

BuildingAfrica Bulletin

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Collaboration to beat collusion

Doug Wares, CIOB Africa president, considers the building of relationships and trust among team members, and between the team and the customer, essential to great delivery of a construction project. “The project team should have a team-building exercise to cement the start of good relationships.” He holds that the collaborative nature of the system has resulted in reduced project time and price, as well as better quality without reducing margins, thereby meeting all parties' needs

He points out that this method of delivery is being used elsewhere in the world and is starting to get traction in the SADC region.

“The recent exposure of possible collusion in the delivery of mega-projects in South Africa using the traditional tender procurement method indicates that there are flaws in this method. Camps are created that can be in conflict with each other, inevitably ending in litigation in which there are no winners. The industry gets a bad name, there is a leakage of funds, senior management spends time preparing for litigation rather than building and – worst of all – our clients often get a product that is not fit for purpose at an inflated price and delivered late,” Wares says.

“Just as there has been change in other parts of the world, we should be encouraging a change towards a transparent, open and a more efficient procurement, design and delivery system where we engage our talents with our customer's talents and vision for their businesses.”

MARKUS KAPS OF KEY PROJECTS COMMENTS:

A book written by an ex colleague, Sharon Doherty – Heathrow's Terminal 5 – History in the Making reveals the inside track on the making of Terminal 5: the courage, the ground-breaking management thinking and the many lessons learnt from the leaders, the client and integrated supply chain teams, - involving over 50,000 people from 20,000 companies - which led to the successful delivery of this mega project on time, on budget, and safely. The principles of our approach to project management are founded on the highly acclaimed £4.3 billion Terminal 5 project.

I was personally responsible and integral to the successful delivery of the T5 project on budget, on time, to a high standard of quality and foremost safely. It is an approach based upon collaboration and partnering with a significantly improved 'bang for your buck'. The traditional procurement and adversarial delivery models so prevalent in our construction sector in South Africa lead to waste and hence poor value.

Today Key Projects prides itself in promoting the benefits of collaboration and base our approach to project management on this founding principle.