

Royal Bafokeng Nation's Quarterly Performance Report

2nd Quarter 2018



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Produced by the RBN OPMO

Contents

- Organisational Overview6
- Executive Summary Reports8
 - Group Chief of Operations (GCOO)..... 8
 - Royal Bafokeng Institute (RBI) 10
- Motswedi Wa Sechaba (Social Delivery Entities19
 - Health & Social Development Service (HSDS)..... 19
 - Royal Bafokeng Enterprise Development (RBED) 23
 - Royal Bafokeng Sports 26
 - Shared Services 29
- Public Service Management 37
 - Municipal Services Management..... 37
 - Land Use Management (Agriculture)..... 39
 - Land Use Management (Environment)..... 40
 - Infrastructure Maintenance..... 42
 - Development Planning..... 43
 - Protective Services (Community Policing) 44
- Traditional Governance Executive Summary..... 46
- Recommendations.....53

Acronym Table

Acronym	Definition
ABCD	Asset Based Community Development
ART	Antiretroviral Treatment
ANWN	Athletics North West North
ASA	Athletics South Africa
ANC	Anti Natal Care
ADR	Alternative Dispute Resolution
ALA	African Leadership Academy
ASISA	The association for Savings and Investment South Africa
B.Ed.	Bachelor of Education
BDA	Bafokeng Digital Archive
BCG	Bacille Calmette-Guérin Vaccination
BSL	Bafokeng Student Lekgotla
BOTT	Bring Operate Train and Transfer
CAPS	Curriculum Assessment Policy Statement
CNDC	Community Nutritional Development Centre
CDA	Charity Distribution Agency
CDC	Centre for Disease Control and Prevention
CETA	Construction Education and Training Authority
CEO	Chief Executive Officer
CSI	Corporate Social Investment
CLO	Community Liaison Officer
CCBSA	Coca-Cola Beverages South Africa
Dept.	Department
DBE	Department of Basic Education
DG	Director General
DRP	Disaster Recovery Plan
DMR	Department of Mineral Resources
ERP	Enterprise Resource Planning
ECD	Early Childhood Development
EMRS	Emergency Medical Rescue Services
EIA	Environment Impact Assessment
EAP	Employee Assistance Programme
FET	Further Education and Training
GCOO	Group Chief of Operations
GIS	Geographic Information System
HIV	Human Immunodeficiency Virus
HSDS	Health and Social Services Department
HR	Human Resources
IT	Information Technology
ICT	Information Communication Technology
IDP	Integrated Development Plan

ISASA	Independent School Association of South Africa
JKA	Japan Karate Association
JV	Joint Venture
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MOGS	Mining Oil and Gas Sector
ManCo	Management Committee
MEC	Member of the Executive Council
MoU	Memorandum of Understanding
MVA	Motor Vehicle Accident
NSC	National Senior Certificate
NGO	Non-Governmental Organisation
NBA	National Basketball Association in North America
NWU	University of North West
NWDC	North West Development Cooperation
OoK	Office of Kgosi
OPMO	Organisational Performance and project Management Office
OPD	Out Patient Department
OVC	Orphans and Vulnerable Children
PRC	Professional Regulation Commission
PWC	Price Water Coopers
(PTY) LTD	Proprietary Limited
PRF	Patient Report Form
PULA	Population and Use of Land Audit
PPE	Personal Protective Equipment
PwD	Persons with Disabilities
PCR	Polymerase Chain Reaction HIV Test
RBN	Royal Bafokeng Nation
RBA	Royal Bafokeng Administration
RBED	Royal Bafokeng Enterprise Development
RBS	Royal Bafokeng Sports
RBI	Royal Bafokeng Institute
RBH	Royal Bafokeng Holdings
RBNDT	Royal Bafokeng Nation Development Trust
RBplats	Royal Bafokeng Platinum Mine
READ	Rural Environment Agriculture Development
RFP	Request for Proposal
RLM	Rustenburg Local Municipality
SPL	Social Labour Plans
SMME	Small medium and Micro Sized Enterprises
S.A	South Africa
SAFA	South African Football Association
SAB	South African Breweries Regional League
SAQA	South African Qualifications Authority

SARS	South African Revenue Service
SASSA	South Africa Social Security Agency
SLA	Service Level Agreement
SDF	Spatial Development Framework
SAPS	South African Police Service
SAAST	South African Agency for Science and Technology
SPLUMA	Spatial Planning and Land Use Management Act
SKPA	Strategic Key Performance Area
SETA	Skills Education and Training Authority
SOP	Standard Operating Procedure
SGSS	Student Support Services Unit
SMT	School Management Teams
SEED	Sport Empowerment Economic Development
TUKS	University of Pretoria.
TB	Tuberculosis
TVET	Technical Vocational Education and Training
UNISA	University of South Africa
UIF	Unemployment Insurance Fund
USA	United States of America
U	Under
UV	Ultra-Violet
VIP System	Payroll and Humana Resource System
VSP	Voluntary Separation Program

Annexures

- A. Progress on Vision Pillars
- B. 2018 Organisational Performance
- C. Departmental Performance Report
- D. Financial Summary Report

Organisational Overview

Collective achievements: [\(See Annexure C: p.2\)](#)

1. Key priorities

The alignment of all entities towards Plan 35 is a long-term effort and we will continue to ensure we deliver on our promise. **All programmes and projects in 2018 were guided by the RBN Plan 35.**

Our approach, of increasing our income and reducing our expenditure yielded results but the journey continues. The progress in the achievement of the top priorities by end of quarter 1 2018 is reported below:

Monitoring of Top Priorities – Collective Achievements at the end of the 2nd quarter of 2018 (See Annexure C: p.3):



- ❖ **Progress on sourcing of external funding up to end of June 2018** (Baseline: R30.71m in 2017): Our combined entities received a total of **R11 697 718.88** to date from external funders. These funds have been allocated for the benefit of the community across various sectors i.e.: education, health, agriculture, etc. In addition to the funds received. **(See Annexure C: p.3)**

- ❖ **Monitoring of Youth benefits deliverables** (Baseline: 11,223 in the 4th quarter of 2017): A total of **11,485** youth (age 18-35) benefited directly from interventions fostered by Arts & Culture, RBED, RBI, HSDS, RBS and strategic relationships (MOGS) in the 2nd quarter of 2018. **(See Annexure C: p.4)**

Challenges:

- Unemployment is a major concern, not only to RBN nation, but to the country as a whole. Necessary interventions need to be put into place to address this issue from a high level perspective in order to determine the best possible way of dealing with this issue.

3rd quarter priorities:

- Implementation of the water management strategy.
- Development of the unemployment management strategy in RBN.
- Development of the loyalty programme supportive of behavioural change of *Morafe* in support of Plan '35.

Executive Summary Reports

Group Chief of Operations (GCOO)

Function Mandate:

To coordinate strategy and organisational performance for social delivery entities.

Highlights & major deliverables:

The department established a multidisciplinary committee for the development of a Sustainable Water Management Programme. The motive behind the committee was to bring experts from different departments on board to discuss issues around water management in RBN. The initiative was brought about by the recent water crisis in Cape Town as well as the financial strain of bulk water purchases.

Apart from the above mentioned issues, other water related issues experienced in the RBN include the historical water debt, the aging water reticulation infrastructure, lack of billing and payment systems and delay in the RBN becoming a legal water service provider. There are currently ongoing engagements with traditional leadership concerning resolutions to be taken on issues outlined in the Sustainable Water Management Strategy proposed by the committee. This is an ongoing process and will continue to be monitored through the OPMO system.

Organisational Performance and Project Management Office (OPMO) under the guidance of the GCOO drafted a Loyalty Programme concept document. It is a programme aimed at recognising community members' for behaviours that are representative of a responsible Mofokeng. A committee comprising of experts from different departments within the organisation will be established to assist with ideas on how to better manage as well as to sustain the loyalty programme.

The project plan is progressing well, the next step will be to have an external loyalty expert to critique the proposal.

Loyalty Programme Focus group:

Research facilitated a focus group study for the Loyalty Programme on behalf of the OPMO. The objective was to see if community members will have an interest in participating in the loyalty programme. Five focus group sessions were conducted, each session had 12 participants and the sessions were representative of the 5 RBN regions.

Project/Programme Monitoring and Reporting:

The OPMO developed the following reports in the 2nd quarter namely; RBN Quarterly Performance Report, 3 On-line OPMO Monthly Reports, 4 Makgotla Reports, 1 Manco Report and 1 Ad-Hoc Report.

OPMO continues to offer Bulk sms services to other entities/departments across the organisation. In the second quarter of the year.

Other departmental actions include the Bafokeng website revamp assistance, speechwriting (e.g. drafting copy for the RBN Review), consultations around **Plan 35**, monitoring and assisting all internal, independent researchers, ad-hoc Atrium tours and ad-hoc work such as designing and administering surveys such as Collaborator Document Management System Survey and providing stats and assistance to RBN entities and stakeholders as per request.

Bafokeng Digital Archives:

The system is finally complete, uploads are ongoing and the system is being hosted with OPMO by Blue Flame. About 85% of hard copy archival items are digitized to date.

Document Management System:

Training of users is still ongoing to ensure that customisation per user needs is achieved. The physical archive project is almost complete with only minor activities still to be complete prior to handing over the project.

Other activities such as disposal and retention of records are ongoing and will be monitored on a programme level through the OPMO system. The physical archive project is almost completed with 95% of the work being achieved. Disposal and retention of records is ongoing.

Challenges:

- Finalisation of Know your village (Ikitsi) phase II project due to interdependency on other stakeholders.
- The integration of OPMO System and SAGE system remains a concern, as information is not pushing through between the two systems due to technical issues. Currently the matter is being attended to by the Organizational ICT department as well as the system developers and systems experts.
- Some project and programme managers fail to log interdependency issues on the OPMO system, resulting in issues not being resolved timeously.

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 2nd quarter of 2018 has been a busy period for the company. If 2017 was primarily concerned with establishing balance and equilibrium after the stress and uncertainty of the VSP processes, 2018 was always going to be about demonstrating purpose and impact. Admittedly, capacity within the company is constrained and will remain so under the moratorium on new appointments that has applied since the VSP processes, but morale has improved and there is a stronger sense of purpose this year.

HR - Performance Management System

Three new directors were approved and joined the Board of Directors in the 1st quarter Meeting of 2018. They are Rre Bashi Makgale, Dr Elmie Castleman and Mme Boitumelo Koshane. These three Directors all serve the RBN in high level roles and will add value to our planning RBI strategic direction. Three subcommittees were also formally constituted. They are Remuneration/Nomination, Finance/Audit, and Strategy/Social. At least one independent director still to be identified.

Business and Support Goals 2018/19

I believe that we are beginning to bring proper attention to the technical requirements of strategy, charters, functions, and KPIs for each of our operating units. From a policy and process perspective, we have been able to achieve a lot in this past 6-month period. In fact, the PMS implementation required us to have a blueprint for our business goals for the current and year to come. This has underpinned the PMS implementation, and was used in the absence of the revised RBI Strategic Plan. Our current strategic conversations may lead to adaptation of the business goals described, but I believe that we are largely on track with what we have done.

❖ **Business Goal 1: Establish and develop sound foundations for education (ECD and Foundation Phase)**

KPA 1: Establish ECD centres in all regions of the RBN to impact early childhood development

- **KPI 1.1:** Extend the existing elite centres to cover all regions and incorporate a broad-based intervention in all centres in the RBN.
- **KPI 1.2:** Move focus from the 3– 5 years old to 0 –10years old.
- **KPI 1.3:** Generate 3rd party funding to ensure sustainability.
- **KPI 1.4:** Monitor and evaluate impact.

KPA 2: Impact on Foundation Phase teaching & learning to guarantee learner progress

- **KPI 2.1:** Maintain and grow Akanyang Support Programme to ensure quality development of prospective RBN foundation phase teachers.

- **KPI 2.2:** Influence and improve RBN schools through placement of ACT foundation phase graduates.
- **KPI 2.3:** Establish an innovative model for foundation phase learner intervention.
- **KPI 2.4:** Monitor and evaluate impact.

❖ **Business Goal 2: Maintain and develop the affordable school model (Kitsong)**

KPA 3: Retain a keen interest and active role in developing the Kitsong affordable school model

- **KPI 3.1:** Develop the existing high school into a self-sustaining entity by end 2019.
- **KPI 3.2:** Conduct research, planning and implementation of a framework to establish other Kitsong schools within the RBN.
- **KPI 3.3:** Generate 3rd party funding to ensure sustainability.
- **KPI 3.4:** Monitor and evaluate impact.

❖ **Business Goal 3: Develop and implement special programmes in RBN schools to improve learner results**

KPA 4: Involve and collaborate with DBE, Public School Principals and SGBs in order to effect improvement in RBN educational outcomes

- **KPI 4.1:** Improve and strengthen Primary and Secondary Schools oversight.
- **KPI 4.2:** Initiate, establish and maintain special programmes within RBN schools.
- **KPI 4.3:** Generate 3rd party funding to ensure sustainability.
- **KPI 4.4:** Monitor and evaluate impact.

❖ **Business Goal 4: Facilitate TVET learning opportunities to address RBN Plan 35 strategic imperatives, and skills gaps in terms of engaging with the RBN economy**

KPA 5: Establish and maintain accredited TVET offerings that will lead to employment and self-employment

- **KPI 5.1:** Initiate and offer accredited TVET programmes that address the national Skills Strategy.
- **KPI 5.2:** Initiate and offer special programmes aimed at addressing RBN community needs.
- **KPI 5.3:** Establish and offer life skills programmes to ensure employability of graduates.
- **KPI 5.4:** Generate 3rd party funding to ensure sustainability.
- **KPI 5.5:** Monitor and evaluate impact.

❖ **Business Goal 5: Improve learning in RBN schools by investing in structured initial teacher training**

KPA 6: Provide a support programme to guarantee teacher student success and excellence

- **KPI 6.1:** Refine and develop the Akanyang support programme content for B.Ed Foundation Phase students.
- **KPI 6.2:** Develop novice practice-competent foundation phase teachers with a specific focus on language and numeracy pedagogy.
- **KPI 6.3:** Establish and offer life skills content to ensure employability of graduates.
- **KPI 6.4:** Generate 3rd party funding to ensure sustainability.
- **KPI 6.5:** Monitor and evaluate impact.

❖ **Support Goal 1: Manage and maintain sound corporate operations function**

KPA 7: Provide organisation operational support

- **KPI 7.1:** Manage support processes and procedures to ensure optimal functionality of business functions.
- **KPI 7.2:** Liaise and collaborate with RBA Shared Services.
- **KPI 7.3:** Monitor and evaluate effectiveness and impact.

❖ **Support Goal 2: Manage and maintain student and graduate support services**

KPA 8: Provide student and graduate support services according to RBN needs and national regulations

- **KPI 8.1:** Manage RBN student loan service.
- **KPI 8.2:** Liaise and collaborate with all stakeholders in an effort to improve student support.
- **KPI 8.3:** Establish and offer a life skills programme to ensure employability of graduates.
- **KPI 8.4:** Monitor and evaluate effectiveness and impact.

❖ **Support Goal 3: Manage and maintain quality assurance function**

KPA 9: Provide organisation quality assurance services

- **KPI 9.1:** Manage and maintain RBI Quality Management System (QMS).
- **KPI 9.2:** Manage standardisation, accreditation, and registration of training and development programmes as required by national regulation.
- **KPI 9.3:** Conduct monitoring and evaluation of RBI organisational performance.
- **KPI 9.4:** Implement, manage and monitor organisation development.
- **KPI 9.5:** Monitor and evaluate own effectiveness and impact.

HR - Staffing

If the purpose of implementing the PMS was to optimize staff productivity and alignment with company strategic and business objectives, the reality is that our ability to deliver quality service and support to Morafe is entirely dependent on the quality of our people. We recognize that we lost precious capacity and capability in the VSP processes and our team capacity at present is short of that will be required to achieve the impact we seek. While partnering with other entities in the same social and human development space may bring us the expertise we need in the short term, we also need to have our own people who can learn from our partners and then manage and sustain our programmes beyond the

partnership period. At present, we are short of capacity and talent, but we are trying to do the best we can with available resources.

Since the beginning of this year we have:

- ❖ Appointed **Dr Sope Maithufi**, as Manager of the Akanyang NWU BEd Support Programme (replacing Rre Sean Tunmer).
- ❖ We have also appointed **Mme Jacqui Haberton** (part time) and **Mme Starr Nthabela** to replace Mme Rachel Du Toit. **Mme Kedibone Talane** was confirmed in her existing position at Akanyang for a further 3 years.
- ❖ **Rre Sean Tunmer** became a consultant to RBI and divides his time between Akanyang and our new Student and Graduate Support Services Unit (SGSS). Mme Eileen O'Connor remains on secondment from Prince Bothata's Office, an arrangement which has recently been agreed to continue for a further 6 months through to the end of the year. **Mme Vera Mataboge** resigned at short notice and left our student loans unit at the end of January 2018.
- ❖ **Rre Khumo Matlhako** was recruited to SGSS in April as an Intern and has had a big impact. He replaced **Mme Ntebo Mosime** who was moved to our QA Unit in order to establish our Monitoring and Evaluation capacity. Mme Mosime replaced **Mme Oratilwe Nameng** who left us at the end of March and who was one of two Admin Assistants in our QA team.
- ❖ **Mme Francina Phiri** was seconded from the CEO's office to Kitsong to take up the new position of Finance and Administration Specialist. This position was redefined when the Admin Assistant at Kitsong, Mme Mapiti Maseloane, resigned at short notice in March. Mme Phiri has done well in her new role and it is our intention to formally transfer her to our Kitsong team by the end of July 2018.
- ❖ **Kgosana Victor Khunou** and **Mme Lebogang Moikanyane** had their contracts renewed for a further 5 and 3 years respectively. They both continue to work in our Community Schools Unit.
- ❖ **Mme Victoria Mokgatle** will join us as the Manager of our ECD (*Foundations for Education*) Unit with effect from 1 July. She comes to us from the national office of the Dept of Basic Education and comes with a big reputation. She replaces **Mme Katarina Agios**, who left us in April 2017.

Within the constraints given to us, I believe that we have markedly improved capacity in the past 6 months and there is already a better set of deliverables noticeable. That said, we are still short, and particularly so in terms of project management and impact assessment.

Section 14 Schools

This has been an exciting and busy period for us in terms of our Section 14 Schools. Rre Gustpah Mompei has managed to achieve a lot and with more expertise and capacity in his team, this could be amplified considerably. We operate in our Public Schools fully cognisant of the huge challenges and the stubborn inertia that exists from educators and SMTs in our schools. In the broader context, the North West Province is under severe stress administratively and financially, and systems are

failing. Engagement with the DBE at District and Provincial levels can be frustrating and disheartening, but there have been signs of openness to partnership that have not previously existed.

Key factors that should be noted in this sphere are:

- ❖ **Section 14 MOA Renegotiation (2 related documents attached):** At Executive level in RBA we made a decision to seek a renegotiation of the Section 14 MOA between Kgosi and the MEC. The changes will not be structural, as the agreement we have in place conforms to the template agreement published by the DBE back in 2004. It will be more of emphasis and obligations of each party. Due to the lack of leadership and direction at provincial level, the request meeting had been postponed until there is a new provincial administration in place.
- ❖ **Formal Meetings with Provincial Department of Education and Bojanala District Officials:** We met the Deputy DG of Education for NW Province and Dr Mvula, the Acting District Director, Rre Thema, as well as the District Top 4 Officials. He wished to follow up on several issues from our 'summit' back in August 2017, most particularly our progress in our partnership with Kutlwanong and our "*School within a School*" Programme. The DG made a firm commitment to support RBI in ensuring that state employed educators in Maths and Science at our School within a School Programme at Charora and Thethe will be compelled to engage with our expert teachers so that a coherent programme in those subjects can be consistently delivered. He also made a firm commitment in terms of support in ensuring that Maths and Science teachers would be released from their work at their schools to attend professional development training with RBI as and when it is scheduled and required. We further mentioned that we had received a proposal from SASTA to establish a Maths and Science Centre here in Phokeng, for the RBN and for all in Bojanala and the NW Province. There was agreement that they would second a member to our RBI Working Group on this project. This was followed through.
- ❖ **SGB Induction Programme:** The SGB elections took place in February, but the Induction was unnecessarily delayed by District. It has begun and RBI is playing a leading role in the District. Attendance rate to date has been over 85%.
- ❖ **Initiation of School Community Engagement Forums:** This initiative is based on the concept of creating empowered school communities that will be better informed and that will also hold school SGBs, Principals, SMTs and Educators more accountable. The response so far has been positive with a much higher attendance rate than expected and we intend to institute more of these in the term ahead.

Special Projects with 3rd Party Funders

I am pleased that we have been more enterprising in how we have addressed the resource and financial constraints this year and the following short reports indicate that we have a number of interesting and promising pilots in place and coming on stream. That said, RBI has been good at implementing a range of programmes in the past, but has often not followed through in

terms of competent project management, monitoring and evaluation and impact assessment. These are issues that we are actively addressing.

- ❖ **RBI/Kutlwanong Mathematics & Science Programme Implementation.** This was launched at Grade 11 level in two centres (Matsukubiyane Sec and Bafokeng High) for a total of 120 learners. We have noted previously that there were no RBN educators who made the selection standard, but subsequently two Mathematics educators have been included (both from Matsukubiyane). It is our intention to launch the Grade 10 component in September. Points to note are:
 - Attendance has been high from most schools but there are those who are at risk of being dropped.
 - Selection was not strictly done according to expectation that we were seeking 40% + candidates and there are several weak candidates.
 - RBN Educators have a standing invitation to join the Teacher Reflective Practice on Tuesday afternoons, but attendance is dismal. This points to a lack of professional ambition among the majority of our RBI maths and science teachers. This is an issue we must overcome if we are to have any hope of changing outcomes in our high/secondary schools.
 - We intend to include RBN Educators in the Grade 10 component in order to bring them into the fold and have good resource getting back to our schools.
 - Anecdotally, the Kutlwanong team consider this to have been their most challenging implementation ever, at multiple levels. The most significant factor is that the quality of educator in the programme (and those selected were consider to be good teachers from outside the RBN) are below the standard that applies elsewhere. In the view of Kutlwanong Management, we will not make progress until we improve teacher expertise and performance.
- ❖ **School within a School Programme:** We continue to develop this model and are seeking to implement more rigorous M&E so as to have stronger data in terms of impact. There is steady progress in the two existing programmes and we have made funding proposals to other funders in the past quarter. This is a compelling model and as we iron out the frustrations and obstacles, it is becoming more predictable.
- ❖ **E-learning Pilot Rollout in Partnership with Tendopro:** Tendopro.com is a social education platform online e-learning tool that helps learners reinforce and solidify important subject concepts taught in the classroom. Revision content is developed and sourced, both locally and from international sources, and is curated and aligned to the CAPS curriculum. The RBI / Tendopro Partnership will augment the existing 'School within a School' programmes at Thethe and Charora and will also bring much needed resource to Matale Secondary, one of our three transitioning Middle Schools that will produce its first Grade 12 Learners at the end of this year.

The TendoPro database has levels of improvement that range between 5% and 120% in terms of before and after marks in formal assessments. The prevailing standards in Mathematics and Science in the RBN schools is challenging and several such intervention initiatives have failed to show impact in the past. In that light, we will be **aiming to show a 10% improvement in marks**

from Grade 8 to Grade 12 in the first year (by December 2018) and the same again in 2019. We also aim to report on how many hours of additional engagement with the programme materials are required for incremental improvements in each learner's marks.

The RBI / Tendopro Partnership is being financially supported by Nedbank. The Programme Manager at RBI is Mme Gadifele Moremi. Mobilisation of Learners and Training of Educators is being led by Mr Jerome Maggerman, MD of Tendopro. The partnership is supported by the Bojanala District Office of the DBE and the Principals, SMTs and SGBs of the three schools. The main RBI contribution to this partnership is the development and implementation of monitoring and evaluation frameworks.

This pilot programme also provides us with the avenue to take our own home-developed online curriculum into our schools with a much higher access rate. This is an area in which we need a specialist and this is linked to the IT training centre that we are currently considering.

- ❖ **After Care Pilot Project (Thuto Thebe funded):** This Pilot Project has a focus on literacy development and will include 10 schools. It has been agreed that RBI & Thuto Thebe will use NECT literacy materials (English). Agreed that the Project champions for our Project will be trained with the NECT group for their provincial programme, so we are receiving free training and resource. The training is due to commence in the June/July holidays and will include the 10 'Champions' and two of our Principals. Initial response from potential 'champions' is strong. NECT Materials have been vetted by a team from RBI and Lebone and the standard is considered high.

Quality Assurance

This unit has been the bedrock of what we have achieved this year to date and it points to the essential requirement for technical expertise in RBI. We have also insisted on Monitoring and Evaluation becoming a key aspect of every programme and project and this will mean that our QA unit will become more integrally linked into each and every aspect of our implementation, delivery, and impact assessment. This direction has not been without its stresses as our ethos has not been one of accountability to the community or to our funders.

In terms of personnel, we are one expert professional short in this unit. Enterprising ways to address this are being considered and one was discussed with NWU in a recent strategy discussion, in which RBI might become a research hub for NWU post-grad work.

Kitsong School Development

The school has energy and purpose and there is no doubt that it is a haven for good practice in Phokeng. There have been several notable achievements this year, in academics, in sports and in the dramatic arts. The pilot project is beginning to take shape as a school. Still, there is a long way to go.

Decisions implemented since the last Board Meeting (all with round robin approval by the Kitsong Statutory Board):

- ❖ Mme Phiri seconded from CEO's office to Kitsong to take up position as Finance and Administration Specialist. Results have been remarkable.

- ❖ A working group including Rre Ken Krige, Mme Phiri, Rre Nameng (RBA Finance) and Rre Seripe (RBA Procurement) was established to tackle the key issues of school sustainability. The objective is to develop a Business Plan for the Kitsong School that will see it become a self-sustainability entity over a fixed period.
- ❖ Registration with ISASA approved and in process. This brings a host of services and benefits that the school will surely require as it grows.

We have started the year well and there is a good momentum in the company. We are in many respects catching up on issues and processes that were neglected or dormant and that is hampering progress to a degree. However, where we have appointed proactive, self-reliant and innovative staff, results have been good. I expect us to build on this in the coming quart

Early Childhood Strategic Proposals

We retained Ntataise to complete a full audit of existing ECD and Child Care faculties and then to submit Strategic Proposals for the development of a broad-based ECD programme. This has been completed and will be considered by the RBI Board in July.

Akanyang Centre of Teaching

The Akanyang Programme continues to operate with efficiency. In the past quarter:

- ❖ The staffing was completed.
- ❖ School placements has gone well to date,
- ❖ We have discussions regarding a Continuous Professional Development Training Centre (Microsoft Imagine Academy) at Akanyang.
- ❖ SAASTA have formally proposed a partnership with RBI in terms of the establishment of Maths and Science Programmes in the Bojanala District and possibly also the establishment of a Maths and Science Centre in Phokeng. Dr Maithufi is a key member of the working groups on these latter two points for such a centre would naturally be based at Akanyang.

Student and Graduate Support Services

Our SGSS team was set the following KPAs for the current year:

- ❖ Financial management and reporting:
 - Exact schedule of expenses per student and total.
 - Develop a variable costing and stipend schedule based on location, course and whether residence/ no residence.
 - Clear and concise impact report in “Free Education” announcement in terms of 2018 budgeting and beyond.
 - Meeting of financial support obligations to our students on time every time.
- ❖ Monitoring and tracking of students:
 - Semester reporting on progress of individual students and also in overall classification (working with QA).
 - Mentoring of existing students through regular communication, campus visits, establishing local BSL networks and holiday conferences and camps.

- Creating linkages between Alumni, Undergraduates and FET Students in terms of mentoring, networking and opportunity.
- Longitudinal trends on Outcomes of Graduates who completed in 2017/16/15/14 in terms of destination, employment, etc.
- ❖ 2019 Loan/Bursary Application Process:
 - Online applications to be implemented for 2019.
 - Roadshow to advertise the RBN Loans in all RBN Schools and Segoaabe in May/June 2018
 - Clear communication on criteria and requirements.
 - Timeliness and decisions clearly communicated.
 - I am delighted that the team has largely managed to deliver on every single objective. This year, we are much better placed to make informed decisions to report on the students we support. This is a start, and now we need to build on this.

Post Schools Unit and TVET

This unit continues to deliver a good quality of training in the limited fields that we have in place. Funding for our programmes this year has been delayed because of changes in the training sector but we are confident that we have security for our programmes this year and for 2019.

- ❖ We are also conducting a strategic review of the PSU space:
- ❖ Define Skills Gaps and Training Needs.
- ❖ In-house programmes to meet community needs.
- ❖ Programmes offered to meet RBN needs on the basis of 3rd party funding (construction, hospitality, etc.).
- ❖ RBI is project manager and training entity for other programmes.
- ❖ RBI sources, identifies and facilitates access to programmes that can add value to the lives of Morafe. These are grant funded programmes and our role is purely facilitation and communication.

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:

Emergency Medical Rescue Services

EMRS continues to generate income by fulfilling contractual obligations on both Bakubung and Royal Bafokeng Platinum mines by rendering emergency services. The Unit attended eleven (11) events with revenue of R110 850.00 only in the second quarter of 2018. In addition, all the Dumela Phokeng in six regions and Youth Kgothakgothe were treated as community events with no revenue collected.

During the predicament that the national health system experienced due to industrial action EMRS managed to procure some of the basic pharmaceuticals for Bafokeng Health Centre and calibrated their diagnostic medical equipment including of Luka clinic. The delivery of fully converted High Care Ambulance was completed and the said ambulance is now operational.

On Clinical and Quality out of 1570 actual calls whereby patient were treated and transported to medical facilities 1167 PRF (patient report forms) were assessed, 75%(875) were completed to satisfactory, 15% (43) had clinical mistakes which comprises diagnosis, patient management, and interventions for individuals were interviewed for corrective measures. And only 10% (292) were general mistakes of recording kilometre omission and ticking appropriate box.

There has been development on procedures of Planned Task Observation to assess and sharpen staff members' skills in a form of medical Osces presentation (practical skill assessment. About 100 presentation and discussions of Osces were facilitated for all shifts from our station and both mine sites. There has been an ongoing SOP orientation on monthly basis.

Maintenance of firefighting equipment on key RBN buildings in Capital region has been completed. The Unit has attended 14 fire calls of which 3 of those were structural fires mostly residential area. The firefighting team also continue to respond to all motor vehicle accident (MVA) for scene safety and extrication where needed.

Social Services

Family Care Programme has two sub programs; Intake Services and Marriage Enrichment. In the second quarter intake services continued to give a reflection of prevalent social issues in the two regions we are responsible for, which is Capital, North A and North B.

In the Capital region, we have seen a high number of family disputes (11), followed by misuse of grants(9) and elderly cases (7).The high cases of family disputes have been surfacing in both Capital and North A & North B in previous quarters. The total number new intake in the second quarter is 192, which is an increase as compared to 162 of the first quarter.

To address the family dispute challenge prevalent in our area, a workshop with other stakeholders addressing the same challenge in our area was held. Stakeholders shared their roles. It was then agreed in that workshop that the group will meet twice a year to discuss strategies to combat the problem.

The elderly cases relate to neglect and mismanagement of their grants. This can relate to the closure of old age homes in our area and the increase of admission fees at the old age homes, preventing most of our elderly to be admitted due to affordability,

The misuse of grants is National challenge caused by a number of factors, substance abuse, teenage pregnancy etc. The interventions strategy would be a counselling, if there is lack of progress then SASSA will intervene to move the grant to another recipient.

In the North region, we have seen a high number of foster placement cases and late application of identity documents and again, the misuse of grants. The higher number of foster care cases was due to the strike the Department of Social Development, where such cases were directed to our intake points. The misuse of grants is addressed through counselling and referral to SASSA as stated above. The late application of identity documents is referred to Home Affairs.

Other activities conducted in Social Services include the following:

- ❖ **Marriage Enrichment:** A workshop with pastor's who will be responsible to implement the marriage enrichment in the RBN has been conducted. They will start to report activities and cases handled at their various churches. The unit will continue to support and empower the group of pastors.
- ❖ **Stakeholder Management:** The meeting was not held due to unavailability of SASSA to host.
- ❖ **Debriefing Session:** A session was conducted for health personnel.
- ❖ **Ja O Jale (An initiative to empower poor community members to establish their own backyard gardens and alleviate poverty):** A meeting with Social workers to assess the impact of the project was held and a number of issues affecting impact were identified and are as follows: Some clients are tenant and do not qualify, others are physically unfit due to ill health and there are those who do not have equipment's. The challenges will be looked into to develop strategies.
- ❖ **OVC Model Review:** To get permission from Governance to conduct a community re-entry with Luka leadership.
- ❖ **Play therapy:** Intervention tools have been procured and contractor has been send to fix the play therapy structure at Bafokeng Health Centre.
- ❖ **National child protection week:** The program was a success and reached 11 schools, 1 clinic (Luka). A culmination was at Tlapa and a total of **2,789** leaners were reached.
- ❖ **Establishment of a place of safety:** Benchmarking was done at three centres. Around the greater Rustenburg.
- ❖ **Soweto care systems:** Assisting the department to create a paperless system for record keeping and report generation
- ❖ **People with disabilities.** The North West Development Cooperation (NWDC) Partnership is a work in progress. Partnership agreements still need to be discussed, agreed upon and signed. Another partnership has been forged with National Institute for the Deaf (NID), which will assist "Tsoga O I Tirele" project to establish generating income. The NID will be implemented in North East region and NWDC in the Capital region.

Youth Development Programme

The implementation of the substitution model is still at infancy stage. Following the training of implementers in the first quarter, the focus of the second quarter has been on the development of the various sporting codes. The identified or deserving beneficiaries will be placed in the various sporting codes. As the participants who placed under the various sporting codes, with negative addictions, such as substance abuse will begin to develop positive addictions.

June 16 celebration event was also successfully held at Tsitsing stadium in partnership with Royal Bafokeng Sports.

Godisanang Orphaned and Vulnerable Children's (GOVC) program: In the first quarter of 2018, GOVC was involved in cost cutting exercise, due to funding challenges, which led to reduction of beneficiaries on the database. In the second quarter, post the Board meeting held on the 29th May 2018, management had to relook at the database, with the objective of reinstating some of them. The total no. of beneficiaries is currently 926 excluding adults.

GOVC has positive relationship with stakeholders in the Greater Rustenburg. They were invited by Rustenburg Local Municipality, to a workshop addressing issues of stigma, discrimination and dietary challenges, which empowers them to assist beneficiaries.

Phokeng Trauma Centre (PTC): The organization reached set targets on four objectives out of their five objectives. The one where they didn't reach their target is outreach or awareness campaigns. The campaigns were affected by midyear exams. They had a target of doing four (4) schools and could only reach three (3).

Health: Infection Prevention Control

- ❖ **Listeriosis:** The emphasis has been on disseminating health information on Listeriosis and hand washing to RBN food handlers, caterers and Orphaned Vulnerable Children Centers. Health information reached the following areas: Tlapa, Tantanana Aged Centre, Photsaneng, Lesung (meals on wheels), 6 OVC centers (Robega/Mafenya/Chaneng/Salema/Motswere/Rasimone) as well as four catering companies for Royal Bafokeng Administration (Kgotha-Kgothe) namely: Mphele Ngwana, Mmapheto Food delight, Moremogolo catering and Bats and Bassie catering. Attendance was good and comprised mainly of leadership from respective areas, care givers/supporters, scholars and community members. The main emphasis was to keep the community informed and to prevent further outbreaks of Listeriosis. To date no cases of the disease have been reported throughout the RBN healthcare facilities. Preventative actions are ongoing and that comprise of close monitoring of environmental hygiene, cleaning equipment, kitchen utensils, housekeeping and food storage areas. Baseline data on the environmental hygiene especially where food is being prepared has been collected and will be used as a reference to determine improvement. Additional PPE (caps and aprons) for cooks has been supplied to meals on wheels. An assessment tool has also been designed to assist in ensuring that the service centers meet the set criteria's.

- ❖ **Hand washing:** Raising awareness of hand washing was emphasized at community level as well as at pre/primary school level. Demonstration of hand washing technique was done at Motswere care center and the participants/all children on site were individually assisted and assessed on how to effectively wash their little hands. CDC posters were used to raise awareness and an

ultraviolet torch was also used to differentiate between clean and dirty hands. A hand washing poster has been designed to ameliorate and reinforce the procedure at different work areas.

- ❖ **Wound care:** There has been a significant rise of chronic wound infections in this quarter. The concept of correlation was used to determine the nature and extent of the relationship between variables. Wound assessment, correct choice of dressings and suitable products for different types of wounds ameliorated the healing times. Health education based on patient's knowledge on wound care and lifestyle diseases was reinforced to assist in promoting healing of wounds.
- ❖ **Rodents' infestation:** Pest control for both RBA mobile trucks and were successfully completed. No fatalities nor outbreaks resulting from infestation, have been reported.

Occupational Health and Safety

Air conditioned Cold rooms for medical waste storage have been delivered to Phokeng, Kana and Chaneng clinics as per ideal clinic requirement. UV lights for all RBN clinics have been repaired, serviced and certified by UV medical solutions. Certified documentation filed at all RBN clinics.

High Performance Center

The HPC clinic remains first contact for emergency cases within the campus. Annual medical screening for Protection service team has been completed.

Mental Health

Due to the high number of cases referred by Doctors, Nurses, Social workers and other Royal Bafokeng entities viz, reaction force, Royal Bafokeng Institute, Infraco and other contractors viz Dikapi. Proper health systems had to be developed to manage the influx of patients.

The unit now has a register at OPD managed by administrators where all patients referred are booked. Patients are booked for every Wednesday and Thursday (EAP). There are exceptional patients that are assisted for crisis management viz para-suicide, patients referred from the Trauma Centre (rape victims or trauma in families).

Patients referred from EMRS are assisted for crisis intervention. The health system in place accommodates this patients that requires immediate intervention to diffuse the symptoms through therapeutic intervention.

This improved patient's management. Patients are classified according to the DSM 5 and villages and community

- ❖ Patients are classified according to area villages.
- ❖ Patients are classified according to community members.
- ❖ Employee assistance programme (EAP).

All of the above are managed through Health Systems.

Challenges:

None reported.

Royal Bafokeng Enterprise Development (RBED)

RBED Mandate:

Planning and execution of development programmes for Bafokeng entrepreneurs.

Highlights & major deliverables:

During the 2nd quarter the platinum group metals have continued their price decline. Increasingly there is communication from local mining operations that shafts will be closing and that cost reduction is a strategic imperative. Part of the strategy to mitigate the impact of mining decline is the review of alternative clients for the SMME and the development of a diversified portfolio of clients for the SMME. The RBED has stepped up engagements in the tourism industry, is planning the opening of a retail incubator in the Phokeng shopping mall and has engaged ESKOM repeatedly to start the execution of this strategy

The first tranche of the RBH donation for 2018 has been received and the first M and E sessions on the utilisation of the funding from RBH has been completed. Discussions with the management team from MOGS and the investee companies continue to quantify and confirm 2018 donations planned for RBED. The 12 month SETA funded “new venture creation programme” is progressing well: The team from NE region (80 learners under VPK as service provider) have completed the programme and the portfolios have been sent for moderation. The team from North and Capital regions (150 youth under Moripe Holdings as service provider) will be completing the submission of portfolios in August. It is expected that a number of the youth will meet the criteria to receive the SETA accredited qualifications in business management. Over the last 12 months the funding in local youth via the two SETA programmes has exceeded R 9 million rand in tuition fees and stipends paid. The Foodbev SETA 6 month programme for our caterers is progressing well and the group of 13 learners attend classes one week per month. RBED is currently exploring other SETA funding opportunities related to enterprise development and the skills needed by SMME.

Communication and leadership training for SMME is progressing well, with classes / meetings every second Friday evening at RBED. Participants are working on a training manual with prepared speeches and receive immediate peer feedback to improve speaking and leadership skill. Currently 25 entrepreneurs have joined this programme and it provides not only a learning environment, but also an opportunity for peer networking and mutual support of SMME. The reach for the toastmaster’s programme is primarily Capital region at this stage.

The project undertaken by Lanxess to establish a sewing / clothing factory in South East region has not yet taken shape. Renovations are complete and equipment has been bought, but the training and beneficiary selection process has not yet started. Follow up discussions with the mine are underway to include the training needs for this project into the sewing project currently under way at RBED. A new classroom has been equipped in the office formerly occupied by RBP in the RBED centre. A group of 15 seamstresses are in training four day per week and we are obtaining small orders for bags and small items from local and regional customers. The initiative allows the participants to “earn while they learn’ once they reach a suitable level of proficiency. Conference bags, small cable tidy gifts and gowns are amongst the items that have been made so far. The initiative aims to improve the skills in this craft so that the

large number is unused sewing machines donated by mines and sponsors over time to groups and cooperatives in the community can be used.

RBP have still not finalised renovations to the incubation centre in Rasimone, but it is expected that RBED will open a third regional office in the 4th quarter after the completion of the project. This will allow SMME in the Macharora region easier access to our services and allow us to support engagements with the mine better. The office was planned to open 1 August 2018, but on request of the mine, the opening was postponed to October 2018. RBP recently hosted an open day for SMME from the Macharora community at which RBED was a guest speaker and exhibitor in support of the community. The event was well attended (almost 200 attendees) and feedback from the event highlight the appreciation of the community for the engagement. Mr Steve Phiri, Glen Harris and Arthur Dikole were amongst the speakers at the event.

The SAB women's entrepreneurship master class has progressed well, with a new entrepreneurship master class for female business owners will kick off in quarter 3 for local ladies participating in the project. The classes focused on more advanced development needs including negotiation skills and financial management. All costs including catering and transport was carried by SAB and the project was led by a team from SNG, the auditing firm. Feedback from participants has been extremely positive and according to the ladies, the training and insights will have a direct influence on the future growth path of their businesses. The advanced HR training project for 3 SMME by Labournet is continuing and in Quarter 3 a list of SMME will be allocated to the ongoing HR support programme provided by Labournet, subsidised from RBED to ensure policies, labour records, employment contracts etc. are in place. This intervention is reserved for SMME with a significant labour complement.

To date procurement spend with RBN stakeholders including RBI, Marang, Lebone, sports, RBA and RBED have totalled R 25.9 million, with the bulk coming from RBA and CPT. Procurement spend from mining stakeholders has reached a total exceeding R 744 million. Procurement spent, exceeding R 10 million with youth owned or partly youth owned companies for the year to date has been recorded. An updated spend report from Anglo, Sibanye and Fraser has not yet been received. RBED is working with these companies to assist us in obtaining better information on their spend patterns.

The CCBSA (Coca-cola) youth entrepreneurship project has now rolled out 8 shops, with the next 10 being in process from SEFA for approval of their loans. Business support for the shops that are open is provided by Enterprise room, paid for by CCBSA, with two coaches and a financial advisor on the ground in the project in addition to the RBED project co-ordinator, Bobby Segoe. The star performer every month will receive a mini fridge in addition to their equipment allocation from the project as a reward for excellence. The first fridge was handed over based on the performance for June and in total 6 such fridges have been donated to the project.

The SMME graduations from the ASISA flame project were completed in June 2018, attended by Talent Muzambi from RBED. Discussion on renewing the project and starting with a second group from the community have started. This is funded by the association of financial institutions (excluding banks) as part of their social development initiatives including financial literacy and business administration / entrepreneurship workshops.

The Arts and craft commercialisation project is doing well and the Phoka shop at Marang Hotel has shown a steady increase in revenue generated. Regular payments are made to participants whose products have

been sold. This creates a revenue stream for the crafters in the project. Two volunteers, Masego Matsereeng and Kele Mooketsi are working in the shop. The range of products is steadily increasing and a project to improve the quality of manufactured items as well as improve then packaging of items has started. Video recordings of interviews with some of the participants are being streamed in the shop at Marang Hotel.

To date 1471 SMME have been registered on the RBED module owned by 2017 entrepreneurs, again significantly up from the number of SMME registered in the past.

SMME participating in the focused approach have exhibited in the Rustenburg Mining and Technical exhibition in Quarter 2 and the video material from the exhibition has been made available to the SMME and the funders. Feedback on the impact of the show has been very positive as engineers, foremen and mining procurement staff attended and were exposed to 10 of our technical SMME.

Challenges:

- Economic circumstances remain depressed in the greater Rustenburg area.
- An increase in conflict with community groups is noted, often symptomatic of the greater economic decline in the area and the reduction in commercial opportunities due to the local economic slowdown.
- Longstanding partnerships are deteriorating and JV agreements failing again due to economic pressure.

Royal Bafokeng Sports

RBS Mandate:

Coordinate sport in Bafokeng regions.

Highlights & major deliverables:

Academy:

Subsequent to the approval of operational budget for RBS Academy in April 2018, the Academy management continued to roll out the pre-planned activities. This was done in line with the approved budget linked to activities and programmes.

Based on our league programmes, we had the SAB and ABC Motsepe league programmes coming to an end in the month of May 2018. Accordingly as per the programmes we had to proceed with the other group (Under 15 and under 19) as part of the series of programmes and projects we envisage to embark on in the 2018 financial year.

- ❖ The SAFA SAB Regional League came to an end on the month of June 2018. The team did pretty well and ended in position seven (7) which was our target of the top eight (8) spot out of 16 teams.
- ❖ The 2017/18 SAFA Provincial League ended in May 2018. The team performed way below expectations and ended up in position sixteen (16) out of 16 teams.
- ❖ We have lodged a complaints and protest on three (3) occasions to the league which the matters are still sub Judi care. All matters centres around the competitions rules which we were unfairly treated and the points awarded to our opponents. Accordingly we talking nine (9) points that were taken away from us inconsistent with the rules that governs the league. We are awaiting a response from the SAFA National Office on our request to take the matter to Disciplinary Committee for arbitration.
- ❖ The Under 15 team had a 2 weeks camp from the **24 June 2018 – 07 July 2018**. During the second week of camp the team also took part in the invitational tournament that was held at Olympia stadium of which they became the champions of the tournament
- ❖ On the week of the 25th June 2018, our Under 18 team gathered for training sessions in preparation of the upcoming Engen under 18 Tournament to be held on the 26th July 2018 to the 29th July in Johannesburg. This is part of the annual event we are always invited to partake in as the Academy.

Athletics: International athletes

- ❖ Rorisang Ramonnye was selected to participate in the Athletics world cup in London.
- ❖ Kabelo Mohlosi is going to represent South Africa in the African championship in Kenya.
- ❖ Jeffrey Ntsimane participated in the comrade marathon from Pietermaritzburg to Durban on the 10th June 2018.

Staff Development

- ❖ Coach Ronny Letlhake attended a workshop at Potchefstroom University for Generic sports coaching on the 2nd- 3rd June 2018.
- ❖ He also participated in the Sport team managers workshop at Olympia Par stadium
- ❖ Coach Ronny was selected as the team manager for the province (ANWN) during the nationals at Pretoria (TUKS stadium).
- ❖ 5 coaches are currently attending ASA level 1 coaching in Olympia from the 6th – 7th June 2018

- ❖ We have also affiliated 3 coaches to the National coaching certificate in Bloemfontein which will be held.

Basketball:

- ❖ The Royal Bafokeng Jr. NBA U19 Boys & Girls Teams' attended the SEED-ALA Basketball Classic Tournament hosted in April at African Leadership Academy, Johannesburg. Both teams came out victorious and claimed gold in the 1st SEED-ALA Basketball Classic Tournament.
- ❖ Kopano Morake (Charora Secondary) and Rorisang Lesenyego (Kitsong), represented South Africa at the 1st NBA ID Girls Camp in Dakar, Senegal in May.
- ❖ Coaches; Tshepo Tau, Mooketsi Ramasita, Kgolagano Rakhudu & Lebogang Matsemela were invited to participate Nike Elite Camp & Seed Project Hoop Forum hosted in Thies & Dakar, Senegal in May.
- ❖ In June, coaches; Kgolagano Rakhudu and Boitshoko Tau were appointed as part of coaching staff of Team Africa for the unprecedented Jr.NBA World Championship to be hosted in Florida, USA.
- ❖ The Royal Bafokeng Jr.NBA ran Basketball Clinics in various regions from the 11 – 21 June 2018 for the upcoming Primary School League scheduled to start 18th of July 2018.
- ❖ The Royal Bafokeng Jr.NBA High School League regular season came to conclusion on the 23rd of June 2018 with the playoffs scheduled for October 2018.
- ❖ Coaches Train the Trainer focusing on Beginner to intermediate coaching, a refresher on technical officiating and an introduction to the Elite program focusing on evaluating and enhancing exceptional athletes.

Disability Sports:

- ❖ Royal Bafokeng Goal ball team is training on weekly bases.
- ❖ Meetings regarding disabled athletes have been going on, in terms of classification of disabled athletes in preparation of provincial tournaments.

Martial art:

- ❖ Bafokeng Karate Club participated at the Provincial trials at Mafikeng. Out of 20 Bafokeng Karatekas, 19 of them qualified for the National Championships.
- ❖ Bakokeng Karate is preparing the athlete Puleng Koketso who will participate at the Karate All Africa Cup in September 2018.
- ❖ 22 junior karateka's attended the national championship at Ellis Park indoor arena at Johannesburg on the 25th May 2018.
- ❖ 4 senior Karateka's also attended the senior championship at Ellis Park indoor arena at Johannesburg on the 26th May 2018.
- ❖ One of the junior female Karateka is to represent RSA in Europe in September 2018.
- ❖ 5 dojos have been revived in all regions of Bafokeng.

Metshameko (Netball and Football in schools):

- ❖ Metshameko Primary schools league for U/13 kicked started on the 06th of June 2018.
- ❖ North and Capital region Primary Schools played first round and Second of leagues games.

Netball:

- ❖ Royal Bafokeng Netball U/19 Team participated at the Junior National Championships that was held in Pretoria on the 24th of June till the 29th of June 2018. Royal Bafokeng came 5th in the A section category.
- ❖ Senior Royal Bafokeng Netball team is in preparation for the Spar National Netball Championships in July 2018.
- ❖ 30 RBS employees participated in the 6 months Sports administration course which was funded by Exercise and Wellness Academy. 29 employees graduated and received certificates.

Challenges:

None reported

Shared Services

Shared Service Mandate:

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

Highlights & major deliverables:

Our submission of written comments on possible review of Section 25 of The Constitution of South Africa to enable for expropriation of land without compensation is one of our critical highlights during the period under review. It was very important for RBN to make input on this as it is a land owner and these land interests must be safeguarded at all cost. It is also worth noting that representatives from the North West House of Traditional Leaders took part in our workshop as we prepared our comments and agreed with and also adopted our approach on this matter. We will be monitoring developments on this and will request to make oral submissions to the relevant parliamentary committee when this stage of the process starts. The auditing of our trademarks is also important as we have to safeguard our intellectual property.

That we finalised the auditing of financial statements of our various entities on time is also noteworthy and we await approval thereof by various boards before consolidation for approval by Supreme Council in the third quarter. We are also making progress in procuring goods and services from local RBN suppliers and service providers and our focus is also on youth and female entrepreneurs. In this regard we have started to procure goods like stationery, IT equipment, protective clothing, etc. from local suppliers instead from established national suppliers and this has opened new opportunities for our business people. RBED is assisting us on this new initiative and we plan to ensure that we procure more classes of goods and services locally. Our management of the first quarter performance assessment of staff has also gone well except for the late and non-submission thereof by some which we are following up.

Challenges:

- The major challenge during this period is lack of availability of budget at most of departments in the Shared Services cluster which has an impact on services we render.

Legal

Highlights & major deliverables:

Monitoring of Legislative Impacts

As part of our monitoring of legislative impacts on the operations of the RBN, we have during this period prepared and submitted our comments on Review of Section 25 of the Constitution of the Republic of South Africa. The public was in this regard invited to make submissions on whether the aforesaid section should be amended to allow for expropriation of land without compensation. This is a very critical matter for the RBN as a traditional community which owns land and it was critical that we submit these comments. We have also participated in the public hearings held by the Constitutional Review Committee of Parliament in this regard and will seek to be given an opportunity to make oral representations when hearings are held in parliament.

General Legal Services and Company Secretarial

We have during this period conducted an audit of the RBN group trademarks in order to determine the marks which are to be registered and those which are to be renewed. Following this exercise, we registered new trademarks for RBNDT, Lebone II, Moumo and Cross Point Trading (Royal Marang Hotel). We have also provided general contracts management services for entities in the group which includes the routine drafting of contracts for engagement of service providers. Relating to litigation management, the critical matter to report on during the period under review is High Court matter which was brought against the old Royal Bafokeng Economic Board (RBEB) by William Gare who was a South African professional boxing champion. William Gare sought instituted a claim against RBED for payment of R472 000 which he says is for damages he suffered as a result of his image being used without his consent. The matter was before the North West High Court in June 2018 and was finalised on a legal technicality and we believe that it is not possible to be revived. Debt collection litigation for RBN Properties which we are managing with Properties Department is progressing well with a significant number of debtors are paying as we have obtained a number of judgements against them. It is also worth mentioning that we have been part of a team negotiating with SAEPU Union which is recruiting our employees at EMRS Unit of HSDS Department. The union wants to be formally recognised by the employer and negotiations are on-going.

Challenges:

- Insufficient budget allocation to cover legal fees this financial year is a challenge. We will seek a further budget allocation as the funds available will not be sufficient to cover the remainder of this financial year.

Finance

Highlights & major deliverables:

External Audit- 2017

The final audited financial statements for RBI, RBED, RBS, Platinum Stars and RBA were presented to the RBN Audit Committee on 20th of April 2018, these were recommended for approval by different boards of the above mentioned entities and the developments are as follows:

- ❖ The RBED financial statements were presented to the Board and approved on the 25 May 2018.
- ❖ The RBI financial statements was presented to the Board on the 09 July 2018.
- ❖ The Platinum Stars and RBS financial statements was presented to the Board on the 24 July 2018.
- ❖ The RBA/N consolidated financial statements will be presented to the Supreme Council on the date determined by the RBNDT Audit Committee and the Traditional Governance Office.

Platinum Stars Assets

We have collected all assets that were used by Platinum Stars players at rented accommodation. These assets include beds, couches, TVs, fridges, washing machines and micro-ovens and they were stored at the Bafokeng Sports Palace storage room. A full inventory of these assets has been kept and the plan is to get approval to dispose them.

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. We are also proactive with advice where we note possible budget overruns by departments. We also continue to process weekly payments to service providers.

SARS Vat Matter

The Alternative Dispute Resolution (ADR) process formally commenced on 26 March 2018 and is still ongoing.

Challenges:

- Budget not appearing on SAGE system, this causes delay in preparation of monthly departmental Income and expenditure reports as these reports are now being done manually.
- Identified farmers still to collect used tyres from the plant yard as part of disposal obsolete assets.

Procurement

Highlights & major deliverables:

Our focus in this quarter has been to support different departments and entities with their procurements and transport needs.

The total actual value of SMME daily buying for the first six months amounts to R **5,679,560.12** and the current SMME maintenance contracts amounts to **R22 893,758.64**. A combination of the aforementioned procurement benefits to the RBN SMME represents **32% of annual** discretionary spending of R90, 172,908 and **63% of half year** discretionary spending. We are determined to steadily increase the RBN SMME procurement spent.

Purchase orders – Daily requisition

The following is the schedule of approved monthly purchase orders:

Months	Local Suppliers	Youth spent	Other Supplier	Total Spent	RBN SMME% spent
January	R 658,999.80	R 68,948.00	R 1,728,232.44	R 2,456,180.24	30%
February	R 290,339.36	R 157,430.31	R 2,698,551.89	R 3,146,321.56	14%
March	R 551,853.05	R 43,799.86	R 3,201,243.09	R 3,814,873.66	16%
April	R 691,082.68	R 77,278.90	R 1,741,961.17	R 2,510,322.75	31%
May	R 2,137,016.77	R 77,247.14	R 1,940,380.79	R 4,154,644.70	53%
June	R 716,435.97	R 191,150.62	R 1,222,531.24	R 2,130,117.84	43%
Total	R 5,063,705.29	R 615,854.83	R 12,532,899.98	R 18,212,460.10	31%

SMME Contracts

In addition to the above daily requisitions, different contracts to value of **R 22,893,758.64** have benefitted the RBN SMME in the following services;

- ❖ Security services
- ❖ Gardening Services
- ❖ Cleaning Services
- ❖ General building maintenance
- ❖ Road maintenance
- ❖ Street light electrical maintenance
- ❖ Building electrical maintenance
- ❖ Waste management – subcontracting
- ❖ Plumbing maintenance

Tenders awarded

Tenders for the following were awarded and we are in the process of finalising administrative work thereof;

- ❖ Remedial works for roads and storm water structure;
- ❖ Rehabilitation of upgraded roads and storm water structures

Tenders that are at the adjudication stage

- ❖ Plumbing maintenance
- ❖ General Building maintenance
- ❖ Grass cutting

Tenders to be issued

The following tenders will be issued during August 2018:

- ❖ Supply of fuel
- ❖ Waste Collection Management
- ❖ Gardening Services
- ❖ Cleaning Services

Provision of ERP support to different RBA departments and entities

Procurement Unit provided continuous support focused assistance has been provided throughout the first and second quarters of 2018 to the different users with a view to effectively use the system.

Monitoring of the fleet tracking system and overall fleet management

Procurement Unit support 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.

Challenges:

- Different departments will be of great assistance to the organisation if they can respond in time to procurement and transport matters that are highlighted to them from time to time. The following are challenges:

- Different departments submit high value item requisitions on very urgent basis most of the time, this practice may impact negatively on fair competitive pricing;
- Different departments are yet to adhere to the controls and safe custody of vehicles or fleet allocated them despite continuous workshops on transport usage and controls and the meetings that are held with them from in the second quarter.

Human Resources (HR)

Highlights & major deliverables:

New appointments

2 Kgosanas were appointed during the 2nd quarter of 2018.

5 Interns from various departments were given contract extension from March to December 2018

2 Mpintshi's were appointed as replacement of the two that resigned at HSDS.

1 Assessor was appointed on a one year fixed term contract at Tribal court.

3 New appointments at RBI.

Recruitment in Progress

The below positions are awaiting approval from the office Kgosi:

- ❖ 2 Security Officers
- ❖ 1 Security Shift Supervisor
- ❖ 1 Land Unit Section Leader
- ❖ 1 Land Unit Section 2IC
- ❖ 2 Reaction Force Section Leaders
- ❖ 2 Reaction Force 2IC

Appointment of the Communication Specialist.

One position of Communications Specialist was advertised internally and via external media.

Terminations of Employment

5 Terminations were effected including 2 Mpintshi's from HSDS and 2 Security Officers from Protective Services.

1 terminations was effected at RBI

Talent Management project

A workshop regarding providing of feedback was conducted during this period. This workshop was attended by the Executive Shared Services, Managers of Shared Services and HR personnel as a pilot group. The next step is to roll-out the project throughout the organisation.

Payroll, Provident Fund and Benefits

- ❖ Salaries were paid timeously as well as third party organisations 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.
- ❖ IRP5 documents were issued to employees physically and via the ESS system.
- ❖ The 2017 Annual audit was conducted and all required information was furnished for the audit.
- ❖ RBS Payroll was transferred from Praxima to the RBA in-house payroll.

Labour Relations

1 disciplinary hearing is in progress at RBED pending judgement by the Chairperson.

4 Disciplinary hearing were conducted at Protective Services.

One employee was dismissed due to absconding of duties at Protective services.

One appeal was submitted and is still to be finalized from Protective Services.

Performance Management

Interim Performance assessment were conducted from the 4th to 30th June 2018. A total number of 465 performance assessments were expected from various departments of RBA, RBI, RBED and RBS. A total of **233** performance assessments were received during the period under review and **232** are still outstanding.

Training and Development/Financial Assistance

40 employees were trained on basic excel training. The course was in-house and was conducted in two separate sessions. In-house facilitators were utilised on this training

The Annual Workplace Skills Plan and Annual Training Report were submitted to LGSETA before cut-off date.

RBA hosted the NW Skills Development Facilitators forum that took place over a period of two days and was accommodated at RBED.

Challenges:

- Some departments still fail to meet the performance management deadline and submitted their documents late.

Information Technology (IT)

Highlights & major deliverables:

Surveillance

There were few incidents that led to loss of RBA assets which went unrecorded due to either limited camera coverage or faulty cameras or overall downtime of cameras. These includes loss of vehicles at Plant Yard, loss of Land-Use Management vehicle, breaking-inn at Bafokeng house close to Civic Centre, etc. A decision was then taken to explore the cost implication of refurbishing the current surveillance system including expansion. A Procurement process to this effect is currently underway.

Telkom Master Agreement termination

The Internet Service Provider (ISP) master agreement between Telkom and Royal Bafokeng Administration comes to an end in August 2018. The Executive Management have since been in contact with a service provider to elicit proposal/quote for the services which have included additional service to develop smart villages, effect eLearning and eHealth build and transmit surveillance with central monitoring or in essence made efforts to build eGovernment. ICT have later been tasked by the GCOO to

solicit a quotation from Telkom/BCX in the past 3 weeks given the eminent deadline and we have even travelled to their offices to articulate our requirements.

Printing Services (Konica) Master Agreement termination

Konica Minolta master agreement (contract) with RBA terminates at the beginning of 3rd quarter of 2018. ICT have since notified Procurement of the eminent cessation. Procurement has requested detailed specification to enable them to advertise which we have provided and we have requested a project plan on procurement process relating to this specific requirement from Procurement Department.

Back-up (Interim Disaster Recovery Plan)

IT has initiated back-up of all desktops in all entities and there is already benefit realisation with the recent experience involving RBNDT Financial Accounting System crashing and data being recovered successfully. In order to mitigate future vulnerabilities ICT has begun the following:

- ❖ The Data Centre at Civic Centre and Lebone II needs to be configured for load balancing as well as redundancy for unforeseen circumstances. This process has been initiated.
- ❖ The UPS at Office of Kgosi is in the process of being replenished.

Document Management System

The current Document Management System (Collaborator) lack the proper reporting module. We have since tasked the developers to help us with those modules. The Document Management System training of users on the Document Management System has taken place, except for some managers and executives who are yet to undergo training. IT & Art and Culture undertook to provide refresher training on a need basis and have already covered RBI and Protective Services. Next in line will be RBNDT.

ICT Strategy

The IT strategy was raised as a finding by Auditors hence the ICT department have initiated the process to address this. 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 approval due to budget unavailability.

OPMO & ERP (SAGE) Integration

OS Holdings have been issued with a revised appointment letter for the maintenance and support of SAGE (ERP) system. This was after the change in scope to remove OPMO integration responsibility initially given to OS Holdings but later taken over by SAGE. The support now excludes ensuring integration with OPMO to be able to draw budget information from OPMO into SAGE and expenditure information be passed back into OPMO from SAGE, so as to curb the current challenge. A meeting has also taken place with SAGE as prime contractor where they officially taken over the responsibility.

CSI

ICT has also won the principle agreement with Microsoft to change the agreement type from corporate into NGO. We have provided them with documentation to prove that we are a traditional community and therefore we await their final decision. ICT have engaged Konica Minolta to provide RBN public schools with printers as part of their CSI initiative. This proposal was received with both hands where Konica requested a slot to make a presentation to all Bafokeng school principals and RBI departmental heads on available CSI spent and the scope thereof. Mr Tom Hamilton is coordinating the proposed meeting.

ICT has also engaged Microsoft on CSI for RBN ICT enabled connected schools and Microsoft have agreed to provide their software free from licence cost as part of their CSI. They have requested a meeting with all stakeholders to present their entire architecture.

Emergency Alternative Staff Contact

The department has also started a project to install an intercom system at the Civic Centre which will enhance communication during emergencies. A proposal/quote has been sourced and received from Service Provider and awaits approval.

Acquisition of staff computers

Due to budgetary constraints ICT and Procurement departments, made a submission for an insource model similar to the one adopted by Lebone II College where the organisation buy computers for staff and then deduct the cost from their payroll. An advantage of this model is that the staff will handle the computers delicately, as the computers will eventually become theirs.

BDA, RBED suppliers' database, OPMO system development & hosting

A contractor has been appointed by the Office of the GCOO to re-develop and find alternative hosting of the BDA, RBED and OPMO system. The development as well as set-up of alternative hosting platform is underway.

Challenges:

- Insufficient budget allocation to cover most of ICT expenditure in line with RBN strategic demands.
- Delay in appointment of Senior ICT Technician.
- Low staff moral and lack of cohesion.
- Lack of training and internal capacity building to keep abreast with technological developments due to budget unavailability.

Public Service Management

PSM Mandate:

Increase partnerships with government for major infrastructure and municipal service.

Municipal Services Management

Highlights & major deliverables:

There is much work which needs to be done or implemented with regard to the relationship with the Rustenburg Municipality. Nothing can be celebrated at the moment, as Rustenburg and particularly the Bafokeng are confronted with the job losses from various mining houses. This includes Impala Platinum and Glencore Mining.

Local Economic Development (LED)

To address the pending economic meltdown, the Municipality and the Royal Bafokeng are working together on the implementation of the Master Plan Game-Changers and a strategic committee has been established in this regard. The Integrated RLM/RBN Master Plan is an important guiding document to make the much needed diversification of the Rustenburg economy a reality. So, the prioritized i.e. "The Master Plan Game-Changers Projects" is one of the key projects.

Spatial Planning & Restructuring

The Royal Bafokeng and the Rustenburg Local Municipality have completed the proposed SPLUMA Service Level Agreement. It also includes the Planning Control Manual. This can form the basis of land management and control in the RBN areas. We await feedback from the relevant offices and this could be implemented.

Appointment of Royal Bafokeng as the Water Service Provider

In the 2nd quarter, the Zakumi Consulting Engineers (Pty) LTD, a company appointed by the RLM to do the Section 78 process, presented the Phase 1 report. The Phase 1 report is about assessing the capacity of the Municipality to implement and handle the RBA as the Service Provider. Phase 2, which will start in the 3rd quarter, will concentrate on the capacity of the RBA to be appointed as the service provider. However, for phase 2 to kick-start, Rustenburg Council must first approve the phase 1 report. This will be done by end of August 2018. We have achieved considerable progress with regard to the Social Labour Plans (SLP). A detailed record is provided below for the various mining houses:

Social & Labour Plans:

Impala Platinum Mines

The tender process and appointment of contractors for the construction of the 6km Luka Bulk Water Line was completed. However, Impala Platinum has decided to request the contractors to re-price the document owing to certain changes in the economy. This has led to the delays in the process. We are hoping though that the appointment will be completed by end of August 2018.

The construction of the Kanana Multi-Purpose Centre project is at its final stages. We are at the stage to prepare for the final hand-over.

In the 3rd quarter, Impala Platinum will begin with the process to construct the sports-fields project in Lefaragatlhe and Luka.

Sibanye Platinum Mines

The Mfidikwe Sewer Project is being handled by Sibanye Platinum and the Rustenburg Community Development Trust. The Main Contractor has been appointed and the site hand-over has been done as well. This project includes the building of outside toilets in Mfidikoe and the construction of the Bulk-line to Thekwane Sewer Plant. The construction has been scheduled to commence in the 3rd quarter.

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.

In the 3rd quarter, Sibanye will be starting with all the other projects for 2018. This is so because, in the 2nd quarter, Sibanye was able to align its internal business arrangements to the extent that an Engineer was appointed to manage all the SLP projects.

Lanxess Chrome Mining

The construction of a Community Library within the precinct of Tshukudu High School is underway for the first part of the year has been completed. We are at the moment dealing with the hand-over issues. This is a R6 Million Rand project and will benefit the community of Photsaneng, Thekwana and Mfidikwe as well as the learners of Tshukudu.

Thekwana Clinic will then be fully funded by Lanxess Chrome Mines. The intention is to turn this clinic into an ideal clinic. The designs for both clinics have been deliberated and agreed upon between the RBA, Department of Health and Sibanye in the 2nd Quarter of 2018. The procurement process has already started and the construction will commence in the 3rd quarter.

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 and the kids were moved into the new facility in the 2nd quarter. Glencore has been supporting the day care centre for many years hence they decided to construct proper facilities for them.

Challenges:

- The major challenges in this section is the commitment of the Rustenburg Local Municipal officials to the implementation of the

Land Use Management (Agriculture)

Highlights & major deliverables:

Crush pens:

Land Use Management (Agriculture Department) has erected two crush-pens in the 2nd quarter of 2018 in Kanana and Diepkuil (North Region). The crush-pen create an enabling environment for Bafokeng farmers by improving management of livestock (Cattle, Goats and Sheep).

Water at grazing areas:

The Department has installed a borehole and a windmill in Madumelo. The project progress is 85% complete, and it is scheduled to be completed in the 3rd quarter of 2018.

SLP (Special Projects) on-going projects

Ilitha Mining:

Bush clearing of Boekenhout site is complete. Ilitha will be sending their engineers to the site in the 3rd quarter and the project will be a full-on Egg Laying Chicken structure.

Omolemo Fresh Produce:

The project was initiated by two male youth from Phokeng. The project members will be planting vegetables at a commercial level. Omolemo Fresh Produce is one of the project supported by RBA Agriculture Department and was funded at **R1 165 194.50** by Rural Environment, Agriculture and Development under Farmer Support & Development.

Agriculture Exhibitions

SAPA Conference 2018:

Avi-Africa: is the biggest poultry conference and exhibition in Africa. Exhibitors demonstrate their latest products, technology and services aimed at enhancing business and maximising the profits of the commercial poultry agricultural enterprises. Five RBN farmers attended the conference on the 12th June 2018 at Emperors Palace.

Free Range Beef Production- Farmers Training – Ongoing Project:

The intention is to bring a general understanding of free-range beef production to emerging farmers and give them an opportunity to participate in this market. This training does provide a prescriptive approach to free range beef production which is linked to Woolworth accredited abattoirs. This training includes diverse subjects from five (5) Freedom of Animal Welfare, Free Range Market requirements, Farmer-Market Linkages, Nutrition, Reproduction, Rangeland and Herd Health Management, using adequate technical details.

Twenty (20) Bafokeng Cattle farmers will be trained every two months this year. The Department will consolidate a report by the end of the year, which will indicate the benefit accrued to individual Mofokeng farmer.

Joint Co-operation:

Moumo and RBA

Moumo and RBA invited ICCO to present Switch Africa Green project to interested horticulture farmers in the 2nd quarter of 2018. ICCO works on innovative and entrepreneurial partnerships, local initiatives and

programmes. Using multi-stakeholder approach, ICCO works towards transforming rural agriculture for the benefit of smallholder farmers and farm workers.

It connect smallholder farmers to commercial value chains to help rural families secure their food and nutrition needs.

Boschoek Burned Chicken House:

The burned chicken house at Boschoek farm is 90% complete. Currently we are busy with electricity and water installation. RBA –Agriculture Department managed to sign chicken grower contract with New Hope South Africa. Placement of chickens will be done by second week of August 2018.

Challenges:

None reported

Land Use Management (Environment)

Highlights & major deliverables:

Environmental Impact Assessment:

All the EIA projects for the cemeteries are completed and our office has received the approval/authorization from the provincial department Rural Environmental& Agricultural Development. The second phase of this project will be the installation of the fence and the construction of the ablution facilities at the three sites by Infrastructural Department.

Appointment New Waste Contractor:

Land Use Management: Environment together with Infrastructure Department and Procurement department are in process of finalising the scope of waste management and collection within the 5 regions. The appointment of the new contractors will be finalised in the 3rd quarter.

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” where all staff, leadership and the community will be participating.

Below is the revised proposed dates for the cleaning operation:

Region	Dates	Participants	
Capital region B	07 December 2018	Leadership & Community Members	Bobuanja & Lefaragatlhe & Kgale
Capital region A	30 November 2018	Leadership & Community members	Lemenong , Punodung, Tshwara, Salema Windsor and Lenatong , Rafredy & Masosobane
North Region A	15 September 2018	Leadership & Community Members	Luka & Mogono
North Region B	28 September 2018	Leadership & Community Members	Chaneng , Robega , Rasimone & Mafenya
South East Region A	19 October 2018	Leadership & Community Members	Photsaneng , Mfidikoe and Thekwane
South East Region B	05 October 2018	Leadership & Community Members	Tlapa and Mabitse
Central Region A	2 November 2018	Leadership & Community Members	Kanana , Serutube & Mafika
Central Region B	23 November 2018	Leadership & Community Members	Mosenthal , Marakana & Lesung
North East Region A	23 August 2018	Leadership & community members	Tlaseng , Mogajane & Tsitsing and Mamerotse and Tantanana
North East Region B	18 August 2018	Leadership & Community Members	Maile Rooikraal , Maile Diepkuil & Kopman

Challenges:

- The challenge with the cleaning campaign is the budget. The project is awaiting Office of Kgosi to allocate budget for this project. Cleaning of the borrow pits is also a challenge due to human resources.

Infrastructure Maintenance

Highlights & major deliverables:

Lefaragatlhe Pump-station upgrade:

The upgrade and refurbishment to Lefaragatlhe Pump-station is progressing well. The work is being carried out by current RBAs' appointed plumbing contractors and project managed by MWB Consulting engineers.

The project is delayed by one month due to prevalent rainy conditions and late delivery of pipes and fittings. The practical completion of the project was the 31st August 2018 and it has now been rescheduled to end September 2018.

Two new pumps are to be installed and the existing will be the third pump and left as an emergency backup. One new pump was installed in March and will be tested end of August before it is commissioned in mid-September 2018. Pump two will be installed in September after removing the existing pipe work. All pumps are expected to be commissioned by mid-September 2018.

Mfidikwe Water Borne Sanitation System:

Sibanye and Anglo are jointly funding the project. The project was awarded to a successful bidder in August 2018. It is now at the implementation stage and it is a five month contract. It was agreed by all stakeholders to construct the toilet structures using "brick and mortar" method to enhance community participation. The sewers will be discharged to Thekwane treatment plant.

The routine road maintenance contract:

The 2018 rehabilitation of upgraded roads and storm-water structures tender was awarded in August 2018 to two successful bidders. The project is now at implementation stage. The practical completion is expected in December 2018.

The repair work needed for the roads which were damaged by last year's floods:

The tender evaluation was finalised in June 2018. The awarding of the tender to successful bidder has not been issued since the settlement amount was delayed from insurance company. A decision must be taken about the short-fall amount.

Lifts:

Schindler Lift Suppliers has installed two new lifts at the Civic centre and they were commissioned in July 2018. They will repair all the tiles they damaged before we issue a completion letter.

The Land Use Planning will spearhead the densification process. Phokeng is identified as the first village to implement the process. A resolution was taken at Supreme to approve the funds for implementation.

Water Management system: The committee started in January to embark on a strategy to seek a sustainable water management to Morafe. Recommendations are done and were tabled to Supreme Council for ratification. This presentation was also done at the OOK office, RBAs EXCO, council of dikgosana traditional council and makgotla executives.

Challenges:

- -Funding/budget required to implement some of the recommendations and technologies mentioned on the water **study report, sustainable water management system**. This is mainly on the upgrading of some of bulk lines and interventions to preserve water.

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. The final Draft SLA wit RLM was received from the RBA Consultant. A comprehensive report was forwarded to the Office of Kgosi for approval to proceed with the further consultation required to finalize RBN / RLM SPLUMA SLA. The RBN is hopeful that the SLA will be signed in the final quarter of 2018.

In the first quarter of 2018, the Rustenburg Local Municipality appointed a service provider to compile the RLM SDF, incorporating the Integrated RBN / RLM Master Plan and a kick start meeting has already been held with the Municipality. The RBN is still awaiting feedback from RLM on the engagements with RLM as a stakeholder in this process.

The need to align GIS with PULA and other RBN data basis needed attention to also ensure that data can be used for water billing within the RBN. The project was implemented and finalized in the 2nd quarter. The GIS on the intranet was also updated.

The process of the Establishment of the Site Registry Office (Deeds Office) in RBN, as well as the Capturing of stand applications in to the Land Use Management (BizAgi) system was addressed and will form an integral part of the Sustainable Land Management Committee being established for the RBN.

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.
- Major challenges on the current stand allocation process for residential, church and business stands exist that need urgent attention.

Protective Services (Community Policing)

Highlights & major deliverables:

Crime incidents attended and arrests executed: During the period April 2018 to June 2018 Protective Services attended on average 323 crime incidents monthly, which emulates to slightly more than eleven crime incidents attended too during every 24 hours – 968 crime incidents attended too during the second quarter of 2018. The Department’s crime fighting units arrested a total of 184 suspicious criminals during the 2nd quarter of 2018, thus it arrested on average 61 crime suspects per month or slightly more than 2 crime suspects every 24 hours. It conducted 17 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 12 crime related community calls – every 24 hours - from the broad RBN Community during the second quarter of 2018 [1054 crime related Community calls to the Reaction Force control room during the 2nd quarter of 2018 were recorded].

The Department attended more crime incidents during the said period, comparing to the first quarter of 2018, yet it arrested considerably more crime suspects comparing to the first quarter of 2018. This is indicative of an increase in general crime incidents. Historically the cold winter months have always indicated an increase in crime incidents during this time ... particularly during April which poses several public holidays during which public drinking activities normally increase sharply ... resulting in diverse liquor abuse related crimes. Yet it simultaneously resulted in more arrests of suspicious crime suspects.

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 nine 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.

The above undesired observed phenomenon did result [to a certain extend] in the first official RBA vehicle stolen on the 16th of March 2018, from the staff parking area at the Civic Centre auditorium.

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.

It remains imperative for official RBA vehicles to be parked at the Civic Centre executive parking area or official basement parking area, during after-hours.

Another guarding related challenge remains the thick overgrown vegetation [grass and bushes] along RBN guarding site perimeter fences and inside such guarding site premises – which inhibit proper visibility by guards on duty ... particularly during dark night hours.

Priorities Guarding and Reaction Force:

The departmental Guarding Division still has as a priority the prevention of any illegal penetration of any RBN guarding site guarded by the departmental guarding division. Though this priority has been violated by the theft of an official vehicle during this quarter – mitigating arrangements have been implemented already to ensure this incident does not repeat itself regarding any RBN guarding site in the future.

The Reaction Force, given its limited numbers – remains committed to manage every crime scene/incident it attends in a swift, qualitative manner, to the satisfaction of the complainant. The department realizes that given the limited number of Reaction Force feet on the ground at any given time, it should be focussed on quality crime prevention and management rather than focussing on quantities of incidents and crime occurrence.

Challenges:

No major challenges regarding the Reaction Force were experienced during the 2nd quarter of 2018.

- 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 1902 Land Unit operations and RBN Land related monitor activities during the second quarter of 2018. 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 stabilized to approximately 634 such operations per month during the second quarter of 2018.

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

- ❖ Illegal businesses found on residentially allocated stands.
- ❖ Illegal sub division of stands.
- ❖ Illegal occupation of stands.
- ❖ 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 in an autonomist manner – 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 Five Year Plan: The traditional councillors participated in an induction programme whereby they developed their 5 year plan for their term of office. The plan was presented for approval around January 2018 and is currently being reviewed for final inputs by the Council. The plan will be sent to OoK for final consideration and approval. The process is still on going.

Dumela Phokeng: The Dumela Phokeng – Regional meetings were conducted in the month of June all five RBN (5) regions. The message for Dumela Phokeng was to provide an update to Morafe on the removal of the Minister as a Trustee on land belonging to Morafe.

Makgotla Exco meetings: In the 2nd quarter, there were two Makgotla Exco meetings held. The 1st meeting was on the 21st of April, where Makgotla Executives were given presentation on the Incentive Scheme and the Removal of the Minister Court Judgement. The proposal on the incentive scheme will be given to Makgotla for consideration and inputs prior to approving the scheme.

The 2nd meeting was held on the 26th May 2018 and the first presentation was made by Frazer Alexandra relating to their – Database and the second presentation was done by RBA (PSM) on sustainable Water Management Programme for RBN.

Makgotla Consultations: Five committees consisting of Governance staff, Councillors and Dikgosana were established to conduct consultations at all 72 Makgotla of RBN regarding the removal of the Minister. Those Makgotla consultations were conducted between the month of June and July 2018.

Youth Kgotha Kgothe: Youth Kgotha Kgothe was held on 23rd June 2018. The agenda of the meeting was to address the challenges of the youth structure and issues related to election or representation of the leadership of youth in the office.

Meetings of the Houses: The three houses namely, Supreme Council, Traditional Council and Council of Dikgosana had scheduled and special meetings. Supreme Council held 3 meeting seating, and one (1) informal Supreme Council meeting in April. Traditional Council held 2 meeting seating while Council of Dikgosana also held two (2) meetings in the 2nd quarter.

Sibanye Workshop: Sibanye Still Water conducted a workshop on Trust & Confidence Building between Sibanye Stillwater and the Community engagement forum. Dikgosana and Councillors from South East region, Central region and Lefaragatlhe attended the three (3) day workshop held in Westonaria (Sibanye kloof country club). The workshop took place on the 13th - 15th June 2018.

Challenges:

- The challenges encountered in the second quarter mainly related to uprisings or unlawful march by youth. During their march they raised issues relating to lack of the youth office in RBN and employment and procurement opportunities.
- Allocation of sites by RBA.
- There are ongoing engagements to address these issues.

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.

Q1 – 2018	Q2 - 2018	Q3 - 2018	Q4 - 2018
Bakwena Plaza site identified as first priority following meetings between Bakwena, RBA and RBED. Developer undertaking traffic studies, surveyor measurements. Meeting with RBA to understand requirements for Regional Centres	Meeting held with the Committee and proposed developer. Discussed the Urban Studies demand studies for the 6 identified areas – positive for 5/6 areas. Issues with commercial return for third parties and RBA proposed Moumo act as the developer given the alignment of the project with the Master Plan.	Further engagements with RBA and developer to finalise the proposal and submit to the Moumo board for consideration and approval.	

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.

Q1 and 2 – 2018	Q3 - 2018	Q4 - 2018		
<p>Sites:</p> <ol style="list-style-type: none"> 1. MTN Thlabane Sports Field 2. MTN Rustenburg Sun City 30 3. MTN Rustenburg Sun City 77 4. MTN Rustenburg Sun City 79 5. MTN Rustenburg Sun City 80 6. MTN Rustenburg Sun City LP 8 7. MTN Rustenburg Sun City LP 28 8. MTN Rustenburg Sun City New Site 32893 9. MTN Rustenburg Sun City 29 10. Vodacom Maile 11. Vodacom Bergrus 12. Vodacom Diepkuil 13. Vodacom Ga Luka Ext 14. Vodacom Motalaneng 15. Commco Thlabane Centre 16. Commco Bobuampja Convenience 17. Commco Chaneng 18. Commco Mogono 19. Commco Windsor Cover 20. Atlas Mfidikoe 21. Atlas Chaneng 22. Atlas RBN Bala 23. Atlas RBN Ga Luka 	<p>CLO's appointed and local SMME's identified for 7 TN towers with Hezeki and 5 towers for Commco</p>			
<table border="1"> <tr> <td data-bbox="198 1726 753 1793">Commco to engage with RBED to identify contractors/ subcontractors</td> <td data-bbox="753 1726 925 1793">04-Apr-18</td> </tr> </table>			Commco to engage with RBED to identify contractors/ subcontractors	04-Apr-18
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<table border="1"> <tr> <td data-bbox="198 1801 753 1858">Commco service provider issue tender and inform RBED</td> <td data-bbox="753 1801 925 1858">08-Apr-18</td> </tr> </table>	Commco service provider issue tender and inform RBED	08-Apr-18		
Commco service provider issue tender and inform RBED	08-Apr-18			

Commco service provider adjudicate tender and inform RBED	16-Apr-18		
Commco discuss outcome of tender with RBED	17-Apr-18		
Commco service provider appoint contractor/sub-contractor under tender	18-Apr-18		
CLO to communicate with all stakeholders re project start date	19-Apr-18		
RBED, Moumo and RBA signs of this Project Schedule – No sign off no access to sight	23-Apr-18		
Commence work	30-Apr-18		
Project close out. Commco to provide Moumo and RBED with a report detailing the following: 1) number of jobs and 2) contracted performance by local contractors/sub-contractors.	29-Jun-18		

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

Q1 – 2018	Q2 – 2018	Q3 - 2018	Q4 - 2018
<ul style="list-style-type: none"> - Finalised engagements with Governance and all relevant stakeholders - CLO's appointed by Makgotla and trained - RFP process completed for tenders from local SMME's - Next step adjudication of tenders by Chromtec and CLO 	<ul style="list-style-type: none"> - CLO appointed - Request to extend the lease term to raise funding approved by Adv Mokate. - Finalise and execute the lease addendum - Scope finalisation and works package sign off by 30 June. - Project fundraising to be finalised by 31 August 2018. - Works packages adjusted and ongoing engagement with local SMME's for works packages 	<ul style="list-style-type: none"> - Project execution September 2018 (provided project fundraising in place). - Tenders will be awarded once funding has been secured. 	

Project 4: Marang Housing Development

Affordable mixed housing development on the Boekenhoutfontein farms adjacent to the Marang hotel.

Impact:

- ❖ Annuity income from the project;
- ❖ 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

Q1 – 2018	Q2 – 2018	Q3 - 2018	Q4 - 2018
<ul style="list-style-type: none"> - Developer finalised layouts for review by engineering firms - Housing Committee appointed following engineers: - MoediBatho for water services - Amcon for electricity services - Aurecon in JV with local firm Seanego Tleane and Associates - Reports to be finalised in 6 weeks aiming for end of April - Outcomes to be presented to Housing Committee early May to agree on way forward 	<ul style="list-style-type: none"> - Finalised engineering reports for water, civils and electricity - Outcomes, especially access to water, were positive. - Calgro informed Moumo that the project does not meet Calgro’s yields to enable it to place the rentals in its REIT – high percentage of rentals will be aimed at lower LSM’s. - Requesting an updated demand study based on down scaling of mines and economic development beyond mining. 	<ul style="list-style-type: none"> - Finalise layout and feasibility based on revised demand study - Present revised housing proposal to the Moumo board - Joint proposal with Instraten, developer in the Social Housing space and have successfully raised funding from SHRA. 	

Project 5: Shaft 5 Incubation Hub

Proposed development at shaft 5 on land released by Impala from their mining lease area to establish an incubation hub with Impala suppliers to create jobs, indirect opportunities for local SMME’s, workshops and training opportunities for local SMME’s.

Impact:

- ❖ Economic development with jobs created during construction and opportunities for local SMME’s on an ongoing basis thereafter.
- ❖ Local employment and training opportunities post construction.

Deliverables

Q1 – 2018	Q2 – 2018	Q3 - 2018	Q4 - 2018
	<ul style="list-style-type: none"> - 22 tenants declined offer to relocate to shaft 5 (rental at R60p/m2 too expensive) - Intermine approached Moumo to take up space and assist RBED with the workshop + training of local SMME's in the existing buildings - Impala agreed to extend the lease area to include buildings - Impala agreed to the usage of their sub-station on condition that tenants pay for metered electricity 	<ul style="list-style-type: none"> - Finalise financial model and proposal rental holiday for submission to the Moumo board and RBNDT for consideration and approval - Finalise professional services - Finalise risk assessment - Submit joint Impala and Moumo DTi application - Finalise leases with Intermine - Approach and sign up 2+ more tenants for the new development and workshop space with RBED and Impala 	

Project 6: Veggies Pilot Projects

Proposed pilot for vertical hydroponics in conjunction with Vertical Farming and pilot to grow non-nicotine tobacco plants to produce feed backed from oil.

Impact:

- ❖ Economic development with jobs and opportunities for local SMME's

Deliverables

Q1 – 2018	Q2 – 2018	Q3 - 2018	Q4 - 2018
	<p>Sunchem Project:</p> <ul style="list-style-type: none"> - Sunchem grew a non-nicotine tobacco plant and used the oil for the first ever SAA bio-fuel flight. - Besides bio-fuels the oil from the plants can also be used to produce oil cakes as feed for cattle and chickens. 	<ul style="list-style-type: none"> - Finalise all legal agreements - Finalise engagements with local farmers - Project kick-off 	

	<ul style="list-style-type: none"> - Moumo has identified a farm within the Impala lease area, i.e. Vlakfontein, which Impala has agreed can be used for the pilot project. - Certain areas of the farms have previously been used by Bafokeng farmers to grow sunflowers. Moumo has been engaging with the farmers to form part of the pilot project and to grow the plants on 1ha each of their existing farms. <p>Vertical Farming</p> <ul style="list-style-type: none"> - Investigations confirmed lack of water on farms earmarked by RBN for commercial veggies projects - Vertical hydroponics as an alternative saves up to 80% on water usage - Controlled environment ensures consistent crops throughout the year, eliminate external factors like heat/cold/inconsistent rainfall and farmers can be trained quickly compared to traditional farming operations. 	<ul style="list-style-type: none"> - Finalise all legal agreements - Finalise engagements with Royal Marang and RBED - Project kick-off 	
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Challenges:
None reported

Recommendations

SUBMISSION OF REQUESTED QUARTERLY REPORT INFORMATION:

Entities /Departments to prepare and submit requested quarterly report information (Executive Summary Report, Funding Template and Youth Benefit Template) timeously, to avoid unnecessary delays in the development and distribution of the RBN Quarterly Performance Report.