



The Royal Bafokeng

2010 FIFA World Cup™ Journey



Dedicated to the people of the Royal Bafokeng Nation





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Foreword from Kgosi

Looking back on 2010 and all that has happened in the past couple of years, it is hard not to smile when I think back to the days when my predecessor, Kgosi Lebone II, spoke about his dream of building a world-class stadium on the old dirt football ground behind Matala Middle School, and of seeing global sporting events taking place there.

Little did he know that it would not be long before his dream for the Royal Bafokeng Nation would become a reality, a reality that would see the world's biggest sporting event taking place right on our doorstep in 2010. The day that FIFA gave South Africa the nod to host the World Cup presented our community with a unique opportunity as we were propelled into the spotlight playing a central role in hosting the historic 2010 FIFA World Cup™ South Africa.

As a result of the incredible foresight of our predecessors, who ensured that the stadium had superior facilities, our Royal Bafokeng Sports Palace was selected as the only community-owned stadium to host six World Cup matches. In addition, the newly built Bafokeng Sports Campus was selected as the training base for one of the world's most celebrated football teams, the formidable English squad.

I know that in the years, months and days leading up to this event, it was not an easy road, but the entire community pulled together with our World Cup Steering Committee working tirelessly to ensure that every last detail, from our own public viewing areas, to the revamping of our stadium and the building of the sports campus, was executed with excellence. Every effort has been made to ensure that the legacy of the World Cup lives on, and we can look forward to reaping the benefits of the investments made in 2010 for many years to come.

I would like to thank each and everyone who was responsible for making the World Cup in the Royal Bafokeng Nation such a resounding success and I trust that you will enjoy reflecting on our World Cup journey in the pages that follow. It is my hope that this book will remain as a keepsake and a reminder to you of the year the world came to Phokeng, and more importantly each time you flip through it, it will renew in you the jubilation and pride the World Cup ignited in all of us. I hope it will be an inspiration as we forge ahead with our plans in pursuit of excellence.

Kgosi Leruo Molotlegi

A dream come true

“We don’t subscribe to mediocrity, one day we will have a World Cup here.”

Kgosi Lebone II

About the Royal Bafokeng Nation





A forward thinking traditional community

The Royal Bafokeng Nation (RBN) is a unique African traditional community. In 1924 the world's largest platinum deposit was discovered on the land we occupied and which our ancestors had legally acquired over decades. But our ownership did not translate into mining rights. It took a nine-year-long legal battle with Impala Platinum, before we finally secured a significant proportion of the platinum royalties. This triumph was the beginning of a new dawn for the Bafokeng people. Above all, it was a realisation that with a sustainable approach to managing our resources we could achieve our goal for a better community and build a brighter future for our children and our children's children.



Humble beginnings, powerful leaders

Our newfound wealth was not without its challenges. Some of our people expected to see a change overnight. But our greatest asset has always been our strategic and visionary leaders who are passionate about ensuring a solid future. We embraced the ethos of mining for the future – a strategy called Vision 2020. This plan outlines our goal to create a socially, economically, and environmentally sustainable community that remains true to its African heritage and traditions, by the end of the second decade of the 21st century. It is our hope that this success will be a model for other developing communities to embrace. We are unusual in that we have an abundance of mineral resources difficult to rival. Despite this, our approach can be universally adopted. Firstly because we are focused on planning for the future and secondly because we remain true to our cultural heritage and, where possible, use our traditions and history to tackle conflict and change – approaches that are possible to duplicate in other communities.

Corporatisation of the RBN

The Nation is organised into entities responsible for different portfolios that manage the socio-economic activities of the Royal Bafokeng:

- Office of Kgosi – provides oversight and monitoring of the formal structures of the Royal Bafokeng Nation.
- Royal Bafokeng Administration – provides infrastructural development, protective services, group business services and Health and Social Development Services.
- Royal Bafokeng Enterprise Development – assists small, medium and micro-enterprises in the Bafokeng region to develop their businesses and gain access to local business opportunities.

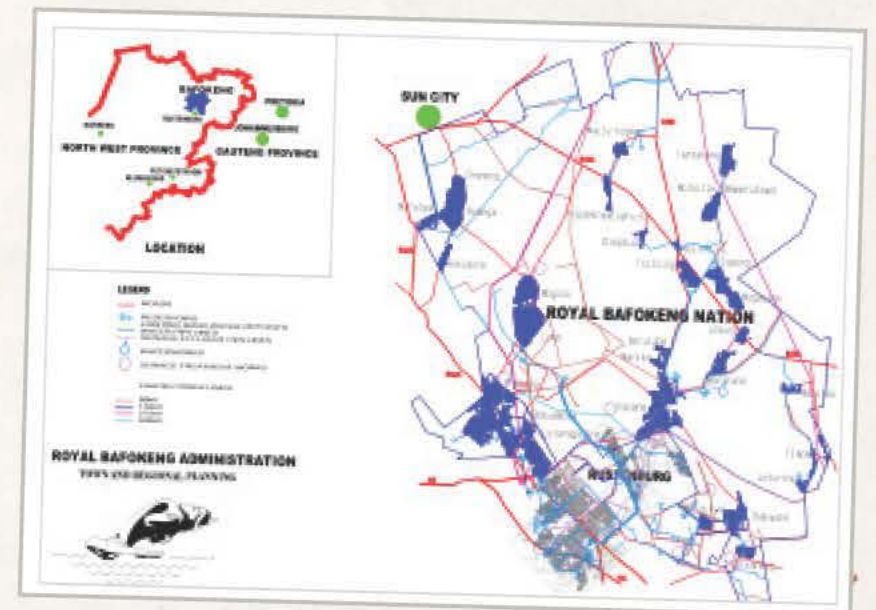
- Royal Bafokeng Holdings – an investment company, wholly owned by the Royal Bafokeng Nation. It is mandated to manage and maintain the commercial investments of the nation.
- The Royal Bafokeng Institute – charged with improving the standard of education in Bafokeng schools, and providing other opportunities for human development, such as leadership development and technical and vocational training.
- Royal Bafokeng Sports – launched in November 2006 to develop both the commercial sporting activities of the Royal Bafokeng Nation and local sporting development. This includes the management of the Royal Bafokeng Sports Palace and co-ordination of the Royal Bafokeng's 2010 World Cup activities.

Vision is the cornerstone of our success

The 2035 Masterplan is a vision to replace vision 2020. Launched in 2006, the 30-year plan has been devised based on the infrastructure opportunities created by the land we own and control.

We envisage that by 2035 the Royal Bafokeng Nation will:

- Be able to offer a good standard of living to its citizens
- Be able to offer superior education to its children
- Play host to stimulating cultural and sporting events
- Provide job opportunities through its growing and flourishing economy.



Sport for social change



George Khunou, the Managing Director of Royal Bafokeng Sports and a major force behind the Royal Bafokeng World Cup campaign, always jokes that, "The Bafokeng people don't worry about the performance of platinum, but they want to know what's happening with Platinum Stars!" There is no disputing that sport is an integral part of our socio-economic development agenda. In the build up to the World Cup it was the power of sport that united us, and brought us closer together as we collectively shared this once in a lifetime sporting experience.



**"Sport knows no boundaries,
whether you're rich, poor,
black or white."**

George Khunou, Managing Director, Royal Bafokeng Sports



Local sports development

- The professional football team of the Royal Bafokeng is the Platinum Stars Football Club, and it is 100% owned by the Royal Bafokeng Nation.
- The squad provides an opportunity for aspiring stars to enter into professional football having come through the Royal Bafokeng Sports development programme.
- Platinum Leopards is our provincial, professional rugby team. They are the first black-owned rugby franchise in South Africa, after securing sponsorship from Royal Bafokeng Sports in October 2007.



Nurturing talent

As a community we are dedicated to the vision of developing a vibrant, healthy and patriotic community through sport. The revamping of the Royal Bafokeng Sports Palace, the construction of the Bafokeng Sports Campus and the soon to be fully-functioning Royal Bafokeng Sports Academy are all projects that were accelerated by being selected as a host venue.

The Bafokeng Sports Campus was the base of the English team for the duration of the tournament. This meant that our plans for a sports academy could be realised sooner. Modelled on top international sporting campuses and academies, our campus will soon be a fully-functioning academy, incubating top local and national talent. A key differentiating factor is that the campus is ideally located at an altitude of 1 250 metres. The academy will initially be focused on football, but going forward will incorporate rugby, athletics, netball, basketball and martial arts – disciplines that promote team work, mental and physical fitness and an opportunity to participate at provincial, national and international levels.

Schools and the academy

There are more than 20 000 children between the ages of six and seventeen years, participating in athletics, martial arts, netball, rugby and soccer in our villages. By aligning with the academy, our specialist coaches are able to identify learners with talent and nurture this by developing their skills further. It also gives the coaches a channel through which to communicate important social messages to our youth. We are pursuing an initiative to reinstate sports leagues in schools.



Bidding to be a Match Venue



How the world came to Phokeng

The late Kgosi Lebone II had a passion for sport and for the children of our community. He was a firm believer that every Mofokeng child should have access to sporting opportunities and facilities that would rival the best in the world. In the Royal Bafokeng Sports Palace he wanted to build a state-of-the-art stadium for all sports so that when the children of the Bafokeng competed on the international stage, they would be confident in such an environment. He could never have known that in 2010 the world would be travelling to them!

“We were watching our stadium, and the whole world was also watching our village.”

Kgosana Joseph Rapetsana, media relations spokesperson

Going for goal

After South Africa won the bid to host the 2010 FIFA World Cup™, the battle began to secure our stadium as a host venue for the North West province – a process largely unseen by the public. The Royal Bafokeng Sports Palace, because of its World Cup readiness and superb facilities, had been included in South Africa's bids for both the 2006 and 2010 FIFA World Cup™. However, our involvement in the bidding process did not guarantee we would be selected as a host venue. There were two other stadiums nearby, Mmabatho Stadium in Mafikeng and Olympia Park Stadium in Rustenburg.

As a community who never gives up we were determined to succeed. We lobbied successfully and we knew our stadium would be hard to beat. We were eventually officially selected as the match venue of the North West province for the World Cup, with Rustenburg being selected as the host city. Our journey had officially begun.

The balancing act begins

The next step was to ensure that we were ready for the tournament. The first task was to get our stadium FIFA approved and this required the addition of 5 000 seats. One of the biggest challenges was we had to work with a number of different stakeholders and partners. Together with the city of Rustenburg, the North West Provincial Government, and the Local Organising Committee we established a working committee. It was imperative that all parties were satisfied; and that we were all complying with the very strict FIFA guidelines.

An icon is born

The cost to upgrade our stadium was shared between government and the Royal Bafokeng Nation. We engaged the original architects who had designed the stadium and who were committed to keeping the open plan bowl design. Anchoring the new seating structure onto the existing one, whilst maintaining the same look, was challenging and expensive. As with any building project, time was of the essence, and our deadline was to get the stadium play-ready in time for the 2009 FIFA Confederations Cup™. The team of contractors worked day and night throughout the December holiday period of 2008 to ensure that the stadium was fully functioning by March 2009. And ready it was. The Royal Bafokeng Sports Palace was the first stadium to be approved for use during the 2009 FIFA Confederations Cup™. Its pitch was reviewed as being the best in the tournament. Our success in completing the stadium upgrade was a major coup and it heralded an excellent start in our journey towards the June 2010 kick-off!

For the purpose of the World Cup the Royal Bafokeng Sports Palace was referred to as the Royal Bafokeng Stadium.

What's in the name?

The Royal Bafokeng Sports Palace is a true sportsman's palace. The stadium was named at a time when the Bafokeng leaders wanted to reaffirm their status as a "royal" Kingdom.

The sports palace houses:

- A state-of-the-art football and rugby ground
- An Olympic-size swimming pool
- Tennis courts
- An athletics track.

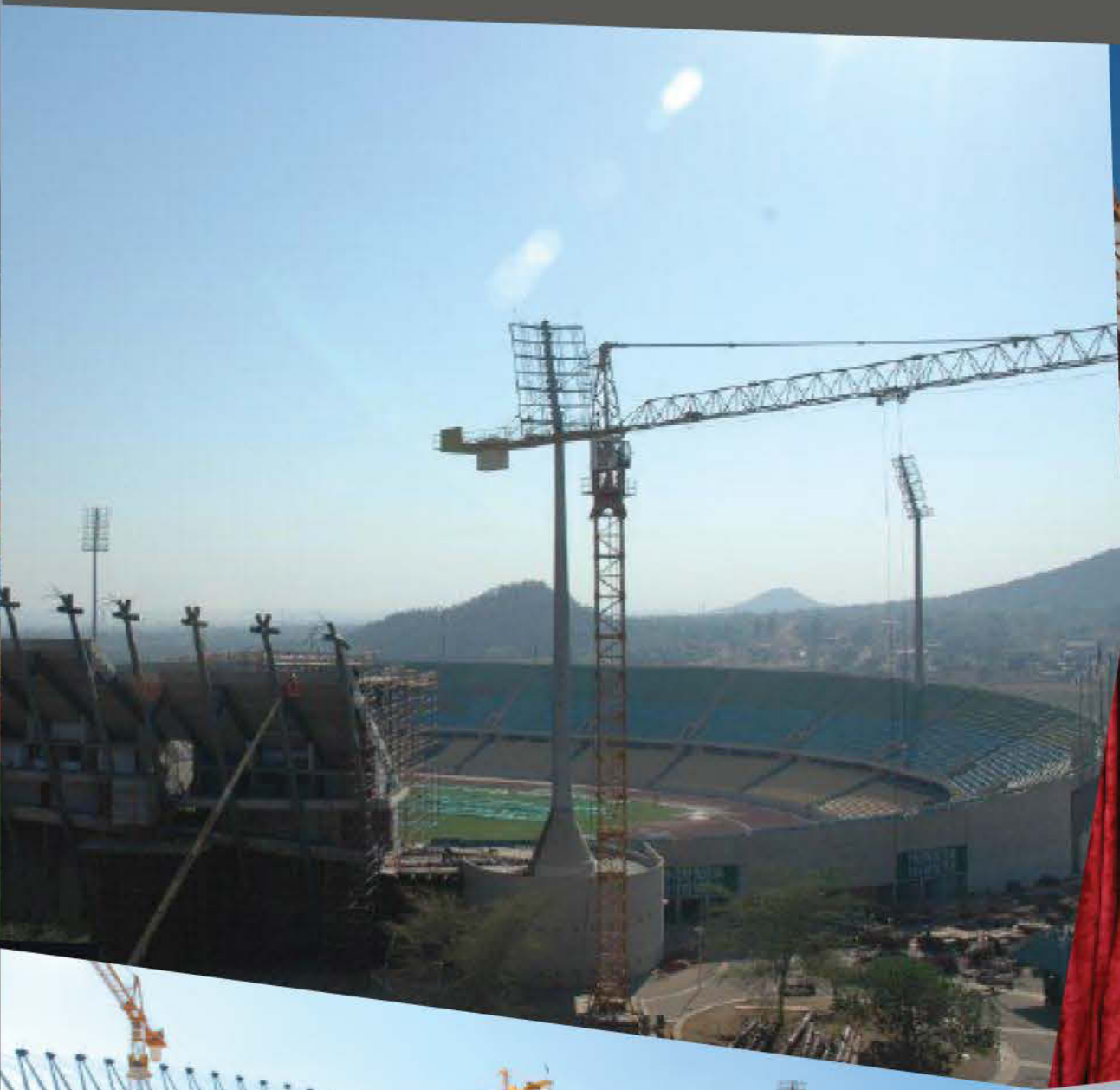
A flying saucer or a crocodile?

There has been much speculation on the design of the Royal Bafokeng Palace. Some say it resembles a UFO and others firmly believe it's in the shape of a crocodile linked to the Bafokeng totem – whatever you believe, there's no denying it exudes Bafokeng magic!

The stadium as a catalyst

Being a host venue was so much more than the six ninety-minute matches that were played in our stadium. It was all the activity around the tournament such as our Public Viewing Area, road shows and community engagement programmes that fueled the excitement for the event. The tournament instilled in us a sense of pride and confidence. For the first time in the history of our community, Royal Bafokeng became a household name in South Africa, and internationally.

Upgrading the Royal Bafokeng Sports Palace



Organising our 2010 World Cup Efforts



Organising a once-in-a-lifetime event

"Once we were secured as host venue, we wanted to make the event come alive and ensure we were able to touch as many lives as possible," says Niall Carroll, CEO of Royal Bafokeng Holdings and Chairman of Royal Bafokeng Sports. A 2010 World Cup Steering Committee was established and ten key projects relating to the tournament were identified and executed. Given a limited amount of time, financial resources and manpower, decisions had to be made on how to deploy our resources for the greatest strategic benefit to the community and the country as a whole.



"The World Cup showed us what we are capable of achieving. Given what we now know, the Royal Bafokeng would be well positioned to seize any opportunity."

Our ten key World Cup projects

Even though this was largely a sporting event, we used it as a catalyst for working towards the goal of social solidarity.

- 1 The Schools Programme – organised 15 schools across the five regions of the Royal Bafokeng Nation to ensure children and learners would benefit from World Cup activities. The programme kept our children safe and entertained during the extended school holidays for the duration of the tournament.
- 2 Marketing of the Bafokeng School Feeding Scheme – aimed to secure national as well as international funding for the roll out of the School Feeding Scheme to every school in the Royal Bafokeng community.
- 3 Greening and Beautification – focused on creating an aesthetically pleasing view of the community through landscaping which is environmentally sustainable and incorporated some historical elements to express our heritage.
- 4 Public Viewing Areas – involved organising Public Viewing Areas and events for the Bafokeng community at Tsitsing Stadium and Ananda Entertainment Park. At the same time, the aim was to create a platform for local SMMEs to participate and benefit from World Cup activities. It was organised for all matches during the tournament.
- 5 Volunteerism – gave more than 600 Bafokeng participants an opportunity to be involved in the World Cup for the duration of the tournament. This project was separate to the official FIFA Volunteers' Programme.
- 6 Community Engagement – coordinated the Royal Bafokeng Nation's World Cup activities to improve communications between all key stakeholders in our community, including our partners, Rustenburg Local Municipality (host city), North West Provincial Government and the Local Organising Committee.
- 7 External Relationships and Funding – aimed to build national as well as international funding opportunities through external relationships, during and subsequent to the World Cup.
- 8 Homestays Programme – establishment of local accommodation across the Bafokeng Nation with at least 300 registered beds. We intend to sustain it beyond 2010.
- 9 Media Relations – facilitated accurate, transparent and reliable messaging and communication to all stakeholders for the duration of the World Cup.
- 10 Waste Management – collected domestic waste from households in all 29 villages, schools and business centres, including collecting street litter. This is an ongoing programme.

The impact of our ten key projects was monitored during and after the World Cup to enable us to determine whether we achieved our objectives in the end.

Our World Cup Steering Committee's key objectives were to:

- Rank among the five best World Cup venues in South Africa
- Create 65 000 positive World Cup experiences for Bafokeng Community members
- Use the opportunity of the World Cup to attract skills and funding to the value of R250 million within 12 months
- Facilitate business opportunities for the Royal Bafokeng Nation to the value of R30 million during the tournament.



Getting our projects up and running

The right tools in place

In November 2009, we had the project management software specially designed and developed in time for use during the World Cup. It proved invaluable for the duration of the tournament as it helped contribute to our goal of hosting a professional, well-run World Cup in Phokeng for fans and visitors. Project management best-practice remains a key focus for managing projects and programmes by all Royal Bafokeng entities within the Nation.

The real work began once we had identified our ten priority and activation projects. A strict project management process was put in place so we could meet our objectives and synchronise the processes with our various project managers. Apart from successful implementation, the challenge for the project managers was to get individuals to understand what the benefits of the projects were for them.

With assistance from the Project Management team, we set up a project management office and started to workshop with the respective project managers to develop the tools and processes that would assist their projects. What we quickly realised was that we needed a central point for all information that was user friendly and Internet based.



“One of the biggest challenges was getting the community to understand what was going on. We had to get the message out there about how the community would benefit from the respective projects because they are our biggest stakeholders.”

Dr Elmie Castleman, Head: Project Management Office,
Royal Bafokeng Administration

The English Football Association (FA)



How a village welcomed the world's most famous footballers

Just thirteen months ahead of kick-off, Sir Dave Richards, Chairman of the English Football Association's International Committee, arrived on site at the Bafokeng Sports Campus. He stood in the middle of the rough bushveld which was to be the site of the campus and with his eyes wide, gawked and said: "Chaps, where are you going to build this thing?"

An idea takes flight

That visit to Phokeng by the members of the English FA marked the beginning of an intense period of activity. Although the Bafokeng Sports Campus had always been part of our development agenda, it was used as the base camp for the English squad for the 2010 FIFA World Cup™. In fact it was only in the research phase of the project, when George Khunou travelled around the world looking at the best campuses, that he entered into negotiations with the FA. On hearing about the plans for the campus, Sir Dave Richards expressed the English team's interest in staying there for the duration of the tournament – if it was ready in time, of course!

Preparations and planning

From that moment on, it was all systems go, as we realised the remarkable opportunity that lay within our grasp if we could get the campus ready on time. However, England's interest in our campus meant that the scale of the project had grown enormously as it now had to include high-end accommodation to house the English squad. With thirteen months to go we purchased the farm land, secured the resources, approved the plans for a five-star hotel, and began building. Once again George Khunou stepped up to the challenge and managed the project.

"One of the best base camps, one of the best pitches in the country. If all the villages of the world were like this, it would be a huge relief."

Jérôme Valcke, FIFA General Secretary



Building the Bafokeng Sports Campus



The English FA

Throughout this period, the project team remained quietly confident that everything from the grass on the pitches, to the painting of the entrance gates would be in immaculate condition in time for the team's arrival – and it was!

Even with a training base camp to match the best in the world, the English side was disappointingly knocked out in a nail-biting match against Germany in Bloemfontein, in the first knock-out stage of the tournament. Thousands of football fans who had flocked to Phokeng to support their team were left heart-broken when England's World Cup dream came to a bitter end.

Despite England's early exit from the tournament, there was massive interest in the host village of the English team. From Algeria to Japan, New Zealand to the Americas, media across the globe were intrigued by this "unlikely choice" of camp for the English team, and wanted to know the story of the Royal Bafokeng.



The campus is 1 250 metres above sea level and enjoys a temperate climate year-round, abundant sunshine and little wind interference – ideal for sports training. It is home to:

- The five-star Royal Marang Hotel where the English FA stayed for the duration of the World Cup
- The Royal Bafokeng Sports Academy for sports development
- A wide range of professionally designed pitches, fields and tracks
- A high performance centre, named after *Kgosi Leruo*, that boasts strength and conditioning facilities, state-of-the-art cardiovascular and weight equipment, and an indoor resistance pool
- A medical and rehabilitation centre equipped with specialist doctors, physical therapists, biokineticists and dieticians.

The beautiful game



World Cup Schools Programme



A children's World Cup too

"More than a year before the World Cup kicked off, it began to concern us that a child, aged ten during the tournament, would not be able to describe their World Cup experience to their own children one day – because they had been excluded from activities surrounding the event," explains Denise Kunstler, Programme Manager, Royal Bafokeng Institute.

Our past is of utmost importance to us as a nation and for this reason we wanted everyone, young and old, to remember and experience this once-in-a-lifetime event. Thus the idea for an educational and fun Schools Programme that would engage and involve our children over the month long tournament was born.

Schools Programme Stats:

- The Schools Programme was operational for 31 days
- 20 106 children attended the programme
- 180 volunteers were part of the programme.

Operation schools

We selected three schools within each of the five Bafokeng regions to be host venues for the Schools Programme. These schools remained open for the duration of the extended school holidays and were transformed into centres of activity and World Cup "edutainment". Each child who attended the programme was given a World Cup t-shirt, a World Cup activity book and received a hot meal daily.

"Each day we began with a prayer followed by disk dancing. We then usually held a short discussion on child trafficking before we started the rest of the day's activities," explains Denise Kunstler.

Raising awareness about the trafficking risk was a part of what the Schools Programme aimed to achieve. The learners were also shown videos and watched highlights from previous days' matches – of course there were a number of fun soccer matches played by the learners too.

In the build up to the tournament, a programme where each school was given a different country to research was also launched.

A community comes together

"The Bafokeng people demonstrated an amazing ability to come together in support of a project," says Denise Kunstler.

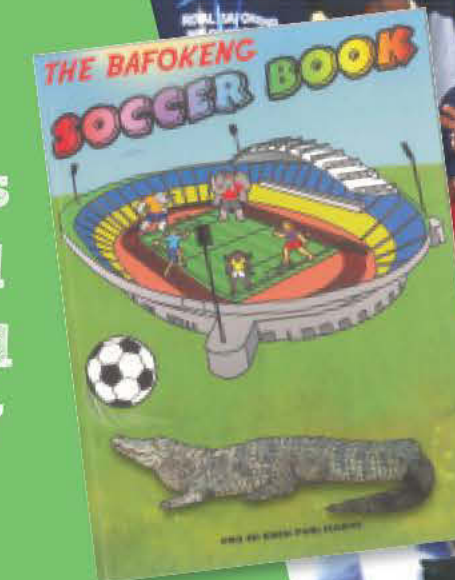
Traditional leaders were involved with the feeding scheme that was supported by the Royal Bafokeng Institute and students helped out in schools by mentoring and arranging activities for the children. On a couple of occasions Kgosi Leruo visited some schools over the period of the tournament, and the learners also enjoyed visits from a number of high profile foreign ambassadors and delegates including New Zealand, United States of America, Japan and Uruguay. It was a momentous time and the children truly appreciated the interest shown in their village.

"Hosting all the visiting countries in South Africa was an opportunity for incidental learning for our children and you can't put a value on that."

Denise Kunstler, Programme Manager, Royal Bafokeng Institute

If we were to do it all over again

We would think of a better strategy to engage our high school learners. The Schools Programme was open to them but was not popular as they preferred to go to the fan parks in Tsitsing or in town.



Operation Clean-Up



Beautifying Phokeng

“There is a pattern on one of the middle islands on our roads, the *kwena* (crocodile) pattern, that resembles the ripple a crocodile makes when gliding through water – signifying the Bafokeng Totem,” says Lerato Motaung, Special Projects Manager, Royal Bafokeng Administration. The idea behind the greening and beautification project in and around Phokeng was to create an environmentally sustainable and aesthetically pleasing landscape, and importantly to incorporate historical and cultural elements.

More than 1 600 indigenous trees were planted. Rock donated by our mining partners (Kalgran, Impala Platinum and Xstrata), was extracted from the waste mining koppies in and around Rustenburg and custom crushed to create Setswana inspired groundcover used between plants and pots. It looks fantastic!



Other elements used to beautify Phokeng:

- Large traditional pots were interspersed along the protocol route as well as on other main routes.
- All 32 participating countries' flags were hoisted along main roads to support the *Fly the Flag* campaign. A special spread of South African flags was also flown high in support of the South African national team.
- To celebrate our heritage, images of the seven most prominent Bafokeng dikgosi were posted in large illuminated light boxes along Mmanotshe Road towards Legato.
- Avenues of Legends and Champions were erected to ignite soccer fever and welcome the participating World Cup teams. International, African and South African soccer legends, as well as winning teams, were featured.

Although most of our trees and shrubbery are water wise, we have contracted a local SMME to maintain the area and sustain the project going forward.

“There’s a definite can-do attitude among us.”



Cleaning-up

Our waste management programme is an ongoing project which was established before the World Cup. It was implemented after the Department of Environmental Affairs enforced the ruling that World Cup stadiums situated in small towns needed to provide surrounding areas with waste management services. We are well on our way to creating a culture of cleanliness in homes and are working towards improved environmental preservation.



“I’ll never forget the first match played in Phokeng, there were people everywhere, in the streets, in their gardens. It was unlike anything I had experienced before or expected to see.”

Creating jobs

We currently collect domestic waste from 19 000 households in all villages. We also collect waste from schools and business centres and remove litter from streets.

RBN Volunteers Programme



Rallying Bafokeng

We wanted the World Cup to have an impact on the lives of the Bafokeng people, young and old. To facilitate this we established our own volunteerism programme. We wanted to give at least 500 members of our community an opportunity to get involved in activities related to the World Cup for the duration of the tournament, but not organised by FIFA, the LOC, or the host city.

“By selecting a range of projects that touched a range of people, we were able to create an element of collective cohesion.”

Our volunteers were at the very heart of our World Cup projects and were a part of a number of exciting initiatives including:

- Door-to-door educational campaigns
- The Diski Concert
- Public Viewing Areas (Tsitsing Stadium and Ananda Entertainment Park)
- Emergency medical services
- Advanced life support
- Media engagement
- Trauma support counselling
- Security officials
- World Cup Schools Programme.

A total of 665 volunteers benefitted from the project.

Who was involved?

- 365 Bafokeng youth (including 11 people living with disabilities) were appointed as volunteers
- 300 volunteers were trained as security officials
- 100 volunteers received hospitality training in preparation for the Tsitsing PVA.



Community Activation and Engagement



Getting the word out

"What we wanted to avoid most of all was a situation where our people knew nothing about what would be unfolding in their village when FIFA and the world arrived," explains Lerato Motaung.

From day one right to the very last day of the tournament it was abundantly clear to our World Cup Steering Committee that it was essential to involve the community. Our strategy was to ensure everyone from the Supreme Council, corporate entities, villagers, school children, the business community, the aged, people living with disabilities, and the employed and unemployed were all equally engaged, involved and excited in the build up to this momentous event.

Making things happen

A big part of our community involvement process was getting FIFA and the Local Organising Committee on board. As the first village ever to be a match venue, it was a learning process for FIFA and us. We took on board some of their ways of doing things and in return they adopted a few of our operational processes – thus strengthening the relationship between the Local Organising Committee, FIFA and the Royal Bafokeng Nation. A rigorous three stage communications campaign dubbed, "engage", "excite" and "involve" was launched. We educated people about processes such as the Rights Protection Programme: by speaking individually to local business owners who would be affected by the regulations.

"Our mission was to be inclusive of everyone to ensure that all World Cup activities included all sectors of our community. Through road shows, visual campaigns and door-to-door visits, each and every village was exposed to the World Cup."



The three-part community engagement programme

1 ENGAGE focused on visual engagement and appealed to all levels of the community.

How we did it: all 29 villages had the country flags of the participating teams playing at the Royal Bafokeng Stadium flying high. On the main road, parallel to the stadium (which was a FIFA protocol route) all 32 flags of the participating countries were hoisted. Added to that the Avenues Campaign was launched – the Avenue of Legends consisted of images of the greatest football personalities of all time and the Avenue of Champions consisted of previous World Cup winners.

2 EXCITE was devised to ignite passion and enthusiasm in the community about the World Cup.

How we did it: on 4 December 2009, the day of the 2010 FIFA World Cup™ Final Draw in Cape Town, a public viewing event was organised to broadcast the final draw live to the Bafokeng community. The event marked one of the last milestones in South Africa's preparations for the tournament and from that moment, scepticism about South Africa's ability to host the World Cup was silenced. More than 3 000 people attended the event kitted out in their football attire to watch a live screening of the final draw. The crowd was entertained by national kwaito stars Malaika, Rythmic Elements and Theo Kgosinkwe, as well as local Bafokeng entertainment groups.

3 INVOLVE was the final leg of the community engagement programme. It was during this part of the campaign that the community was given technical information about the World Cup and how it would affect their day-to-day lives from 12 June to 26 June 2010.

How we did it: April 2010, a roadshow was held in conjunction with the annual Dumela Phokeng meetings, a series of visits spearheaded by the Bafokeng leadership over five days. We shared essential information on the World Cup – the rules regarding demarcations, the implications of protocol routes, match schedules and other technical information.



- On 16 December 2009, a Diski family fun day was arranged at the Royal Bafokeng Stadium. This event formed part of the build up to the Bafokeng 2010 Carnival which happened two days later, and gave people a chance to experience their newly revamped facility.
- From 18-23 December 2009, the Bafokeng 2010 Carnival was launched – a five day celebratory campaign where all 29 villages in our five regions were mobilised. We met the ordinary man in the street, from the *bonkoko*, to young children – it was hard not to be caught up in football fever.
- 2 March 2010, when South Africa celebrated the 100 days countdown to kick-off, the residents of Phokeng gathered at the Bafokeng Plaza and flew their South African flags high and blew their vuvuzelas until the walls echoed.

Divine intervention Churches bless 2010

Bafokeng churches of all denominations organised a mass prayer day on 24 January 2010 at the Royal Bafokeng Stadium. More than 2 000 people attended the special service despite transport challenges. Children, the elderly, the youth, Dikgosana, Mmemogolo and Kgosi were all in attendance to usher in 2010 and pray for goodwill in all activities planned for the year.



Fan park fun

the Bafokeng way!

On the last day of the World Cup, when Netherlands took on Spain, the Royal Bafokeng Public Viewing Area (PVA) at Tsitsing Stadium felt like Soccer City. There were fireworks, entertainment, music and crowds of people, young and old gathered together. In that instant there was an overwhelming sense of unity. The quiet village of Tsitsing came alive as we celebrated in true Bafokeng style. The PVA provided the perfect backdrop for this momentous occasion and throughout the tournament it attracted crowds of locals who relished watching World Cup matches there. In fact, our Tsitsing PVA was such a success that we attracted visitors and other locals from around the Rustenburg area as well!

New experiences, new challenges

Some people may ask: why have a Bafokeng PVA? But for us the reason was simple. First, many members of our community would have been unable to watch any matches at the stadium, and second some of our villages were too far away from the city where the official FIFA Fan Park was hosted. Added to that, FIFA's strict regulations did not allow non-accredited small business owners and vendors to operate at FIFA Fan Parks or along protocol routes during the World Cup. This meant that we had the unique opportunity to organise public viewing events, which stood to benefit our local entrepreneurs.

It was a massive operation that involved 25 days of non-stop organising, managing and planning. Eventually the tremendous effort paid off when the tournament kicked off on 11 June 2010. Thousands of people soaked up the experience at Tsitsing Stadium. The atmosphere and experience will live on in people's memories and hearts for some time to come, especially the electrifying moments of the Bafana Bafana matches, and when England took on the USA at the Royal Bafokeng Stadium.

Testing 1... 2... 3...

Apart from these rich memories, our experience of operating a PVA demonstrated to us the necessity of testing functionality of all planned areas before the main event. By the time 11 June 2010 rolled around, we had tested the venue two or three times before kick-off and were well aware of most would-be challenges and how to handle them.

This will definitely not be the last time the Bafokeng will experience the true magic of a public viewing event. Plans to sustain the versatile use of the stadium at Tsitsing are in the pipeline, ensuring that our increased event management know-how is not lost.

A young businesswoman's World Cup high

"It burst my bubble when the 2009 FIFA Confederations Cup™ came to Phokeng, and no one really benefitted. So when the World Cup rolled around I thought I was not likely to gain anything from it. But then everything changed when my company, Masedi Branding & Design House, was approached and selected to be one of the service providers for the Bafokeng 2010 Activation Campaign.

It was a very busy and challenging time, but we learnt a great deal and my business as a whole gained immeasurable experience. Apart from the business side of things, I will never forget the World Cup in Phokeng as a time when there was positive energy beyond measure. I remember I drove into Phokeng quite late one night during the tournament and I saw hoards of international visitors walking in the street – it was so wonderful and I sometimes wish we could go back to that time."

Lesedi Molate, Managing Director of Local SMME, Masedi Branding & Design House.

PVA quick facts:

- A total of 36 127 visitors attended the PVA during the World Cup
- 40 employment opportunities were created for Bafokeng people
- 28 small businesses were involved with the PVA
- 100 volunteers were engaged for the duration of the entire project. Participants were sourced from all five regions of the community and received training from Warwick Hospitality and Events.

The night the heavens opened

"On 1 May 2010, just one month before kick-off, we had a massive event planned at Tsitsing Stadium designed to excite and engage our people and mark the end of our campaign. We had partnered with the Botswana High Commission and had a fantastic entertainment line-up. Everything had been planned, down to the very last detail – except for one thing, the weather! At about 3pm it began pouring with rain and it did not stop. The event had to be abandoned as the safety risk was too great. The disappointment was unbearable but a valuable lesson about always having a rain plan was learnt."

Lerato Motaung, Special Projects Manager, Royal Bafokeng Administration.

"The best thing about the World Cup for the Royal Bafokeng was that it was never a one-man show, everyone rallied together like never before. It's now up to us to remember and adopt a collaborative approach and spirit in executing our mandates going forward."

Bruno Seabeala, Project Manager, Rights Protection Programme, Royal Bafokeng Administration



Celebrating a once-in-a-lifetime event

2010 ROADSHOW

BAFOKENG IN 2010

BAFOKENG IN 2010

ROYAL BAFOKENG WELCOMES FIFA 2010 WORLD CUP

ROYAL BAFOKENG WELCOMES FIFA 2010 WORLD CUP

ROYAL BAFOKENG WELCOMES FIFA 2010 WORLD CUP

58 Community Activations and Engagement

Community Activations and Engagement 59

Taking World Cup fever to the streets



Ticketing



Golden tickets

A plan of action

Our community and the rest of South Africa quickly learnt that the process of acquiring match tickets for the 2010 FIFA World Cup™ would be different to what we were used to. For most South Africans it was a completely unfamiliar and confusing process which initially deterred people from buying tickets. For rural communities like ours, the process was even more challenging because many of us do not have access to computers and do not have bank accounts.

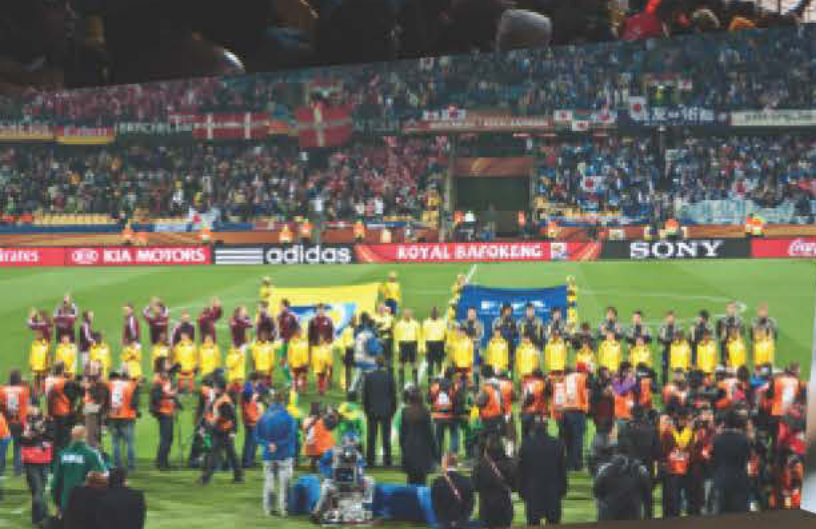
Tickets galore

A process was initiated to ensure the ticketing process was understood by all locals. Despite the challenges in acquiring tickets, the Royal Bafokeng Nation purchased World Cup tickets to the value of just over R500,000. Tickets were then given away through competitions and various other giveaways. Visa also afforded local people the opportunity to gain tickets through their financial literacy programme.



“Attending a World Cup game and seeing the world’s best footballers on our pitch was a once-in-a-lifetime experience.”

Making memories at the Royal Bafokeng Stadium



Passion, patriotism and pride



Fans from around the globe supporting their teams



Field of dreams...



Stakeholder Relations



Engaging the world



We leveraged the opportunity of having two of the world's most powerful nations; the United States of America and England playing at the Royal Bafokeng Stadium. And we took advantage of the positive press that elevated the Royal Bafokeng brand to build trust and confidence in our capabilities now and in the future. The World Cup afforded us the unique opportunity to host high-profile ambassadors and statesmen from across the world.

One of our World Cup aims was to build relationships with national and international funders. At this stage it is too early to determine the success of this aim. However, the fact remains that we are now an internationally recognised entity and our World Cup involvement has increased our credibility; making it more feasible for us to approach prospective national and international investors.

“We aimed to use the World Cup to sell the Bafokeng story to the widest possible audience.”





Everyone's a fan!



Media Relations



Meeting the media

A crash course in media relations

Prior to the World Cup, media relations and communications were poorly organised in the Royal Bafokeng Nation. We had no central communications department, and interactions with media were on an ad hoc basis. The build up to 2010, in terms of media engagement and relations, was therefore a baptism by fire. But as Dr Sue Cook, HOD: Research and Planning Department, Royal Bafokeng Administration, explains, "It was interesting and exciting to see what we could jump in and do. We knew we had to leverage the amazing opportunity of having the eyes of the world upon us – we could tell our story to the world." The media team had the task of maximising positive coverage and limiting any negative press. Simply hosting a successful event was not going to put us in the limelight – we needed a dedicated media team and a strong plan in place to ensure we were getting our name out there, in a way that we wanted to be viewed. It wasn't easy getting organised in time but with the help of professional partnerships – we pulled it off.

Preparing for the onset

We had to start at the very beginning, firstly putting together a World Cup media team and secondly ensuring we had all the communications information prepared and ready for release. The Bafokeng website was designed and functionality was improved, providing us with an online presence and information, images and contact details.

We also designed and commissioned the building of a small media room, where the team could draft releases, make media calls and monitor our media coverage on a daily basis. A group of volunteers was recruited and trained in phone etiquette, call-logging as well as general information about the Royal Bafokeng Nation and our World Cup facilities. The entire team was also professionally trained on media policies, rules of media engagement and messaging. Media monitoring companies were used to keep us informed and we made use of several free-to-use online media monitoring tools.

"We'll remember 2010 as the year we were proud to be South Africans above everything else."

Getting the right message out there

In order to tell our story, we realised that the Royal Bafokeng Nation needed a set of key messages that were simple, consistent, truthful and relevant to whichever audience read or heard about us. We quickly realised how outdated and negatively biased some of the information about the Bafokeng was. We established a different catch phrase which was true to the Nation and used this in the media. "A forward thinking traditional community" is now used in all our messaging.



In the firing line – snakey territory

On 24 May 2010, a few days after the Bafokeng Sports Campus launch, an article broke internationally publicising the apparent infestation of killer pythons, spitting cobras, puff adders and black mambas slithering through the Sports Campus – soon to be England's home for the World Cup. Within minutes, bloggers and reporters spread the story, with tweeters and Facebook users commenting on the story. This was to be the first Bafokeng-related story to "go viral".

Most of the more serious journalists and news channels saw the tongue-in-cheek angle of the story, and within 72 hours the story was old news. If nothing else, it gave us a taste for British tabloid media!



The eyes of the world upon us

When we were tipped to host the famous English team for the duration of the tournament, we quickly came under scrutiny from the ruthless English press. Stories flooded the media about the Bafokeng Sports Campus's readiness and closer to the event journalists were increasingly creative about ways to enter the construction site of the campus. Our media team had to become specialists in media engagement and learn the skill of choreographed tours around both the stadium and sports campus.

Kick-off at the Royal Bafokeng Stadium, 12 June 2010

The United States of America versus England match kicked off the series of matches scheduled to take place at the Royal Bafokeng Stadium. Because of the nature of the participating nations, the match generated more online activity than the previous day's kick-off match at Soccer City in Johannesburg. Media volumes soared to record-breaking levels for the Royal Bafokeng Nation, but the coverage levels publicising the match location and the story of the Royal Bafokeng Nation remained low.

This did not stop our media team who continued to accommodate journalists and feed information about the Royal Bafokeng Nation to the world. The days of the tournament were filled with searching for articles, trawling new sites and strategy meetings. We had developed crisis communication plans to deal with any backlash from the media but fortunately even when the English team exited the tournament as early as they did, we did not have to implement them.

"Getting things done well and on time became the central focus for our team. Being involved with something of this scale forced us to cooperate across boundaries and to cooperate with different departments," says Sue Cook. "For us dealing with the media was a massive learning curve but it gave us the knowledge and experience to be able to handle any future media demands."

Media highlights:

- When the Bafokeng Sports Campus formally opened its gates in early May 2010, we invited a media contingency to experience the campus firsthand. Media were taken on a grand tour of the hotel and sports facilities, and were even treated to helicopter rides. We received extremely positive media coverage, with the venue being hailed as "world-class" by many journalists.
- Time Magazine ran three stories in which the Bafokeng and Phokeng featured.
- The New York Times wrote two articles about our Nation and featured Lebone II – College of the Royal Bafokeng, our flagship school, in one of the articles.
- On the day that the England team arrived at the Bafokeng Sports Campus, a handful of media were granted the rights to cover the story. Kgosi and Mmemogolo Semane Molotlegi welcomed the tourists to Phokeng. It was a fantastic photographic opportunity and produced stunning visuals of Kgosi, Fabio Capello and his team.



Goal.com World Cup 2010 Stadium Guide - Royal Bafokeng Stadium

Rustenburg is one of the host cities for the 2010 World Cup in South Africa, and the Royal Bafokeng Sports Palace will host six matches during the showpiece event.

By Peter Pedroncelli & Clyde Tiou
Mar 9, 2010 4:50:00 AM

City: Rustenburg
Surface: Grass
Capacity: 42,000

The Royal Bafokeng Sports Palace is a rugby union, football and athletics stadium in Phokeng near Rustenburg, South Africa. It was originally built as a venue for the 1995 Rugby Union World Cup and was named after the Royal Bafokeng Nation, the tribe that is prominent in the area. Although originally built as a rugby stadium, the venue has been used for football more often than any other sport after the 1995 World Cup.

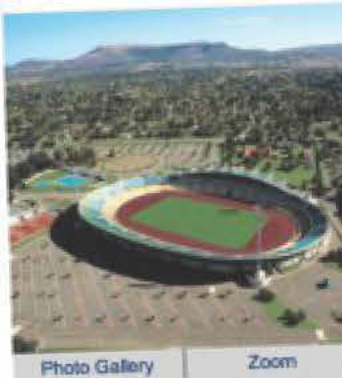
Like most football stadiums in South Africa, the ground belongs to the municipality in the area. The Bafokeng people are extremely rich because of platinum mining in the area and on their cultural land, and as a result of this, the stadium has been kept in very good repair. The capacity of the stadium was increased from 38,000 to 42,000 in preparation for the Confederations Cup and this year's World Cup.

Share 1 tweet

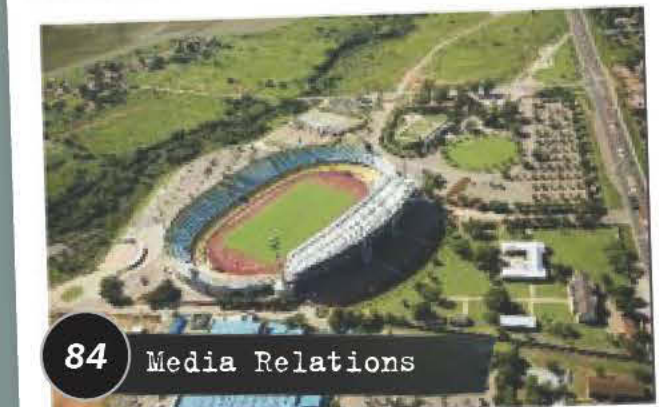
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Buzz



Royal Bafokeng Stadium - 2010 - Rustenburg South Africa



Royal Bafokeng Stadium Aerial View

At least England's training camp is in full working order

Four months ago it was a building site. Now Royal Bafokeng is the last word in luxury – and security

By Sam Wallace

Saturday, 5 June 2010

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Until Rio Ferdinand picked up a knee injury on the pristine surface of England's premier training pitch at the Royal Bafokeng sports campus yesterday, Football Association officials were congratulating themselves on their triumph of turning a building site into a luxury World Cup base in four months.

When *The Independent* visited the Royal Bafokeng in February it was the construction industry's equivalent of Theo Walcott – plenty of potential but still very much a work in progress. Half of the 72 rooms in the complex's Royal Mareng hotel were not yet completed, the high-performance centre was lacking a roof and the clubhouse was a concept rather than a building with doors and windows.

Yesterday, FA officials proudly relayed the compliments the place had already got from the players who, when they ran out for their first training session, had no fears over the pitches which had caused Fabio Capello such concern when he visited in December. It would be putting it mildly to say that England's South Africa World Cup base has been a cause of some anxiety for the FA over the past six months.



England train on the pristine pitches at Royal Bafokeng yesterday

MORE PICTURES

WORLD CUP 2010: Is there a snake in the grass? England's World Cup base surrounded by killer pythons and deadly black mambas

By SPORTSMAN REPORTER

Last updated at 12:17 PM on 24th May 2010

Comments (11) Add to My Stories Share

England will face many obstacles as they chase World Cup glory in South Africa, but here's one they weren't expecting – dealing with deadly snakes near their World Cup base.

Killer pythons, spitting cobras, puff adders and black mambas are known to be on the hunt around the Bafokeng Sports Campus in Rustenburg.



Luxury: The Royal Bafokeng Sports Hotel & Complex will be England's World Cup base

The medical unit has been stocked with anti-venom if any of England's stars are unlucky enough to be bitten, according to the Sun.

The players will also be banned from fields after dark.

Local health officer Dr Kobo Molegethi said: "We have provided for emergencies. Anti-venoms are among the medicines stocked. We will alert the team and tell them they may encounter snakes."

The electric fence around the base can stop pythons, but not smaller poisonous species.

The black mamba is a particularly deadly snake, with enough venom in its bite to kill several people.

The England squad arrive in Rustenburg on June 5, ahead of their first World Cup match against the United States on June 12.



Deadly: The Black Mamba



Award winning campaign

Our media campaign — Beyond Platinum — Presenting A Nation's Plans for Development won a Holmes Report EMEA Sabre PR Award.



Welcome to your World Cup HQ, Mr Capello. It may not be ready on time

With just seven weeks to go, England's training base is still a construction site

By Raymond Whitaker in Rustenburg

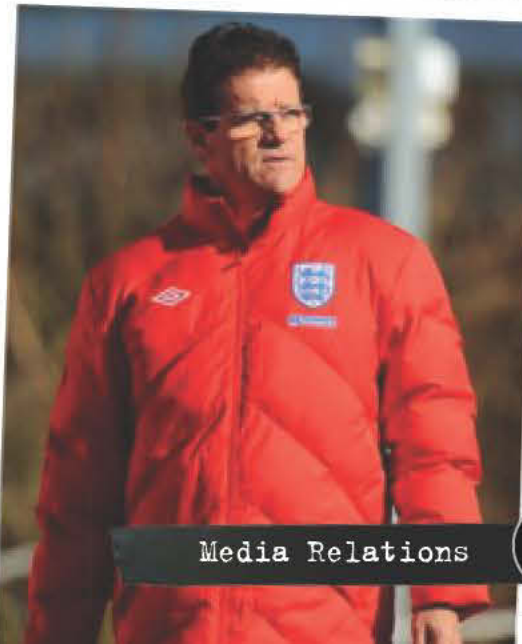
Sunday, 18 April 2010

SHARE PRINT EMAIL TEXT SIZE

Barely seven weeks before the World Cup kicks off in South Africa, England's training base remains a construction site, with scores of workers deploying cranes and heavy earth-moving equipment in a race to complete vital facilities.

The *Independent* on Sunday gained access to the Bafokeng Sports Campus in South Africa's North West Province, where the England team will be based during the tournament. The complex includes a luxury hotel, eight full-sized football pitches, a clubhouse with dressing rooms and a hi-tech gym with a spa and medical treatment rooms, but during a visit on Friday, large areas of the site were off-limits because of construction activity.

The security post at the entrance to the sports campus, a short drive from the stadium where the England team will open their World Cup campaign against the USA on 12 June, is still being built. Flatbed trucks loaded with squares of turf were waiting nearby for landscaping work to start around the entrance.



Homestays Programme



A home away from home

Putting beds on the map

From the outset, the aim of the Homestays Programme was to list about 300 beds in Phokeng. 280 homes initially registered for the programme. All homes were assessed by the Tourism Grading Council of South Africa before they were accredited. 168 homes (592 beds) finally qualified to be part of the programme; we quickly realised that there was still a lot of ground work to be done with the selected homes. The North West Parks and Tourism Board stepped in as we enlisted their trainers to train homeowners in customer care, health and safety and housekeeping. After this we set about marketing the unique programme through online portals and print media.

"We opened up to the world. We hosted nations and took care of many visitors from presidents and rock stars, to ambassadors and sports legends – they were all in our village and helped put us on the map. Through seeing ourselves through someone else's eyes, we learnt a little bit more about ourselves."

"Late into the evening after England had played their first match, some English soccer fans knocked on my grandmother's door asking her to help them find their car. However, instead of helping them find their way in the dark, my grandmother invited the tourists inside to stay the night in her home and she helped them find their car in the morning."

There's no disputing that everyone who came to Phokeng during the World Cup received a warm welcome. With the Homestays Programme we wished to capitalise on Bafokeng hospitality, while giving the locals the opportunity to gain financially and learn more about the hospitality industry.

A lesson learnt

Disappointingly, of the 168 homestays accredited and expecting to host visitors over the World Cup, only 44 homes hosted guests. We have established that there were a number of last minute cancellations due to prices, competition from other B&Bs and non-accredited accommodation options, and a lack of adequate transport. We also discovered the reservations process used was not optimal. On the plus side, our homestay participants did acquire new hospitality skills, and many homes were beautifully revamped.

Onward and upward

The Homestays Programme is a legacy which must be sustained; we are encouraging the homeowners involved to form their own association and to develop a strategic plan to market their facilities. Royal Bafokeng Enterprise Development also plans to assist some owners to convert their homes into approved B&Bs or guesthouses.



Impact



How we've grown from the World Cup

The social impact

What's emerged through our research is that the real benefits derived from the World Cup may have been social and psychological rather than financial. The multicultural event exposed us to different cultures and gave us the unique opportunity to see ourselves through outsiders' eyes. We were proud to be South African and more so Bafokeng. Racial boundaries were removed, local businesses gained invaluable exposure to international customers and increased in their confidence to develop and market their products and services to a broader customer base. The Bafokeng took heed of the resourcefulness of some local entrepreneurs who benefitted financially from the experience and across the community, the power of teamwork was realised. Some business owners improved their entrepreneurial skills through training facilitated by the Royal Bafokeng Enterprise Development team. This training included preparation and business planning, punctuality, good customer service, flexibility, networking and marketing.

Measuring our economic successes and shortfalls

Fundamental to each and every one of our projects were metrics that enabled us to determine whether we had achieved what we had set out to do. From 9 August to 20 August 2010, a survey where 70 businesses that traded during the World Cup was conducted. The main purpose of the study was to assess the value of revenue generated by independent small businesses during the tournament.

Businesses that benefitted

Businesses that benefitted from the tournament were primarily those rendering services in food, beverage and other consumables. Bars and restaurants located close to the stadium, which had spent time and money on organising and planning for the onset of customers – and not on infrastructure upgrades – benefitted. These businesses (and there were only a handful), generated approximately R7 million in revenue.

Additional sectors benefitted through jobs and opportunities provided directly through Royal Bafokeng entities in contracting for services, and by selling their products and goods at sponsored venues. The gross income received as a result of these interventions totalled approximately R3,5 million.

Other economic sectors that derived some benefit from the World Cup included:

- Small retailers
- Hospitality
- Travel and tourism
- Construction
- Services (security, waste management, landscaping)
- Temporary workers (food handlers, volunteers)
- Event management.

Our delights and disappointments

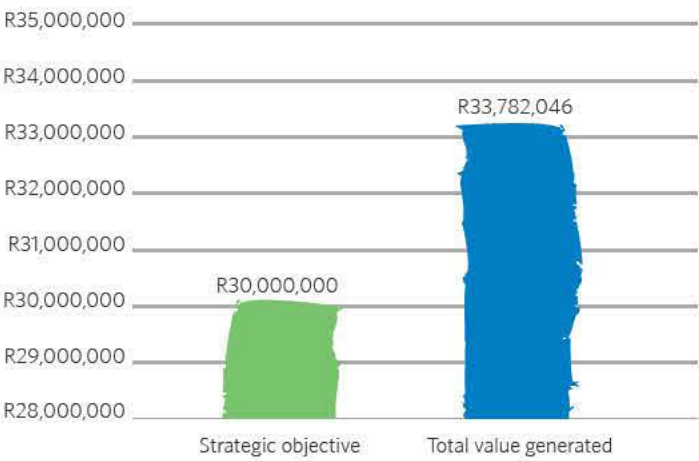
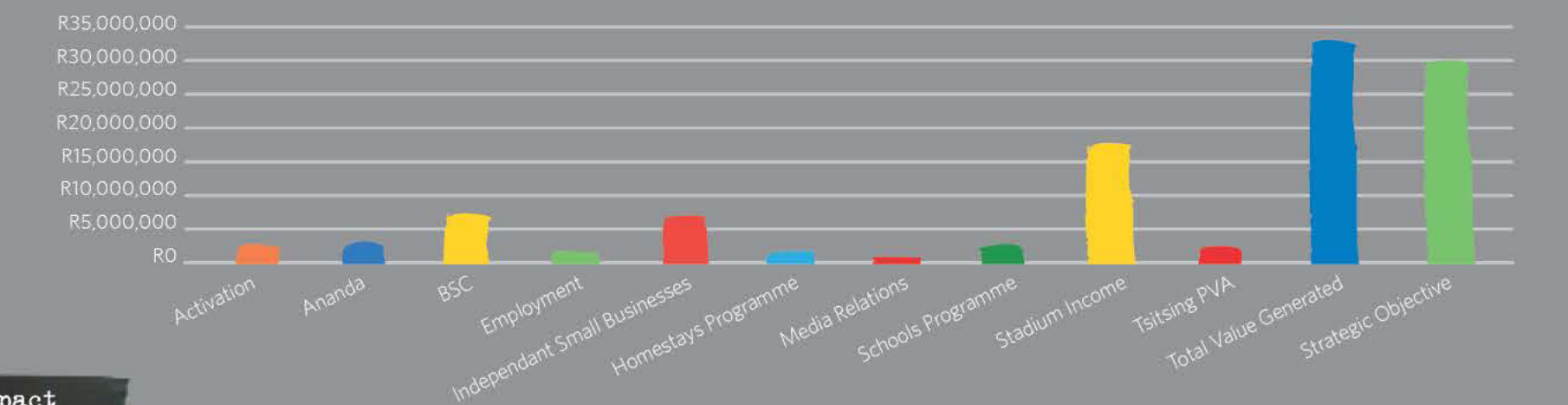
- Businesses operating in the travel and tourism sector benefitted by transporting visitors to and from their accommodation.
- Tuckshops, or small retailers based in residential areas, did not benefit from the World Cup. These businesses rely on pedestrian traffic, and because there was very little pedestrian activity by visitors and tourists around the Royal Bafokeng Stadium, only those tuckshops and hawkers on routes immediately next to the stadium realised any benefit.
- Several cleaning and security services were hired by Royal Bafokeng Administration to provide support for the Schools Programme and the Tsitsing Public Viewing Area. Although the work was temporary, these businesses received a boost leading up to and including the month of the tournament.
- Local event management companies hired to assist with community activation and social programmes benefitted as well as construction companies hired to participate in the infrastructure projects. Although only some of this work led to sustainable employment, it did represent increased income into the local community and an opportunity for improvement in local skills.
- Hospitality proved very disappointing, from an economic perspective, particularly the highly anticipated Homestays Programme. Tens of thousands of people were expected to visit the Royal Bafokeng Stadium, and seek accommodation in the vicinity; however our high expectations were dashed when very few of the homestay facilities received any bookings at all, and many of the bookings turned out to be no-shows. Over R600,000 was invested in the programme, whereas revenues totalled about R380,000.
- The food and beverage sector represents perhaps the most interesting results in terms of economic benefit from the World Cup. Aside from food and drink vendors who sold their wares at the Ananda Entertainment Park and the Tsitsing Public Viewing Area, the businesses that did significant trade during the World Cup were established taverns and restaurants in and around the stadium precinct. One business realised significant economic benefit from the tournament, earning an estimated R7,4 million in revenue, of which close to R5 million could be net profit. The estimated revenue represents 91% of the revenue recorded among the 70 businesses surveyed. The small business owner received no formal support from the Royal Bafokeng Administration, but benefitted immeasurably from the free publicity received by serving food and drink to writers from prominent British publications in the months leading up to the tournament.



Economic impact

The strategic goal of generating business opportunities for the Royal Bafokeng Nation during the World Cup, to the value of R30 million was exceeded by more than R3 million. Over half of this value was generated by the Royal Bafokeng Administration (RBA) and other Royal Bafokeng Nation entities through formal agreements and partnerships including stadium revenue and rental agreements at the Bafokeng Sports Campus (BSC).

World Cup Project	Rand Value of Income Generated	Description of Activity
Activation	R913,138	Income received by SMMEs (13 benefitted)
Ananda Entertainment Park	R967,700	Income received by SMMEs (41 benefitted)
Bafokeng Sports Campus	R6,121,893	Income received by RBH for English Team stay at BSC
Employment	R473,280	Income received by individuals through employment at PVA, Schools Programme, Ananda, BSC, Volunteerism (585 benefitted)
Independent Small Businesses	R7,000,000	Income generated by pubs, taverns and other small businesses
Homestays Programme	R380,220	Income generated by Homestay owners (13 benefitted)
Media Relations	R112,179	Income received by SMMEs (5 benefitted)
Royal Bafokeng Stadium	R16,250,000	Income received by Stadium Authority (RBA) for World Cup stadium usage + ticket sales revenue
Schools Programme	R640,820	Income received by SMMEs (12 benefitted) + food handlers (124 benefitted)
Tsitsing Public Viewing Area (PVA)	R922,816	Income received by SMMEs (28 benefitted)
Total Value Generated	R33,782,046	
Strategic Objective	R30,000,000	



Comments and insights from local people

- “It was worth it — great business. Visitors were very good and business on the day of the England/USA match was very good. All the beverages that were in stock were sold out.”
- “It was very good. On the day of the England/USA match, I made good profit. The other good experience I had on the night of this match was when Kgosi came to my car-washing site (at the Lucky’s Pub & Grill car park) where I had an opportunity to speak to him for the first time in my life.”
- “The World Cup did not impact my business in any way. At the social level however, I enjoyed it and I even went to the stadium. The tuckshop business does not make much profit as compared to supermarkets, for example, because people come to tuckshops to buy small items like sweets and loose cigarettes.”
- “The World Cup did not benefit my business positively because I am running a tuckshop. But, I enjoyed the event and I wish the World Cup could be hosted again. I watched the USA/Ghana match at the stadium.”
- “I was expecting a lot during the World Cup, but I am disappointed. Nonetheless, I am happy because there is no more apartheid.”
- “I saw many new faces, and that meant new knowledge from new people — how other people think. Their support for my business was not determined by the prices I charge. The local people like to ask the question: how much is this item, and they would say ‘se a tura’ (it’s expensive). The World Cup was something new that we are not used to.”
- “My experience was not good in terms of business. However, I enjoyed a lot socially. I even got complimentary tickets from JT International (cigarette company) for the England/USA match.”
- “It was like we were in a ‘new world’. I have never seen anything like that. People of different races were friendly toward one another and they interacted in a way I am not used to! I wish the World Cup was an annual event because it has improved our lives.”
- “We are happy because we were hosting the World Cup in our village, our stadium put us on the map of South Africa but we didn’t benefit anything. I feel happy that the tournament went well. I met the Ghanaians and the English supporters.”

How we conducted our research

We surveyed 70 SMMEs within a three kilometre radius of the Royal Bafokeng Stadium. Businesses surveyed included; homestays, B&B's, tour operators, restaurants, taverns, tuckshops, souvenir shops, car washers and hawkers.

Sustainability and Lessons Learnt





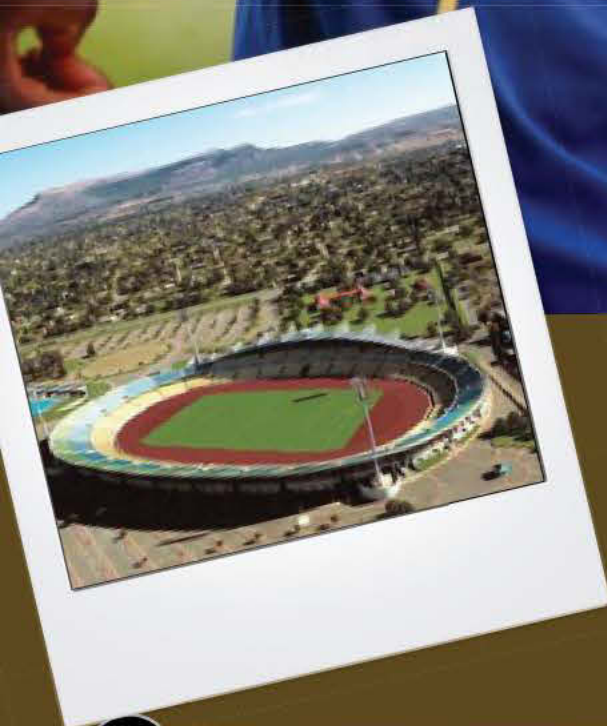
Beyond 2010

As a match venue, we set ourselves very ambitious goals for the World Cup. The collective effort we made was tremendous, and we are slowly reaping the benefits of our hard work. Everything we promised to deliver, was delivered and this ability to follow through on our plans has gone a long way to giving us credibility, and a reputation as a community of "doers". Without a doubt, credibility is one of our biggest World Cup legacies.



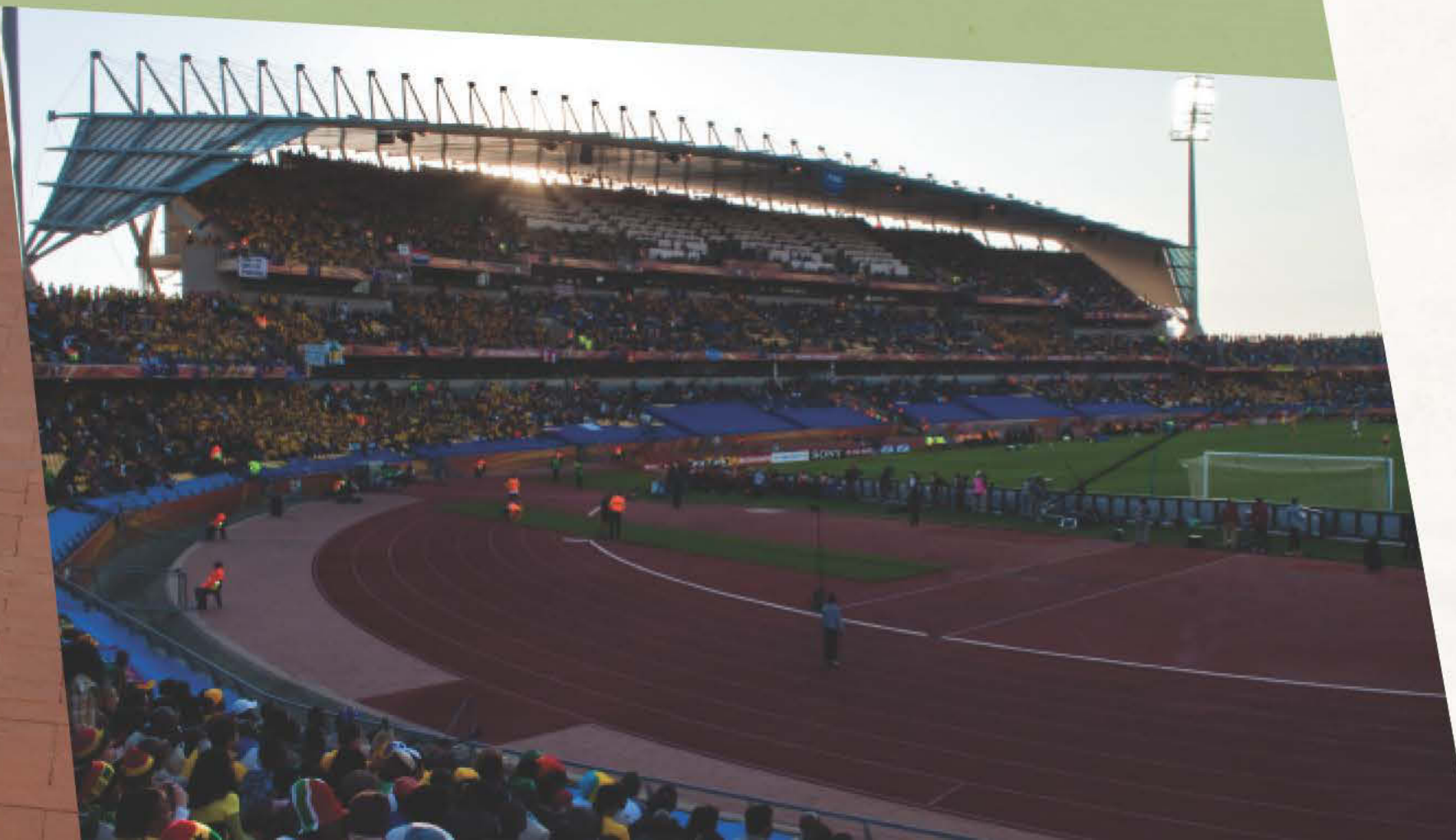
"The World Cup is one of the greatest success stories of South Africa second to the 1994 elections. It showcased our unity, and I hope, like 1994, people will keep talking about it for some years to come."

Dr Kebalepile Mokgethi, HOD: Health and Social Development Services, Royal Bafokeng Administration





**“We can’t exhale
now, the World Cup
has made us realise
we must work even
harder to achieve
our goals.”**



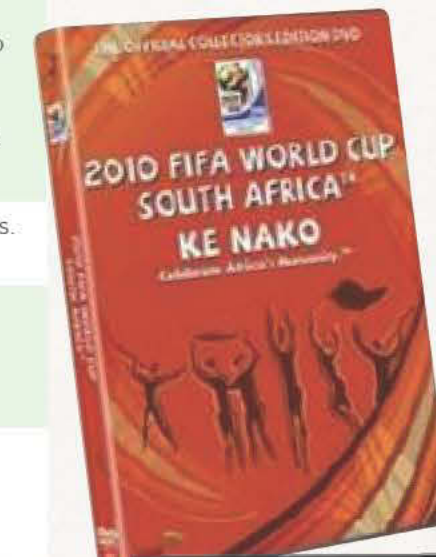
What is our World Cup legacy and is it sustainable?

Some community members may be disappointed in what they have personally gained from the World Cup. However overall, if we look at Phokeng before the World Cup, and at the place it is now – it’s very different. The World Cup accelerated our development plans for infrastructure transformation and brought about social cohesion. From the outset our objective was to ensure that the investments made during the World Cup were sustainable and felt long after the final whistle marked the end of the tournament on 11 July 2010.

Below we have collated our legacy highlights that are already proving their worth. It’s our view that we will still be realising the impact of the World Cup on our community for years to come!

- Infrastructure upgrading was significantly accelerated over this period, from the roads to the Royal Bafokeng Stadium to the Bafokeng Sports Campus. The new infrastructure, particularly the construction of the western bypass road, has made an enormous difference to the region.
- The Royal Bafokeng Stadium has hosted a number of high profile football and rugby matches since the World Cup. We are now looking at potential partnerships with Sun City and at hosting concerts and music festivals at our stadium. We are also considering sponsorship opportunities in the stadium to generate further income.
- The development of the Bafokeng Sports Campus is a prime example of sustainable infrastructure development. We gained invaluable publicity from hosting the English squad for the World Cup at the campus. Now, the Platinum Stars, our commercial football team, use the training facilities as their base camp. The South African National Team, Bafana Bafana, has used the campus as base camp for training in preparation for some of their local and international fixtures. We have also received requests from international football squads who want to make use of our state-of-the-art facilities as their training grounds. The Royal Marang Hotel at the Bafokeng Sports Campus has also proved its popularity – attracting not only sports teams, but also corporate conferencing parties.
- We have tried and tested, and seen the popularity of fan parks. Plans are under discussion to host fan parks in the future.
- People are proud to be Bafokeng. We proved that we could do it – when many people did not think we could pull it off. Locals were proud to see and hear the name Royal Bafokeng Nation on TV, radio, the Internet and in newspapers.
- As a result of our World Cup Schools Programme, we had a number of international visitors who want to establish permanent relationships with us.

- World Cup projects, such as waste management and beautification, were designed to attract and benefit different groups of people and continue to do so.
- The World Cup united South Africans – the social cohesion between Rustenburg, its surrounding communities and the Royal Bafokeng Nation was phenomenal.
- Our community was exposed to different nationalities and had the opportunity to learn from different cultures.
- We improved our clinics’ standards. The clinics would not have been improved to the extent they have been, had it not been for the World Cup.
- Local businesses were inspired by the World Cup, and have influenced other local businesses to raise their standards.
- We were exposed to innovative ways of doing things through our contractors and partners who were involved in our infrastructure upgrades.
- Local B&Bs have been upgraded as a result of the Homestays Programme.
- Our World Cup approach has been tried and tested and there is opportunity to share our wins and challenges with similar would-be host communities.



What the World Cup taught us

The World Cup in Phokeng will be used as an events management case study for generations to come in our community. The challenge is to ensure that we incorporate what we have learnt into our daily processes and projects — no matter the size or scale of our task. These lessons we learnt are far-reaching and diverse; we have emerged stronger from this World Cup and now have the know-how to organise and host an event to international standards.

Fast learners

Since the World Cup has come and gone we have spoken to various members of the community about their World Cup experiences. Their responses have provided us with insight and understanding of the lessons we have learnt from this world-class event.

“We made lots of mistakes, but the mistakes we made, made us better.”



What we will endeavour to remember forever

Key project management lessons learnt:

- Collaboration, partnership and support breeds success across all departments.
- The importance of planning.
- Everyone involved in the World Cup saw it as one common objective – we saw the power of all working towards the same goal.
- We learnt to believe in ourselves.
- Always check the fine print – the FIFA Rights Protection Programme was something that was skimmed over when the World Cup was initially being sold to South Africa. We don't think anyone grasped the enormity of what complying entailed. We should have started the process of educating our community far sooner.
- The value in test runs such as the Nelson Mandela Challenge of March 2009 and the Tsitsing event on 1 May 2010.

Key SMME lessons learnt

- On an entrepreneurship level, business owners learnt that preparation, punctuality, good customer service, and a good knowledge of one's product and services are important.
- Small businesses learnt about marketing and the importance of understanding their target market.
- Entrepreneurs also learnt that one of the most important aspects of running a business is to reinvest in their business.





Kgosi Leruo joins in the fun



Credits

Royal Bafokeng Nation

HM Kgosi Leruo T. Molotlegi

HM Mmemogolo Semane B. Molotlegi

Bafokeng Royal Family

Royal Bafokeng Nation Supreme Council

Royal Bafokeng Administration

Royal Bafokeng Enterprise Development

Royal Bafokeng Holdings

Royal Bafokeng Institute

- Community members
- Learners
- Parents
- Schools participating in Schools Programme
- Teachers
- Traditional leadership
- University of Potchefstroom

Royal Bafokeng Sports

Bafokeng SMMEs

RBN Volunteers

Bakgatla ba Kgafela Traditional Authority

HM Kgosi Nyalala Pilane

Botswana High Commission, South Africa

High Commissioner Motlhagodi Molomo

Federation of International Football Association (FIFA)

Delia Fischer
Jérôme Valcke
Ron Delmont and the FIFA Technical Inspection Team

Organising Committee (LOC)

Dr Danny Jordaan
Dr Irvin Khoza
Mpho Modisakeng and Rustenburg Venue Office Team

Parliamentary Portfolio Committee: Sports

Mr Butana Khompela

Australian High Commission

Ms Ann Harrap

British High Commission

Dr Nicola Brewer

Embassy of Denmark

Mr Dan E Frederiksen

Ghana High Commission

Mr Lee Ocran

Embassy of Japan

Mr Toshiro Ozawa

Embassy of Mexico

Mr L Cabrera

New Zealand High Commission

Mr Geoff Randal

Embassy of the Slovak Republic

Mr Ladislav Straka

Embassy of Switzerland

Mr Rudolf Baerfuss

Embassy of the United States of America

Mr Donald Gips

Embassy of Uruguay

Mr Luis Bermudez Alvarez

The English FA

Sir Dave Richards

Bojanala Platinum District Municipality

Churches

Coca-Cola, Rustenburg

College Hill, UK

De Leeuw Quantity Surveyors

Eskom Provincial Office

Fraser Alexander

Impala Platinum, Rustenburg Operations

Kalgran Africa

Liviero Civils

Magalies Water, Rustenburg

Moseme Construction

Motsweding FM

National Department of Environmental
Affairs and Tourism

National Department of Roads and Transport

Nestlé, Rustenburg

New Zealand High Commission, South Africa

North West FM

North West Provincial Department of Health

North West Provincial Government

Provincial Traffic Department

Radio Mafisa

Rustenburg Local Municipality (host city)

South African Breweries, Rustenburg

South African Broadcasting Corporation (SABC)

South African Police Service

South African National Defence Force

Telkom Provincial Office

The Royal Marang Hotel

Tronkon Construction and Consulting Team
led by BKS

Vicki Harris Architects

World Wide Sports

Xstrata (Kroondal, Rietvlei, Boshhoek)

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A dream realised

