

bokgabane

botoka le botoka – better and better

from the Royal Bafokeng Operations Room

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PROJECT SPOTLIGHT

FEATURED PROJECT

Organisational Performance Roll-out

Project manager: Dr Elmie Castleman

Monitoring of organisational performance was recently added to the OPMO's (Organisational and Project Management Office) portfolio. The mandate is to ensure that all projects and programmes within the organisation contribute to the vision, mission and strategic objectives of the Royal Bafokeng Nation. Subsequently, the need arose to measure the overall performance against set indicators that contribute towards achieving these objectives. This means that all the projects and programmes undertaken by any of the RBN entities/departments will be linked to at least one strategic objective, a key performance area and a key performance indicator.

The module will be launched officially at the end of February, upon the finalisation of the RBN Scorecard (a table listing all strategic objectives, key performance areas, key performance indicators and their corresponding targets). Leadership, employees, *Morafe* and visitors to rbnoperationsroom.com will be able to see what the RBN aims to achieve and to assess how well the organisation is doing against specified targets and indicators.

The Organisational Performance roll-out project introduces executives, heads of departments and managers in the organisation to the theory, benefits and simplicity of this new system. Each department or entity is seen separately in order to identify during that session how their projects and programmes will tie into the organisational objectives of the RBN. In this manner, the OPMO will be able to identify possible gaps in service delivery and identify how to better meet the needs of the organisation and, ultimately, that of *Morafe*.

Below, we feature each of the ten Strategic Focus Areas and briefly discuss one project or programme, to take place in 2012 that will feed into or contribute to this focus area.

Education and skills development

Education is a pivotal part of building a self sustainable community and is considered by the RBN and its leadership as the most important of the ten strategic focus areas. The second phase of the Zurich Classroom library project aims at providing reading material to all members of the community. This project has been developed as an initiative to improve language and literacy levels (one of the strategic key performance areas) in the Bafokeng area.



Health and social development

The Royal Bafokeng Health and Social Development Services (HSDS) supports and complements government's primary healthcare system, giving our people access to high quality healthcare and social services. According

to the national integrated plan for services to families in South Africa (2010-2015), the family unit is considered to be an integral part of an individual's general wellbeing in relation to their psychological, emotional, physical, spiritual and economic needs. In an attempt to strengthen the family unit in the RBN and, considering high divorce rate across the country, HSDS is launching an initiative called 'Marriage seminars'. Three seminars, aimed at addressing issues of both traditional and civil unions and the promotion of premarital and post-marital counselling will be facilitated to interested parties in the RBN.



The project manager is looking to take a fresh angle that will ensure greater community involvement in the seminars; as opposed to a platform where delegates are simply lectured on the institution of marriage.

Economic development

The Royal Bafokeng Enterprise Development (RBED) is charged with contributing towards developing entrepreneurship among the Bafokeng. Continued business development interventions and business linkages are to name but two of the programmes that RBED will utilise to promote and develop local SMMEs and entrepreneurship. Business development interventions entail identifying local SMMEs, assessing the company and implementing development interventions to strengthen and develop the SMME. Business linkages include linking Bafokeng SMMEs to procurement opportunities and registering these SMMEs as vendors at companies like Fraser Alexander and Xstrata.

Food security

The RBN is in the process of assembling an Agricultural Master Plan, in line with our broader development plan, Plan '35. The main objective of the project at this point is to assist in creating commercial successes that can generate substantial turnovers. The project, managed by the Knowledge & Research department, is currently in the process of concluding the research phase of the project. A lot of time, energy and resources have been dedicated to the research phase to ensure accurate information can inform the planning and piloting phase. Intensive research was conducted on land and soil suitability for different crops, local farming expectations, water quality and communal grazing patterns. The information gathered from the research data will assist in identifying of possible pilot projects to be started in the fourth quarter of the year.

Safety and security

Crime remains one of our biggest concerns for all South Africans; and the RBN community, unfortunately, is not exempt from this threat. The RBN Safety and Security department will be joining forces with the community and other stakeholders in the fight against crime in 2012. They plan on engaging the community through a series of awareness campaigns, referred to as Crime Indaba's, in the belief that they will gain greater cooperation from the community when in need of crime related information. In addition, they plan on incorporating community inputs in planning their monthly operations that target crime "hot spots". The Safety and Security department aims to engage other stakeholders such as the South African Police Service, the Phokeng trauma centre, local mining companies and Community Safety Committees.

Public and community utilities

The RBN aims to develop high-quality, effective public utility infrastructure and services to serve our community and promote its self-sufficiency. In the process, we will foster the development of local business.

Access to water is one of the basic human needs that the RBN seeks to fulfil. A series of projects were carried out in the previous years to increase the RBN's water carrying capacity in order to meet the demands of the community. The water and sanitation division in the Infrastructure Company plans on cleaning and performing minor repairs in the 16 reservoirs and 3 press tanks owned by RBA. The cleaning will be done by pressure washing the interior walls of the reservoirs. This project is another step towards ensuring that the community has access to clean, healthy and running water.



Environmental management

The waste collection programme was rolled out in 2009 and continues to remove waste and refuse from households in all five RBN regions. The waste collection programme aims at promoting hygiene, reducing the affects of waste on the environment, security and, in the near future, recycling.

Sport development

Royal Bafokeng Sports (RBS) is mandated to develop and oversee all organised sport programmes in the Bafokeng region. RBS launched basketball as an additional sporting code last year. This year will see the roll-out of the programme, 'Development of intermediate basketball' which aims at identifying and developing basketball players in schools. Learners will not be the only beneficiaries of the programme; other members of the community will also get a piece of the cake: RBS plans on recruiting and developing coaching staff to affect a measure of skill transfer. This initiative will help the youth to channel their energy into a positive pursuit.

History and heritage

The Digital archiving project is an initiative driven by the Knowledge & Research department to preserve the history and cultural heritage of the Bafokeng people for the coming generations and to make it accessible and readily available to the community and the general public. The system will have information from a variety of sources such as news papers, photographs, videos, literature, articles and stories/information collected from the community members. Information from the public will be gathered through a series of interviews which will be conducted by 13th Year learners from the Bafokeng schools with guidance from specialists in the field of archiving. Morafe will also be awarded the opportunity to bring forth any objects or documentation with historical relevance to be included into the system.

PROJECT MANAGER OF THE YEAR: Mamaki Mothiba

2011 Annual OPMO lunch for project managers

2011 was themed the “Year of accountability” by Kgosi Leruo Molotlegi. The word accountability comes from the Latin word *occomptare*, which means “to account”. Considering this definition, one can take it a step further to say that, “accountability is the responsibility of an individual to account for their tasks and activities”.

The OPMO, in an attempt to acknowledge the hard work, dedication, and continuous efforts of the project and programme managers throughout 2011, hosted celebratory ‘Thank you’ lunch to all project and programme managers that are registered users on the PMO system.



Dr Elmie Castleman highlighted the events of the year, thanked and encouraged project and programme managers for the year ahead. Mamaki Mothiba was presented with a gift for being the ‘Project manager of the year’. Mamaki acknowledged for her continued efforts and success in managing her projects, continually updating them on time and accurate reporting.

Mamaki shared some of her insights on project management and working for the RBN:

- **What was your biggest achievement in 2011?**
 - *I have had a lot of success with the ‘NGO mobilization’ and ‘Care of the aged’ programmes. With the NGO programme, four Non-profit organizations have been officially registered. One of the NGO’s won a gold medal for the exhibitions at the annual Rustenburg show. I facilitated capacity building and empowerment trainings for the NGO’s. In addition, I managed the renovation of four pension pay out points and the supply of tents and chairs for the elderly on their pension collection day. Furthermore, the Meals on Wheels programme was rolled out to four villages, supplying lunch to 50 identified elderly persons. In conclusion, the establishments of a physical exercise programme at the Kutlwanong old age home and my programme catered for four elderly soccer teams. All in all it has been a great and fruitful year.*
- **Describe your project management style?**
 - *My project management style is my relentless commitment to planning and time management. I set weekly targets for myself and strive to meet them; it takes a lot of dedication, drive and passion. I love to be a change agent for Morafe; seeing how my contributions affect their lives.*
- **What is your philosophy towards your work?**
 - *My philosophy towards my work is simple and straight forward “The community first—Batho pele”.*



Web traffic on the Operations Room website:

Month	Site visits	% New visits	Average time on site	Average pages per visit
January 2012	1471 visits from 48 countries (1216 – SA; 33 – UK; 28 – US) 716 unique visits	37.12%	00:03:17	3.10
December 2011	942 visits from 48 countries (721 – SA; 30 – US; 28 – UK) 489 unique visits	39.38%	00:03:26	2.85
November 2011	1667 visits from 40 countries (1450 – SA; 41 – US; 26 – UK) 727 unique visits	34.61%	00:05:01	3.23

PROJECT MANAGEMENT CORNER:

Organisational Performance

Organisational Performance is the interrelated processes which ensure that all the activities and people in an organisation contribute as effectively as possible to its STRATEGIC objectives, in a way which enables an organisation to learn and thereby improve its services to the community.

(Rogers 1999:9)

The basic aims of performance management are to share understanding about

- about what is to be achieved;
- to develop the capacity of people and the organisation to achieve it; and
- to provide the support and guidance to individuals and teams that need to improve their performance.

(Armstrong & Baron 1998:51)

Bokgabane Quiz:

Have a go at the Bokgabane Quiz! Three winners will be randomly selected from the correct responses.

1. How many marriage seminar does HSDS intend on hosting in 2012?
2. How many reservoirs does the water and sanitation division plan on cleaning in 2012?
3. Who will be collecting information from the community in the Digital archiving project?

BOKGABANE:

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**Please send your answers, queries and/or comments on Bokgabane to the OPMO
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