

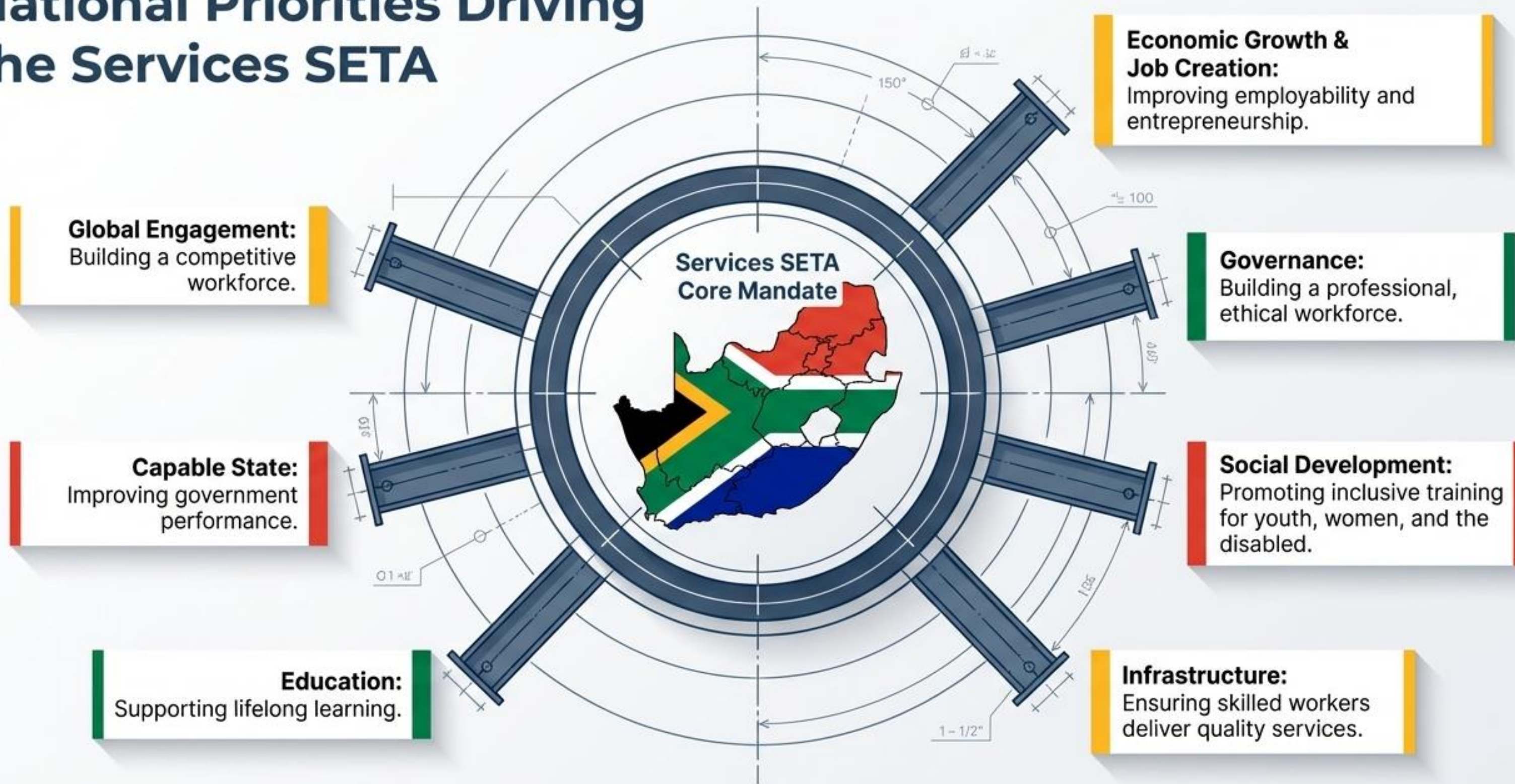


# **Delivering Value Through Project Management**

A Strategic Playbook for  
the Services SETA in a  
Complex Environment

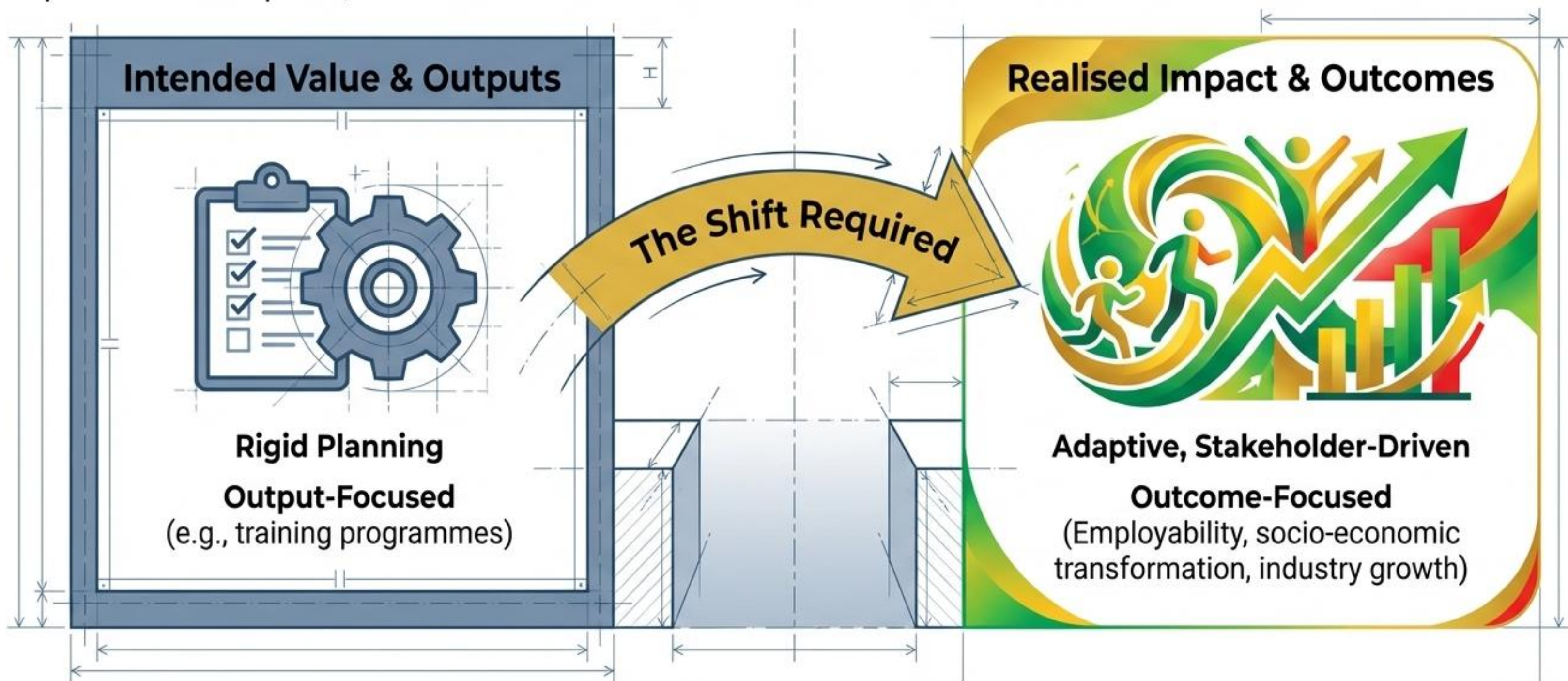
Sinaye Mgolombane | PMSA  
Chairman & GAPPS Director

# National Priorities Driving the Services SETA



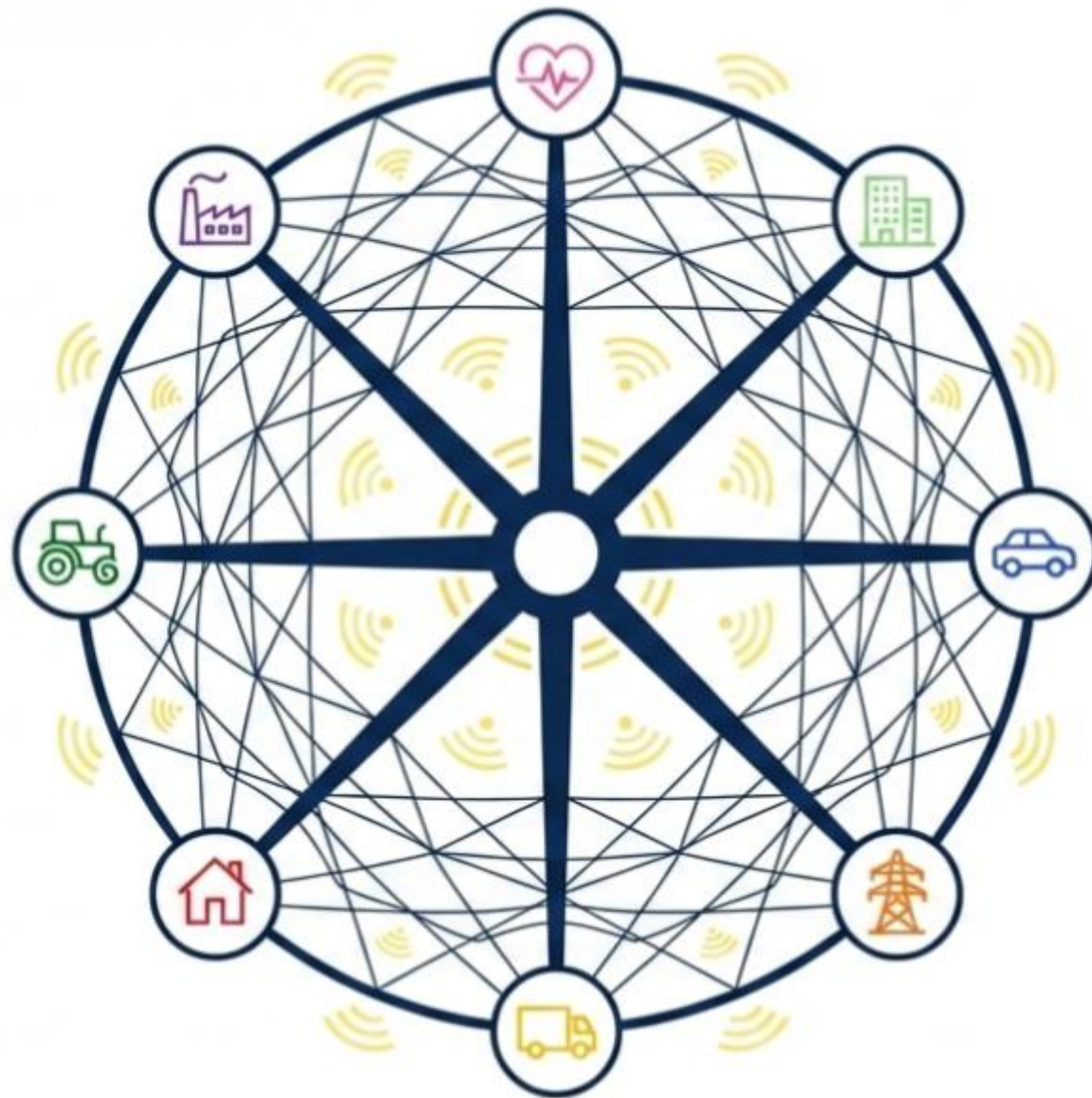
# The Complexity of the SETA Environment

A persistent gap exists between **intended value** and **realised impact**. Projects often produce outputs, but fail to achieve sustainable socio-economic outcomes.



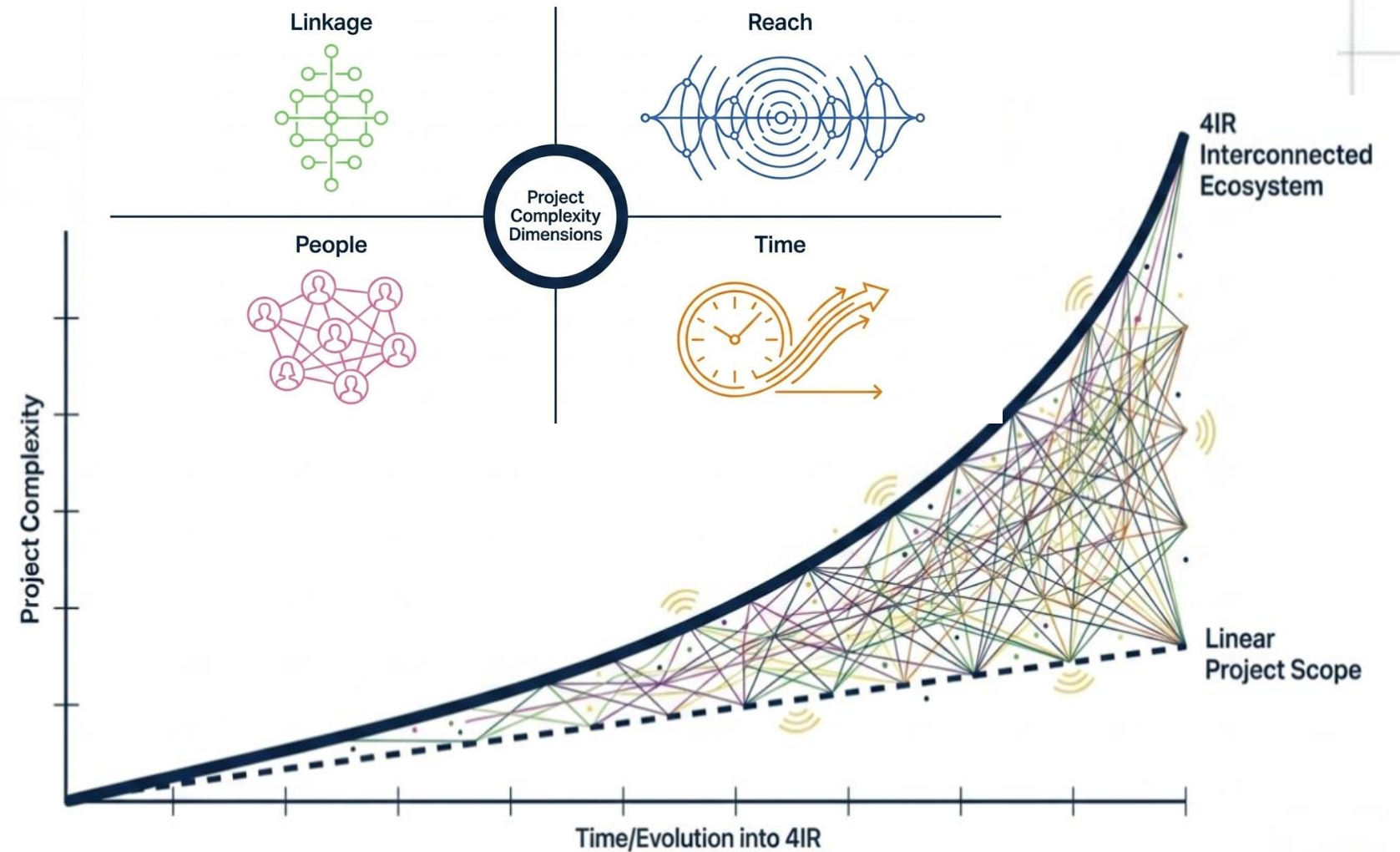


# The Impact of Artificial Intelligence (AI) in Project Management Value Delivery



Traditional industry silos have dissolved into an interconnected ecosystem, permanently altering the landscape of project management.

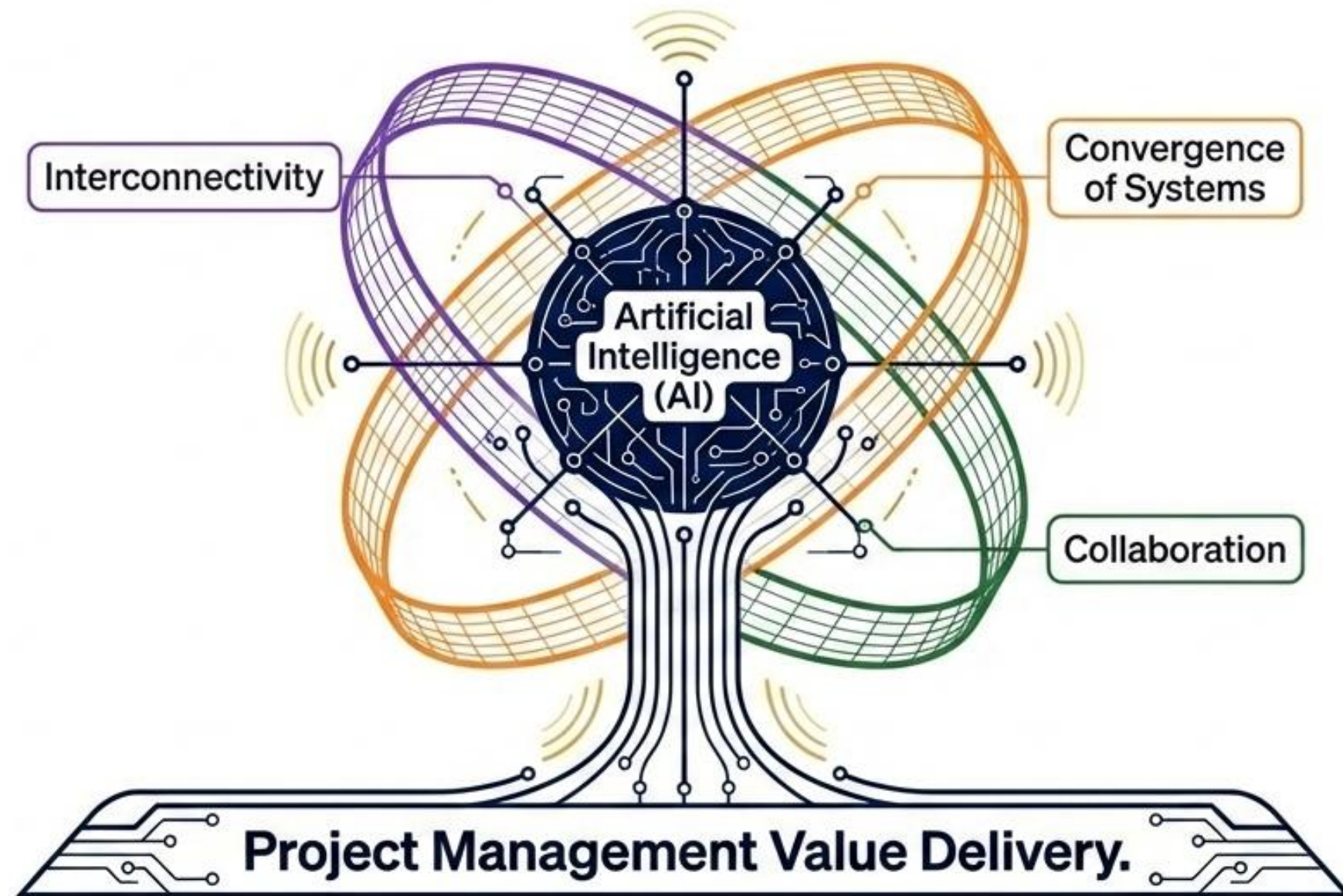
## The Four Dimensions of 4IR Project Complexity.





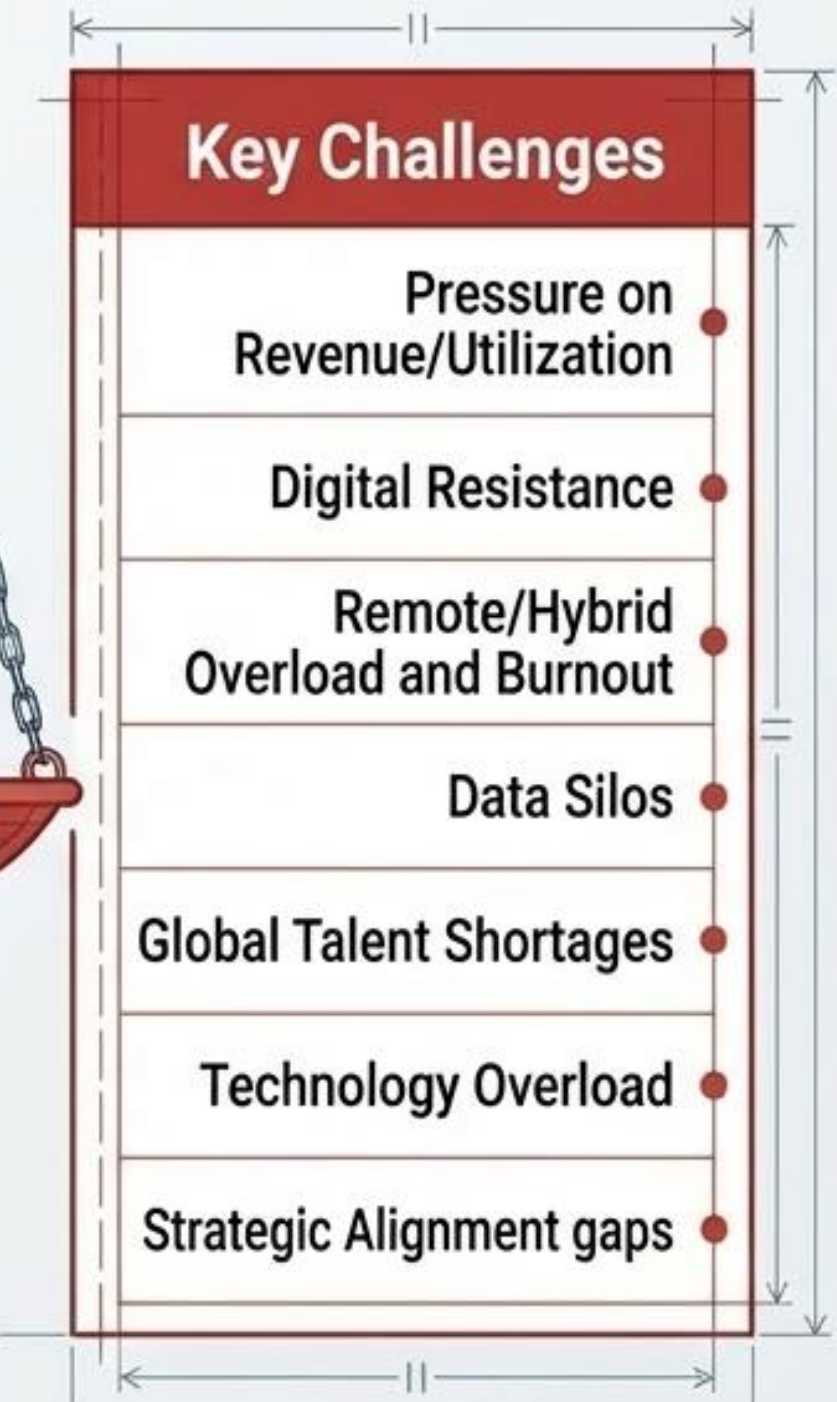
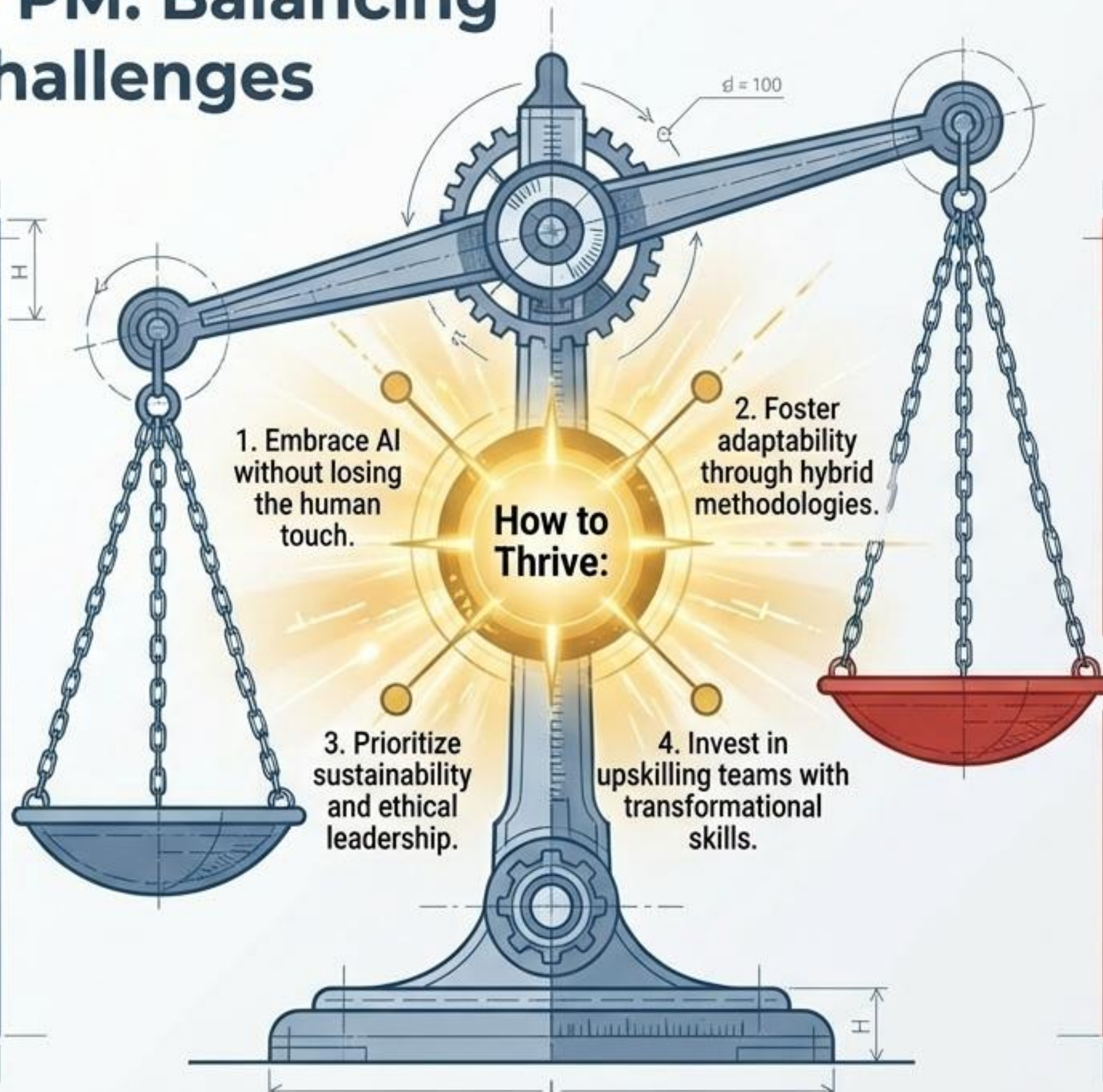
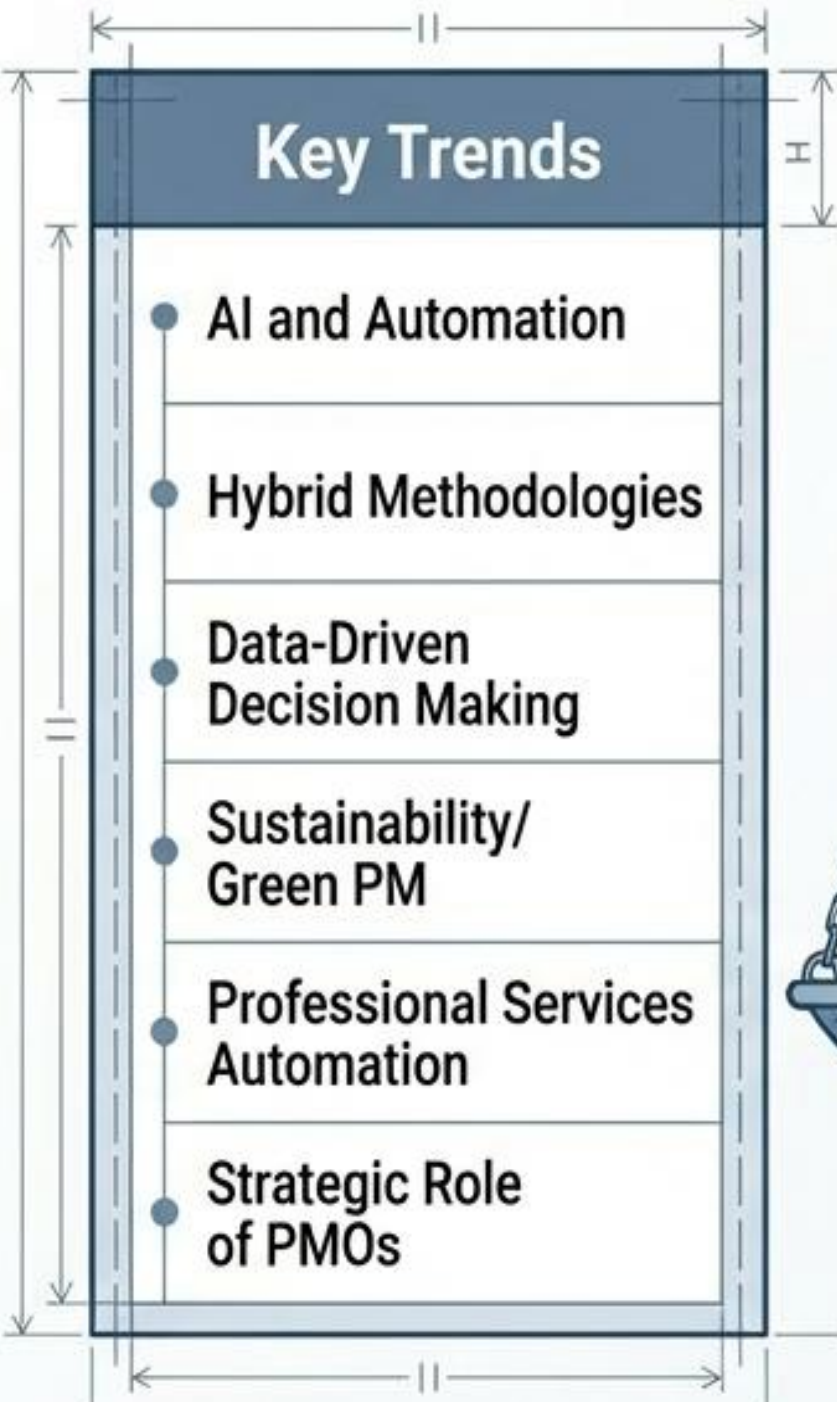
# The Resolution: AI as the Synthesizer.

AI acts as the central nervous system for 4IR projects—processing interconnectivity, driving the convergence of systems, and enabling the massive collaboration required to unlock true value delivery.





# The Future of PM: Balancing Trends and Challenges





# The Bridge to Value

## Project Management

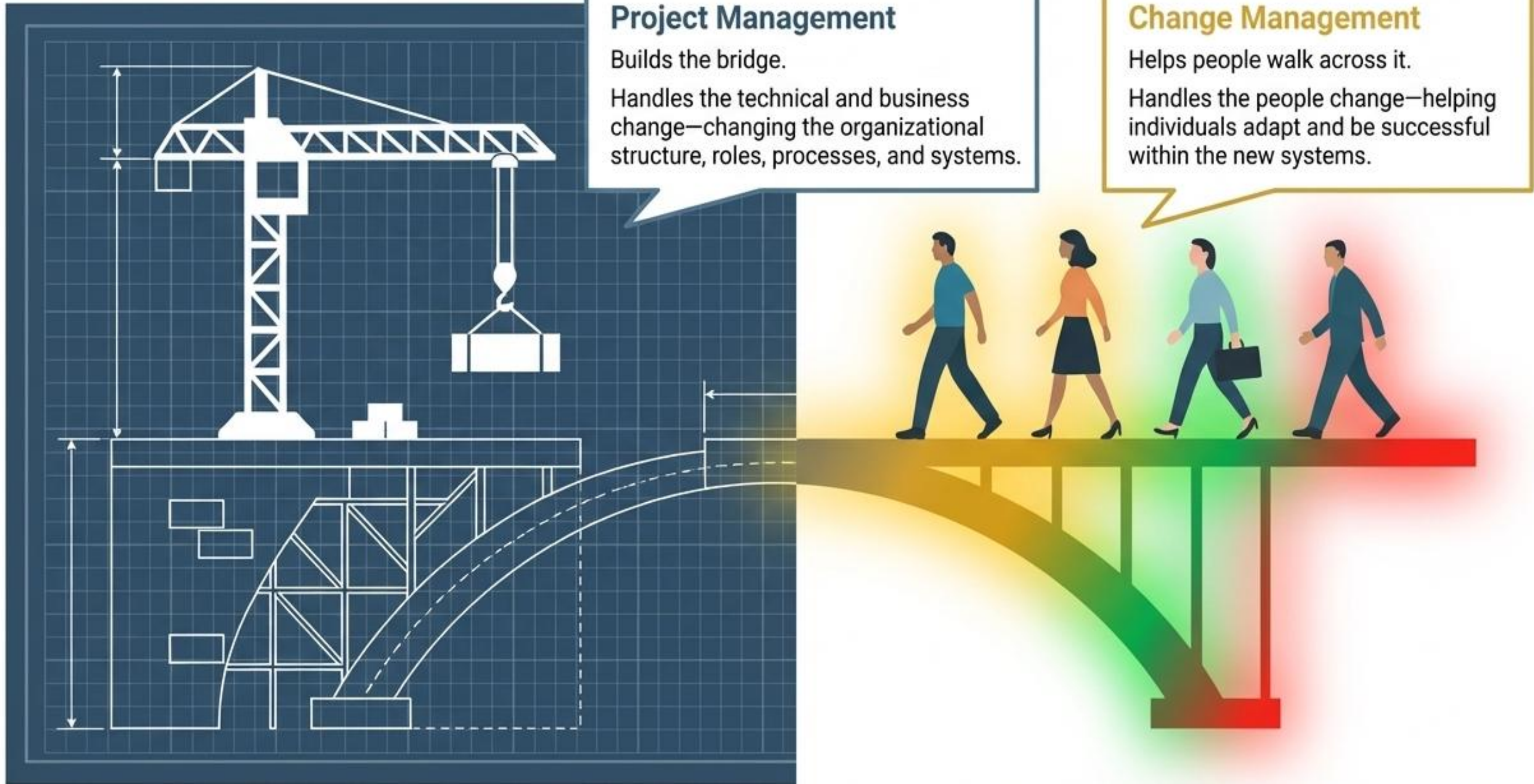
Builds the bridge.

Handles the technical and business change—changing the organizational structure, roles, processes, and systems.

## Change Management

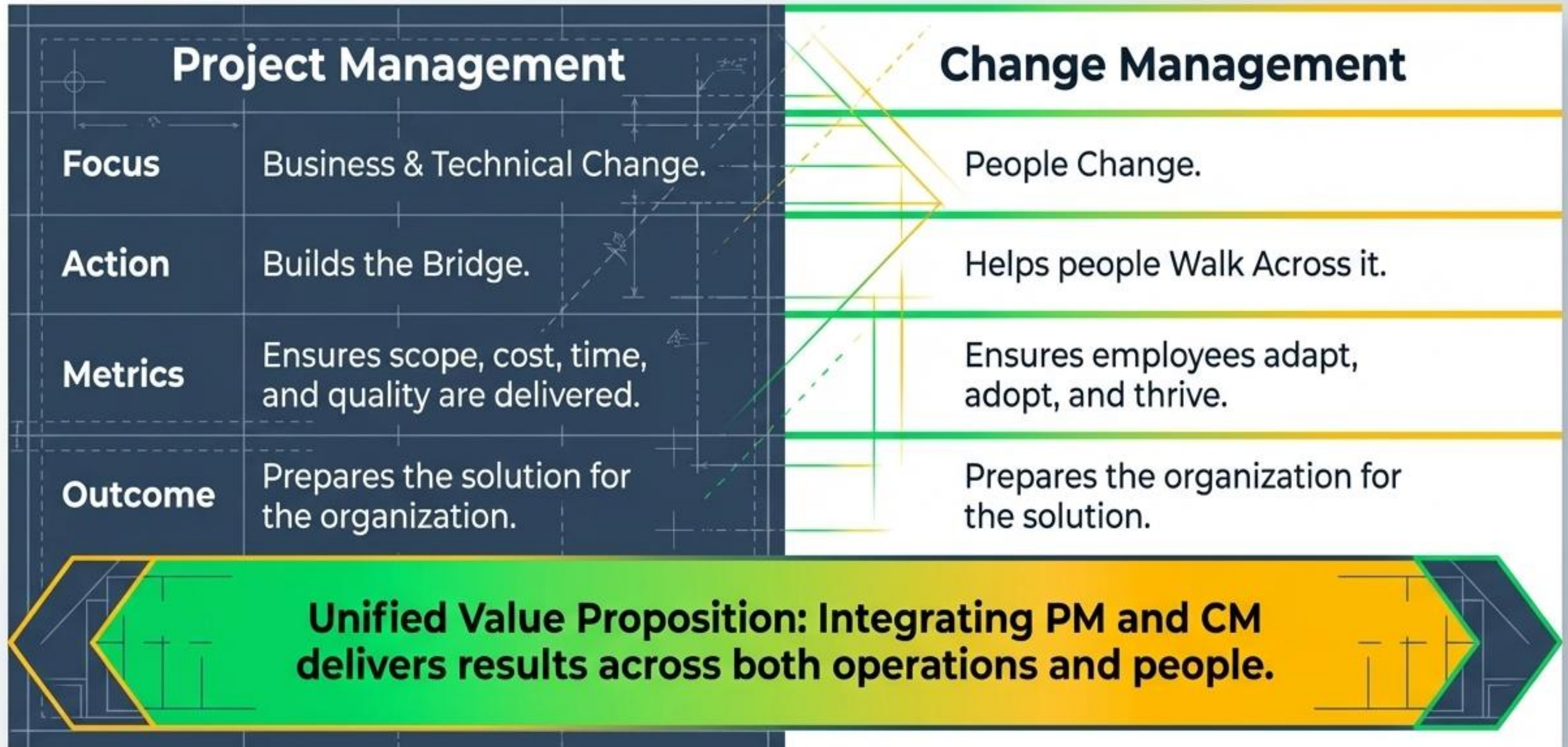
Helps people walk across it.

Handles the people change—helping individuals adapt and be successful within the new systems.





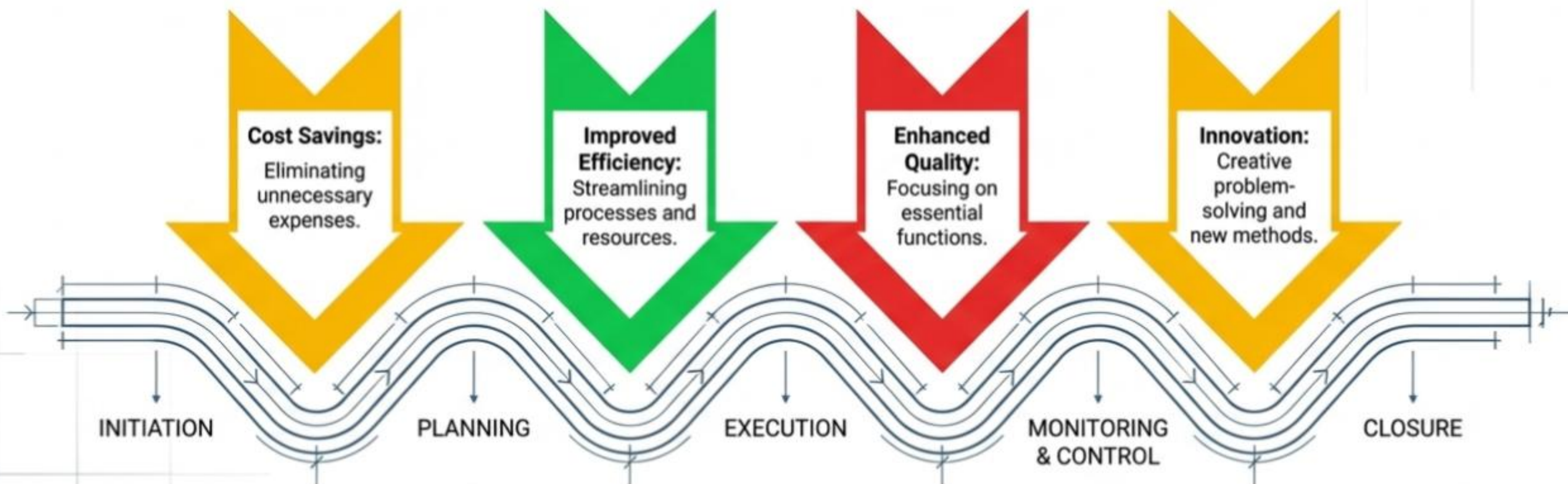
# The Bridge Paradigm Matrix





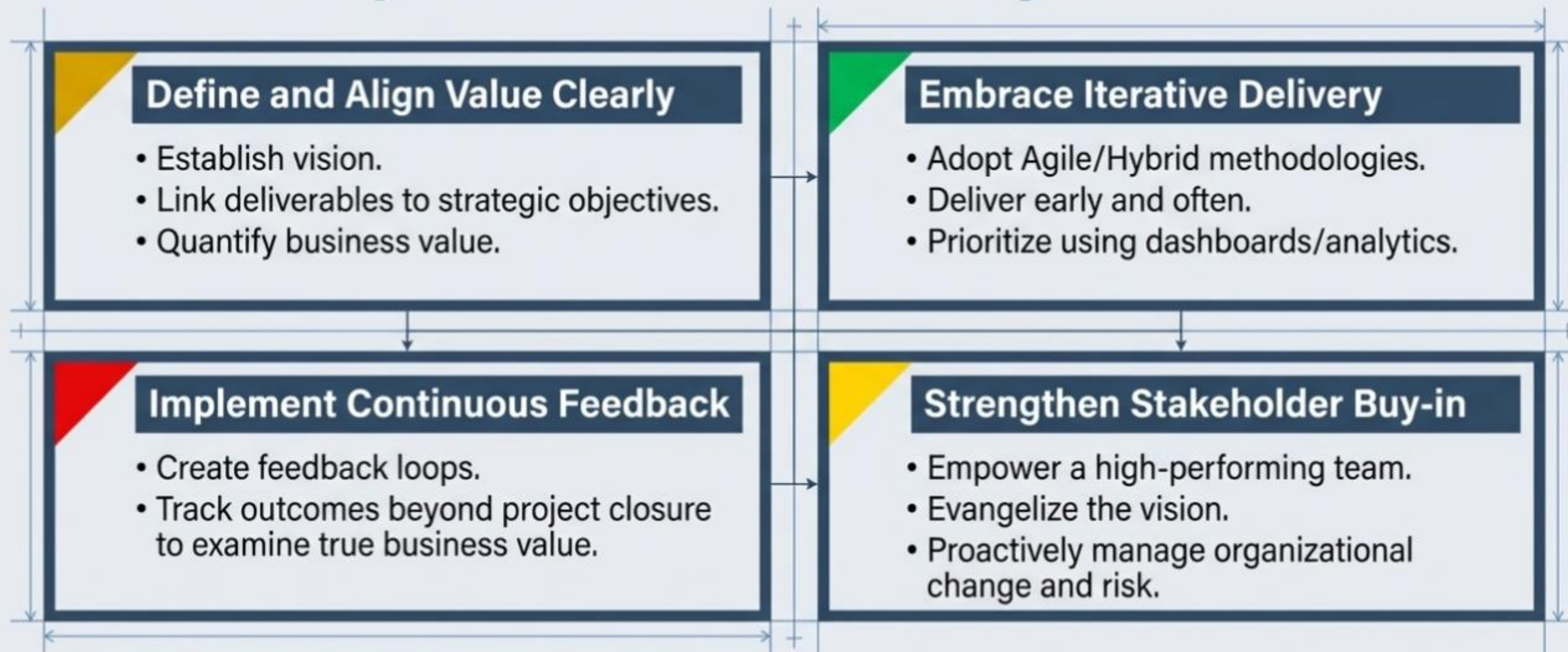
# Value Engineering the Project Lifecycle

A systematic approach to maximize value by optimizing functions and reducing costs without compromising quality.















# Core Principles for Value Delivery



**Delivering value requires strategic flexibility and a relentless focus on measurable benefits, moving beyond strict adherence to a plan.**



# Proof of Concept: SETA Value Delivery

The Project	The Human Value	The PM Insight
Services SETA (Business Admin): Learner transitioned directly to junior office manager.	 Improved employability & career progression.	 Strong training-to-labour market alignment.
MICT SETA (Software Dev): Learner secured fintech job via Python/JS.	 Entry into high-demand digital economy & women in tech empowerment.	 Agile, future-oriented skills delivery.
CETA (Women in Construction): Plumbing learnership led to learner starting a business.	 Entrepreneurship & community economic impact.	 Empowerment-focused goals extend beyond initial outputs.
MERSETA (Auto Technician): Unemployment to stable income.	 Direct income generation & industry-ready workforce.	 Clear pipeline via strong industry partnerships.
MICT SETA + DVT (Industry Partner): Learners built a working recruitment system.	 Practical outputs & portfolio-ready experience.	 Project-based learning aligned with real business needs.



# Strategic Recommendations for the Services SETA





As we consider Africa's development challenges, we must recognize that project management is not optional; it is fundamental to infrastructure, service delivery, and digital transformation. Project management is precisely that discipline – turning vision into reality, bringing order to complexity, and improving lives through purposeful delivery.

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**Sinaye Mgolombane**



Thought Leadership Forum #58

## THE FUTURE OF PROJECTS



GAPPS will be holding its next Thought Leadership Forum on 21<sup>st</sup> & 22<sup>nd</sup> October 2023 face to face in Cape Town and online via Zoom.

The main themes will be:

- **Preparing Projects for the Carbon Economy** – starting this discussion, inspired by our hosts, PMSA
- **Organisational PM Capability** – continuing development of a guiding framework
- **PPPM Standards – Update & Mapping** – subject to Wutherb 2 Expert Gratitude to

Join us to:

- Network with like-minded project professionals
- Keep up to date with latest developments and thinking in the field
- Share knowledge and ideas, gain insights and practical takeaways
- Make a difference

### Facilitators



**Brigitte Schaden**  
Chair, GAPPS  
President,  
Projekt Management Austria  
IPMA Assessor  
Former President & Chairperson IPMA



**Robert Best**  
Executive Director PMSA  
Director GAPPS



**Sinaye Mgolombane**  
Board Chairperson PMSA



**Director, GAPPS**  
Professor  
Honorary Fellow, APM, IPMA  
Life Fellow, AIPM



Face to face and online sessions - Registration: <https://>

PROJECT MANAGEMENT SOUTH AFRICA · CAPE TOWN 2023

# THANK YOU.

## SERVICES SETA

For your generous sponsorship of this conference – and for championing the professionalisation of project management across South Africa.

BUSINESS TIMES · SOUTH AFRICA

### 'Poor project management the root of SA's crises'

This is why we gather. This is why this work matters. Together, we change the story.

GAPPS MANDATE – GLOBAL ALLIANCE FOR THE PROJECT PROFESSIONS

Connecting project management bodies worldwide to develop **globally applicable standards** – so that every project professional can deliver with excellence, and transform nations.

are only providing 30%, 40% or 50% of the revenue national budgets anticipate, and the country is not

## 'Poor project management the root of SA's crises'

By KHULEKANI MAGUBANE

South Africa finds itself in an economic and governance rut because it has failed to adequately benchmark standards in the project management profession, according to Sinaye Mgolombane, chair of the board of Project Management South Africa (PMSA).

"Our profession and project management broadly have low entry barriers. Unlike law, medicine, engineering, and accounting, anyone can be a project manager. Even the security guard at the gate could be a project manager tomorrow."

Mgolombane was speaking at the Global Alliance for Project Professions conference in Cape Town in October.

"The failure of Eskom project management means we have now all become accustomed to load-shedding. We do not mention the SOE [state-owned enterprise] responsible for logistics, but I think we all know the challenges there. South Africa's low growth, extreme poverty and unemployment are also a result of project management failures."

His remarks came as Eskom grapples with the load-shedding challenge and Transnet struggles with a logistics crisis that has prevented South Africa from moving goods out of the country.

"We have to delegate project management to junior levels even though it was



Sinaye Mgolombane, chair of the board of Project Management South Africa

"at the heart of corporate sustainability".

"Many executive leadership teams demonstrate limited understanding and ability to apply project management principles that could help their teams. I'm not sure how some executive committee members operate given this problem."

He said organisations tend to plan only for the short term, which drives them to make decisions that are often not directed by evidence-based analysis. This leads to poorly designed projects at best, and often, poorly planned and executed projects.

"I could use many examples but cannot help but

collections from corporate investors. The company profits remain under pressure," it said.

think about Eskom's turnaround plan, which despite more than 10 years of promises hasn't materialised. By focusing on short-term issues the Eskom leaders failed to address long-term structural issues," he said.

PMSA non-executive director Xolelwa Ntlango recently told Business Times that the gaps in standardised accreditation for project management professionals were a major challenge, hindering the country from consistently delivering world-class projects.

In this regard, the government's patience with SOEs over their operational and financial chaos is finally wearing thin. Finance minister Enoch Godongwana was blunt about Transnet's shortcomings when he tabled his medium-term budget policy statement this week.

He said the National Treasury was working with Transnet and the department of public enterprises to ensure Transnet meets its immediate debt obligations.

"We have not factored Transnet for a bailout as part of the budget process, to my knowledge. They came to us a couple of weeks ago with an invoice for it."

"What is the lesson we learn? On the basis of trust, you give money and you don't realise the return on investment. This time around, we won't give funding until we have an assurance that whatever support we give, for example, we give to Transnet and the sector."

Godongwana said the government was now interested in fixing SOEs as well as making a meaningful investment in the sectors in which they operate.



# Strategic Importance of GAPPS to PMSA Community

## Standardization & Professionalization

- GAPPS develops guiding frameworks such as competency standards for program managers and organizational PM capability.
- PMSA leverages these frameworks to strengthen the professionalization of project management in South Africa, ensuring consistency across industries.

## Regional Relevance

- South Africa is a major hub for industrialization and multinational expansion in Africa.
- By collaborating with GAPPS, PMSA ensures that local project management practices are not only globally aligned but also adapted to the unique African context.

## Global Benchmarking

- GAPPS provides internationally recognized frameworks for project management competencies and standards.
- PMSA benefits by aligning South African practices with global benchmarks, ensuring local professionals remain competitive in international markets.

## Knowledge Sharing & Thought Leadership

- GAPPS hosts regular thought leadership forums, creating opportunities for PMSA members to engage with global experts.
- This fosters innovation and keeps PMSA at the forefront of evolving project management practices.

## Capacity Building

- GAPPS frameworks help PMSA build organizational project management capability, enhancing the maturity of South African institutions.
- This strengthens the ability of local organizations to deliver complex projects effectively.
- GAPPS provides PMSA with global credibility, professional frameworks, and access to international thought leadership, while PMSA ensures these are localized and relevant to South Africa's unique economic and cultural context.

# SAVE THE DATE

9 - 10  
JUNE 2026  
LONDON  
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**THOUGHT LEADERSHIP FORUM 66**

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**GAPPS**