Supply Chain Integration in support of localisation for the Nuclear Programme in South Africa

NIASA Conference
Cape Town, June 2011
Supply Chain Integration

Themes to be explored

Defining success

Skills development of artisans from local communities

Integration of supply chain to maximise local capabilities

Stakeholders engagement in support of supply chain

Benchmarking and performance management of supply chain
Defining Success

Sustainable success

SOCIAL

Equitable

Responsible

Sustainable

ECONOMIC

Viable

ENVIRONMENT
Sustainable success

Delivering world class projects in South Africa competitively while supporting development objectives i.e. industrialisation, localisation and upliftment
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I grew up near Polokwane, in a village with the name of Ga – Matlala Chloe ...
... The programme taught me to be an adult. Someone that can stand up for herself, working on my own and being a leader. Being chosen as the entrant into the young welder of the year contest made me very proud. I love my trade and I want to grow bigger in this trade.
HENDRICA MASEMOLA MOGALE WELDER
The success story continues…

...I would like to compare it to the ocean. I wish I could be a fish swimming in this ocean forever. It would give me an opportunity to swim down the ocean to see other places and I will be willing to do that seeing that a fish follows the ocean. MARRY MALEBATJA LEKGOTHHOANE: RIGGER
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Stakeholders Engagement

- Performance Management
- HSE (HCT)
- Reputation Building CSI
- CSDP Empowerment ASGISA Community Involvement
- Recruitment & Training
- Industrial Relations/Unions
- Administration/Civil Organisations/Government
- Risk Management
- Infrastructure Site Logistics Wellbeing
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Rethinking Construction (UK)

Source:
“Never Waste a Good Crisis” by Andrew Wolstenholme
Construction Excellence, 2009
Productivity related cost reduces as productivity increases as a result of work pipeline predictability.

A predictable and sustainable workload creates a climate for investment in skills development.

Repeatable work creates an environment where the benefits of a learning curve could come into effect along the entire supply chain.

Skills development + Structure and practice + Will to succeed = SA Inc. solution for success
“The research indicated that highly engaged employees tried up to 57% harder, and were 87% less likely to leave than employees with low levels of engagement”

Source: 2004 research by the corporate leadership council
Critical success factors for the Nuclear Programme implementation

Programme Management Philosophy and Approach

- Early involvement of key partners and joint master planning
- Early End-user involvement
- Target Budget and Contingencies jointly agreed
- No “person for person” marking!
- Early design freeze and effective change management
- Performance management in place
- Central Risk Prevention and Management
- Central project planning
- Strong Quality and HSE culture
- Project Framework and Labour Management in place
- Supply Chain integration
Successfully planned and executed Nuclear Programme offers opportunity for South Africa and industry to develop local skills and capacity on a competitive and sustainable basis.

However, it is up to the stakeholders (government and its bodies, engineering and construction industry, suppliers and social structures) to get together and develop the SA Inc. solution, which will be implemented under the strict control and discipline for benefits to all!