



GAUTRAIN ACCOLADES FOR EXCELLENCE

A record of awards received by The Project and the GMA
from 2007 to 2016



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This case study details awards received by the Gautrain Management Agency (GMA) project, as well as by Gautrain project team members who have achieved excellence in their respective fields since the inception and launch of the project, as well as in subsequent years. These awards highlight the depth of skills and achievements throughout the duration of this greenfield project, from photography and engineering to communications and environmental initiatives.



SOUTH AFRICAN INSTITUTION OF CIVIL ENGINEERING PHOTOGRAPHY COMPETITION AWARD (2007)

It should be noted that the Gautrain project has over the years been awarded many accolades for excellence. Some of these were awarded during the project phase i.e. before the official establishment of the GMA as a Public Entity in 2009, and some were awarded after the establishment of the GMA. A few awards were awarded to Bombela Concession Company as well, hence the distinction in recipients.

THE PRIMARY OBJECTIVE WAS:



To persuade the public to change their perception of public transport here in South Africa.

Challenges that were faced:

The prevailing mindset was that public transport services in South Africa were crime-ridden, dirty and inefficient and this had to be transformed – even though the service that was being promoted did not yet exist.

Another challenge was that the message had to be kept alive during the procurement phase while environment impact assessments (EIAs) were being performed, all while keeping both investors and the media happy. There was massive public interest and also a fair bit of controversy, as some argued that money being spent on the Gautrain Project would be better allocated to the poor and to other social projects in South Africa.

The Project managed stakeholders with very limited budgets, so these international awards provided real recognition, acknowledging the Project's position against the best on an international stage.

1. SOUTH AFRICAN INSTITUTION OF CIVIL ENGINEERING PHOTOGRAPHY COMPETITION AWARD (2007)

Official Gautrain Project photographer Kevin Wright took many beautiful photographs during the construction of the Gautrain rail system, compiling a total of 35 000 photos since 2006. His photo of the viaduct construction in Centurion, submitted on behalf of the Gautrain Project, won him this prestigious award. Mr Wright took photos every month in order to monitor progress for concession agreement purposes, as well as photos that were used for various marketing and publicity purposes.

A little known fact is that during the five-year construction of the project, the only lost one camera! He also took approximately 11 000 pictures of the Gautrain during construction until operations commenced. This award was in the form of a certificate as well as a small sum of money, which he then donated to a charity of his choice.

2. THE ANNUAL SOUTH AFRICAN ASSOCIATION OF CONSULTING ENGINEERS (SAACE): GLENRAND MIB EXCELLENCE AWARD (VISIONARY CLIENT) (2007)

This award was given to the Gauteng Provincial Government and received by Ignatius Jacobs, the MEC for Roads and Transport at the time. It highlighted the vision held by those who initiated the Gautrain Project for bringing it to the Province, and for setting up what was the biggest infrastructure Public Private Partnership (PPP) project in Africa. The award is given out every August and is now called the CESA Engineering Excellence Award.

3. INTERNATIONAL AFRICAN BUSINESS COMMUNICATION (IABC) AFRICA QUILL AWARDS: STRATEGIC COMMUNICATION (2007)

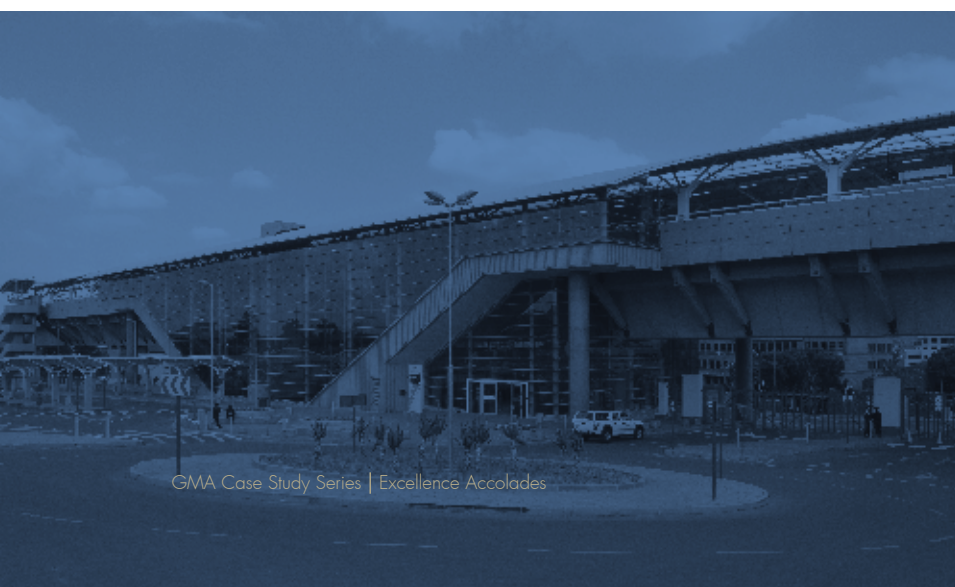
In the Public Relations and Communication industry there are two main bodies: the International Association of Business Communications Africa (IABC) and the Public Relations Institute of Southern



Africa (PRISA), both of which have international mother organisations. The IABC is more strategic in its approach and examines the research that went into a campaign, as well as analyses the campaign's results.

Each year, local awards are presented by the African chapters of these organisations. If you win the African chapter, you automatically get entered for the International Golden Quill award, and the local chapter subsequently prepares all entry documentation for you.

Winning the local award was a huge achievement for the Gautrain Project, but winning the international award was an even bigger recognition. There was nothing the Gautrain Project could be compared to when deciding how to launch it in terms of communication, so the Project had to forge its own path.



Looking at similar projects internationally did not provide much guidance, as the markets and conditions differed so drastically from the South African market.

4. UITP AWARDS FOR KIDS' STATION WEBSITE (2007)

In 2005, youth website The Gautrain Kids' Station (<http://kids.gautrain.co.za/>), was launched, inspired by international examples like Disney. This website uses an "edutainment" format to inform children about public transport in general and the Gautrain specifically. Using animals as the main characters, the goal was to tell the Gautrain story in a fun and educational way. For example, fireflies lit up each station, a group of warthogs measured route alignment with their tails, and a tortoise called Slo-Mo represented people in traffic moving slowly. Games, puzzles and

sheets also provided added value through the website.

In 2007, the website won the inaugural UITP Youth Marketing Awards for "promoting public transport to the youth". With this win, the GMA beat the likes of global companies like the Heathrow Express and Transport for London in the UK and MTR in Hong Kong, even though the service was not yet operational at the time.

There was no specific need for a children's website, so this award recognised the foresight and innovative thinking of the GMA, targeting the future demographic of the Gautrain. The GMA have continued to apply this innovation in their communication strategies, publishing 'Seba on the Move,' where school visits to the Gautrain are arranged and children are read to on the train, before visiting Exclusive Books where they each receive a new book.



5. SOUTH AFRICAN WEB AWARDS (SAWA) (2007)

Here the GMA was awarded for the work they did on the two youth websites they created: My Train (Mytrain.co.za) and The Gautrain Kids' Station (<http://kids.gautrain.co.za/>). They were recognised for the originality of the content, layout, functionality and overall appeal.

The goal for these websites was to reach the Gautrain's future audience, who may not have been using the service at the time, but who would be the primary users a decade later. As mentioned in section 4, The Gautrain Kids' Station communicated the construction of the project in an educational and entertaining way that young people would relate to and understand.

My Train targeted slightly older children ages 12-18, explaining what the Gautrain is and focusing on careers at a time when children would be considering subject choices at school. It also offered various resources for school projects.

Newsletters were sent out every second month for each website in order to drive more traffic to the websites and create stronger brand affinity.



6. INTELLIGENCE TRANSPORT SOLUTION SOUTH AFRICA (ITSAA): CERTIFICATE OF RECOGNITION (2007)

ITSAA awarded a certificate of recognition to the CEO of the GMA, Jack van der Merwe, for the contribution of the Gautrain as a project of national significance.

7. PUBLIC RELATIONS INSTITUTE SOUTH AFRICA (PRISA) PRISM GOLD AWARDS (2008)

The GMA won three PRISA PRISM Awards in 2008:

Media Relations

This award highlights the importance of research in strategy, and is given for media relations

campaigns with measurable objectives that are met or exceeded.

The GMA identified the need to develop and implement a media relations campaign to manage perceptions around whether the link between the airport and Sandton would be completed in time for the start of the 2010 FIFA World Cup. Research showed that there was a lot of negative publicity around these perceptions.

It was felt that this campaign was deemed worthy of a PRISA PRISM Award, as its impact contributed to the national spirit of South African pride prior to the 2010 FIFA World Cup.

The other two PRISA PRISM Awards received were for the **Public Sector** category and the prestigious **overall Gold Award**.

8. PUBLIC PRIVATE PARTNERSHIP (PPP) INDUSTRY: GLOBAL AWARD (2008)

Every year the Public Private Finance Award looks at the dollar or pound value of Private Public Partnership (PPP) deals that were closed in that year. A PPP is where government combines with the private sector in a single project, which is then managed by a concession agreement. The GMA signed the biggest financial agreement internationally with the Bombela Concession Company on 27 January 2007 for R3.2 billion.

This agreement was not primarily about money; it was also about innovation, risk management and economic development.



PUBLIC RELATIONS INSTITUTE SOUTH AFRICA
PRISM GOLD AWARDS (2008)



PUBLIC PRIVATE PARTNERSHIP (PPP) INDUSTRY:
GLOBAL AWARD (2008)

This award for the Best Global Project was received at the tenth annual Public Private Finance Awards held on 29 April 2008 in London.

9. IABC GOLD QUILL AWARD FOR MEDIA MANAGEMENT STRATEGY (2008)

After winning this award locally in 2007, the GMA won the local African Quill Award again in 2008, and were consequently entered internationally. Once again, this award was won on a global stage out of 93 countries and 250 entries.

10. EXCELLENCE IN PROJECT MANAGEMENT AWARD: PROJECTWISE (2008)

This prestigious international award was received at the Best Practices for Sustaining Infrastructure Conference in the USA. More specifically, it was awarded for innovation in Rail and Transit for the implementation of the GMA's ProjectWise project management system.

11. GREEN AWARD FROM THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT SOUTH AFRICA AND THE CONSUMER GOODS COUNCIL OF SOUTH AFRICA (2009)

The Gautrain's green initiatives received the Industry Leader Category Award from the Chartered Institute of Logistics and Transport South Africa and the Consumer Goods Council of South Africa, at their inaugural Green Supply Chain Awards. This award was given during the



construction period of the project.

12. FULTON AWARD (2009)

This was a technical submission submitted by a contractor who was responsible for shot-creting processes during construction. The Fulton Awards are held by the Concrete Society every year, recognising and rewarding excellence and innovation in the use of concrete.

13. SOUTH AFRICAN INSTITUTION OF CIVIL ENGINEERING PHOTOGRAPHY COMPETITION AWARD (2009)

This was awarded for another photo submitted by project photographer Kevin Wright, which showed drill and blast tunnelling at Marlboro Tunnel.

14. PARIS FESTIVAL CINE-RAIL TRAIN & METRO ON FILM AWARD (2011)

This award celebrates rail sequences in the medium of film, from Hollywood movies to lesser-known films. A video called Phambili that was created for the Gautrain launch function received a special mention here, all around the theme of "dreams do come true". The objectives of the audio-visual/video used that evening was to provide people with entertainment that was engaging and enjoyable, whilst getting them to take ownership of the Gautrain and showcase the pride South Africans have for it.

Technically, the audio-visual was designed for seven huge digital screens, each screen playing a separate film. Together, they created a very powerful viewing experience.

15. Global Air Rail Alliance Awards (2013 & 2014)

The Global AirRail Alliance (GARA) Awards are awarded annually and recognise the effort, best practices and results of the global air-rail community.

15.1 GARA Service Excellence (2013)

Gautrain received an award for customer service excellence on the airport line.

15.2 GARA for Best Air Rail (2014)

Gautrain was a finalist for the best Air Rail Extension in the World.

16. SOUTH AFRICAN MEDIA LIAISON AWARD (2011)

Gautrain spokesperson Dr Barbara Jensen received the 2010 Media Liaison Officer of the Year award on 14 March 2011. This prestigious award, voted for by the National Press Club (who are journalists themselves), recognises excellence in the media in terms of how a company manages their media relations.

Dr Jensen has been involved in communication for the past 25 years, and her areas of expertise include government communication, international relations, communication research and the implementation of stakeholder mobilisation and transformation campaigns.



17. PRISA AWARDS (2011)

Here, Gautrain was recognised for their Public Relations efforts in Strategic Management.

Awards received included:

17.1 Gold for Media Relations Award

Before, during and after the 2010 FIFA World Cup, there was public pride in what South Africa was capable of.

As a project of national significance, Gautrain's media strategy around the commencement of operations included an element of national pride created by the timely launch of the system.

The outcome was 65% positive in terms of media sentiment for the relative time period, with very positive coverage being maintained on the overall project.



**This was done
using a combination of:**

This goal was to position Gautrain as a total integrated public transport service that was safe and secure, reliable and comfortable – “for people on the move”.

Newsletters



Feature articles

Documentaries



Media site visits and train trips

Media interviews



Image gallery and video

Media releases



Social media



17.2 Silver Award for Social Media

The GMA’s goal was “sustained two-way engagement with social media as co-content creators”, providing an opportunity for their followers to become brand ambassadors and build social capital.

In the months leading up to the opening of The Project, scepticism prevailed as public transport was always considered unreliable and unsafe in South Africa.

In order to change attitudes and behaviour, the GMA needed to use integrated social media tactics in their communication strategy.

By listening to and participating in social media conversations, the GMA grabbed the opportunity to build authentic, two-way relationships with relevant stakeholders. And, because the Gautrain is a Government project, using social media gave the GMA the chance to be transparent, accountable and provide easy access to information for South African citizens.

THE GMA'S AMBITIOUS GOAL:

To mobilise at least 60 mentions per day via social media platforms such as Twitter, Facebook, blogs, Flickr, social bookmarking sites, YouTube and others.

When evaluating social media from January to November 2010, the GMA established that the Gautrain had received around 51 mentions per day – very close to their initial goal.

Based on this, it was estimated that approximately 8 528 280 people were exposed to the Gautrain message each month online (excluding online advertising activities), amounting to approximately R1.7 million (US\$24 282,90) worth of Advertising Value Equivalent per month.

17.3. Silver Award for Public Relations in the Public Sector

As a public transport initiative, the GMA's challenge was to change public opinion about the project. People needed to see it as being a safe, reliable, comfortable, predictable and cost effective alternative to road travel, which would then alleviate transport congestion in the process.

To achieve this, the Gautrain Provincial communication team employed public relations and social action change activities specifically in Gauteng. It takes time to change social behaviour like shifting from driving your own car to using public transport and because of this, the time frame for these activities was set to a period of three years.

The results were:

Positive media reports increased with 14%

Negative media reports decreased with 8%

Reporting on Public Transport increased with 395 reports

Reporting on Public Transport was still mostly balanced, but with much less negative sentiment



17.4. Bronze for Launch of a New Service

In celebration of the Gautrain's commencement of operations on 8 June 2010, a prestigious launch with 1 200 guests was held on 5 June 2010 at Gallagher Estate in Midrand. Although there was only one official event, there were also smaller pre- and post launch events around the same time.

The GMA made the decision to plan and execute the entire launch in-house, without the support of an event management company. Feedback on entertainment from a previous major event indicated that 94% of guests rated the overall event as enjoyable. The communication department aimed to improve on this with the launch event.

In comparison to the previous major event's evaluation, positive ratings for the launch event improved by 4% overall, reaching the target 98% rating from guests, showing that their goals had been achieved.



18. IABC AFRICAN QUILL AWARD (2011)

Two awards were received here, for both social media and media relations.

19. IABC GOLD QUILL MERIT AWARD: PUBLICATION DESIGN (2012)

This international award recognises innovation and design for corporate publications, and was given to the GMA for the publication and design of the Gautrain's history book.

20. CHARTERED SECRETARIES: INTEGRATED REPORTING AWARD

The GMA won this for their 2015/16 integrated annual report, winning a merit in the category for the public sector. These are the longest-standing reporting awards in South Africa and have been recognising the importance of good corporate reporting since 1956. There are 10 different categories that companies can compete in, allowing for peer-on-peer comparisons.

21. AUDITOR GENERAL AWARDS FOR CLEAN AUDIT (2013-2016)

The GMA has received a clean audit for the past four consecutive years.



IABC GOLD QUILL MERIT AWARD: PUBLICATION DESIGN (2012)



22. PREMIER'S SERVICE EXCELLENCE AWARDS

Gautrain was the proud winner in two categories of the Premier's Service Excellence Awards that were awarded in February 2017.

22.1 Inclusive Economy

The Gautrain Shuttle Feeder and Distribution Service was awarded third place in the Inclusive Economy section under the Economic Growth Category.

The GMA has developed a contracting model that enables the taxi industry to access subsidies, therefore integrating the Gautrain with the Gauteng taxi industry and main stream public transport, and advancing transformation of the industry as a whole.

22.2 Sustainability Performance and Product Excellence

Gautrain was also the third place winner of the Sustainability Performance and Product Excellence section under the Clean Governance Category. GMA has received unqualified and clean audits for the past four years, after courageous leadership where the Board took remedial action of putting internal controls in place, empowering the internal assurance team and management committee to take accountability in order to promote operational excellence and an ethical climate.



PREMIER'S SERVICE EXCELLENCE AWARDS: SUSTAINABILITY PERFORMANCE AND PRODUCT EXCELLENCE AWARD AND INCLUSIVE ECONOMY AWARD



CONCLUSION

It is clear that world-class skills exist around the Gautrain Project, during all phases including planning, construction and commencement. The GMA is continually striving for efficiency and excellence within the public transport space, and these accolades of excellence are testament to that.

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