

# bokgabane

*botoka le botoka – better and better*

from THE ROYAL BAFOKENG Operations Room

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## PROJECT SPOTLIGHT

### FEATURED PROJECT

#### Bafokeng House Hold Survey (HHS) and Population & Use of Land Audit (PULA)

Project manager: Martin Bekker

The Research and Planning department is launching two large and very exciting projects, the Bafokeng Household Survey (HHS) and the Population and Use of Land Audit (PULA). The two projects will gather information that will ensure that the resources of *Morafe* are utilized in a way that will promote a sustainable growth path in line with the Masterplan.

The two projects will give insight as to what needs are the biggest according to *Morafe* and assist us in identifying gaps in our service delivery. The Research and Planning department has partnered with the reputable AfricaScope and Dynamic Research in this initiative.



The main focus of the Population and Use Land Audit is to determine the exact size of the Bafokeng population and land use patterns. The data that will be collected in this project will mostly be quantitative. The Household Survey on the other hand will focus on qualitative data in addition to quantitative indicators, and will look at our most pressing issues such as unemployment, levels of chronic diseases, literacy and schooling, household income of *Morafe*, types of business ownership in the nation, household expenses, energy types used for cooking, heating, and lighting in homes, waste disposal methods and attitudes towards HIV/AIDS prevention and general adherence to traditions.

The two projects started last year in late September and will end in mid-August 2011, once all the data has been collected, processed and analysed. The projects are progressing well; the inception phases were carried out and completed to the satisfaction of all involved. Parties involved are currently working on sourcing existing data and developing a standardized questionnaire. The questionnaire will be used to collect information from the different households by appointed and well trained fieldworkers. Apart from the provision of baseline information and indicators for data-driven development which could impact much of what the RBN does. Approximately 90 members of the community will also stand to benefit from temporary jobs created by this initiative.

The team leader believes that, to date, these projects will be the biggest attempt of the Bafokeng Nation to ascertain nationwide information for the widest array of the current demographic condition, and our first real attempt to provide quantitative feedback-loops to the activities of the RBA, RBI, RBED and RBS.

## COMPLETED PROJECT

### Construction of Lefaragathle 15 Megaliter Reservoir

**Project manager:** Sandra Kekae

The village of Phokeng, situated in the capital region, has an estimated population of about 50 000 and meeting the water demands of the capital region has been a constant struggle over the years. In order to increase the bulk water supply and capacity for Phokeng and surrounding villages, an initiative was taken to build an additional 15 megaliter reservoir in Lefaragathle village. The said reservoir would go a long way to increasing water storage capacity and meeting the daily water demands of the community.



A project of this magnitude requires a great deal of planning and impeccable execution. Due to the magnitude of the project, the Royal Bafokeng Administration partnered with BKS Consulting engineers and QNS Joint Venture (Contractor). In turn, QNS was a joint venture of four companies, namely one local SMME, A-Team Civils, and three outside companies; Quantibuild, New Gordonia and Selenane.

The project was scheduled to start on the 27 January 2009 and end on the 27 April 2009. However, due to various delays and unforeseen circumstances during the construction process, the project ended 211 days behind schedule on the 24 November 2010. A serious concern arose when, a few months into the project, a geotechnical engineer appointed by the consultants discovered that some areas under the reservoir were not suitable for founding. The parties involved had to find an effective method to solve the problem, with cost and engineering principles being the important factors. The issue had to be handled in a thorough manner as it could possibly cause failure of the reservoir.

More manageable issues like absenteeism, industrial action and unfavourable weather conditions also contributed to the delay in completion.

Once the structure was complete, testing had to be done to make sure the reservoir had no leaks and we could begin the snagging process. Once the reservoir was full the consultants and contractors could start the process of checking for leaks and final snagging. The snagging was concluded with minimal leaks; and can be considered to be a huge success for a project of this magnitude.

Better still, the consultants and contractors managed to complete the reservoir with a saving of about 6.8% of the total approved budget, and the reservoir is now fully functional. With the increased capacity and storage place we are moving towards better service delivery for the community.

## PROJECT MANAGER OF THE MONTH: Lerato Motaung

- **What is your role in the Research and Planning department?**
  - *Manager: Special Projects*
- **When did you join this organization?**
  - *January 2009*
- **You worked on four projects during the world cup, what challenges were you faced with?**
  - *Because the World Cup was a once off major event and very specialized in the way that it is organized, there were infinite planning concepts and terminology that we had to familiarize with and communicate to the wider community.*
  - *Managing relationships with all key stakeholders, any mismanagement had potentially high risks and consequences attached that simply could not be left to chance*
- **Could you share any comments or advice to other project managers on how to deal with these and similar issues?**
  - *Study your target market and get in tune with what is important to them*
  - *Scan the environment first, and respond to what is needed*
  - *Know your touch points. Whom your key constituencies are and who represents them so that your solution has buy in that is representative of the beneficiary*
- **Do you think that the projects were successful, if yes why?**
  - *Yes, I think so. Project 2010 FIFA World Cup was a fun and positive experience for the whole country, but I think more so for the Bafokeng.*
  - *We took what was required by FIFA in the run up to preparing for the event and tailor-made it to suit our constituency, the Royal Bafokeng Nation. Prior to that, we engaged them to find out what their expectations were.*
  - *The opportunity FIFA affords host countries to first organize the Confederations Cup helped in getting us to test our World Cup readiness and therefore we were able to see in real time what parts of our projects were successful and those that were not. One good example was testing our capability to host Public Viewing Events. We hosted two such events on different occasions.*
  - *We could have logged an issue or risk and made the point that we would not be able to finance a rain plan, for example. We did consult the weather report I'll have you know, 30% chance of rain, not a downpour!*
- **How did these projects add to the successful hosting of the World Cup?**
  - *The face of Phokeng was transformed. It looks and feels different, not just around the stadium precinct but the entire stretch of the Main Road. We launched a visual engagement in the form of the Avenues Campaign. The Avenue of Legends was hoisted from the Swartruggens Road side of the Main Road and the Avenue of Champions from the Western Bypass side of the Main Road. This part of the project energized people who were engaged by it either daily or passing through Phokeng.*



- *The Public Viewing Area project was a masterpiece and a lot of hard work. For 25 days we hosted events. Some days were glorious and some days were not but we had to give our best everyday through every event. Tsitsing Stadium became the venue of choice for Rustenburg public viewers.*
- *The community knew what to expect, what was coming as a result of the World Cup. We went to every village through Road-shows (The Bafokeng Carnival) and regional Dumela, held workshops during joint sittings of Makgotla, information sessions with businesses and affected residents, people living with disabilities, taxi associations, schools, and churches including RBN entity staff. No member of the community was left out. People bought into the process.*
- **Which project are you currently working on?**
  - *I am currently busy with documentation, particularly the World Cup Book. It will be a record of the Bafokeng experience.*
- **Has the PMO project management workshops helped you in managing your projects?**
  - *Absolutely. It is essential to have functional systems that are organization-wide and tailor made to suit particular needs. No two organizations are the same, systems work in the same way. They must respond to the needs of an organization. The function of the PMO leveled playing fields in the space of managing projects within the RBN.*
  - *I like clear processes. Guides, what steps to follow towards a certain goal that are outlined by the organization, that way success or failure is not individualized, rather performance based that is measureable as a result of an enabling environment in which to operate that is standardized.*
- **Any words of encouragement or advice to other project managers?**
  - *Projects are interesting and challenging. RBN projects are designed to make a difference in people's lives.*
    - *Pay particular attention to building and motivating your team, because work is done through people, no project can make itself happen.*
    - *Breathe life into a project, discover its purpose and pursue it with your own sense of vision. That, I think will be the ingredient that distinguishes your project from another.*

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### Web traffic on the Operations Room website:

Month	Site visits	% New visits	Average time on site	Average pages per visit
January 2011	1161 visits from 24 countries (1076 – SA; 16 – US; 7 – UK) 374 unique visits	23.86%	00:05:55	4.18
December 2010	643 visits from 22 countries (560 – SA; 16 – UK; 7 – Singapore; ) 263 unique visits	32.19%	00:07:36	6.21

## PROJECT MANAGEMENT CORNER:

### Key success factors of a Project



Kerzner (1995)

## Bokgabane Quiz:

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

1. Which two projects will be launched to gather information on the Bafokeng?
2. Which local SMME was employed on the reservoir project?
3. What is Lerato currently working on?

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

Congratulations to:

1. Khumo Molobyne
2. David Ngwenya
3. Angel Sesoko

**BOKGABANE:**

Publication of the RBN PMO

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