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Gauteng Province
Transforms Infrastructure
Development for Social
and Economic Wellbeing



Accenture is working with the Gauteng Department of Infrastructure Development to help transform its approach to delivering infrastructure projects and asset maintenance and become an effective infrastructure delivery organisation that meets the needs of citizens.

Overview

The Gauteng Department of Infrastructure Development (GDID) is responsible for developing infrastructure for the departments of Health and Education, and acquiring and disposing of assets on their behalf. In addition, GDID maintains facilities for other departments such as Social Development, Agriculture, Roads and Public Transport, and acts as the custodian for the Province's entire range of immovable assets.

Gauteng is the economic powerhouse of South Africa, accounting for one third of South Africa's gross domestic product. The scale and scope of GDID's work is vast with over 13,000 assets under its jurisdiction and more than 500 infrastructure projects in progress at any one time. The country has allocated R870 billion (\$54billion) to the public sector infrastructure programme over the next three years.

Infrastructure development is critical to the social and economic development of South Africa. That means not only building schools and hospitals, but also maintaining the broad range of assets that create a successful society, from agricultural development to roads and from social development projects to public transport. GDID's impact also extends to job creation through the Expanded Public Works Programme (EPWP) and Small, Medium and Micro-sized Enterprises (SMME) development.

Challenge

Managing infrastructure delivery is a highly complex undertaking. Not only are there likely to be hundreds of projects being executed at any one time, but the coordination between those projects is essential to ensure that assets are developed in accordance with strategic imperatives. GDID had been experiencing a lack of coordination and effective project oversight which led to wasted resources, project over-runs and, perhaps most importantly, a public disaffection with government's ability to deliver what citizens need.

In response to these challenges, the National Treasury of South Africa developed the Infrastructure Development Management System (IDMS) and Standard for Infrastructure Procurement and Delivery Management (SIPDM), which sets out best practice guidelines for public infrastructure delivery. It covers key areas such as portfolio management, programme and project management, operations and maintenance, property management and procurement.

GDID is responsible for implementing the IDMS and SIPDM, and improving the management and execution of infrastructure delivery in Gauteng.

GDID realised that it needed a partner to help it operationalise the recommendations and best practices contained in the IDMS and SIPDM. Following a competitive process, Accenture was selected as GDID's strategic implementation partner.

Solution

Accenture worked with GDID to identify the principal challenges it faced across its entire portfolio, performing detailed analyses – including a capability assessment, as-is process analysis, system analysis and an organisational culture assessment – and capturing findings in a diagnostic report.

Accenture developed an implementation plan to implement and operationalise the IDMS and SIPDM and address the findings of the diagnostic report. Our team of process experts worked with the client to define the business operating model and develop business processes in line with the prescribed frameworks across the entire lifecycle including finance, HR and supply chain functions.

Accenture worked with GDID to select, design and implement the enabling technology in support of the new way of working based on infrastructure delivery best practices. GDID selected Oracle Primavera, an industry leading project management system, as its core project management solution.

The technology solution included the establishment of a state of the art projects and maintenance facility, called the "Lutsinga Infrastructure House" – a tactical and strategic operations centre housing the technology solutions and providing intelligent reporting and analytics.

A vital component of the solution was organisational change management including stakeholder management, communications and training.

Collectively, these actions helped to set the Department on the path to becoming an efficient infrastructure delivery organisation in compliance with the standards set out in the IDMS and SIPDM.

Results

GDID now has a system that provides the controls and visibility it needs to achieve far more effective and efficient infrastructure delivery.

All activities performed by GDID officials are governed by detailed and standardised business processes based on the prescribed IDMS and SIPDM frameworks.

The Department has also been able to reverse its capacity ratio of 30 per cent administrative and 70 per cent technical staff.

At the May 2016 launch of the Lutsinga Centre, the Department's Member of the Executive Council (MEC), Mr Jacob Mamabolo said, "Through intelligent analytics we can understand the scale and overall performance of our capital infrastructure portfolio while early detection mechanisms alert us immediately when projects are deviating from its planned cost and timelines, allowing us to respond quickly and make informed decisions to ensure successful delivery of our projects." And that the centre would "stand out as the best model in the world for infrastructure management and to improve the living conditions of people".

About Accenture

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