



**Olifants  
Management  
Model (OMM)  
Programme**

ISSUE 2 | 2024

# NEWSLETTER

IMPROVING LIVES THROUGH WATER

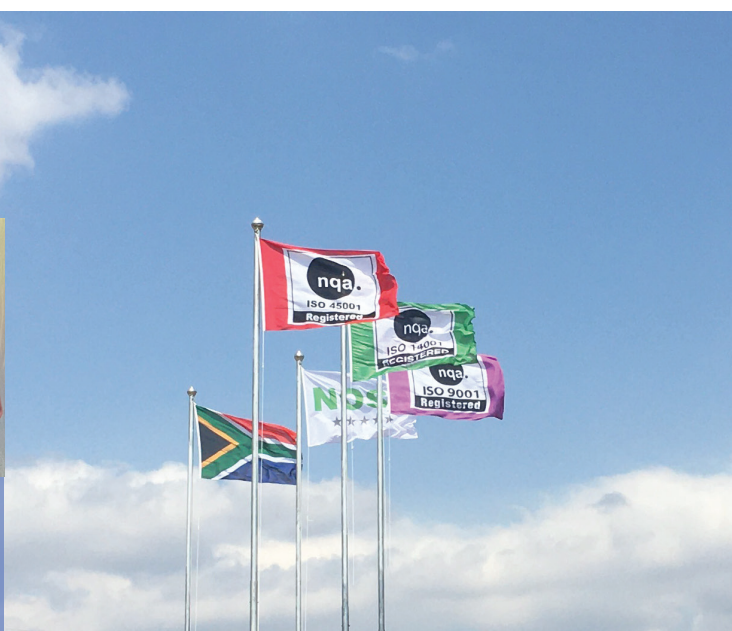
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**Open Door: A clear  
channel for your voice**

**LWUA is committed to creating a safe space for open internal communication.**

We are pleased to introduce **Open Door**, a confidential email hotline at [opendoor@lebalelo.co.za](mailto:opendoor@lebalelo.co.za).

This email address is monitored by one person only, ensuring your concerns, comments or complaints are handled with the utmost care and confidentiality.

**Your voice matters – let us build a transparent and supportive workplace together.**



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# LWUA Celebrates ISO, NOSA Certifications and Regional Award

**The Lebalelo Water User Association (LWUA) recently celebrated multiple safety, health, environmental and quality (SHEQ) certifications and a top regional NOSA award, marking a new milestone in its commitment to excellence.**

On 23 October 2024, at LWUA's headquarters in Modubeng, Limpopo, the Association received its NOSA 4-star certificate and ISO certifications for Quality Management (9001), Environmental Management (14001) and Occupational Health and Safety (45001). In addition to this, the South African, NOSA and ISO flags were raised, symbolising LWUA's commitment to global SHEQ standards.

During the event, LWUA was also honoured with a prestigious NOSA Northern Region award in its inaugural year of formal grading. Competing across the mining, manufacturing and commercial sectors, LWUA emerged as the top performer against companies that had been assessed on the rigorous

CMB253 grading system in the last year and achieved four platinum stars.

NOSA's Technical Manager, Mr. Johan Rheeder, praised LWUA for its strong safety culture and risk management approach, highlighting its inclusive strategy involving leadership and labour unions.

In his address, LWUA CEO Bertus Bierman celebrated the Association's transformation from potential disestablishment to a leader in bulk raw water infrastructure. He underscored the importance of LWUA's integration of SHEQ into its decision-making and future ambitions, which includes the R25 billion (capex) Olifants Management Model Programme that LWUA is implementing.

LWUA Chairperson Mr. Johan Jansen expressed gratitude to the team for their commitment, emphasising the importance of LWUA's partnerships with NOSA and NQA in achieving these milestones.



**LWUA Receives  
NOSA 5-Star  
Platinum Award**



We are proud to announce that LWUA has achieved the prestigious NOSA 5-Star Platinum Award after only its second-ever audit, which took place in the last week of October 2024.

While this remarkable achievement once more incorporates the ISO 9001, 14001 and 45001 standards, the Association is currently working to integrate three additional ISO standards – ISO 50001:2018 (Energy Management),

ISO 55001:2014 (Asset Management) and ISO 37101:2016 (Sustainable Development in Communities) with plans to achieve certification for these standards in 2025.

A heartfelt thank you to our dedicated team and partners for making this accomplishment possible. Your commitment to excellence is the driving force behind this achievement!



# OMMP Flows Ahead with Steady Progress

**The Olifants Management Model Programme (OMMP), LWUA's flagship R25 billion capital expenditure initiative, continues to make significant strides.**

This innovative programme is a 50:50 collaboration between public and private sectors, aiming to fast-track the development of bulk raw and potable water infrastructure in the Sekhukhune District and Mogalakwena Local Municipalities, while enhancing water supply to Polokwane Local Municipality. By integrating potable water infrastructure alongside bulk raw water supply, the OMMP will ensure reliable access for communities and businesses, including mines and industrial users, while optimising existing infrastructure such as the De Hoop and Flag Boshielo dams.

## Key Achievements

- **Completion of SE2 Phase 1:** Construction of a pipeline, reservoir and pump station in Steelpoort was commissioned by former Minister of Water and Sanitation, Mr Senzo Mchunu, on 26 April 2024; and
- **Progress on Stage 1:** The OMMP study phase, launched in 2022, concludes in December 2024, while early works for Stage 1 began in Q2 2024. Construction of Phase 2B & 2B+ and the Northern Limb Water Treatment Works is on track to start in Q1 2025, with completion of early works expected by Q2 2025.

**The OMMP will unfold over six stages within a decade, with final completion targeted for 2034.**

## OMMP funding progress

**The cost to build the OMMP is split equally between Commercial Members (private sector) and Institutional Members (Government).**

Commercial funding relies on long-dated debt from local banks, while Government contributions include grants and concessional loans.

- Stage 1 funding of R7.7 billion is well-advanced, with Government's portion approved and commercial funding nearing completion; and
- Government has also confirmed funding for Stage 2.

## Advancing Stage 1:

### Highlights from

### LWUA's Annual

### General Meeting

At LWUA's Annual General Meeting on 28 November 2024, Members approved key resolutions to further enable OMMP implementation, including:

- The approval of the Stage 1 Final Investment Decision (FID);
- The approval to establish a Special Purpose Vehicle (SPV) for newly-built OMMP infrastructure;
- The approval to incur debt (subject to Conditions Precedent being

met), transactions and contracts to advance Stage 1;

- The approval to explore the possible inclusion of a renewable energy solution for the Northern Limb into Stage 1 loan agreements (if proven to be more cost effective); and
- The approval to explore the optimisation of funding arrangements for Commercial Members.



## What's next for the OMMP?

Looking ahead, LWUA anticipates the following milestones:

- Gazetting of the amended Constitution and rebranding of the Association;
- Completion of the OMMP Study Phase by December 2024;
- Conclusion Stage 1 Early Works Contracts by Q2 2025;
- Finalisation of commercial funding and commencement of Stage 1 construction during the 2024/2025 financial year; and
- Stage 2 FID in the 2025/2026 financial year, with construction commencing thereafter.

**LWUA remains committed to improving lives through water by advancing this transformative programme.**





## LWUA's transformation update: Becoming BWUA

Lebalale Water User Association is on an exciting journey of transformation, aligning its strategy and operations with its future identity as Badirammogo Water User Association (BWUA).

While our name will change, our unwavering commitment to improving lives through water remains the cornerstone of our mission.

This transformation is centred on a bold vision expressed through the Olifants Management Model Programme (OMMP), which exemplifies our dedication to sustainable socio-economic development and collaboration.

### The New Framework

Upon gazetting the amended Constitution, Lebalale will officially

transition to BWUA. This shift brings a broadened membership base, a 50:50 financial partnership between Government and the private sector and an innovative shared ownership model, where the Department of Water and Sanitation (DWS) and relevant municipalities will represent Institutional Members, and commercial water users will represent the Commercial Members.

## Strategic Alignment with a New Identity

As part of our transformation, we are implementing a comprehensive strategic roadmap to align with the BWUA brand and corporate identity.

This includes:

- **A revised purpose, vision, mission, mandate and core values:** We have updated the Association's purpose, vision, mission, mandate and core values to align with the changes incorporated in the amended Constitution of Badirammogo;
- **A new value chain:** As Badirammogo, we will build, operate

and optimise to create value and meaningful impact through our values. This will ensure that we incorporate lessons learnt through a self-reinforcement strategy; and

- **A new functional operating structure:** Badirammogo will become a matrix organisation with shared business services supporting core operations and projects.

## BWUA's revised purpose, vision, mission and mandate



### Purpose

Improving lives through water – enhancing the quality of life where we work and live.



### Vision

To be a **strategic infrastructure partner** in the development, implementation and operation of sustainable economic expansion in the regions we operate in.



### Mission

To support regional economic growth by **providing bulk raw water** to our members and stakeholders, **enabling water utility providers** to supply potable water, and **constructing regional linear and utility infrastructure** based on proven principles in a cost-effective, efficient, sustainable, responsible and timely manner.



### Legislative Mandate

We **operate and maintain bulk raw water infrastructure** to supply our Commercial and Institutional Members in the Northern and Eastern Limbs of the Bushveld Igneous Complex, **support regional and municipal water utility providers** with operation and maintenance, and **construct essential regional linear and utility infrastructure** for effective water supply in the regions we serve.



BWUA's updated core values



**Safety**

We instil a culture of *safety first* that underpins all our activities.



**Collaboration**

We work closely with our stakeholders to reach collective goals.



**Integrity**

We are open, honest and ethical in our actions, doing the right thing even when no-one is watching.



**Empowerment**

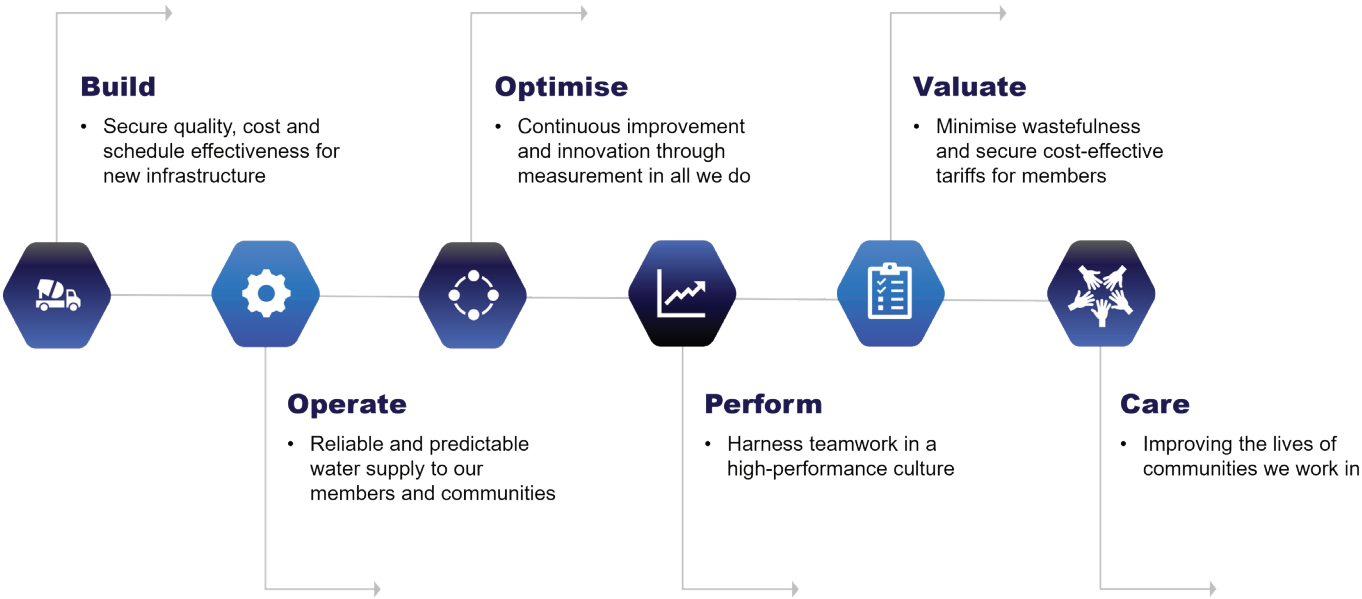
We enable people to reach their full potential.



**Sustainability**

We manage our resources in line with environmental, social and governance (ESG) principles so that we meet our present needs without compromising the needs of future generations.

BWUA's new value chain



Leadership and Talent Development



To prepare for the future, we have restructured our management and leadership teams, bringing in highly skilled personnel to bolster expertise across key areas such as governance, safety, health, environment, and information management. Our people remain our greatest asset, and we continue to nurture emerging talent while leveraging the expertise of leading global professionals and contractor firms.

As we embark on this next chapter as Badirammogo Water User Association, we are confident that our dedicated team, trusted partners and collaborative spirit will guide us towards a sustainable and prosperous future. Together, we will continue to make a lasting difference through water.

## RECENT EVENTS

Water Institute of Southern Africa Conference and Exhibition  
12 - 14 JUNE 2024, DURBAN, KWAZULU-NATAL



**Key engagements have strengthened our commitment to water resource management, collaboration and innovation.**

## WISA Conference

12–14 June 2024, Durban

LWUA showcased its flagship Olifants Management Model Programme (OMMP) at the biennial Water Institute of Southern Africa (WISA) Conference. The event provided a platform to engage with leading experts and technologies shaping water management.

The LWUA stand was a hub of activity, fostering connections and discussions about sustainable water solutions.

**We extend our gratitude to WISA for an inspiring conference and look forward to WISA 2026 in Cape Town.**



## Infrastructure Africa Conference

16–17 July 2024, Cape Town

LWUA participated in the "Water Investments for Africa" panel and presented the OMMP to prospective funders in the conference's Deal Room. The OMMP garnered significant interest, underscoring its potential to drive sustainable development.

**This conference proved invaluable for engaging with stakeholders and forging partnerships critical for Africa's water-secure future.**



## Lesotho Engineering Conference

20–22 August 2024, Maseru

The OMMP took centre stage at the Lesotho Engineering Conference, where Deputy Programme Director, Segomotso Kelefetswe, gave a detailed presentation highlighting the programme's successes.

The conference theme, focusing on women and youth in engineering, resonated deeply with LWUA's values.

**We thank the Lesotho Association of Engineers for the opportunity to share and collaborate.**





## RECENT EVENTS

### The Joburg Indaba

2-3 October 2024, Inanda

LWUA's CEO, Bertus Bierman, and Deputy Programme Director, Segomotso Kelefetswe, represented the Association at the Joburg Indaba, where leaders from the mining and energy sectors gathered to discuss industry advancements.



### SANCOLD Conference

6-8 November 2024, Johannesburg

LWUA participated in the SANCOLD 2024 Conference, themed "Water Preservation – A Critical Requirement for Sustainability." Discussions ranged from dam engineering to renewable energy systems, highlighting innovative approaches to climate challenges.

Deputy Programme Director, Segomotso Kelefetswe, and Operations Manager, Thembanani Makhubela, attended, representing LWUA's commitment to advancing sustainable water management.

### IMESA Conference

6-8 November 2024, Cape Town

The 87<sup>th</sup> Institute of Municipal Engineering of Southern Africa Conference provided an excellent platform for LWUA CEO Bertus Bierman and Project Managers Vumboni Manganyi and Lungisa Sishuba to showcase the Association's work.

Discussions centred on sustainable water management, infrastructure innovation and collaboration opportunities to improve water access and resilience. We look forward to attending the next conference in 2025.



### Celebrating the Life of Raymond Miller

LWUA mourned the passing of our colleague, Raymond Miller, who served the organisation with dedication since 2008. His journey from Fitter and Turner to Control Room Supervisor exemplified his commitment and leadership.

We honoured his memory with a Celebration of Life ceremony on 30 September at Havercroft in Limpopo.

**Raymond's legacy will continue to inspire us, and he will be deeply missed.**





## SUP progressing well at four schools in Limpopo

**As part of the Olifants Management Model Programme (OMMP), our School Upgrade Programme (SUP) is a cornerstone initiative aimed at enhancing the learning environments of participating schools.**

The SUP is tailored to address the specific needs of each school, encompassing upgrades to facilities and equipment. Beyond infrastructure improvements, the programme

encourages educational innovation through teacher training and the provision of cutting-edge interactive learner whiteboards. These initiatives ignite curiosity and creativity in classrooms, empowering educators and learners alike.

We are currently upgrading four schools in Limpopo: three in the Mogalakwena Local Municipality and one in the Fetakgomo Tubatse Local Municipality.

Upgrades are expected to be completed at two of the schools by the end of December, with the remaining two schools completed in January 2025.

In addition to the upgrades, we also installed 44 interactive whiteboards across three schools participating in the SUP and trained 42 teachers in their effective use. These whiteboards are enhancing STEM learning outcomes for Grades R–9.

### **PEN Programme: Making a difference at ECD Centres in Steelpoort**



**In partnership with Participate, Envision, Navigate (PEN), an NGO specialising in Early Childhood Development (ECD), we are improving ECD centres to meet the Department of Basic Education's standards.**

Launched in April 2024 in Steelpoort, the programme has been focused on upskilling daycare owners, training practitioners and creating tailored improvement plans to ensure children receive quality education.

Key achievements include:

- Establishing a training centre and toy library in Steelpoort;
- Employing two local coaches to support ECD practitioners, with a third coach to join in 2025; and
- Conducting classroom layout and lesson planning training sessions in October, benefiting 13 and 21 centres respectively.

The programme aims to support 30 ECD centres across six Traditional Authority areas over the next three years.







# Building Futures: Partnerships, Empowerment and Accredited Growth



## The Nal'ibali-Lebalelo Literacy Programme

The Nal'ibali-Lebalelo partnership continues to promote literacy and a love of reading in seven local communities. Recent milestones include:

- **Story Powered Activations:** Engaged 571 children across six schools in July 2024, encouraging creativity through

story reading and activities themed on Nelson Mandela's legacy; and

- **Mandela Day Event:** Donated 67 Ke Leeto" books to Mecklenburg Hospital and the Dilokong Protective Workshop for the Disabled, alongside educational activities for children.

## Supporting education in our communities



Key highlights from the last few months include the following:

- Supported a two-week learning camp for 41 students from seven local schools, providing groceries and stationery to aid their studies in

Mathematics, Physical Science and Life Science; and

- Conducted a clinic activation at Mmutlane Clinic, engaging parents in their children's education and distributing 50 Nal'ibali supplements.



## Advancing growth through agricultural development

In partnership with the Limpopo Department of Agriculture and Rural Development, the LWUA team donated seeds, insecticides and compost to 30 farmers and learners at Kwata Primary School. This initiative strengthens food security and supports sustainable agricultural practices.



## Building stronger communities through sporting events

Our recent soccer tournament brought together seven communities, fostering unity and healthy competition. Hosted on 7–8 December 2024 at the Phala Soccer Ground in Ga-Phala, the event was a resounding success, with active participation from guest of honour Kgoshi Phala in the prize giving. 1<sup>st</sup> place went to the Phala soccer team, with Super Castle and Bakoni in second and third place respectively.



## Driving development through accredited training

- 52 educators who attended the interactive learning whiteboard training recently received their statements of results (SORs) from MICTSETA. The SORs for learners trained this year are expected during the course of next year; and
- The 7 learners from local SMMEs who completed the SETA-accredited NQF Level 5 project management training and were found competent have received their SORs from Services SETA.



# Transfer of Roles in Alignment with BWUA Transformation

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**As part of the transformation journey from LWUA to BWUA, we are pleased to announce the transition of roles within our team, reflecting the strategic realignment and growth of our organisation:**

- Kobus Duvenhage – CEO (effective 1 January 2025)
- Bertus Bierman – CEO Adviser and OMMP Sponsor
- Segomotso Kelefetswe – Project Management Unit Director
- Elanie Broekman – Shared Services Director
- Joseph Mahapa – Head of Finance
- Khutso Sihlangu – Head of Engineering and Reliability
- Lydia Carroll – Deputy Director Project Controls
- Mduduzi Luthuli – Head of Business Services, GRC and Legal
- Thembani Makhubele – Head of Operations and Maintenance
- Reinhard van Rooyen – Safety, Security and Risk Specialist
- Warren Makgowe – Head of Stakeholder Management

These transitions are a vital step in BWUA's journey. We wish our colleagues every success in their roles.

## Farewell to Bertus Bierman

**As LWUA CEO Bertus Bierman retires at the end of December 2024, LWUA celebrates his transformative leadership since joining in 2016.**



Bertus steered LWUA through challenging times, enhancing performance and establishing the Association as a key partner to the Department of Water and Sanitation (DWS). His visionary leadership was instrumental in expanding the Olifants River Water Resources Development Project (ORWRDP) to include potable water provision, paving the way for the Olifants Management Model Programme (OMMP).

During his tenure, LWUA completed the Pre-Feasibility and Feasibility Study Phases of the OMMP, delivered Southern Extension 2 Phase 1 and positioned Stage 1 of the OMMP for imminent construction, among many more highlights.

**Bertus leaves a legacy of innovation and growth for which we are grateful. We look forward to his continued contributions in 2025 as adviser to the CEO and OMMP sponsor.**



**Speak up confidently  
with LWUA's hotline**

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**LWUA is committed to maintaining the highest standards of integrity and accountability.**

A confidential whistleblowing hotline is available for employees, contractors, suppliers, business partners and external stakeholders to report any concerns about conduct that may breach the Association's values and standards.

All reports are taken seriously and will be directed to the appropriate authority for review and, if necessary, investigation. Whistleblowers are kept informed throughout the process while maintaining their confidentiality.

To report anonymously, call the hotline on 0861 267 822 or 087 803 0040, send a message on WhatsApp to 079 889 0030 or email [report@lebalelo.co.za](mailto:report@lebalelo.co.za).