

2024 – 2025

INTOUCH

ENGINEERING SOLUTIONS | IMPROVING LIVES

MAGAZINE

COMPANY NEWS & PROJECTS

New Service Offerings
Social Responsibility

INNOVATING FOR THE FUTURE

Thought Pieces

Building Business Resilience
in Changing Times

Key Strategies for Mariswe
in a VUCA World

A Total Water Services
Business Solution

**IMPROVEMENT OF N2 SECTION
14 AND 15 FROM GREEN RIVER
TO BUFFALO RIVER | PAGE 32**



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Mariswe (Pty) Ltd is a South African-based, Level 1 B-BBEE contributor, delivering customised infrastructure and civil engineering consulting services to clients in sub-Saharan Africa and across the continent.

With more than 50 years of experience, we have built a reputation for excellence in designing and implementing sustainable infrastructure solutions.

Backed by our ISO 9001 certification and a team of over 140 employees across four regions in South Africa, Mariswe continues to shape communities through innovation, quality, and commitment.

WWW.MARISWE.COM

WELCOME



DIVISIONAL & PROJECTS NEWS
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Message from the CEO

At Mariswe, we take great pride in our resilience and history, reflected in the projects we deliver. These projects have positioned us among the industry's key players across various technical disciplines. Compiling this bumper edition of the *InTouch Magazine* has highlighted not only what we have achieved under challenging conditions, but also the pride we take in the projects currently under way. It has also given us reason for optimism as we look to the future, supported by a bright team at the forefront of tech advancements and fresh ideas.

We extend our deepest gratitude to our clients. The trust you place in us allows us to learn, grow, and continually strive to be better than yesterday.

BOARD NEWS

Following our Annual General Meeting in February 2025, we are pleased to announce the appointment of 3 new directors: **Zainul Shiekh**, **Zwe Msomi**, and **Jaco Heyl**, who will serve a 2-year term. They join our existing directors – **Pondy Ngxongxela**, **Sandra Munnik**, **Tracy Naidoo**, and myself in providing leadership and strategic guidance to Mariswe.

We extend our gratitude to **Louis Uys**, our outgoing director, for his valuable contributions and wish him every success in his ongoing roles within the company. Enjoy reading!

- Nonkululeko Sindane

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THE VALUE OF PRAGMATISM

COMPANY NEWS

by Nonkululeko Sindane,
Chief Executive Officer

There is a point at which one must realize that stressing about the environment, lack of tangible economic growth, lack of infrastructure projects, inefficiencies in the public procurement system, rampant corruption, negativity about our leadership is exhausting. All the negativity pretty much must stop, and the focus must be on how we can contribute towards building a better South Africa and a better economy that will change the future of our country. We cannot resign ourselves to a proverbial defeat as a people and a country.

We must accept that all is not lost, there are some institutions or people who still want to make this country work for the betterment of all. There are multitudes of people much more than those who are intent on destroying the very fiber of South Africa's being.

Their voices are not being heard because partly they have their own demands, grievances, possibly drown themselves in anger and hopelessness to see what the country has come to including:

- Infrastructure programs that largely exist on paper with limited execution
- Lack of response to poor service delivery across the country
- High youth unemployment
- Lack of improvement of the quality of education for the majority in the country
- Declining quality of life for many South Africans.

Notwithstanding the above, it is critical to think and act beyond all the negativity and roll our sleeves to contribute towards building a country that we all desire and deserve.

I believe this begins at a fundamental level. This is not a call to political action, but rather a call for Mariswe, as a company, to take ownership of our challenges - such as low project volumes - and proactively create the opportunities that will drive the kind of business growth we want to achieve and be part of.

The future of South Africa lies in our ability to turn challenge into opportunity and vision into action.

We need to allow our minds to envision a company we want to be part of which is focused, thriving and inclusive. This does not mean a state of Utopia. It is a vision that we can together work on and as a team, give it life.

BUSINESS SUSTAINABILITY

It is accepted that delivering infrastructure is largely dependent on the public sector procurement of professional services for infrastructure planning, design, construction and the like. This is through a tendering system that works with all its imperfections.

While resolving these imperfections seem to be a lot more challenging than the recommendations indicate. It is for this reason that the company is working hard to invest in relations that will enable us to have a fair split between the public and private sector project portfolio.

There are good fundamentals going for the company including:

- Professional and technical teams
- Client confidence in our capabilities
- Good experience and track record
- Strong ethical culture
- Strong history in South Africa and in other countries
- Strong technical partners, and,
- A young, dynamic and diverse team.

CHALLENGES

- Insufficient financial resources to create our own work
- Insufficient bankable feasibility studies to enable us to move opportunities to implementable projects
- Lack of track record for private financing of projects we have been involved in
- Public sector clients may still be reluctant to move with private funding for public infrastructure projects

The good fundamentals and positive response to challenges are critical in

the journey we are taking. Relying only on tenders is a risky proposition as the tender market is volatile.

Mariswe has been hard at work in addressing our internal abilities to deliver on projects as we win them.

TECHNICAL CAPACITY TO DELIVER ON CLIENT'S MANDATES

It would be naive not to regard the higher-than-normal resignations of senior staff as not needing special attention. When Mariswe experienced this phenomenon in 2024, management turned this risk into an opportunity. An opportunity to draw in younger but appropriately qualified professionals with diverse experience and cultures to infuse into the Mariswe fold.

This became an opportunity to recruit new talent in different technical areas of the business. This will not replace the experience we lost in the short term, but it brought different expertise and focus on the one hand while strengthening areas needing to be augmented on the other. We are thus able to keep servicing our clients, current and new, in the same way we always did.

Our company resourcing approach has been modelled on the principles of bridges and roads that we design connecting different towns and countries, so are the intergenerational experiences we have sought to deliberately create in the company. This translates to a rich history of diversity represented by different experiences from different markets in our small but very dynamic team. This gives us opportunities to continue with professional relationships built over the years, while building new relationships which augur well for the future of Mariswe.

We acknowledge that we are open to learning new ways of doing business, but our professional experience will stand



“ We are excited to be moving forward as a rejuvenated Mariswe - working hard and taking nothing for granted. ”

us in great stead with our clients. The younger we are, the bigger the dream, with sufficient energy and technical know-how to back it up.

Our undivided focus is now on finding new business opportunities from focused business development and tender initiatives. The strategic partnerships we have created have been but a cog in the business development wheel. Armed with exposure to the market and environmental scans from various top private and public sector institutions, our focus is on bringing more potential funders to convert the project opportunities we have into our lived realities.

With our strategy in place, the positive team mentality, energy and the correct partners we are on course to move Mariswe to the future we desire.

INVESTING IN OUR EMPLOYEES

by Bashni Harry,
Manager: Human Resources

At Mariswe, we understand and acknowledge that our employees are the lifeblood of our company and that we must evolve with our changing workforce. To this end we have implemented various initiatives to attract and retain employees.

LONG SERVICE AWARDS

Recognising loyalty and commitment is of utmost importance to the management of Mariswe and, as such, employees who commit themselves to the successful future of Mariswe must be rewarded. Permanent employees with unbroken service are rewarded after completing 5 years of service and then in increments of 5 years' service. The reward, dependent on years of service, consists of a monetary award; increase in leave accrual (up to middle management level) and ex-gratia leave days.

TRAINING

All employees are encouraged to attend training with a threshold of R15 000 and/or 5 days in a financial year. If the threshold is exceeded employees can still attend training provided that they sign an agreement.

HYBRID WORK MODEL

In 2020, the COVID 19 pandemic forced companies to change its working model and so too did Mariswe. We were able to quickly and seamlessly switch over to remote operations.

On the backdrop of this, following engagement with management and employees, the Hybrid Work Model was implemented in September 2022. Office based employees, depending on the nature of their position, may work a maximum of three days from home after signing an agreement. This has resulted in many benefits to the Company, our employees and the environment.

FAMILY RESPONSIBILITY LEAVE

In December 2022, the standard BCEA guidelines were enhanced to allow permanent employees to take family responsibility leave:

- when the Employee's child/adopted child, spouse /life partner, parent / adoptive parent is sick and the employee is required to provide care; or
- upon the death of the employee's child / adopted child, spouse / life partner, parent/adoptive parent, grandparent, sibling, grandchild or parent-in-law.

MATERNITY LEAVE

Mariswe's maternity leave policy aims to meet the needs of both Mariswe and its employees by providing assistance to employees on maternity leave and encouraging their subsequent return to Mariswe's service. In July 2022, the policy was amended as follows:

- Female employees who have been in the permanent employment of Mariswe for a period of 12 (twelve) consecutive and uninterrupted months or more are entitled to paid maternity leave benefit for the duration of the 4 (four) months statutory maternity leave period.
- This will apply to a maximum of two confinements whilst in the permanent employment of Mariswe.



JACO HEYL
Chairperson - Pretoria



BASHNI HARRY
Bryanston



KYLE RAMAN
Bryanston



REUBEN MBOYISE
Richards Bay



SOCIAL & ETHICS COMMITTEE

Mariswe established its inaugural Social and Ethics Committee (SEC) in 2023. The SEC plays a key role in keeping employees informed about its mandate within the company, as well as Mariswe's activities in line with relevant legislation and best-practice codes. It also shares guidance on ethical business practices, including real-life case studies and dilemmas, to foster awareness and accountability across the organisation.

2025 COMMITTEE MEMBERS

Chaired by Jaco Heyl, the Committee includes three additional members including Bashni Harry, Kyle Raman and Reuben Mboyise. Mariswe wishes to acknowledge Ayanda Makhaye and Shannon Souter for their valuable contributions to the Social and Ethics Committee.



Q&A

WITH PRAVANYA PILLAY

GET TO KNOW OUR DYNAMIC DIVISIONAL HEAD OF TRANSPORTATION

Mariswe was proud to welcome **Pravanya Pillay** as **Head of our Transport Division** in May of 2024.

Based in our Cape Town office, Pravanya is a highly accomplished Professional Engineer registered with ECSA and holds a Master's Degree in Transport Studies. With 17 years of experience, including 12 in senior management, she brings exceptional expertise in transportation engineering, public transport design, strategic advisory services, and project management.

Her leadership further strengthens Mariswe's capabilities and commitment to excellence. Beyond her professional achievements, Pravanya is passionate about the outdoors and is an avid padel player.

In your view, what does Mariswe represent - as a business, as a leader in its sector, and as part of society?

Mariswe is more than an engineering consultancy - we are a catalyst for transformation in Africa's infrastructure landscape. As a proudly South African, employee-owned firm, our legacy is built on mentorship, technical excellence, and a deep sense of responsibility toward community upliftment. We're leading the charge in reshaping transport

systems with purpose, balancing legacy with innovation. Our values drive us to not only engineer roads and bridges, but also futures - especially for young professionals navigating the built environment.

Which aspects of your work do you enjoy the most?

I thrive on the intersection of strategy, innovation and delivery. From shaping tender strategies that unlock new markets to troubleshooting complex risks on international projects, every day offers the chance to pioneer smarter, more sustainable transport solutions.

The greatest reward is seeing multidisciplinary teams from engineers and planners to technologists come together under a shared vision to transform a corridor or upgrade a transit interchange, then watching communities reap the benefits.

How would you describe the current operating environment?

Our operating environment is challenging yet ripe with opportunity — demanding both resilience and reinvention. Project availability fluctuates, but the real differentiators are agility, professionalism, and strategic

partnerships. At Mariswe, we've proven that innovation doesn't just lie in new technology, but in how we think, collaborate, and adapt. Compliance is no longer a box-ticking exercise — it's part of how we build trust and unlock long-term relationships with public, private, and donor clients.

Which projects are you most excited about currently, and what makes them enjoyable?

What excites me most is the blend of hard engineering transport projects — where we're shaping roads, interchanges and public transport infrastructure on the ground — and transport planning initiatives that influence long-term policy, system reform, and urban equity.

I'm particularly energised by several recent Transport Team projects and bids, for example the Thaba-Tseka to Katse Road Rehabilitation in Lesotho which combines technically demanding upgrades with socio-economic benefits for isolated communities. The World Bank ACTIVATE Suva project in Fiji focuses on developing inclusive city-scale paratransit frameworks.

Other exciting projects are the Dodoma Informal Transit Reform in Tanzania transforms daladala operations into

“ Stay focused, be fearless, and never back down from a challenge worth chasing. ”

Q&A

WITH PRAVANYA PILLAY

a structured, sustainable system and South Africa's Overberg District Road Asset Management System which applies data-driven strategies to optimise road maintenance, reduce lifecycle costs, and strengthen long-term network sustainability.

These projects reflect my belief that effective transport solutions — across both physical infrastructure and systemic planning — are catalytic. They are not just means of mobility, but platforms for opportunity. They unlock access to jobs, education, healthcare, and economic inclusion. They connect people to potential. Transport, in all its forms, is the backbone of thriving communities.

Being part of that transformation — whether it's drawing curves on a rural road or shaping a city's future transit vision — is why I remain passionate about what we do every day at Mariswe. These projects demand strategic insight, technical depth, and bold leadership — exactly where our team shines.

How do you stay informed about industry trends and innovations, and how does that knowledge enhance your team's performance?

Staying ahead means staying plugged in. I actively engage with donor agency trends, attend global webinars, and benchmark our strategies against leading international firms. More importantly, I bring this learning into everyday leadership — pushing my team to think beyond the brief, embrace tools like AI technologies to supplement engineering aspects, ICU contracts and digital platforms, and co-create innovative delivery models that are resilient, efficient, and future-ready.

What culture do you aim to build in your team, and how does it contribute to Mariswe's success?

I drive a culture that is bold, collaborative, and unapologetically ambitious. We operate with trust, transparency, and a shared hunger for excellence. I believe in giving my team the space to grow, the tools to excel, and the

leadership to rise. The result? A team that not only delivers, but leads — within Mariswe and across the African continent and beyond.

What is your leadership philosophy?

Lead with intent. Empower with trust. Grow through accountability. I lead with vision and clarity, but never from above. My Transformational leadership style is to set the direction, clear the path, and raise the bar. I believe leaders are only as successful as the teams they nurture — and the legacy they leave behind.

What passions or interests do you enjoy most outside of your career?

Travel fuels my soul — especially when it intersects with nature, culture, and family. I love discovering hidden corners of the world with my daughter and husband by my side. These adventures ground me, inspire me, and remind me why infrastructure matters — it connects people to possibilities.

What's one unique or surprising fact about you?

Few people know that I was once a contestant on South Africa's very first Fear Factor show. It was an intense, adrenaline-fueled experience that pushed me far beyond my comfort zone — physically, mentally, and emotionally.

Whether I was jumping off buildings, navigating underwater challenges, or overcoming phobias in front of a national audience, the show taught me a valuable life lesson: fear is a signal, not a stop sign. It taught me to lean into uncertainty, trust my instincts, and stay calm under pressure—skills that surprisingly mirror the realities of leadership in a fast-paced consulting environment.

That experience was a reminder that boldness isn't just about risk-taking—it's about mindset. And today, whether I'm tackling a high-stakes tender or guiding a team through project turbulence, I draw on that same mindset: stay focused, be fearless, and never back down from a challenge worth chasing.



Pravanya presents the Mariswe-sponsored Best Undergraduate Student Award to Emma Anderson at the University of Stellenbosch's 2024 graduation awards ceremony.



Mariswe upgrade of the
R63 Bhisho to N6 Kei Road

MARISWE EMPLOYMENT EQUITY COMMITTEE

by Nonkululeko Sindane,
Chief Executive Officer

Mariswe is intentional about inclusivity in the workplace. We have worked hard to create a strong professional company that is racially and gender diverse, sensitive to and working towards compliance with the Employment Equity Act 55 of 1998, as amended.

As a company, we are cognisant of the constitutional imperatives of building an inclusive country, which necessarily includes an inclusive economy where everyone has the right to participate and contribute.

We are also very aware of our limitations in attracting disabled professionals as part of our workforce. Nevertheless, we continue to identify and recruit such professionals, not only to meet compliance requirements—which remain critical for the company—but more importantly to ensure that the inclusivity we have been working towards is realised by all.

We hold ourselves accountable to this objective and rely on our internal structures, established in compliance with legislation, to support us on this journey.

Our Employment Equity Committee, while mandated by legislation, also serves as the conscience of management. It plays a vital role in ensuring that the company progressively meets the targets it has set for itself. We recognise that this is not an easy task within the context of the low infrastructure project environment. However, we strongly believe that inclusivity is not only essential but critical for the sustainability and integrity of any professional company.

MANAGER OF THE EEC



REUBEN MBOYISE

Employment Equity Committee Manager

I am an Executive Manager in Mariswe's Transportation Division, where I work on multi-disciplinary projects for SANRAL & various municipalities, as well as engaging in marketing initiatives to both government & the private sector. In May 2025, I was appointed Employment Equity Manager (EEM), responsible for ensuring that the Employment Equity Committee fulfils its obligations. This includes conducting workplace analyses, preparing the 5-year Employment Equity Plan (2025–2030), compiling annual EE reports, & chairing EEC meetings.



MEET THE EMPLOYMENT EQUITY COMMITTEE MEMBERS:



LEANDA LE ROUX

Secretary

I am based at the Pietermaritzburg office in the finance division under Corporate Services. As part of the Employment Equity Committee, my role has been to help identify barriers & propose action measures around staff wellness - particularly workplace harassment, employee health, & HIV/AIDS. We also address disciplinary practices & corporate culture, with the overall aim of promoting fairness, inclusivity, & growth within Mariswe.



JACK MOKONYANA

Member

I am an Office Assistant at the Bryanston branch & a member of the Employment Equity Committee. My role focuses on identifying barriers & proposing affirmative action measures in areas such as advertising positions, selection processes, recruitment & appointments, training & development, performance evaluation, succession & experience planning, & the retention of designated groups.



ZAAHIRA HOOSEN

Member

I work in the Finance Department at the Bryanston office.

As a member of the Employment Equity Committee, my role has focuses on identifying barriers & developing action plans in key areas such as corporate culture, disciplinary measures, & staff health & wellness.



LIA WISE

Member

I am a Lead Planning Specialist in the Infrastructure Planning Division at the Pretoria office. I have 18 + years of experience in GIS & development planning. I am a registered Professional GIS Technologist with the South African Geomatics Council (SAGC). As part of the EE Committee, I contribute by identifying gaps in recruitment & appointment processes & recommend solutions to help Mariswe achieve its Employment Equity (EAP) targets over the next 5 years.



SIFISO DLAMINI

Member

I am currently an Assistant Resident Engineer on SANRAL projects. As a member of the Employment Equity Committee, I focus on identifying training & development opportunities to empower employees & bridge gaps. I have also contributed by proposing affirmative measures to address shortfalls, ensuring the committee's work advances fairness, inclusivity, & growth within the organisation.



ZWIVHUYA NENGOVHELA

Member

I am a Human Resource & Payroll Administrator, & an active member of the Employment Equity Committee. In this role, I have contributed to areas such as job classification, grading, remuneration & benefits, training & development, performance evaluation, & succession planning. I have proposed affirmative action measures to address workplace barriers & helped to redress past imbalances within the organisation.





LIFE CYCLE MANAGEMENT OF INFRASTRUCTURE ASSETS

Infrastructure asset management is a multi-disciplinary process that involves managing the full life cycle of infrastructure assets from planning and design to operation and maintenance as well as asset disposal, and repurposing for reuse. The fundamental principle is to have a holistic and integrated asset management strategy for the management of assets – both financially and technically.



by Monja Esterhuizen, Lead Planning Specialist,
Nonkululeko Sindane, CEO & Kyle Raman, Lead Engineer:
Bridges & Transportation Structures (contributor)

With climate change being a global imperative, the strategy for sustainable management of infrastructure assets requires a systematic approach to integrate climate risks and opportunities into all aspects of asset management, including budgeting, investments, operations, and governance.

Infrastructure asset owners as well as asset management specialists face challenges including financing for asset management, operation, and maintenance. Questions of asset quality of service, maintenance history, useful life, asset value and the accounting for the said assets are vexing matters which asset owners grapple with because of limited resources. Entities use different asset management systems, each of which has its own value proposition and sometimes limitations in documenting the existence, completeness, status, history of the asset.

In the public sector the existence and use of infrastructure assets is regulated by the Government Immovable Asset Management Act (GIAMA), Act 19 of 2007, which creates a framework under which immovable assets must be managed, their use to be aligned with service delivery imperatives, and provide for issuing of guidelines and minimum standards in respect of immovable asset management by a national or provincial department.

Municipalities and public entities use different systems aligned to the international ISO 55 000 standards in asset management to achieve the objectives of having clearly defined classification and recording of assets, management processes that enable evidence-based decision making. Asset management systems and processes provide a

credible basis for accurate budgeting, improvement of asset efficiency and effectiveness, ensure optimal service delivery, contributes towards risk management, improve credibility and sustainability of assets, among others.

Even with regulations directing asset management, there remains a challenge in part with the full and comprehensive utilization of the systems and processes to sustainably and successfully manage assets. Challenges further include training of users of asset management systems to enable accuracy and regularity of data capturing and analysis, updates of assets resulting in the general availability of quality information when required for decision making.



Mariswe has years of experience in the full life cycle infrastructure asset planning, design, construction and maintenance in the public and private sectors.

Asset management experience is fundamental in assisting clients develop policies, strategies and asset registers for their infrastructure assets. With limited budgets for new infrastructure to be built, the emphasis on existing infrastructure's maintenance and making asset life span stretch for longer has become even more urgent.

Our experienced employees are qualified in different disciplines such as in the condition assessment of water, sanitation, structural or road assets. Key to infrastructure Asset Management is the scheduled and unscheduled infrastructure inspections, as an example, the bridge inspections follow the COTO Bridge Inspections (as per TMH19). These inspections are conducted by qualified and experienced professionals.

COTO Bridge Inspections are a prescribed method for assessing bridges and structures, typically captured by Bridge Management System (BMS) software such as “Strumann.”

The Committee of Transport Officials (COTO) requires inspectors to have:

- A Pr Eng qualification.
- 6 years of exclusive bridge design experience.
- Completion of the SARF-accredited COTO bridge and culvert assessors’ course, with a minimum passing score of 70%.

These requirements ensure the accuracy and uniformity of inspection results. Most municipalities, provincial, and national road authorities receive a Rural Roads Asset Management Systems (RRAMS) grant, which mandates routine inspections of structures every three years. All inspectors must be registered with COTO.

Road infrastructure structures are designed for a lifespan of one hundred years, but this requires regular maintenance informed by the planned and unplanned inspections. Minor defects, such as blocked stormwater scuppers and failed expansion joints, can lead to more expensive repairs if not addressed promptly.

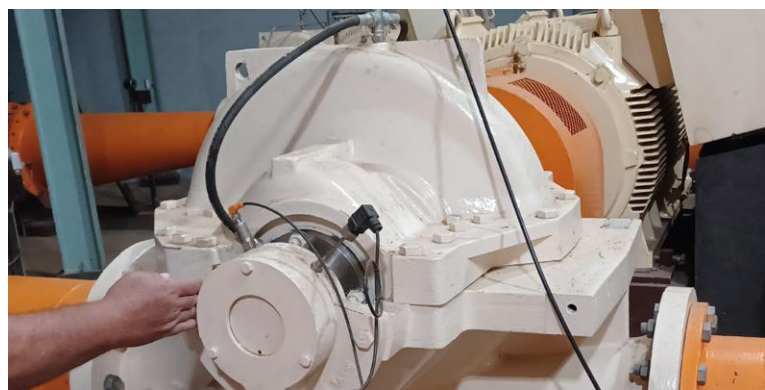
Inspections capture defects in terms of Degree, Extent, and Relevancy, using standardized ratings. The BMS software calculates condition and priority indices, which are then provided to the client to prioritize and action maintenance based on such priorities.

Mariswe is registered with the Southern African Asset Management Association (SAAMA), whose objective it is ‘to promote the interests of asset management and maintenance as a whole, as well as to uplift asset management and maintenance practitioners in southern Africa’.

Mariswe’s experience and background enable the company to assist clients primarily in training responsible staff on infrastructure asset management including ongoing support until sufficient inhouse capacity is developed to discharge full infrastructure management.

Key to infrastructure asset management is the development of policies and asset management strategies and plans for long-term performance and cost-effectiveness of critical infrastructure assets such as water reservoirs, wastewater treatment plants, bridges, building structures and the like.

The public sector invests significant financial resources in the building and maintenance of assets for economic and social purposes in service delivery areas including roads, ports, electricity, communication, water and sanitation, oil and gas pipelines on one hand and health care, academic institutions, courts of law on the other etc., all of which require credible and active infrastructure asset management capacity.



A solid asset management strategy defines acceptable risk levels and guides the management of operational, financial, maintenance, upgrades and safety risks.

In recognition of the aforementioned challenges, Mariswe has immersed itself in research to understand how we can be of better service to our clients in addressing their asset management challenges. We have identified and partnered with experts in asset management systems development and deployment. This we did to ensure that Mariswe and our clients will apply asset management systems and practices from the best.

HYDRO-COMP PARTNERSHIP

Mariswe has partnered with renowned Information Technology company Hydro-Comp, which specialises in the development and implementation of the EDAMS integrated management system, based on the ISO 55 000 asset management framework.

The EDAMS suite of management systems integrate the commercial, operational, maintenance, and planning functions of utilities, streamlining both transaction processes and data models for enhanced efficiency and control.

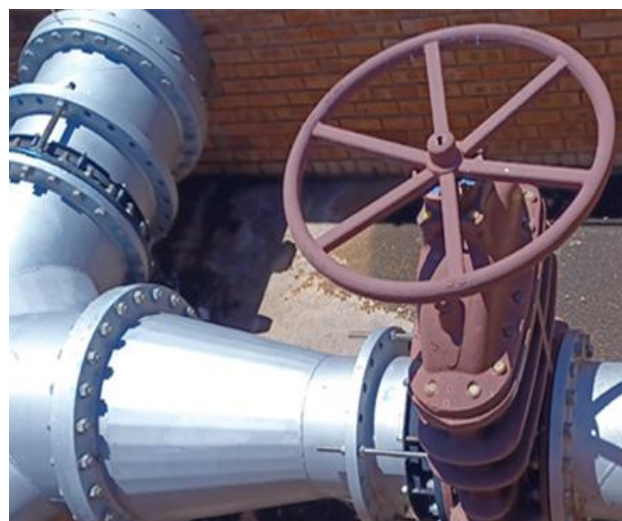
Hydro-Comp provides a unique combination of Billing, Customer Services and Asset Management software together with related support and maintenance services aimed at improving overall utility performance and efficiency.

Hydro-comp’s practical experience in undertaking engineering projects led to the development of industry-specific methodologies that, in turn, formed the basis of the “EDAMS suite of Management Systems” in use today and is fully ISO compliant.



In the context of the South-African public sphere, EDAMS is also supporting the requirements of the Municipal Standard Chart of Accounts. The company operates in Africa, Europe, Asia and America, with offices in South Africa, Botswana, Cyprus, Egypt, Eastern Europe and the United States of America. With more than 35 years in operation, Hydro-Comp has more than 200 clients using the EDAMS suite of products in 19 countries.

With Hydro-Comp's experience and Mariswe's over 50 years rich history, expertise in civil engineering consulting, creation of new infrastructure assets for public and private use, we believe this partnership will enable Mariswe to provide total infrastructure management services and solutions to our clients. We look forward to the positive results of this partnership and can already envision the value from this relationship to the daily operations of our clients.



THE ASSET MANAGEMENT LIFECYCLE

Ref: Monja Esterhuizen



18 YEARS OF SUSTAINED EXCELLENCE IN QUALITY MANAGEMENT AT MARISWE

Mariswe has maintained ISO 9001 certification since 2007, almost 2 decades of demonstrating a long-standing commitment to quality, client satisfaction, and sustainable infrastructure development. This certification reflects the company's strategic focus on delivering engineering excellence through a robust and continually evolving Quality Management System (QMS).



by Nokuthula Majola,
Quality Compliance Officer & Web
Application Developer

Mariswe's Management Representatives for Quality (MRQs) across five offices provide localized leadership and insights, ensuring the QMS is effectively implemented and aligned with both corporate objectives and client needs.

MARISWE QMS TEAM:

- Sandra Munnik – Senior MRQ
- Nokuthula Majola – Corporate MRQ / Branch MRQ (Cape Town)
- Juani Odendaal – Branch MRQ (Head Office, Bryanston)
- Nondumiso Mthembu – Branch MRQ (Pietermaritzburg)
- Stanley Mutuwa – Branch MRQ (Pretoria)
- Chere Paviour – Branch MRQ (East London)



Each Management Representative for Quality (MRQ) plays a vital role in ensuring that quality is not only maintained but continuously improved across all branches.



The scope of Mariswe's QMS includes design and consulting engineering services in transportation, structures, water and sanitation, as well as infrastructure planning, advisory, and project management.

The system is built on the internationally recognized Plan–Do–Check–Act (PDCA) cycle and integrates risk-based thinking to ensure proactive decision-making and resilience across all projects. This cycle ensures our systems remain agile, responsive, and aligned with evolving client and industry needs.

Customer satisfaction is central to Mariswe's operations. Structured feedback mechanisms and project reviews inform continuous improvement initiatives, ensuring services consistently meet or exceed client expectations.

Mariswe's leadership has played a pivotal role in embedding quality into the company's culture. Their thought leadership, strategic oversight, and support for innovation have empowered teams across all branches to take ownership of quality. Staff involvement is a cornerstone of the QMS, with monthly internal audits, training, and cross-functional collaboration driving accountability and excellence. Quality is not just a compliance requirement; it's a mindset that drives how we serve our clients and communities.

Risk-based thinking is embedded in our operations. We proactively identify, assess, and mitigate risks across all project phases. Tools such as risk registers, contingency plans, and internal audits help us minimize disruptions, ensure regulatory compliance, protect client interests, and enhance decision-making and resilience.

Annual external audits are conducted by DEKRA, along with re-certification audits, validate the effectiveness of Mariswe's QMS. The company's consistent success in these audits reflects its operational discipline and commitment to continuous improvement. Mariswe extends gratitude to everyone who contributed during preparations and deliver a successful QMS audit outcome for 2025.

Mariswe's ISO 9001-certified QMS is a strategic asset that supports the company's mission to deliver high-quality, sustainable infrastructure solutions while empowering communities and fostering a culture of excellence.

QUALITY MANAGEMENT AT MARISWE

The reflections below highlight the depth of engagement, mentorship, and pride in contributing to Mariswe's quality journey:



"My journey began in project administration, where I developed a deep respect for structured processes. As MRQ, I focus on audits, risk management, and continuous improvement. Nokuthula's mentorship has been instrumental in aligning our branch with corporate goals. Working with the whole team has been incredibly rewarding. Together, we foster collaboration, learning, and excellence, using QMS as a tool to improve performance & support one another. For me, QMS is more than compliance—it's a reflection of our professionalism and commitment to clients."

- Nondumiso Mthembu – PMB Office



"I joined Mariswe in 2009 and became MRQ in 2021. Transitioning from project support to quality leadership was challenging but rewarding. Monthly audits help us stay ahead, and Nokuthula's guidance has been invaluable. Preparing for our recent re-certification audit was intense, but we succeeded—and I'm proud to say we're ISO 9001:2015 certified."

- Juani Odendaal – Bryanston Office



"I've been part of Mariswe's QMS journey since our first external audit in 2007. Working alongside Sandra and Nokuthula has elevated our standards. Monthly audits, system improvements, and the Lesotho Highlands Project QMS setup are just a few milestones I'm proud of."

- Stanley Mutuwa – Pretoria Office



"I've worked at Mariswe for 19 years and became MRQ in 2010. The support from mentors and staff has shaped my journey. I'm proud of our branch's performance during DEKRA audits, which are essential to our operations. Despite many changes over the years, the encouragement from our Head of QA, Nokuthula Majola, has remained constant and deeply appreciated."

- Chere Paviour – East London Office



"My strongest point is being process-oriented and attentive to detail. With the support of the Mariswe team, the journey has been swift, informative, and positively impactful. I joined Mariswe in April 2023, bringing a unique blend of expertise in IT, Business Analysis, and ISO 9001:2015 implementation. Mariswe's QMS is a living system, it reflects our values, our professionalism, and our commitment to continuous improvement"

- Nokuthula Majola - Corporate MRQ

Quality is a shared responsibility at Mariswe. Our staff actively contribute to monthly internal audits, project documentation and compliance, and identifying and implementing improvements. This culture of accountability ensures quality is embedded in every aspect of our work.

Sandra Munnik – Senior MRQ



INNOVATING FOR THE FUTURE



Mariswe hosts university students at
Woodmead Reservoir for a site visit

SUSTAINABILITY OF BUSINESS DURING UNCERTAIN TIMES

The civil engineering consulting profession is a critical cog in the construction industry wheel. It is critical for infrastructure rollout. The industry is well positioned to support the public sector in the revitalization of the aging infrastructure as well as building new infrastructure.

The civil engineering consulting sector is exposed to challenges including limited new projects despite a dire need for new or upgraded infrastructure to power the economy, huge competition and discounts in tenders, delays in awarding projects, late payment for work done, while also dealing with problems social challenges during project rollouts. In addition, unemployment is very high, especially youth unemployment in South Africa.

While a need for infrastructure is evident, the constrained economic growth creates a perfect storm for fierce competition for limited projects that ultimately get advertised by the public sector. As an example, the numbers of companies that attend briefing sessions for limited tenders speak volumes. This is indicative of the pressure the sector is experiencing.

Very high competition has different impacts on the sector and the broader economy. Competition is good for any sector, as it:

- drives prices down which enables limited financial resources of clients to go further,
- enables ease of access into the sector and the economy,
- responds to issues of entrenchment where barriers to entry have previously been high,
- improves the quality of services as a basis of distinguishing one service provider to the other, etc.

While competition is good, it can also negatively affect the sustainability and growth of the sector, noting the following:

- instability for shareholder investments because of diminishing returns,

- reduction of investments in the development of young professionals when there is insufficient work in the market,
- some professionals may be left with limited options but to seek greener pastures in other jurisdictions where there is a likelihood of professional growth,
- makes the sector unattractive, which may force younger professionals to join other sectors where their skills may be required.

In 2024, infrastructure investment was lower than was anticipated in the previous year based on the forecasted economic growth. While the MTBPS emphasized a need for better planning for infrastructure delivery, which was welcomed, the urgency of doing this and the likelihood of consistent investment in this area has been lower than the expected demand.

An even bigger, and persistent challenge, is addressing a lack of timely award of infrastructure projects where tenders have already closed. This challenge requires urgent attention as it is choking the sector as not all infrastructure is delayed because of lack of funding. The sector is not able to plan the required resources for the limited projects that are out in the market, as constant delays and extensions of validity periods may result in resources moving along. Additionally, when the appointments are finally made, when resources are secured, these become expensive, something that clients can assist with by being timely with appointment decisions.

Dedicated capacity for planning and preparation for credible infrastructure rollout is very important. There is enormous pressure in the civil engineering sector especially to get projects out to keep the economy ticking in the right direction. Proper and functioning infrastructure translates into seamless delivery of economic growth and improves social services such as water, transportation, electricity, education, health care and many more.

In the City of Johannesburg, as an example, water availability has become a big challenge. Limited or absence of adequate water is likely to be an economic inhibitor as well as a big source of social frustration against municipalities. This may have a direct impact on the economy that requires the public and private sector to work in unison to address any conditions that may hamper or contribute to the reasons for slow economic



growth. We have already seen in some areas of Gauteng where lives have been lost due to water borne diseases something that we should not be seeing anywhere in South Africa. Professionals exist within the civil engineering sector to ensure that infrastructure is delivered and works as it should. Government and the sector must work tirelessly to mitigate against an escalation of water problems.

We were pleased to learn from the MTPBS that the Department of Water and Sanitation's Water Partnerships Office has two priority programs for non-revenue water and recycling wastewater that require private investments'. It is anticipated that these interventions will be good for the sector and will get the involvement and participation of the consulting engineering civil sector which may open opportunities for the sector.

The transportation sector, like other sectors, requires significant injection of funding for new infrastructure projects as well as upgrading the existing infrastructure. We were pleased to learn that the same focus of infrastructure planning in the water sector extends to the transportation sector. In 2024, the government introduced a firm and continuous evaluation of procurement processes, instead of one window per annum which is important to get the infrastructure space continuously active for the benefit of the economy and public services. With this approach, the construction industry will likely be constantly active. Infrastructure investment has an ability to be a catalyst for other investments which are desperately needed to move economic growth in 2025.

In 2024, government demonstrated clearly that it is making a concerted effort to increase the pool of funders to diversify public infrastructure financing through new mechanisms and instruments. These include build-operate-transfer (BOT) structures and other concessions. 'We are developing a blended finance risk-sharing platform that includes a credit guarantee vehicle that will help de-risk public-sector projects while reducing government's contingent liabilities'.

MARISWE'S RESPONSE TO THE CHALLENGING INFRASTRUCTURE ENVIRONMENT

As a player in the Construction Industry, Mariswe will continue engage and be aware of the developments in our sector to guide the investments we make in our company. With approximately 64% of elections having been completed in 2024 in some countries of interest, we now anticipate infrastructure investments to be on an increase and that players in the various sectors, including Mariswe, will benefit therefrom.

Like other companies, Mariswe is navigating these uncertain times in the industry in part through relying on long-term clients domestically and internationally for repeat work. Strong business development, partnerships with other companies remain a pivotal response to the market conditions.

KEEPING UP WITH TECHNOLOGICAL DEVELOPMENTS

With the developments in artificial intelligence, it is pivotal to keep up with technological and Fourth Industrial Revolution (4IR) developments as they are the future. While we are developing ourselves internally in this field, we are also mindful that younger technical employees still require some conventional training which is critical for well-rounded professionals. We are studying the impact of the new developments and educating ourselves as much as we can in this space. While the manufacturing space in South Africa is embracing the 4IR, other sectors are doing the same. As a company with an international footprint, Mariswe will not be left behind in ensuring that we are well positioned to take full advantage of these developments.

References:

1. *Medium Term Budget Policy Statement, National Treasury*, 30 October 2024
2. *Stats SA overall youth unemployment in 2024*, <https://www.statssa.gov.za/p=17266>
3. <https://insights.astronenergy.co.za/what-the-4th-industrial-revolution-means-for-south-africa>

"WHY", AN INNOVATORS NORTH STAR

by Sisanda Dyubhele,
Executive Manager: Transportation (ELO)

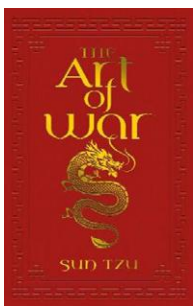
I vividly recall my mentor telling me as a Graduate that within the Consulting Engineering space, and some might argue that the same is true in life, that everything happens in cycles or seasons, in as far as both success and challenges are concerned.



It goes without saying that for the South African road construction industry, the 2010 FIFA world cup related infrastructure projects were the most recent boom in activity and a welcome reprieve from the 2008 global financial crisis.

We now find ourselves in a cycle where we have to compete fiercely for projects from the three spheres of government, and the contested battle grounds tends to be on price more than on preference points. This has resulted in most Consulting Engineering companies adopting strategies of Client diversification and/or value differentiation.

When it comes to differentiation, the buzzword that has been bandied about is that of innovation and most Consultants have felt the pressure of needing to be seen to innovate and going so far as adding it to their corporate tagline and Client pitches. In response to these industry dynamics, it is natural for us to ask our ourselves whether Mariswe should heavily invest in Artificial Intelligence, Internet of Things, Data mining, Visual and Augmented Reality expertise, but the answer, in my opinion, is less dramatic, "it depends".

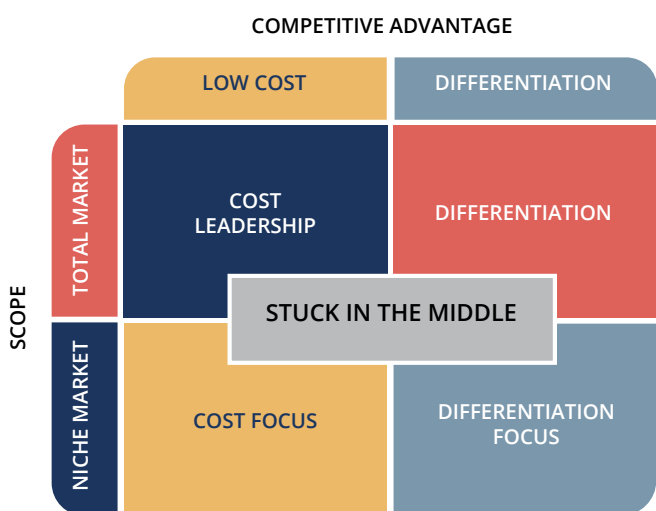


I am of the view that as Mariswe, we should avoid trying to keep up with our competitors as our primary focal point, we would be better served if we focused on trying to keep up with our Clients' needs and this process has a glossy name called strategy, corporate strategy to be more exact. The concept of Strategy has existed for as long as human beings have had to compete for scarce resources, but our modern understanding of strategy emanated from the natural evolution of warfare and was popularised by such influential written accounts as Sun Tzu's *The Art of War*.

Strategy is the art of understanding your battle ground, defining your ally's and opponents and developing clarity for

what it means to win and to lose, and thereafter developing steps for aligning purpose and capabilities for the desired outcome. That is indeed a mouthful, simply put, strategy is the art of determining your why and developing multiple how's and what's that help you achieve it.

Luckily for us, our vision statement has already answered the critical question of "why", which is to **improve lives as we engineer solutions for our Clients, thereby making our contribution to providing a better life for all**. When it comes to the "how", we should only select innovative strategies that help us gain a competitive advantage in the markets we engineer solutions for. When it comes to gaining competitive advantage, we need to be clear on **which of Porter's Generic Competitive Strategies we wish to adopt**:



Porters Generic Competitive Strategies Model
(source: expertprogrammanagement.com)

When it comes to the "what", we should appreciate that there are different degrees of innovation and our selection from the various options should depend on the needs, appetites and budgets of our Clients.

“ Luckily for us, our vision statement has already answered the critical question of “why”, which is to improve lives as we engineer solutions for our Clients, thereby making our contribution to providing a better life for all. ”



THE PRIMARY DEGREES OF INNOVATION CAN BE SUMMARISED AS FOLLOWS:

RADICAL INNOVATION

Radical Innovation is based on the creation of a totally value proposal for a product or service, implying a break with the established method up to now.

INCREMENTAL INNOVATION

Part of a product that already exists, but that incorporates very significant improvements. In other words, additional value is generated.

DISRUPTIVE INNOVATION

Disruptive innovation is the application of new ideas that lead to the modification of products, services, and processes, generating drastic changes in the market, companies, and the behaviour of consumers. This is usually a scalable movement that reaches many people at the same time.

The challenge with the degrees of innovation to the left, as is the case with “ribbon cutting” events, is that disruptive innovation tends to get the most publicity, but the significant proportion of innovations are actually incremental, which then lead to the discovery of radical and disruptive innovations.

In the world of business, there are no awards for having the best of intentions, there are only those who have been able to achieve what they set out to do and those that have learnt how not to. It is for this reason that before we fall in love with particular innovative technologies, we should first allow our better judgement to prevail, and first establish our fundamentals of strategy.

Once we have settled the question of why, how and what, we stand a far better chance of identifying innovative solutions that will have a meaningful and sustainable contribution and allow us to continue improving lives with our engineering solutions for another 51 years to come.

Source: Degrees of Innovation (source: repsol.com)



HOW MARISWE CAN ADAPT IN A VUCA WORLD

by Zainul Shiekh,
Division Head: Water & Sanitation

The concept of **VUCA** — **VOLATILITY, UNCERTAINTY, COMPLEXITY, AND AMBIGUITY** — defines today's business landscape, where change is rapid and often unpredictable. Companies like Canon, Blockbuster, and Nokia offer important lessons on the consequences of resisting change and the need for strategic adaptation. Mariswe can draw valuable insights from their experiences to navigate a VUCA environment effectively.

WHAT CAN WE LEARN FROM THE BEST OF THE BEST?

NOKIA BLACKBERRY

One of the biggest lessons from Nokia's decline was its reluctance to embrace Android when the smartphone revolution was taking off. Despite being a market leader, Nokia chose to stick with its proprietary Symbian OS and later adopted Windows Phone, missing the opportunity to transition to Android, which rapidly became the dominant platform. This decision was rooted in a belief that their existing ecosystem could compete, but it ultimately led to a loss of market share as consumers gravitated towards the more versatile and app-rich Android devices.

The key lesson here is that failing to adapt to emerging industry standards and consumer preferences can be costly, even for market leaders.

Nokia's experience underscores the importance of embracing change, staying agile, and being open to new technologies. For businesses today, it's a reminder that in a fast-evolving market, adaptability and willingness to pivot in response to trends are essential for long-term success.



CANON -FILM CAMERA

Canon's initial reluctance to embrace digital photography offers a valuable lesson in the importance of adapting to technological change. Despite being a leader in the film camera market, Canon was slow to recognize the potential of digital cameras, as it feared cannibalizing its profitable film-based products. This hesitation allowed competitors like Sony and Nikon, who quickly adopted digital technology, to gain a significant foothold in the market. It wasn't until Canon shifted its strategy and fully invested in digital cameras that it managed to reclaim its position as an industry leader.

The key takeaway from Canon's experience is that resistance to change, driven by the desire to protect existing revenue streams, can be a major strategic misstep. For any business, embracing innovation and being willing to pivot—even if it means disrupting current offerings—are essential to staying competitive in a rapidly evolving market. Canon's eventual success in digital imaging highlights the power of adaptation and the necessity of aligning business strategies with emerging consumer preferences.



BLOCKBUSTER - TRADITIONAL BUSINESS MODEL

The best DVD rental company in the past was Blockbuster, a global giant with thousands of physical rental stores across the world. At its peak in the early 2000s, Blockbuster was synonymous with movie rentals, offering a vast selection of DVDs and VHS tapes. However, the company's reliance on its traditional brick-and-mortar business model became its downfall when Netflix entered the scene.

Netflix started as a mail-order DVD rental service in 1997, differentiating itself by offering a subscription model with no late fees—an issue that frustrated many Blockbuster customers. As internet technology improved, Netflix foresaw the shift towards digital consumption and made a pivotal decision to transition from DVD rentals to streaming services. In 2007, Netflix launched its streaming platform, allowing users to watch movies and TV shows instantly online, a move that Blockbuster failed to respond to effectively.

Blockbuster underestimated the growing demand for digital content and the convenience of on-demand streaming. The company attempted to launch its own streaming service too late, in a market already dominated by Netflix. Additionally, Netflix's early investment in original content, such as House of Cards and Stranger Things, helped solidify its position as a leader in the industry.

Netflix's willingness to innovate and adapt to changing consumer preferences allowed it to overtake Blockbuster, leading to the latter's bankruptcy in 2010. This shift marked the beginning of the end for traditional DVD rental stores and the rise of on-demand digital streaming as the new standard for home entertainment.



THE WAY FORWARD FOR MARISWE

By drawing on the strategies of these industry leaders, Mariswe can navigate the challenges of a VUCA environment more effectively. Embracing diversification, technology adoption, and a client-focused approach will position Mariswe to adapt swiftly to market changes, seize new opportunities, and continue its growth as a leading engineering consultancy in South Africa and beyond.

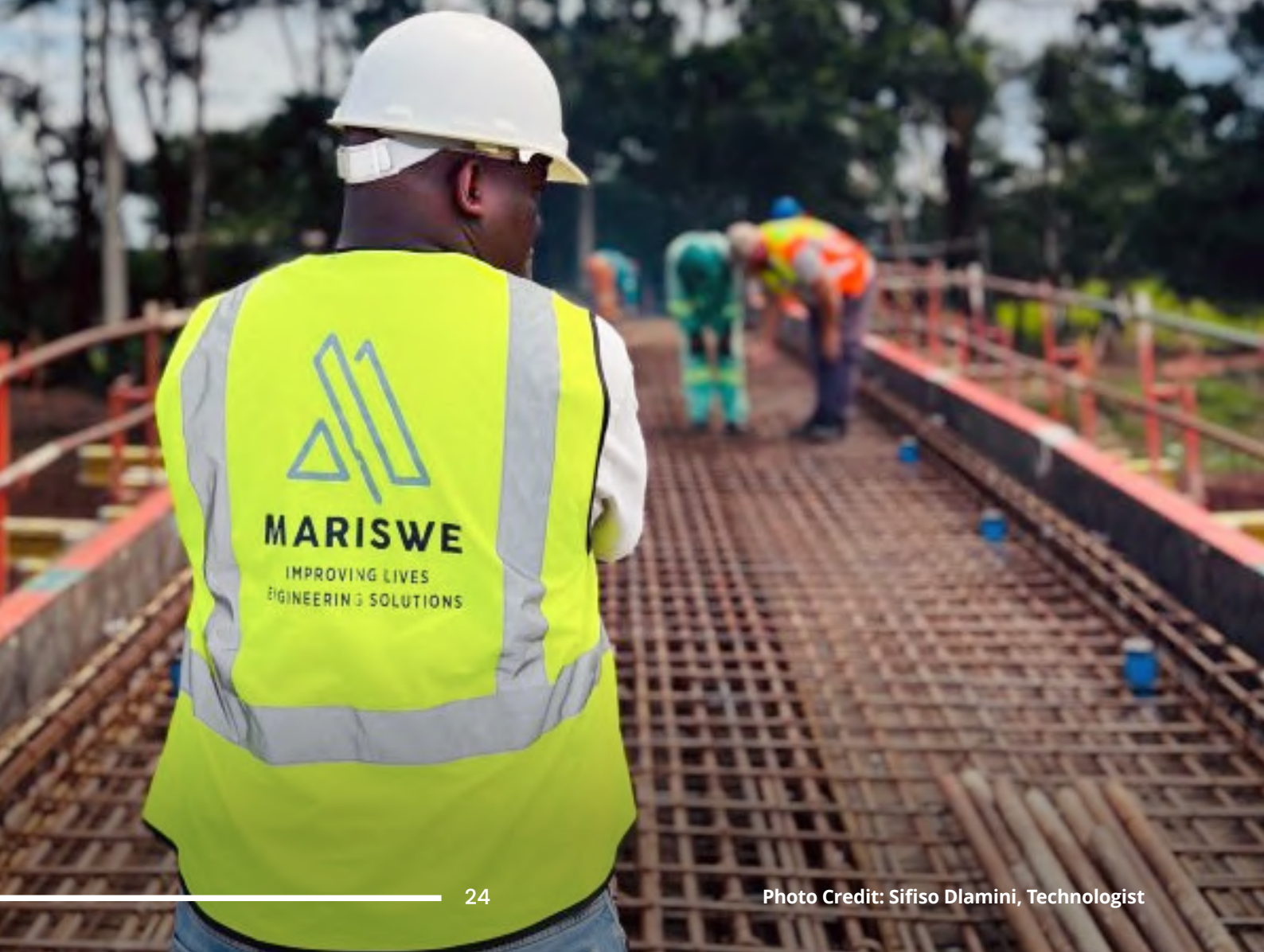
With a proactive and flexible strategy, Mariswe can turn the uncertainties of the present into stepping stones for a successful and sustainable future.

Key Strategies for Mariswe in a VUCA World

- 1 Invest in Talent and Foster a Culture of Adaptability:** Encourage continuous learning and upskilling in more than one area and learning emerging skills like digital engineering, sustainability, and project finance. A workforce that embraces change will be better equipped to tackle new challenges and seize opportunities.
- 2 Form Strategic Partnerships:** Collaborate with technology providers, research institutions, and funding agencies to enhance project delivery and access new markets. Partnerships with both consultants and contractors that can provide the resources and expertise needed to implement innovative solutions and secure large-scale projects including Design, build and operate (DBO) or EPC projects.
- 3 Monitor Industry Trends:** Keep a close watch on global and local industry developments, such as new regulations in sustainability or shifts in funding priorities, climate change and design of climate resilient infrastructure. This will enable Mariswe to anticipate changes and adjust its strategy proactively, ensuring it remains ahead of the curve.
- 4 Invest in technology:** Invest in digital tools like Building Information Modelling (BIM), drone-based site assessments, and artificial intelligence for project design optimization. By integrating cutting-edge technology into its processes, Mariswe can enhance project efficiency, reduce costs, and offer innovative solutions that meet evolving client demands. This proactive approach will help Mariswe stay ahead in a rapidly changing market.



DIVISIONAL & PROJECTS NEWS



COMMUNITY ENGAGEMENT AND SOCIAL COMPLIANCE UPDATE

EFFECTIVE COMMUNICATION THROUGH THE CLO



A BRIDGE BETWEEN CONTRACTOR AND COMMUNITY

All communication with local community leaders and residents is channelled through the project's appointed Community Liaison Officer (CLO). Serving as a vital bridge between the Contractor and the surrounding communities, the CLO ensures that information is shared transparently, and community voices are heard throughout the project's lifecycle.

The recruitment of unskilled labour is managed through the CLO, with a strong emphasis on sourcing workers from the local population. This approach not only supports local economic development but also fosters community ownership of the project. To date, the Contractor has maintained this commitment, with all unskilled labour positions filled by residents from nearby communities.

In addition to recruitment, the CLO collaborates with the Contractor's Social Team to manage and address community grievances. While the overall relationship with the community remains constructive, there have been challenges—particularly around compensation for the use of laydown areas.

Community members have often not provided specific terms during negotiation, complicating the process. To resolve this, the Contractor has been encouraged to present clear and reasonable compensation options to affected persons. These offers must be fair—avoiding any exploitation of Project Affected Persons (PAPs)—while also ensuring that compensation costs remain sustainable for the project.

ONSITE SOCIAL COMPLIANCE AND WORKFORCE COMPOSITION

As part of the Contractor's commitment to social compliance and inclusive development, recruitment practices are closely monitored. The CLO plays a central role in these efforts, ensuring that employment opportunities are equitably distributed and that gender representation is considered during the hiring process.

Currently, the site workforce under comprises 147 workers. This includes 87 skilled labourers employed directly by the Contractor and 60 unskilled workers sourced from the local community. All personnel undergo mandatory induction and are required to sign the project's Code of Conduct (CoC), which outlines expected behaviour and compliance with labour and safety standards.

To reinforce workplace discipline and raise awareness of project expectations, the Contractor conducts regular training sessions. Weekly toolbox talks and daily "Don't Start Task Injured" (DSTI) briefings are held to address safety, social, and environmental protocols.

These initiatives highlight the project's proactive approach to community integration and social responsibility, ensuring that the development leaves a positive and lasting legacy.





PROVIDING STREAMLINED WATER INFRA-STRUCTURE SOLUTIONS FOR MHLANGANO

Design and Construction Supervision of Water Reservoirs and associated works for the Eswatini Water and Sanitation Utilities in Mhlangano.

Collaboration between Mariswe's Structures (BS) and Water (RW) divisions have created an efficient one-stop-shop for the design of reservoirs, water towers, pump stations, pipelines and associated infrastructure.

With rapid urbanisation and development straining infrastructure capacity across Mhlangano, Eswatini Water Utilities have taken up the challenge to ensure sustainable and equitable water services to stimulate development and growth. To this end they appointed Mariswe for the design of three reinforced concrete reservoirs, five pressed metal water tanks, a 20m high pressed water tower, a pumpstation and all the essential pipework network, i.e. main lines and laterals. Mariswe's appointment also included the design of the fencing and security, site and future servitude access roads, storm water drainage, telemetry and management of the EIA process.

An integrated approach between Mariswe's Water and Structures divisions has resulted in an efficient, streamlined process for the planning, design and construction supervision of these essential water infrastructure components.

Due to the project's large magnitude, a three-phase staged approach was adopted to ensure smooth and efficient implementation.





PHASE 1

Design and construction of all the three No. 4.5ML reinforced concrete reservoirs, a pump station and a 600kl ground pressed metal tank.

BS completed the structural design of the reinforced concrete reservoirs, with Inyatsi Contractors (Pty) Ltd appointed as the contractor. Construction is now complete, and the reservoirs have successfully passed water-tightness tests, confirming they are leak-free.

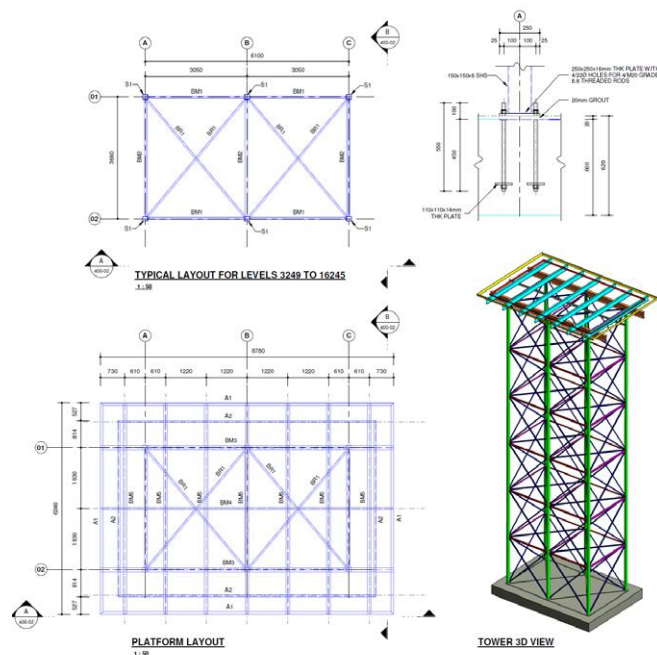


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Due to the project's large magnitude, a three-phase staged approach was adopted to ensure smooth and efficient implementation.

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This project highlights the strength of collaboration within Mariswe, combining expertise to support Eswatini Water Utilities in delivering a sustainable water network for Mhlangano, ensuring reliable water access and driving future urban growth.



The Pressed Metal Water Tower

PHASE 2

Design and construction of a 64km supply pipeline linking all the three reservoirs, thus 22km of 350mm diameter pipe and 42km of 250mm diameter pipeline. The pipeline route has 4 river crossings. Hence, the pipeline is equipped with 4 pipe bridges of variable lengths, i.e. 130m, 90m, 120m and 80m.

RW designed the main pipeline. BS was brought in to design the required 4 pipe bridges required to cross the rough terrain and rivers. Stefanutti Stocks are the contractors. This is work in progress.

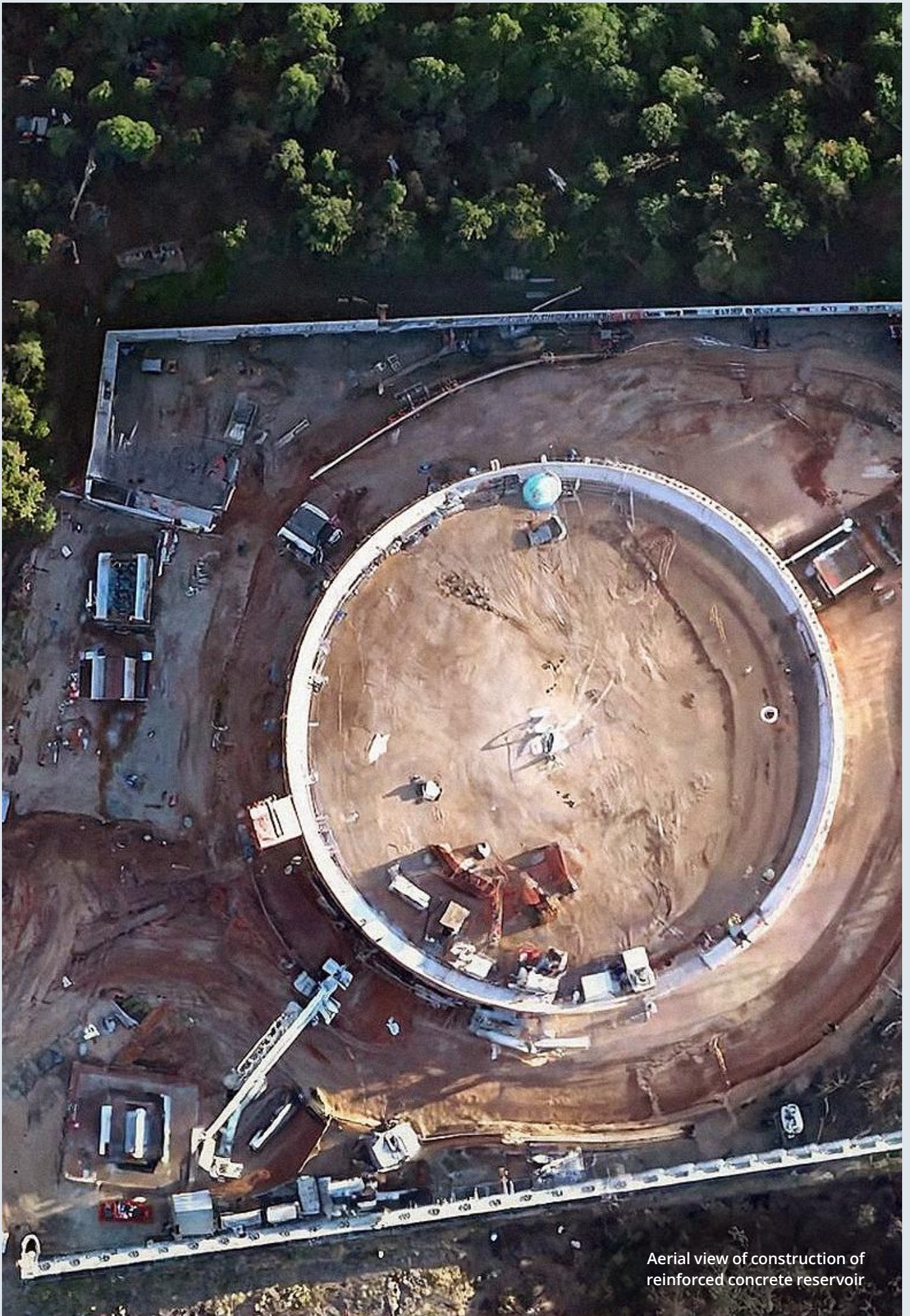


PHASE 3

The laterals network, pressed metal tanks, kiosks and the rest of the ancillary infrastructure.

The laterals network, pressed metal tanks, kiosks and the rest of the ancillary infrastructure was design by RW with support for all structural work by BS. Stefanutti Stocks are the assigned contractor. This is work currently in progress.





Aerial view of construction of reinforced concrete reservoir

DRIVING CHANGE: HOW OPRC IS RESHAPING AFRICA'S ROADS

by Jaco Heyl,
Executive Manager

WHAT IS OPRC?

OPRC is the Acronym for Output and Performance based Road Construction.

Performance Based Construction (PBC) started in the late 1980's in the Americas. Many others followed in the 1990's, including Australia, New Zealand and Europe.

HOW DOES OPRC DIFFER FROM TRADITIONAL CONTRACTING?

TRADITIONAL MODEL	OPRC MODEL
<i>"Tell me what to do, and how to do it"</i>	<i>"Tell me what you want, but not how to do it"</i>
Traditional Model = Work done, measured and paid at unit prices	OPRC Model = Payment according to compliance with service standards in lump sum price

WHY OPRC MATTERS

The main reason for switching from conventional contracting to PBCs is the potential for cost savings. Reported savings are typically between **15% and 30%** compared conventional unit price contracts.

International funding institutions – like **World Bank** – play a significant role in promoting PBC's into development projects.

But the benefits go well beyond budgets:

- Improved asset management and sustainable road infrastructure;
- Avoids frequent claims and contract amendments;
- Improves quality of rehabilitation works ;
- Improves control and enforcement of effective road quality service levels;
- Provides better, safer roads with consistent conditions;
- Reduces road user cost.

MARISWE'S OPRC JOURNEY

Mariswe has been involved in several Output Performance Based Roads Contracts (OPRC) projects across Africa over the past decades, including all phases of project development, including inception, assessment and feasibility studies, concept and preliminary design, tender documentation and bid preparation, as well as construction monitoring. These projects have been successfully implemented in countries including Lesotho, Ghana, Rwanda, and Zambia.

In 2017, **Mariswe** won its **first OPRC contract in Ghana**. The scope included an assessment study to implement OPRC on 1040km of feeder roads, and conceptual design of 3 new bridges and structural analysis of 8 existing bridges. The largest new bridge spanned 260m.

Soon after, **Mariswe** was appointed with local partner Knight Piésold in 2018 for the upgrading of selected feeder roads in the Upper West Region of **Ghana** through OPRC. It comprised various studies, concept designs, and procurement document preparation for 668 km of roads.

Closer to home, in January 2018, the **Department of Transport, Roads Directorate (RD)**, and **Mariswe**, in association with Senqu Engineering Environment and Development Consultants (SEED Consult, Lesotho), signed an agreement for the provision of consultancy services to carry out an assessment study to implement Output and Performance-Based Road Contracts on selected secondary road networks in **Lesotho**. The total length of road covered during this assessment amounted to 579.80 km of secondary road network.



Supported by a **World Bank initiative**, the OPRC model gained traction in more African countries. In 2019, **Mariswe** was appointed, together with local partner **Astrik**, as the Monitoring Consultant for the monitoring and supervision of rehabilitation, upgrading, and multi-year maintenance of feeder roads on two projects in **Rwanda**. One project covered the Eastern and Southern Provinces, and the other covered the Western and Northern Provinces. The total road network under these projects was 208 km and 241 km, respectively. These projects were managed through the COVID-19 pandemic and are still ongoing, with completion scheduled for December 2025.

Being established as the leading South African based consultant implementing OPRC projects in Africa, Mariswe continued to compete successfully against large international and multinational consultants.

Building on these achievements, **Mariswe** soon expanded into **Zambia**, where the company and partner **Allione** secured a series of **OPRC monitoring contracts** - first Package 3 in 2019, then Package 4 in 2022, and most recently Package 15 in Muchinga Province in 2024.

Proving that engineering excellence and human progress go hand in hand, **Mariswe** has built capacity among local organisations and governments to manage road assets and understands the importance of these projects to creating enabling infrastructure that contributes to the economic growth of the country or region in which they are implemented.

Mariswe's slogan "Improving Lives, Engineering Solutions" has never been more evident than in these OPRC projects that improve regional connectivity, support agricultural development and improve access to rural areas.



Entrepreneur Ngabo Karegeya



Images: © 2025 Ibererya Bigogwe Ltd.

In Rwanda, for example, young entrepreneurs were able to launch a tourism business thanks to newly upgraded roads in their region - a venture that continues to grow today.

Their story, shared at www.ibereryabigogwe.com, is just one example of how better roads fuel broader development in Africa.





PPS Photo Competition Winner of the SANRAL SAICE National Awards 2023 1st Place - Tshoxa 1 Bridge

IMPROVEMENT OF NATIONAL ROUTE 2

SECTIONS 14 AND 15 FROM GREEN RIVER (KM 60) TO BUFFALO RIVER BRIDGE (KM 3.2)

Mariswe was appointed by SANRAL to provide engineering construction supervision, led by a young black female Maureen Tetsoane as a Resident Engineer, for the Improvement of N2 section 14 and 15 from Green River to Buffalo River, near Qonce, formerly known as King Williams Town, in the Eastern Cape, with WBHO being the main contractor. The purpose of the project was to improve the level of service and reduce road user costs on this important economic route by improving the traffic flow. The geometry of the existing road was sub-standard hence there was a need for the project.

SCOPE OF WORK

The R500 million contract includes the improvement of the 9.1km of the N2 sections 14 and 15 from Green River to Buffalo River Bridge and a 2.59 km Community Development Project in Ginsberg, Qonce. The improvement of the 9.1km section of the N2 comprises of the reconstruction of the road to improve the level of service to road users, geometric improvements on the road alignment and geometric safety improvements at intersections.

- The proposed road improvement for **N2 section 14** is classified as rural and entails the re- construction and widening of the existing road to a rural cross section, single carriageway (3.7m lanes) with surfaced shoulders (3m wide) and auxiliary lanes where required in order to improve the level of service to road users.

- **N2 Section 15** is the urban portion and is constructed to an urban profile with 2 lanes in each direction (3.7m +3.5m) and a 1m surfaced shoulder, undivided, with kerbing and 2.2m wide sidewalks on both sides of the road. The urban section also includes street lighting.

Other than the roadworks, the project also involved the construction of a 1 double cell reinforced concrete box culvert at Green River as well as the other 2 single cell livestock underpasses at Ngxwalane and Rhayi.



Aerial photo showing the urban portion in the left foreground near Engen Garage on the right

THREE NEW BRIDGES CONSTRUCTED

To accommodate the new geometric designs and alignment, three new bridges were constructed. Tshoxa 1 is a 15m wide and 140m long bridge, whereas the bridge at Tshoxa 2 is 23m wide and 65m long on a curved alignment. Buffalo River bridge is 115m long and was constructed in two identical phases for both the left- and right-hand sides with an overall width of 23m. All the three bridges were designed as post tensioned reinforced concrete structures.



Tshoxa 1 bridge during the construction of parapet walls, with the old bridge visible in the background.

COMMUNITY DEVELOPMENT

Community development is also a key initiative on the project where construction is predominantly done by the locals. This project is not only creating job opportunities, but the fruits of this major project will be life changing and of great benefit to the lives of locals and generations to come.

This project provides opportunities for exempted micro enterprises and qualifying small enterprises (EME/QSEs) and the provision of work opportunities for local labour. The main contractor is required to allocate 30% of the contract spend to targeted enterprises.

In addition, a Community Development Project was identified during the design stage whereby the Ginsberg Access Road would be upgraded to a surfaced standard using targeted enterprises and targeted labour. This access road will be upgraded in two phases and has a total length of 2.59 km.

It is envisaged that a total of 80 targeted enterprises will benefit from the project, together will labour engaged from the local communities. The works completed by the targeted enterprises include steel fixing, construction of water bound macadam base, kerbs and channels and installation of guardrails, to name a few.

OVERALL PROGRESS

Although there were some minor delays during the start of construction, the project has progressed smoothly to the effect that the main contractor is slightly ahead of programme mainly due to the adherence to quality management and high supervision quality of Mariswe team as well as the good execution of work by the contractor.

“

This project is not only creating job opportunities, but the fruits of this major project will be life changing and of great benefit to the lives of locals and generations to come.

”



MARISWE EXPANDS NATIONAL FOOTPRINT IN WATER & SANITATION PLANNING

Mariswe continues to play a pivotal role in strengthening South Africa's water and sanitation infrastructure through the development of 5-Year Water and Sanitation Reliability Service Delivery Implementation Plans, as commissioned by the Department of Water and Sanitation (DWS).

Following appointments for the Free State in October 2022 and for the Northern Cape and North-West Provinces in November 2022, Mariswe's scope of work expanded in 2024 to include the Sarah Baartman District Municipality in the Eastern Cape. Most recently, in March 2025, the company was appointed to prepare 24 new implementation plans for five District Municipalities within the Western Cape. Introductory meetings are currently underway with each Local Municipality (LM) to initiate the planning process.

FREE STATE PROVINCE

Mariswe developed a total of 15 plans across three District Municipalities (DMs):

- **Lejweleputswa DM:** Masilonyana, Matjhabeng, Nala, Tokologo, and Tswelopele LMs.
- **Thabo Mofutsanyana DM:** Mantsopa, Setsoto, Maluti-a-Phofung, Dihlabeng, Nketoana, and Phumelela LMs.
- **Fezile Dabi DM:** Mafube, Moqhaka, Metsimaholo, and Ngwathe LMs.

Each Local Municipality also serves as a Water Services Authority (WSA), necessitating individual implementation plans.

NORTHERN CAPE PROVINCE

In the Northern Cape, Mariswe completed 26 implementation plans by February 2024, covering all WSAs within the following five DMs:

- **Frances Baard DM:** Dikgatlong, Magareng, Phokwane, Sol Plaatje LMs.
- **John Taolo Gaetsewe DM:** Gamagara, Ga-Segonyana, Joe Morolong LMs.
- **Pixley Ka Seme DM:** Emthanjeni, Kareeberg, Renosterberg, Siyancuma, Siyathemba, Thembelihle, Ubuntu, Umsobomvu LMs.
- **Namakwa DM:** Hantam, Kamiesberg, Karoo Hoogland, Khai Ma, Nama Khoi, Richtersveld LMs.
- **ZF Mgcawu DM:** Dawid Kruiper, Kai !Garib, Kgatelopele, !Kheis, Tsantsabane LMs.



NORTH WEST PROVINCE

In the North West, three 5-Year Implementation Plans were developed for the Dr Kenneth Kaunda District Municipality, which included:

- **Matlosana LM**
- **Tlokwe LM**
- **Maquassi Hills LM**

WESTERN CAPE PROVINCE

Mariswe's latest assignment involves the preparation of 24 Implementation Plans across five DMs in the Western Cape:

- **Cape Winelands DM:** Breede Valley, Drakenstein, Langeberg, Stellenbosch, Witzenberg LMs.
- **Central Karoo DM:** Beaufort West, Laingsburg, Prince Albert LMs.
- **Garden Route DM:** Bitou, George, Hessequa, Kannaland, Knysna, Mossel Bay, Oudtshoorn LMs.
- **Overberg DM:** Cape Agulhas, Overstrand, Swellendam, Theewaterskloof LMs.
- **West Coast DM:** Bergrivier, Cederberg, Matzikama, Saldanha Bay, Swartland LMs.



These plans are currently in the preliminary stages, with Mariswe engaging WSAs across the province to initiate data collection & collaborative planning.

Methodology and Approach to Developing the 5-Year Reliability Implementation Plans

To develop the 5-Year Water and Sanitation Reliability Service Delivery Implementation Plans, Mariswe undertook a comprehensive data-gathering and stakeholder engagement process in collaboration with each Water Services Authority (WSA). The project began with sourcing all available information on the status of water and sanitation services within each WSA's jurisdiction.

One-on-one meetings were held with each WSA to introduce the project, explain the process flow, and collect the necessary data. This information was captured in a geodatabase format as prescribed by the Department of Water and Sanitation (DWS). It formed the foundation for the Phase 1 Situation Assessment, which included a narrative report supported by detailed maps illustrating service conditions at the household and community levels.

Following the initial assessment, a second round of engagements was conducted to verify and confirm the data. Drafts of the Phase 1 documents were presented to both the WSAs and DWS for review. Upon receiving their approval, the Situation Assessment phase was formally concluded.

The project was structured around two core objectives:

1. SITUATIONAL ASSESSMENT

To provide a clear, community-level overview of current water and sanitation service levels. This was documented in the Situational Assessment Report, offering a baseline for informed decision-making.

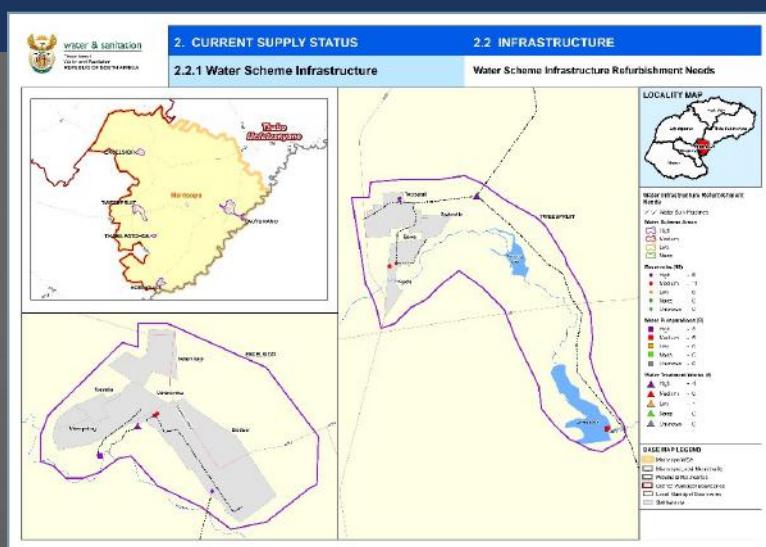
2. NEEDS ANALYSIS AND PLANNING

Building on the assessment, the next phase translated findings into a **Needs Perspective**. This approach categorized supply shortfalls and gaps across five key reliability dimensions:

- **Functionality:** Assessment of current infrastructure and operational performance.
- **Water Security, including Water Conservation and Water Demand Management (WCWDM):** Evaluation of existing and future water supply security.
- **Governance:** Institutional & management assessments.
- **New Infrastructure Development Needs:** Identification of new infrastructure requirements to meet service delivery goals.

Based on this framework, Mariswe worked with WSAs to identify and prioritize projects addressing each reliability category. A comprehensive funding model was then developed to support the creation of a five-year implementation pipeline, ensuring integration of all available grant funding sources.

Through collaborative working sessions, existing initiatives were aligned with identified needs in functionality, infrastructure development, water security, and governance. The outcome was a consolidated, costed, and scheduled list of projects for each WSA, designed to systematically resolve the identified reliability issues over the five-year implementation period.



Driving Reliable Water and Sanitation Services Through Strategic Planning

The South African Government has made a firm commitment to ensure that all citizens have access to reliable, sustainable, safe, and affordable water services. Despite this commitment, significant portions of the population still lack access to even basic water and sanitation services, particularly in rural and underserved areas.

As part of the government's 2019–2024 **Medium Term Strategic Framework (MTSF)**, a critical directive was issued for the development of Five-Year Reliable Water and Sanitation Implementation Plans for all District Municipalities (DMs) in the country. This initiative is a cornerstone of the **District Coordination Model (DCM)**, designed to improve the coherence, integration, and impact of service delivery at district level. The initiative also aligns with the **National Water and Sanitation Master Plan (NW&SMP)** and the broader **District Development Model (DDM)**, which promotes unified, district-level planning and action across all government spheres.

PURPOSE AND STRUCTURE OF THE PLANS

The Five-Year Reliability Implementation Plans aim to serve as comprehensive roadmaps that guide Water Services Authorities (WSAs) toward achieving reliable water and sanitation services within a five-year horizon. The plans are structured in two distinct phases:

- **Phase 1** – Situational Assessment: A detailed review of current service levels at household and community level, infrastructure conditions, and governance capacity.
- **Phase 2** – Five-Year Pipeline of Projects: A prioritized, costed, and scheduled list of projects designed to address the identified service delivery gaps and achieve full reliability over the five-year period.

These plans are not theoretical frameworks - they are action-oriented blueprints that require committed implementation by all sector stakeholders, from local government to national departments, service providers, and communities.

Defining 'Reliable Water Services'

The goal is clear: an uninterrupted water supply for at least 90% of the time to 95% of households, supported by fully functional infrastructure, maintained by capable governance institutions, and based on sustainable water security principles.

A reliable water service is underpinned by the following critical factors:

- **Adequate Water Resources and Storage:** Sufficient resources to meet demand across seasons & climate variability.
- **Functional Infrastructure:** Systems to collect, treat, and distribute water efficiently, & manage wastewater effectively.
- **Water Quality Compliance:** Treatment standards that meet the needs of all user types.
- **Effective Operations and Maintenance:** Continuous management from source to tap & back to source.
- **Sustainable Water Use:** Active conservation & demand management practices among users.
- **Infrastructure Asset Management:** Preventive maintenance, timely upgrades, & renewal of aging infrastructure.
- **Financial Viability:** Budgeting, revenue collection, & cost-effective expenditure to support ongoing operations.
- **Disaster and Risk Management:** Resilience planning to mitigate water-related risks.
- **Good Governance and Leadership:** Strong oversight, regulation, & institutional capacity.
- **Political Commitment:** Clear outcomes & targets aligned with the prioritization of water security.

Key Challenges

Despite progress, several structural and systemic challenges continue to undermine service reliability:

- Limited water resources & the growing impacts of climate change
- Poor infrastructure access in rural areas & informal settlements
- Aged infrastructure & maintenance backlogs
- High water losses due to system inefficiencies
- Inadequate revenue collection & funding gaps

A Total Water Services Business Solution

What is required is a Total Water Services Business Solution - a holistic, integrated approach that combines technical, financial, institutional, and operational strategies. Such a solution must aim to ensure water security, restore and sustain functional infrastructure, improve efficiency in service delivery, ensure financial health, and foster strong, accountable governance.

The development of 5-Year Reliability Implementation Plans lay the foundation for resilient, equitable water service delivery. These plans not only fulfill policy mandates but also mark a shift toward sustainable, inclusive development, ensuring no community is left behind.

MARISWE CARES



by Patience Mashala,
Nurture A Girl Coordinator



NAG Bryanston Beneficiaries - Ukukhanyakwezwe Special School

About Nurture a Girl

The seeds for Mariswe's NURTURE A GIRL initiative were sown in 2017 out of CEO Nonkululeko Sindane's passion to support teenage girls in a society where young women have little voice, live with abuse and violence, and struggle to find their way into fulfilling careers.

NURTURE A GIRL's slogan is "Change a life" and that's what the initiative aims to do. Mariswe initially sponsored 50 female learners from Grades 8 to 12 at three mainstream secondary schools in Cape Town, Pretoria and King Williams Town, as well as a special needs school in Tembisa. Each of the beneficiaries receives monthly personal hygiene kits and exposure to life skills and career opportunities through workshops and courses, career advice and counselling.

Mariswe extends an invitation to other like-minded organisations to come on board and help expand the programme and staff at the firm are sponsoring some of the girls in their individual capacities. Through our Nurture a Girl initiative, Mariswe provides teenage girls facing adversity with regular care packages, life skills workshops, career advice, and crucial support in technical subjects like maths and science - helping them gain the confidence and tools to pursue fulfilling careers.



NAG East London Beneficiaries - Fundisa Special School

Nurture A Girl remains our flagship social responsibility initiative, dedicated to building stronger communities across the country. We continue to invest in this programme because of the profound difference it makes in the lives of our beneficiaries.

Girls are supported from a young age and remain in the programme until they leave school, creating a sense of continuity, stability, and trust. Over the years, we see them grow in confidence, enjoy learning, and embracing their education journey. Even when challenges arise, the combined support of the schools, parents, and the programme ensures that they are not left behind.

It is this partnership between families, schools, and our contributions that make Nurture A Girl so impactful and worthwhile, helping beneficiaries to thrive and develop a lifelong love of learning.



NAG Pietermaritzburg Beneficiaries
- Newton School

“ Just one girl sponsored is one more opportunity for a better future, one more chance to give a teenager the strength, courage, and advice to get a good education and make a difference in the world. ”

- Nonkululeko, Mariswe CEO

TEMBINKOSI LSEN SCHOOL



The NAG Bryanston team visited Thembinkosi LSEN School in Tembisa to review the progress of our Nurture A Girl beneficiaries and the impact of our contributions to the school and their projects.

We are proud to announce that our 9 NAG beneficiaries with the help of Sewing teachers Mrs Mgaga and some fellow students in Thembinkosi produced 50 Mariswe branded bags for all our NAG beneficiaries in our regions. These bags will be used for collection of toiletries every month which we issue to our beneficiaries. Mariswe sponsored them with material for the bags, sewing machines and embroidery machine. As we are encouraging our girls to learn more about entrepreneurship, the girls were given tasks according to their strengths, some were cutting, some sewing, some adding zips, while some made sure that the bag is ironed and packed for delivery.

The process took a long time as our beneficiaries had other commitments in their syllabus to attend to. According to Plato *'Never discourage anyone who continually makes progress, no matter how slow'*. So, we had to be patient until this project came to fruition. We were very happy with the final results.

We have received great feedback from our beneficiaries from East London region - they loved the bags - especially their high quality as they are now able to carry toiletries for 3 to 6 months. These bags will be used for other needs by the girls and help in the battle with reducing the use of plastics which are harmful to the environment.

“ We were delighted to provide them with gardening equipment and car wash depots including car wash equipment and supplies. Other support is exposing the learners to the real world of work, and teaching them to appreciate that nothing comes easy in life. ”

It was great to see the greenhouse that we donated had plenty of thriving veggies growing and the school now sells them to the nearby community and to teachers as well to generate income. They now are able to use the proceeds of sale to buy more seeds to maintain their garden. The gardening services are now running without contributions from Mariswe, which was our mission in the first place - to create a self-sustaining programme for the beneficiaries.

Mariswe is not only assisting individual learners, but also helping the school at large. Once again, we have donated microwaves and dough mixers to the school kitchen. The microwaves were donated to the classrooms for teachers to warm students' food in order to alleviate queues at the kitchen during lunchtime.

We were moved to not forget the boy learners at the school who were needing assistance as well. While our initiative is designed for girls, programmes designed by the school for boy learners have also benefited immensely from our contributions. We were delighted to provide them with gardening equipment and car wash depots including car wash equipment and supplies. Other support is exposing the learners to the real world of work, and teaching them to appreciate that nothing comes easy in life. As we grow with the programme, we are learning so much about the beneficiaries and we love what we see.



The Carpentry team and the car wash team were also grateful for our donation of safety boots and overalls this year. Mr Rikhotso, a carpentry teacher was overwhelmed by the gesture and mentioned that now the students won't have to spend a day wearing wet or dirty uniforms.

Mariswe added further value to the NAG beneficiaries at Thembinkosi by introducing them to a new skill: flower arranging. They were taught how to create beautiful wedding bouquets and elegant flower gift boxes.

Mariswe has succeeded in instilling entrepreneurship skills in these learners through projects such as the sewing team, which reinvests earnings from making bags, the garden that generates income from vegetable sales, and the car wash team that uses its earnings to get supplies and expand their business.

We are grateful for Thembinkosi School, who has embraced Mariswe's NAG enrichment goals by identifying students according to their strengths and skills. *"Alone we can do so little; together we can do so much."* – Helen Keller. Through its support, Mariswe is improving the quality of life for Thembinkosi learners by providing resources that help them maximise the little they have in order to succeed. It is truly a win-win programme.

JOB SHADOW

by Patience Mashala,
Job Shadow Initiative Coordinator

At Mariswe, we remain deeply committed to #EngineeringTheFuture by investing in learners, empowering young professionals, and strengthening our industry for generations to come.

The Job Shadow Initiative, launched by CESA under the theme “A Day in the Life of a Consulting Engineer”, is an annual programme led in partnership with the **CESA Young Professionals Forum (CESA YPF)**. The initiative invites consulting engineering firms, their clients (government and private sector), and schools to participate in shaping the next generation of engineers.

Mariswe has proudly participated in the **CESA Job Shadow Initiative** over many years, demonstrating our commitment to inspiring the next generation of engineers. Our dedication has been recognised through numerous awards showcasing the creativity, passion, and innovation of our Young Professionals and teams.

The purpose of the programme is to inspire learners, particularly **Grade 8 and 9 students choosing STEM subjects**, and **Grade 10–12 learners pursuing maths and science**, to consider careers in civil engineering. By visiting engineering firms and experiencing both office and site environments, learners gain first-hand insight into the profession and the impact engineers have on society.

As part of the initiative, participating firms also compete in the **Job Shadow Poster Competition**, with winners announced at the prestigious CESA Aon Engineering Excellence Awards Dinner. Mariswe has a proud history of excelling in this competition, having won multiple times. After placing runner-up in 2023, we were thrilled to reclaim first place in 2024 through fresh, innovative approaches - hosting Wits University students, participating in a radio interview to raise awareness, and continuing with our longstanding activities of school visits and site tours.

Looking ahead, we as Mariswe encourage our regions to continue nurturing young talent by hiring more early-career professionals and actively involving them in CESA initiatives such as Job Shadow and Quiz Nights. These events not only offer valuable networking opportunities but also broaden their exposure to the engineering field.

Importantly, **Job Shadow** participation is not limited to technical staff. Teams from Administration, HR, and Finance can also play a meaningful role in motivating learners to pursue STEM subjects. Leadership involvement, such as departmental heads showing their support, further strengthens our contribution and demonstrates Mariswe’s culture of mentorship and professional development. It also enhances our chances of continued success in the competition.



**2022 Job Shadow Initiative
Winner - Mariswe**



**2023 Job Shadow Initiative
1st Runner Up - Mariswe**



**2024 Job Shadow Initiative
Winner - Mariswe**



MARISWE RETAINS JOB SHADOW INITIATIVE CROWN AT THE 2025 CESA AON ENGINEERING EXCELLENCE AWARDS!

PIETERMARITZBURG, KWAZULU-NATAL



Lizwi Secondary School - Interactive Sessions & Site Visit to the Mandlazi Road Upgrade



Harry Oppenheimer Agricultural High School - Info Session & Hydraulic Bridge Challenge



Richfield College Career Day - IT, Business & Civil Engineering Departments



Thohoyandou Technical High School - Informative Session on Civil Engineering

EAST LONDON, EASTERN CAPE



Port Rex High School, STEM Career Talk & Site Visit



NATIONAL R&S SITE OFFICE



2025 This Girl Wins & Christ Centered Church Career Expo



Crystal House - Informative Session & Pop-Quiz



HYDRAULIC BRIDGE CHALLENGE

SCAN TO WATCH TASK VIDEO

CAPE TOWN, WESTERN CAPE



Job Shadow Day



Crystal House - Informative Session & Pop-Quiz

802 LEARNERS
+2 050 at Career Days & Expos

5 SCHOOLS
In four regions

SCAN TO WATCH 2025 JOB SHADOW VIDEO



CESA
Consulting Engineers South Africa

A DAY IN THE LIFE OF A CONSULTING ENGINEER

CESA National Job Shadow Initiative 2025 | Mariswe's YPs teamed up to unearth SA's future engineers



MARISWE
IMPROVING LIVES
ENGINEERING SOLUTIONS

Mariswe's 2025 Job Shadow Initiative winning poster

2025



Mariswe's 4 Regional Job Shadow teams and YPFs engaged with 5 Schools and 802 learners (+2 050 at Career Days), under the theme: 'A Day in the Life of a Civil Engineer'. Our nautical poster theme was inspired by one of the practical tasks given to learner groups by Mariswe Bryanston, where learners were challenged to build a hydraulic bridge capable of opening for shipments to pass through.

CESA YPF ADDITIONAL CERTIFICATE OF RECOGNITION

Bonolo Nkgodi and Godfrey Ramalisa from CESA visited the Mariswe Bryanston Office on behalf of the Young Professionals Forum (YPF) to present a special Certificate of Recognition, awarded for Mariswe's leadership in promoting engineering excellence and continued sponsorship of the YPF in support of young professionals.



OUR SOCIO-ECONOMIC & SUPPLIER DEVELOPMENT PROGRAMMES



MARISWE (PTY) LTD SOCIO-ECONOMIC DEVELOPMENT (SED) PROGRAMME

Mariswe embarked on the Socio-Economic Development (SED) element of the B-BBEE Codes of Good Practice, which forms part of the DTIC's Broad-Based Black Economic Empowerment scorecard.

Since the SED Programme was formally adopted, Mariswe is required to spend an average of R250k per financial year. This is calculated based on 1.25% of Mariswe NPAT. Our contributions are varied and are calculated based on the below activities:

- Grant Contributions
- Offering Discounts
- Covering overheads or direct costs
- Providing professional services at no cost
- Providing professional services at a discounted rate

In order to align with our vision of improving lives of the communities we serve, Mariswe adopted schools for learners with special educational needs to assist in teaching and empowering them with tools to enable economic independence. We purchased machineries and working tools including baking/cooking stoves, sewing machines, tillers, gardening tools etc., guided by the needs of each school.

This initiative not only enabled Mariswe to meet the requirements of the B-BBEE Codes of Good Practice, but also ensured that learners gained practical skills to help them navigate the challenging economic environment after completing their studies. We specifically purchased fencing for Fundisa School in East London to assist with safety, security and the psychological comfort of learners when they are at school. The school needed the fencing to secure a playground for sport activities that could be illegally invaded by the undesirable persons within the school vicinity.

The teachers, parents and communities where the schools are, have shown a lot of love and appreciation for the SED programme and the value this has given to the learners. We hope the learners will use these small but critical contributions to better their lives.



MARISWE (PTY) LTD SUPPLIER DEVELOPMENT (SD) PROGRAMME

Mariswe's Supplier Development Programme requirement is similar to SED programme however the expenditure is calculated at 3% of Mariswe annual NPAT. This amounts to an average of R700k per annum. We have managed to offer the SD partners office space across all our regions.

Office space is critical for SD partners as they need professional work environments and a physical address for tendering purposes. This is a value-add to their businesses that is much more than the quantifiable benefit in monetary terms. This initiative alone managed to save the company an average of R600k yearly. We also used the balance of the loans granted to the SD partners to give them a longer lead time for repayment, understanding the challenges in the industry as related to cashflow. This then extends the repayment period for loans that were granted over 3 years ago to still be recognised as Mariswe spend.

We had an average of 5 partners on yearly basis in our programme. With all the economic challenges it has been a struggle to find work that will enable us to partner with SD companies. We are not giving up on tendering together as we believe that we will find projects to do together as a team. We remain encouraged of the prospects of delivering projects together as we have managed to partner with the ACCRA Group which is a 100% female owned company in the SD programme on a project in KZN. This has been a very good milestone achieved by Mariswe as the ACCRA Group formerly ZPEC came to the programme in 2017 when they had just formed the company and Mariswe guided and assisted the company with IT, advertising, marketing and in developing HR policies over the years.

While the SD Programme fulfills legislative requirements, the greatest reward lies in seeing relationships within the programme evolve into true partnerships. We continue to invest in this initiative with the belief that the bonds built over the years will enable our respective companies to achieve the growth we aspire to.

CLOSING THOUGHTS

The public sector is cautiously resuming infrastructure project appointments, a welcome development after the immense challenges of previous years. 2024 tested our resilience and determination, but it also reminded us of the value of perseverance. We hope these new appointments signal not just a single swallow, but a full flock of rainbirds bringing renewal to the construction sector.

Our strategic recruitment efforts have enabled us to attract exceptional talent that has integrated seamlessly into the Mariswe team. Our passion, commitment, and above all, professionalism as a strong team continue to strengthen and uphold our brand.

We are also embracing technology to connect our staff across offices, making collaboration faster and more efficient. Technology has expanded access to learning and development throughout the company. Our next focus is on harnessing Artificial Intelligence (AI) to enhance project delivery. We are actively developing policies and protocols to ensure AI is implemented responsibly and effectively within a regulated environment.

Our Young Professionals continue to fly the Mariswe flag with pride, inspiring learners to take up STEM subjects at high school level. We are humbled by the growing numbers they reach each year. Even more encouraging are the technical exercises they share with learners during the CESA YPF outreach program. Their dedication convinces us that the pipeline of future talent in our sector will only grow stronger.

Equally inspiring is our community outreach initiative, Nurture a Girl, which continues to create meaningful impact in the communities we serve. By building sustainable skills for learners, we give opportunities to those who may not follow an academic path but still deserve a chance to thrive. This aligns with our vision of an inclusive society. We are proud to have welcomed Ukukhanya Kwezwe Special School in Newcastle as the newest school in our programme. Despite limited resources, the school has already surpassed our expectations with the products they have produced.

All these achievements are possible because of the dedication, professionalism, and passion of the Mariswe staff. It is a privilege to lead such a committed team, and I look forward to what we will continue to accomplish together.

With appreciation and optimism,

Nonkululeko Sindane

Chief Executive Officer, Mariswe





MARISWE

IMPROVING LIVES
ENGINEERING SOLUTIONS