

# bokgabane

*botoka le botoka – better and better*

From the Royal Bafokeng Operations Room

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# PROJECT SPOTLIGHT

## FEATURED PROJECTS

### Backyard dwellers study

**Project manager:** Tara Polzer Ngwato

The great economic problem of scarcity is one that faces the South African economy like any other. The Bafokeng community is no exception and, the fact that many non-Bafokeng individuals, seeking work at the mines, live on RBN land compounds the impact of scarcity. On the one hand, the high number of immigrants result in financial stability to many Bafokeng landlords; but in the other, the availability of socio-economic factors such as proper education, adequate and sufficient healthcare systems, and the allocation of water, electricity and waste collection would be reduced to the Bafokeng community.



The Research and Knowledge Management department conducted a research project called the 'Backyard dwellers study'. This project aimed to explore in depth the characteristics of the backyard dweller economy in the RBN by conducting a literature review of recent trends, insights and policy models on the backyard low income rental market for local economies. Secondly, it will analyse existing data to determine the characteristics of backyard landlords (gender, age, Bafokeng/non-Bafokeng/SA/foreign, education, employment, occupation, income sources) and determine the characteristics of backyard dwellers (gender, age, Bafokeng/non-B/SA/foreign, education, employment, occupation, income sources). And finally, it aims to conduct qualitative research to establish the characteristics of the backyard dweller economy and develop a typology of backyard accommodation options such as; lower to higher rent options, informal to more formal rental agreements, survivalist verses entrepreneurial landlords, and to look at different levels of service provision for water, electricity and other services.

In order for the study to commence two focus groups were selected; one for landlords and another for backyard dwellers. These focus groups were then asked various questions. The dwellers' questions include questions relating to understanding how long the backyard dwellers have been in the area, what sort of social integration there is and what access to facilities they have. For the landlords, the questions pertained to how much money they get from the renting, what other income they have, landlord perceptions about rights of backyard dwellers, what would they do for income if the mines closed and perceptions of RBN attitudes to backyard dwellers.

A service provider was contracted to conduct the study that commenced in June 2013 and was scheduled to finish in February 2014. Due to delays in the compilation and provision of feedback on the final report, the project is now expected to complete on 30 June 2014.

The information collected from this research will assist the RBN to understand the dynamics regarding backyard dwelling and shape decision making regarding a way forward on the matter.

# PROJECT SPOTLIGHT

## FEATURED PROGRAMME

### Risk determination and Management

**Programme Manager:** Paul Coetzee

One of the RBN's strategic objectives is to reduce poverty by building a clean, healthy, safe and sustainable community. Protective services came into existence, to help create this safe environment alongside the South African Police Services in the Royal Bafokeng Nation (RBN) community. Protective Services has implemented numerous programmes such as the Risk determination and management programme, designed to contribute to the attainment of this objective.



Risk determination and management is an integral part of any security division. The aim of the programme is to identify, minimise and prevent crime in the RBN area. In addition to that, the programme also aims at identifying social, political and other risks to RBN assets. Protective Services needs to be able to identify threats that can affect personnel, assets, operations and/or community members. The process entails compiling a report outlining the possible threats identified in the community on a monthly basis. This is done by interviewing numerous community members, facilitating briefing and debriefing sessions with sources/informants residing the RBN area, conducting regular scans in the media and attending meetings that are relevant to the programme.

A 'Crime profile report' is then compiled at the end of every month based on the information gathered. Once the report is ready, it is then distributed to all the executives of the organisation, to ensure that crime and socio political risks and issues are dealt in a pre-emptive manner, thus preventing such risks and issues from occurring repeatedly and even increasing in number.

This programme relies heavily on its stakeholders to ensure its success. It starts with the community members, as they are expected to provide information regarding any unsettlement within the area. Lack of cooperation from the community members, whereby members are not prepared to convey information will result in an inability to identify risks and prevent these incidents from taking place. To manage this risk the programme manager provides feedback to community members concerning the issues that they have raised. If they know that the information they provide is taken into serious consideration, they are more likely to be cooperative.

In the preceding year, an average of 94% of incidents that posed a risk to RBN were accurately identified and where dealt with accordingly. The information gathered and distributed through the existence of this programme helps the organisation to plan and address risks in a proactive manner.

## ➤ PROJECT MANAGER OF THE MONTH: Refilwe Rammitlwa

- **As a project manager, what do you think is the most important or critical thing in managing projects and why?**
  - *Time and risk management - You can easily indicate the time frame of the project and monitor it according to the project phases. And it helps in identifying the achievements of the project. It helps in identifying risks and formulating a plan to mitigate or resolve it. Again it easily outlines all necessary activities in the project.*
- **Since you work closely with the community, what is the key thing that you need to focus on when working with this particular stakeholder?**
  - *The most key thing is the community engagement and participation in all community projects to maintain project ownership for sustainability.*
- **What are some of the challenges you have experienced as a project manager and how did you resolve them?**
  - *The challenge is when I failed to finish the project on time due to delays caused by the external stakeholders which are participating on the project. I attempt to resolve them through the extension of the time frame in order to not sacrifice the quality of the project.*
- **What tools do you suggest using to prevent your projects from failing?**
  - *The easiest tool to be utilized on prevention of failing of the project is to use available resources needed in the project.*
- **What advice can you give to other project managers on how to better manage their projects?**
  - *The better way of managing the projects well is to monitor and evaluate the projects by uploading or registering them in the OPMO.*
- **Does using the OPMO system make conceptualising, planning, implementing and monitoring your projects easier? Kindly motivate your answer?**
  - *Yes, because it guides the user on each and every step that you need to perform in the project. Again it outlines all activities step by step.*



## PROJECT MANAGEMENT CORNER:

### Desirable Attributes of a Project Manager – “Customer Satisfaction” (1 of 10)

There are four tips for keeping customers/stakeholders satisfied when executing a project:

- Always keep the customer in the loop
- Be consistent
- Keep the project moving forward
- Monitor the scope closely

## [www.rbnoperationsroom.com](http://www.rbnoperationsroom.com)

Web traffic on the Operations Room website:

Month	Site visits	% New visits	Average time on site	Average pages per visit
May 2014	2256 visits from 68 countries (1572 – SA; 371 – Netherlands; 77 – US) 1324 unique visitors	50.31%	00:03:04	2.20
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

## BokgabaneQuiz:

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

1. When is the 'Backyard Dweller' study scheduled complete?
2. What is the aim of Risk determination and Management programme.
3. What are the challenges that Refilwe Rammitlwa has experienced as a programme manager.

**BOKGABANE:**

Publication of the RBN OPMO

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