

bokgabane

botoka le botoka – better and better

From the Royal Bafokeng Operations Room

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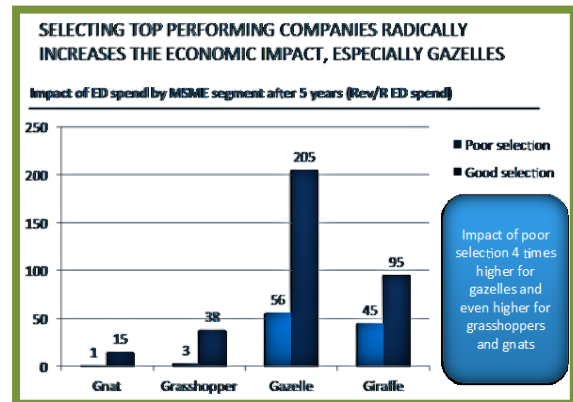
PROJECT SPOTLIGHT

FEATURED PROJECTS

Spinnaker “Gazelle” project

Project Manager: Ian Venter

The importance and contribution of entrepreneurship and entrepreneurial culture in economic and social development cannot be overstated. Entrepreneurs create and bring to life new technologies, products and services and create new markets and jobs along the way. Entrepreneurs are smart risk takers, implementers, rule breakers or in one word “innovators”. And, as in any emerging economy aiming to move ahead, in South Africa we need lots of them ([IDC Newsletter](#)).



The Spinnaker growth partner is a cooperative responsible for the growth and development of entrepreneurs. They also support company designs and implement actions to maximise the impact on their enterprise development spend. RBH and RBED identified that there is a gap in the structure of the local economy, and identified Spinnaker as a growth partner to develop entry level entrepreneurial businesses. In order for the small and micro enterprises to be able to have a sustainable growth path, they need strong medium sized business to win business from large industrial businesses and in turn create the space for the small and micro business to participate more in the economy. Currently there are too few of these opportunities in RBN. Thus Spinnaker is mandated to facilitate this transformation.

In an attempt to do this, Spinnaker had to identify and support 10-20 locally owned “Gazelles” in the RBN, to help them grow to 200-500 employees and annual revenue of over R100m over the next 5-7 years. Gazelles are businesses that currently have R10-R100 million revenue with about 20-200 employees. Spinnaker will work with RBED to identify and review the 10-20 SMMEs with high growth potential in Phokeng and its surrounding areas, identify funding, market and provide the business development support requirements of these SMMEs. It will also assist to design an organization that will support these Gazelles for 5-7 years with, amongst other things, fund management, business development support delivery, assessing the viability of industrial development opportunities for SMME development in the region (including retail, distribution, agriculture, design, business process outsourcing, tourism and hospitality, mining and construction) and identify potential funders, e.g. jobs fund, ECF, RBH and submission of the initial funding application.

This 12 week project aims to identify rapid start up opportunities in order to be able to accelerate the number of Gazelles in Phokeng and the surrounding area. Thereafter there will be a longer partnership to monitor and explain how to work towards a greater impact over the 5-7 year period. All the identified SMMEs will have the opportunity to maximise their impact in Phokeng and other regions in terms of job creation and real economic growth.

There are still a number of “Gazelle” businesses that are still to be developed to this level. It is now a matter of identifying them, developing them to become “Gazelles”, and to watch grow to bring about a positive impact in the RBN economy.

PROJECT SPOTLIGHT

Ntshegetse

Project manager: Martin Bekker

The Local Government and Traditional Affairs released their Strategic plan for 2010 – 2014 which entails their plan with the local municipalities in South Africa. One of the strategic objectives is to Support municipalities in the development and provision of basic services through partnerships by assisting the municipalities in implementing municipal free basic services to the indigents in order to alleviate poverty among the communities.



In response to this, the Research and Knowledge management department saw fit to conduct the Ntshegetse survey. This survey of all households in all 29 RBN villages aims to generate a register of all indigent households, as defined by the Rustenburg Local Municipality's Indigency Policy (2013). Once completed, this indigent register will be handed over to RLM to maintain and update. The register will also provide a multi-dimensional understanding of poverty, as defined by the GoSA Department of Social Development's 'War on Poverty' approach. The project was initially intended to run from May to December 2013 but only commenced in January 2014 as the external consultants initially appointed to conduct the survey's contract was terminated due to poor delivery.

Being registered on the RLM Indigent Register will enable the identified households to register for free basic electricity from Eskom, as well as to receive free basic water and sanitation from other providers in future, and to enable the RBA to reclaim the subsidy amount for free basic water that it currently provides to indigent households in the RBN. Furthermore, the RBA will be able to claim infrastructure grants from Provincial and National government and other sources, and be able to monitor RBN progress in alleviating poverty. The Ntshegetse project will also provide information on discrepancies between mapped and actual land use for all residential stands, which will inform the RBA Development Planning and Agriculture, Environment and Land use departments in updating the RBN's Geographical Information System and Land Use Register.

In order to compile the register, 70 Bafokeng youth were trained as field workers. The training was done to ensure that the field workers understand the work and to improve the accuracy of information. The fieldworkers were remunerated according to how many questionnaires they fill in accurately and completely.

The project is behind schedule due to the aforementioned change of service provider, but is now running well. Africa Scope, the new service provider is expected to submit the raw data by the end of May 2014 and the final report shortly thereafter.

The Ntshegetse survey serves to provide local indigent households and the RBA to benefit from the Rustenburg Local Municipality Indigent Household Support Policy. Ultimately, it is hoped that these benefits will assist the identified families to break free from this cycle of poverty to become self-sustainable.

➤ PROJECT MANAGER OF THE MONTH: Cornelius Last

- **How long have you been working for the RBN?**
 - *This will be my third year working within RBN.*
- **What do you as an RBN employee find rewarding about working in this kind of environment; with specific reference to Agriculture?**
 - *Clearly every organisation has certain challenges that it needs to face; agriculture and in particular all forms of agriculture that use natural resources such as land and water have to be carefully planned and monitored so that it remains available for all future generations. The rewarding part is getting all sectors and departments working together in bringing this about.*
- **How many projects do you manage in your department and what are the challenges that you have encountered within them?**
 - *This varies from year to year, but we do anything from 7 to 15 projects a year from our own budget, and then work with other stakeholders who are also doing agricultural related projects in the area to ensure it complements what we are doing.*
 - *The challenges that we face range from administration to service providers who have financial constraints, lack of cash flow, and slow delivery.*
- **What are some of the important lessons that you have learned since you became a project manager?**
 - *Project management should never be seen as add on but should always be part of each and every body's planning and recording system.*
 - *It is the best tool available to an individual and an organization in monitoring how well or poorly it is doing.*
 - *RBN has the best project management system and team that I have come across in 20 years plus working with projects here and abroad.*
- **May you please briefly explain some of the benefits from your projects and programmes that benefit the community?**
 - *Majority of the projects that we are engaged with are all there to "create an enabling environment", for households, emerging farmers, communal farmers and commercial farmers to have the basic minimum infrastructure, and skills, and information to move towards sustainable commercial agricultural ventures.*
 - *Projects such as back yard gardens, handling facilities for livestock farmers, windmills for livestock farmers and mechanization (tractors and implements) to assist interested crop farmers.*
 - *We also provide and organize, farmer's days, information days and demonstrations to households and farmers.*



- What are your views about the RBN OPMO System is it very useful in managing your projects and programmes?
 - As I have said the RBN OPMO system is the best I have come across, the staff are always there to assist should you experience problems, and the system is simple enough to use, and record all activities within your projects or programmes.

PROJECT MANAGEMENT CORNER:

The role of the “Project Manager”

The Project Manager is the person who takes *overall responsibility for coordinating* a project, regardless of its size, to *make sure the desired end result comes in on time and within budget*. (Baker, Baker and Campbell)

In summary the project manager will:

- Develop a project plan that describes the complexity of the project;
- Mentally “fast forward” the activities required to complete the project to calculate the duration of the project;
- Ensure that all the agreed upon objectives are reached on completion of the project; and
- Continuously check the progress of the set objectives against the agreed upon project plan. (Pycraft, Singh, & Pihlela)

 www.rbnoperationsroom.com

Web traffic on the Operations Room website:

Month	Site visits	% New visits	Average time on site	Average pages per visit
April 2014	2256 visits from 68 countries (1572 – SA; 371 – Netherlands; 77 – US) 1324 unique visitors	50.31%	00:03:04	2.20
March 2014	2215 visits from 62 countries (1498 – SA; 272 – Netherlands; 106 – US) 1358 unique visitors	54.18%	00:02:56	2.23
February 2014	1931 visits from 44 countries (1367 – SA; 280 – Kenya; 73 – US) 1233 unique visitors	54.74%	00:03:20	2.83

BokgabaneQuiz:

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

1. List the benefits of the projects and programmes that are managed by Cornelius last.
2. What is the duration of the Spinnakker “Gazelle” project?
3. What is the objective of the Nsthegetse project?

BOKGABANE:

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