSTANDING AND SUPPORT

There was regular engagement with a wide range of stakeholders in the year. In particular, information on performance post the drought and water curtailment period, including dam levels, water volumes, water quality, supply pressure and service interruption intervals, was provided. Stakeholders were also interested in future assurance of supply, asset management, capital infrastructure plans and future tariff charges, as well as, opportunities for growth, jobs and partnerships.

The past year saw a significant strengthening in customer relations resulting in the entity signing its seventh (7<sup>th</sup>) customer bulk supply agreement with new customer, uThukela District Municipality, in November 2017. This is a milestone achievement and provides Umgeni Water with the opportunity to grow its footprint to 44% of KZN (from 32%) and potential to serve 73% of KZN households (from 67%).

Umgeni Water remains closely aligned to the agenda of government and engaged with the Minister and Department of Water and Sanitation, amongst others, on multiple

occasions in the year for policy development, strategy alignment and statutory reporting purposes. Of significance, by reporting year end, the Minister communicated the Department's need to gather more data in order to better inform the KZN water board merger decision. In this regard, Umgeni Water will keep a watching brief on government's institutional realignment impetus, while it focuses resources on serving current and new customers.

## COMMUNITY AND ENVIRONMENTAL SUSTAINABILITY

Umgeni Water remains cognisant of and attentive to the impact it has on community and environmental sustainability. The entity therefore strives to manage its operations, infrastructure and investments to support socio-economic development, whilst using water, energy and other natural resources effectively.

Leveraging off its capital expenditure and other programmes, Umgeni Water continued to facilitate participation of targeted enterprises in the economy. Its Contract Participation Goal target of  $\geq 35\%$  for construction contracts and

professional services was well met in the reporting year, with 39% (R174 million of R451 million) orders made to Black-owned enterprises, of which 55% benefited women-owned enterprises. It is unfortunate that some of the projects intended to strengthen and extend delivery of water and sanitation services have been disrupted by disgruntled "business forums" and other formations demanding contracting outside of the legislated processes. The resultant delays have had significant impact on completion of projects in time and within budget.

A total of 599 temporary CAPEX Programme jobs were created in the year (1 258 in 2017) with R20 million paid in wages to local labour (R28 million in 2017). The decrease from the previous year is due to a decrease in the past year's capital expenditure programme.

Umgeni Water successfully developed a community programme – themed "Be the legacy" – that will be implemented early in 2018/2019 to celebrate the centenary of former President Nelson Mandela. The programme, comprising over 20 initiatives straddling aspects of leadership, health, education, poverty, youth and unemployment, will both benefit communities and build social cohesion within the entity in the coming period.



DARVILL WWTW

# INFRASTRUCTURE STABILITY

During this reporting period, fifteen (15) strategic projects, targeting five (5) water service authority customers were at various stages of planning, design and construction. These comprised eight (8) bulk water supply scheme projects, three (3) pipeline projects, three (3) wastewater treatment works projects and one (1) water treatment works project.

Spend performance for the year of just over R982 million was achieved, of which R927 million (R1.2 billion in 2017) was spent on infrastructure expansion, augmentation, upgrades and rehabilitation. Of this R367 million (40%), was spent on projects specifically extending access to rural areas. Overall, 72% of target water infrastructure project milestones were met for these strategic projects. Details of target customers, infrastructure projects and milestones during the reporting period are as follows:

## (1) uMshwathi Regional Bulk Water Supply Scheme

**Serves uMgungundlovu District Municipality and iLembe District Municipality.**

This phased infrastructure development comprises four pipelines with a total length of 91 km, two booster pump stations and three reservoirs of total storage 30 MI. Construction of the 26 km pipeline from Claridge to Wartburg was completed in 2015/2016. In 2017/2018, construction of the next phase was underway. This comprised of three pipelines, totalling 63 km, linking Wartburg to Ozwathini via Dalton, Efaye and Fawn Leas, two booster pump stations and two reservoirs sized 8 MI and 10 MI at Wartburg and Dalton respectively and were successfully completed by May 2018. A further 12 MI reservoir is in construction at Ozwathini and is scheduled for completion in March 2019.



## (2) Wartburg to Bruynshill Pipeline and Pump Station

**Serves uMgungundlovu District Municipality.**

The infrastructure development includes construction of a 10.5 km potable water pipeline and a pump station. 75% (60% in 2017) of the construction was completed during 2017/2018. The project is behind schedule due to a change in the scope. The target date for full completion is December 2018.



## (3) Greater Mpofana Bulk Water Supply Scheme

**Serves uMgungundlovu District Municipality.**

The infrastructure development comprises of construction of a water treatment works, two storage reservoirs and two bulk pipelines. The construction of the 20 MI/d Rosetta Water Treatment Works – adjacent to Spring Grove Dam – commenced in 2016/2017, was 70% complete in 2017/2018 and is scheduled for completion in 2019/2020. Construction of the 5 MI and 12 MI reservoirs feeding Nottingham Road and Bruntville, respectively, is complete and commissioning is 70% complete. The construction of the Nottingham Road pipeline – from the WTW to Nottingham Road Reservoir – is complete and the Bruntville pipeline – from the WTW to Bruntville Reservoir – was 70% complete in 2017/2018 and is scheduled for completion in December 2018.



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#### (4) Vulindlela Bulk Water Supply Scheme Upgrade



##### **Serves Msunduzi Local Municipality.**

In 2016/2017, the infrastructure design was in progress. Phase 1 includes a new 20 ML reservoir, 6 km of pipelines (rising main and gravity pipelines) and new pump station and for which a detailed design was completed in 2017/2018. The detailed design of Phase 2 is in progress. Construction is planned for completion in 2023/2024.

#### (5) Impendle Bulk Water Supply Scheme



##### **Serves uMgungundlovu District Municipality and Impendle Local Municipality.**

The scheme comprises a 1.6 ML/d Bulk Water Supply Scheme at Stepmore and 10 ML/d Bulk Water Supply Scheme at Nzinga. The detailed design commenced in 2017/2018. Construction of the Stepmore scheme is scheduled for 2021 and Nzinga scheme by 2024.

#### (6) Maphumulo Bulk Water Supply Scheme Phase 3



##### **Serves iLembe District Municipality, which includes KwaMaphumulo, Ndwedwe, and KwaDukuza Local Municipalities, and will serve 150 000 people in Maqumbi, Ashville, Maphumulo, Masibambisane, KwaSizabantu and Ngcebo supply areas.**

Phase 1, completed in 2013, comprised the iMvutshane River abstraction, 6 ML/d Water Treatment Works (WTW), potable water pipelines, booster pump stations and reservoirs. Phase 2, construction of the iMvutshane Dam, was completed in 2015. Phase 3 includes the upgrade of the WTW from 6 to 12 ML/d and upgrade of the raw water and booster pump stations. Upgrade of the pump stations was in progress in 2017/2018.

#### (7) uMkhomazi Water Project



##### **Serves eThekweni Metropolitan Municipality, uMgungundlovu District Municipality, Msunduzi Local Municipality, Ugu District Municipality and iLembe District Municipality.**

Phase 1 of the infrastructure development includes a dam on the uMkhomazi River, raw water tunnel to Baynesfield, balancing dam, raw water pipeline, water treatment works and bulk potable storage reservoir at Baynesfield and bulk potable water pipeline to Umlaas Road. Phase 2 includes a further dam higher up on uMkhomazi River at Impendle, raw water tunnel, raw water pipeline, water treatment works capacity and reservoir storage upgrades and a second bulk potable water pipeline. In 2016/2017, the detailed feasibility study and an Environment Impact Assessment (EIA) for phase 1 were in progress. In 2017/2018, the detailed feasibility study was complete. The EIA is in progress and is targeted for completion and authorisation in 2018/2019.

## (8) Lower uMkhomazi Bulk Water Supply Scheme

**Serves eThekweni Metropolitan Municipality and Ugu District Municipality and will augment the coastal areas from Amanzimtoti to Hibberdene via the South Coast Pipeline.**

The planned infrastructure comprises a dam at Ngwadini and two raw water abstraction systems together with pipelines, raw water pump stations and raw water reservoir, a water treatment works (100 ML/d), storage reservoir and bulk potable water pipeline. In 2016/2017, the detailed feasibility and preliminary design was completed. The detailed design is planned for completion in 2018/2019.



## (9) Nungwane Pipeline

**Serves eThekweni Metropolitan Municipality and Ugu District Municipality along the coastal strip from South of Durban to upper South Coast.**

The construction stage of the 13.5 km raw water pipeline from Nungwane Dam to Amanzimtoti Water Treatment Works commenced in 2016/2017, was 65% complete in 2017/2018 and is scheduled for completion in 2018/2019.



## (10) South Coast Pipeline Phase 2B

**Serves Ugu District Municipality, including Pennington, Kelso, Malangeni and Shayamoya.**

The pipeline is designed to supply approximately 16.7 ML/d and will link Scottburgh South to Pennington and then to Malangeni Reservoir. Construction will commence in 2018/2019 and is expected to be completed in 2019/2020.



## (11) Mhlabatshane Bulk Water Supply Scheme Phase 2 - Mzimkhulu River Abstraction

**Serves Ugu District Municipality and will reach and provide potable water access for over 100 000 inhabitants in ten tribal authority areas.**

The infrastructure development comprises an abstraction works on the Mzimkhulu River, pump station and pipeline to deliver water to the Mhlabatshane Water Treatment Works and upgrade of the Water Treatment Works from 4 ML/day to 8 ML/day. Phase 1, the commissioning of the Bulk Water Supply Scheme, was completed in 2014/2015. Planning of Phase 2 was completed in 2016/2017. Detailed design is scheduled to commence in 2018/2019.



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### (12) Midmar Raw Water Pipeline Augmentation, Raw Water Pump Station and WTW Upgrade



**Serves eThekweni Metropolitan Municipality, uMgungundlovu District Municipality and the Msunduzi Local Municipality.**

The planned infrastructure development includes duplication of the raw water pipeline and Water Treatment Works upgrade. The construction of the 1.6 km raw water pipeline was completed in 2016/2017. The Midmar Water Treatment Works upgrade, from 250 MI/d to 375 MI/d was in construction in 2016/2017 and completed in 2017/2018. Commissioning is in progress.

### (13) Darvill WWTW Capacity Increase



**Serves Msunduzi Local Municipality.**

The works capacity is being upgraded from 65 MI/d to 100 MI/d. Construction is in progress and includes a new inlet works, primary and secondary settling tanks, pumps and pump station, reactor, chlorination house and anaerobic digesters, amongst other components. Completion is scheduled for 2018/2019.

### (14) Trustfeeds WWTW



**Serves uMgungundlovu District Municipality and iLembe District Municipality.**

The infrastructure development comprises a 1 MI/d Wastewater Treatment Works, 4.5 km bulk sewer outfall pipeline and a 1.5 km gravel access road. Planning and design were completed at the end of 2016/2017. Construction of the bulk sewer and gravel access road is in progress and scheduled for completion in 2018/2019. Construction of the Wastewater Treatment Works is in progress and scheduled for completion in 2019/2020.

### (15) Mpophomeni WWTW



**Serves uMgungundlovu District Municipality and uMngeni Local Municipality.**

The infrastructure development comprises a 6 MI/d Wastewater Treatment Works and a 6 km bulk sewer outfall pipeline. The preliminary design of the works is complete and design for sewer outfall scheduled for completion by December 2018. Following this, the project will move into construction phase planned for completion by 2022/2023.

## WATER RESOURCES ADEQUACY

Umgeni Water requires access to stable raw water resources to meet future customer needs and continues to investigate regional integrated water resources plan to match growth and development forecasts. In this regard, collaboration with the Department of Water and Sanitation remains essential to ensure there is intersection of national and regional water resource development priorities.

In the reporting period, progress was made with the following water resource dam developments:

- Smithfield Dam (DWS) as part of the uMkhomazi Water Project for which the feasibility study was completed and construction anticipated to be completed by 2030;
- Hazelmere Dam raising (DWS) for which construction is in progress and is expected to be completed in 2019; and
- Ngwadini Dam (UW), as part of the Lower uMkhomazi Scheme, for which the detailed design commenced in 2017/2018, is planned for completion in 2018/2019 and construction to start thereafter.

## LEADERSHIP AND EMPLOYEE DEVELOPMENT

Umgeni Water's goal is to strengthen and develop quality human resources and ensure a participatory, collaborative organisation dedicated to continuous learning and improvement.

In the reporting year, partnership with Duke Corporate Education was secured for coordination and implementation of the Management Development Programme (MDP) for thirty (30) Umgeni Water Young Professionals. The programme commenced in 2017/2018 and will be completed in 2018/2019. The programme will contribute to the building of future leadership, management and functional competence that is needed to ensure the long-term sustainability of the entity.

Technical competencies are an important source of the entity's competitive advantage and during the reporting year, these were further developed, enhanced and retained through a wide range of training and development programmes.

The Umgeni Water Learnerships and Apprenticeships programmes provided fifty-eight (58) apprentices with training, development and exposure in Mechanical Engineering, Electrical Engineering and Instrumentation.

Umgeni Water's graduate trainee programme, aligned to guidelines provided by professional registration bodies, ensured development of a total of twenty-four (24) graduates in engineering, science and other required professional fields, as well as provided sixty-two (62) in-service trainees with experiential training.

In the reporting year, Umgeni Water funded ten (10) bursary students who were enrolled at various universities in disciplines of civil, mechanical and electrical engineering; chemistry; microbiology; and finance.

Umgeni Water is committed to skills development that will benefit municipalities and the water sector as a whole. In this regard, partnership with National Treasury's graduate development programme for engineers, technologists, process support and technicians continued, with thirty (30) graduates in the programme during the year. By year-end, a total of eighteen (18) Certification Submissions for Candidate Engineers was made, while four (4) candidates (from the previous year's programme) were successfully registered as Professional Engineers.

The membership of the Umgeni Water Young Professionals (UWYP) forum, established in 2014, totalled 163 at the end of this reported period. This forum has also created an enabling environment for professional growth of youth through affiliation and registration with professional bodies.

## OPERATIONAL RESILIENCY

The entity's risks are well aligned to strategy and there are a total of seven (7) strategic risks, of which six (6) risks (86%) have been managed to a level equal to or above reasonable (> 55%) response effectiveness.

Umgeni Water continues to maintain the quality of its laboratories at a level that ensures they provide a world-class service 365 days a year. These facilities are ISO/IEC 17025 accredited in chemistry, microbiology, hydrobiology and soil testing and have highly skilled and dedicated technical staff.

## OPERATIONAL OPTIMISATION

Water efficiencies have been ensured in the bulk business through careful water balancing per system. In the reporting period, water loss was maintained well below the entity's target level of 5%, with a total of 2.17% recorded for the year (2.29% in 2017).

Energy is a crucial resource for water and wastewater treatment processes. Optimal pumping and other strategies remain inherent parts of the business mind-set from planning, design and construction through to operation.

## FINANCIAL VIABILITY

The entity has maintained its reputation as a financially viable entity, creating significant value for customers and shareholders. Strong results were achieved due to sound financial management in the year, notably:

- Revenue (Group) of R2.90 billion was generated (R2.51 billion in 2017);
- Net surplus (Group) was R1.19 billion (R746 million in 2017); and
- Balance sheet reserves were strengthened to R8.1 billion (R6.8 billion in 2017).

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The earned surplus for the year will be invested in support of the future five-year R9.8 billion (not escalated) capital investment programme, as well as used for debt reduction. As at 30 June 2018, a significant portion of capital investments were already committed.

The strength of the balance sheet and access to other strategic financial resources remain vital to Umgeni Water for expanding services to new areas and implementing the strategy of enabled and innovative growth.

## OUTLOOK

A combination of solid enterprise-wide systems, backed by highly competent employees and robust leadership provided by the executive team and Board ensured that Umgeni Water's performance was maintained at a high level during this reporting period. The outlook is positive. The position of strength that has been carefully maintained within the entity provides a stable base that can be leveraged by Umgeni Water to implement its strategy of enabled and innovative growth. In so doing, Umgeni Water will serve its customers

and the people of KwaZulu-Natal in a more effective manner, while braving the challenges and taking the opportunities presented by a changing future and an almost certain changing world of work.



**Mr. Thami Hlongwa CA (SA)**  
**Chief Executive**  
**19 September 2018**

LOWER THUKELA BWSS



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