

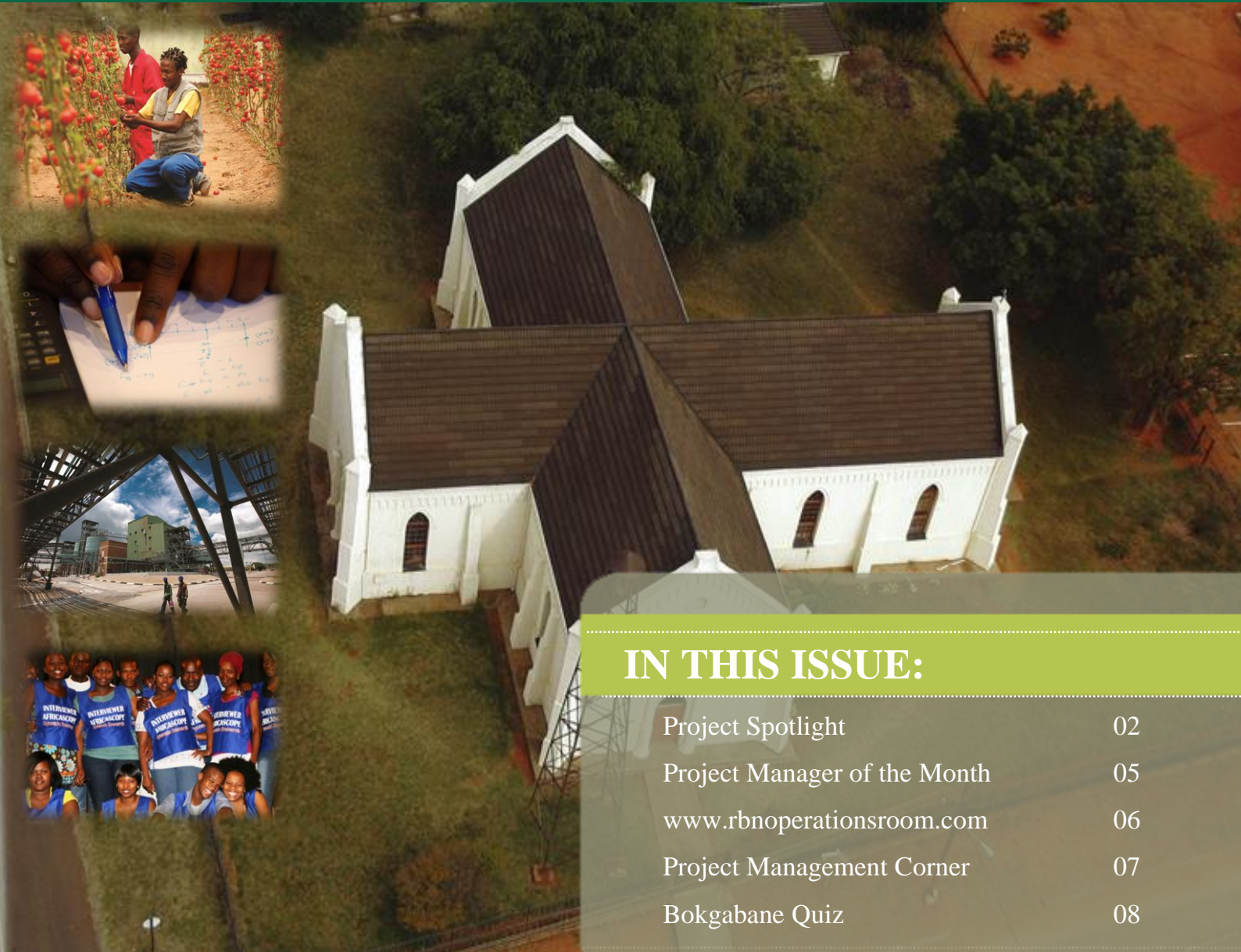
# bokgabane

*botoka le botoka – better and better*

from the Royal Bafokeng Operations Room

December 2011

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# PROJECT SPOTLIGHT

## FEATURED PROJECT

### Population and Use of Land Audit (PULA)

**Project manager:** Martin Bekker

The RBN's Population and Use of Land Audit, also known as the PULA project, started on the 6<sup>th</sup> of December 2010 and ran through much of 2011. The initiative was aimed at collecting data on land use in the RBN, as well as demographic and socio-economic information. The data collected was analysed and presented to various stakeholders throughout the RBN. The PULA project realised additional benefits as it was able to indicate access to basic services, information technology, the total number of government services, cemeteries, total number of community facilities and number of businesses, to name but a few.



The project provided temporary employment for 75 local enumerators who used PDAs (Personal/Pocket Data Assistance devices) to capture information in every village and informal area on RBA-serviced land. The data collected was processed by AfricaScope, a service provider chosen for their excellent track record across the African continent and the competitive price quoted.

Any project of this magnitude is bound to face factors which can hinder the progress and duration. For instance, the project commenced (the training phase) with 92 fieldworkers which later changed to 75 due to attrition. The transport service provider initially appointed to deliver fieldworkers retracted the availability of their services and another service provider had to be sourced. Risks to the project included the safety of the female enumerators, which had to be monitored throughout, as well as that the data was captured accurately and precisely.

Project planning commenced towards the end of the World Cup period in 2010: scopes were drawn, proposals received, and a long process of service-provider-sourcing was embarked upon. In the end, the service provider with excellent credentials, a very experienced team, strong GIS links and a competitive price was selected as the research partner.

The process of counting the population entailed several steps, including:

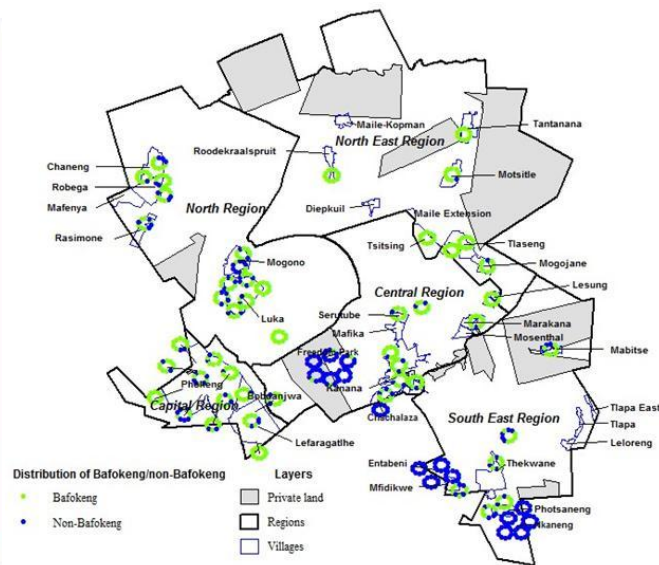
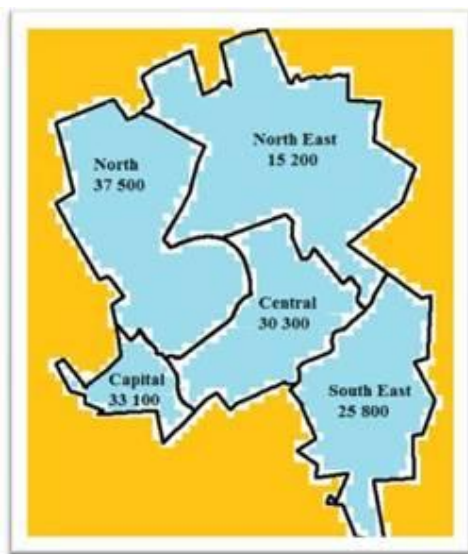
- Obtaining aerial photographs of the RBA-serviced area
- Manually labelling every man-made structure (there were more than 64 000!)
- Compiling and testing a survey according to universal standards
- Training enumerators (and registered nurses) in the use of PDAs, working with field-maps and field-team coordinators and how to approach people
- The enumeration period – with field-workers moving from house to house, area to area, and returning to “mop-up” for houses where they could not make contact with people on the first visit
- Field management and quality control
- Data testing and analysis
- Report Writing
- Presentations, inputs and amendments

Accurate information about the conditions of Morafe and the people living in the RBA-served area is of crucial importance in the rendering of services – from education and health services to public facilities and safety services. As an organization that seeks to design social programmes based on empirical findings that are transparent and accurate, the PULA findings enable RBN entities to align their projects and programmes to the current realities in the community, and to understand some of the social and economic complexities that contribute to poverty, unemployment, and population shifts. PULA data also had to be of a very high quality, so that development programming, monitoring and evaluation, can be based thereupon.

**Some of the findings, rounded off:**

**Population size**

Number of infants (0-4)	10 000
Number of learners (5-17)	24 000
Number of adults (18-64)	101 000
Number of elderly (65+)	9 000
Total population	150 000



**1<sup>st</sup> Language groups**

Setswana	75%
isiXhosa	12%
Xitsonga/Shangaan	6%
Sesotho/South Sotho	4%
Bafokeng: non-Bafokeng Ratio	2:1
Male:Female Ratio	54:46

**Employment**

(in the Formal villages only, and only considering the adult [18 yrs+] population)

Employed	49%
Unemployed (Total)	33%
Unemployed and looking for work	31%

After going door-to-door throughout the entire community in May and June of this year, the researchers found that the number of people residing (permanently) on RBN land is roughly 150 000. This figure includes everyone, Bafokeng (two-thirds of the population) and non-Bafokeng, and includes Chachalaza, Freedom Park (a part of it), Entabeni (aka Yeza-yeza), Nkaneng and Ikaneng/Marubitsi. The number does not include areas such as Wildebeesfontein, Frischgewaagd or Monakato, which are not on RBN land.

The table below shows the residential population by region, rounded to the nearest 1000.

**Population by region:**

Capital	33000
North	35000
N East	15000
Central	32000
S East	27000

Naturally, the primary outcome of the project is a greatly improved understanding about the socioeconomic conditions of the people living on RBN land. However, apart from all the facts generated, there were some project-related lessons the project management has learnt, too.

- It helps to be as inclusive as possible when selecting an internal committee. Cross-departmental teams give a project broader influence and mandates.
- If one has to pick consultants, it is vital to select ones you can fully trust, ones that understand the vision of the project, and ones with tested experience.
- Always ensure there is a sufficient ‘residual’ payment that can only be paid upon completion of the project. One can bargain hard when drawing up a contract!
- One can never identify all the risks in a project – but you can get close!
- It helps if everyone in the team is comfortable on the MPS ([www.rbnoperationsroom.com](http://www.rbnoperationsroom.com)); the document library can be a great asset.
- Buy-in from the Supreme Council is critical.
- Follow-up, follow-up, follow-up. A request “made once” is like a fleeting thought – you have to keep asking and pushing for commitments made by outside parties.
- Do not be afraid to question findings – it is important to understand everything consultants do, and why they do it.

**What can be done differently next time?**

- Start earlier. This sounds strange for a multi-year project, but the planning is so important, one can always give it more time.
- Pilot more. Much data-cleaning and imputation could have been spared if the pilot phase (including the interpretation of the pilot data) was given more attention.
- Get more input from entities about the questions they want to be answered. This will make data even more useful in developing the right policies to solve the tough problems out there.
- Spend more time benchmarking national statistics. This helps comparison with our own data. For instance, we thought that a household count of ‘3 persons per household’ is very low – until we saw the national statistics, which is the same!

## PROJECT MANAGER OF THE MONTH: Fulu Matumba

- **Describe your role in RBS**

- I am the maintenance manager for sports facilities. I am responsible for the maintenance of Royal Bafokeng Sports Palace and Bafokeng Sports Campus.

- **How long have you been working here?**

- I have been working here since April 2009.

- **How many projects have you handled and how many are you working on so far?**

- I have handled a lot of maintenance projects so far, I have lost count of them. At present I have two programs. Each program has at least nine ongoing projects embedded.



- **What would be your advice to other project managers in managing projects and programmes across multiple sites (29 villages)?**

My advice for other project managers across multiple sites is;

- Always be customer focused.
- Involve all the relevant stakeholders as early as possible in the life of your project – during project conceptualization & planning.
- Never ignore any identified issues, because they will not go away until they are resolved.
- Communicate with your project team members about the project status quo, so that risks are identified and resolved before they become issues.
- Ensure to execute the project within the allocated budget.

- **What are some of the challenges you've experienced as a project manager?**

- I have experience challenges related to interdependencies; whereby the identified issues get 'swept under the carpet'. These unresolved issues cause delays in the project close-out.

- **How do you think RBS projects (specifically yours) are making a difference to the RBN?**

My RBS projects are contributing to;

- The appreciation of the value of our assets.
- Optimum utilization of our sports facilities by RBN sporting codes.
- Achievement of the RBN vision by ensuring that the integrity of our sports facilities is maintained.
- Optimum utilization of our sports facilities by RBN communities, through formal structure of the different sporting codes.

- **What would you love to achieve with the RBN sports facilities?**

- I would love for our sports facilities to be more competitive locally and internationally, so that they can continue to attract more income generating sports events.

- **Where do you see RBN sport in 5 years to come?**

- In five years I see RBN sport having more sportsmen & sportswomen appearing in provincial and national colors, and being invited to participate in International competitions.

- **How has the Project Management Office and the Manage-by-Project/Programmes System (MPS) assisted you in managing your projects?**
  - The PMO office has always reminded me when my project needed to be updated which was a very useful support.
- **What are your views of the MPS**
  - The MPS is inculcating a management culture which will make all RBN entities to be effective and efficient executors of projects - if we can all apply it!!

## [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
November 2011	1667 visits from 40 countries (1450 – SA; 41 – US; 26 – UK) 727 unique visits	34.61%	00:05:01	3.23
October 2011	1809 visits from 52 countries (2123 – SA; 30 – US; 22 – UK) 785 unique visits	32.61%	00:05:31	3.55
September 2011	1738 visits from 46 countries (1536 – SA; 33 – US; 14 – UK) 724 unique visits	33.08%	00:05:16	3.53

## PROJECT MANAGEMENT CORNER:

### Similarities between Projects and Programmes

- Both have budgets
- Both have risks
- Both have Issues
- Both have scope statements
- Both have stakeholders
- Both have beneficiaries
- Both could potentially require scope changes

## Bokgabane Quiz:

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

1. When did PULA project start?
2. How many enumerators were initially employed?
3. When did Fulu start working for Royal Bafokeng?

**Last month's winners: Please come collect your prizes from the PMO.**

Congratulations to:

1. Tsholofelo Namane
2. Maureen Moforutshe
3. Abueng Hlahla

**BOKGABANE:**

Publication of the RBN PMO

**EDITOR**

Dr Elmie Castleman

**PRODUCTION COORDINATOR & PUBLISHER**

Jean Slabbert

**FLOATING PRODUCTION MANAGER**

Lebogang Kgongwana

**SUB-EDITOR**

Martin Bekker

**PHOTOGRAPHER**

Theron Rapoo and Lebogang Kgongwana

**THIS MONTH'S CORRESPONDENTS**

Fulu Matumba and Martin Bekker

**Please send your answers, queries and/or comments on Bokgabane to the PMO at [pmo@bafokeng.com](mailto:pmo@bafokeng.com)**