



ROYAL BAFOKENG NATION

Annexure D – Executive Summary Reports

4th Quarter 2017

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Produced by the RBN OPMO

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Executive Summary Reports

Office of the Group COO (GCOO)

Organisational Performance & Project Management Office (OPMO)

Function Mandate:

To improve the quality of project and programme management in the RBN and provide management information in the form of various reports.

Highlights & major deliverables:

The OPMO had an average of 92.6% on project and programme updates in the 4th quarter of 2017. A total of 7 management reports were compiled namely; the 3rd quarter Royal Bafokeng Nation's Performance Report, 3 Makgotla reports and 3 ManCo reports.

OPMO continued to give support to other departments by sending out bulk SMSes to their respective stakeholders. The department also populated the 2018 approved budgets per project and programme on the Operations room system and SAGE. This will enable project and programme managers to track their budgets on a project and programme level.

Challenges:

The ERP system integration is not fully functional, budget adjustments done by Finance department are not pushing through from the SAGE system to the Operations room system due to technical issues. Currently the matter is being handled by the IT department together with the developers of both systems to ensure that the integration between the two systems is fully functional.

Some project and programme managers fail to log interdependency issues on the system, resulting in issues not being resolved timeously.

Research

Function Mandate:

Establish & support formalized and evidence based policy making and priority setting process for RBN.

Highlights & major deliverables:

PULA (Population and Use of Land Audit) 2016 project, which include a census and a household survey, has been concluded. The idea of designing a report that is accessible and simple for the community to read but also packaged for external stakeholders and potential funders is gratifying. While the actual project is concluded, the department still provides stats to all the entities and departments upon request.

Know your village (Ikitse) 2017 has been finalized. Twenty-nine village profiles were compiled, which will provide village demographics, and overview of socio-economics, and information on village infrastructure i.e. sports facilities, clinics, tared and paved roads and street lighting. Also included now in the profiles are Master plans for all the villages. The information compiled will be uploaded in the OPMO system, RBA intranet and the BDA

2017 Shared Services Satisfaction Survey focuses on employee satisfaction with regards to services rendered by the Legal, Human resource, Procurement, Finance and IT department. RBN staff members will use an online link to answer an anonymous questionnaire. We have conducted the survey and compiled a report. The findings were also be compared to the **2016 Shared Services Satisfaction Survey**.

Other departmental actions include the Atrium Revamp, Speechwriting (e.g. drafting copy for the RBN Review), Consultations around **Plan 35**, monitoring and assisting all internal and independent researchers, and ad hoc Masterplan tours.

Challenges:

None reported.

Arts & Culture

Arts & Culture Mandate:

Preserve heritage and foster strong culture.

Highlights & major deliverables:

The main objective of the programme is to facilitate activities around living culture including but not limited to creating opportunities for them to prune, link and showcase their talents in different platforms as much as possible.

4 local artists benefited in the different initiatives during the fourth term of the year as follows:

- ❖ 2 local musicians were linked to events at Royal Marang Hotel event.
- ❖ 2 more crafters' material got displayed at Phoka shop.

Oral History: Verification process on the Wall of Remembrance nominations is ongoing. Once the OOK has given the final approval, the profiles will be uploaded onto the virtual wall on the Bafokeng Digital Archives.

Bafokeng Digital Archives: Technical challenges were incurred during the second quarter of the year; deliberations to rebuild the site are ongoing.

Document Management System: Records Management policy and Retention schedule are being drafted by the Legal Department.

Training of Collaborator is 80% done.

Disposal and retention of records is ongoing and is envisaged to complete by the end of 2017.

Heritage Awareness Campaign: Awareness was raised at the following platforms:

- ❖ 48 Lebone learners heritage tour.
- ❖ 2 requests regarding Bafokeng history.
- ❖ 5 People of the Dew books to RBN staff.

Challenges:

Inaccessibility of the BDA.

Royal Bafokeng Institute (RBI)

Function Mandate:

To ensure improved, internationally bench-marked standards of education through continuous training of teachers the augmentation of the current public offering education through resourcing and the deployment of subject specialists employed by the RBI to assist teachers in the schools.

Highlights & major deliverables:

The report will give an overview of the structure, purpose and capacity of each of the units and sections within RBI. It will also describe key elements of progress over the course of the 2017 year. Having opened 2017 in a state of disarray and uncertainty, the company closed the year with a renewed sense of purpose and direction. The process of refining strategic direction was still incomplete, but there are elements of excellent and strong pillars for a successful RBI being put in place.

2017 marks the 10th Anniversary of the founding of RBI: it was instructive that the RBI Board decided at its 1st Quarter Meeting of 2017 that impact of RBI over the past decade was not worthy of a celebration this year. In simple terms, our company has implemented a multitude of programmes that have yielded very little in terms of impact on the community. We must put this right and we worked on that throughout the year.

The report will give an overview of the structure, purpose and capacity of each of the units and sections within RBI. It will also describe key elements of progress over the course of the 2017 year. Having opened 2017 in a state of disarray and uncertainty, the company closed the year with a renewed sense of purpose and direction. The process of refining strategic direction was still incomplete, but there are elements of excellent and strong pillars for a successful RBI being put in place.

Governance

A well run Non-Profit Company starts with Governance. The Board is required to govern the company in an ethical manner by displaying the ethical values of responsibility, accountability, fairness and transparency. It should also oversee that management actively cultivates a culture of ethical conduct and sets the values to which the organisation will adhere.

Key points to consider in relation to the governing body being the focal point of governance:

- ❖ Does the governing body have a charter/operating rules that clearly sets out its role and duties?
- ❖ Does the governing body have reasonable access to the company's management, information, records, documents and property? Is archiving and company secretarial work done to a high standard?
- ❖ Does the composition of the Board include strong independent non-executive directors? Are key professional/personal skills sets represented so that Board Sub-Committees can be well led?
- ❖ Does the Board undertake annual self-reflection and self-evaluation? Is the Board open to training and development?
- ❖ Does the Board set the KPAs and KPIs for the CEO and appraise the CEO's performance?

Progress in 2017:

- ❖ One new Director appointed, but from within the RBA fraternity.

- ❖ IThemba appointed to manage all Board record keeping and formal communication, to timeously produce action schedules based on Board Meetings, to produce annual summary reports, and to undertake Board Training.

Yet to be done:

- ❖ The recruitment of two additional independent non-executive Directors. Increasing the Board Fee may be a factor to consider in this.

Structure and Organogram

The organogram below gives a visual representation of what the Company will look like over the next three years. This is a pared down and streamlined structure compared to the broad structure and range of programmes which existed previously. In virtually all units, core functions are well defined. The exception to this is the Community and Schools Unit which is still very much a work in progress.

The Senior Management Team will comprise the Leads in the given sections:

- ❖ Business Management
- ❖ Student and Graduate Support Services
- ❖ Quality Assurance
- ❖ Community and Schools
- ❖ Technical & Vocational Education and Training
- ❖ Higher Education and Training

In my view, we have two units that are of a high quality:

- ❖ Quality Assurance
- ❖ Technical & Vocational

Two units that developed significantly in capacity and effectiveness this year are:

- ❖ Business Management
- ❖ Student and Graduate Support Services

The units about which require the most reshaping are:

- ❖ Community & Schools. The impact of our Schools Unit in the past five years has been negligible. This may be due to a range of programmes being pursued that lacked focus on teaching and learning in our schools. In addition, if we accept the principle that an entity can only be as good as the quality of its people, then our Community & Schools unit currently lacks expertise in terms of early childhood development, foundation literacy and numeracy and is also short on research and reporting expertise. A goal for 2018 is to develop capacity in this unit and to develop programmes that are carefully designed to have measurable impact on teaching, learning and human development. (Kitsong is reported separately).
- ❖ Higher Education and Training should be understood as the imposing objective of RBI becoming a Private Higher Education Institute. This is NOT about establishing 'Akanyang' as a separate entity for 'Akanyang' is nothing more than an informal learning support programme for an Online Distance Education BEd Programme from NWU: it has no legal basis for an existence of its own nor can RBI offer any qualifications for the work that we do with the students in the programme. It is important for the Board and the Royal Bafokeng Nation to understand that RBI may not have an existence outside of the HEI when that status is achieved: in other words, when RBI is accredited as a Private Higher Education Institute, it is likely that all RBI work will flow through that new entity.

In turn, I will describe the progress in each of the six operational units over the course of the 2017 year and also the plans for 2018 and beyond.

Quality Assurance

The cornerstone of the company in terms of our operation, development and reputation. The high quality of professional delivery in this unit underpins our ability to engage with training and funding agencies and is the single most important factor in RBI having the reputation that it does in North West Province.

The unit comprises three key functions: Performance Monitoring & Evaluation; Standardization & Accreditation; and Curriculum & Research. Appendix 1 gives a summary of the work of our QA unit this year. The volume of new projects and programmes in which we have engaged this year is a reflection of the capacity of our QA Unit and also reflects the high level of interest in our work from other training entities and funders.

The demonstrated ability of our company to generate new income through training rests squarely on the excellence of our QA unit. Projected Income for 2018 through the work currently being undertaken by our QA Unit is in excess of R10m.

Progress in 2017:

- ❖ The Unit Lead, rre Werner van Rensburg, has agreed to a 2-year extension to his current contract, which will see him remain with the company through to the end of 2020.
- ❖ Rre van Rensburg has enabled the launch of our Student and Graduate Services Unit.
- ❖ Our internal newsletter has been relaunched.
- ❖ Appendix 1 summaries the many new initiatives in terms of programmes and plans this year.
- ❖ Projected Income through training programmes in 2018 is in excess of R10m.

Technical & Vocational

This unit is the delivery unit of the QA Unit in several respects. It is well run and it delivers a reliable quality of training. Our previous Board Pack included detail on the range and effectiveness of our various Post-School Unit programmes. This year we have graduated 291 students from the Hospitality, Engineering and Construction Programmes. In addition, we finally received the certificates for the 50 Community Health Workers Programme graduates at the end of November 2017.

The plans agreed this year will see the scale of the programmes expand in the 2017-20 period. The three tables below show the offering in three of the campuses.

CONSTRUCTION MAILE CAMPUS ENROLMENT TRAJECTORY							
	Summary of Enrolments 2014 - 2017				Projected Enrolments		
Qualification	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
CHB	196	20	0	120	120	120	120
SSSP				181	400	400	400
APP Y1					60	100	
APP Y2						60	100
APP Y3							60
APP 57/Y1	58						
APP 57/Y2		58					
APP 57/Y3			40				
APP 43/Y1	43						
APP 43/Y2		31					
APP 43/Y3			23				
APP 80/Y1		80					
APP 80/Y2			50				

APP 80/Y3				50			
Total	297	189	113	374	580	680	680

ENGINEERING PHOKENG CAMPUS ENROLMENT TRAJECTORY							
Qualification	Summary of Enrolments 2014 - 2017				Projected Enrolments		
	2014	2015	2016	2017	2018	2019	2020
Electrical Engineering N1 – N3	398	383	337	206	260	260	260
Mechanical Engineering N1 – N3						90	90
Civil Engineering N1 – N3*						100	100
Learnerships	71*	20 [#]			50**	70**	100**
Total	398	383	337	206	310	420	630

* Further training for Maile Campus Apprenticeship Students; **Students to be directed to learnership opportunities

HOSPITALITY PROGRAMMES ENROLMENT TRAJECTORY							
Qualification	Summary of Enrolments 2014 - 2017				Projected Enrolments		
	2014	2015	2016	2017	2018	2019	2020
Learnerships*	-	-	-	-	20	20	20
SACA [#]	23	25	34	38	35	35	35
RBI	37	31	57	0	0	0	0
Total	60	56	91	38	55	55	55

* Subject to CATHSSETA discretionary grant allocation; # Subject to annual SACA allocation

Not shown are programmes still in the final stages of discussion and agreement. The most significant of these is a programme we are calling RB600 Programme, which will be biggest single training programme to which we will have committed: it is related to the Dept. of Water and Environmental Affairs.

Progress in 2017:

- ❖ The Community Health Care Programme was discontinued due to poor quality of support from the SETA. Another health course to be considered for 2018.
- ❖ Staff Training and Empowerment significantly advanced.
- ❖ Maile Campus moving into offering apprenticeships and quality of qualification advancing.
- ❖ Laying of a concrete slab at Maile Campus so as to allow the commencement of apprenticeship courses in carpentry and tiling was approved by CEO (and cleared with the Board) in October 2017: works underway.
- ❖ Rre Simon Hartley moving into a more strategic leadership role (RB 600 Manager).

Student and Graduate Services Unit

The previous RBI Student Loans Unit fell far short of the required standard. There weren't any published SoPs and it lacked an IT management system. To all intents and purposes, we shut this unit in mid-year and re-launched it as a Student and Graduate Services Unit. Progress on establishing that unit this year has been remarkable and we expect the unit to be fully up to specification by mid-2018.

Establishing a common strategic purpose between the Phokeng-based RBI and the Johannesburg-based companies is essential to optimal utilization of opportunity.

Progress in 2017:

This unit was launched in August 2017 with a new mandate and charter. No longer solely concerned with the allocation and management of student loans, the unit will now focus on:

- ❖ Talent identification and tracking from Grade 9 and Grade 10 levels.
- ❖ Talent development through ongoing programmes for personal leadership extension. These programmes to utilize alumni of RBN Student Loans.
- ❖ Advice and mentoring to talented young Mafokeng in terms of subject choices, career choices, courses of study and employment directions.
- ❖ Sourcing of funds to enable our most talented young people to develop their talent by way of tertiary education and training.
- ❖ Managing the Student Loan system of the RBN by applying a transparent, fair and equitable policy that is inclusive and seeks to enable pathways for our most talented young people irrespective of means or location within the RBN.

Business Management

The severe cutbacks in budget and personnel in the 2015/16 period led to gaps in the team and inconsistencies in terms of policy and protocol, which was also compounded by the loss of institutional memory. 2017 was a challenging year from a general management perspective, but I am pleased to report that the 2017 year closed with a far better capability in this regard. The company has been developing internal operational capacity.

In addition, protocols to ensure greater alignment with RBA Shared Services have been developed and there will be a much better alignment between RBI and the rest of the RBA network from now on. Financial Management, Procurement, HR and Legals are all based within Shared Services and the channels of communication have been slow in establishing fluency. This situation was aggravated by the departure of the long-serving Operations Manager at RBI at the end of April.

Establishing common protocols with other RBA entities has been an objective this year and this would include all aspects of general management. The RBI culture has been one of being outside the reach of standard norms and expectations in many respects and it has not been easy to insist on process and protocol. However, we have made good progress in this regard.

Progress in 2017:

- ❖ The appointments of an Operations Specialist and Personal Assistant (in the CEO's Office). These are the first two appointments in the company's history that reflect benchmarked salary scales, detailed job descriptions and KPIs that relate to these job descriptions.
- ❖ Integrating RBI into the established protocols and processes in terms of HR, Financial Management, Procurement and Reporting is an established objective. Equally, making allowance for the unique needs in the educational and training space is understood. The role of the Operations Specialist will be key here.
- ❖ The Benchmarking Review of all personnel and positions in the company is currently nearing completion. Mme Boitumelo Thabang, the Manager: HR at RBA Shared Services has lent her professionalism and expertise to the process.
- ❖ The salary benchmarks used for salaries are the same as those that commonly apply in RBA. The benchmark for the Kitsong Pilot School will be related to the ISASA Annual Salary Survey.
- ❖ Anomalies in terms of contracts, job specification and function have been identified and are being resolved. All positions in the company will be classified and placed within a full company hierarchical structure.

- ❖ Performance Management will be introduced for all employees with effect from the start of 2018. HR Shared Services will work closely with RBI Management in the implementation of this. The first performance reviews for RBI will take place in June 2018 and the bonuses paid at the end of 2018 will be based on the final end-of-year reviews in November 2018. This will be a positive challenge for the team in 2018, but I am convinced that we can implement it successfully and that RBI will be a more accountable and responsive company because of it.
- ❖ A delegated authority matrix will be completed and developed alongside the job specification matrix.
- ❖ Standards of Reporting are generally poor in the company and this relates to a lack of focus on objectives and a lack of measurable data in our programmes. As we seek to attract more funding from sources outside of the RBN DT Grant, our focus on fiduciary stewardship will require keen attention. The process has started.

NWU BEd Learning Support Programme (Akanyang) and Royal Bafokeng Private Higher Education Institute

The Akanyang learning support programme is a powerful, if imperfect, learning support programme and it has enabled our BEd Foundation students to achieve truly remarkable results in their 1st and 2nd year BEd studies. But there is much more than our students passing examinations in the NWU ODL degree course: the most interesting aspects of growth include literacy, numeracy and psycho-social development of each individual student. This is where Akanyang has been innovative and highly effective.

The key differentiator in our learning support programme has been the intensive in-school placement of students from their first year. We believe that this model of teacher training is a key aspect of our offering in the future. It is our intention to deepen and extend that model for our 3rd Year students in 2018 and to move more into a full internship model in 2019. It is our goal, and an achievable goal in our view, to produce the best-trained Foundation Phase teachers in the country within the next two years. Furthermore, we have made budgetary provision in our 5-year budget plan for all of those young professionals to be placed in our 29 primary schools from 2020 in order that they might complete their 2-year graduate placements, after which their loans from the RBN will be deemed to be settled. The onus is on our Community and Schools Unit to ensure that the IMPACT of these young teachers is optimally achieved in the 2020-22 period. The three key areas of focus for these graduate placement teachers will be Foundation Literacy, Foundation Numeracy and Early Childhood Development programmes.

It is our stated intention to develop the RBI into a Private Higher Education Institute (Private University) which will offer its own undergraduate and post-graduate degree programmes, and also develop public-private partnerships with one or more of our public universities. Our goal is to have established the Royal Bafokeng Private Higher Education Institute by January 2020. We are currently in formal discussions with NWU in terms of exploring a possible public-private partnership. A working group was formally established in August 2017 which is expected to report by May 2018.

One of the key elements of any possible PPP is that RBI must have its own accreditation as a PHEI. No public entity can partner with an NGO or a TVET, so if we wish to see the possibility of a public university having a presence in Phokeng (Rustenburg) then we should see the transition of RBI into a Private Higher Education Institute as a fundamental and essential milestone. Prof Robert Balfour (along with Prof Manie Spamer) has been nominated by NWU to sit on the Working Group and he will report with more detail following a meeting that was held in Phokeng on 30 October. However, the questions as to what our RBI key offering and area of specialisation ought to be has already been

raised. We have tentatively suggested that there are at least two key areas in which RBI HEI should focus:

- ❖ Early Childhood Development in a rural South African context.
- ❖ Foundation Phase Literacy and Numeracy.
- ❖ Setswana Language and Culture.

If RBI were to focus its expertise on these fields, then we could reasonably expect a PPP with NWU (or any other Public University) which would create a university hub that would bring its own secondary and tertiary economies. Please note that all of the above is open to debate and adaptation.

In 2017, with a view on the future, we decided to recalibrate the composition of the professional team at Akanyang and also to reevaluate the programme offered at Akanyang. In November 2017, we advertised nationally for a suitably qualified professional to become the Manager of the Akanyang Centre of Teaching and to concurrently fill the role of Founder Principal of the Royal Bafokeng Higher Education Institute. I am delighted that we were able to appoint Dr Sopelekae Maithufi, currently Associate Professor of Literature at UNISA, to the position. Dr Maithufi is a Mafokeng, attended Bafokeng High School and is considered an expert in post-colonial and post-apartheid education. He will take up his new position on 1 February 2018.

There will also be other professional roles within the Akanyang programme: psycho-social and personal development programme leader, foundation phase practitioner to lead the reflective practice aspect of the in-school practical programme and a logistical expert to ensure that our students are safely and confidently directed within the RBN primary schools (and ECDs) over the 2018-2022 period. These appointments will be completed by the end of the 1st Quarter of 2018.

Progress in 2017:

- ❖ Akanyang Sustainability Report completed in the 1st Quarter of the year by RBI QA. It pointed out serious deficiencies and risks in the current structure and direction of the Akanyang programme.
- ❖ The financial and operational modelling for the current cohort of students in the Akanyang learning support programme to complete their studies in an internship context and for an additional two years of graduate community service was completed. The model was presented to the Dept. of Basic Education for initial approval and this has been achieved. RBI must now provide the expertise to implement it.
- ❖ The programme for 3rd and 4th year students in 2018-2020 has been drafted in broad terms. Equally, the staffing profile required to deliver this programme has been described. We expect to have that programme commencing in early February 2018.
- ❖ An advertisement for the Manager of the Akanyang Programme was published nationally. This position is directly linked to the establishment of the RBI as a private higher education institute, so there are two key requirements of the appointee: to manage and lead the existing programme, and to lead the team that will bring RBI to accreditation as a PHEI. The appointee is Dr Sope Maithufi.
- ❖ A formal working committee of personnel from North West University and RBI was established to investigate and present proposals on the possible establishment of a Public-Private Partnership between the two entities that would lead to an NWU presence in Phokeng (Rustenburg).
- ❖ RBI (through the CEO) contributed to the RBNDT feasibility study on the establishment of an educational precinct, conducted by the Deloitte Consultancy Team. RBI will work closely with RBNDT on this issue throughout 2018.

Community and Schools (on the foundation of ECD)

This is the unit of the company that will require the most serious redesign and repurposing in 2018. If we accept the principle that an entity can only be as good as the quality of its people, then our schools unit lacks capacity to effect educational/schools improvement. We simply do not have the professional capacity to devise, implement and manage school improvement programmes or programmes that are focused on teaching and learning. We have to make changes if we are to raise our performance in future.

Raising performance is also more than new people or changing people, so we need to refocus our attention on what we are really trying to achieve in our Community and Schools Unit. In the organogram, we have:

- ❖ Maths in Schools (School within a School)
- ❖ School Sport (to be debated and considered in terms of RBS & RBI alignment)
- ❖ PS Principals (existing programme which is not well documented and objectives not measurable)
- ❖ HS Principals (ditto)
- ❖ Kitsong (making this pilot into a fully-fledged school that can manage itself is a key objective for 2018/9)
- ❖ Pastors in Schools (interesting programme, but again very little measurable in it.)

Not listed but worth noting are:

- ❖ SGB Representation (discontinued in 2017 as it had no impact on teaching and learning)
- ❖ School Maintenance (RBI is a transmission entity from schools to PSM, but public service management is not a core function of RBI)

A key new addition to the organogram presented is:

- Early Childhood Development.

Effecting school improvement has been a key *raison d'être* for RBI since its establishment. Yet, the company has embarked on programmes and interventions that were of peripheral value and which were very difficult to assess in terms of IMPACT.

The first step that we have made is to rename this unit: it will be called the Community and Schools Unit. This is more than mere semantics as it means that we are intending to include every aspect of the Bafokeng child's development and education from the age of 0 to 19 in this unit.

- ❖ Early Childhood Development.
- ❖ Incentive Programmes for Primary and Secondary Schools to enter into agreements with RBI which will lead to rewards for the schools and the teachers.
- ❖ "School within a School": already exists in two secondary schools and can be rolled out into more with financial support.
- ❖ Mathematics Online Curriculum for all Grade 10-12 learners in RBN schools, emanating from the innovative work being done at Kitsong School.
- ❖ Community of Mathematics Practitioners to be created which will eventually lead to a Mathematics Centre of Excellence in Phokeng. This can provide a cohort of young professional teachers (and interns) who can populate our public schools and ensure the highest standards of teaching and learning of numeracy and mathematics.

In my view, this unit comes down to data-driven SCHOOL IMPROVEMENT (which includes ECD IMPROVEMENT). And that means improvement that can be MEASURED, which means that data must be captured, recorded, tracked and evaluated. We are already in contact with entities in the educational sector who are doing excellent work in this respect (GEMS Africa, Dell Foundation.) There

is an undeniable technical competence in this that we do not currently possess. Building that competence will be essential to a more data-driven Community and Schools unit in future. It will also mean that this unit will see personnel changes in 2018.

Kitsong Pilot School

Kitsong continues to do well and projected enrollment for 2018 stands at 240 learners. 62 places were offered for Grade 8 in 2018 and by the end of November 2017, 52 of those places had been confirmed by way of deposits being paid: this is a far higher proportion of confirmations than ever before.

In 2017, the school has employed 13 fulltime staff (Principal, administrator, sports coordinator and ten teachers). All other services - cleaning, maintenance and security – were provided by RBI with financial administration being done by Shared Services at RBA. The total number of learners was 175: a teacher: learner ratio of 1:16. With a projected additional 60 learners in 2018, the requirements in terms of teachers and teaching spaces will increase. If there was more space then we could have created larger group spaces. However, we do not have that latitude, so there is no option but to recruit an additional two teachers in the option subjects. This will increase the payroll by R550 000. However, the teacher: learner ratio would still be lean at 1:18.

As detailed in my report to the 2nd Quarter Board Meeting, a school of this size benchmarked at the 25%ile – 50%ile on the ISASA Salary Scales would generally have an annual budget of at least R6m. Kitsong’s budget allocation falls far short of that with very little allocated for extra-curricular activities and games. Kitsong has already established a good reputation and is very prominent in games (the top school by far in the RBN NBA Africa championships this year). As the school’s reputation grows and its offering matures, we can expect pressure to increase the budget of Kitsong further. The budget allocated to Kitsong in the 2017-2022 period is:

2017	R5,6m
2018	R6,3M
2019	R6,8m
2020	R7,9m
2021	R8,4m
2022	R8,8m

These figures include salaries, services, resources or utilities (based on remaining in existing campus). The Kitsong model is currently far short of being a sustainable one, and a concerted effort will be required to ensure that fees cover all of the payroll by the end of 2022. This item may be removed completely from the RBI budget in 2018, as we intend to ‘spin Kitsong off’ and give it the capacity to manage itself.

The Future of Kitsong and Partnership Discussions held in in 2017:

This school has a number of possible futures:

- ❖ Kitsong remains as an RBI entity, never seeking to break even, but playing a valuable role in the community of schools as a benchmark school which pushes its excellence into our public schools. I expect Kitsong to have a significant impact in the community next year by way of its online curriculum being provided free to the broader educational fraternity in RBN. The Maths Centre of Excellence which might underpin staffing for the “School within a School” programme in RBN could be an extension of Kitsong. There are similarities here to Penryn College and Penreach, where the community outreach work that is externally funded in Penreach also contributes handsomely to the annual income of the Penryn College itself. This is a realistic prospect here in RBN.

- ❖ Kitsong becomes a self-sustaining entity that will extend from Grade RRR to Grade 12 by 2022. If it were based in the current campus, then the capex costs would be minimal and operational sustainability could be achieved with 1200 learners at an annual fee of R19000. RBI could source the skills set to manage that transition.
- ❖ The capex costs to accommodate a low-fee school of this size is between R40m and R55m, making the prospect of Kitsong being established in a new building on a new site a more expensive option. However, if Kitsong was to become the school to service the new Marang Residential Village, then such an option could be considered. This will require close discussion with RBN DT and MOUMO.
- ❖ The Kitsong brand and model is bought out by an existing commercial educational company and run on their existing business model. This could be done at the existing campus or else in a new campus to be erected in the educational precinct near the new Marang Village. Linked to 3 above.

The following are all NEW Programmes which were developed in 2017.

Kutlwanong

We are all set to go with the first phase of the Kutlwanong & RBI Partnership in 2018. I wish to commend Rre JC Mompei for his work in this regard and our staff have enjoyed learning from the Kutlwanong staff in each stage of the process to date.

- ❖ The memorandum of agreement between RBI and Kutlwanong has been signed.
- ❖ Staff interviews were conducted by the Kutlwanong mobilisation team and the staff for the Grade 11 programme have been identified. Contracts will be signed by the end of November 2017 and the Grade 11 programme will commence in the last week of January 2018.
- ❖ Sadly, I must report that there is not a single teacher in this initial teacher group from one of our RBN public schools (teachers from Kitsong or the Thethe and Charora were not allowed to apply). This means that the teacher development and resource benefit to our RBN Public Schools is lost.
- ❖ Staff Interviews for the Grade 10 programme which will commence in March are due to take place in mid-January. We will be insisting on applications from our RBN Public School teachers for this cohort. Alternatively, we will recruit young graduate teachers to fill some of those places.
- ❖ The input from the Bojanala District Office of the DBE has been enthusiastic and essential. We are definitely establishing better working relations.
- ❖ We have also approach Elevate Education (the African Division of a UK Global Education Company) to present proposals on how they might add value by way of study skills, personal development strategies and life coaching to the participants in the Kutlwanong Programme in 2018.

RBI & Ntataise ECD Partnership

In the second half of 2017, RBI began a series of discussions with Ntataise, a key NGO in the ECD space in the rural South African context. Ntataise was founded in Viljoenskroon in the northern Free State in 1990. Memogolo has been a Patron and Board Member for 20 years. This NGO is considered to be the best in the country and is involved in several initiatives in terms of ECD programme implementation, leveraging ECD networks and developing ECD curricula.

We began exploring a possible partnership with Ntataise in mid-year and I am delighted with the progress made in that respect in the latter months of the year. The objective is to achieve comprehensive quality ECD provision in the Royal Bafokeng Nation and to do so by way of importing

best practice. The proposed partnership will entail the BOTT principle (Bring, Operate, Train and Transfer).

I am delighted that the RBI Board unanimously approved a formal partnership with Ntataise at the 4th Quarter Board Meeting. We expect to have an implementation plan formulated and ready for presentation to the RBI Board at the 1st quarter meeting of 2018. Provision is also made in the 2018 budget for this.

I have held informal discussions with an expert in the ECD sphere who is interested in joining RBI, initially to lead our implementation of a comprehensive ECD plan and eventually to assume leadership of the Community and Schools Unit. This individual will spend time with us while the Ntataise audit is in progress in January/February in order to get to know the lay of the land.

Budgets and Finances

It is evident that the company has done very well in a highly constrained budgetary context in 2017. I am also delighted that RBNDT have allowed us to augment our RBNDT Grant with a portion of the cash reserves generated through our externally funded programmes.

The key aspects to be borne in mind in terms of the company financial operation are the following:

- ❖ RBI covered the R6m deficit in the actual 2017 RBI budget from company cash reserves.
- ❖ We already have a commitment to maintain the budget at 2017 levels in 2018, which will mean a similar draw on cash reserves in 2018. The grant from RBNDT for 2018 is set at R42m and RBI will be expected to cover any additional expenditure in the company 2018 budget from existing cash reserves or surpluses generated in the current year. The total projected budget for 2018 is set at R53m.
- ❖ The principle of surpluses in one year being used to finance programmes, projects and partnerships in the following year is common practice in the NGO/NPC environment and we will be aiming to be more proactive in this respect in future. Hence, a proportion of the surplus created in 2018 will go towards our 2019 budget, and so on.

Concluding Items

Civic Centre: It has not been possible to accommodate the company in a coherent section on a single floor of Civic Centre. With Kitsong growing in numbers and the current classroom configuration under stress, a new configuration of RBI space will be necessary for 2019.

Technical & Artisan Training Centre: The undeniable requirement for the RBN to have a technical training centre is recognized. We have grave reservations about the impact that might be achieved through the proposed conversion of Molotlegi Middle School in Luka into a Technical High School. Instead, RBI is promoting the concept of a privately run Technical Training Centre that can provide training to people of all ages, but particularly for second chance learners in their late teens or 20s (such a Technical Training School could also provide practical lessons to Grade 10-12 learners in our public schools). We continue to work on this and the figures were previously tabled for a centre that would train and graduate 50 qualified artisans a year: Capex of R25 and Annual Opex of approximately R5m. This is a project that will be further developed in 2018

Mafori Student Loan Recovery:

It has been slow, but we are finally at a stage in which we can embark on the process of recovery of Student Loans. This was approved by the Board in the 2nd Quarter meeting of the year. There will be no legal summons or threats, we will offer a settlement arrangement of 40c on the Rand, funds will be transferred back to RBNDT in tranches. The request is that at least some of those recoveries go towards increasing the fund available for future student loans, bursaries and scholarships. An advocacy campaign to be launched in 2018.

Challenges:

None reported.

Motswedi Wa Sechaba (Social Delivery Entities)

Motswedi Mandate:

Social service to Morafe and group institutional support.

Health & Social Development Service (HSDS)

HSDS Mandate

To facilitate the provision of health and social services to the Royal Bafokeng Nation.

Highlights & major deliverables:

Casework:

- ❖ The social services unit bid farewell to two student social workers from North-West University during this quarter.
- ❖ The number of new cases reported to the social workers in the Capital and North region has slightly increased from 143 to 150.
- ❖ Capital region shows that the highest cases reported were of family disputes (8) followed by child maintenance (5) and Psychiatric patients (5). North region reported cases of late registrations of identity documents (9), followed by social grants related cases (8) and family disputes (7).
- ❖ Two psychosocial groups that were established during the last quarter to address the impact of family disputes on school going teens were successfully completed. Plans to establish a multi-sectoral approach to address family related cases are underway and a project has been registered and budgeted for to be implemented in 2018.
- ❖ Poverty still comes up as the main driver of social ills in both regions which is evident through cases such as application of social grants, child maintenance and registration of Identity documents in order to access social grants.
- ❖ There also seems to be a rising concern regarding psychiatric patients who are defaulting treatment and refusing to visit the local clinics for treatment. A need has been identified to meet with the relevant stakeholders to address the referral systems.

Marriage enrichment: workshop between HSDS and BMF pastors was held on the 5th of December 2017 to address existing challenges. 10 pastors registered their names to continue working with HSDS in the marriage enrichment programme. Regular meetings will be arranged in 2018.

Stakeholder management programme: Two meetings were held during this quarter. Attendance of stakeholders declined during the last meeting probably due to a postponement of the third quarter meeting as well as the work load towards the end of the year. The logistical arrangements for future meetings will be done well in advance in order to resuscitate the forum.

Play Therapy training: A post-play therapy training meeting was held with all trained practitioners to identify intervention tools that needed to be procured in order to kick start the program.

Youth in school programme: Total Head Count at the Youth Centre was 5015 while the number of youth reached through the school program was 22990. A workshop on financial literacy was successfully conducted. 29 implementers from Bafokeng Youth centre graduated at the end of the quarter therefore exiting the program. Recruitment processes for 2018 intake will commence at the beginning of the next quarter followed by an induction and training as soon as possible to ensure continuous service delivery.

People with disabilities programme: The program experienced a number of setbacks which affected key projects. Transport issues recurred because of the unavailability of the disability bus due to a breakdown. A number of discussions to find ways to strengthen the PWD program were held. On a positive note, 10 people completed a Retail and Merchandize learnership which earned them a stipend for a period of 12 months therefore encouraging independent living and access to the labour market for PWD which has always been a key focus area in the program.

OVC programme: The services to the OVC beneficiaries remained unaffected as a short-term financial relief from the RBN was received. A strategic planning meeting was held in which major decisions leading to an organizational restructuring to ensure sustainability was adopted. Regrettably, due to the current circumstances, staff layoff is anticipated. The next quarter will thus be characterized by the implementation of the new strategy.

Victim empowerment programme: Our victim empowerment services rendered through Phokeng Trauma Centre continues to do well and reaching beneficiaries beyond the RBN regions. During this quarter, the centre collaborated with other local and provincial stakeholders in the launching and commemoration of the 16 days of activism against women and child abuse. The statistics at Thuthuzela centre remains high with 44 new cases reported in November only. The release of the second tranche of funds from DSD is expected while proposal for funding for the next financial year has been submitted. Verifications of stats by both AFSA and DSD took place in October and a positive feedback was received.

Community development

This fourth quarter report will represent and reflect the work and progress within Community Development Unit. The main focus of the unit is poverty alleviation and development. Beside Poverty alleviation, the unit is responsible to the following programmes, Care for the Aged, Social Relief of Distress Disaster management and NGO's institutional capacity building and Support.

The below programmes are implemented to embark on poverty alleviation;

Jaya-O-Jale food security Programme: For this quarter, the program is rolled over to Capital Region whereby 30 beneficiaries identified and 10 of them were visited by the intern student. This roll over was done in conjunction with Legadigadi Community Care Givers. All visited households showed interest and want to continue to plough and sell for income generating purpose. To support this initiative, the Department of Agriculture committed to offer training and development to the interest group.

Community Gardens: Five community gardens and 25 backyard gardens are established aiming at increasing the accessibility of nutritional and fresh food. Two gardens from South East Regions are supplying Provincial Food Distribution Centre with fresh vegetables.

Meals-on-Wheels: 1037 foot plates issues to 238 beneficiaries. 20 of them have backyard gardens. This number has increased from 18 to 20 as compared to previous quarter. There are 1690 grants recipients, 114 frail taken care by community care givers. The number of frail has dropped down by 7 members whom reported deceased. A Care giver from Central Region is appointed hence the number of registered service club has increased from 18 to 21 with 420 beneficiaries.

Social relief of distress programme: 46 food packs were distributed with vegetable seeds to start gardens. Only two disaster incidents reported and managed.

The above mentioned measures and interventions developed by HSDS themselves, are not adequate and needs to be expanded, enhanced for better and effective results.

Household food and nutrition security programme: government introduced Household Food and Nutrition Security Program aiming at improving access to food through CNDCs for the poor and vulnerable households. The programme is implement through PFDC and funded by National and Provincial Department of Social Development. Both departments are willing to continue to fund the programme for 2018\2019 financial year. For monitoring and evaluation, the department institutionalised monitoring process comprised of Quarterly Performance Assessments and National Learning Workshops.

Community and Nutrition and Development Centres: The number of CNDCs increased from 8 to 25 CNDC across four district municipalities in the Province with 8,534 beneficiaries. Central to the he programme, is the development element to beneficiaries who are empowered to move from the state of poverty to a state of self-sustenance. A considerable progress has been made by only seven CNDCs. These initiatives requires collective response to the challenge for food security and poverty.

RBN-NGO's: Support and exposure is been maintained in 96 NGO's and 80% of them are Complying with the NPO Directorate. 32 NGO, s were visited to monitor and support their services. 4 NGO's were linked with Provincial Food Distribution Centre for vegetable supply. 2 were liked with Social Development for funding of food security programme 2 were liked with the Department of Agriculture for training, funding and development.

During October 2017, two NGO's participated at Bokone Bophirima Expo at Mafikeng to showcase their products. This was an opportunity for exhibitors market and sell their products.

- ❖ **Photsaneng Bakery:** Due to the renovations and upgrading of the structure used for bakery, the bakery operations are badly affected by standing period since September 2017 to date.
- ❖ The standing time matter is under discussions with LanXess Chrome Mine. Renovations are done by the Mine to establish Garment factory as part of their Local Economic Development to create jobs and reduce poverty.

Calendar events observed: On the 20m October 2017, the International Day of Older Persons was celebrated at South East

Region whereby 200 senior citizens participated. Mmemogolo honoured the invitation and motivated other older persons to join the clubs. Grannies received presents both from HSDS and the department of Correctional Services. The following departments were presents, SASSA, Department of social Services, and the Department of Health. Community leadership.

In conclusion, the critical path for Community Development is to raise awareness on ABCD model to reduce dependency on RBN finances.

Primary Health Care

The total headcount for RBN is 76513.**PMTCT:** 603 mothers tested, 96 tested positive and 1 baby converted (infant PCR at birth).**Chronic care:** 12187 screened, 890 are diabetics on Rx and 4231 are hypertensive on Rx. **ANC:** 667 ANC patients, 179 deliveries and 2 stillbirth. **HCT:** 3046 tested 196 tested positive. **TB:** 32682 patients were screened 397 were symptomatic. **ART:** 21390 adults remain on ART, 612 <15years remain on ART, **Immunizations:** 351

immunised fully <1year, BCG given to 84 babies, 621 given measles 1st and 2nd doses. **Mental Health:** 16863 patients were screened and 47 were treated for mental disorders.

Emergency Medical Rescue Services (EMRS)

During the final quarter of 2017 within the range of our contractual obligations with RBPlat and Bakubung mine EMRS managed to collect revenue totalling R1 515 000.00. Eleven (11) events have been attended with income generated to the value of R113 920.20. We also encountered challenge with our local SMME which was appointed to manufacture complete PPE (uniform) for EMRS staff member which is at 80% completion.

On Clinical and Quality out of 1625 actual call where patient were treated and transported to medical facilities 600 Prf (patient report forms) were assessed, 60%(240) were completed to satisfactory. 30% (180) had clinical mistakes which comprise Diagnosis, patient management, and interventions for individuals were interviewed for corrective measures. 10% (140) were only general mistakes of recording kilometre omission and ticking appropriate box.

Eight patient simulations were conducted for respective shifts. Calibrations of all diagnostic medical equipment were completed. The training of First Aid and Fire Marshal of 44 staff members were respectively completed. Compilation of Advanced Life Support service registration is at 90% to reach the final stage.

For fire proactive and prevention all RBN buildings of four regions which are North B, South East, Central, North East are fire readiness the outstanding North A and some of Capital could not be to a compliant status due to lack of funds.

For this quarter the total inbound calls for EMRS Call Centre is 2020. The breakdown is as follows;

- Medical Calls = 836
- Transfers = 789
- PPT Calls = 376
- Fire = 21
- Total = 2022

Classification of calls for three months;

- P1 - 214
- P2 - 922
- P3 - 294
- P4 - 63
- Cancelled - 130

Challenges:

None reported.

Royal Bafokeng Enterprise Development (RBED)

RBED Mandate:

Planning and execution of development programmes for Bafokeng entrepreneurs.

Highlights & major deliverables:

During the fourth quarter of 2017, the platinum price has yet again maintained its relatively low price range, with the negative impact on many local companies slowing down growth in the retail, technical or consumer customer segments. Large scale impact was felt by Maseve closing down operations, and savings initiatives from the other mines continuing. This has a knock on effect on consumer spending and general economic growth in the region. As in the last quarter, despite these negative elements, spend patterns with SMME have remained robust and steady improvements in procurement spend with local companies is continuing, although slower than we would hope. The revised mining charter is still on hold pending court proceedings by the chamber of mines. The RBED has been actively working with SMME to diversify customer segments. Some success has been achieved with engagements targeting large non mining clients such as Sun International, with whom a focus on technical service providers is proving fruitful. Two youth owned companies have been appointed as contractors to the N4 Concession for signage replacement on the Western bypass and R 565 to Sun City.

This year to date ABSA has funded SMME to a value of R 9.7 million. SMME development workshops by ABSA are continuing.

Cash fundraising has remained slow. RBH have added an additional amount of R 500 000 to the initially agreed grant for 2017 of R 2 million. Promised funding from Battery Electric (R 270 000) as well as Elbrock (R 90 000) and Stopetek (R 70 000), has been paid in quarter 4. Additionally MOGS have contributed R 60 000 in donor funding and an amount of R 20 000 has been donated by Mtech Industrial. The 12 month SETA funded “new venture creation programme” is progressing well and attendance numbers have remained robust with a total of 230 Bafokeng youth benefitting from the programme

To date procurement spend with RBN stakeholders including RBI, Marang (CPT), Lebone, sports, RBA and RBED have totalled R 41 million, with the bulk coming from RBA and CPT. Procurement spend from mining stakeholders has reached a total exceeding R 1 billion, of which more than R 22.5 million is with youth owned companies. Several SMME benefited from selling at the iRock festival in December.

The CCBSA (Coca-Cola) youth entrepreneurship project is progressing well. Land approval for 51 sites has been granted by the land committee. The land has been cleared and as soon as renovation to the containers is complete, the electrical and water connections will be installed. Applications for the first 18 SEFA funding is expected to be finalised by the end of February 2018.

The SMME development programme funded by ASISA is well advanced and 16 local SMME are still part of the project.

The Arts and craft commercialisation project is doing well and the Phoka shop at Marang Hotel has started operating. A steering committee has been elected by the participants in the project and the shops reporting increased revenue monthly. The shop is currently staffed by volunteers and interns from the RBED team and as soon as the registration of the co-operative owned by the crafters is complete, a full time employee will be appointed to work in the shop.

To date 1321 SMME have been registered on the RBED module owned by 1471 entrepreneurs, again significantly up from the number of SMME registered in the past.

Challenges:

Economic circumstances remain depressed in the greater Rustenburg area.

Royal Bafokeng Sports

RBED Mandate:

Coordinate sport in Bafokeng regions.

Highlights & major deliverables:

Development Athletics:

- ❖ 30 Athletes have been participating in the offseason program (Club group)
- ❖ 20 Athletes were participating in 2017 December Annual Camp.

Elite Athletics:

- ❖ Elite athletes are preparing for Off -Season

Basketball:

- ❖ Royal Bafokeng Jr.NBA League Finals
- ❖ 13 Players (Boys and Girls) and 5 Coaches from the Royal Bafokeng Jr.NBA represented North West at the South African Schools Sports in Pretoria.
- ❖ Practise is still ongoing for teams preparing for League finals

Disability Sports (Goal Ball): Teams are preparing for Off-Season

Martial Art (Karate): Teams are preparing for Off-Season

Metshameko (Netball and Football in schools):

- ❖ On the 14th of October 2017, Metshameko program hosted the 2nd Annual Metshameko League finals at Bonwakgogo Primary School.
- ❖ 4 U/13 players were Identified and selected into Platinum Stars Academy through Metshameko League Finals.
- ❖ 6 U/17 players were identified and Selected into Platinum Stars Academy through Metshameko League Finals.

Royal Bafokeng Netball:

- ❖ 15 U/13 Players were Identified and selected into the Royal Bafokeng development netball programs through Metshameko league
- ❖ 15 U/17 Players were identified and selected into the Royal Bafokeng development netball programs through Metshameko league and will participate in the Netball South Africa championships for the U/19 which will be held in 2018, whereby they get a chance to be scouted by various Universities in the country, and also to be selected by Netball South Africa.

Challenges:

Budget cuts still remain as a challenge which affects smooth operation of RBS functions. Staff motivation due to one year fixed contracts every year and low salary wages. RBS is eagerly awaiting the new sport strategy for RBN from the board.

Shared Services

Shared Service Mandate:

Render HR, Financial, Procurement, IT and Legal services to the RBN.

Highlights & major deliverables:

We have during this period finalised the disposal of obsolete assets which were held at several of our sites including Plant Yard, Civic Centre and the stadium. The process involved donation of furniture and office equipment to Makgotla and NGOs and Cooperatives in the RBN which are supported by Health and Social Development Department and RBED respectively. The second phase involved recycling of the remaining assets (scrap metal, rubber, IT equipment and plastic) which we did by involving local SMME in the recycling space. We are also happy with our contribution to local enterprise development during this period as 26% of our procurement spent amounting to R 4 644 659.24 went to local enterprises. We will endeavour to continuously work at increasing the extent of our contribution and to ensure that women and youth enterprises are meaningfully beneficiaries. In the human resources discipline, we successfully managed the organisation- wide performance management process which required meticulous attention to detail as the scores informed the bonuses payable to employees.

We during this period prepared RBN comments on the Communal Land Tenure Bill and submitted them to parliament. As we previously stated, this is a critical Bill which will have major impact on communal land rights in the RBN and other traditional communities if enacted in the current form and we will therefore ensure that we secure an opportunity to present our comments to the relevant portfolio committee in parliament. Following our high level meeting between Liquid Telecom management and the RBN management team to explore on how they can assist us to roll-out broadband connectivity in the RBN which we held during the last quarter, we during the period under review followed-up by holding focused needs assessment meetings with Liquid Telecom and the heads of entities and executives to enable them to develop and present a proposal to us in this regard. The broadband connectivity solution which we seek should support education, health, enterprise development, policing, payment of services and strengthen connectivity at various RBN business sites. We expect the said proposal during the first quarter of 2018. Lastly, it is worth mentioning that we during this period presented financial statements of all our entities to the various boards for approval.

Challenges:

The general challenge in our cluster is limited budget allocations which resulted in shortfalls at IT and Fleet Management departments.

Human Resource (HR)

Highlights & major deliverables:

Induction of New Councillors

During this period, HR inducted newly appointed members of the Traditional Council to provide policy related information on HR standard operating procedures. We also hosted a wellness day for the newly appointed Councillors to expose them to organizational employee wellness in totality and the event was a success. Various stakeholders were invited to take part to brief the Councillors on various wellness issues e.g. insurance companies, banks for financial wellness, HCT tests conducted by Impala Platinum, HSDS Department representing RBN Health, Fisha Wellness for psychological issues and other stakeholders.

Recruitment, Selection and New Appointments

- ❖ 17 Councillors and 2 Kgosana's were appointed in Governance Department.
- ❖ 6 Members of staff were hired in RBA during the last quarter of 2017 as follows:
 - Plant Operators x2
 - Plant Yard Assistants x2
 - Care Giver
 - Tribal Court Assessor

- ❖ 2 Staff members were recruited at RBI during the last quarter of 2017. An Intern and an Administrator.
- ❖ 2 Security Guards were promoted and appointed as Reaction Force Officers.
- ❖ 1 Security Guard was promoted and appointed as a Dog Handler.
- ❖ 2 Reaction Force Members were promoted and appointed as Close Protection Protector Drivers.
- ❖ A Senior Enterprise Development Consultant and Assistant Enterprise Development Consultant were appointed at RBED.
- ❖ 1 Receptionist was appointed at RBA.
- ❖ 2 Interns were appointed at RBED.

Recruitment in Progress

The following recruit was commenced during the period under review and will be finalized in the first quarter of 2018:

Royal Bafokeng Sports

- ❖ Cross Country Coach and Middle Distance Coach.

Health and Social Development Services

- ❖ Fire Supervisor.

Protective Services

- ❖ 2 Guarding Division Guards.
- ❖ Shift Supervisor.

Terminations of Employment

- ❖ 1 termination of employment was effected during this period in RBA: 1 Kgosana (deceased).
- ❖ 2 terminations were effected in RBI: 1 Teacher and 1 Facilitator.

Talent Management Project

The talent management project which we undertake with HFM Talentindex is progressing well. We have during the period under review developed job profiles for positions in Shared Services and GCOO Departments and held discussions with various line managers to finalise same to ensure that they are aware what the project entails. We have further uploaded the developed profiles in the HFM online system in preparation for employee assessments in the first quarter of 2018. The project is ongoing.

Payroll, Provident Fund and Benefits

- ❖ Salaries were paid timeously as well as third party payments which includes but not limited to UIF, provident fund, medical aid, SARS, etc.
- ❖ Monthly overtime synopsis were sent to line managers and advice was given to them to ensure that they stay within their budgets.
- ❖ 1 Pay-out of death benefits to dependants was done as per provident fund resolutions.
- ❖ 2017 performance bonuses were paid out in December 2017 to RBA staff.
- ❖ Discretionary bonuses were paid out to all RBI staff.
- ❖ 13th Cheque pay-outs were paid to Platinum Stars administrative staff.

Employment Equity

The 2017 employment equity report was populated and submitted to the Department of Labour utilizing the Employment Equity online portal.

Labour Relations

- ❖ 1 employee grievance session was conducted at the Municipal Services Department. The GCOO will be finalizing the matter.
- ❖ Two Disciplinary hearings were conducted within the Protective Services Department and one is still pending finalisation.
- ❖ One appeal hearing was conducted within Protective Services Department and the matter was settled.
- ❖ One appeal from Protective Services Department is still pending.

Organizational Safety

The Fire Marshals and First Aid training took place and a total of 44 candidates were trained on the programme.

Performance Management

A total number of 380 performance assessments were received from various departments of RBA and were analysed before bonuses were paid.

Challenges:

Some departments failed to meet the performance assessment deadline and submitted their documents late. This impacted negatively on the HR Department with regards to preparation of the final scores and bonus payments.

Information Technology (IT)

Highlights & major deliverables:

IT Domains and Electronic Organogram

Internal IT is self-managing the RBN domains internally since the lapse of the contract with an external service provider. The electronic Organogram (https://192.168.104.85/bafokeng_intranet/) has been completed and presented to management and is now ready for approval before we implement.

Back-up, ERP, IT Strategy and Policies and Document Management System

The project to back-up all desktops at RBA, RBI, RBED and RBS has been completed excluding Platinum Stars pending communication from club management. The development of IT departmental policies with the assistance of Sizwe Ntsaluba and Gobodo (SNG) is in progress and the policies are awaiting approval by executives. The Document Management System project has also been completed and was presented at a management committee meeting (<http://192.168.104.20/SitePages/Home.aspx>) and the system includes electronic memorandum earmarked to replace the current manual process. Training of users on the Document Management System has taken place, except for some managers and executives who were not available. The IT strategy development project which will include development of disaster recovery plan has been sanctioned and the Procurement Department is initiating the procurement process. Sizwe Ntsaluba as the authors of Plan 35, were requested to submit a proposal for the development of IT strategy which they did and their appointment is still pending based on the outcome of the policies review project.

Improving Connectivity

10 schools were nominated by RBI as pilot for schools connectivity project and have all been successfully connected through RBN. The department has also started a project to install an intercom system at the Civic Centre which will enhance communication during emergencies. Due to budgetary constraints and infrastructural challenges the project could not be completed during the period under review but will be finalised during the first quarter of 2018.

Broadband Sponsorship and CSI

IT was invited to the RBN team which has been engaging with Liquid Telecom during the period under review to explore the possibilities of rolling out broadband fibre connection in the RBN.

Challenges:

Capacity challenge due to staff shortage and the delay in finalizing BDA backup.

Procurement

Highlights & major deliverables:

The focus for the fourth quarter of 2017 has been to support different departments and entities with all their procurement and transport needs.

Procurement Support

The approved purchase orders for the fourth quarter of 2017 represents 26% of RBN SMME and 74% of suppliers other than RBN SMME. The following is the schedule of approved monthly purchase orders:

Months	Local Suppliers	Youth Spent	Other Supplier	Total Spent	RBN SMME % Spent
October	2 750 046.42	404 917.77	5 310 247.62	8 465 211.81	37%
November	995 503.91	98 312.34	4 500 015.00	5 593 831.31	20%
December	899 108.91	135 976.00	5 172 750.41	6 207 835.32	17%
Total amount	4 644 659.24	639 206.11	14 983 013.09	20 266 878.44	26%

Tenders awarded

- ❖ A tender for the rehabilitation and upgrading of roads was awarded to a local RBN SMME during the first week of October 2017.

Tenders Cancelled

The following tenders were cancelled:

- ❖ Waste Collection Management;
- ❖ Water Conservation and Water Demand Management System through the procurement of prepaid water meters.

Provision of ERP Support to Different RBN Departments and Entities

Procurement Unit is currently assisting different departments to effectively use the ERP system. Continuous focused assistance has been provided throughout the fourth quarter to the different users to effectively use the system.

Monitoring of the Fleet Tracking System and Overall Fleet Management

Procurement Unit supports different departments by generating and sending the driver violation reports to different Managers and Executives with a view to enable them to take appropriate corrective action where necessary. We also ensure that all newly purchased.

Insourcing and outsourcing of the Waste Collection services

Procurement Services assisted Public Service Management by conducting a cost benefit analysis which indicated through calculations that insourcing of Waste Management is the best option that the RBA could utilise instead of outsourcing and save the organisation more than R20m over the next five years.

Challenges:

Most departments don't respond in time to procurement matters that are highlighted to them from time to time.

Finance

Highlights & major deliverables:

External Audit- 2016

The following financial statements were presented and approved by the Boards of RBN entities:

- ❖ RBED financial statements- 12 December 2017
- ❖ RBS financial statements – 24 October 2017
- ❖ RBA consolidated financial statements – 02 November 2017

Disposal of Obsolete Assets

Three recycling service providers were appointed for the recycling of the following classes of assets:

- ❖ LMI Mining Resources – Steel poles, zinc and wire.
- ❖ African Shades Trading – Electronic waste and computer hard drives.
- ❖ Ofentse Scrap Metals – Plastic.

Collection of electronic waste and hard drives was completed on 12 December 2017 and R 3 990.00 was generated from this disposal.

Collection of Steel poles, zinc and wire started on the 6th to 14th December 2017 and R 48 532.00 was generated. The collection of steel poles and zinc will continue in January 2018 due to the Recycling Company's closing on the 14th December 2017. Collection of plastic will happen in January 2018.

Weekly Payments to Service Providers and Budget Management Reports

Finance has during this period continued to produce monthly management reports for all entities which assist managers to monitor their budget/s. The department is proactive with advice where we note possible budget overruns by departments. We also continue to process weekly payments to service providers.

SARS Vat Matter

A meeting was held on the 29th November 2017 by RBN and SARS officials at SARS offices in Brooklyn, Pretoria. A final settlement amount of R7m has been proposed by RBN to SARS and a letter was sent on the 8th December 2017. We are still awaiting SARS response regarding the proposed settlement amount.

Challenges:

None reported.

Legal

Highlights & major deliverables:

Monitoring of Legislative Impacts

We have during the period under review submitted RBN comments on the Communal Land Tenure Bill which is part of our on-going monitoring of impact of planned legislation (Bills of Parliament). The thrust of this Bill is to create a new regulatory order for communal land and this will have a major impact on the RBN and other traditional communities. We have, as part of our submissions, requested to be given an opportunity to make oral representations to the relevant portfolio committee on this Bill when it serves before parliament.

General Legal Services and Company Secretarial

We have during this period formed part of a multidisciplinary committee which handled the sale of Platinum Stars FC. The committee engaged with bidders and made a determination of which was most responsive and handled the Due Diligence process as well as contractual arrangements. In as far as strategic contracts are concerned, we have assisted in the negotiation and finalisation of the service level agreement between RBN and Rustenburg Local Municipality on spatial planning. This SLA is as is provided for in the Spatial Planning and Land Use Management Act, 2013 (SPLUMA), its Regulations and the RLM SPLUMA By-Laws and will amount in the municipality delegating some of its spatial planning legislated powers to RBN. We have further drafted and vetted the agreements which the department routinely drafts for various departments and entities in the group.

Relating to litigation, of note to report is the preparatory work which we undertook for the hearing of the arbitration between Football Sports Village and Cross Point Trading which will be held in February 2018. This matter relates to a claim by Football Sports Village against CPT relating to what they allege to be outstanding project management fees during the development of Royal Marang Hotel and Bafokeng Sports Campus between 2008 and 2010. We are defending the matter and are confident of our prospects of success and importantly, we have lodged a counterclaim against Football Sports Village for monies we paid them and for which we did not get value. Another litigation of note is the urgent application in the High Court which we defended which was brought against us and Impala Platinum by the so called "Kgotla Kgolo ya Baphiring" in Luka who wanted to interdict the building of a kgotla office by Impala Platinum. We defended this matter successfully and the kgotla office was completed in December 2017 as was planned. We are further satisfied with the debt collection process on our properties by the two law firms which we have appointed. We also proceeded to manage other litigation matters for the entities in the Magistrates Court and High Court in the normal course.

Challenges:

Insufficient budget allocation to cover all consultants' fees this financial year is a challenge but some of the entities have agreed to fund some of the costs e.g registration of their trademarks.

Public Service Management

PSM Mandate:

Increase partnerships with government for major infrastructure and municipal service.

Municipal Services Management

Highlights & major deliverables:

The Royal Bafokeng Administration (RBA) and the Rustenburg Local Municipality (RLM) realised the need to accelerate the implementation of the Memorandum of Understanding (MoU) and thereby held a very successful workshop attended by the Group COO and the Municipal Manager. Various commitments were made look ensure that the Work-Streams are held.

Several Work-Streams have held successfully, especially the Local Economic Development (LED) Spatial Planning & Restructuring and Infrastructure & Technical Task Teams. The following summary is important:

Local Economic Development (LED)

The Local Economic Development has identified the Integrated RLM/RBN Master Plan an important guiding document to make the much needed diversification of the Rustenburg economy a reality. To that end, they have prioritized the “Master Plan Game-Changers Projects” as key projects. A fully-fledged workshop is on the cards to ensure that the comprehensive business plans and funding is being made available from all partners to implement these projects.

Spatial Planning & Restructuring

The Task-Team has met several times to look at Spatial Planning and Land Use Management in the area. There are areas where the two entities have resolved to work together and to put through a manual which will guide certain approvals pertaining to land allocation, and building control.

Of significance, it is also the inclusion of the RBN developmental modes in the Spatial Development Framework.

Infrastructure and Technical Task Team

There are various projects which Rustenburg Municipality cannot do without the involvement of the Royal Bafokeng and vice-versa. The case in point is the RLM’s Water Bulk Line from Kanana Bospoort to Rustenburg Booster Site. The Municipality needs to establish this line on the RBN Land, and of importance to the RBA is, how can Bafokeng benefit in this line?

Furthermore, the Pilanesburg South Water Bulk Line demands that RBA and RLM must work together to ensure that all its residents benefit. To this end, the RBA and RLM are finding best ways to work together and financially contribute to the development of this line.

This is a summary of pertinent matters regarding the MoU Management.

Previously, this report alluded to the issues on the **RLM/RBN Water Service Agreement**. We are delighted to report that the Municipality has finally agreed to fund the Section 78 process towards the establishment of the RBA as a Service Provider.

Although we still believe that other provisions of the law could have been followed and not this process, we have agreed that the process which will be led by the Rustenburg Municipality itself. On the other hand, RBA need to satisfy itself that the following are sufficiently addressed:

- ❖ The RBN purchases its water from the Water Boards and supply to its residents. This is a very costly exercise. The RBN is not subsidized by the government/Municipality in this endeavour;
- ❖ The RBN community members, especially the indigent do not enjoy the available subsidy meant to alleviate their indigent situation;
- ❖ The RBN incurs huge costs on the development of the bulk water infrastructure and the internal water reticulation without the assistance of the Municipality/government;
- ❖ The continuous maintenance of the system needs capital injection on a regular basis
- ❖ The RLM is the Water Authority in the region and thus our relationship with the needs to be regulated in terms of the law.

These are the five key issues which will drive the relationship on the water and sanitation environment.

We have achieved considerable progress with regard to the Social Labour Plans (SLP). A detailed record is provided below for the various mining houses:

Impala Platinum Mines

The construction of all Makgotla offices in Luka will be completed by end of 2017. This is a huge victory as all Makgotla in Luka will have offices where their administration will take place. This means, their administration will not take place in the houses of Dikgosana/Secretaries. The appointment of contractors for construction of the remaining four Makgotla has been done. This project is estimated to be completed in early 2018.

The construction of the 3.4km of roads in Luka to the value of R16 Million Rands has been completed and the handover will be done in early 2018. This is a huge success for both Impala and the RBN including the Leadership of Luka.

The tender process and appointment of contractors for the construction of the 6km Luka Bulk Water Line will be completed before the end of February 2018, with the actual construction commencing in March of 2018. The value of the project is estimated at R30 Million Rands to be fully funded by Impala Platinum Mines.

The construction of the Kanana Multi-Purpose Centre project is ongoing with the steel structure already completed. The appointment of the contractor for the 3rd and final phase has been done and they have commenced with the work. We commend the Kanana community and the leadership of Dikgosana for the support they are giving to this project.

Another project in Kanana is the construction of a 700m road with storm water channels. This is a R4 Million Rand project which will be completed in the beginning of 2018.

The Sports fields in Luka and Lefaragatlhe will be constructed in 2018. Impala has requested to source additional proposals or quotations which will be presented to the respective project steering committees. The Lefaragatlhe Leadership has provided the RBA with a confirmation of location for the sports facility as there were issues prior.

Sibanye Platinum Mines

The Mfidikwe Sewer Project is being handled by Sibanye Platinum and the Rustenburg Community Development Trust. The detailed feasibility study is complete and we are at the stage of properly finalising the designs for the project. Sibanye Platinum has confirmed that the project will commence in 2018 even though there are issues in relation to the funding of the project. The feasibility studies and scoping revealed the need for additional funding for the project. We are confident that this project will succeed.

Sibanye Platinum was supposed to fund the expansion of Mfidikwe and Thekwana Clinics but new developments emanating from the engagements of the mines with the Department of Mineral Resources indicated that Sibanye will only fund Mfidikwe Clinic. Thekwana Clinic will then be fully funded by Lanxess Chrome Mines as a section 102 project into an ideal clinic. The designs for both clinics have been deliberated and agreed upon between the RBA, Department of Health and Sibanye. Sibanye will therefore expand Mfidikwe Clinic into an "Ideal Clinic". The tender process will be continue into 2018 with construction to begin in early 2018.

The funding of Thekwana Poultry and the Photsaneng Bakery as enterprise development initiatives by Sibanye are also ongoing projects with the involvement of the relevant departments within the organisation.

Sibanye has also funded and 2 mobile clinics with one of them providing services around the Bafokeng areas. Through their Health and Social Welfare initiatives, they have also funded two Maternal and Obstetric Units, one of which is supposed to be based at the Bafokeng Health Centre.

Lanxess Chrome Mining

The construction of a Community Library within the precinct of Tshukudu High School is underway. This is a R6 Million Rand project which will benefit the community of Photsaneng, Thekwana and Mfidikwe as well as the Learners of Tshukudu.

Another project is the construction of a Garment and Fashionable Wear facility in Photsaneng. The project commenced in September 2017 and was estimated to be completed by the end of October. Parts of the existing structure at the Old Photsaneng Primary School is being converted to accommodate this facility and will be furnished with the necessary machinery and equipment. Further engagements will be held with the relevant stakeholders after the completion of this project in order to discuss the formation of a structure that will manage the facility. Due to unforeseen circumstances, this project could not be completed by the end of 2017. We are therefore expecting its completion before the end of the first quarter of 2018

Glencore Wonderkop

The Ratanang Day Care Centre which is located within the precinct of Tlhage Primary School in Thekwana is one of the projects which was completed in this quarter. Glencore has been supporting the Day Care Centre for many years hence they decided to construct proper facilities for them. The handover process for the project is being deliberated between RBA, RBI and Glencore. Below are some of the pictures of the completed facility.

Indigent Registration: Ntshegetse II

The indigent Registration project is an ongoing initiative within the organisation. The aim is to develop an Indigent register for the RBA which will then be submitted to the RLM for those who qualify to receive free basic services like water and electricity. Even though the Baagi will not qualify for Free

Basic Water (FBW) in this financial year based on the ongoing discussions with the municipality for the RBA to be appointed as a Water Service Provider, it is prudent for the RBA to have this register and maintain it on an annual basis. Baagi who qualify will surely receive Free Basic Electricity (FBE) from Eskom. This project is in collaboration with the Rustenburg Local Municipality. The project was launched in October 2017 by workshopping Dikgosana and Bakhuduthamaga. The project was rolled over to Baagi from the 27th of November 2017 in order for them to register. The project might continue into 2018 depending on the success of the initial registration drive.

RLM Integrated Development Plan (IDP)

Through the Integrated Development Plan (IDP) and the 2017/18 Service Delivery and Budget Implementation Plan (SDBIP), the RLM has committed to fund the construction of roads and storm water channels in the villages of Tsitsing, Tlaseng, Rasimone and Robega, each to the value of R5 Million Rands.

The RLM/RBN Joint MoU Workshop

The RLM/RBN Joint MoU Workshop was held on the 31st of July 2017 at the Rustenburg Civic Centre. The main purpose of this workshop was to resuscitate the various committees which are critical for the realisation of the objectives of the MoU. The session was indeed very fruitful as we saw Convenors and Secretariats being nominated for each committee. These committees committed to meeting on a monthly basis. The MoU Sub-Committees consist of LED & Spatial Planning; Infrastructure & Technical; Legal & Governance; Public Safety; Social, Health & Environment; Revenue Management and the MoU Implementation committee.

Challenges:

The various MoU committees do not have traction as expected after the joint MoU workshop held in July of 2017. Only two of the sub-committees have met since the workshop

Land Use Management (Agriculture)

Highlights & major deliverables:

Land Use Management (Agriculture Department) has installed one windmill at Turffontein grazing area. The Royal Bafokeng Administration (“RBA”) has begun the process of developing adequate infrastructure for cattle farmers, as such, twenty windmills have already been erected to resolve the persistent of water problems on the farms. This was the initial phase of the projects aimed at assisting farmers and all grazing farms.

During the initial stakeholder meeting between Royal Bafokeng Administration and Ilitha Mining, RBA Agriculture requested assistance with an egg production type of a project. The project was allocated R 500 000.00 funding by Ilitha Mining. Poultry egg farming is a lucrative business, providing income for millions of people from all parts of the world. Ilitha and Royal Bafokeng visited one the similar project at Sandfontein to view their structure. Currently the engineer is busy with the development of specifications. The project will be a multi-Year (Two years) undertaking. Royal Bafokeng has identified a 15 Ha farm at Rietvlei. We envisage starting with debushing the area mid-February. A suitably qualified and accredited service provider will be appointed for the project.

Royal Bafokeng has identified relevant co-operative for the project. Training and mentoring of beneficiary co-operative will be conducted.

The project will be ceded over to the Royal Bafokeng Administration, at the end of the initial project phase.

Sibanye Mine also approves a funding allocation R 500 000.00 for the Thekwane Poultry Project. The building of the project will start next year. The co-operative were operating on a broiler production project, during advisory sessions we encouraged them to focus on egg farming production. The demand for eggs is very high. Over 65 tonnes of eggs is consumed globally and annually. Eggs are considered an alternative cheap source of protein. Almost every household consumes boiled/fried eggs. Increasing protein consumption and rising incomes drive consumption of eggs. This increase is particularly notable in developing countries where changing diets have people consuming a greater number of calories from protein sources like poultry meat and eggs.

Challenges:

Diseases, theft and vandalism are major challenges in this sector.

Land Use Management (Environment)

Highlights & major deliverables:

Waste Management of Borrow Pits

Cleaning of Borrow Pits within RBN regions: This is huge challenge to the department and the whole of RBN .There are instances where the local leadership allows illegal digging and mining of the land without Administration authorisation. When the Municipality wants to build a road, they cannot just identify a piece of land and dig material. An approval from the land owner and the DMR is required otherwise is the responsibility of the land owner to rehabilitate the damaged sites.

In fact, the law emphasizes that the Department of Mineral Resources must be approached for such an approval.

Illegal Dumping of rubble and waste in open spaces

The organisation has identified illegal dumping as a major concern. There is a planned “cleaning up campaign” which will be done in this 4th Quarter.

The first cleaning for 2018 was earmarked for 09th February 2018 where all staff will be participating. Due to unavailability of the office of Kgosi it was rescheduled.

Herein the proposed dates for the cleaning campaign for 2018 where staff, leadership and community members will be taking part:

This schedule is awaiting approval from OOK

Region	Dates	Participants	
Capital Region A	09 February 2018	All Staff & Capital RBN Councillors	Main Roads as proposed in PM
Capital region B	06 th July 2018	Leadership & Community Members	Bobuanja & Lefaragatlhe & Kgale
Capital region C	31 August 2018	Leadership & Community members	Lemenong , Punodung, Tshwara, Salema Windsor and Lenatong , Rafredi & Masosobane
North Region A	2 March 2018	Leadership & Community Members	Luka & Mogono
North Region B	06 April 2017	Leadership & Community Members	Chaneng , Robega , Rasimone & Mafenya
South East Region A	04 May 2018	Leadership & Community Members	Photsaneng , Mfidikoe & Photsaneng
Central Region A	01 June 2018	Leadership & Community Members	Kanana , Serutube & Mafika
Central Region B	29 June 2018	Leadership & Community Members	Mosenthal , Marakana & Lesung

North East Region A	13 July 2017	Leadership & community members	Tlaseng , Mogajane & Tsitsing and Mamerotse and Tantanana
North East Region B	03 August 2018	Leadership & Community Members	Maile Rooikraal , Maile Diepkuil & Kopman

Challenges:

Central Region 2, North East Region 2 and North Region A cemeteries still awaiting feedback/record of decision from the provincial department of Rural, Environment and Agricultural Development (READ).

Infrastructure Maintenance

Highlights & major deliverables:

The end of the 4th quarter of 2017 saw the RBA appointing the Plumbing Companies to start with the Lefaragatlhe Pump-Station. We have purchased pumps and valves so speed the project up. In the first quarter of 2018, we will be installing and upgrading the Pump-Station.

The routine road maintenance contract was successfully executed and the next phase of the project will commence soonest.

From the Facilities Management point of view, the RBA has appointed Schindler Lift Suppliers to revamp and upgrade the lift system at the Civic Centre. Much of the work is being done off-site and they will be bringing parts on-site for installation.

The Land Use Planning has been busy to make certain important assignments. The Unit will spearhead the densification process. Certain areas were identified to begin with the process. We are at work to ensure that when the funds become available, we are able to implement.

Challenges:

Funding/budget required to implement some of the recommendations mentioned on the water **study report**, especially upgrading some of bulk lines.

Development Planning

Highlights & major deliverables:

The workflow regarding the Stand Applications and Business Stand Applications have now been fully integrated electronically and in future, all stands will be able to be accessed using electronic system which is also GIS aligned. Priority will be given to ensure that Land Use Management also utilize the system.

As mentioned previously, the RBA is finalising the SPLUMA Service Level Agreement with the Municipality. This is such a technical work and will need utmost attention to detail. Since comments were received from RLM and other stakeholders, we hope that the SLA will be signed and completed in the first quarter of 2018.

The need to align GIS with PULA and other RBN data basis needs attention to also ensure that data can be used for water billing within the RBN. The project started and will be finalized in 2018.

Challenges:

The finalisation of the stand allocation workflow and the issues relating to land use management In terms of the verification of the documents before stands can be allocated needs to be attended to by Land Use Management to ensure that the community needs are met.

Protective Services (Community Policing)

Highlights & major deliverables:

Crime incidents attended and arrests executed. During the period October 2017 to December 2017 Protective Services attended on average 300 crime incidents monthly, which emulates to 10 crime incidents attended too during every 24 hours – 903 crime incidents attended too during the fourth quarter of 2017. The Department’s crime fighting units arrested a total of 156 suspicious criminals during the fourth quarter of 2017 ... thus it arrested on average 52 crime suspects per month or slightly less than 2 criminals every 24 hours. It conducted 16 joint crime fighting operations with the SAPS and Public Safety in particular... thus, on average, conducting a joint crime fighting operation with the above mentioned crime fighting stakeholders every sixth day.

Crime related community calls received. The Department received on average 10 crime related community calls – every 24 hours - from the broad RBN Community during the fourth quarter of 2017 [901 crime related Community calls to the Reaction Force control room during the fourth quarter of 2017 were recorded].

The Department attended more crime incidents during the said period, comparing to the third quarter, yet it arrested slightly less crime suspects comparing to the previous quarter. This is indicative of an increase in domestic violence incidents! Yet it simultaneously resulted in less arrests as the vast majority of domestic violence incidents do not necessitate arrests as the social conflict is mostly solved at the scene ... though not necessarily reflecting a long term or permanent solution

Guarding Division. The newly established Protective Services Guarding Division – consisting of 66 guards of various grading’s – has been operationalized since the 1st of July 2017. The first six months of the Division’s official deliberations have been characterized by several official RBA vehicles found unlocked by guarding staff while being parked [after hours] at the Civic Centre and Legato.

Guarding related challenges. Though monthly guarding related reports are distributed to all management and executive offices in the Civic Centre, the most prevalent challenge remains the almost non-caring and high risk management of official RBA vehicles ... particularly during after-hours! On too many occasions such vehicles are found unlock, windows down and even on a few occasions such parked vehicles were found with its ignition keys still inside the vehicles!

Challenges:

No major challenges regarding the Reaction Force were experienced during the third quarter of 2017. The departmental guarding staff is however still in a development phase regarding the cultivation of official excellence – this phase does require intense supervision and has been characterized by a few isolated incidents of unacceptable official behaviour by a few individual guards.

Land Monitoring

Highlights & major deliverables:

The Protective Services Land Unit attended to and conducted 1036 Land Unit operations and RBN Land related monitor activities during the fourth quarter of 2017. These operations varied from the demolition of illegal structures, servicing of notices to RBN Land trespassers to the destroying of shop items and food stuff which shelf life – in diverse tuck shops and general dealers all over the RBN area – has expired. The number of Land Unit monthly operations has increased to approximately 300 such operations per month.

RBN Land abuses. The most prevalent RBN Land abuses in terms of occurrence remain ...:

1. Illegal businesses found on residentially allocated stands.
2. Illegal sub division of stands.
3. Illegal occupation of stands.
4. Water pipe bursts in the general **RBN** area.

Challenges:

The most prevalent challenges facing the policing of RBN land abuse is the bottleneck of many and numerous land related cases awaiting trial at the Tribal Court, which is unable to swiftly deal with such cases ... due to a lack of adequately skilled staff and resources.

Orderly and procedurally RBN land use are still sabotaged on too many occasions by Kgosana's and Kgotla's acting illegally and autonomist – without the official sanction of the Civic Centre – during general stand application, allocation and occupation deliberations.

Traditional Governance Executive Summary

Highlights & Major deliverables:

Traditional Council

On the 19th October 2017 the new members of the Traditional Council were sworn into office. The members of Traditional Council went through induction programme from 01 October 2017 – 12 to December 2017. The induction programme was necessary in order to capacitate the new members of the Traditional Council prior to them resuming office.

During the induction programme the members of the Traditional Council developed a 5 year plan for their term of office. The plan will be presented for inputs and approval in January 2018.

Kgotha – Kgothe

The 2nd annual Kgotha- Kgothe was held on 18 November 2018, with 1236 attendees, further the documents presented at Kgotha – Kgothe were first tabled before Supreme Council meeting for approval and thereafter at Makgotla Executives meeting. The said documents were circulated distributed and given to members of Morafe on the day of the Kgotha - Kgothe.

Supreme Council

Approval of the 2018 Budget Cycle

The 2018 budget cycle was presented and approved at the Supreme Council meeting on 14 September 2017 in order for the RBN entities to prepare the implementation plans and procurement processes.

Royal Bafokeng Nation Traditional Court

Traditional Court developed rules for the Traditional Court. The rules are aimed at ensuring that there is consistency and efficiency in how the Court functions. The rules are awaiting approval by the OOK and thereafter a training and development will be held with all Makgotla relating to the working and functioning of the rules of court.

TEDGOV Conference

The Governance office together with the office of the Traditional Leadership and Support at the North West Province successfully held TEDGOF conference on 22 – 24 November 2018. TEDGOF is an annual workshop where all the Director Generals of Traditional leadership discuss issues affecting Traditional Council and Leadership across the country. Members of TEDGOF conducted a site visits of some of the projects of the RBN Traditional Council. The workshop was critical for RBN Traditional Council as it was a way of establishing relationships with the Government.

Challenges:

None reported.

Moumo

Highlights & Major deliverables:

Project 1: Regional Centres

The RBA has identified the need for using of existing buildings where possible and/or new buildings where the nature of the site/area lends itself to commercial development to develop a new centre.

The aim of the regional centres is to enable the community access to pay points per region within walking distance rather than requiring the community to come to the Civic Centre in Phokeng to pay for rates/water etc.

Given reduced budgets a request was made for the upgrade and/or new building to as far as possible be made on the same basis as the upgrade of the Phokeng Mall.

Deliverables

- ❖ Regional Centres and/or pay points per each of the identified regions depending on the areas and needs of the community.

Impact

- ❖ Rentals from commercial centers where applicable;
- ❖ Economic Development with jobs for the local community via retail/franchise and fuel stations; and
- ❖ Easy access to pay points/RBA services where required.

Deliverables

Regional Centre for each of the 5 regions identified by Public Services Management and circulated on 31 May 2017.

Q4 - 2017	Q1 - 2018	Q2 - 2018	Q3 - 2018
6 sites identified by proposed developer as commercially viable for development as Regional Centres	Site Visit arranged between developer and Ernie Kemm on 24 Jan 2018		
Conf Call between proposed developer and Ernie Kemm with questions regarding identified sites			

Project 2: Commco Cell-phone Towers and Fibre

The Land Committee has approved the rollout of cell-phone towers and fibre under management of Commco. The cell-phone towers will be built by Atlas (2), Commco (5), MTN (7) and Vodacom (3). Moumo entered into a communications management agreement with Commco whereby Commco

builds towers at their own cost, manages all existing and new tower rental collections on RBN land as well as structures on mine lease areas where the mines collected the rentals to date.

Impact

- ❖ Rentals from each of the towers which increase per host added to a tower;
- ❖ Economic Development with jobs for the local community as well as investment opportunities for interested parties in the Community; and
- ❖ Improved communications and data access for the community with a possible foot print for the rollout of e-commerce/e-health and e-education in future.

Deliverables

Rolling out towers over the next 12 months.

Q4 – 2017	Q1 - 2018	Q2 - 2018	Q3 - 2018
<p>2 Non-Commco MTN Sites: completed by Huawei without following due process. Process communicated to Commco for implementation with their sub-contractors.</p>	<ul style="list-style-type: none"> - Follow due process and complete the 2 towers - Confirm existing CLO appointments 		
<p>Commco Sites:</p> <ul style="list-style-type: none"> - Commco hosted Dikgosana and Councillors for the impacted regions with a presentation of what will be rolled out and where. - CLO's identified for all the impacted areas. - Await CLO's from Luka and Phokeng for training 	<ul style="list-style-type: none"> - Commco and RBED to identify local service providers for the towers to be rolled out and communicate the same to RBA and Moumo to start process as agreed - 3 MTN masts rolling out first: Bobuanpja Convenience, Mogono and Windsor Coverage 		
<p>Vodacom Leases Await amended leases from Vodacom</p>	<ul style="list-style-type: none"> - Finalise and execute Vodacom leases 		
<p>Impala Towers A meeting was held with Impala to identify the towers on the Impala lease area for which Impala have incorrectly been receiving rentals</p>	<ul style="list-style-type: none"> - Await the information from Vodacom re tower locations whereafter new leases will be signed between RBN and Vodacom/other service providers 		

Project 3: Bleskop Chrome Loading Bay and Siding Upgrade

- ❖ Moumo entered into a development lease with Chromtec on Portion 2 of Kookfontein for the construction of a loading bay as well as the upgrade of the railway siding.
- ❖ The lease was approved at Kgotha Kgothe in June 2015.

Impact

- ❖ Rentals from the development lease; and
- ❖ Economic development with construction jobs, permanent jobs and opportunities for local SMME's on an ongoing basis.

Deliverables

Q4 – 2017	Q1 – 2018	Q2 - 2018	Q3 - 2018
<ul style="list-style-type: none"> - Chromtec hosted the Dikgosana and Councillors for the impacted region with a presentation of what will be rolled out and where. - Site meeting held with Dikgosana and Councillors to explain proposed rollout - Makgotla meetings identified 2 CLO's for the project 	<ul style="list-style-type: none"> - List of potential local suppliers/service providers have been identified by CLO. Received RBED inputs which were supplied to Chromtec - Chromtec RFP to be finalised based on costings from local suppliers/service providers by 20 Jan 2018 - Chromtec to finalise funding 		

Project 4: Marang Housing Development

Moumo is performing the feasibility and town planning for the proposed development of a mixed housing development on the Boekenhoutfontein farms adjacent to the Marang hotel. The aim of the development is to ensure the housing is affordable yet does not detract from the Marang Hotel and provides residents with security and access to affordable education.

Impact:

- ❖ Annuity income from the project that could contribute to RBN projects in other areas;
- ❖ Improved bulk and sanitation services for the greater area bridging the current shortage of services;
- ❖ Economic development with jobs created during construction and opportunities for local SMME's on an ongoing basis thereafter.

Deliverables

Q4 – 2017	Q1 – 2018	Q2 - 2018	Q3 - 2018
<ul style="list-style-type: none"> - Await final layouts from Calgro for discussion and approval by the Housing Committee Meeting - Service providers identified for for water, electrical and civil engineering. Await RBED sign-off on JV between local Mofokeng engineering firm and Aurecon 	<ul style="list-style-type: none"> - Finalise comments received from Moumo board on the Calgro MOU - Appoint water/electrical and civil engineers to start with reports - Maxim to proceed with next steps of feasibility study 		

Challenges:

Legal issues with a Community Member cancelled leases remains unresolved. A further lack confirmation of water availability at the proposed Marang Housing site and the proposed new legislation impacting land owned by Traditional Communities.