

Case Study

eThekwini Electricity



Client Background

eThekwini Electricity is the licensed electricity distributor of the eThekwini Municipality, which is on the east coast of South Africa. They purchase approximately 11 000 GWH of power annually from Eskom at 275 000 volts. eThekwini Electricity transforms and redistributes this power to approximately 630 000 customers, ranging from the large sophisticated customer supplied at 132 000 volts to the rural and peri-urban informal communities supplied at 230 volts.

Key Challenges

- Managing over two million assets.
- eThekwini Electricity's outsourced Asset Care Centres contract, managed by Jayshree Pershad through the leadership of Sandile Maphumulo, would be ending.
- In preparation for this, eThekwini Electricity required a comprehensive skills transfer programme to help transfer the Asset Care Centre's responsibilities to eThekwini employees.



Value Add

- The skills programme highlighted the importance of asset management, the tools required and the elements to be considered during implementation of an ISO aligned asset management improvement project.
- Learners now understand eThekwini Electricity's standards of service delivery, and know where they need to improve to effectively deliver an exceptional service to their customers.
- eThekwini Electricity further realises that moving from firefighting to excellence in asset management will take time, and success depends on having a well-documented asset management policy and strategy supported by an implementation master plan.
- All stakeholders must be engaged in a project. The identification of all stakeholders is a critical step in managing assets. Total lifecycle costs must also be considered.
- Asset management and service delivery within the communications network factor into the priority matrix.
- The programme stimulated meaningful discussions and challenged thinking and methodology.
- HV operations work order count backlog down by 67% as at April 2013 compared to February 2010.
- HV operations total work orders closed in 2012 was up 584% compared to 2008.
- Asset Management Maturity Improvement over the last two years: 13% improvement in Best Practices and 26% improvement in Key Performance Indicators.

“We at eThekwini Electricity are serious about achieving world class standards in all that we do. Within the ambit of asset management we have invested significantly in training our people. This, and an annual assessment of the organisation's asset management maturity are just two of the many initiatives that we have embarked on to help us achieve our goals. The training helped me greatly with the implementation of the asset management improvement project in the department. It raised awareness and aided the change management process by creating buy-in at certain levels of the organisation.”

Jayshree Pershad, Project Manager Asset Management, eThekwini Electricity

Pragma Intervention

Pragma presented the three-year Certificate in Asset Management (CAM) programme to 20 top management (Strategic), 40 middle management (Tactical) and 120 operational employees (Operational). The training is aligned to the Pragma AMIP framework, GFMAM and ISO 55000.

CAM modules facilitated:

- | | | |
|--|---------------------------------------|--|
| • Asset Management Essentials | • Maintenance Planning and Scheduling | • Lubrication Principles |
| • Strategic Overview of AM | • Maintenance Plan Development | • Tool Management |
| • Principles of Practical AM | • Technical Information | • Contract Management |
| • AM for the Tactical Team | • Technical Information Overview | • Contractor Management |
| • PAS 55 | • Structured Problem Solving | • Contractor Management Overview |
| • Principles of Change Management | • Root Cause Analysis | • Sustainable Development |
| • Asset Life Cycle Management | • Risk Management | • Health, Safety, Security and Environment |
| • Asset Life Cycle Management Overview | • Risk Management Overview | • Asset Financial Management |
| • Developing an Asset Management Scorecard | • The Importance of Work Order Data | • Asset Financial Management Public Sector |
| • Information Systems and Data Velocity | • Project Management | • Asset Financial Management Overview |
| • From Data to Information | • Project Management Overview | • Organisation and Development. |
| | • Practical 5S | |