

bokgabane

botoka le botoka – better and better

from THE ROYAL BAFOKENG Operations Room

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IN THIS ISSUE:

Project Spotlight	02
Project Manager of the Month	04
www.rbnoperationsroom.com	05
Project Management Corner	06
Bokgabane Quiz	06



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PROJECT SPOTLIGHT

FEATURED PROJECT

Implementation of waste management program

Project manager: Lucian Paulik

One of the Royal Bafokeng Administration's strategic objectives is to provide the community with basic human services, which includes a clean environment. Currently, waste is burned, disposed of illegally in open pits or buried in backyards throughout the Bafokeng area. To improve how waste is handled, a waste management programme was implemented.

The purpose of the programme is to initiate and pilot a waste management programme. The scope of the project is to collect domestic waste from households in all the twenty-nine RBN villages, schools, business centres, including litter on the streets.

The initiating and piloting of the program will run as a project for a period of seven months, starting on the 1 May 2010 and ending on the 30 November 2010.

TEDCOR, a company that focuses on waste removal, was appointed as the main contractor for a three year period. They were selected based on the innovation shown in their proposed waste collection trucks, which encourages sorting recyclables and non-recyclables at the source. Three trucks were specially designed to accommodate two bags of waste; one for recyclables and one for non-recyclables. The non-recyclable waste is to be disposed at the Impala landfill, while the recyclable waste is to be taken for recycling. In future, the RBA will consider building our own recycling centre next to the landfill site to encourage recycling of up to 90% of waste and facilitate job creation in the process.

Three local SMME's, namely Mamorara, LRT and Doti, have been appointed for the three year duration. These companies will each receive a truck and 14 RBN employees, including the truck driver, to collectively gather waste from 19000 Bafokeng households. In addition, these companies will receive accredited training in financial management from UNISA.

The implementation phase of the programme is now complete and the piloting phase, which will be done over a period of three months, commenced on the 1 August 2010 and will continue until the 30 November 2010. Once the pilot is complete, the programme will be sustained with the same service. Thereafter, the appointed consultant will hand the project over to the RBA who will decide whether they proceed with the current consultants or appoint new ones.

Community buy-in and their willingness to pay for waste collection services were identified as risks during the project planning phase. This risk is to be resolved through the involvement of Makgotla executives (community leaders) and interactions with the community. Currently, the project is still within budget and it appears as if it will be completed in time.



COMPLETED PROJECT

Lebone II College Complete!

Project manager: Pat King



Construction of the Lebone II College of the Royal Bafokeng, a community based independent school for learners from grade R to 12, has reached practical completion. The staff, learners, and families of Lebone II moved from the school's current location in Punodung to the new location on 6 October 2010.

The construction of this state-of-the-art facility, situated on the slopes of Tshufi Hill on the outskirts of Phokeng, commenced in November 2008 and took nearly two years to complete. The new school facilities can accommodate 800 learners, including boarding facilities for 88 learners.

The project was completed with a saving of over 18% on its original budget – a tip of the project manager's cap to all involved with the management of this project.

The Lebone II project is clearly one of the many success stories in the portfolio of the Infrastructure and Planning department of the RBA. Congratulations to Mr. King and his team for creating a facility that epitomizes the excellence that the Bafokeng people and its leadership strive for.



PROJECT MANAGER OF THE MONTH: Sandra Molefe



- **What is your key role in the RBA Infrastructure department?**
My key role or responsibility is delivering infrastructural improvements on both Capital and Maintenance projects towards water and sanitation within the RBN villages.
- **Are there projects that are allocated specifically to you and why?**
Yes. The Planning & Infrastructure Development Department has within itself different units which contribute to the success of this department. These units are managed by different managers with different skills and experience. Previous work experience in particular, but also relationships, formal education and training all contributed towards my skills development.
- **How many projects have you worked on since you joined RBA and which project are you currently working on?**
Since I joined the RBA, I have worked on about eight projects. I am currently managing the construction of the 15 mega liter reservoir at Lefaragatlhe.
- **Do you think that the projects were successful, if yes, why?**
Yes. These projects were delivered or completed on specified time, budget, required features & functions and requisite quality standard.
- **How did these projects add value to the quality of life of the RBN?**
Safe potable drinking water was provided to those areas or villages that previously did not have these facilities. The reservoir project is aimed at increasing the storage capacity of the potable water that we supply to the Capital region and also to alleviate the water shortages experienced from time to time.
- **Did the local SMME's benefit from these projects?**
Yes, most of these projects were awarded to the local SMME's and they had overall responsibility for the entire project.
- **Was there a transfer of skills from outsourced consultant to the local SMME's?**
Yes. Before commencement of these projects our local SMME's were trained by outsourced consultants on project management to be able to assume the overall responsibility of the project awarded. After the training they realized that they totally accountable for the project success or failure.
- **What are some of the challenges that you have experienced as a project manager?**
 1. Lack of proper communication management
 2. Poor scope and change management and
 3. Improper project planning.
- **Has the PMO's project management workshops helped you in managing your projects?**
Yes, updating the project information and progress has become so much easier and flexible.

- **What do you think the PMO can do as a support system to assist you in managing your projects?**
 1. *Improve communication so that senior executives and stakeholders know their project status, and also*
 2. *Improve communication and decision-making, so that projects achieve strategic objectives.*
- **What are your views on the MPS (Manage-by-Projects System)?**

The MPS has played a big role in helping me track the progress of my projects. It also plays a key role in informing the community about the different projects that are running and the progress of those projects. It also works as a marketing tool to attract external funding.
- **Any words of encouragement or advice to other project managers?**
 1. **Exceptional communication skills:** *it's important to be able to communicate with everyone involved in the project; team members and stakeholders. This is a skill that is vital to a project's success.*
 2. **Organization:** *keeping information, schedules and team members organized is critical.*
 3. **The ability to lead:** *understanding and successfully leading the project team is half the battle to successfully managing a project*

 www.rbnoperationsroom.com

Web traffic on the Operations Room website:

Month	Site visits	% New visits	Average time on site	Average pages per visit
September 2010	968 visits from 13 countries (926 – SA; 10 – US; 5 – UK) 297 unique visits	23.45%	00:14:55	10.16
August 2010	691 visits from 14 countries (624 – SA; 36 – UK; 9 – US) 191 unique visits	23.15%	00:14:27	8.82
July 2010	448 visits from 14 countries (355 – SA; 53 – UK; 15 – US) 163 unique visits	30.13%	00:08:32	4.76
June 2010	453 visits from 27 countries (267 – SA; 67 – US; 52 – UK) 303 unique visits	62.69%	00:05:23	4.65

➤ PROJECT MANAGEMENT CORNER:

What is a Project?

According to the Project Management Institute (PMI), a project is any work that happens only once, has a clear beginning and end, and is intended to create a unique product or knowledge. It may involve only one person, or thousands. It may last several days, or many years. It may be undertaken by a single organization, or by an alliance of several stakeholders. A project may be as simple as organizing a one-day event or as complex as constructing a dam on a river.

A traditional phased approach to projects identifies a sequence of steps to be completed. In the "traditional approach", we can distinguish 5 components of a project (4 stages plus "control") in the development of a project:



➤ Bokgabane Quiz:

Please participate in the following quiz! The first e-mail with all the correct answers will win...

1. How many local SMME's are involved in the waste management programme?
2. What was the percentage saving recorded on the Lebone II project?
3. According to Sandra Molefe what are the benefits of using the Manage Project System (MPS)?
4. How many unique visits did the www.operationsroom.com website have in September?
5. Name the 5 components of a project.

Please send your answers, queries and/or comments on the Bokgabane to the PMO on pmo@bafokeng.com