RESEARCH REPORT

THE ROLE THE MEDIA, AS A METHOD OF PROJECT COMMUNICATION, HAS ON PUBLIC INFRASTRUCTURE PROJECTS, WITH SPECIFIC REFÈRENCE TO THE GAUTRAIN PROJECT

by

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DECLARATION

I, Rudolph Andries Engelbrecht declare that "*The role the media, as a method of project communication, has on public infrastructure projects, with specific reference to the Gautrain project*" is my own work and that the views and opinions expressed in this work are those of the author and relevant literature references as shown in the reference list.

I further declare that the content of this report is and will not be handed in for any other qualification at any other tertiary institute.

_____   _____
RUDOLPH ANDRIES ENGELBRECHT   **DATE**

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ABSTRACT

THE ROLE THE MEDIA, AS A METHOD OF PROJECT COMMUNICATION, HAS ON PUBLIC INFRASTRUCTURE PROJECTS, WITH SPECIFIC REFERENCE TO THE GAUTRAIN PROJECT

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Multi-million dollar projects are becoming more and more common in today's increasingly complex world. Alarmingly, very few of these projects have a good performance record. Most of them do not achieve the economic or environmental objectives that were used to authorise them in the first place.

Flyvbjerg, Bruzelius & Rothengatter (2003) propose transparency, performance specifications, formulation of a regulatory regime, and the use of risk capital as potential instruments to ensure accountability on mega-projects.

Transparency relates to the involvement and participation of all stakeholders, including the public, in the decision making process. Keeping all stakeholders informed and involved requires an integrated stakeholder management and communication strategy. The role of communication, as critical success factor on all types of projects, is highlighted by Nicholas (2004). The media plays a pivotal role in facilitating communication with diverse groups of stakeholders.

The primary objective of this research was to understand the role the media, as a method of communication, plays on mega-projects like the Gautrain.

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A review of relevant literature, covering project management, stakeholder management, communication and the media, revealed the relationship between project success, stakeholders, communication and the media.

An interview questionnaire, designed to confirm this relationship, was created. Through structured interviews, with a selected group of Gautrain Project stakeholders, the information was recorded and the results analysed.

Fourty two (95%) of the fourty four respondents confirmed the hypothesis that the media can play a role in supporting the objectives of a project like the Gautrain. Moreover, in all except four cases, the stakeholder management, communication and media relations were all seen as very important in supporting the objectives of the project.

An opinion poll, designed to compare the public's opinion with the actual state of the project and the perceptions of the project team, confirmed that, even with the best communications strategy, continuous measurement of stakeholder perceptions and opinions is needed to ensure the effectiveness of the communications strategy.

Keywords
Project management; stakeholder management; communication; the media; mega-projects; public participation; transparency; media relations; stakeholder perceptions; stakeholder opinions.

CHAPTER 1

Seize the moment of excited curiosity on any subject to solve your doubts; for if you let it pass, the desire may never return, and you may remain in ignorance.

William Wirt

US politician (1772 - 1834)

1 THE PROBLEM STATEMENT AND IT'S CONTEXT

1.1 Problem Statement

A public infrastructure project like the Gautrain, which is one of ten Spatial Development Initiatives by the Gauteng Government, involves spending billions of rand over long periods of time to achieve critical economic and political objectives. One aspect in all public sector projects is that of the "public". The way the public understands the objectives, participates in, and eventually utilises the deliverables of these public infrastructure projects, is critical to the successful achievement of the project objectives.

Communication plays a crucial role in the success of any project, even more so when the stakeholders of a project involve the public. The media, as a method of communication, has a significant impact on the success of any project communication strategy. How the media is managed from the outset could determine the extent to which the media could be an asset or a liability to the project.

Unfortunately, the media today seems to thrive on controversy and sensation. Controversy and sensation normally have negative connotations and are usually associated with failure or non-achievement of stated objectives.

The challenge facing public infrastructure projects is to use the media as a positive contributor to the achievement of project objectives.

1.2 Research Objectives

The primary objective of the research was to clearly understand the role the media plays in public infrastructure projects, with specific reference to the Gautrain Project, and to define ways of managing the media to support the objectives of these projects. Certain research

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questions or sub-objectives have to be addressed to support the main objective of the research:

- What are the typical objectives of large public infrastructure projects, with specific reference to the ten Spatial Development Initiatives defined by the Gauteng Government?
- What are the critical success factors of typical large public infrastructure projects?
- How does implementing a successful communication strategy support the critical success factors of public infrastructure projects?
- Who are the stakeholders of large public infrastructure projects?
- How does the public fit into the larger stakeholder picture?
- What role does the public play in successfully achieving the goals of public infrastructure projects?
- How does the media fit in to the communications strategy of large public infrastructure projects?
- What role does the media play influencing public opinion?
- How does public opinion contribute towards the successful achievement of large public infrastructure projects?
- How can the media be managed to support the objectives of large public infrastructure projects?

1.3 The Importance of the Problem

The magnitude of large infrastructure initiatives, like the Gautrain, necessitates that they are run as clearly defined projects with measurable objectives. Not only do these projects use government funds (private, and company tax contributions), but private partnerships and investments also form an integral part of the financial model.

Utilising taxpayers' money wisely, ensuring a good return on investment for investors, as well as supporting sustainable growth is the challenge large public infrastructure projects face. Understanding how the media can positively support the achievement of these objectives is critical to the success of these types of projects.

1.4 Limitations of the Study

This research aimed to understand the impact of the media on large public infrastructure projects, and will primarily focus on the Gautrain Project. The study does not aim to provide generic project management principles regarding the role of the media, but rather

suggestions for large public infrastructure projects on how to manage the media to positively support the objectives of the project.

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CHAPTER 2

Mankind have a great aversion to intellectual labour; but even supposing knowledge to be easily attainable, more people would be content to be ignorant than would take even a little trouble to acquire it.

Samuel Johnson

English author, critic, & lexicographer (1709 - 1784)

Quoted in **Boswell's Life of Johnson**

2 LITERATURE REVIEW

2.1 Introduction

First, the concepts of **Projects, Project Management, Project Life Cycles** and **Project Success Factors** will be discussed. Reference will be drawn to specifically **Large Public Infrastructure or Mega-projects**. The role of, and interaction with **Stakeholders**, specifically on mega- projects, will conclude this section.

Next an overview of **Communication** in general, and then more specifically on projects, will establish the relationship between a project and communication.

A brief overview of the **Media** and its role in **Society** will set the scene for the discussion on how the media can be used as a **Method of Communication** on projects.

The preceding information will form the context within which the objectives and success factors of the **Gautrain Project,** one of the **Gauteng Government's Spatial Development Initiatives,** will be discussed.

An **Integration and conclusion** section will put all the information gathered into context, as well as input to the research design and methodology.

2.2 Project Management

2.2.1 Overview

Throughout history successful ventures can be attributed to proper planning, organising and control. Whether we stand in awe in front of the Empire State building in New York, think back of the words of Neil Armstrong when he set foot on the moon in 1969, or whether we

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swallow the lump in our throat during Disney's *The Lion King*, we cannot help but wonder how it all came together.

One thing is for sure, none of these successful ventures happened as a result of luck. Although we rarely think of the people who organised and led the efforts to ensure the success of these ventures, they are the real heroes behind the scenes. These people are the managers who use the principles of project management to facilitate the successful transition of an idea or a dream, to reality.

As far back as 2500 B.C., the Egyptians probably used project management principles to build the Great Pyramids (Nicholas, 2004:2). The mere thought of how these people managed to achieve this monumental task, leaves us with the realisation that without some sort of managerial skill to plan, coordinate, and control the efforts of thousands of people, these wonders of the world would probably not have existed.

Today, as archaeologists uncover the history of past civilisations, we see how mankind increasingly undertook large scale initiatives. The Romans constructed a myriad of roads to support their military and commercial endeavours. Massive water supply and sewerage works were undertaken to enhance quality of life.

The Industrial Revolution introduced the aspect of technology, increasing the complexity of large scale projects, and the speed at which things change. Since then, we have become accustomed to the ever increasing speed at which we are expected to accomplish our goals and objectives. Today, building projects that took many years in ancient civilisation are expected to be completed in months.

In general today, the continuous change in markets, laws, and technology requires organisations that are dynamic and capable of addressing the unexpected. This can only be achieved if proper planning has been done in the first place, identifying prerequisites and dependencies. Meredith & Mantel (2006:1) states that the characteristics of our contemporary society demand the development of new methods of management. This in turn gave birth to project management. Over the past fifty years, more and more organisations have started using project management as a means to achieving their objectives.

What then, is project management?

Harrison & Lock (2004:3) argues that the purpose of project management is to achieve a set of objectives despite the risks. From an organisational perspective, setting objectives is part of strategic management. Thompson, Strickland & Gamble (2005:17) defines the setting of objectives and using them as yardsticks for measuring performance and progress as the second phase of crafting and executing strategy.

Richard P. Olson (in Project Management Institute, 1997:7) defines project management as "... the application of tools and techniques ... to direct the use of diverse resources toward the accomplishment of a unique, complex, one-time task within time, cost and quality constraints. Each task requires a particular mix of these tools and techniques structured to fit the task environment and lifecycle (from conception to completion) of the task".

Project management has been called many names, amongst other, *team management*, *program management*, *matrix management* and *task force management*. Even though these names sound very different, they all share two common features:

- a project team, created uniquely for the purpose of achieving a specific goal; and
- a single person (the project manager) who is assigned the responsibility of seeing that the goal is achieved. (Nicholas, 2004:31)

In an article on ganthead.com, Mullaly (2003) defines the act of project management as: "The exercise of responsibility and decision making about a project, the authority to execute within the boundaries of a project, and the accountability to deliver the results of a project in the context of agreed-upon customer expectations, commitments and constraints".

Cooper (2006:2) defines project management as "... the discipline of defining and achieving targets while managing and optimising the use of resources (time, money, people, materials, energy, space, etc.)".

The key message from these different viewpoints of project management is that it involves objectives, being pursued by a team, using a selection of tools and techniques within certain constraints.

Although project management can be applied to almost any situation or undertaking, it is not always appropriate. Cleland & King (in Nicholas, 2004:27) define some general guidelines to determine when to use project management:

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- Unfamiliarity – when it is required to do different things or when the same things be done differently.
- Magnitude of the effort – when the task at hand requires substantially more effort and resources than any one department or organisation usually employs.
- Changing environment – when new opportunities or changes in objectives require swift action.
- Interrelatedness – when the requirement for joint effort across departments or organisations is critical for the success of the endeavour.
- Reputation of the organisation – when the risk of failure is high and failure may result in, amongst others, loss of market share, damaged reputation, financial ruin, or loss of future contracts.

Using the above guidelines does not necessarily exclude small and frequent activities. As long as the element of uncertainty is there and several different parties are involved, it might be appropriate to use project management.

In the remainder of this section, the focus will be on projects, their definitions, characteristics, success criteria and stakeholders.

2.2.2 Project Characteristics

Although almost all activities could be seen as projects, most activities that are eventually labelled as projects has a definite start and end, will only occur once (in exactly the same form) and strive to achieve one or more of the following basic objectives:
- Create change
- Implement strategic plans
- Fulfill contractual agreements
- Solve specific problems (Project Management Institute, 1997:4).

Another definition from the Project Management Institute describes a project as: "A temporary endeavour undertaken to create a unique product or service" (2004:5).

Weiss & Wysocki (1992:3) broaden the definition by highlighting certain characteristics of a project:
- Complex and numerous activities
- Unique, one-time set of events

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- Finite, with a begin and end date
- Limited resources and budget
- Many people involved, usually across several functional areas of an organisation
- Sequenced events
- Goal oriented
- End product or service must result from the project

Other authors like Stuckenbruck (1981:53-57), Nicholas (2004:4) and Meredith, *et al.* (2006:9-11) explore similar characteristics, but highlight additional characteristics like:
- conflict resulting from different stakeholders;
- generally something at stake; and
- information and control systems are aligned with functional reporting.

Every project will have unique characteristics differentiating it from the next. This inherent feature of projects contributes to the potential complexity of projects and highlights the element of uncertainty.

In a research initiative, investigating the management of mega-projects, eight themes were highlighted (Miller & Hobbs, 2005):
- The management of the long and expensive initial part (front end) of the project was more complex and had a bigger impact on the project than the management of the engineering, procurement, and construction phases.
- The relationship with and anchoring to regulatory/institutional frameworks determined the project's ability to withstand and survive the high levels of uncertainty.
- The context of large, complex projects inevitably means interaction with a large number of stakeholders, represented by alliances and coalitions and governing bodies. Establishing a network of relations with these different bodies is crucial to the overall project.
- Due to the long life cycle of these large projects, uncertainty increases risk beyond what is experienced in smaller projects. Macro-economic changes, political uncertainty and financial stability over long periods have to be taken into account.
- The development of the project in the initial phase is an iterative process of formulating the project, testing the ideas, being challenged, and reformulating. As these iterations continue previously unforeseen risks and issues surface and need to be managed.

- A depth and variation of strategic resources have to be available to the project to adapt to the continuous changes in the environment within which the project operates.
- The capabilities and consistency of the project sponsor have a significant impact on how the project unfolded over time.
- The high profile of these large projects leads to being subject to scrutiny from stakeholders with diverse interest and perspectives. Allowing for a governance structure to encourage this scrutiny and participation contributes to the development of more feasible projects.

Mega-projects are undoubtedly different from any other projects, especially during the initial phases. However, one aspect that remains common among all projects is that projects are executed within a system consisting, amongst others, of people/stakeholders. The flow of information to and from stakeholders is a critical part of the foundation of the project and its integration with the system in which it operates.

2.2.3 Project Life Cycle

In the same way that strategic management in an organisation is important to ensure the sustainability of that business, so is project management important to ensure successful achievement of the objectives and initiatives, defined as part of the strategic management process. As a result of the complex nature of strategic management, many authors and academics have defined, at least from their perspective, standard processes or sets of steps to be followed to enable managers to deal with the complexity and uncertainty. Similarly, authors and academics in the project management field have defined different standard processes, life cycles, stages or steps to provide project management practitioners with at least some certainty to start with.

Phillips, Bothell & Snead (2002:12) is of the opinion that it is easier to become a process expert than a project expert since project goals differ from one project to the other, every project is unique, and projects are temporary. They also argue that the process approach essentially provides for a step-by-step, cumulative way of neutralising uncertainty.

Due to the fact that organisations exist in a world where different forces have an impact on them and that they consist of interrelated parts that must be coordinated and integrated to facilitate success, the value of the systems approach to management is evident. Project

management is therefore a systems-oriented approach, due to the system of interrelated activities being executed in a changing environment (Nicholas, 2004:9).

The concept of a *life cycle* is an important aspect of the systems approach to management as it can be described as "... the basic pattern of change that occurs through the life of a system". This pattern of change that occurs naturally in all dynamic systems must be recognised in the planning and management of systems. The logical sequence of activities involved in developing, implementing, and operating human-made systems is referred to as the *systems development cycle* (See Figure 2.1). It is within this systems development cycle where projects occur.

Figure 2.1 - The four-phase model of the systems development cycle
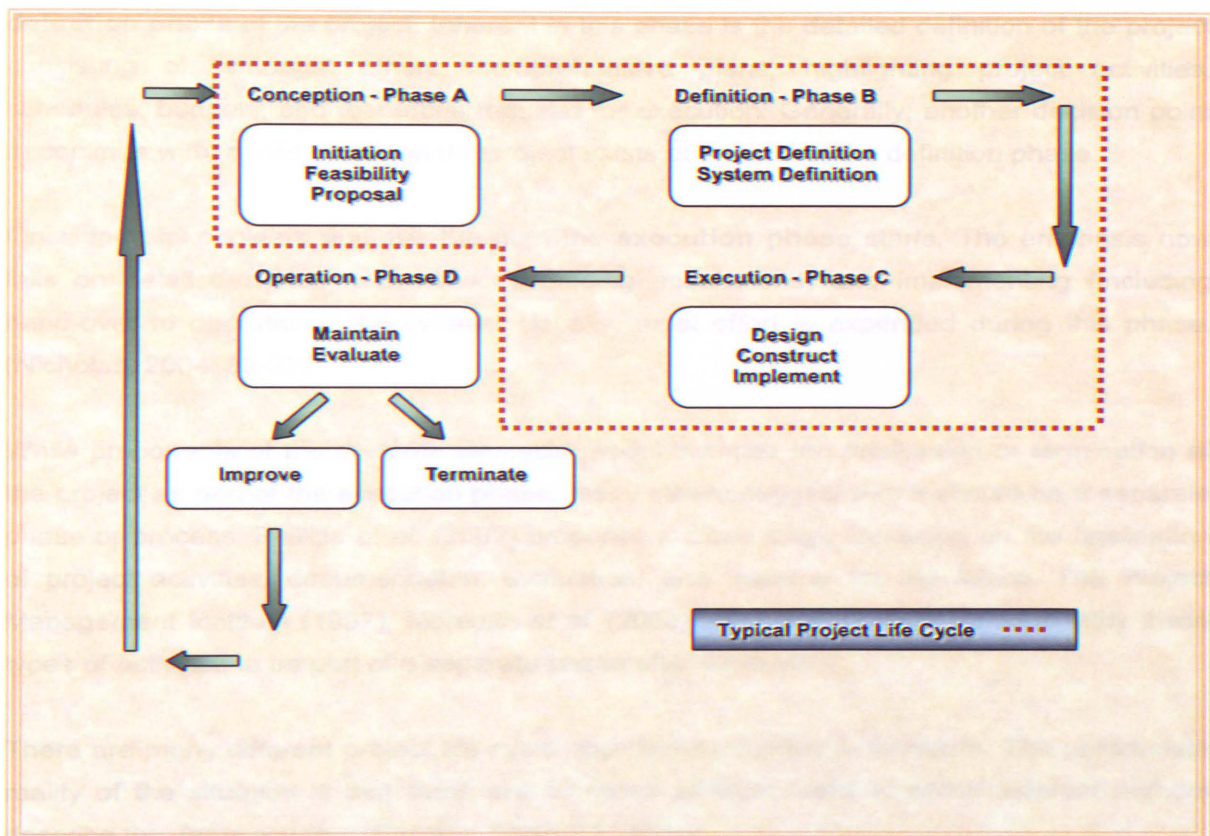
Source: Adapted from Nicholas (2004:90)

Projects, in turn, being part of this system, also follow a defined progression of activities referred to as the *project life cycle*. Typically the project life cycle only covers part of the

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systems development cycle (Phases A through C) and the start of the operation phase signals the end of the project. However, the operations phase might naturally identify the need for additional projects, focused on either improving or terminating the system.

The **conception phase** establishes that there is a *need*, investigates the feasibility of the conceptualised system and constructs the proposal for the system. In some cases, the outcome of the feasibility exercise will cause the project to be cancelled even before the proposal is constructed. During this conception phase anyone who is affected by the project or could potentially alter the outcome of the project should be involved. These individuals, groups or organisations are collectively referred to as *stakeholders*.

Investigating and defining the concept of the proposed system in detail forms part of the **definition phase** of the project. Inherent in this phase is the detailed definition of the project consisting of, amongst others, comprehensive plans, highlighting project activities, schedules, budgets, and resources required for execution. Generally, another decision point to continue with, revise or cancel the project exists at the end of the definition phase.

Once the stakeholders approve the plan the **execution phase** starts. The emphasis now falls on detail designs, constructing (including acquisitions) and implementing (including hand-over to operations) the system. Usually, most effort is expended during this phase. (Nicholas, 2004: 89-92)

While proponents of the systems life cycle model includes the finalisation or termination of the project as part of the execution phase, many others suggest that it should be a separate phase or process. Phillips *et al.* (2002) proposes a *close* stage focussing on the finalisation of project activities, documentation, evaluation, and learning for the future. The Project Management Institute (1997), Meredith *et al.* (2006) and Kerzner (2001) also identify these types of activities to be part of a separate phase after execution.

There are many different project life cycle approaches defined in literature. The unfortunate reality of the situation is that there are as many different ways in which different authors describe the same concept (Refer to Table 2.1 below).

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Table 2.1 - Different Project Life Cycle Approaches

Author / Researcher	Number of Phases	Phases
Bonnal, Gourc & Lacoste	5	Initiation/Concept/Identification; Feasibility; Basic Design; Detailed Design; Construction; Turnover/Start-up
Quality-Oriented	3	Conceptualisation; Materialisation; Turnover
Star-Gate®	7	Discovery Stage; Scoping; Build Business Case; Development; Testing and Validation; Launch
Buttrick	7	Idea Generation; Pre-Feasibility; Feasibility; Development and Execution; Commissioning; Launch; Post Implementation Review
Merrifield	6	Idea; Feasibility Demonstration; Product/Process Development; Pilot Plant, Semi Commercial; Full-Scale Production
Buttrell	5	Concept; Production Prototype; Field Testing; Marketing Development; Field Sales
Hoo	5	Strategic Analysis/Planning; Idea Generation/Screening; Development; Test Marketing; National/Regional Launch
Feldman & Page	6	Exploration; Screening; Concept Testing; Business Analysis; Development; Market Testing
Eggers	6	Idea Formulation; Identification; Feasibility Studies; Financing; Implementation; Evaluation
Yahie	5	Identification; Preparation; Appraisal; Implementation; Evaluation
Piciotto et al.	4	Listing; Piloting; Demonstrating; Mainstreaming
Ward & Chapman	4	Conceptualisation; Planning; Execution; Termination
Morris	4	Feasibility; Planning & Design; Production; Turnover & Start-Up

Source: Labuschagne (2005:25)

Although there seems to be more commonality between life cycles and stage names within specific industries, Kerzner (2001:76) notes that, given the complex nature and diversity of projects, there is still no agreement among companies within the same industry as to a generic life cycle for those specific industries.

The Project Management Institute (2004) differentiates between a project life cycle and the project management processes/process groups. A project life cycle defines the phases connecting the start of the project to the end. Typically, the transition between one phase and another is identified by the handover of some sort of output. Outputs from one phase generally determine if and how the next phase will be conducted. It is not uncommon for the start of a next phase to be postponed because the outcomes of the preceding phase are either not complete or not accurate enough.

Conversely, a practice called *fast-tracking* allows for the next phase to start before the end of the previous phase. This is typically done, based on the level of risk involved in proceeding without all the required outputs from the previous phase. In the case of fast-tracking, certain

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aspects of the next phase can be started based on the information/outputs available. It is however not common for a phase to be completed before a preceding phase completes.

Completion of a phase does not automatically mean that the next phase will start. In certain cases, the output from a phase could indicate that it is not feasible to continue with the project, or that the risk is too high. In these cases the project is terminated based on the review at the end of a phase.

The typical phases of a project life-cycle are shown in Figure 2.2.

Figure 2.2 - Project Life Cycle Phases
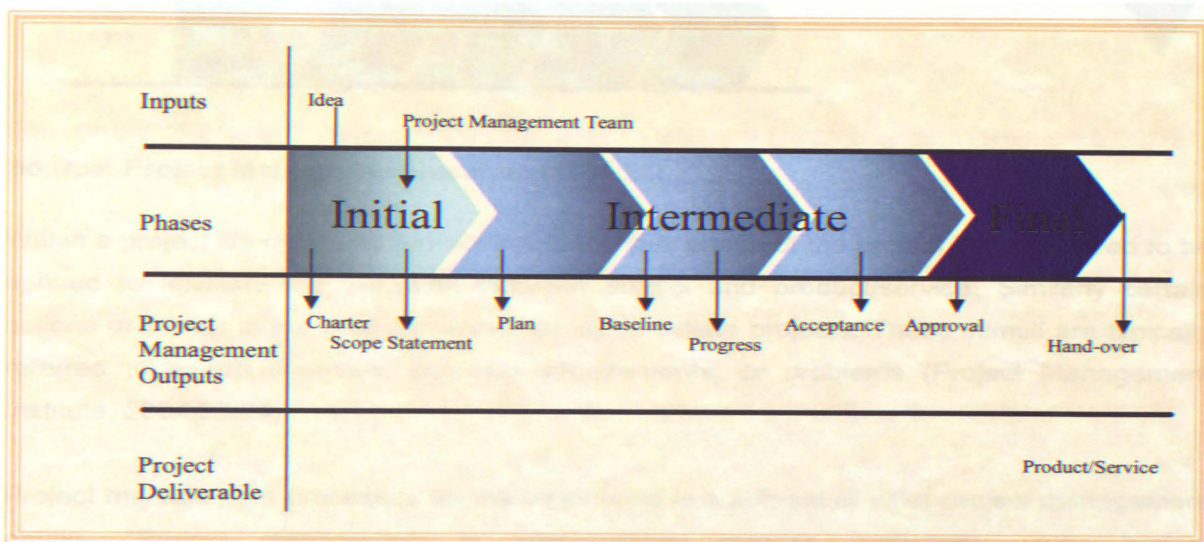
Source: Project Management Institute (2004:23)

All projects interact with and are executed within a system or an organisation. Sometimes projects create products/services, while at other times, projects are used for improvements on existing products/services. Typically, projects form part of the product/service life cycle. The interaction with and difference between a project lifecycle and a product/service lifecycle is illustrated in Figure 2.3.

Figure 2.3 - Relationship between Project and Product Life Cycles
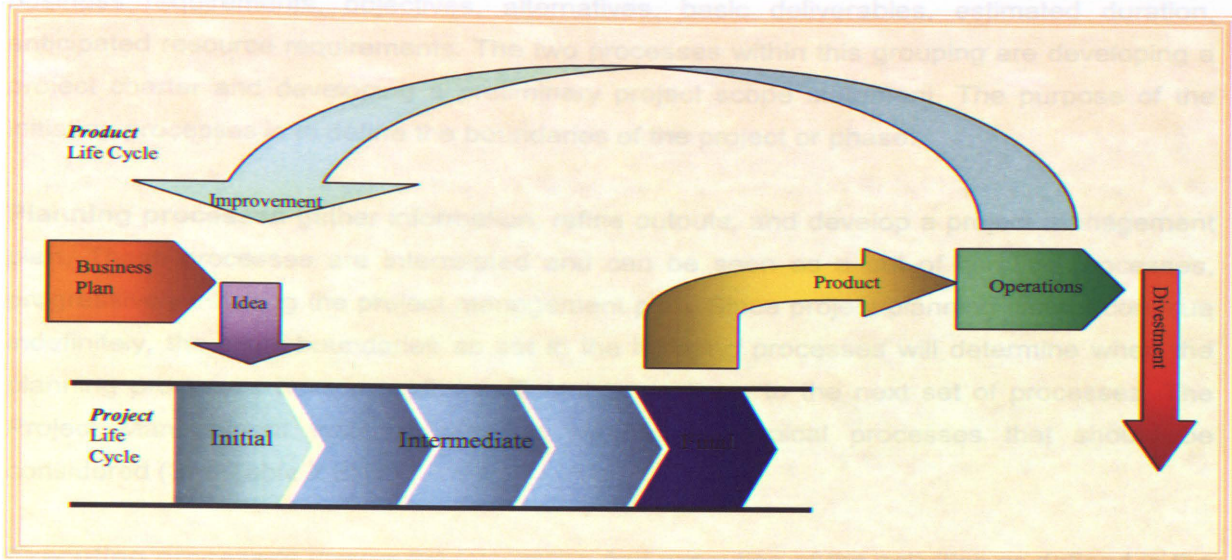
Source: Project Management Institute (2004:24)

Within a project life cycle, certain actions in the final phase of the project life cycle need to be defined to facilitate the transition between project and product/service. Similarly certain actions or stimuli in the product/service life cycle initiate projects. These stimuli are typically referred to as opportunities, business requirements, or problems (Project Management Institute, 2004:23-24).

Project management processes on the other hand is a sub-set of what project management entails. "Project management is accomplished through processes, using project management knowledge, skills, tools and techniques that receive inputs and generates outputs." (Project Management Institute, 2004:37)

This definition points to the fact that project management processes are iterative and applies to each of the phases of the project lifecycle. The generic project management processes can be grouped together and are defined by the Project Management Institute (2004) as:

- Initiating Processes.
- Planning Processes.
- Executing Processes.
- Monitoring and Controlling Processes.
- Closing Processes.

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Initiating processes generally define and authorise the project or the phase and consist of business requirements, objectives, alternatives, basic deliverables, estimated duration, anticipated resource requirements. The two processes within this grouping are developing a project charter and developing a preliminary project scope statement. The purpose of the initiating processes is to define the boundaries of the project or phase.

Planning processes gather information, refine outputs, and develop a project management plan. These processes are interrelated and can be seen as a set of iterative processes, progressively detailing the project management plan. Since project planning cannot continue indefinitely, the initial boundaries as set in the initiating processes will determine when the planning processes have provided sufficient to continue to the next set of processes. The Project Management Institute identifies twenty one typical processes that should be considered (See Table 2.2).

Executing processes involve the integration and execution of the activities as defined in the project management plan. As a result of the seven processes defined in this group (See Table 2.2), there might be a need to refer back to some of the preceding processes to address changes required as a result of information coming to light that was not available or detailed enough at the time the preceding processes were executed. This iterative nature of project processes is illustrated in Figure 2.4 below.

Monitoring and controlling processes provide information that assists the project team with evaluating project progress against the project management plan, as well as highlighting factors or events that could affect the defined project plan. As these factors or events are discovered, appropriate processes within the other process groups could be revisited, resulting in a revised project management plan. Although the eleven monitoring and controlling processes (See Table 2.2) are defined as a group, it encompasses all other process groups and acts as the integration agent between them. Figure 2.4 shows the integrative nature of the monitoring and controlling processes.

Figure 2.4 - Integrated Project Management Processes
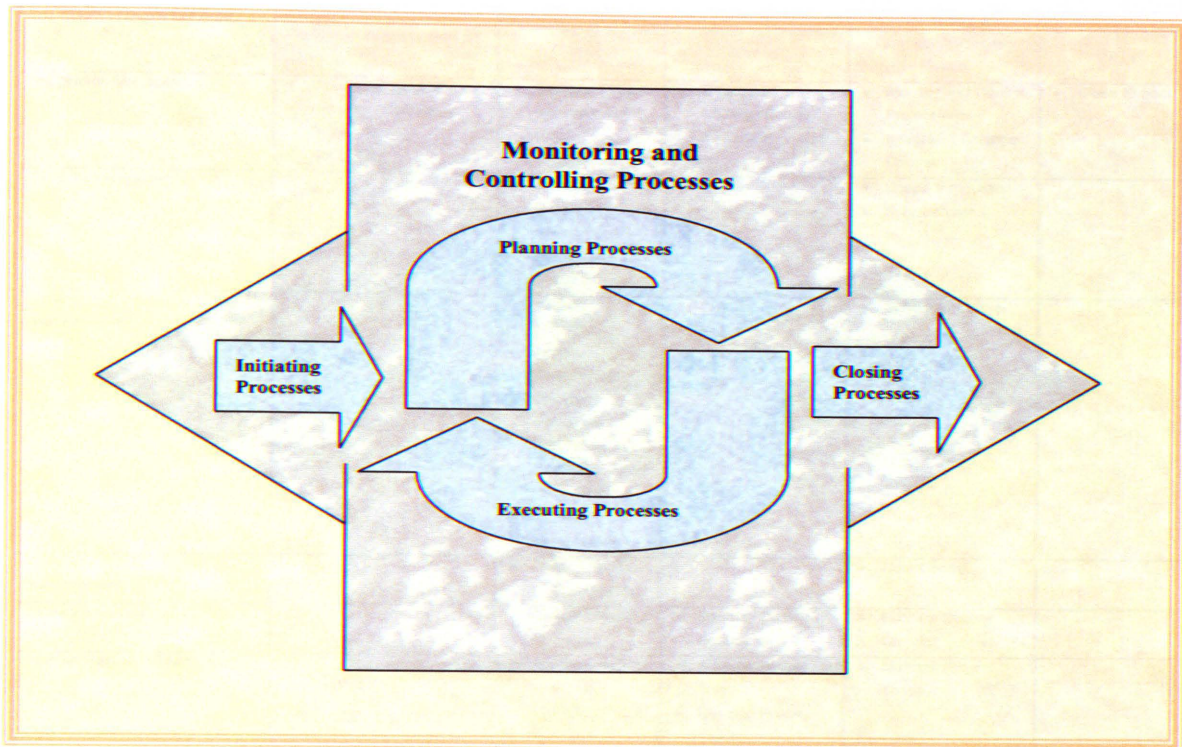
Source: Project Management Institute (2004:40)

Closing processes terminate activities of a project or a phase and facilitate hand-over of deliverables. These processes verify that all other processes in other process groups are completed and formally denote the end of the project or phase by settling and completing all applicable contracts.

As highlighted earlier in this section, project management is about executing processes within the context of project management knowledge. Each of the project management processes falls within certain knowledge areas (as defined by the Project Management Institute, 2004:9). These knowledge areas represent areas of expertise required by project management practitioners. Table 2.2 reflects the relationship between project management knowledge areas and project processes.

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Table 2.2 - Project Management Knowledge Areas and Related Processes

Project Knowledge Area	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
Integration Management	• Develop Project Charter • Develop Preliminary Project Scope Statement	• Develop Project Management Plan	• Direct and Manage Project Execution	• Monitor and Control Project Work • Integrated Change Control	• Close Project
Scope Management		• Scope Planning • Scope Definition • Create Work Breakdown Structure		• Scope Verification • Scope Control	
Time Management		• Activity Definition • Activity Sequencing • Activity Resource Estimating • Activity Duration Estimating • Schedule Development		• Schedule Control	
Cost Management		• Cost Estimating • Cost Budgeting		• Cost Control	
Quality Management		• Quality Planning	• Perform Quality Assurance	• Perform Quality Control	
Human Resource Management		• Human Resource Planning	• Acquire Project Team • Develop Project Team	• Manage Project Team	
Communication Management		• Communications Planning	• Information Distribution	• Performance Reporting • Manage Stakeholders	
Risk Management		• Risk Management Planning • Risk Identification • Qualitative Risk Analysis • Quantitative Risk Analysis • Risk Response Planning		• Risk Monitoring and Control	
Procurement Management		• Plan Purchases and Acquisitions • Plan Contracting	• Request Seller Responses • Select Sellers	• Contract Administration	• Contract Closure

Source: Project Management Institute (2004:70)

Although there are many similarities between the life cycles of projects, the life cycles of mega-projects have specific characteristics and elements that distinguish them from other projects. As a result of their involvement in research, spanning five years and sixty mega-projects, Miller and Hobbs (2005) argue that mega-projects have an initial phase that is

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extremely long, as a result of the interaction between the project, the contextual environment, and the regulatory/institutional framework. Figure 2.5 depicts a typical life cycle of a mega-project.

Figure 2.5 - Life Cycle of Mega-projects
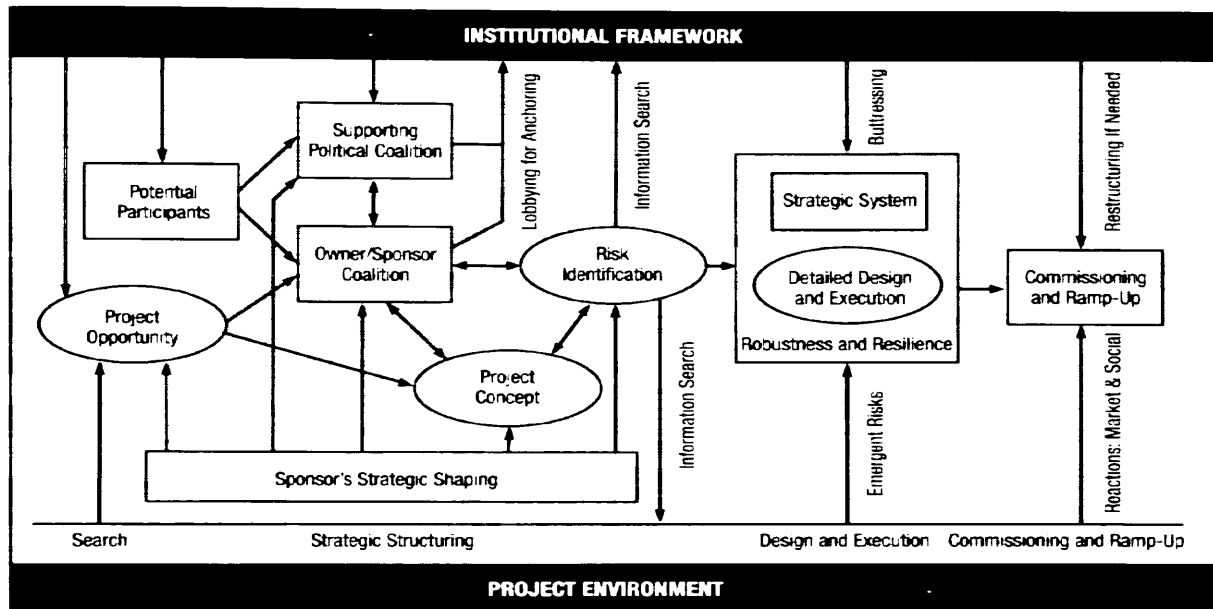
Right from the outset, the level of ambiguity on mega-projects is extremely high. As a result of this uncertainty, the phases consist of searching for the solution, structuring the project at a strategic level, designing and executing the project, and finally, delivery and commissioning the product/service.

As with any other project, the need for a mega-project is generally initiated by a perceived business opportunity, a political objective from government, or an event like the Soccer World Cup.

During the initial **search** phase, the need, as well as the potential solution, is defined. Typically, and especially in the case of public infrastructure projects, this first phase could last for many years before a proposal is on the table. This phase is typified by the entrepreneurial mindset amongst the players involved at this time. Often, the momentum is temporarily lost as a result of circumstances experienced or complications in the refinement of the problem or the solution.

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The transition to the **strategic structuring** phase is often based on the momentum of the project and clarity regarding the need and the potential solution. Coalitions and partnerships are formed, political support is organised and the project sponsor is identified. In most cases, the project sponsor is a coalition of parties with vested interest in the project. Significant time and effort go into defining the concept of the project, testing it with potential stakeholders, and refining the concept based on the feedback. Securing support for the project both institutionally and financially, during this phase, will protect the project from future challenges and setbacks.

Once the level of support and commitment to the project become significant and potentially irreversible, the project moves to the **design and execution** phase. Miller and Hobbs (2005) argue that this phase is more in line with conventional project management principles and practices. One aspect that stands out, as shown in Figure 2.5, is the anchoring of the project to the institutional framework.

Finally, the **commissioning and ramp-up** phase puts the product or service into operation. During this phase, typical issues like benefit realisation, market responses, and market conditions have an impact on the project. Due to the length of time, it normally takes to implement/commission mega-projects, and more specifically public infrastructure mega-projects, the coalition of sponsors need to be continually involved to address the issues that could lead to the potential failure of the project. Even in this phase, it is not uncommon for the project to be restructured to fit the relevant environmental and institutional context.

Miller and Hobbs (2005) conclude that the role of government is sometimes paradoxical, as a result of its role as sponsor, participant, regulator, and protector of public interest. Implementing mechanisms to allow for effective and appropriate scrutiny during the whole life cycle of the project is essential to address this paradox. The organisation of mega-projects should provide those with the expertise to scrutinise with both the opportunity and the incentive to do so.

Flyvbjerg, Bruzelius & Rothengatter (2003:111) argue that the ultimate means of ensuring and enforcing accountability in the public sector is to allow for public scrutiny. Access to information and transparency is a key principle supporting the resolution of government's paradoxical role in mega-projects. Continuous two-way communication with civil society,

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stakeholder groups and the media is essential in public infrastructure projects and should be a key priority for the project team throughout the whole life cycle of the project.

Apart from the public scrutiny issue, there is also the issue of accountability for decision making in the lifecycle of the project. In this regard, Flyvbjerg *et al.* (2003:125-129) proposes two alternatives:

- The first alternative is to establish a state-owned enterprise to build and operate the project.
- Another alternative is the concession approach, where private companies are asked to bid for a concession to build and operate the project for a given period of time. The typical steps of the concession approach are detailed in Table 2.3.

Table 2.3 - Concession Approach to Mega Project Development

Step	Actions	Responsibilities
1.	Undertake policy study; publish policy document	Government
2.	Prepare terms of reference; and recruit consultants to draft performance specifications	Government
3.	Prepare draft performance specifications based of government policy objectives, laws and regulations	Consultants
4.	Prepare terms of reference; recruit consultants to do feasibility study	Government
5.	Prepare terms of reference; recruit consultants to prepare plan for public involvement (public hearings, stakeholder group involvement, peer review, etc.)	Government
6.	Prepare pre-feasibility study; if study indicates an unfeasible project, the process may stop here.	Consultants
7.	Prepare Consultation Document 1, to be used for wide consultation with public and stakeholders.	Government
8.	Consultation with public, stakeholders and regulatory bodies	Government
9.	Prepare terms of reference; recruit consultants to propose regulatory regime, do further analysis of additional associated cost, prepare risk management plan, make proposals for operations, etc.	Government
10.	Prepare Consultation Document 2, for wide consultation with public and stakeholders.	Government
11.	Prepare final performance specification document	Government
12.	Prepare decision document to identify: • Performance specifications • Financing conditions for operations • Risk management • Mode of operation • Tender procedures if relevant • Regulatory regime • Cost estimates and financing conditions for additional associated cost	Government

Step	Actions	Responsibilities
13.	Develop necessary legislation and make decisions in parliament to stop or go ahead with the project.	Government / Parliament
14.	If project is ratified, undertake pre-qualification of bidders	Government with assistance from consultants
15.	Prepare shortlist and ask for bids	Government with assistance from consultants
16.	Evaluate bids, including acceptance from a performance point of view; if no bids received, or bids fail to meet performance specification and bidders not willing to modify their bids accordingly, the process stops here	Government, including relevant regulatory bodies
17.	Select concessionaire, negotiate and sign preliminary agreement	Government with consultants
18.	Prepare and circulate information document; publication subject to review by Auditor-General; at this point selected concessionaire can initiate final designs to obtain: • Final permits from regulatory authorities • Bids from contractors	Government and Concessionaire
19.	Submit negotiated agreement for approval and signature by relevant authorities and concessionaire	Concessionaire and Government
20.	Prepare detailed design and obtain final clearance from environmental and safety authorities; if clearance is not obtained the project may be terminated at this point.	Concessionaire and Government
21.	Implement agreement	Concessionaire
22.	Monitor and audit agreement	Government

Source: Flyvbjerg et al. (2003:126)

Throughout the life cycle of the project, stakeholders need to provide objectives and requirements, and feedback has to be provided to stakeholders. The ultimate test comes at the end of the project when all objectives should be achieved. Continuous monitoring and measuring the objectives, and alignment with stakeholder expectations, reduce the chances of delays towards the end of the project, and ultimately, failure of the project as a whole.

2.2.4 Project Success Criteria

All projects need to integrate into the structures of the organisations that form part of that project, in order to effectively achieve the project objectives.

Harrison, *et al.* (2004:4) describes three primary objectives that provide inputs to the successful outcome of any project. The *specification* should clearly define the outcome of the project. The *delivery date* is when the outcome of the project has been achieved and accepted by the customer. The *cost* (or *budget)* defines the financial implications. These

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three primary objectives are interdependent and a change to any one of them will have a potential effect on the other and on the outcome of the project. This balancing act is depicted in Figure 2.6 below.

Figure 2.6 - Balancing the primary objectives
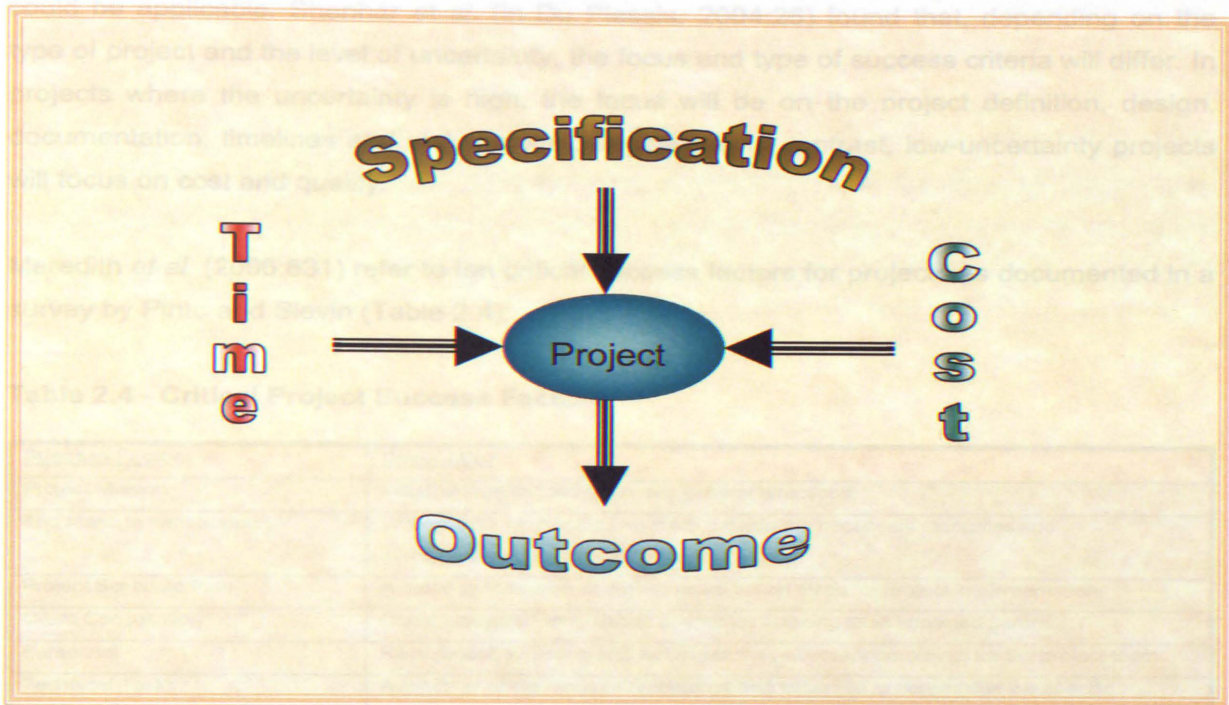
Source: Adapted from Harrison et al. (2004:5)

Although, in the narrow sense, project success could be claimed by satisfying the three primary objectives, it is sometimes necessary to look at the wider, longer term view as perceived by the entire body of stakeholders. This next section will explore the concept of success criteria for the successful completion of a project.

Project success or failure is a function of many different elements. Not only do internal organisational circumstances affect a project, but also external elements like suppliers, market conditions, political climate, competition, level of uncertainty, competence of the project team, complexity and technology.

Harrison et al. (2004) defines three basic elements that influence the success of a project:
- How well people communicate.

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- How well people work together within groups and teams.
- How well the different groups, departments and organisations work together to achieve the defined objectives.

Depending on the type of project, different success criteria for different stages of the project could be applicable. Shenhar *et al.* (in Du Plessis, 2004:26) found that, depending on the type of project and the level of uncertainty, the focus and type of success criteria will differ. In projects where the uncertainty is high, the focus will be on the project definition, design, documentation, timelines and stakeholder participation. In contrast, low-uncertainty projects will focus on cost and quality.

Meredith *et al.* (2006:631) refer to ten critical success factors for projects as documented in a survey by Pinto and Slevin (Table 2.4).

Table 2.4 - Critical Project Success Factors

Success Factor	Description
Project Mission	Initial, clearly defined goals and general directions.
Top Management Support	Willingness of top management to provide the necessary resources and authority/power for project success.
Project Schedule/Plan	A detail specification of the individual action steps for project implementation.
Client Consultation	Communication, consultation and active listening to all impacted parties.
Personnel	Recruitment, selection and training of the necessary personnel for the project team.
Technical Tasks	Availability of the required technology and expertise to accomplish the specific technical action steps.
Client Acceptance	The act of "selling" the final project to its ultimate intended users.
Monitoring and Feedback	Timely provision of comprehensive control information at each stage in the implementation process.
Communication	The provision of an appropriate network and necessary data to all key actors in the project implementation.
Trouble-shooting	Ability to handle unexpected crises and deviation from plan.

Source: Adapted from Meredith *et al.* (2006:631)

A different perspective on project success comes from Leach (2000:3-4) when he states that successful projects meet the needs of all stakeholders. He further proposes that all projects must have a goal and that three necessary conditions are required to satisfy the goal. Firstly, the scope of the project sets the minimum standard for the project results. Secondly, the budget sets the maximum cost. Thirdly, the schedule sets the maximum time for the project. Resources affect all three necessary conditions and cause the three necessary conditions to

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be interrelated. This perspective presumes that the goals or objectives of the project are an accumulation of input from all stakeholders.

An inordinate amount of research has been done to define sets of project success criteria. The key message from all the research is that the success factors are distinctive to the industry, company, project type, and possibly the stage of the project (Meredith *et al.*, 2006:632).

One industry that rises above the rest, when it comes to the scale and complexity of projects, is the construction industry. Specifically the construction of public infrastructure like bridges, tunnels, railways, dams, airports, and pipelines. These mega-projects consume billions of US dollars and man-hours to complete. The magnitude and complexity of these mega-projects necessitates the involvement of not only national, but sometimes multi-national governments, development banks and private investors.

Flyvbjerg *et al.* (2003:138-142) argue that there are ways in which the chances of success, especially financial success, can be greatly improved on mega-projects. Based on the evidence from a study of several 100 projects in twenty countries they propose the following:

- Risk and accountability should be a central focus of all mega-projects. Performance should be accurately and consistently measured. Rewards for good performance and penalties for under-performance should be regularly applied. They argue that checks and balances to ensure accountability should be institutionalised. This will not only ensure better decision making but also guarantee the availability of more accurate information. Furthermore, passing of regulation, stipulating how risk analysis and risk management should be applied on mega-projects, would have a positive impact on the way different players accept accountability for the risks.
- The paradoxical role of government in mega-projects can be resolved by rearranging the responsibilities between public and private participants. A public-private partnership should not be an option, but a given. Government's role should be more concerned with auditing the public-interest objectives and the risk should be shifted to the private sector.
- The authors also propose four instruments of accountability that would greatly improve the quality of decision making on mega projects.

Transparency and greater involvement of civil society are the most effective means of ensuring accountability in the public sector. The evidence from their research indicates that the standard argument, i.e. public participation slows down decision making, is not entirely true. The evidence shows that more public participation earlier in the life cycle of the project will prevent opposition later in the life cycle, when inferior alternatives are forced upon the project.

Performance specifications imply that decision making on mega-projects will be driven by goals, instead of by technology, which is most often the case. The goals from which performance specifications will be derived, will be formulated as based on policy objectives, and public interest requirements such as economic performance, environmental sustainability and safety. When these specifications are set before decisions regarding technology or design are taken, it sets the scene for constructive participation and undermines the credibility of criticism directed at mega-projects just because of the fact that it is large and complex.

Regulatory regimes are sets of economic rules regulating the construction and operation, and the financial and economic performance of the project, and any additional investments that will have to be made as a result of the project. These regimes will not only force government to review the impact of a mega-project more carefully, but will also provide guidelines for determining the extent of public-private partnerships and measuring their performance. Political risks will also be identified a lot earlier, increasing the chances of elimination.

The decision to invest in a mega-project should not be made by government, but rather by the willingness of private financiers to provide **risk capital** (no sovereign guarantee) to finance the largest part of the project. This mechanism will ensure a limitation on the risk being taken by government on behalf of civil society, whose taxes are being committed to the project. An additional benefit of private participation is that of more effective monitoring and control of the project.

Finally, the authors propose that careful consideration is given to which decision making model is used. Two alternatives are proposed:
Either a **state-owned enterprise**, which will build and operate the project, or a **concession**, following the build-operate-transfer approach that would take the responsibility of building and operating the project. The argument is that both should

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be equally successful on the condition that the four instruments of accountability, discussed previously, are implemented.

Final acceptance from the user of the product or service, constructed by the project, can only be achieved if the user, which is part of the stakeholder community of a project, has been involved throughout the project by providing input that would ultimately ensure success. Lidow (1999:8) supports this view, stating that the larger the project, the more difficult the communication process is to ensure all stakeholders are continuously consulted and informed, not only at the outset of the project, but throughout the whole life cycle.

2.2.5 Causes of Project Failure

Identifying the causes of project failure, allows us to learn from our mistakes in order to prevent failure in the future. Sir Winston Churchill once said: "Success is the ability to go from one failure to another without loss of enthusiasm."

Project failure can be viewed from many different perspectives. From a financial perspective the project could be viewed a failure if there are cost overruns, but if the *user* of the system or product receives the benefits required, the project is a success from that perspective.

Although project failure is sometimes caused by factors beyond the control of the project manager, a survey conducted by Nicholas (2004:534) confirms that project success or failure depends mostly on the project management practices applied on the project. The survey identified fourteen factors in project management causing project failure (Figure 2.7).

Figure 2.7 - Causes of Project Failure
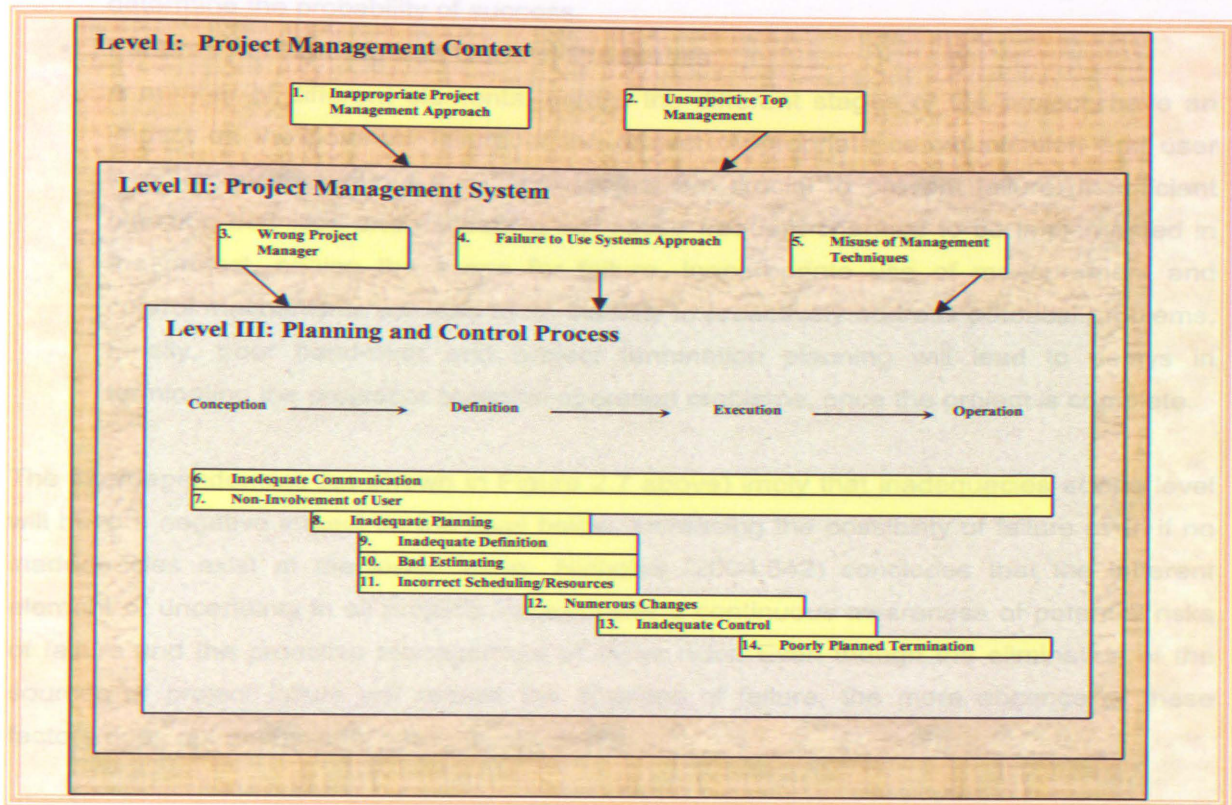
Source: Adapted from Nicholas (2004:537)

The factors are categorised into three levels:

- **Failures in the Project Management Context**

  The degree of *fit* between the type of project and the organisation structure of the project, the project manager and the team (in terms of skill, experience, authority and formality) is a potential source of failure. This could include the incorrect project management approach or methodology. The lack of top management support in terms of delegation of authority, appropriate policies and procedures and participation in the project also affects the ability of the project manager to execute the project successfully.

- **Failures in the Project Management System**

  The role of the project manager is crucial to the success of any project. Appointing a person who lacks experience and skills to lead and manage the project increases the chances of failure significantly. The ability of the project manager to understand the

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systemic nature of projects and the appropriate use of management techniques will determine the probability of success.

- **Failures in Planning and Control Processes**
  A number of different elements, across the different stages of the project, have an impact on the potential failure of the project. Appropriate communication and user involvement throughout the whole project are crucial to prevent failure. Insufficient planning definition and estimating will cause frequent changes to be implemented in the project, setting the scene for failure. Inappropriate use of measurement and control mechanisms will lead to an inability to proactively address potential problems. Finally, poor hand-over and project termination planning will lead to delays in terminating the project or potential operation problems, once the project is complete.

The interdependencies (as shown in Figure 2.7 above) imply that inadequacies at one level will have a negative impact on the level below, increasing the possibility of failure even if no inadequacies exist at the lower levels. Nicholas (2004:542) concludes that the inherent element of uncertainty in all projects necessitates a continuous awareness of potential risks of failure and the proactive management of those risks. Even though the elimination of the sources of project failure will reduce the chances of failure, the mere absence of these factors does not necessarily guarantee success.

Research conducted by BULL (IT Cortex, n.d.), a French computer manufacturer and systems integrator, reveals that the major causes of project failure are:

- Breakdown in Communications (57%)
- Lack of Planning (39%)
- Poor Quality Control (35%)

When undertaking large-scale construction projects, the basic segments (inception, design, construction, and operation and maintenance) and the components (participants, information, processes, and products) have to be managed based on the systems approach. Although the segments usually happen in sequence with little overlap, the components are integrated throughout all segments. On these large-scale/mega-projects, good management (in particular communication management) and appropriate policies will reduce the possibility of failure (Al-Sedairy, 1985:1).

Critical elements that clearly stand out across the life cycle of any project are those of communication and user participation. Not only is it important in the early stages of the project but equally so during the execution and closing phases.

2.2.6 Stakeholder Management

Measuring the success of a project has many different aspects, as described before. In some cases, if the cost and timeline and quality of the product are in line with the original objectives, then the project will be deemed a success. In other cases the hand-over to operations and maintenance has to be successful before the project can be successful. Depending from whose perspective you view it, the relative success of the same project could be perceived differently.

Most projects are done to achieve some goal or set of goals. Sometimes a product or a service is the end result of a project. Irrespective of the type of project, there will always be a stakeholder group that has certain expectations and objectives that need to be met by the project. Therefore, the success of the project is directly coupled to meeting the stakeholder's expectations. The difficult part is to define who the stakeholders are.

Carroll & Buchholtz, in Bourne (2005:31) define the different claims a stakeholder might have as follows:

- **Interest** – The person or group will be affected by the project and/or decisions made on the project.
- **Right** – The person or group could have a legal right to be treated in a certain way or to have a specific right protected, or a moral right.
- **Ownership** – The person/group has a legal title to an asset or property

As stated earlier in this report, projects are part of a system. The interrelationship between a project and the rest of the system is critical. Stakeholders form part of that system and Figure 2.8 shows a stakeholder model as presented by Walker, in Bourne (2005:32).

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Figure 2.8 - Stakeholder Model
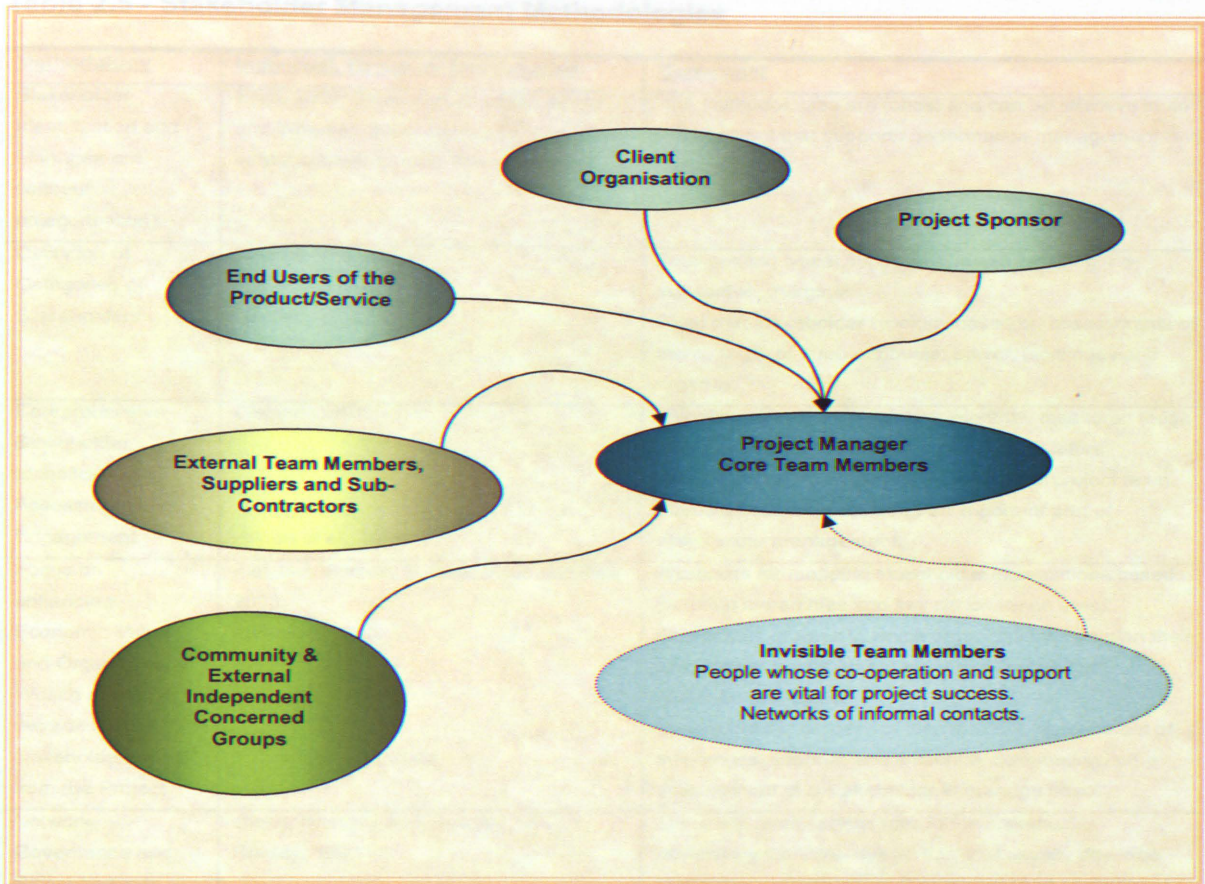
The potential influences on the project may come from within the organisation performing the project or from external sources. Stakeholders exist both internal and external to the organisation.

The intensity of the influence of a stakeholder will differ depending on the claim the stakeholder possesses. Identifying which stakeholders are relevant to the project is essential to understanding their power and influence on the project and subsequently managing the impact they might have on the project.

Bourne (2005) summarises a number of methodologies that can be used to identify and manage the relevant stakeholders to the project (See Table 2.5).

Table 2.5 - Stakeholder Management Methodologies

Methodology	Individual, Group, or Organisation	Comments
Stakeholder Identification and Management (without categorisation)	Elliot, 2001; Svendsen, Boutilier, Abbot and Wheeler, 2004; Centre for Innovation in Management, (n.d); Thomsett, 2002	The methodologies are robust and can be effective in an environment that supports performance management and planning.
Definition of Categories of Stakeholders	Savage, *et al.*, 1991; Mitchell, *et al.*, 1997	Four generic types: supportive, mixed-blessing, no-supportive, marginal. Eight part stakeholder typology based on assessments of the strength of three attributes: power, legitimacy and urgency.
Comprehensive Stakeholder Identification, Assessment and Engagement	Cleland, 1991; Briner, *et al.*, 1996	Identify stakeholders and their interests, measures these interests, attempt to predict stakeholders' future behaviour and its impact on the project or project team. Focus on communication as an important part of stakeholder management.
Focus on enhancing Economic Value and Organisational Wealth as well as recording what stakeholders want from the Project	Fletcher, Guthrie, Steane, Roos and Pike, 2003; Frooman, 1999; Turner and Veil, 2002	A process for mapping stakeholder expectations based on value hierarchies and key performance areas. An analysis of ways in which organisations can plan their stakeholder management strategies, rather than response strategies. A more holistic process of identification, assessment of awareness, support, and influence, culminating in the development of a stakeholder knowledge base.
Network Governance and Social Network Theory	Jones, Hesterly and Borgatti, 1997; Rowley, 1997	There are more connections in the stakeholder community than the "dyadic ties' that usually describe stakeholder relationships. The destiny and centrality of theses connections are important to gauge relative power and communication with the stakeholder community.
Stakeholder Circle™ Visualisation Tool and Methodology	Bourne and Walker, 2003; Bourne and Walker, 2005a; Bourne and Walker, 2005b.	Continual process for identification, prioritisation, and engagement strategy for developing long term relationships.

Source: Bourne (2005:34)

Flyvbjerg *et al.*, 2003 apply the concept of stakeholder management to the decision making process on mega-projects. Due to the complexity of theses projects and the magnitude of potential stakeholders, decision making and communication strategies need to be based on the composition of stakeholder groups. Figure 2.9 shows the processes and their interrelationships with the stakeholder community.

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Figure 2.9 - Stakeholder-Based Approach to Decision Making
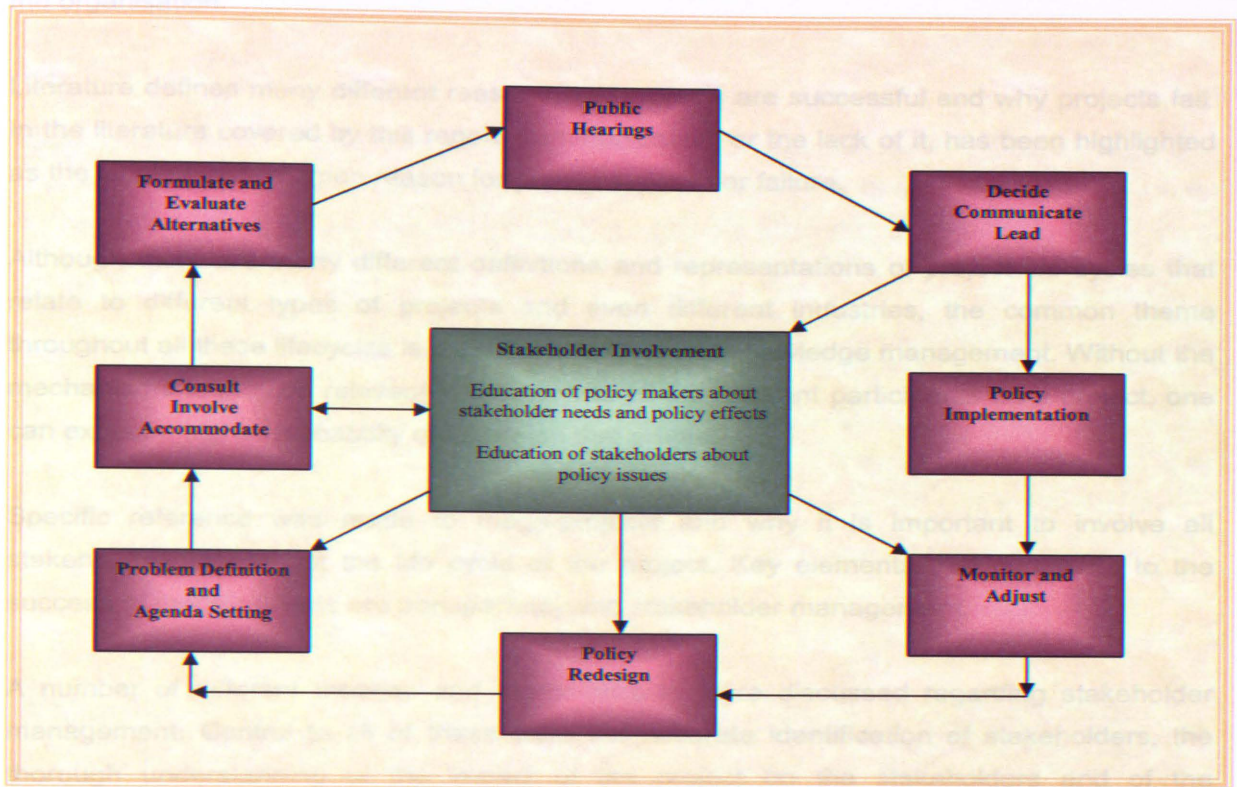
Source: Flyvbjerg *et al.*, (2003:113)

Communication is a critical mechanism to use in the process of stakeholder management. Regular contact with stakeholders facilitates proactive identification of potential issues and also keeps stakeholders informed about the progress of the project. A formal stakeholder management/communication plan should be compiled to identify how stakeholders and their opinions and actions will be managed.

2.2.7 Conclusion of Project Management Section

In this section, the importance of project management in organisations was highlighted. Projects are used to implement a range from very small operational projects to extremely large strategic initiatives. Projects are part of a larger system and need to consider the impact on that system.

The larger and more complex the project, the higher the impact on the system within which it operates. Projects could have an impact on processes, people, technology, and the

environment. Projects affect elements within the organisation Internal) as well as external to the organisation.

Literature defines many different reasons why projects are successful and why projects fail. In the literature covered by this report, communication, or the lack of it, has been highlighted as the single most common reason for project success or failure.

Although there are many different definitions and representations of project life cycles that relate to different types of projects and even different industries, the common theme throughout all these lifecycles is that of information and knowledge management. Without the mechanisms to provide relevant information to all the relevant participants on a project, one can expect a higher probability of failure on that project.

Specific reference was made to mega-projects and why it is important to involve all stakeholders throughout the life cycle of the project. Key elements that contribute to the success of mega-projects are transparency and stakeholder management.

A number of different theories and methodologies were discussed regarding stakeholder management. Central to all of these were the accurate identification of stakeholders, the thorough understanding of the impact of the project on the stakeholders and of the stakeholders on the project, and the planning of how to engage with the stakeholders on a continuous basis. Once again, communication was identified as the single most important element in the stakeholder management process.

In the next section, the focus will be on communication in general, its role in the organisation, its role in projects, and in society as a whole.

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2.3 Communication

2.3.1 Overview

In its most basic form, communication is the process of sending a message from one person to another with the intention to invoke a response (Cook & Hunsaker, 2001:272). As shown in Figure 2.10, the response could be in the form of an idea, feeling or action.

Figure 2.10 - The Interpersonal Communication Process
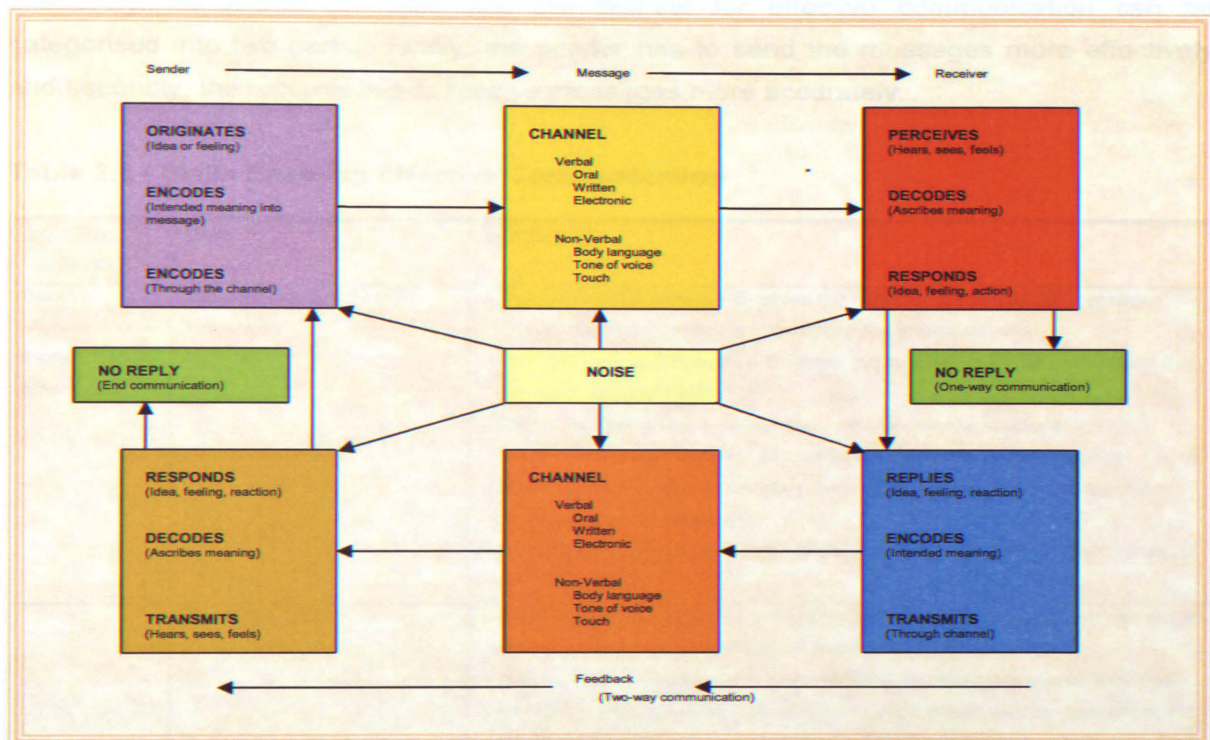
Source: Adapted from Cook *et al.* (2001:275)

Cook *et al.* (2001:282-285) also note that responses to communication are influenced by the following barriers:

- **Frames of reference** – mindset, based on past experience and current expectations
- **Semantics** – meaning and use of words
- **Value judgements** – based on previous experience with the sender or type of communication

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- **Selective listening** – blocking or distorting information to match preconceived notions
- **Filtering** – basically the reverse of selective listening, when the sender only sends parts of the relevant information
- **Distrust** – The lack of trust which might invoke one of the above barriers to communication

Given the complexities of the communication process and the potential barriers involved, anyone attempting any form of communication, needs to acquire the skill-set to communicate effectively. As shown in Table 2.6, the skill-set for effective communication can be categorised into two parts. Firstly, the sender has to send the messages more effectively and secondly, the receiver has to receive messages more accurately.

Table 2.6 - Skills Enabling Effective Communication

Skill-Set Category	Skill	Description
Send Message More Effectively	Increase the Clarity of Messages	• Use Multiple Channels – Enables the receiver to receive the message through different senses and compare the interpretations • Be Complete and Specific – Enables the receiver to better understand the sender's frame of reference • Claim Your Message – Shows the receiver that the sender takes accountability for the ideas and feelings expressed in the message • Be Congruent – Saying one thing and doing another confuses receivers and could lead to mistrust. • Simplify your language – Ensures the receiver understands the context of the message.
	Develop Credibility	• Expertise – Receivers pay more attention if they perceive the sender to be an authority on the subject of the communication • Mutual Trust – The sender's motives need to be clear and unambiguous • Reliability – Dependability, predictability and consistency on the part of the sender reinforces the trustworthiness of the sender. • Warmth and Friendliness – this approach is more conducive to credibility than being hostile and arrogant. • Dynamic Appearance – Confidence of the sender induces attention with the receiver • Personal Reputation – Previous, ineffective communications will form the basis for interpreting subsequent communications
	Communicate Ethically	Ethical communication facilitates the receiver's freedom of choice regarding a response. Unethical communication will cause the receiver to respond in a way that would not have been considered had all the relevant information been supplied accurately.

Skill-Set Category	Skill	Description
	Obtain Feedback	Feedback clarifies needs, reduces misunderstandings, improve relationships and keeps both the sender and receiver up to date regarding further discussions required
Receive Message More Accurately	Ask Questions	Questions allow the receiver to gather more information, it can convey additional information back the original sender and it focuses the attention on the topic of the communication, allowing more discussion and clarity.
	Listen	Active listening: • Enables the receiver to recognize any silent messages emanating from non-verbal clues • Shows the sender that the receiver is paying attention by means of eye contact, affirmative head nods, open posture, facial expressions etc. • Means summarising the content and feeling and giving the feedback to the sender
	Read and Interpret Non-Verbal Clues	Non-Verbal communication like body language, facial expressions, tone of voice, touch, image, proximity etc. will aid the attentive receiver to interpret the verbal communication (words) more accurately

Source: Cook et al. (2001:285-299)

Effective communication is a multi-faceted skill that requires continuous practice and focus. Most elements of interpersonal communication are applicable irrespective of the type of communication used. Where communication is mostly written or electronic, the non-verbal elements of the message will, for obvious reasons, not be as important as the verbal elements.

De Lozier (1976:32) defines two types of communication:
- Interpersonal communication
- Mass communication

The characteristics of mass communication, that differentiates it from face-to-face communication, can be described as follows:
- Mass communication is indirect. It connects the sender and the receiver *via* some technical vehicle because of the time and/or space gap between them.
- Mass communication is impersonal. The message is directed to many people instead of one specific individual.
- Mass communication lacks immediate feedback. Feedback is not received in the short run and therefore this form of communication does not afford the sender the opportunity to adjust the message as it is delivered.

- Mass communication reaches many receivers simultaneously. In some cases, like radio and television, it means the same instant, where in print form it will reach the intended audience in the same approximate time period (e.g. every day, week, or month).

The complex nature of communication lies in the fact that a single message forms part of a bigger system of communication, which could potentially span many years. A single ineffective message could potentially influence a whole communications system. Establishing effective communication skills in an organisation is critical to the success of that organisation.

2.3.2 Communication in Organisations

In an organisational context, different forms of communication are used for different purposes. On the one hand, advertising creates awareness, generates sales, and propaganda suggests what individuals should believe. On the other hand public relations strive to create a mutual understanding between the organisation and its public/stakeholders. (Baines, Egan & Jefkins, 2004:6-7)

The main difference between the two broad types of communication is that of active feedback. In the case of advertising and propaganda, the message is mostly geared to influence people's decisions, or way of thinking and very little is done with feedback if it is received. Creating a common understanding however can only take place if feedback is received and the message is adjusted to address the gaps in understanding. This process is naturally iterative until mutual understanding is achieved.

Baines *et al.* (2004:7-9) outline five considerations in the public relations process:
- **Analysis of trends** - Before the process of communication is started, the organisation needs to understand the current situation and level of mutual understanding. The analysis of the current situation will identify the issues and opinions that exist, highlight the extent and accuracy of awareness, determine if any misunderstandings exist, and report on the image of the organisation.
- **Prediction of consequences** – The situational analysis will then assist the organisation to predict the potential reactions to future events planned by the organisation.

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- **Counselling of leaders** – With a thorough understanding of the situation and the consequences, the role of public relations is to guide organisational leaders on their reactions and behaviour.
- **Implementing planned programmes of action** – Striving towards common understanding is the main objective of public relations. In accordance with this objective, certain activities/ programmes need to be planned and executed. Measurable sub-objectives need to be defined to ensure that progress can be monitored and adjustments can be made if objectives are not going to be achieved.
- **Serving the public interest** – Public relations should be socially responsible and ethical.

Resistance to change is a common situation faced by public relations practitioners. The process of change management, combined with the objective of creating a common understanding, results in an iterative process of knowledge transfer between the organisation and its stakeholders. The process typically moves the stakeholders' opinion from hostility through prejudice, apathy and ignorance towards interest, acceptance, sympathy and eventually empathy (see Figure 2.11).

Figure 2.11 - The Public Relations Process
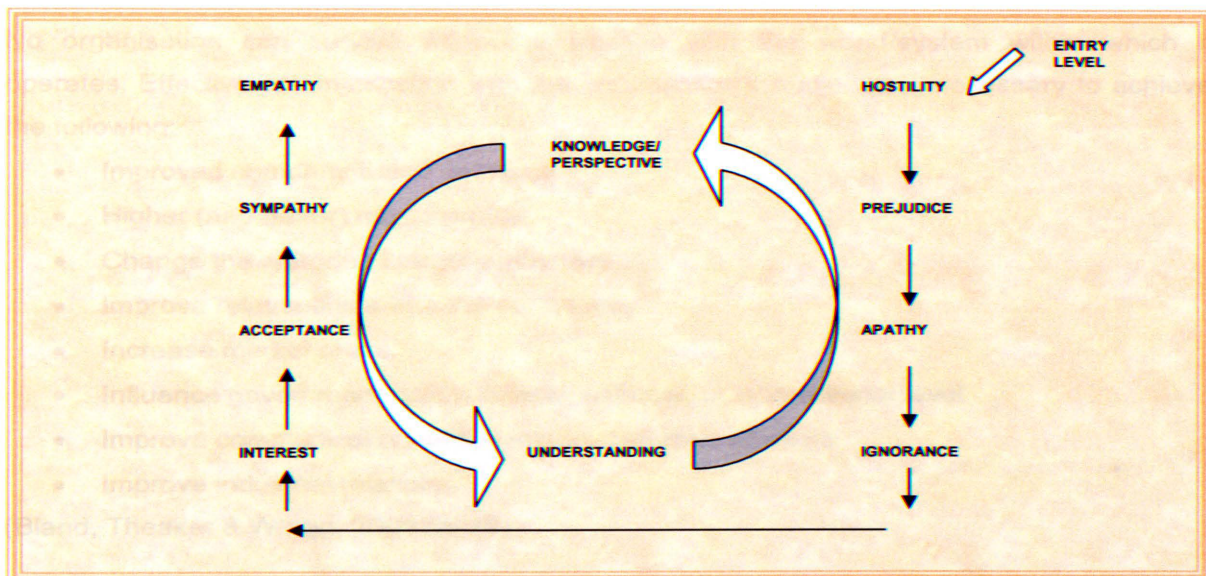
Source: Adapted from Baines *et al.* (2004:11)

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Many organisations are using public relations to support certain marketing functions like managing image, reputation, and branding. In some way, this seems relevant, as a common understanding between the organisation and its market of what the brand means, is important. Likewise, managing the image and reputation of an organisation is essentially about sharing information among the organisation and its market/stakeholders in order to move closer to a common, agreed upon understanding.

Baines *et al.* (2004:38-41) argue that public relations, although different to, and wider than marketing, could support the marketing function, specifically in the *promotion* part of the marketing mix (product, price, place, and promotion).

Oliver (2004) takes this argument even further by highlighting the fact that the public relations approaches of the past have evolved into a broader concept of corporate communication, covering issues like politics and the relationship between civil society and their economic environments.

Corporate communication is defined as "...the strategic management process by which an organisation communicates with its various audiences to the mutual benefit of both..." (Ó Móráin in Oliver, 2004:92).

No organisation can survive without interaction with the world/system within which it operates. Effective communication with the organisation's audience is necessary to achieve the following:

- Improved company brand or image
- Higher (and better) media profile
- Change the attitude of target audiences
- Improve relationships with the community
- Increase market share
- Influence government policy at local, national, or international level
- Improve communication with investors and their advisors
- Improve industrial relations

(Bland, Theaker & Wragg, 2005:55-56)

Communication with the organisation's audience is a complex task, requiring the right level of focus and skill. Understanding *what* to communicate, *when* to communicate and to *whom* to

communicate to, is critical for the success of the communication. It requires a specialised skill to plan and execute a communication plan.

Roberts, in Oliver (2004:35) identifies a number of key skill-sets that a communication specialist in an organisation needs to have:

- Good grounding in information and knowledge management skills
- Add professional education and training to their portfolio of skills
- Use both understanding and skill to enhance the value of communication
- Effectively manage information and knowledge resources

Corrado (1984:14-15) identifies 5 phases of the strategic communication process:

- **Determine the goals and objectives** – Not knowing exactly what the goals and objectives are will result in an ineffective communications plan.
- **Develop communications strategies** – Defining the mechanisms to communicate the goals and objectives and to inform and influence people.
- **Select the key audiences** – Know who you want to communicate to and how.
- **Set achievable communication objectives** – As with any other objective, it has to be measurable and achievable.
- **Assess results from previous steps** – Assessing the feedback and adjusting the strategy if required.

The need for a formal communication plan or program is evident. Aligning the plan with the objectives of the organisation will inform the organisation's audience/stakeholders and give them the opportunity to respond. Proper implementation, execution, and measurement of the program will allow the communication specialist to align the program with the objectives of the organisation and to adjust the program as the input from the audience/stakeholders becomes available.

2.3.3 Communication on Projects

Müller (2003:345) highlights that, according to studies, communication management has the largest impact on project results.

As one of the nine knowledge areas defined in the Project Management Institute's (2004) body of knowledge, it encompasses processes required to ensure timely and appropriate

generation, collection, distribution, storage, retrieval, and ultimate disposition of project information.

Research has shown that communication beyond the boundaries of the project team is often lacking on projects (Müller, 2003:346). The result of this is typically reluctance from the stakeholders of the project to accept the results, outputs, or products created as a result of the project.

The Project Management Institute (2004:221) defines the communication management process as the following:

- **Communication planning** – Determining the information and communication needs of the project stakeholders.
- **Information distribution** – Making needed information available to project stakeholders in a timely manner.
- **Performance reporting** – Collecting and distributing performance information. This includes status reporting, progress measurement, and forecasting.
- **Manage stakeholders** – Managing communications to satisfy the requirements of and resolve issues with stakeholders.

All of the processes described above are interrelated and could potentially overlap. Figure 2.12 describes the inputs, tools and techniques, and the outputs for each of the main processes. Each process will occur at least once in a project and, where there are different phases of the project, potentially in more than one phase.

Figure 2.12 - Project Communication Management
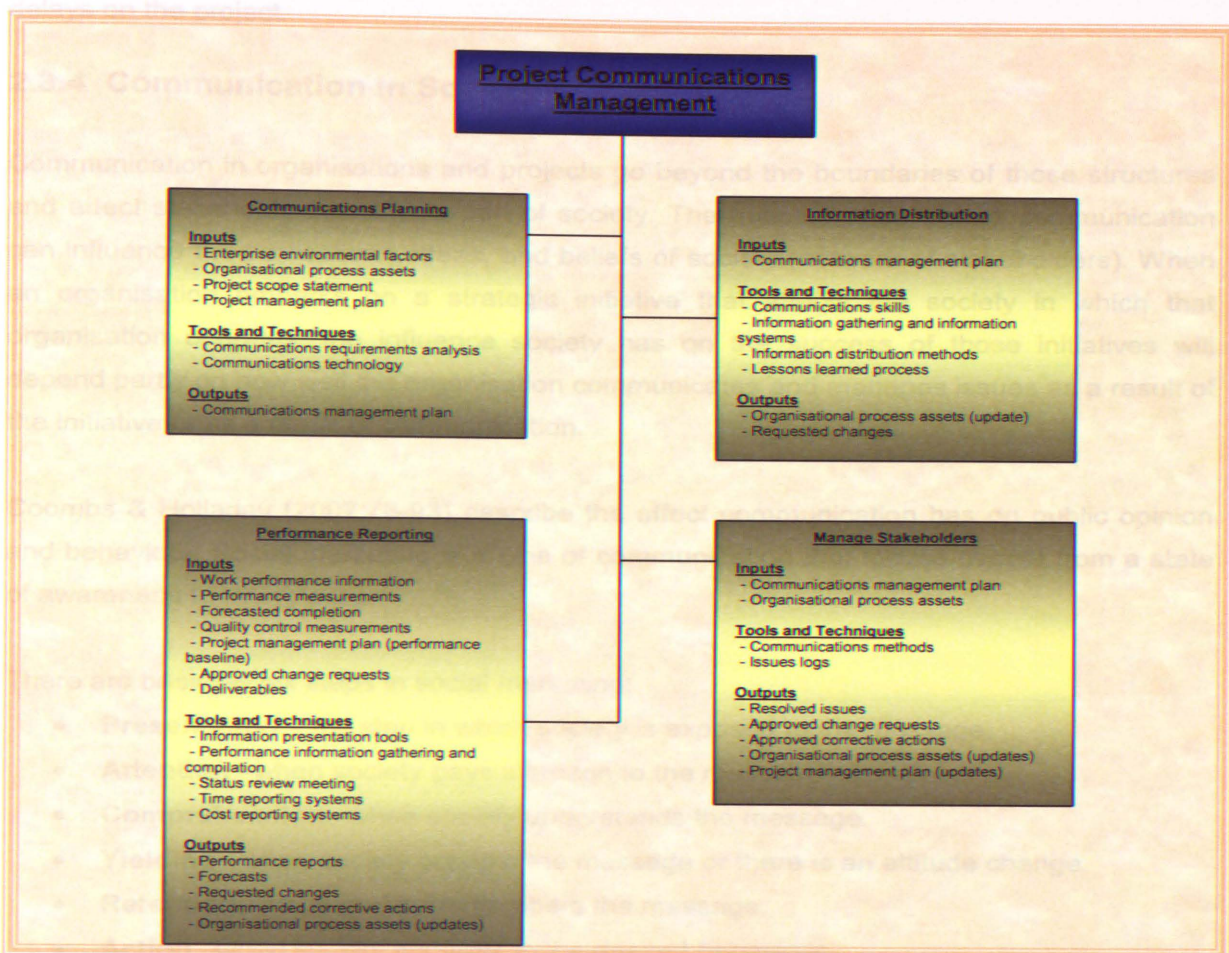
Source: Adapted from Project Management Institute (2004:222)

During the planning process, the information needs of the stakeholders are determined to ensure that there is continuous alignment between the project and its stakeholders. This exercise should be verified during later stages of the project to determine if the needs are still the same. The information management plan will determine how, when and to whom the information will be distributed. Stakeholders should get information in a timely manner.

Stakeholders require regular updates regarding progress and performance. The performance reporting process gathers information regarding the baseline and performance information for distribution to the stakeholders. Satisfying the needs of the stakeholders and resolving their issues through effective communication will prevent the project from veering off track,

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will enhance synergy between stakeholders and the project, and will limit disruptions and delays on the project.

2.3.4 Communication in Society

Communication in organisations and projects go beyond the boundaries of those structures and affect stakeholders that form part of society. The question then is how communication can influence the perceptions, ideas, and beliefs of society (network of stakeholders). When an organisation embarks on a strategic initiative that affects the society in which that organisation operates, the influence society has on the success of those initiatives will depend partly on how well the organisation communicates and manages issues as a result of the initiative or as a result of communication.

Coombs & Holladay (2007:76-93) describe the effect communication has on public opinion and behaviour. Social marketing is a type of communication that moves people from a state of awareness to taking action.

There are basically six steps in social marketing:
- **Presentation** – the step in which society is exposed to the message.
- **Attention** –when society pays attention to the message.
- **Comprehension** –when society understands the message.
- **Yielding** - when society accepts the message or there is an attitude change.
- **Retention** –when society remembers the message.
- **Action** –when society engages in the desired behaviour.

(McGuire, in Coombs & Holladay, 2007:91)

Ferguson (1994:270) further notes that the objectives of your communication efforts could be based on achieving:
- **Cognitive influence** – Change or reinforce the level of knowledge;
- **Attitudinal influence** – Change or reinforce the way the subjects feel; or
- **Behavioural influence** – Change or reinforce existing behaviours.

Not all communication objectives have to lead to behavioural influence. Depending on the requirement, either being informed, or having a positive attitude towards the issue being communicated, might be sufficient.

2.3.5 Conclusion of Communication Section

Communication it its most simplistic form is the sending and receiving of messages, through a process of interpreting, decoding, and encoding, across a channel impacted by a lot of noise and barriers.

Communication could take place at an inter-personal level, as well as in mass format. The main difference is that in mass communication, the feedback is indirect and could span long time periods.

Organisations use communication mechanisms to influence the opinions of their stakeholders from a state of hostility, through acceptance, to a point of empathy. The benefits realised by the communication exercises are applicable to both the organisation and its stakeholders.

The chances of achieving the objectives and benefits of such communication exercises and mechanisms are directly related to the extent to which the organisation formalises its communication through a process of planning, execution, measurement, and control.

The communications strategy and plan, resulting from such a formal process, not only serves the organisation, but also provides input to similar integrated communication plans on projects.

When considering communication on mega-projects, the interaction with society immediately comes to the fore. The ability to influence stakeholders on a cognitive, attitudinal, and/or behavioural level is critical for the success of these mega-projects.

Determining the most appropriate channel for communication is an important element in the ultimate success of the communication exercise. The media, with all its complexities, is certainly the most important channel through which mass communication can be achieved.

In the next section the discussion centres around the role of the media in general, and then explores how the media is used at an organisational level and finally on projects.

2.4 The Media

2.4.1 Overview

Throughout history, the media has played a role in providing us with information, highlighting important issues, exposing corruption, creating sympathy, promoting political views, and sensationalising events.

McCombs (nd.:1-9) highlights that the media not only provides us with information but also influences our perception of the importance of an issue by the emphasis placed on the issue by the media. He further discusses the influence of the media on our opinion and concludes that this ability of the media to influence opinion is a significant mechanism to influence the outcome of a particular issue. A final comment cautions that although the media has a significant role to play in shaping opinion, it is not the only element determining opinion. Common sense and intellectual capacity will balance the influence from the media.

In his keynote address delivered at the *Fourth Annual Aspen Institute Conference of Journalism and Society*, Peter Goldmark (2001:3) describes the basic ingredients required for an independent media function in society:

- **Independence from any political influence of commercial sway** – The support of the media is a result of the level of independence. Once the media sacrifices its independence it is very difficult to get it back.
- **Legal guarantees and protections** – Without constitutional support, accurate and relevant information flow will be impossible.
- **Clear line between opinion and fact** – Once again, the trust in the media as public informant will be damaged should this line be crossed and opinion represented as fact.
- **Nosy, assertive inquisitiveness** – The value of investigative journalism in the media has come a long way and in today's society it is expected that the media will uncover the truth without transgressing the constitution.
- **Quest for relevance** – Here Goldmark refers to the timeliness of the information as a mechanism of determining relevance.

Barendt, in Seaton (1998:108-109) shows the power of the print media in supporting political campaigns in the United States and points out how the broadcast media is required to be impartial by law.

This element of control on the media, based on access to the information, is up for debate. In today's electronic world where access to information is almost at everyone's fingertips, restrictions to what may or may not be covered might not be supportive of the media's constitutional role of informer and public watchdog.

Stockwell (2004:3-4) further explains this role of watchdog and notes that it is specifically focused on political institutions and the social processes created and defended by those institutions.

The media continues to play an even greater role in society today. Amongst fears that seeking sensation will diminish the valuable role the media can play as information provider to the public, more and more companies are using the media as a mechanism of communication to its stakeholders.

2.4.2 The Media, Organisations and Projects

The media acts as a channel for disseminating information. Today, organisations use this channel to reach their customers, establish their brands, defend their reputation, position themselves, and communicate with their stakeholders.

Corrado (1984:73) notes that the media is also an independent business, a fourth branch of government and collectively, a large institution. Herein lies the risk of using the media as disseminator of information. The media processes and filters all information received and presents it in ways that serve its own objectives. This means that the information does not always come out the other side in the same format with the same underlying message as it was intended. The challenge for companies is to acquire the skill and know-how to effectively manage the media as a communication mechanism to support their objectives.

Bland *et al*. (2005:11-2) support this view and add that trade publications and specific broadcast media can effectively be used to target narrowly defined sections of the public.

Another important aspect of dealing with the media is to have good relationships with key players in the media. Not only does this help you when you want to promote a specific message, but it also helps when you need to react or respond to negative publicity. Ridgeway (1996:95) points out that if the media needs information about an issue, they will first go to the companies where they have been able to obtain accurate and relevant information easily.

Interacting with the media is not an *ad hoc* activity that should be done on a reactive basis. It should be part of an integrated communication strategy and plan. Not only is it important to ensure that the right media coverage is achieved, but that the responses and opinions formed, as a result of the communication, need to be monitored continuously.

Companies need to track public and other relevant stakeholder opinions. Some of the reasons and benefits in knowing what the opinions of the stakeholders are, can be found in Table 2.7 below.

Table 2.7 - Reasons for Tracking Stakeholder Opinion

	Description
1.	To respond proactively to critics of policies and programs
2.	To learn more about what the competition is doing or saying
3.	To learn more about what dissident investors are saying of doing
4.	To stay informed about public response to legislative proposals
5.	To understand perceived client needs
6.	To learn the response of stakeholders to new products / services
7.	To understand the public's response to a crisis situation
8.	To ascertain the extent to which the messages are reaching intended stakeholders
9.	To identify threats opportunities and challenges for the organisation
10.	To identify threats opportunities and challenges for the organisation's competitors, suppliers, financiers, partners etc.
11.	To identify future partners
12.	To learn stakeholders responses to proposed strategic initiatives
13.	To learn how the organisation's issues rank on the media's agenda
14.	To learn more about how the media is depicting the organisation's performance and leadership
15.	To identify the extent to which the media is portraying the organisation as being in control of the issues of the organisation
16.	To identify opinion leaders on specific issues, in order to respond to their concerns
17.	To identify stakeholders' recommendations regarding future research, policies and initiatives

Source: Ferguson (1994:80-81)

Being able to track the results of the interaction with the media is only one component of an integrated communication plan. The saying "… prevention is better than cure …" reflects the need to ensure that the work done up to the point of releasing the communication to the media is of sufficient to support the stated objectives of the communication.

Baines *et al.* (2004:151) provide a model for proactively ensuring that each element of the communication process is actively managed, measured, and adjusted appropriately
(See Figure 2.13).

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Figure 2.13 - Model for Evaluating a Communications Programme

Stages	Activities	Methodologies
Results	Objective achieved or problem solved	• Observation (in some cases) • Quantitative research
	Number who behave in a desired manner	• Sales statistics, enrolments, etc. • Quantitative research
	Number who change attitudes	• Quantitative research (cognition acceptance)
	Number who learn message content (e.g. increased knowledge, awareness, understanding)	• Qualitative research
Outputs	Number who consider messages	• Readership, listenership or viewer statistics • Attendance at events • Inquiry or response rates (e.g. coupons, calls)
	Number who receive messages	• Circulation figures • Audience figures
	Number of messages supporting objectives	• Analysis of media coverage (breakdown positive, negative and neutral e.g. media content analysis
	Number of messages placed in the media	• Media monitoring (clippings and broadcast media tapes)
	Number of messages sent	• Distribution statistics
Inputs	Quality of message presentation (e.g. newsletter or brochure design, newsworthiness of story)	• Expert Review • Audience • Feedback Surveys •
	Appropriateness of message content	• Readability tests • Review (e.g. Gunning • Pre-testing
	Appropriateness of message medium	• Case studies • Pre-testing
	Adequacy of background information, intelligence, research	• Review • Existing

Source: Baines *et al.* (2004:151)

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Earlier in this report, it has been established that communication on projects is critical to keep the project aligned with stakeholder expectations. All the principles related to the media, as discussed in this section, are applicable at project level as well, especially when dealing with mega-projects where the stakeholders include members of the public.

Interacting with the media as part of the communication plan on a project will be integrated with the organisation's communication plan.

2.4.3 Conclusion of the Media Section

The media in a broad sense influences opinions, provides information, and affects the outcome of the events and issues covered by the media. Throughout history, the media has been accepted as independent and the "… protector of public interest …"

At an organisational level, the media is one of the available channels of communication to reach stakeholders. The ability of the organisation to manage the relationship with the media will influence the success of its communication plan.

Active management and measurement of the media interaction through formal models and processes is essential. These processes and models not only provide information that can be used to adjust the communication plan, but can also allow information and opinions from stakeholders to flow back to the organisation.

Interaction with the media from a project perspective will be planned based on the objectives of the project and will form an integrated part of the communication plan of the organisation as a whole.

In the next section, an example of a mega-project is discussed. The Gautrain Project is a large public infrastructure project where the concepts discussed in the previous sections are very relevant. The discussion will focus on how the Gautrain Project is structured and how the concepts of stakeholder management, communication, and the media, as a method of communication, is dealt with.

2.5 The Gautrain Project

2.5.1 Background

The Gautrain Rapid Rail Link was identified as one of the Gauteng Provincial Government's Spatial Development Initiatives (SDIs). These initiatives are:

- Newtown Precinct Redevelopment and Metro Mall
- City Deep Industrial Development Zone
- Johannesburg International Airport Development Zone
- Alrode/Wadeville Industrial Regeneration Corridor
- Rosslyn Auto Cluster/Urban Port
- Pretoria Innovation Hub
- The Big Five Game Reserve
- World Heritage Site at Sterkfontein Caves
- Constitutional Hill in Johannesburg
- Gauteng SDI Rail Link

(Gauteng Provincial Government, 2000:9)

The locations of the different SDIs can be seen in Appendix A.

One of the underlying principles of the Gauteng SDI Rail Link, is that it will be an integrated part of the other SDIs and as such will support spatial development as follows:

- Regeneration of Central Business Districts
- Development of *new town* core areas
- Strengthening of existing vibrant nodes

This suggests a system consisting of a *main line* (the Gauteng SDI Rail Link) and a system of *linked lines*. A graphical representation of this system can be seen in Appendix B. (Gauteng Provincial Government, 2000:16)

The Gauteng Provincial Government approved the objectives of the Gauteng SDI Rail Link (Gautrain) in June 2001. The Gautrain forms part of an initiative by the Gauteng Provincial Government called Blue IQ. It represents a multi-billion Rand initiative to invest in economic infrastructure development.

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As highlighted earlier in the report, mega-projects like the Gautrain goes through an extensive, time consuming initial stage, as described in Figure 2.14.

Figure 2.14 - Initial Stage of the Gautrain Project
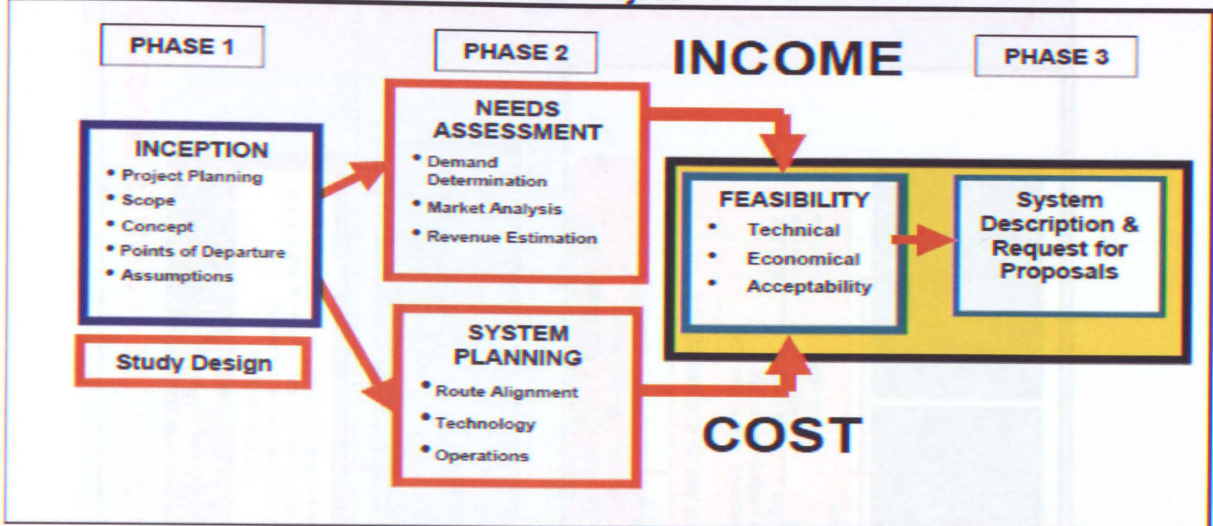
Source: Gauteng Provincial Government (2000:53)

The whole process started in 1999 when a pre-feasibility study regarding the Gautrain was completed. In February 2000 the Gauteng Premier announced the project after which the technical project team was appointed in April 2000.

The conceptualisation report was completed and submitted to the Gauteng Cabinet by June 2000. In this report the need for extensive communication and consultation mechanisms were identified due to the significant media and public interest that would be generated by the project (Gauteng Provincial Government, 2000:71). Figure 2.15 shows the proposed management and consultative structure for the project.

A feasibility report was completed in July 2001 after which a delegation from the South African Government went on an overseas trip to hold discussions with potential investors. Public Participation Meetings in January 2002 signalled the start of an Environmental Impact Assessment (EIA).

The pre-qualified bidders were announced in May 2002 after which the initial Request for Proposal (RFP) documents was issued. The draft EIA report was published for comments in October 2002 and the final RFP document were issued to the bidders in November 2002.

Figure 2.15 - Proposed Management & Consultative Structure
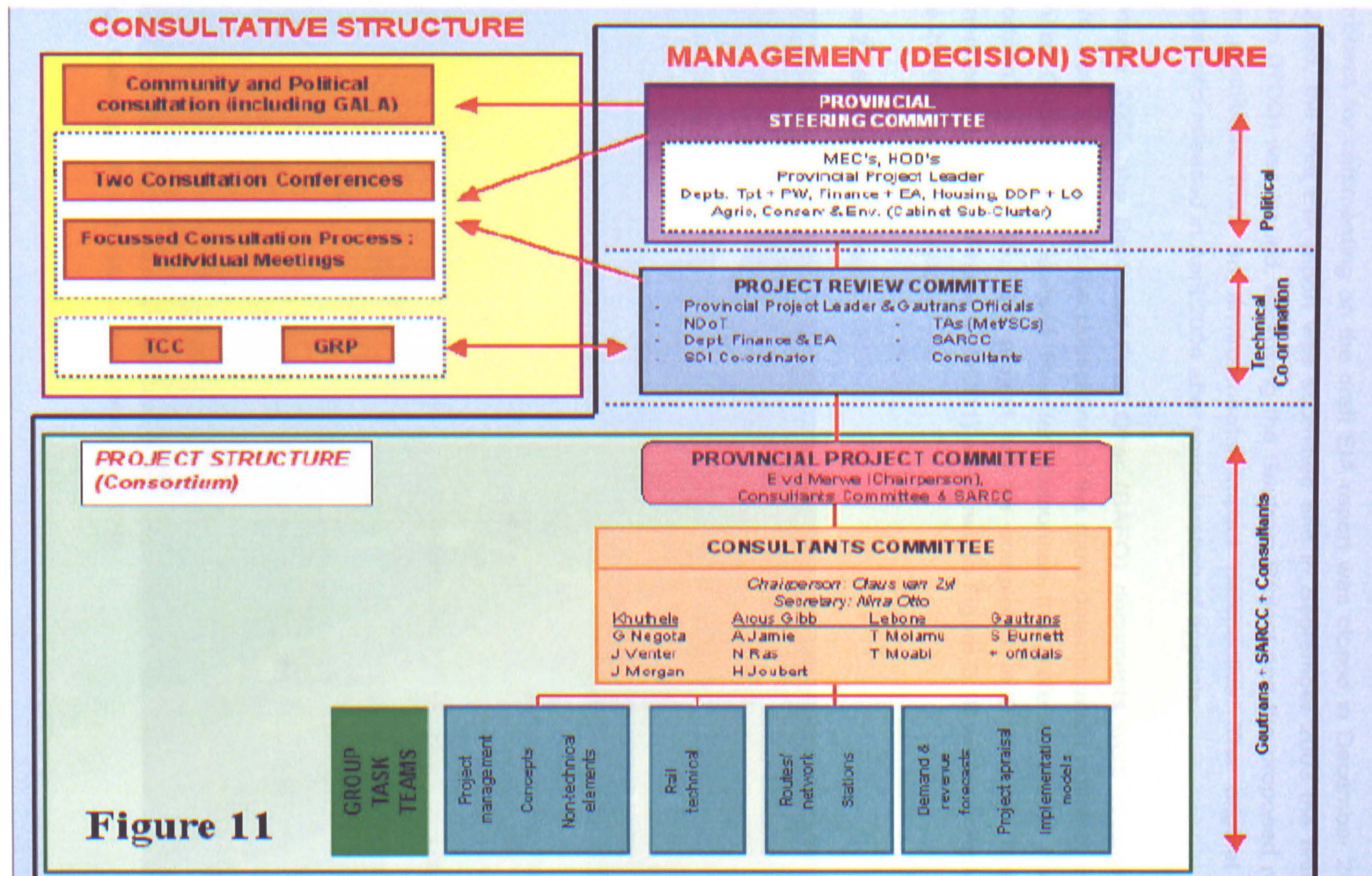
Source: Gauteng Provincial Government (2000:66)

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The process for commenting on the draft EIA report was closed in December 2002. During April 2003, the final EIA report was submitted and in September 2003 the first Record of Decision (ROD) was issued, approving the Gautrain Project and the proposed route, under certain conditions from an environmental impact perspective. The original ROD was amended and released in April 2004 after consideration of appeals.

In January 2005, the Best and Final Offer (BAFO) documents were received from the bidders. April 2005 marked the publication of the route determination notice in the Gauteng Provincial Gazette. The Gauteng Premier announced the preferred bidder (the Bombela Consortium) in July 2005. The project will be completed in 2 phases. The Operating Commencement Date of Phase 1 (OCD1) as shown in Figure 2.16 will be completed in time for the 2010 soccer world cup.

Figure 2.16 - Gautrain Phase 1

Source: Gauteng Provincial Government (2007:4)

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The Operating Commencement Date of Phase 2 (OCD2) will be completed 9 months after OCD1. Figure 2.17 shows a high level programme schedule of the implementation programme for OCD1 and OCD2, as well as the progress up to April 2007.

Figure 2.17 - Gautrain Implementation Programme Schedule

Source: Gauteng Provincial Government (2007:5)

In the next sections, the discussion will focus on the objectives and benefits of the project, the structures put in place, and the communication strategy.

2.5.2 Objectives and Benefits

In a presentation by Jack van der Merwe (2003) at the Blue IQ's Smart Partnership Conference in October 2003, the objectives for the Gautrain where highlighted. These same objectives were later included in a document compiled for the Presidential Imbizo in April 2007:

- Stimulating economic growth, development and job creation.
- Reducing severe traffic congestion in the Tshwane – Johannesburg corridor.
- Achieving the Province's goals with SMMEs, Tourism and Broad-Based Black Economic Empowerment (BBBEE).
- Promoting the use of public transport.

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- Improving the image of public transport and attracting more car users to public transport.
- Promoting business tourism through the link between Sandton and the OR Tambo International Airport.
- Significantly contributing towards urban restructuring, shortening of travel distances, and improving city sustainability.
- Providing a link(s) to the Tshwane Ring Rail Project – also linking Mamelodi, Atteridgeville, Soshanguve and Mabopane.
- Stimulating the renovation and upliftment of the Johannesburg and Tshwane Central Business Districts.
- Linking the main economic nodes in Gauteng.
- Comprising a significant part of a holistic transport plan and network for Gauteng.

(Gauteng Provincial Government, 2007:17)

Results from an independent Economic Cost-Benefit Assessment showed a rate of return between eighteen and twenty four percent for the different alternatives. Additional benefits identified by the Assessment:

- 585 000 vehicle km per day will be saved.
- Travel cost of travel for all vehicles in Gauteng will reduce by 3c per km due to lower traffic congestion.
- Cost savings will be R475 million per annum, due to reduced accidents.
- R3 845 million per annum in vehicle operating costs will be saved by the year 2030 (2003 Rand values).
- R7 114 million per annum in time costs for the passengers travelling in this corridor will be saved by 2030 (2003 Rand values).
- By promoting less reliance on imported fuels, the Gautrain will contribute significantly to achieving our sustainability objectives.
- Because rail transport is a known form-giving land-use element, it will help to restructure our cities.
- The spatial requirement of rail transport is significantly less than that of other modes of transport based on the same passenger capacity.
- Predictable travel times to the airport will be a major economic benefit to air travellers using OR Tambo International Airport.
- The impact of road traffic accidents, mortalities and injuries on the community will be much lower.

(Gauteng Provincial Government, 2007:18-19)

2.5.3 Project Organisation and Funding

The Gautrain Project is organised based on a Public-Private-Partnership as shown in Figure 2.18.

Figure 2.18 - Gautrain Public-Private-Partnership Model
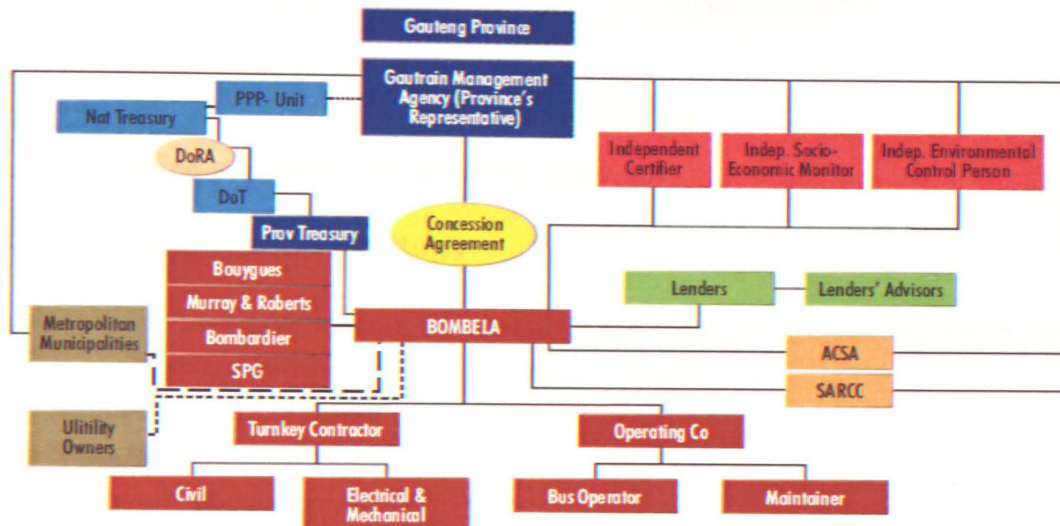
Source: Gauteng Provincial Government (2007:6)

As noted earlier in the report, there are quantifiable benefits of structuring a large public infrastructure project in such a way that the private sector becomes part of it. Some of the benefits identified by the Gauteng Provincial Government (2007:6) are:

- The price of the project is fixed.
- The implementation time frames are fixed.
- Risks identified in the negotiation period are mitigated as part of the fixed price.
- The completion and integration of the system are the responsibility of the Concessionaire.

Another mechanism to reduce the risk of failure on mega-projects is to get investments from the private sector (Flyvbjerg *et al.*, 2003). In this regard the Gautrain Project is 88% funded by the Gauteng Provincial Government and 12% by the private sector (see Figure 2.19).

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Figure 2.19 - Gautrain Funding
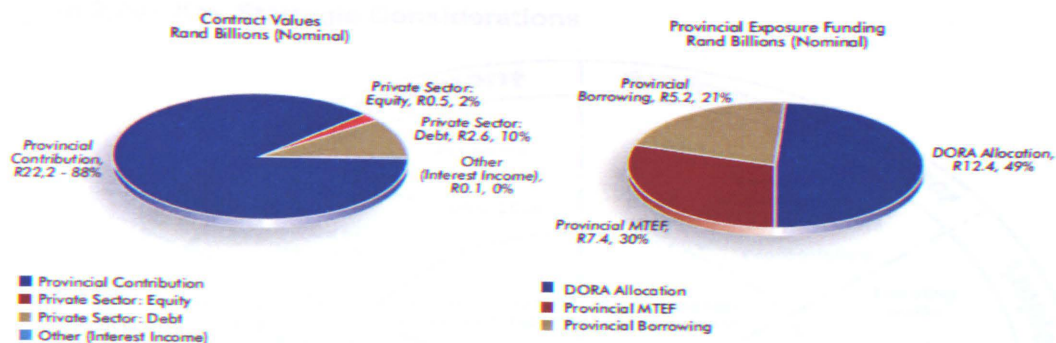
Source: Gauteng Provincial Government (2007:10)

2.5.4 Communication Strategy

Research done by Ingrid Jensen, a member of the Gautrain Project, highlights the keys to effective strategic communication on the Gautrain Project:

- Analysis of Stakeholders
- Regular Media Monitoring (Daily)
- Frequent Media Analysis (Weekly)
- Conducting a Perception Audit (Annually)
- Research (*Ad hoc*, In-house, Independent)

This ties up with the view that Bourne (2005) has on the continuous nature of stakeholder management. Due to the nature of the Gautrain Project, it generates high levels of interest from stakeholders. This necessitates the implementation of an integrated communication plan. The approach taken in the development of the communication strategy was to do thorough research to identify the strategic considerations that would guide the detail planning and execution of the communication plan. (See Figure 2.20)

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Figure 2.20 - Key Strategic Considerations

Source: Gauteng Provincial Government (2006)

The overall aim of the communication program was stated as "… position the Gautrain as a flagship project to promote public transport that will also contribute to economic development…".

The communication approach adopted by the Gautrain team was to identify the three main streams or programs. The first was the **Promotion Campaigns** focusing more on the operational stage of the project. Issues like safety, user benefits, and logistics were the focus of this programme. The next program was the **Operationalising Campaign**, focusing on the implementation of the project, with specific reference to the process, impact issues, progress reporting, and economic development issues. The last program addressed the **Positioning of the Gauteng Provincial Government**. The key message themes and interrelationship of the programs are shown in Figure 2.21.

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Figure 2.21 - Gautrain Communication - Key Message Themes

Key message themes

Promotion campaigns	Operationalising Gautrain	Government positioning
Attributes of Gautrain	GTIA processes	Making Gauteng a better place for all: • Socio-economic development • Balanced spatial development • Modal & public transport integration • Realisation of GPG transport and national priorities • GPG meeting its social, economic and growth objectives • Aligning to the message of the GDS
Gautrain 'mechanics': -Feeder & distribution system - Safety & Security	Nature of PPP (partners & responsibilities)	
User-benefits	Profiling Bombela as the preferred bidder	
Logistics	SED requirements and monitoring (benchmark)	
	Construction impact re: disruptions, roads closure	
	Milestones and way forward	

- Internal communication
- Gautrain brand application and management
- Public transport stakeholder communication
- Issue management
- Monitoring and evaluation

INTERNAL STATE OF READINESS

Source: Gauteng Provincial Government (2006)

Due to the Private-Partnership model it was necessary to compile an integrated communication framework between Bombela and the Gauteng Provincial Government. This integrated approach would ensure alignment among all the different project participants, as well as alignment with Government communication. The integrated framework shown in Figure 2.22 supports the key message themes as shown above.

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Figure 2.22 - Gautrain - Integrated Communications Framework
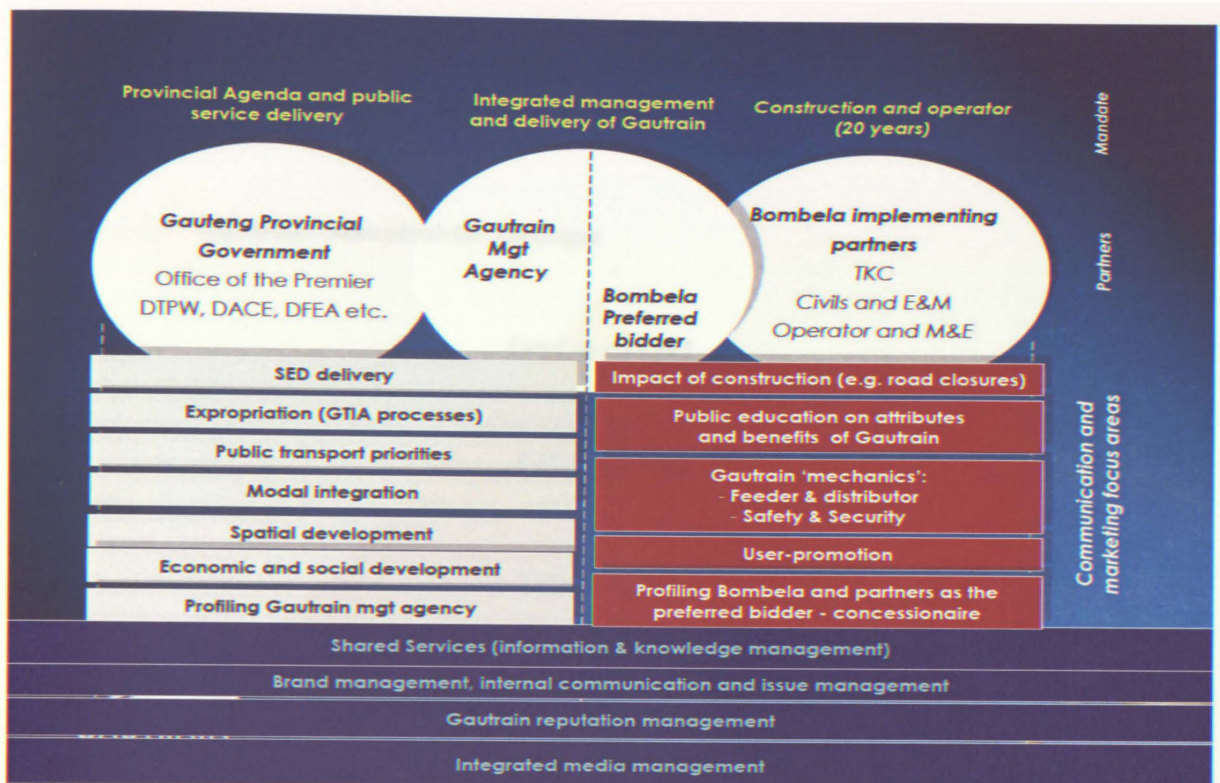
Source: Gauteng Provincial Government (2006)

From the strategic considerations, a number of issues were identified that need to be addressed and for each issue a communication aim has been developed:

- **Macro Environmental Issues** - Creating awareness and acceptance of the Gautrain's contribution to the economic, social and political stability of the South African macro environment.

- **Environmental and Legislative Issues** - Creating an awareness and acceptance of the environmental and legislative environment of Gautrain.

- **Implementation Issues** – Creating awareness of the commitments to on-time delivery.

- **Internal Communication and Coordination Issues** – Facilitating coordination and integration amongst internal role players.

- **The Essence of the Gautrain** – Enhancing public knowledge, awareness and acceptance of the project in general and as an integrated public transport initiative.

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- **Institutional Issues** – Creating awareness and appreciation for the Gautrain as the second largest Public-Private-Partnership Programme in Africa.

The first and foremost step in stakeholder management is the identification of stakeholders. The Gautrain Communication Team identified the high level stakeholder groups as shown in Figure 2.23.

Figure 2.23 - Gautrain Stakeholder Groups
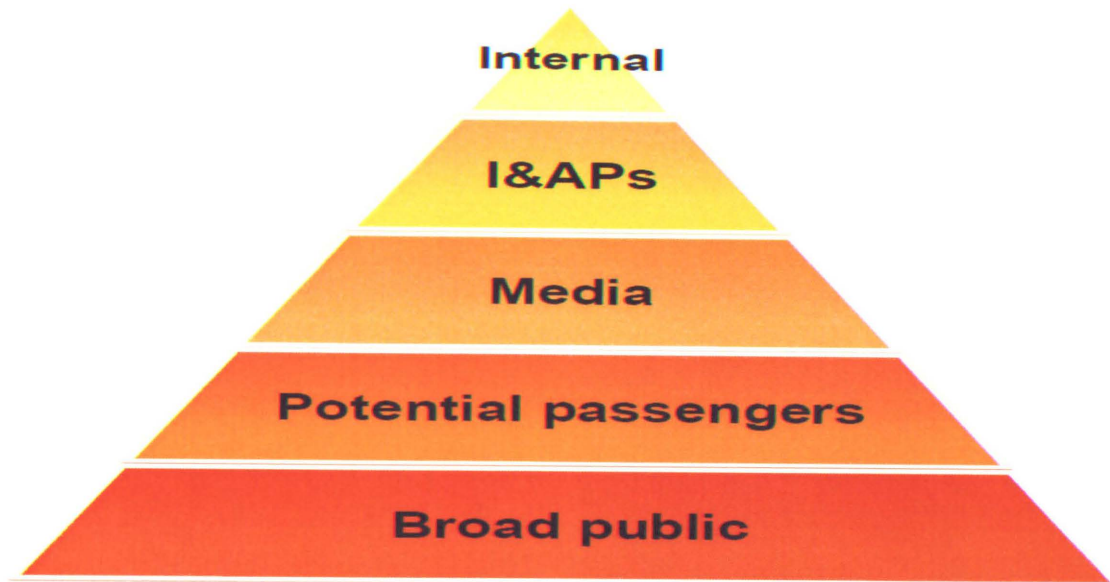
Source: Gauteng Provincial Government (2006)

The internal stakeholders are mainly Gauteng Provincial Government departments, Bombela, the Gautrain Project Team, the Airports Company of South Africa, the National Treasury, the National Transport Department and relevant Metropolitan Councils.

Interested Parties and Affected Parties were identified as anyone in the broader sense, who has an interest in the project, or could potentially be affected by the project. This group represents civil society.

The media group included international, national, provincial, community, trade, consumer, and online media.

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The interesting element of this grouping is the split between potential passengers and the broad public. This provides for more focussed communication.

The implementation of the communication plan is aligned with the high level phases of the implementation project. (See Figure 2.24)

Figure 2.24 - Implementation of the Communication Plan
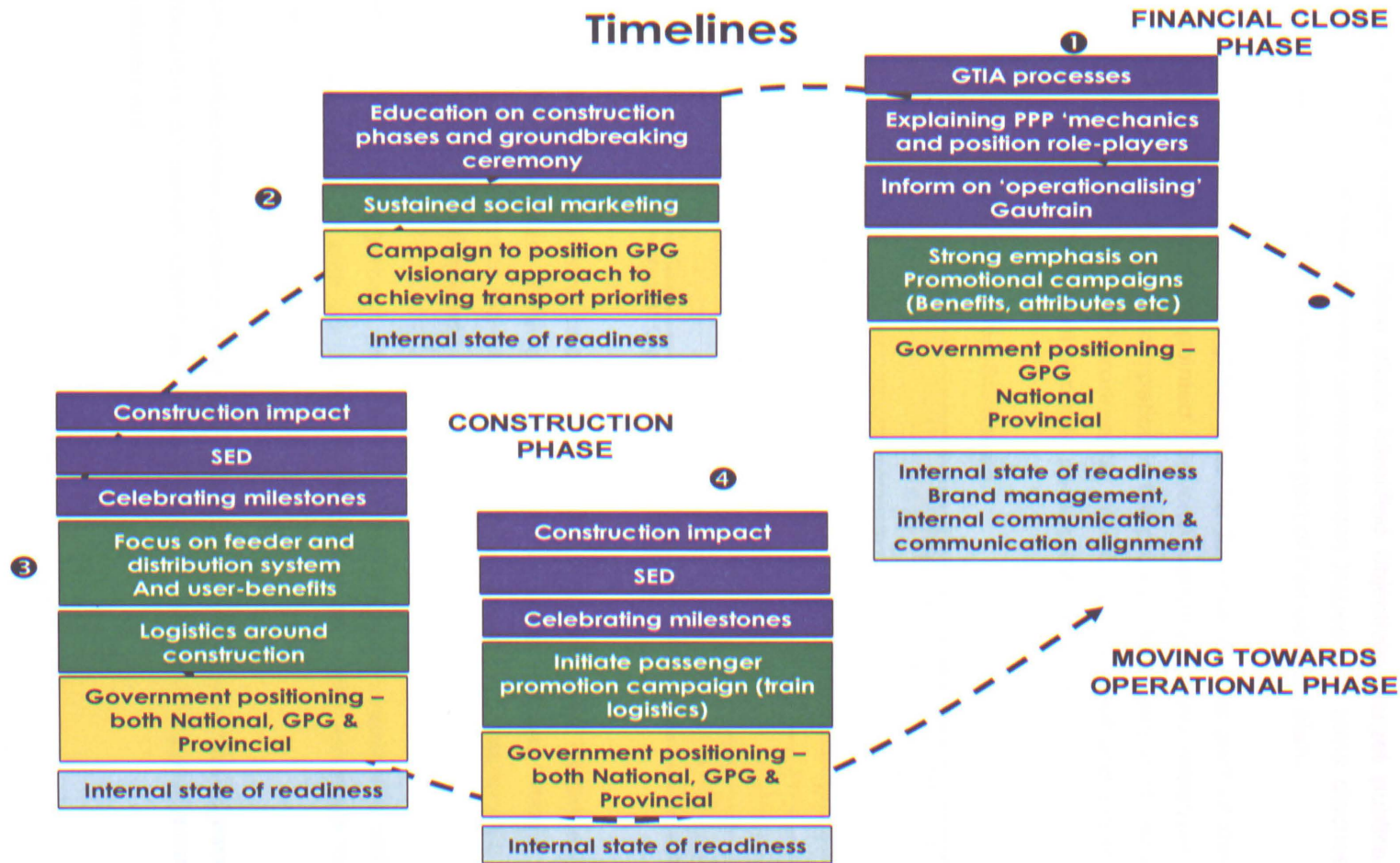
Source: Gauteng Provincial Government (2006)

Detailed implementation plans, not covered by this report, were developed by the Gautrain Communication Team. These plans identified objectives, target publics, messages, and actions for each of the different communication issues and aims discussed earlier in this section. Appendix C shows an example of part of that detailed plan.

The communication plan highlighted thus far focuses on the part of the project after the private partner had been appointed. Several communication initiatives were conducted before that to ensure public participation in the project. An example of one of these initiatives is public participation in the Environmental Impact Assessment and the route determination process. In Table 2.8 the extent of public participation is shown.

Table 2.8 - Public Participation Statistics

Location	Focus Groups	Public Meetings	Total
Johannesburg – Sandton	14	3	17
Sandton – Marlboro	17	3	20
Marlboro – Midrand	2	-	2
Midrand – Centurion	9	2	11
Centurion – Pretoria	8	4	12
Pretoria – Hatfield	46	3	49
Marlboro – OR Tambo International	11	2	13
TOTAL	107	17	124

Source: Gauteng Provincial Government (2007:15)

Various mechanisms were used to establish, improve, and continually manage media relations. The Gautrain Project Team used personal contact, media releases, media conferences, media round tables, and media trips to ensure a relationship with the media to be established and maintained.

From an issue management perspective, the media was monitored daily, regular media analysis was done to pick up trends and interventions were arranged to address specific issues.

From a stakeholder perspective an annual perception audit was held to ascertain stakeholder perceptions on certain identified issues. Figure 2.25 shows a typical example of one such measurement.

Figure 2.25 - Perception Measurement Example
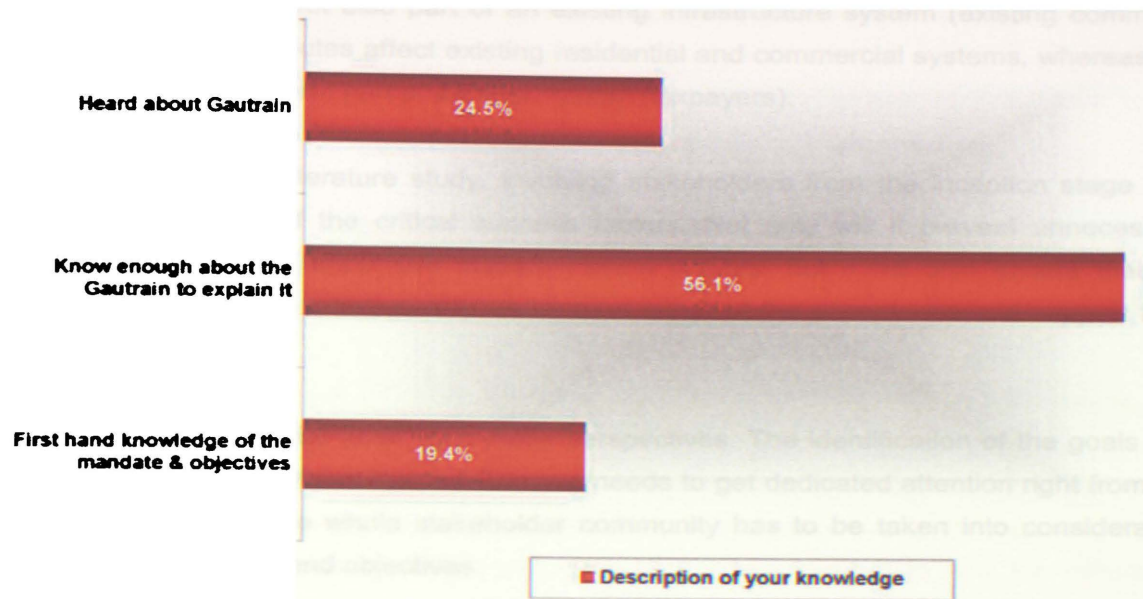
Source: Gauteng Provincial Government (n.d.)

Based on the literature, as discussed in the previous sections, it seems that the Communication Team of the Gautrain Project had a clear understanding of the benefits of an integrated stakeholder management and communications program.

2.6 Integration and Conclusion of Literature Review

Having reviewed a section of available literature regarding project management, stakeholder management, communication and the media, this section established the interrelationships between the various theories and compared that with the information compiled regarding the Gautrain Project.

Project Management is all about using a team of people and a selection of tools and techniques to achieve a set of defined objectives. Because projects operate within organisations and organisations exist within society, it is of utmost importance to apply systems-thinking when managing projects. Mega-projects, in particular, have a complex relationship with the bigger system within which it is executed. This complexity increases when these projects start operating on an international basis.

When looking at the Gautrain Project, the team of people executing the project consists of both government and private individuals. International players form part of the team and

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bring expertise and technology to the table. The Gautrain Project is not only part of a bigger political system (SDI) but also part of an existing infrastructure system (existing commuter lines). The proposed routes affect existing residential and commercial systems, whereas the funding of the project form part of another system (taxpayers).

As highlighted in the literature study, involving stakeholders from the inception stage of a mega-project is one of the critical success factors. Not only will it prevent unnecessary delays during the very expensive implementation phases, but it will also ensure that the operational phases are economically viable as a result of the acceptance and support from stakeholders.

Success or failure can be seen from many perspectives. The identification of the goals and objectives of a mega-project like the Gautrain needs to get dedicated attention right from the start of the project. The whole stakeholder community has to be taken into consideration when identifying goals and objectives.

The concept of stakeholder management was explored and the key message is to ensure that all stakeholders are identified, that their interests and issues are documented and actively managed.

A key element of stakeholder management is communication. Successful communication is a bi-directional process including active listening. Stakeholders of mega-projects, like the Gautrain, expect to be informed and consulted on a continuous basis. The literature study showed that involving and consulting stakeholders in the early stages have benefits later in the project

The history of cost and time overruns on mega-projects has created an atmosphere of mistrust with stakeholder groups. Creating governance and decision structures on mega-projects that allow for transparency, scrutiny, and performance management will not only address the paradoxical role of government but will also ensure the right level of focus on ensuring the success of the project.

Communication and access to information is crucial to support the drive for transparency. Creating a common understanding of all the objectives and using different channels of communication to influence the stakeholder perception should be standard practice on mega-projects.

The media plays a pivotal role in the mega-project manager's toolset. Although the media is typically seen as the public watchdog and should be independent, a carefully planned and executed communication strategy will be able to harness the power of the media to the benefit of the project.

Good media relations ensure that the media trusts the information provided and understand when a situation arises where no information can be provided. This does not mean that the media will relinquish its duty to inform stakeholders of any issue that might affect them.

Different media types have different affects on stakeholders. Choosing the right media type for the message to be delivered is fundamental to the ultimate success of the communication. Actively monitoring the effects of communication and interpreting the media coverage will give the project team important information to proactively manage issues that might arise. This is where the relationship and appropriate interaction with the media will ensure a speedy resolution of any issue.

On the Gautrain Project the communication team created an integrated communication plan, establishing relationships with the media from the outset. This continuous interaction with the media created an environment of mutual respect, and although it does not prevent negative publicity when things go wrong, it certainly establishes a base from which this negative publicity can be addressed. Working from a base of mutual respect will allow the project team access to people when urgent communication needs to be processed and it will also assist in ensuring that the intent of the message is left mostly intact.

The interrelationship between the project and its stakeholders is facilitated by communication. The media, as a method of communication, needs to be managed in a very specific way to ensure that the process of informing, influencing, and deriving the required actions from stakeholders is successful. The delicate balance of this *scale* can easily tip in the wrong direction.

In the next sections, the research methodology will be explained after which the key findings are discussed. Finally, suggestions for further research will conclude this report.

CHAPTER 3

It is common sense to take a method and try it; if it fails, admit it frankly and try another. But above all, try something.

Franklin D. Roosevelt

32nd President of the US (1882 - 1945)

3 RESEARCH METHODOLOGY

3.1 Introduction

The research hypothesis can be described by the following statements:

- The media is an integral part of the communications strategy of large public infrastructure projects

- Public opinion and participation is a crucial element in the critical success factors of large public infrastructure projects

- Active management of the media in supporting the objectives of large public infrastructure projects can be advantageous.

3.2 Research Design

The complexity of the research environment and the availability of participants determined that a primarily qualitative, rather than a quantitative approach, was used during this research. The research approach was based on four phases:

- A **Conceptualisation Phase**, during which the literary review was completed to ensure a comprehensive understanding of existing literature and research. During this phase the research problem, hypothesis and design was refined, taking cognisance of all new information gathered.

- A **Design Phase**, during which all research questions were formulated to verify the hypothesis and structured into questionnaires.

- An **Implementation Phase**, during which all information was gathered, analysed, interpreted and reported on.

- A **Close-out Phase**, during which the findings and recommendations were shared with participants. Additional feedback regarding the findings was integrated in the findings.

3.3 Method of Data Collection

The complexity of the types of projects which this research relates to, as well as the different phases in which each of the projects are, necessitated the use of qualitative data collected *via* structured interviews.

A letter of introduction was sent to the potential participants, explaining the context of the research and asking for participation (See Appendix E). Some participants preferred formal interviews, while others preferred a short telephonic discussion to clarify uncertainties.

In addition to the data collected as described above, an opinion poll was conducted in the Pretoria, Midrand and Johannesburg areas. The same poll was used to gather information from the Gautrain Project Team.

Other information related to this research was obtained from articles, books, journals and project information obtained from the Gautrain Project Team.

3.4 Justification

Given the limited available research specifically focussing on this topic, the data collected is of a qualitative nature without a detailed empirical basis. For the purposes of this research it provides sufficient information and serves as a basis for more detailed research for the future.

3.5 Research Instruments

Data was collected *via* the following means:
- Formal, structured interviews (See Appendix D)
- Opinion Poll (See Appendix F)
- Requests for project information

CHAPTER 4

Results! Why, man, I have gotten a lot of results. I know several thousand things that won't work.

Thomas A. Edison
US inventor (1847 - 1931)

4 RESULTS AND FINDINGS

4.1 Introduction

The main objective of this research was not to gather a large sample of empirical data on which to prove the hypothesis. The research was aimed at getting confirmation from a representative group of knowledgeable and interested people about a notion born from an interest in the field of project management, specifically the interaction between the project, its stakeholders and the media.

The design of the interview questionnaire was meant to support the hypothesis that the media, in all its facets, play a pivotal role in determining the success of specifically large infrastructure projects. Furthermore, the interview questionnaire would confirm that public opinion and participation in these projects should be considered as important to the success of the project. Lastly the interview questionnaire would confirm that an active and formal approach to managing the media in support of the project objectives can positively improve the chances of success on the project.

After discussions with members of the Gautrain Project, a list of potential interview participants were identified. Participants were selected based on whether they were identified as a stakeholder on the project. The total list of participants, including the ones selected by the Gautrain Project Team, amounted to 75.

The opinion poll was designed to test the public's opinion on different aspects of the Gautrain Project. The purpose of this opinion poll was to compare the public's opinion against the actual state of those aspects, as well as the Gautrain Project Team's opinion on said aspects. A total of 250 members of the public and 15 members of the Gautrain Project Team completed the opinion poll questionnaire. Inputs were gathered from the general public in Pretoria, Midrand and Johannesburg.

4.2 Results

4.2.1 Interviews

From the total number of interview questionnaires sent out, 44 responded positively. This amounts to an effective response rate of 59%. The high response rate is probably an indication of the high level of interest in the Gautrain Project.

The questionnaire required the respondents to identify which stakeholder group they belonged to. The breakdown of respondents is shown in Figure 4.1.

Figure 4.1 - Percentage Respondents per Stakeholder Group

National Government	0%
Provincial Government	5%
Local Government	11%
Parastatal (e.g. ACSA, SARCC, SANRAL)	5%
Gautrain Project Team	14%
Private Partner	7%
Organised Public Interest Group	16%
Print Media	14%
Broadcast Media	2%
Online Media	5%
General Public	23%

For the purpose of this research, the ratio of respondents in each stakeholder group in comparison to the other groups is not relevant. The information will however be used to get a clearer understanding of the respondents view on the impact the media can have on the success of the project.

By far the majority of the respondents indicated that the media can play a positive role in supporting the objectives of a project like the Gautrain. As shown in Figure 4.2 only five percent of respondents felt that the media cannot contribute positively to the success of the project.

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Figure 4.2 - Contribution of the Media to Project Success

In your view, could the media play a positive role in supporting the objectives of large infrastructure projects like the Gautrain?

Yes	68%
No	5%
Maybe	27%

Of the respondents that replied in the negative, all were in the Provincial or Local Government. The sample evaluated however, is too small to deduce anything from this ratio. Interestingly enough, more than half of the Provincial and Local Government respondents did respond positively. What is significant is the fact that 42 of the 44 respondents either agree or give the matter the benefit of the doubt. This is a significant confirmation that the hypothesis, regarding the positive role the media can play in supporting the objectives of a project like the Gautrain, is true.

The next part of the questionnaire focuses on several issues related to communication, stakeholders (opinion and participation) and media relations. The objective of these questions was to determine the relative importance and interrelationships of these elements.

As shown in Figure 4.3, in all but three instances, more than 50% of the 44 respondents rated the issue or statement as very important. The three instances where the following:

- Both successes and failures of the project should be communicated.
- The negative impact of open communication with the media should be considered.
- Government should also have a clearly defined, integrated Marketing and Communication Strategy, covering large infrastructure initiatives like the Gautrain.

In only two instances did more than 15% of the respondents rate the issue as unimportant. These instances were the following:

- The negative impact of open communication with the media should be considered.
- Government should also have a clearly defined, integrated Marketing and Communication Strategy, covering large infrastructure initiatives like the Gautrain.

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Figure 4.3 - Interview Results

	VI	IM	NI
The project should have a clearly defined Marketing and Communication Strategy.	68%	32%	0%
The Marketing and Communication Strategy should differentiate between sub strategies for each Stakeholder Group.	86%	11%	2%
Media partnerships should be established to ensure a continuous flow of information.	75%	23%	2%
Different Marketing and Communication strategies should be defined for the different stages of the project.	70%	23%	7%
The project should appoint dedicated spokespeople.	66%	23%	11%
The appointed project spokespeople should be accessible to the media.	86%	14%	0%
Only the appointed spokespeople are allowed to speak to the media.	68%	23%	9%
Both successes and failures of the project should be communicated.	45%	45%	9%
Project milestones should be clearly communicated.	86%	9%	5%
Project progress should be regularly updated and communicated to all Stakeholder Groups.	68%	32%	0%
Regular stakeholder perception surveys should be conducted.	64%	23%	14%
Lessons learnt should be continually incorporated into the Marketing and Communication plans.	80%	20%	0%
The objectives of the project should be clearly defined and communicated.	89%	11%	0%
Public participation should be a focus point in the Marketing and Communication strategy.	64%	34%	2%
The influence of the media on public opinion should be considered.	66%	34%	0%
Media enquiries should e answered promptly.	64%	23%	14%
Different forms of communication media should be considered (e.g. printed press, radio, television, internet, Call Centres, periodicals, road shows, exhibitions, etc.).	64%	23%	14%
Communication messages from the different streams within the project should be aligned.	86%	14%	0%
The benefits related to all Stakeholder Groups should measurable and widely communicated.	64%	23%	14%
The achievement of stated benefits should be measured and communicated throughout the different phases of the project and thereafter.	66%	23%	11%
Relevant and updated information should be made available in a central place for all Stakeholder Groups	57%	39%	5%
The Marketing and Communication Strategy must be based on the principle of being proactive rather than reactive.	82%	14%	5%
The negative impact of open communication with the media should be considered.	41%	34%	25%
The role of the public in the successful achievement of the objectives of large infrastructure projects should be considered.	57%	41%	2%
Government should also have a clearly defined, integrated Marketing and Communications strategy covering large infrastructure initiatives like the Gautrain.	41%	34%	25%

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The results clearly indicate that the overwhelming majority of respondents agree that the media, as influencer of public opinion, is an important element of communication on the project. It also supports the view that regular communication with stakeholders increases the chances of support for the project objectives.

In the open section of the questionnaire, a number of respondents added comments that should be considered when defining the interaction between the project, its stakeholders and the media. The following summarises those comments:

- "… one should consider the ethical implications when determining how to deal with the media…."
- "… formal communication strategies should be implemented and executed a lot earlier in public projects…"
- "… today's sensation seeking media conglomerates might not find it newsworthy to report on or support something that everybody agrees on and support anyway …"
- "… the way you treat the media is a function of how the media will treat you …"
- "… the power of the media to influence public opinion should not be underestimated…"
- "… transparency goes a long way in buying goodwill …"

4.2.2 Opinion Poll

A total number of 250 opinion poll questionnaires were collected from members of the public. The questionnaires were collected in the Pretoria, Midrand and Johannesburg areas.

The statements were constructed in such a way that the overall results would show public opinion on the level of agreement (positive) or disagreement (negative) with the actual state of the project, based on communication in the media (print, radio, television, electronic or other) or with statements, documents, newsletters, or press releases issued by the Gautrain Project.

The responses were categorised as follows:

- 1 – Strongly Agree
- 2 – Agree
- 3 – Neither Agree nor Disagree
- 4 – Disagree

- 5 – Strongly Disagree

As seen in Figure 4.4, a large number of responses were *Neither Agree nor Disagree*. This could either be interpreted as uninformed, no opinion or neutral. For the purpose of this research, the neutral option is assumed to be positive (associated with *agreement*).

Given the assumption above, 55% of respondents were positive regarding the Gautrain Project and 45% were negative. The assumption to interpret the neutral answer as positive has a significant impact on the overall results. Should the neutral responses be seen as negative, then only 23% of the respondents could be seen as having a positive sentiment towards the project. If all neutral answers were eliminated, then the positive sentiment only rises to 34%.

Figure 4.4 - Opinion Poll Results – Overall
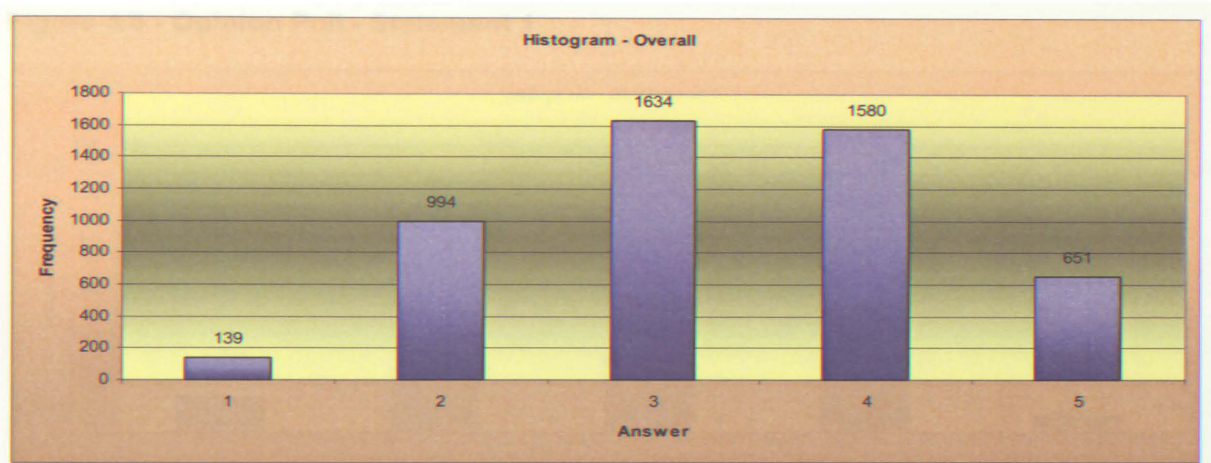
Considering the different aspects addressed by each question, it is best to discuss the results from each statement separately.
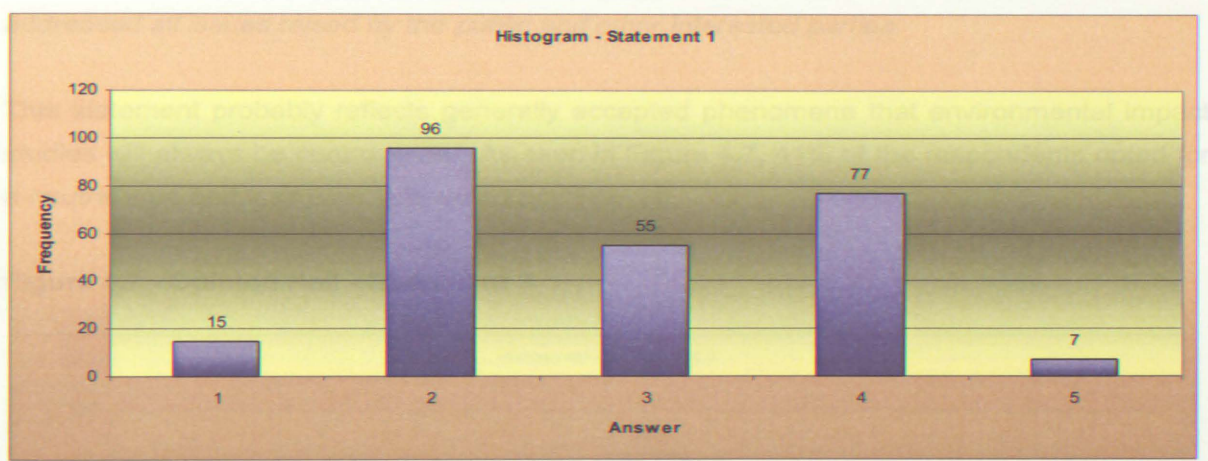
Statement 1

The Gautrain Project is well covered in the media.

The information, as shown in

Figure 4.5, highlights the general opinion of the public that the media is covering the Gautrain Project well and in turn, the Gautrain Project Team is making information available to be published. This statement contributes to the overall positive sentiment by showing a positive figure of more that 66%.

Figure 4.5 - Opinion Poll - Statement 1

Statement 2

The first phase of the Gautrain Project will be ready for the 2010 Soccer World cup.

This statement shows a different picture and deals with the public's opinion regarding a specific Gautrain Project milestone. A much higher neutral count (Figure 4.6) swings the vote to a close 52% positive sentiment. The high number of responses in the *Disagree* and *Strongly disagree* categories shows that the confidence in the project's ability to deliver is weak.

Figure 4.6 - Opinion Poll - Statement 2
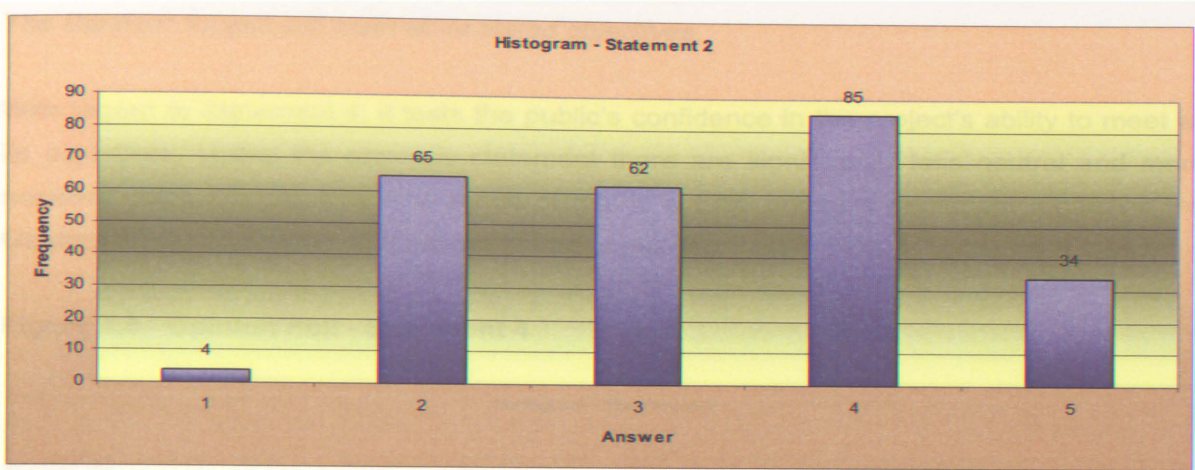
Statement 3

The Environmental Impact Study, commissioned by the Gautrain Project, sufficiently addressed all issues raised by the public and other interested parties.

This statement probably reflects generally accepted phenomena that environmental impact studies will always be controversial. As seen in Figure 4.7, 41% of the respondents opted for a neutral vote and less than 10% voted positive.

Figure 4.7 - Opinion Poll - Statement 3

77
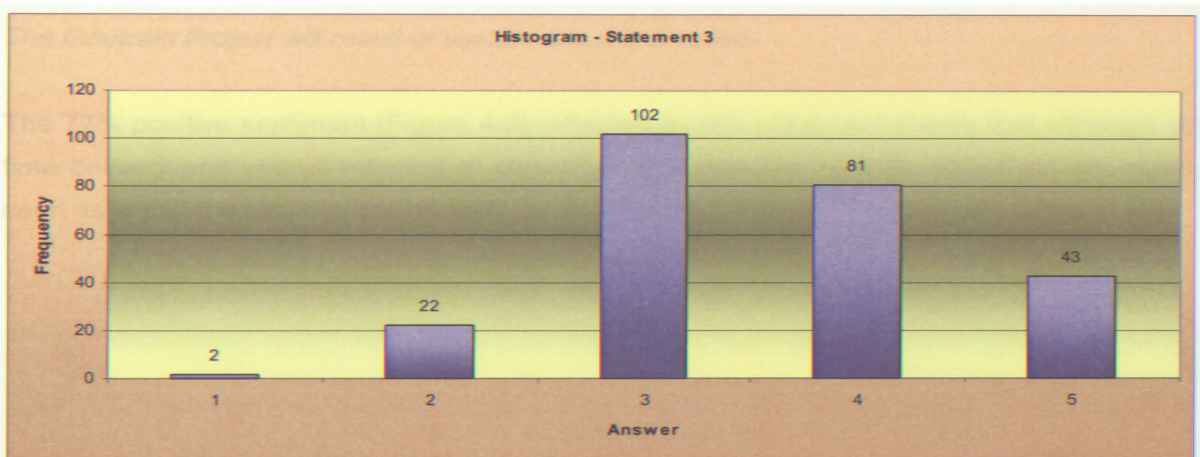
Statement 4

The Gautrain Project will meet all its stated objectives.

With regard to Statement 4, it tests the public's confidence in the project's ability to meet all its objectives. Unlike the previous statement there are significantly less neutral and more negative votes (Figure 4.8). The result of this is a 57% negative sentiment regarding the Gautrain Project's abilities to meet the stated objectives.

Figure 4.8 - Opinion Poll - Statement 4
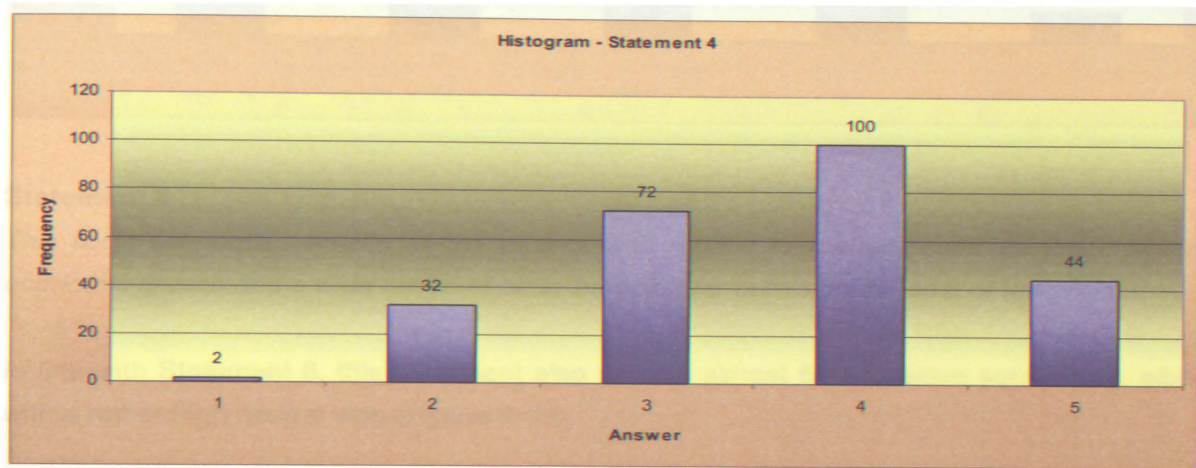
Statement 5

The Gautrain Project will result in sustainable job creation.

The 77% positive sentiment (Figure 4.9) reflected by this statement shows that although on-time delivery and overall meeting of objectives are negative, specific objectives are clearly seen as within the reach of the project.

Figure 4.9 - Opinion Poll - Statement 5

Histogram - Statement 5
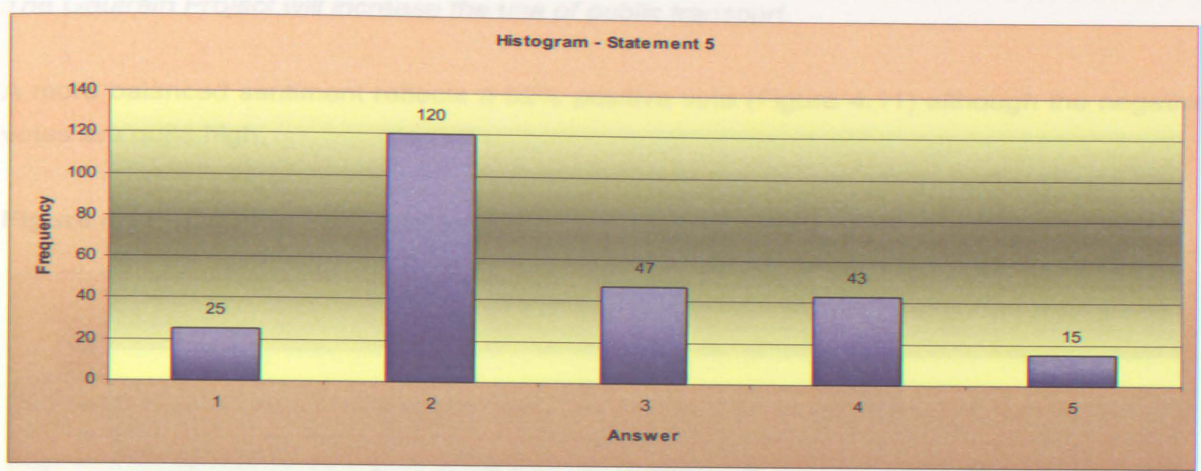
Statement 6

The socio-economic benefits of the project with regard to matters such as job creation, economic growth and a wide range of other benefits, far outweigh the cost of the project.

In line with Statement 6, this statement also reflects almost 60% positive sentiments, albeit with a rather high neutral vote (Figure 4.10).

Figure 4.10 - Opinion Poll - Statement 6

Histogram - Statement 6

79
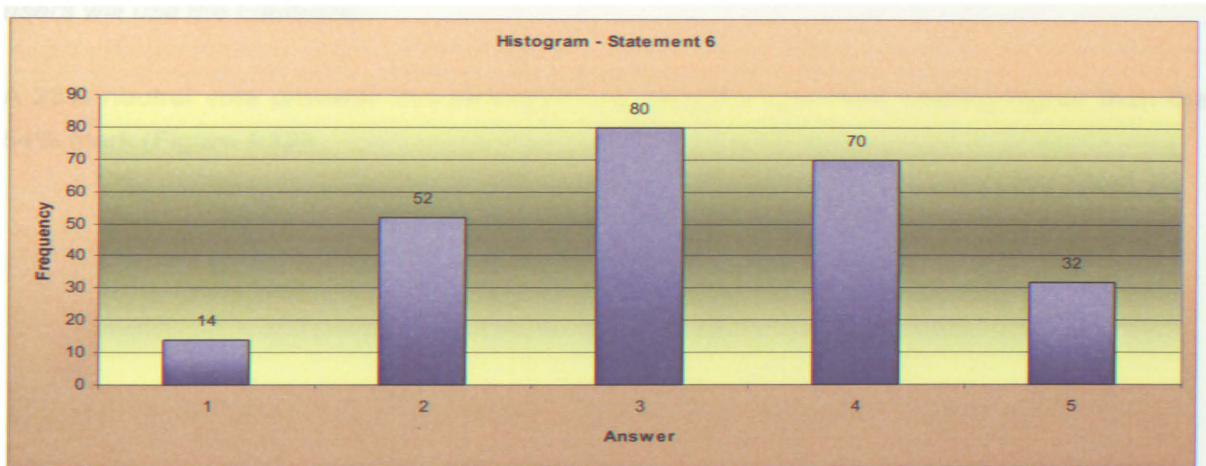
Statement 7

The Gautrain Project will increase the use of public transport.

A more balanced sentiment reflects a 52% positive vote (Figure 4.11) although the negative votes are quite high.

Figure 4.11 - Opinion Poll - Statement 7
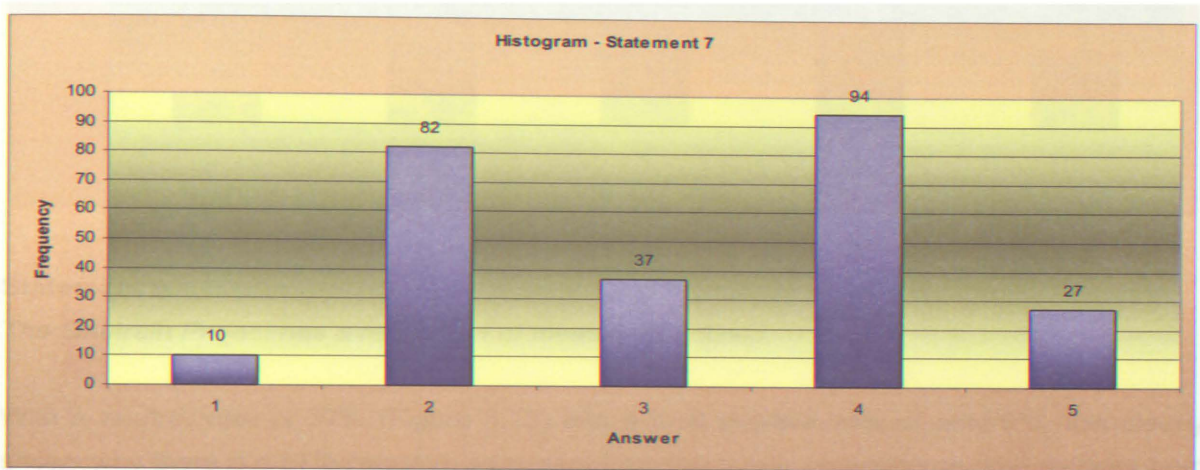
Statement 8

The Gautrain Project will alleviate the load on the N1 Freeway (20% of existing private car users will use the Gautrain).

A 23% neutral vote prevents this overwhelming negative vote from soaring higher than the 54% mark (Figure 4.12).

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Figure 4.12 - Opinion Poll - Statement 8

Histogram - Statement 8
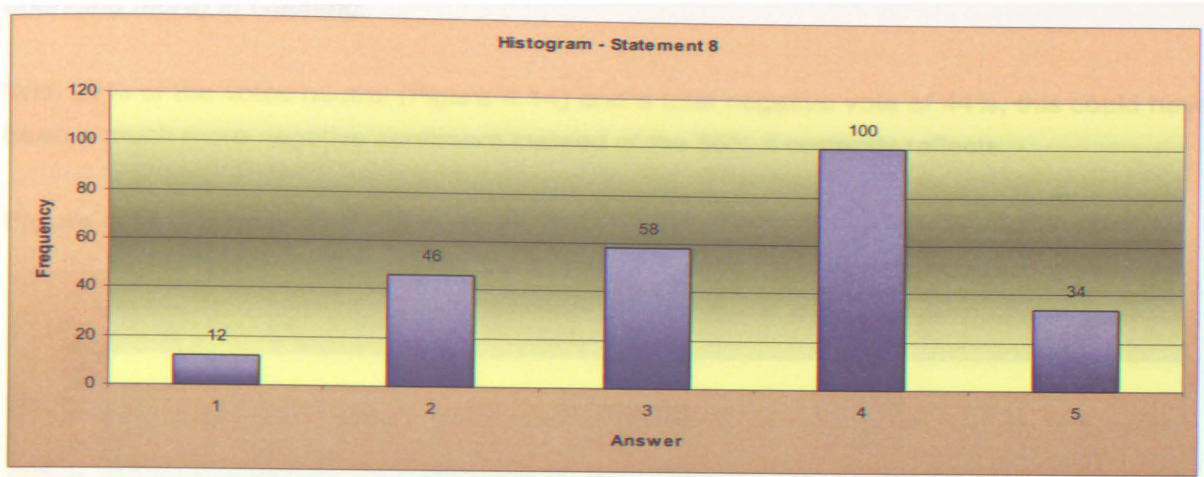
Statement 9

The Gautrain Project has a reputation of meeting deadlines.

With a neutral vote of 37% (Figure 4.13) and a total positive vote of only 6%, this clearly shows why there is a 57% negative sentiment from the public regarding on-time delivery from the Gautrain Project.

Figure 4.13 - Opinion Poll - Statement 9

Histogram - Statement 9

81
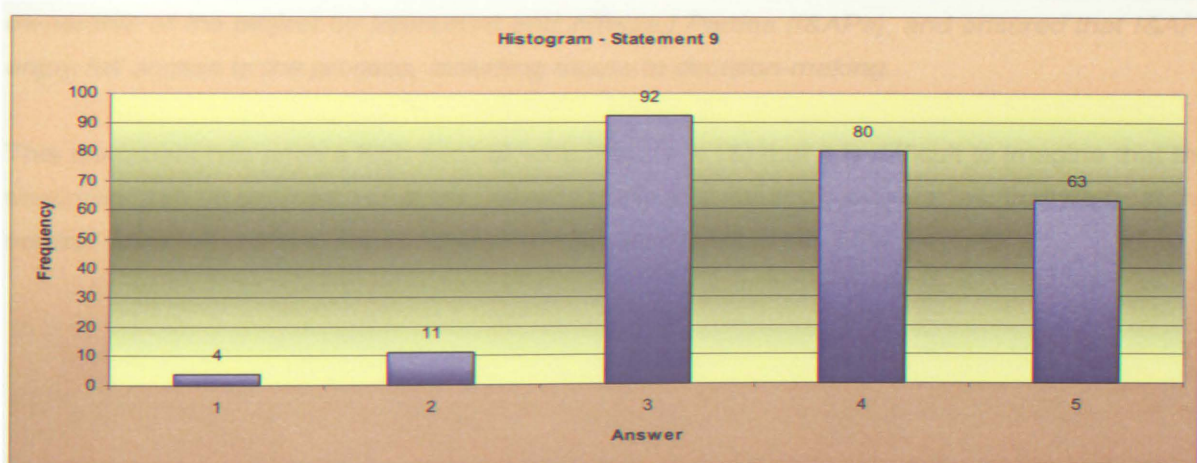
Statement 10

The Gautrain Project will promote Business Tourism (business travellers staying longer and spending more) in Gauteng.

With 37% of the votes neutral (Figure 4.14) and a total negative vote of 44%, this could have been a much more negative sentiment instead of the 56% it currently reflects.

Figure 4.14 - Opinion Poll - Statement 10
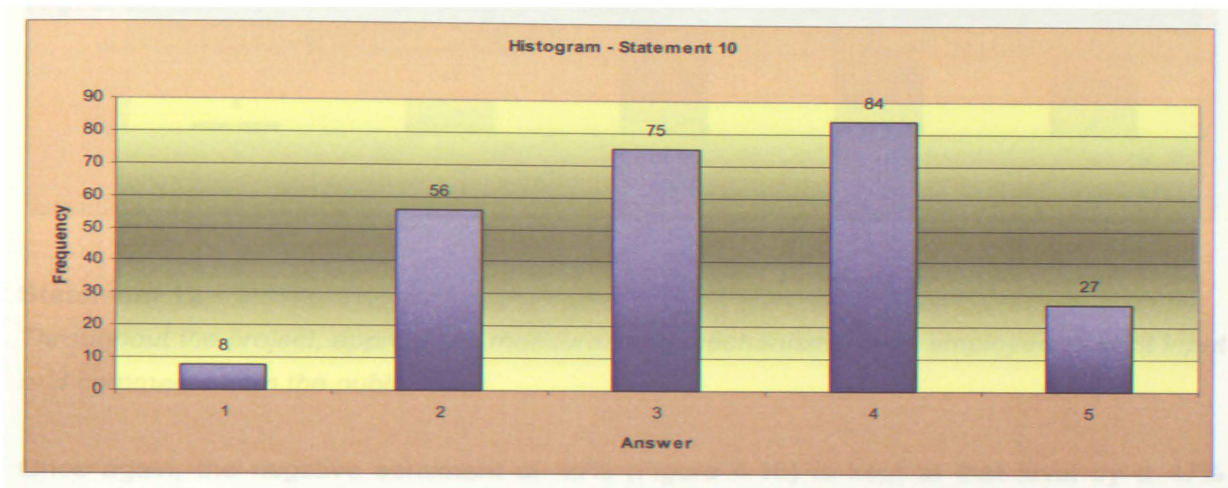
Statement 11

The process through which public participation was facilitated, instilled an accurate understanding of project processes and progress, promoted transparency, encouraged ownership of the project by Interested and Affected Parties (I&APs), and ensured that I&APs enjoy full access to the process, including inputs to decision-making.

This statement has such a high neutral vote (Figure 4.15) that it is difficult to imagine that the sentiment can be positive. However, based on the assumption made earlier, that we treat the neutral votes as positive, the sentiment for this statement is still 55%.

Figure 4.15 - Opinion Poll - Statement 11

Histogram - Statement 11
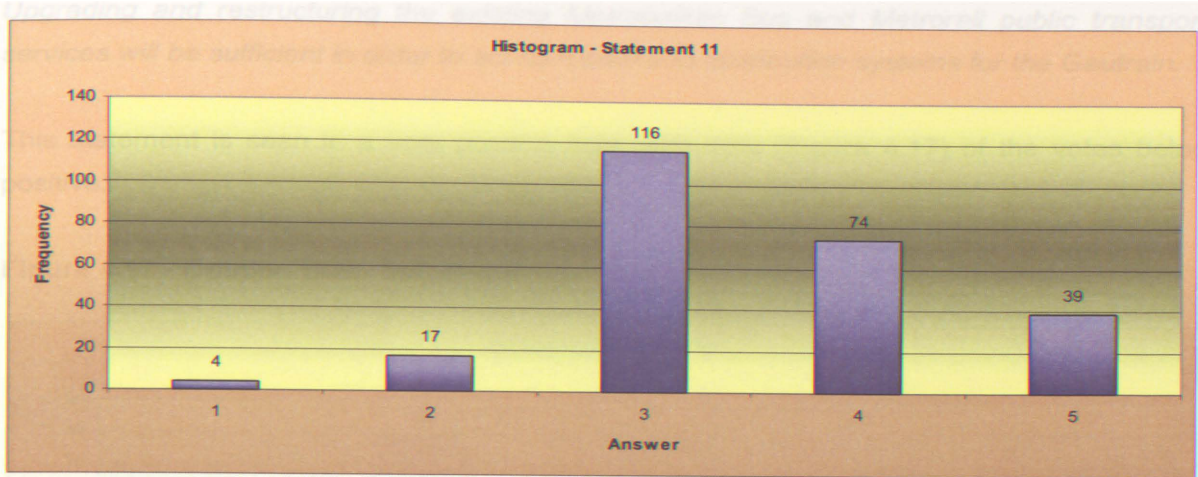
Statement 12

Throughout the project, appropriate measures and mechanisms were employed to elicit input and comments from the public.

Once again, the negative sentiment of 46% (Figure 4.16) is kept at that level by a 47% neutral sentiment. A true positive sentiment of only 8% is boosted to 54% when added to the neutral sentiment. One of the possible reasons for this is that a number of the respondents are not directly affected by the project.

Figure 4.16 - Opinion Poll - Statement 12
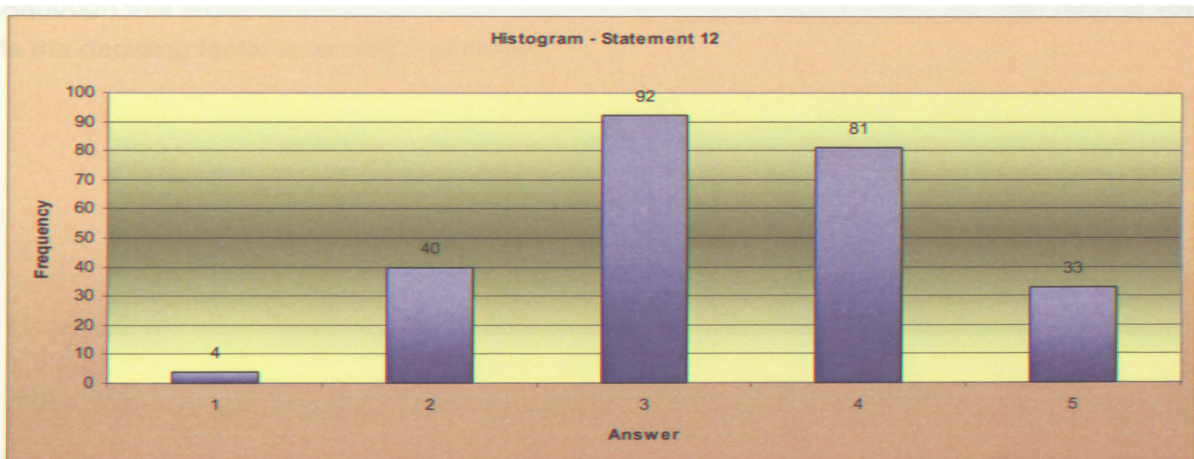
Histogram - Statement 12

83

Statement 13

Upgrading and restructuring the existing Metropolitan Bus and Metrorail public transport services will be sufficient in order to act as feeder and distribution systems for the Gautrain.

This statement is seen in a very positive light, with 62% (Figure 4.17) of the votes being positive.

Figure 4.17 - Opinion Poll - Statement 13
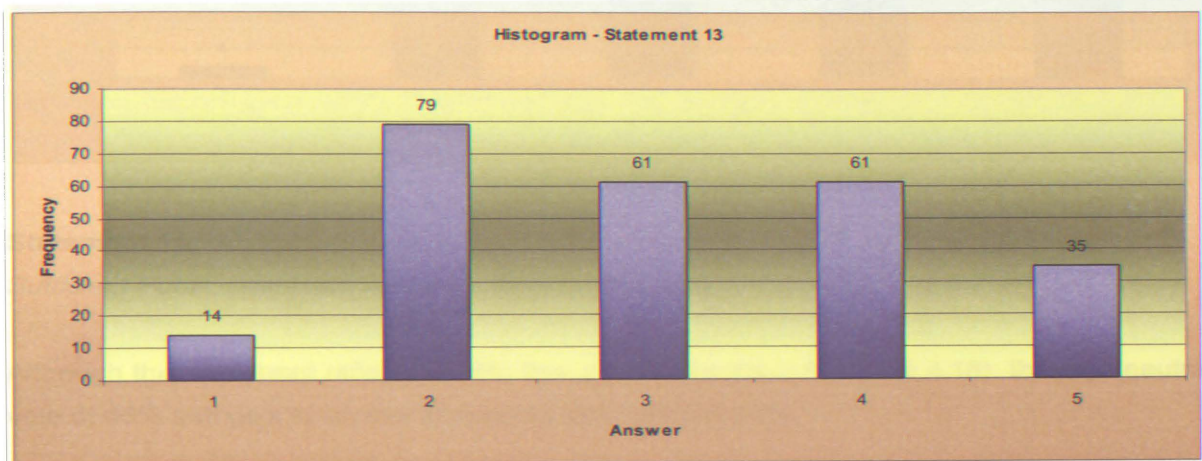
Statement 14

The public participation process was started early enough.

Although this statement reflects a 53% positive sentiment (Figure 4.18), the high neutral vote is the deciding factor in turning it positive.

Figure 4.18 - Opinion Poll - Statement 14
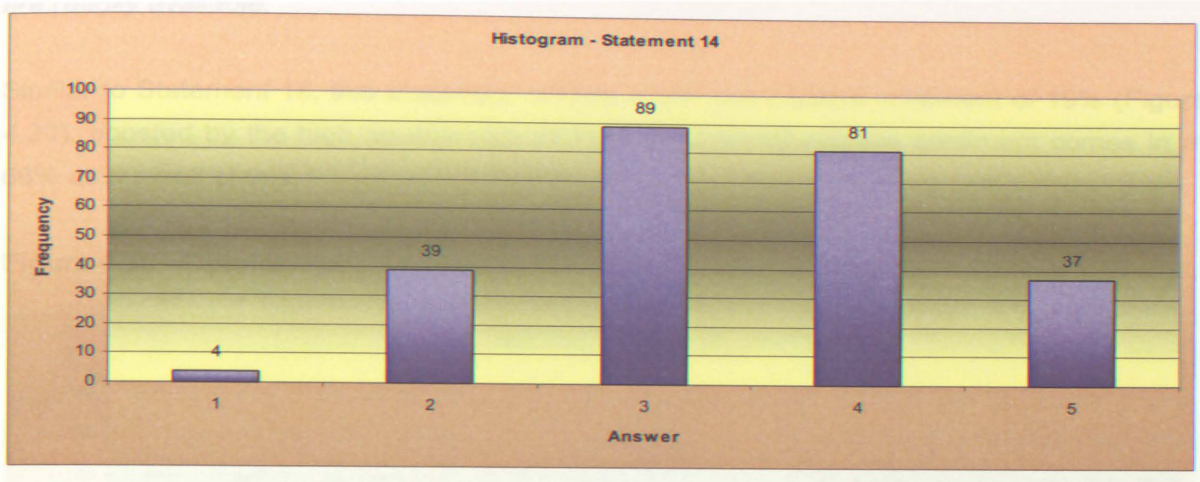
Statement 15

Sufficient Public Feedback meetings were conducted.

Although this statement reflects an 8% true positive sentiment (Figure 4.18), the high neutral vote of 46% swings it to an overall positive sentiment of 54%.

Figure 4.19 - Opinion Poll - Statement 15
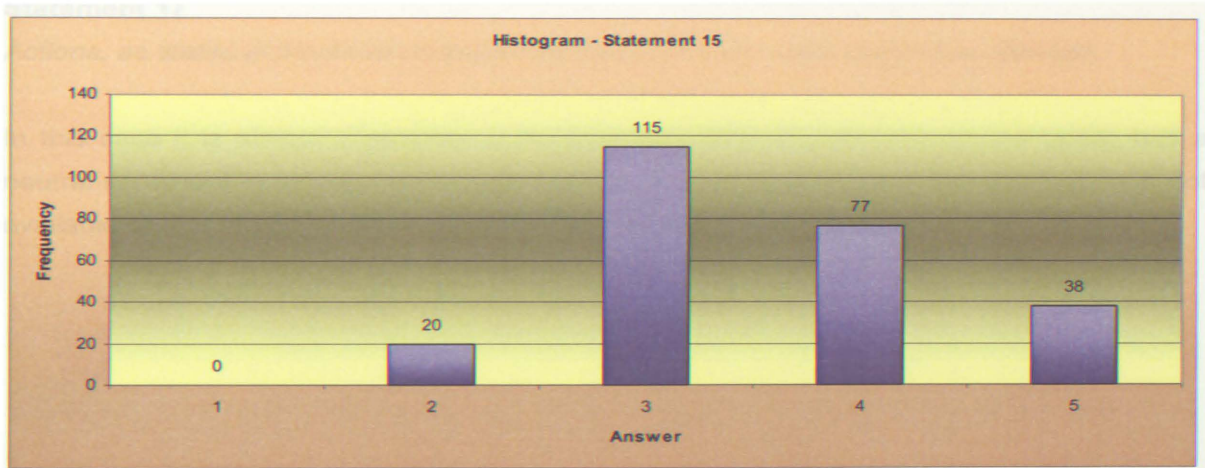
Statement 16

Details of the Environmental Management Plan regarding design and construction phases are readily available.

Similar to Statement 16, this statement reflects a low true positive sentiment of 19% (Figure 4.20), boosted by the high neutral vote of 46%. The overall positive sentiment comes in at 66% as a result of this.

Figure 4.20 - Opinion Poll - Statement 16
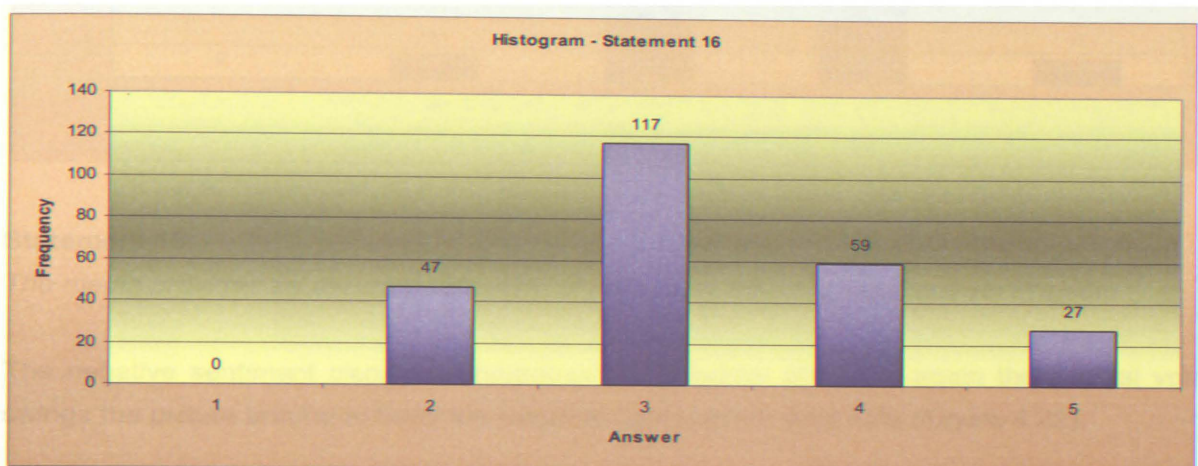
Statement 17

Actions, as stated in the Environmental Management Plan, are executed as planned.

In this case it is almost impossible to imagine that 68% (Figure 4.21) of the public has a neutral sentiment in terms of this statement. The possibility exists that the information is not available or that the public do not know where to access the information.

Figure 4.21 - Opinion Poll - Statement 17
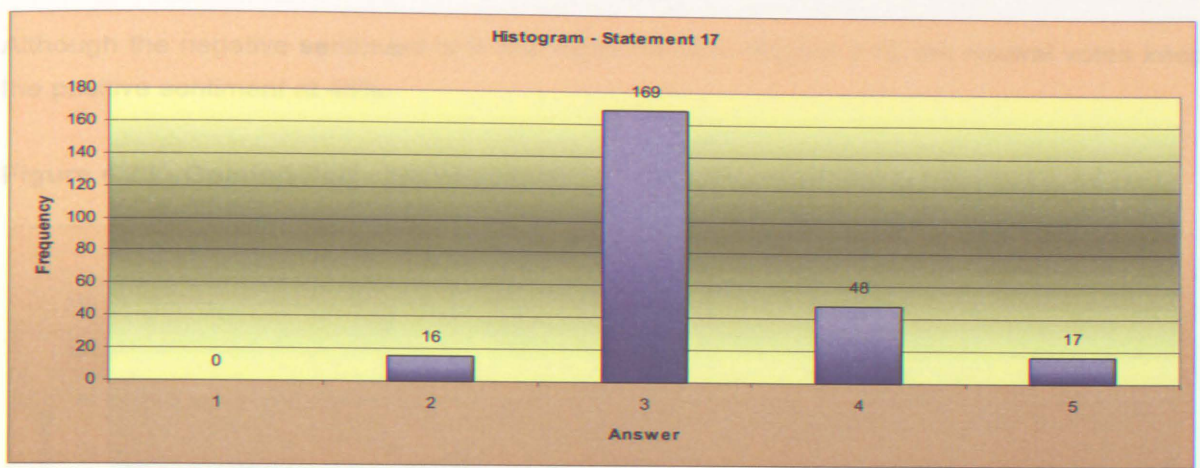
Histogram - Statement 17

Statement 18

The media provides an accurate reflection of the actual status of the Gautrain Project.

The negative sentiment clearly overshadows the positive, but once again the neutral vote swings the picture around to keep the negative sentiment to only 53% (Figure 4.22).

Figure 4.22 - Opinion Poll - Statement 18

Histogram - Statement 18

87
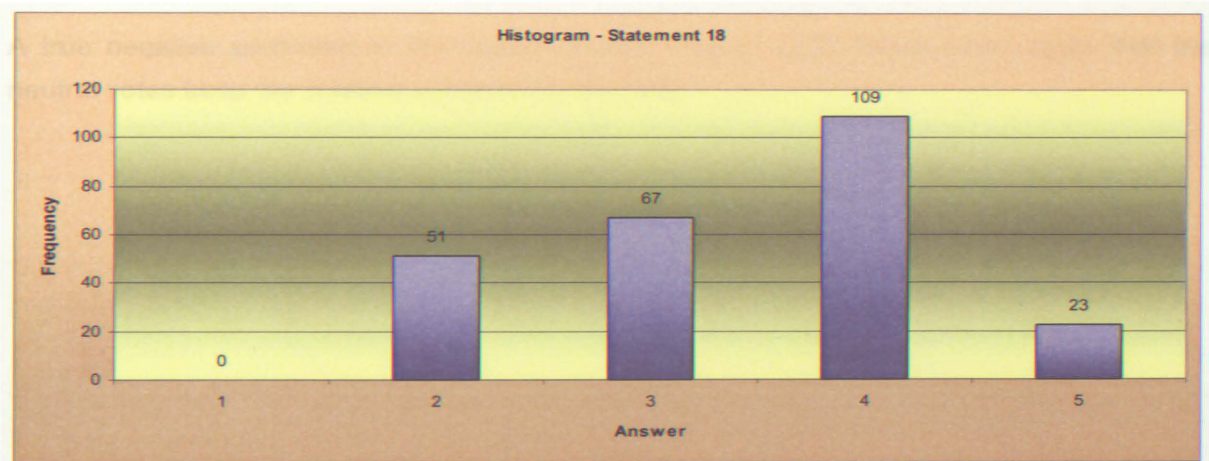
Statement 19

The Gautrain Project will be successful.

Although the negative sentiment is in the region of 52% (Figure 2.1), the neutral votes keep the positive sentiment at 48%.

Figure 4.23 - Opinion Poll - Statement 19
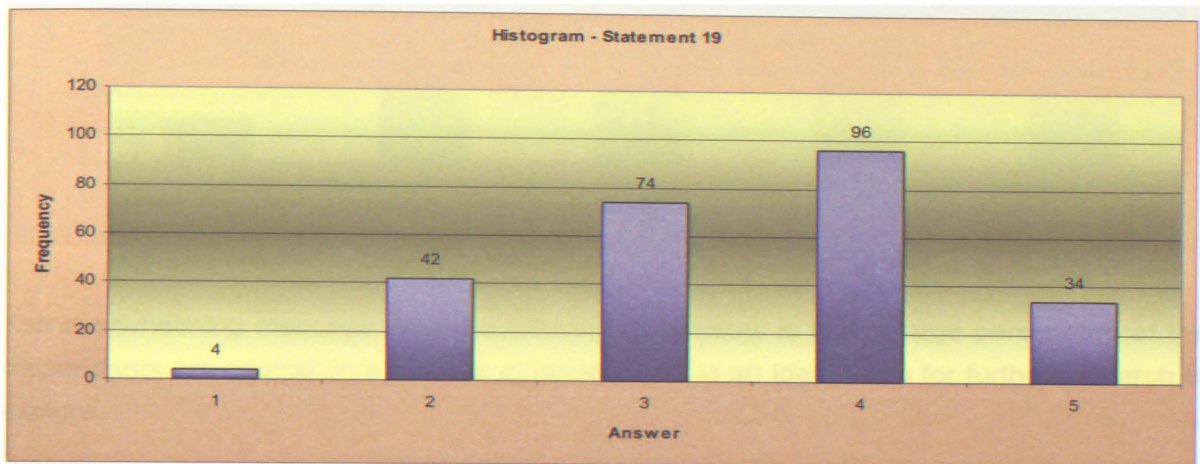
Statement 20

The Gautrain Project is a key success factor of the 2010 Soccer World Cup.

A true negative sentiment in the region of 49% (Figure 4.24) shows once again that the neutral votes keep the positive sentiment in the lead.

Figure 4.24 - Opinion Poll - Statement 20
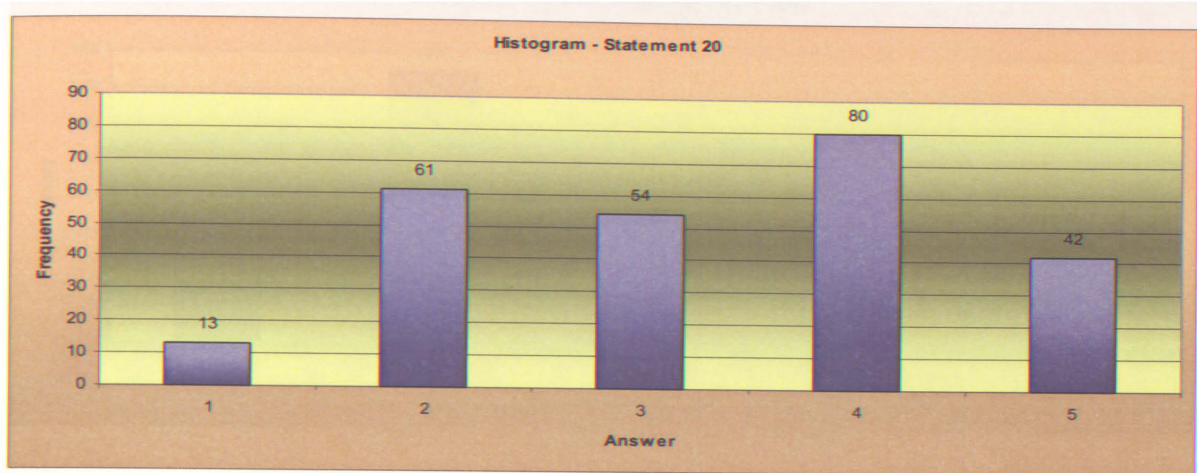
The overwhelming message from the different statements is that a large percentage of the respondents are neutral on a number of issues. This is an ideal basis for further research to explore.

Lastly, it is interesting to see how the different statements, addressing similar issues, correlate with each other. The correlation table in Appendix G shows high correlation between the following statements:

- Highest (above 70%) – Statements 19 and 20.
- Second highest (above 60%) – Statements 5 and 6, 7 and 8, and 14 and 15.
- Another large group of statements correlate at higher than 45%.

The importance of this information is that it supports the validity of the sample.

When comparing the opinion of the general public with that of the Gautrain Project Team, the difference is significant.

Compared tot the 55% positive response from the general public (Figure 4.4), 94% of the Gautrain Project Team responses were positive (Figure 4.25).

Figure 4.25 – Opinion Poll Results – Overall - Gautrain Project Team

Histogram - Overall - Gautrain Project Team
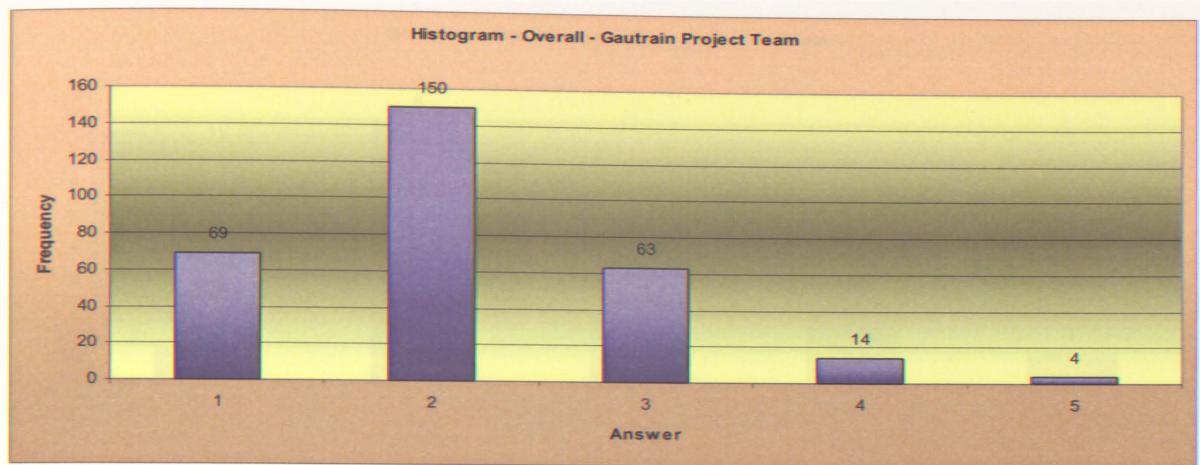
Detail results per statement can be seen in Appendix H.

With the public opinion, negative responses were recorded in all statements. In contrast, with the Gautrain Project Team poll, only 11 of the 20 statements contained negative responses. Another significant difference is that a lot less neutral responses were recorded from the Gautrain Project Team (22%). Even if the neutral responses were ignored, then the overall positive response is 92%, compared to the 34% in the public opinion poll.

In most statements the opinion of the Gautrain Project Team is very much the opposite of the opinion as recorded for the public. Interestingly, as shown in Figure 4.26, statement 18 (*The media provides an accurate reflection of the actual status of the Gautrain Project.)* had the highest number of negative responses (27%).

90

Figure 4.26 - Opinion Poll - Statement 18 - Gautrain Project Team

Histogram - Statement 18 - Gautrain Project Team
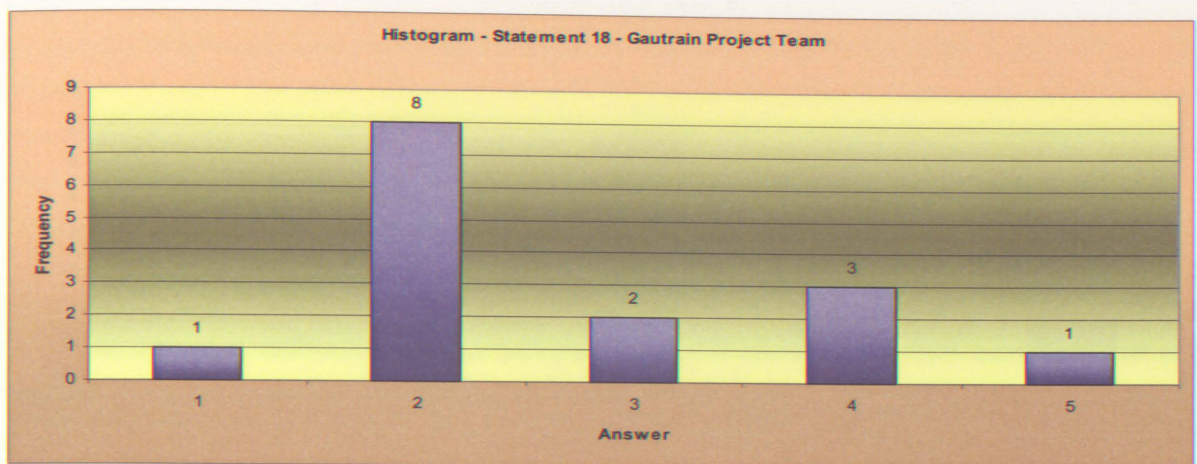
Another interesting response is found in statement 9 (Figure 4.27), concerning the reputation of the Gautrain Project in meeting deadlines. This statement showed almost 50% neutral responses.

Figure 4.27 - Opinion Poll - Statement 9 - Gautrain Project Team
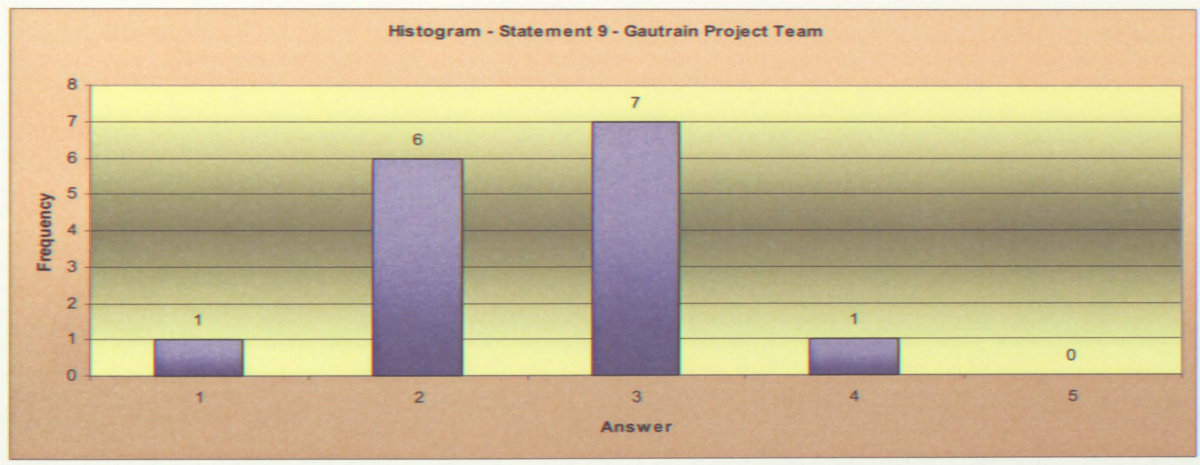
Histogram - Statement 9 - Gautrain Project Team

Statement 13 (*Upgrading and restructuring the existing Metropolitan Bus and Metrorail public transport services will be sufficient in order to act as feeder and distribution systems for the Gautrain.*) also showed a high (47%) number of neutral responses. In addition, 20% of the responses were negative (Figure 4.28).

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Figure 4.28 - Opinion Poll - Statement 13 - Gautrain Project Team

Histogram - Statement 13 - Gautrain Project Team
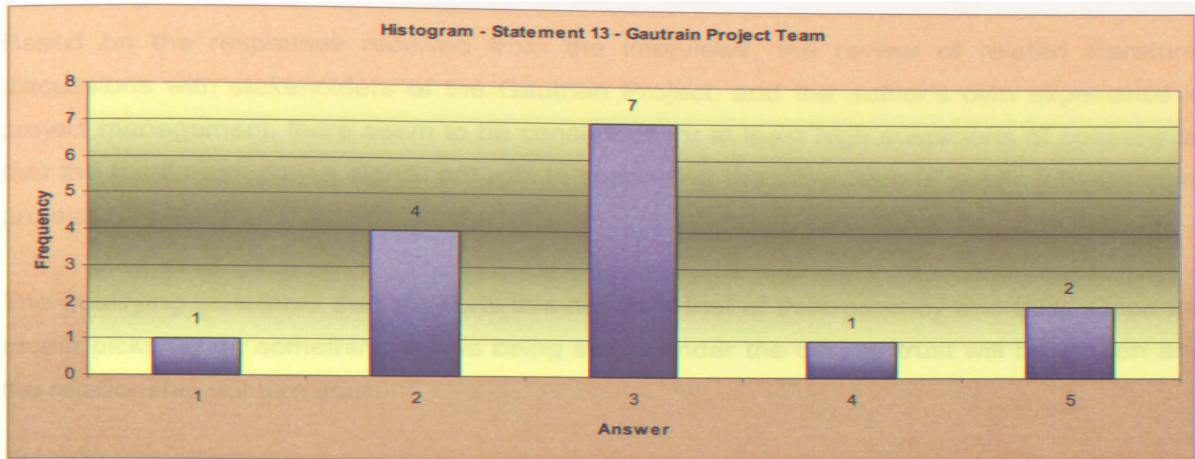
Although only 15 respondents from the Gautrain Project Team participated in the opinion poll, it is deemed sufficient to get a general view of the difference between their opinion and that of the public.

4.3 Conclusions from the Research

Based on the responses received from the interviews, the review of related literature, discussions with stakeholders of the Gautrain Project, and the author's own experience in project management, there seem to be consensus, or at least high suspicions of consensus, that the media can play a significant role in supporting the objectives of public infrastructure projects.

The qualifying statement that supports this notion is that of transparency and trust. Once the media picks up on something that is being swept under the carpet, trust will be broken and the relationship will turn sour.

The results from the opinion poll and the related analysis of the results point to the fact that there seems to be a difference in opinion between the project team and the general public regarding a number of aspects:

- Ability to achieve goals (including milestones).
- Appropriateness of processes followed.
- Availability of up to date and accurate information.

These differences of opinion can only be rectified by ongoing communication, using the media as a method of that communication.

One of the main areas of concern is that of the Environmental Impact Assessment. The question that immediately comes to mind is if enough was done to ensure sufficient public participation during this early stage of the project. When considering the responses to statements 11, 12, 14 and 15, the large number of neutral and negative responses indicates clearly that the public opinion is that the Gautrain Project could have done more in this regard. Table 2.8 above shows the number of focus groups and public hearings conducted by the project. At first it might seem that 17 public meetings were enough, but the public's opinion indicates differently.

On the topic of meeting deadlines and objectives, the opinion poll again shows an alarming number of negative and neutral responses. When comparing this with the media releases on the project and the information on progress in the brochure prepared for the Presidential Imbizo in April 2007 (Gauteng Provincial Government, 2007), the gap is evident. Although, from a project perspective, most of the deadlines have been met, the perception, as

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indicated by the opinion poll, indicates something different. Even the responses from the Project Team indicate a high number of neutral opinions.

The fact that 33% of all responses from the public were neutral (Figure 4.4), provides a huge opportunity for the Gautrain Project. These are the respondents that can still be influenced. Not addressing the needs of the neutral respondents will most probably lead to turning them negative, especially regarding the ultimate support of the Gautrain service being implemented by the project. The successful achievement of the objectives of the project, linked to the operation of the service, depend on these neutral respondents to be turned into supporters early in the project. Marketing efforts to a positive market are always more successful and less costly than when the marketing campaign has to still swing negative perceptions of the product/service.

Table 4.1 highlights some of the considerations that should be taken into account when embarking on large public infrastructure projects.

Table 4.1 – Considerations

	Consideration
1.	Stakeholder Management should be done formally from the inception stage of the project.
2.	Formal Communication strategies and plans should be in place from the inception stage of the project.
3.	Transparency during the inception stages of the project will improve the chances of common understanding and acceptance of the project objectives by all stakeholders.
4.	Project objectives should include those of the stakeholders to show understanding and commitment from the project to achieve all objectives.
5.	Communication strategies and plans should be reviewed on a regular basis to align with changing stakeholder expectations, perceptions and beliefs. Regular opinion polls are critical.
6.	Media relations should always be kept in a healthy state.
7.	Good relationships with the media will not prevent bad publicity but will make it easier to manage.
8.	Understand the role you want the media to play (informer, verifier, influencer, protector, defender, promoter, or expeditor) at any given point in time and adjust your interaction and message accordingly.
9.	Mutual respect is the basis of any healthy relationship, especially the relationship with the media.
10.	Measurement of the effectiveness of your relationship with the media will be found in the difference between the message you submit to them and the message they transmit.
11.	Because trust is earned and not given, the earlier in the project lifecycle you start interacting with the media the better the chances of having a solid base tot work from when you need it.
12.	Although the media mostly decides on their own which issues are worth focussing on, regular, valuable information sharing from the project side will improve your chances of placing a particular communication when you need it to be placed.
13.	Ensure the media clearly understand the objectives of the project.
14.	Always be accessible to the media.

These considerations certainly do not encompass all aspects of the project's relationship with the media, but it has been highlighted by literature and supported by the research conducted as part of this report.

CHAPTER 5

I daresay one profits more by the mistakes one makes off one's own bat than by doing the right thing on somebody else's advice.

W. Somerset Maugham, 'Of Human Bondage', 1915
English dramatist & novelist (1874 - 1965)

5 CONCLUSION AND RECOMMENDATIONS FOR FUTURE RESEARCH

5.1 Conclusion

Throughout this report the importance of stakeholder management, communication and the media have been highlighted. In the previous section, a list of considerations was tabled to assist managers of large public infrastructure projects in managing their interaction with the media.

Evaluating the Gautrain Project against some of those considerations highlighted the following:

- The Gautrain Project is an excellent example of how communication strategies should be implemented.
- The accessibility of the Gautrain Project Team Members fosters a good relationship with the media.
- Although formal communication strategies where put in place at an early stage, very little interaction with the media and the general public happened during the inception stage.
- Clearer communication on the Gautrain objectives in the early stages of the project, specifically to the broader community, would have been beneficial for the image and reputation of the project.
- More focus on continuous monitoring of perceptions and public opinions is required to align the communication strategy with the needs of the stakeholders.

The Gautrain Project is the second biggest infrastructure development project on the continent of Africa and is certainly a milestone in the history of mega-projects in this country. It has been a privilege to work with the members of the project team and I hope that they are able to extract some value from this research project.

5.2 Recommendation for Further Research

It would seem appropriate to state that the objectives of this research project were met. Although no major empirical base of information exists to further support the findings, it certainly proves the initial hypothesis. Considering the research that Flyvbjerg *et al*. (2003) and other researchers have done on mega-projects like the Gautrain, an extension of the hypothesis in this report could easily form the basis of a much more detailed empirical research project.

This research highlighted the gap in literature and research, defining the critical interrelationship between the project, its stakeholders, and the media. Hopefully this report has contributed to the awareness of such a relationship.

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Source: Gauteng Provincial Government (2000:10)

APPENDIX B

GAUTENG SDI RAIL LINK

STUDY AREA
EXISTING URBAN AREAS
MAJOR ROADS
RAILWAY LINE
HIGHER DENSITY RESIDENTIAL AREAS
POTENTIAL HIGHER DENSITY RESIDENTIAL AREAS
CONCENTRATED ECONOMIC ACTIVITIES
GAUTENG SDIs
PRETORIA RING RAIL
MAIN LINE
LINK LINE

CONCEPTUAL FRAMEWORK

Figure 2 b

Source: Gauteng Provincial Government (2000:17)

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APPENDIX C

Aim: To develop and distribute relevant information material about Gautrain to stakeholder groupings			
Objective	**Target publics**	**Messages**	**Actions**
To build brand equity	• Internal • Government • Mass media • Business • Financial • Tourism • I&APs • Environmental • Developmental institutions • Organised labour • Gauteng residents • Potential passengers	• Gautrain brand • Brand values • Position Gautrain as a GPG project	• Refine and finalise brand • Withdraw all dated branding • Compile, distribute and implement Corporate Identity (CI) Manual • Arrange briefing sessions for CI application • (Re)launch of brand upon signing of Concession Agreement Function • Application of brand on all communication and marketing initiatives • Monitoring of brand application
To enable the PPP stakeholders with user-friendly collateral material to share Gautrain messages		• Key themes to be outlined in collateral material	• Produce a generic brochure inclusive of *inter alia* Gautrain attributes • Produce a multimedia inclusive of *inter alia* Gautrain attributes • Exhibit at relevant provincial and national exhibitions to showcase inter alia Gautrain attributes • Regular photographic sessions during construction • Establish and administer a photo and visual/collateral library • Workable size model of coach to be used at exhibitions • Website update and management (corporate and kiddies) • Corporate gifts

Source: Gauteng Provincial Government (2006)

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APPENDIX D

Questionnaire

Please note that the research is done from a Project Management perspective and not on the generic function of the media.

In which <u>one</u> of the following Gautrain Project Stakeholder Groups would you most likely place yourself?

National Government	☐
Provincial Government	☐
Local Government	☐
Parastatal (e.g. ACSA, SARCC, SANRAL)	☐
Gautrain Project Team	☐
Private Partner	☐
Organised Public Interest Group	☐
Print Media	☐
Broadcast Media	☐
Online Media	☐
General Public	☐

In your view, could the media play a positive role in supporting the objectives of large infrastructure projects like the Gautrain?

Yes	☐
No	☐
Maybe	☐

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Questionnaire (continued)

For each of the following statements, please indicate its importance in supporting the objectives of large infrastructure projects like the Gautrain by selecting either VI - Very Important, IM - Important, or NI - Not Important.

	VI	IM	NI
The project should have a clearly defined Marketing and Communication Strategy.	☐	☐	☐
The Marketing and Communication Strategy should differentiate between sub strategies for each Stakeholder Group.	☐	☐	☐
Media partnerships should be established to ensure a continuous flow of information.	☐	☐	☐
Different Marketing and Communication strategies should be defined for the different stages of the project.	☐	☐	☐
The project should appoint dedicated spokespeople.	☐	☐	☐
The appointed project spokespeople should be accessible to the media.	☐	☐	☐
Only the appointed spokespeople are allowed to speak to the media.	☐	☐	☐
Both successes and failures of the project should be communicated.	☐	☐	☐
Project milestones should be clearly communicated.	☐	☐	☐
Project progress should be regularly updated and communicated to all Stakeholder Groups.	☐	☐	☐
Regular stakeholder perception surveys should be conducted.	☐	☐	☐
Lessons learnt should be continually incorporated into the Marketing and Communication plans.	☐	☐	☐
The objectives of the project should be clearly defined and communicated.	☐	☐	☐
Public participation should be a focus point in the Marketing and Communication strategy.	☐	☐	☐
The influence of the media on public opinion should be considered.	☐	☐	☐
Media enquiries should e answered promptly.	☐	☐	☐
Different forms of communication media should be considered (e.g. printed press, radio, television, internet, Call Centres, periodicals, road shows, exhibitions, etc.).	☐	☐	☐
Communication messages from the different streams within the project should be aligned.	☐	☐	☐
The benefits related to all Stakeholder Groups should measurable and widely communicated.	☐	☐	☐
The achievement of stated benefits should be measured and communicated throughout the different phases of the project and thereafter.	☐	☐	☐
Relevant and updated information should be made available in a central place for all Stakeholder Groups	☐	☐	☐

Questionnaire (continued)

For each of the following statements, please indicate its importance in supporting the objectives of large infrastructure projects like the Gautrain by selecting either **VI** - Very Important, **IM** - Important, or **NI** - Not Important.

	VI	**IM**	**NI**
The Marketing and Communication Strategy must be based on the principle of being proactive rather than reactive.	☐	☐	☐
The negative impact of open communication with the media should be considered.	☐	☐	☐
The role of the public in the successful achievement of the objectives of large infrastructure projects should be considered.	☐	☐	☐
Government should also have a clearly defined, integrated Marketing and Communications strategy covering large infrastructure initiatives like the Gautrain.	☐	☐	☐

Please list any other elements of Marketing and Communication or the interaction with the media that should be considered in supporting the objectives of public infrastructure projects like the Gautrain.

APPENDIX E

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Wingate Park
0153
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e-mail: andre engelbrecht@bcx.co.za

June 21, 2006

To Whom It May Concern:

PARTICIPATION IN RESEARCH – MBA PROGRAMME – UNIVERSITY OF PRETORIA, GRADUATE SCHOOL OF MANAGEMENT

The Graduate School of Management of the University of Pretoria requires a research report to be completed as part of the curriculum of its MBA degree.

You have been selected to participate in such a research project by means of a structured interview during which your responses and comments will be recorded on a questionnaire (see attached .

The purpose of this letter is to assure you that all information that you might make available will be treated with the utmost confidence and that no part of the research report will be made public in any form. The research report will be seen by the official examiners appointed by the University of Pretoria and its contents will not be divulged to any outside interest unless by specific written approval from all the respondents. If so required, a copy of the report will be made available to the respondents.

The context of the research is the field of **project management** with specific focus on **communication with stakeholders**.

The primary objective of the research is to clearly understand the role the **media**, as a method of communication, plays in **public infrastructure projects**, with specific reference to the Gautrain as an infrastructure development project. The study does not aim to provide generic project management principles regarding the role of the media but rather a framework for **large public infrastructure projects on how to use the media to support the goals and objectives of the project.**

Your kind approval to participate in this research is of great importance to ensure a balanced representation of the relevant stakeholders of the Gautrain project.

Sincerely,

Andre Engelbrecht
Researcher

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APPENDIX F

Gautrain Project Opinion Poll

Conducted as part of the Graduate School of Management of the University of Pretoria's curriculum for its MBA degree

Please circle only <u>one</u> *option for each statement based on your* <u>opinion</u> *and your level of agreement with the statement*

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1) The Gautrain Project is well covered in the media.	1	2	3	4	5
2) The first phase of the Gautrain Project will be ready for the 2010 Soccer	1	2	3	4	5
3) The Environmental Impact Study, commissioned by the Gautrain Project, all issues raised by the public and other interested parties.	1	2	3	4	5
4) The Gautrain project will meet all its stated objectives.	1	2	3	4	5
5) The Gautrain Project will result in sustainable job creation.	1	2	3	4	5
6) The socio-economic benefits of the project with regard to matters such as economic growth and a wide range of other benefits, far outweigh the cost	1	2	3	4	5
7) The Gautrain Project will increase the use of public transport.	1	2	3	4	5
8) The Gautrain Project will alleviate the load on the N1 Freeway (20% of users will use the Gautrain).	1	2	3	4	5
9) The Gautrain Project has a reputation of meeting deadlines.	1	2	3	4	5
10) The Gautrain Project will promote Business Tourism (business travellers spending more) in Gauteng.	1	2	3	4	5
11) The process through which public participation was facilitated, instilled an understanding of project processes and progress, promoted transparency, encouraged ownership of the project by Interested and Affected Parties (I&APs), and ensured that I&APs enjoy full access to the process.	1	2	3	4	5
12) Throughout the project, appropriate measures and mechanisms were input and comments from the public.	1	2	3	4	5
13) Upgrading and restructuring the existing Metropolitan Bus and Metrorail services will be sufficient in order to act as feeder and distribution systems for the Gautrain.	1	2	3	4	5
14) The public participation process was started early enough.	1	2	3	4	5
15) Sufficient Public Feedback meetings were conducted.	1	2	3	4	5
16) Details of the Environmental Management Plan regarding design and are readily available.	1	2	3	4	5
17) Actions, as stated in the Environmental Management Plan, are executed as	1	2	3	4	5
18) The media provides an accurate reflection of the actual status of the	1	2	3	4	5
19) The Gautrain Project will be successful.	1	2	3	4	5
20) The Gautrain project is a key success factor of the 2010 Soccer World	1	2	3	4	5

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APPENDIX G

Correlation Table

	Statement 1	Statement 2	Statement 3	Statement 4	Statement 5	Statement 6	Statement 7	Statement 8	Statement 9	Statement 10	Statement 11	Statement 12	Statement 13	Statement 14	Statement 15	Statement 16	Statement 17	Statement 18	Statement 19	Statement 20
Statement 1	1																			
Statement 2	0.256336568	1																		
Statement 3	0.112757946	0.387431896	1																	
Statement 4	0.226837415	0.419802181	0.451359968	1																
Statement 5	0.304879504	0.341966482	0.422084036	0.510609571	1															
Statement 6	0.253567125	0.38218383	0.291485278	0.526491842	0.603158949	1														
Statement 7	0.156330891	0.295543397	0.28042692	0.384141812	0.446054409	0.566174331	1													
Statement 8	0.200243974	0.308710574	0.343741745	0.459859408	0.47502362	0.524134908	0.626288083	1												
Statement 9	0.118957335	0.3582264	0.267727376	0.484786567	0.254162803	0.342160387	0.333115631	0.263859643	1											
Statement 10	0.274720841	0.374462679	0.414355001	0.548385038	0.5830792	0.551206119	0.527569869	0.473899312	0.319475584	1										
Statement 11	0.300631181	0.253432391	0.464619372	0.416708399	0.475965595	0.445838582	0.418097256	0.325125479	0.330876971	0.505808848	1									
Statement 12	0.403393773	0.314733125	0.28285773	0.321208854	0.39602128	0.225846443	0.240586951	0.259575973	0.351823566	0.382120477	0.53242328	1								
Statement 13	0.138060953	0.228251707	0.354846545	0.327326012	0.360717235	0.321197399	0.279158937	0.296835692	0.181384774	0.394124877	0.446101722	0.312355596	1							
Statement 14	0.324972808	0.329678083	0.428142689	0.26626002	0.191754973	0.288038274	0.358574466	0.29142077	0.32981935	0.278351246	0.456751005	0.283600837	0.354025235	1						
Statement 15	0.344574841	0.402953852	0.472520379	0.346319087	0.295320272	0.362175898	0.238359081	0.293293913	0.366928467	0.290691819	0.475490841	0.456219192	0.308474769	0.605516634	1					
Statement 16	0.344248637	0.282630694	0.433888145	0.352366205	0.365673233	0.17900425	0.248365991	0.209379079	0.306595201	0.323849636	0.382083128	0.455749205	0.275903665	0.442073439	0.538972747	1				
Statement 17	0.304966089	0.381439783	0.411140458	0.342833775	0.340714558	0.282252416	0.277986053	0.252368968	0.325857069	0.285822979	0.447418568	0.350444578	0.381846597	0.512340954	0.5450248	0.516910445	1			
Statement 18	0.374380983	0.240302686	0.3364756	0.350725049	0.325131919	0.212576957	0.186503014	0.288731796	0.248790208	0.228709719	0.334903065	0.323341524	0.280447409	0.34626518	0.361203658	0.417367729	0.423825844	1		
Statement 19	0.129449061	0.388005848	0.307648307	0.5188325	0.411454426	0.444414046	0.507296944	0.525018903	0.349110427	0.519627269	0.414477651	0.196074836	0.340836362	0.306092531	0.2638791	0.327795067	0.29008273	0.397387598	1	
Statement 20	0.21360856	0.351621655	0.296108261	0.452217551	0.379951294	0.437944901	0.431806989	0.382063106	0.350932621	0.516379936	0.366718115	0.080847725	0.296907282	0.33483283 9	0.22446133	0.286114154	0.222156172	0.357915695	0.730187435	1

APPENDIX H

The Gautrain Project is well covered in the media.

Statement 1	
Mean	1
Median	2
Std Dev	0

Bin	FQ
1	3
2	12
3	0
4	0
5	0

Positive	100.00%
Negative	0.00%
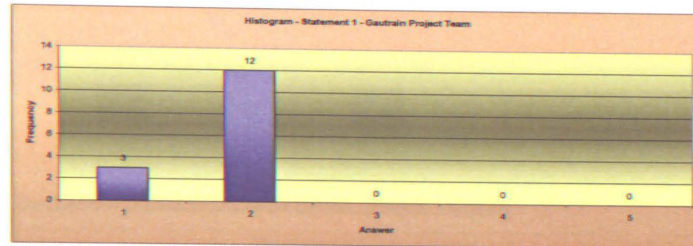
The first phase of the Gautrain Project will be ready for the 2010 Soccer World cup.

Statement 2	
Mean	1
Median	2
Std Dev	0

Bin	FQ
1	4
2	8
3	3
4	0
5	0

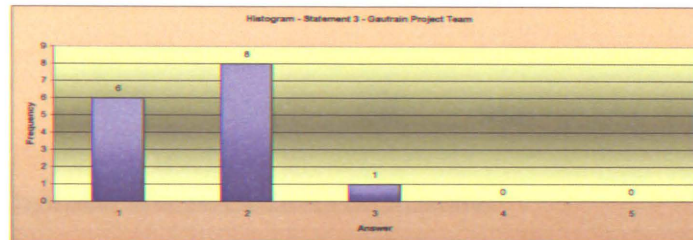| Positive	100.00%
Negative	0.00%
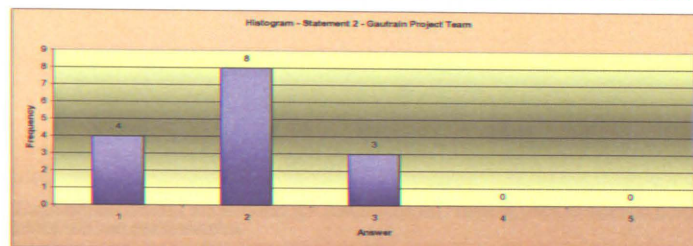
The Environmental Impact Study, commissioned by the Gautrain Project, sufficiently addressed all issues raised by the public and other interested parties.

Statement 3	
Mean	1
Median	2
Std Dev	0

Bin	FQ
1	6
2	8
3	1
4	0
5	0

Positive	100.00%
Negative	0.00%

The Gautrain project will meet all its stated objectives.

Statement 4	
Mean	1
Median	2
Std Dev	0

Bin	FQ
1	5
2	8
3	1
4	1
5	0

Positive	93.33%
Negative	6.67%
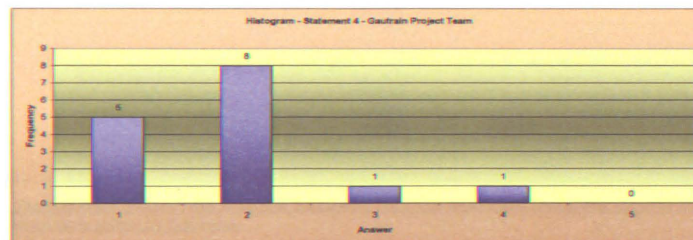
The Gautrain Project will result in sustainable job creation.

Statement 5	
Mean	1
Median	2
Std Dev	0

Bin	FQ
1	5
2	9
3	1
4	0
5	0

Positive	100.00%
Negative	0.00%

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The socio-economic benefits of the project with regard to matters such as job creation, economic growth and a wide range of other benefits, far outweigh the cost of the project.
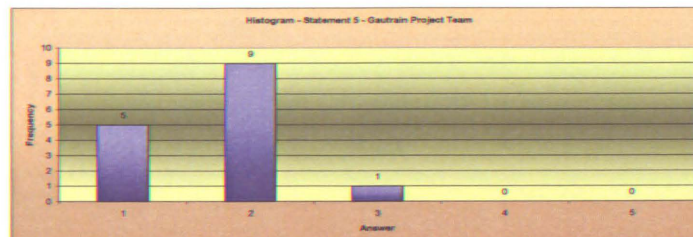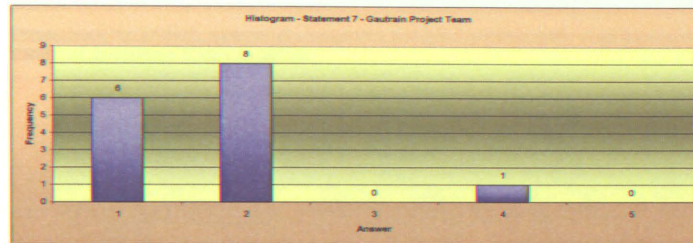
Statement 6

Mean	1
Median	2
Std Dev	0

Positive	100.00%
Negative	0.00%

Bin	FQ
1	5
2	6
3	4
4	0
5	0

The Gautrain Project will increase the use of public transport.
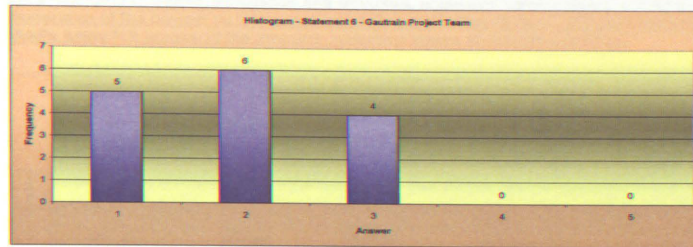
Statement 7

Mean	1
Median	2
Std Dev	0

Positive	93.33%
Negative	6.67%

Bin	FQ
1	6
2	8
3	0
4	1
5	0

The Gautrain Project will alleviate the load on the N1 Freeway (20% of existing private car users will use the Gautrain).
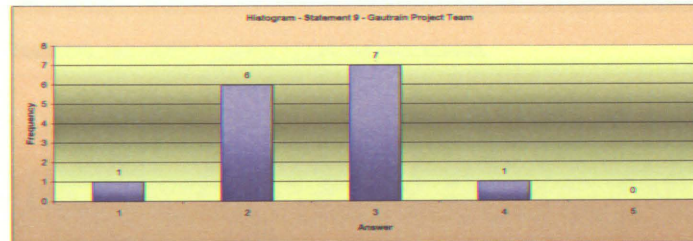
Statement 8

Mean	1
Median	2
Std Dev	0

Positive	93.33%
Negative	6.67%

Bin	FQ
1	6
2	5
3	3
4	1
5	0

The Gautrain Project has a reputation of meeting deadlines.
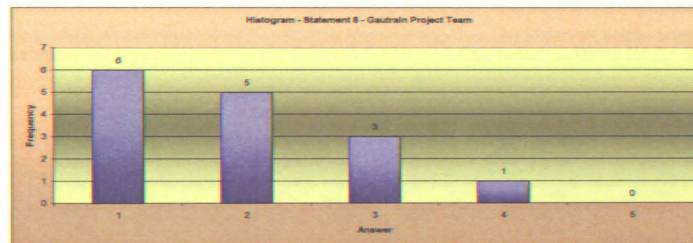
Statement 9

Mean	2
Median	3
Std Dev	0

Positive	93.33%
Negative	6.67%

Bin	FQ
1	1
2	6
3	7
4	1
5	0

The Gautrain Project will promote Business Tourism (business travellers staying longer and spending more) in Gauteng.

Statement 10

Mean	2
Median	2
Std Dev	0

Positive	100.00%
Negative	0.00%

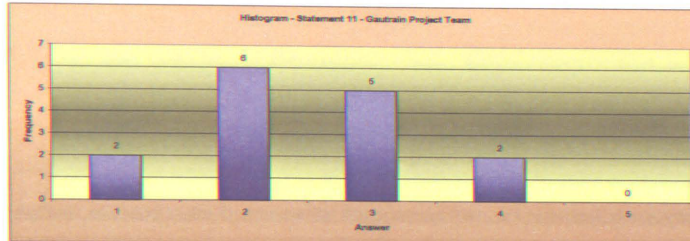| Bin	FQ
1	2
2	7
3	6
4	0
5	0

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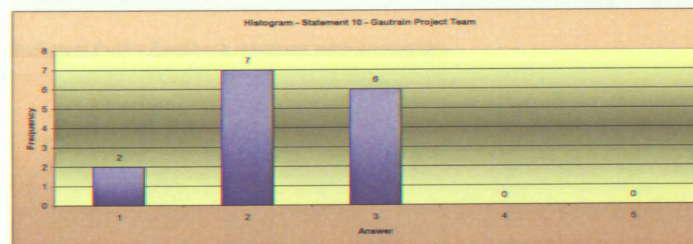
The process through which public participation was facilitated, instilled an accurate understanding of project processes and progress, promoted transparency, encouraged ownership of the project by Interested and Affected Parties (I&APs), and ensured that I&APs enjoy full access to the process, including inputs to decision-making.

Statement 11

Mean	2
Median	2
Std Dev	0

Bin	FQ
1	2
2	6
3	5
4	2
5	0

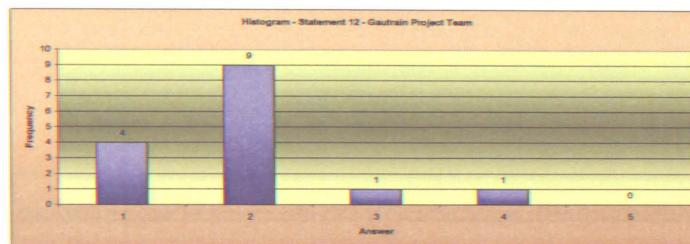| Positive	86.67%
Negative	13.33%

Histogram - Statement 11 - Gautrain Project Team

Throughout the project, appropriate measures and mechanisms were employed to elicit input and comments from the public.

Statement 12

Mean	1
Median	2
Std Dev	0

Bin	FQ
1	4
2	9
3	1
4	1
5	0

Positive	93.33%
Negative	6.67%

Histogram - Statement 12 - Gautrain Project Team

Upgrading and restructuring the existing Metropolitan Bus and Metrorail public transport services will be sufficient in order to act as feeder and distribution systems for the Gautrain.

Statement 13

Mean	2
Median	3
Std Dev	1

Bin	FQ
1	1
2	4
3	7
4	1
5	2

Positive	80.00%
Negative	20.00%

Histogram - Statement 13 - Gautrain Project Team
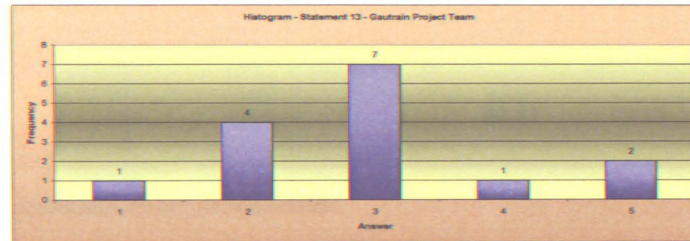
The public participation process was started early enough.

Statement 14

Mean	2
Median	2
Std Dev	0

Bin	FQ
1	3
2	9
3	2
4	1
5	0

Positive	93.33%
Negative	6.67%

Histogram - Statement 14 - Gautrain Project Team
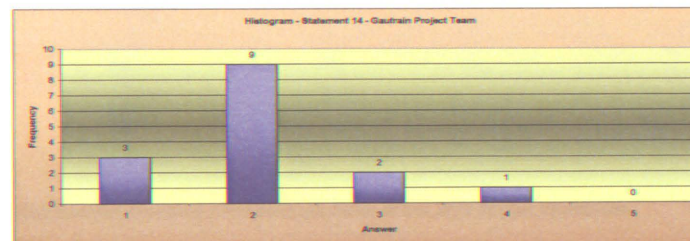
Sufficient Public Feedback meetings were conducted.

Statement 15

Mean	2
Median	2
Std Dev	0

Bin	FQ
1	1
2	10
3	4
4	0
5	0

Positive	100.00%
Negative	0.00%
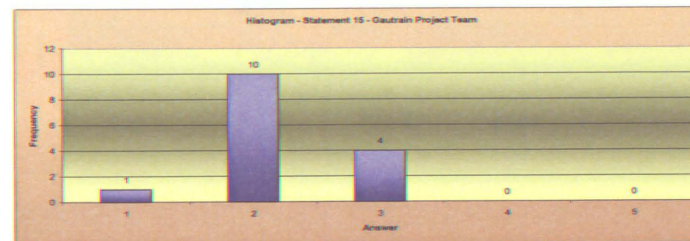
Histogram - Statement 15 - Gautrain Project Team

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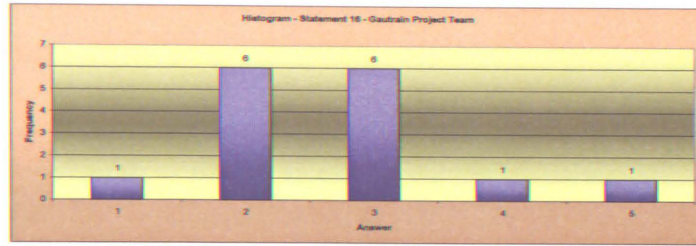**Details of the Environmental Management Plan regarding design and construction phases are readily available.**

Statement 16			Bin	FQ
Mean	2		1	1
Median	3		2	6
Std Dev	0		3	6
			4	1
			5	1
Positive	86.67%			
Negative	13.33%			

Actions, as stated in the Environmental Management Plan, are executed as planned.

Statement 17			Bin	FQ
Mean	2		1	1
Median	3		2	6
Std Dev	0		3	8
			4	0
			5	0
Positive	100.00%			
Negative	0.00%			
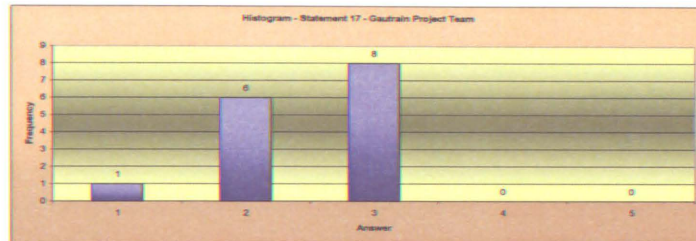
The media provides an accurate reflection of the actual status of the Gautrain Project.

Statement 18			Bin	FQ
Mean	2		1	1
Median	2		2	8
Std Dev	1		3	2
			4	3
			5	1
Positive	73.33%			
Negative	26.67%			
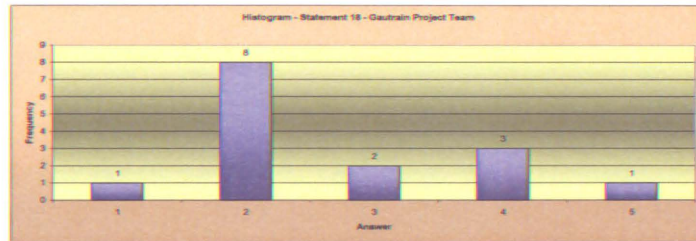
The Gautrain Project will be successful.

Statement 19			Bin	FQ
Mean	1		1	11
Median	1		2	4
Std Dev	0		3	0
			4	0
			5	0
Positive	100.00%			
Negative	0.00%			

The Gautrain project is a key success factor of the 2010 Soccer World Cup.

Statement 20			Bin	FQ
Mean	2		1	1
Median	2		2	11
Std Dev	0		3	2
			4	1
			5	0
Positive	93.33%			
Negative	6.67%			

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