



Case Study

Nelson Mandela Bay



Client Background

The Distribution directorate is responsible for the maintenance of and extensions to the distribution network, which includes overhead lines, substations, underground cable networks, street and high mast lighting, gas turbines.

Key Challenges

- Low morale amongst workforce.
- Significant manpower shortages.
- Bonus scheme being the primary driver for work completion targets.
- Reluctance to accept a formalised computerised maintenance system.
- Seven Depots being supported from a central ACC with a slow and unreliable network.
- NMBM having multiple Unions.
- Unmaintained multiple asset data bases.

” *Having PRAGMA on board has enabled the Electricity and Energy’s Distribution sub-Directorate to improve its ability to carry out scheduled maintenance tasks effectively thus rendering a more improved service delivery to its customers.*”

Carl Hempel – Acting Director: Distribution.

Pragma Intervention

In February 2008 Pragma Africa was engaged by Nelson Mandela Bay Electricity to establish a central Asset Care Centre (ACC). The initial activity involved the assessment of the departments Asset Management maturity. From this assessment an Asset Management Improvement Program (AMIIP) was developed and implemented. The day-to-day facilitation and delivery of the Improvement program was driven through the ACC, which was located at NMBM head office and staffed by Pragma employees. Below are some of the ACC duties:

- Implementation of the On Key system.
- Renewed focus on work planning and control.
- Method study and an integrated management system,
- Focus on long term value and strategic direction of the directorate.
- Regular performance monitoring of work execution.
- Work planning and control.
- Business process optimisation.
- Improved Asset Management reporting.
- Change Management.
- Development and review of an Asset Management Policy and Strategy.
- Maintenance Program Development (Tactics).
- Transfer of Knowledge and skills transfer throughout the engagement and in preparation for ‘in-house’ operation.
- Pilot roll out into 1 operational depot.



Performance Improvement

- Accurate asset data.
- Standardised work planning and control procedures.
- Easier decision-making based on accurate data.
- System analysis to align On Key with internal system orders for new projects. (Electronic document control and job status).
- 2008 - Pragma contracted for one year to implement On Key as a Pilot at West Depot.
- 2009 - A 3 year extension awarded to Pragma to extend the ACC Service to the remaining six depots within the NMBM Electricity and Energy Distribution Directorate.

Tools and Technology

- Pragma On Key Enterprise Asset Management system.
- Asset identification, verification and reporting in line with Financial reporting standards (GRAP 17).
- Asset Management Policy, Strategy and Improvement Plan (Aligned to PAS 55 and the Pragma AMIPTM framework).
- Asset Management maturity assessments.
- Asset Management accredited training.
- Central Asset Care Centre.
- Work Planning and Control.
- Change Management.