

# ROYAL BAFOKENG NATION

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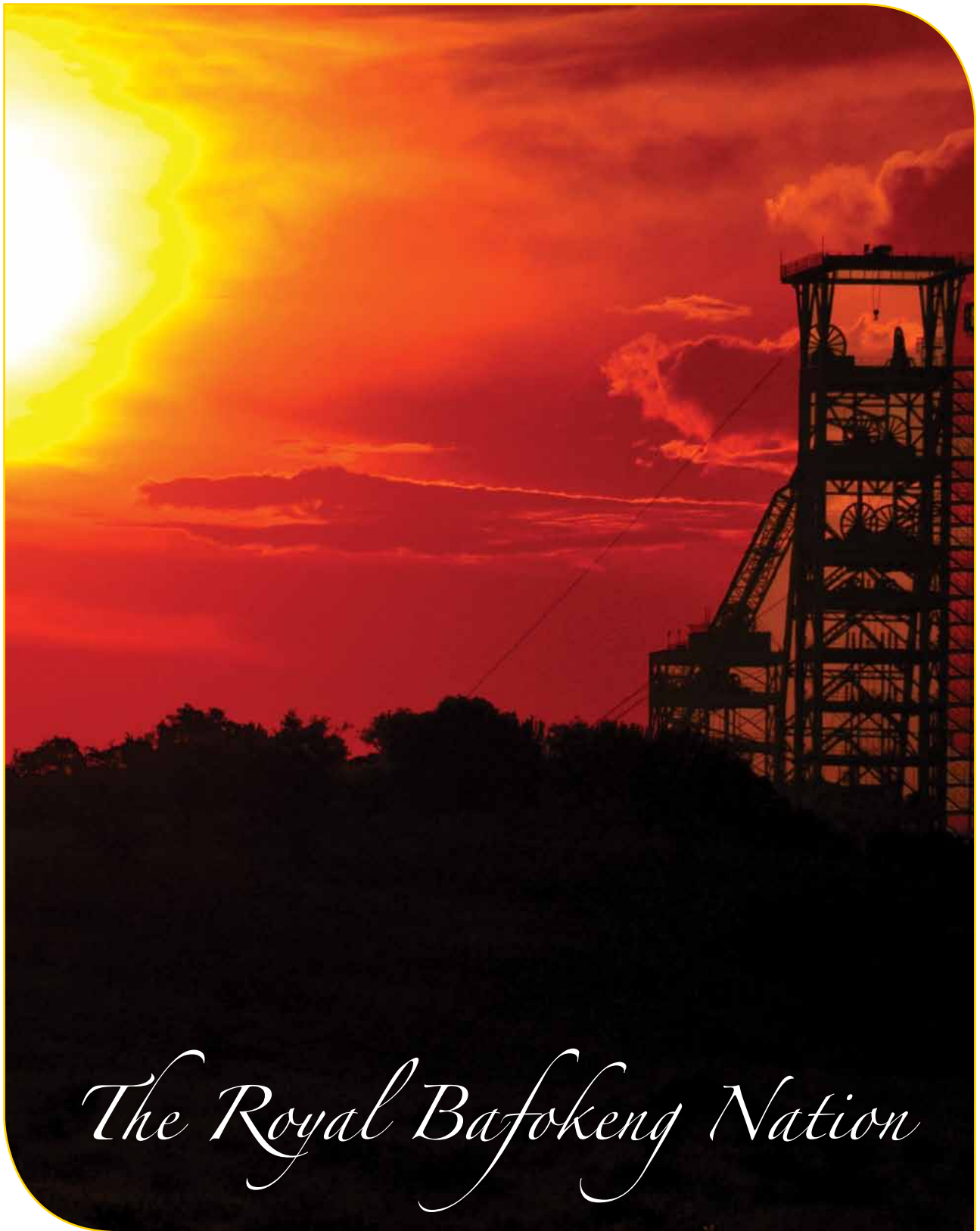


**KGOTHA KGO THE** 17 NOVEMBER 2012



# CONTENTS

MESSAGE FROM <i>KGOSI</i> .....	5
GOVERNANCE AND ADMINISTRATION .....	8
EDUCATION.....	16
HEALTH AND SOCIAL DEVELOPMENT .....	20
ECONOMIC DEVELOPMENT .....	32
SAFETY AND SECURITY .....	39
PUBLIC AND COMMUNITY UTILITIES .....	44
DEVELOPMENT PLANNING .....	49
ENVIRONMENT AND LAND USE / FOOD SECURITY .....	53
SPORT .....	56
HISTORY AND HERITAGE .....	61
INVESTMENTS.....	64
ORGANISATIONAL AND PROJECT MANAGEMENT OFFICE (OPMO).....	69



*The Royal Bafokeng Nation*

## MESSAGE FROM KGOSI



The year under review was a period of sobering challenges, exciting new initiatives and greater strategic focus for the institutions of the Royal Bafokeng Nation.

2011 proved to be a challenging year on the financial front due to ongoing difficult global and local market conditions. The platinum sector, in particular, performed poorly. Driven by unsettling political pronouncements on proposed mining nationalization in South Africa (see below) and on indigenisation in Zimbabwe, the share prices of Impala Platinum (“Implats”) and Royal Bafokeng Platinum (“RBP”), our largest investments, fell by 28% and 18% respectively over the course of the 2011 financial year. As a result, the net asset value of the equity portfolio fell by 16.6% to R25.1 billion (based on fair value), compared to the JSE All Share Index (ALSI), which rose by 2.6%. Cash reserves under management fell by 20% to R2.794 billion, as at 31 December 2011.

Dividend and interest income of R600 million and R210 million respectively, were paid out during the 2011 financial year. R596 million was distributed to RBN institutions. The RBNDT made R1 billion available for the acquisition of an interest in Rand Merchant Bank Holdings and Rand Merchant Insurance Holdings (together referred to as “RMBH”). The cumulative acquisition of the 15% interest in RMBH totaled some R8 billion, and has dramatically affected the size and composition of RBH’s total portfolio. Despite a decline in the value of investments held at the beginning of the year, gross assets rose by 4% to R38.1 billion after this acquisition. (Gross assets represent aggregate of the fair value of the equity portfolio and cash reserves before deducting liabilities).

Our response to the persistent calls for nationalization of the mines was to sponsor a global study of resource nationalism and state participation in the resources sector. This research project resulted in an empirically rich report intended to inform the debate at the national, and even international, level.

Economic development for our region continues to be another critical area of need and a serious challenge. The complexities underlying unemployment, combined with the dominance of mining in our area, forces us to think carefully about new sectors to develop, and new ways of incubating small, medium, and micro-enterprise and attracting investment. Commercial agriculture is an area we began seriously exploring in 2011. A long-term research project, conducted in partnership with the North West University, examined our climate, soils, water resources, and socioeconomic realities to underpin an agricultural development plan, to be launched in 2013.

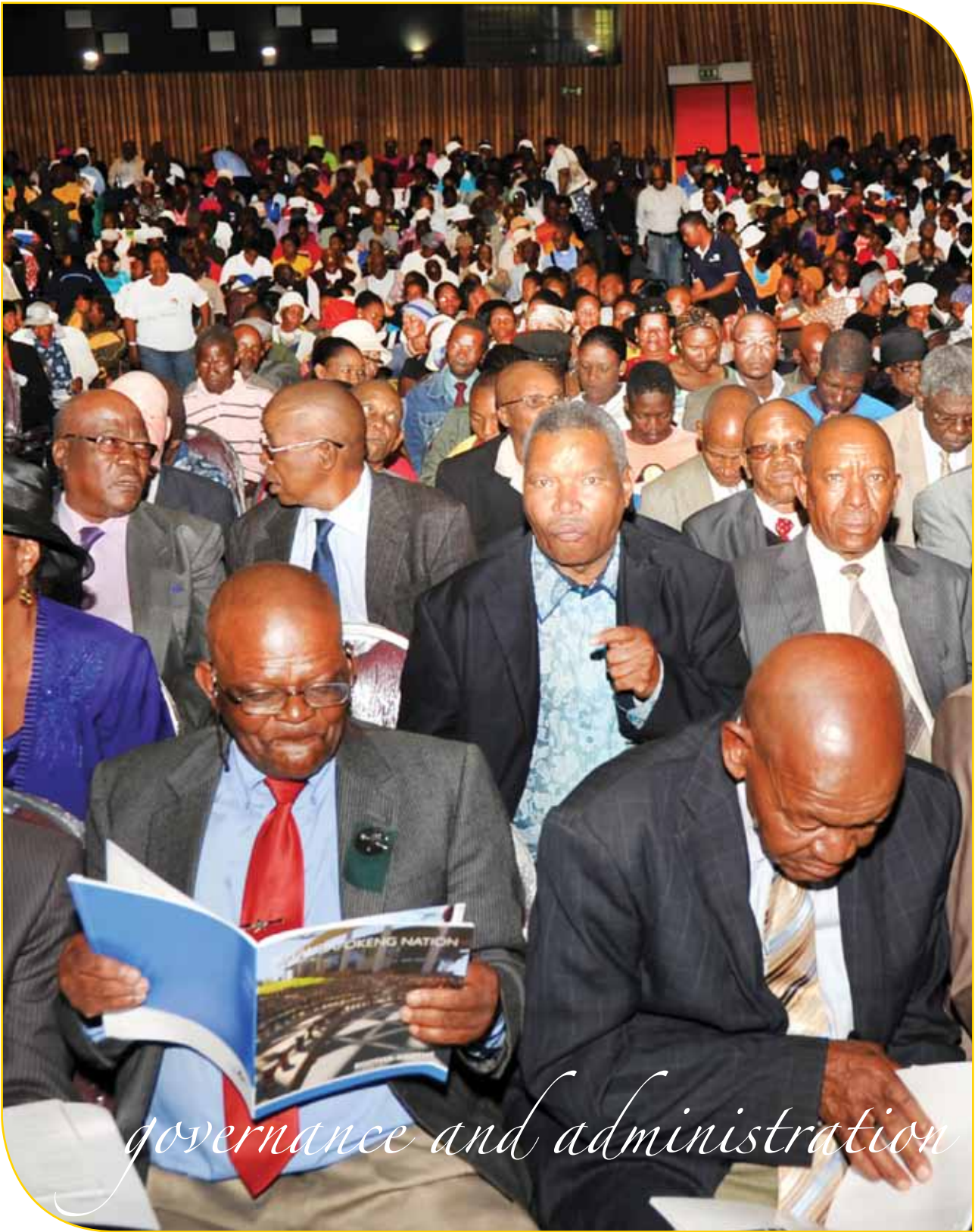
In March 2011 we proudly launched Lebone II, College of the Royal Bafokeng, on its new campus. We welcomed the Bafokeng community along with friends and dignitaries from around the world to share in our vision for educational upliftment and to celebrate our beautiful flagship school. In the same vein, we continued to pursue our partnership with the NW Department of Education (Section 14). Our ability to improve the quality of all of our Bafokeng schools hinges crucially on this collaboration. While this agreement was being finalized in 2011, we continued to roll out a wide range of educational interventions in our schools, including the Classroom Library Project, the Molteno Setswana Language and Literacy programme, and leadership development for Bakhuduthamaga. Over 15,000 children benefited from our school feeding programme, and nearly 450 young adults enrolled in our Vocational Training Schools. Investment in human development continues to be our highest priority, and I'm glad to report that we continue to make impressive strides in this area.

Our programmes in health, social services, sport, security, SMME development, and household services including water, electricity and waste management are too many to mention. Our commitment to using the resources at our disposal, limited though they may be, to enhance and uplift the lives of our people remains strong. Community feedback, volunteerism, and the active involvement of our leadership structures are some of the areas where we are striving for improvement.

All of our initiatives depend on accurate baseline data in order to be effective and appropriate. One of the highlights of 2011 was the roll out of the first ever Population and Use of Land Audit (PULA) and socioeconomic survey. This census-like study gave us a clear picture of our population, community demographics, land use patterns, and socioeconomic challenges. The study will be repeated in 2016, to give us a real-time snapshot of our present realities, as well as our changing landscape.

As an administration, we took a hard look at our structures, our personnel, and our mandate in 2011. We made many changes, which are detailed in the report to follow. I wish to thank all of those who devoted their energies and talents to improving our ability to serve the Bafokeng community efficiently and effectively. We have a long way to go to achieve our targets, but I'm confident that we are on the right track.

## **Kgosi**



*governance and administration*

# GOVERNANCE AND ADMINISTRATION

## GOVERNANCE

The Royal Bafokeng Nation (RBN) is legally defined as a universitas personarum, or unincorporated association of people. The Nation collaborates closely with South African local and provincial government structures.

## THE KGOThAKGOTHE

The Kgothakgothe is a general meeting of all Bafokeng, which is held twice a year as well as when important issues arise. It is the highest-ranking decision-making body in the RBN and all major decisions are ratified by a direct vote.

## THE SUPREME COUNCIL

The Supreme Council of the RBN convenes quarterly and when an issue of national importance is raised. The 84-member body is chaired by Kgosi and is made up of the Council of Dikgosana (72 hereditary headmen) and the Traditional Council (five elected and four appointed members).

## THE ROYAL BAFOKENG NATION





Population:	150 000
Area:	1 400 km <sup>2</sup> (title deed land owned)
Settlements:	29 villages spread across five regions
Largest village:	Phokeng
Geography:	Rolling bushveld plains broken by small hills
Natural resources:	Platinum and associated minerals
Industries:	Mining, agriculture and tourism
Investment portfolio:	R34.9 billion as at end 2011
Language:	Mainly Setswana



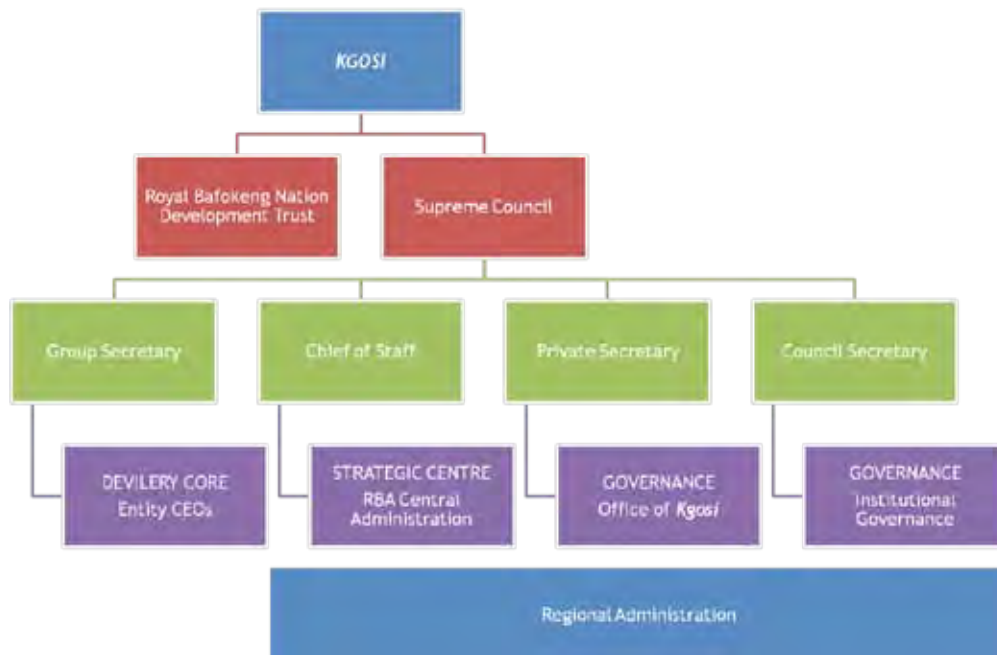
### **RBN HIGH-LEVEL GROUP STRUCTURE**

The Central Administration functions as a central hub for strategy, integration, coordination, compliance and good governance in order to closely align traditional and administrative processes. The Central Administration provides administrative oversight to all RBN Institutions with regard to fiscal and governance matters

The Group Secretary provides guidance to various institutions as per the mandate however, must also act with integrity and independence to protect the interests of the RBN, its shareholders and its employees.

The Council Secretary supports the Supreme Council in carrying out mandated governance duties. The secretary ensures that the RBN governance framework and community by-laws are effective, strengthens Council management as well as statutory and non-statutory committees in relation to the Supreme Council, the Traditional Council and the Council of Dikgosana.

The Private Secretary leads the office of Kgosi. The new RBN governance framework also provides for a Regional Administration to bring services closer to the community in order to improve their customer experience.



## ROYAL BAFOKENG NATION FINANCES

### THE BUDGET PROCESS

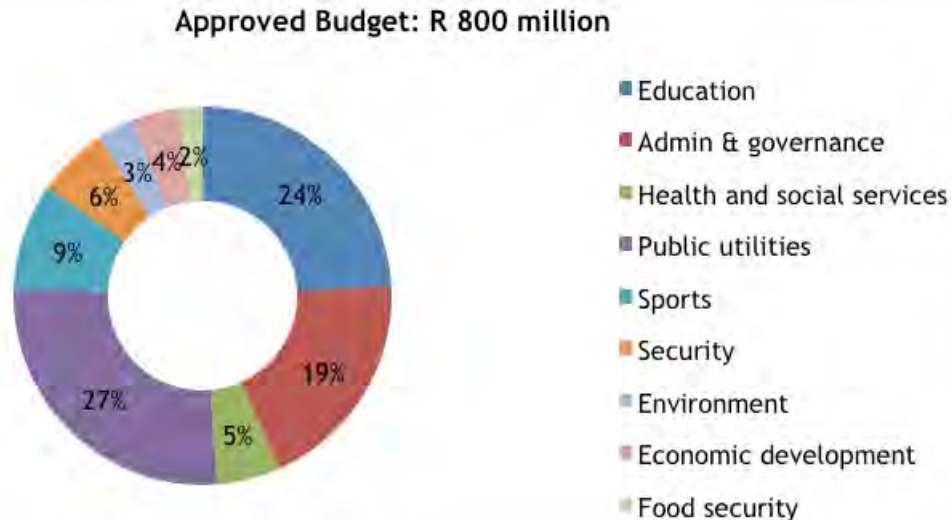
- Nine key focus areas identified and approved by the Supreme Council were reaffirmed and remain the drivers of the budget process.
- Value for money is a critical factor to the budget process i.e. how does expenditure benefit Morafe now and in the long term?
- Targets were set jointly with involved entities and departments using the PULA findings and other relevant information as a baseline.
- Preventative maintenance and sustainable development were identified as issues requiring urgent attention
- Key focus area budgets do not match those of particular departments i.e. the budget for a key focus area may be allocated across departments.

### 1.1. Role of the ROYAL BAFOKENG NATION DEVELOPMENT TRUST (“the Trust”)

The board of trustees of the trust (“the board”) determines the level at which spending on social & community investment can be sustained whilst maintaining the value of the rbn asset portfolio in real terms. the executive management of the trust therefore computes a rolling three year spending limits based on economic assumptions and the cash flow projections and thereafter presents it to the board of trustees for consideration and approval. to this end the board approved R800 million, R800 million and R720 million for the 2011, 2012 and 2013 budget years.

## 1.2. Role of the ROYAL BAFOKENG NATION SUPREME COUNCIL (“the Supreme Council”)

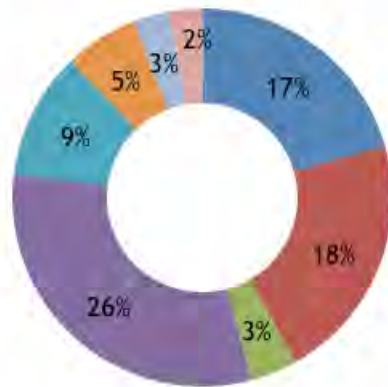
During August 2009 the Supreme Council supported by the executive management embarked on a needs prioritisation process for the Bafokeng Community. This process led to the identification of nine Key Focus Areas (“KFAs”). These KFAs inform the planning and budget priorities of the RBN. During the 2011 budget process the Supreme Council reaffirmed that these KFAs remain the key drivers of the RBN budget. To this end on 4th November 2010 the Supreme Council approved social spending of R800 million for the 2011 budget year as reflected in the chart below:



Once the budget is approved quarterly financial performance reports are tabled before both the Supreme Council and the Trust for interrogation and decision making purposes. R662 million or 83% of approved budget was actually spent on the following KFAs:



### Actual Spending: R 662 m



- Education
- Admin & governance
- Health and social services
- Public utilities
- Sports
- Security
- Environment
- Economic development
- Food security

### 1.3 Role of the RBN institutions

The executive management of various RBN institutions prepares the detailed plans and budget using both the approved Spending Limits and approved KFAs as a guide. The treasury department's role is to review and consolidate the group budgets for presentation to and approval by the Supreme Council (as stated in previous paragraph).

## 2. IMPACT OF THE DOMESTIC AND GLOBAL ECONOMIC CLIMATE ON THE RBN FINANCES (A FIVE YEAR VIEW)

### 2.1 Impact on the RBN balance sheet

The 2011 financial year was difficult because of the tough global and local market conditions, especially for our platinum investments. The net asset value of the equity portfolio fell by 16.6% to R25.1 billion, which compared unfavourably to the JSE All Share Index (ALSI) rise of 2.6%. Driven by unsettling political pronouncements on mining nationalisation in South Africa and on indigenisation in Zimbabwe, the share prices of Impala Platinum ("Implats") and Royal Bafokeng Platinum ("RBP"), our largest investments fell by 28% and 18% respectively over the course of the 2011 financial year.

### 2.2 Impact on RBN budget surpluses/deficits

This tough environment has continued to date and has led to interruptions from a social spending point of view. The RBN earns its income from various sources including dividends from equity investments, interest from cash reserves and water income amongst others. The significant decline in expected dividend income and the drop in interest rates have had a negative impact on the budget surpluses/-deficits as stated below:

## BUDGET SURPLUS/-DEFICIT



This simply means that around this time last year when the RBN was concluding its budgets the finances were expected to recover significantly recording budget surpluses of some R25 million from the 2013 budget year onwards.

### 2.3 Impact on RBN spending capacity

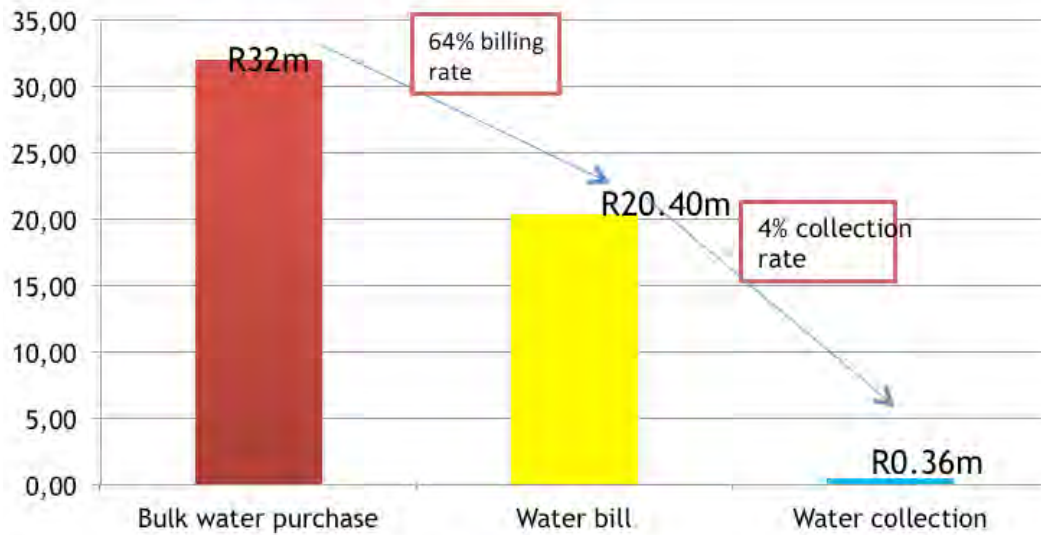
Given that the RBN finances are likely to be under pressure for at least the next 5 years we have had to decrease the spending limits accordingly as shown below:



The reduction of the Spending Limits by R328 million or 34% for the 2013 financial year will have a significant impact on the plans of the RBN. These interruptions could suggest that certain capital projects be differed. This also means that the RBN should have meaningful engagement with all its stakeholders including the relevant spheres of government and the mines.

### 3. PAYMENT OF SERVICES

The payment of services in general and water in particular helps improving the possibility of sustainable providing and extending services to the community. It is, however, regrettable that the RBN is faced with a challenge of non-payment of services from the community. The RBN buys water for R32 million each year, bills R20.5 million or 65% to households and only collects R350 000 or 4% from the bills, as shown below:





*education*

# EDUCATION

## EDUCATED PEOPLE STRIVE FOR SELF SUFFICIENCY

### **Royal Bafokeng Institute (RBI)**

The growing list of interventions confirms the RBI's dedication and commitment to human resource development. Programmes that are helping to deliver quality and sustainable education to the Bafokeng community were fast tracked in 2011 with an increase from 15 programmes to 20, while the organisation remained within its budget allocation for 2011.

We successfully developed a Whole School Audit Tool (Education Evaluation and Development Unit) for use by School Governing Bodies that are to be elected in 2012. This will help the SGB's in ensuring that school policies are effectively implemented.

The Early Childhood Development programme continues to grow, Semane Pre-School became fully functional, and a continuous professional enrichment programme for pre-school teachers has been initiated. Fifteen teachers were enrolled for an online course through the Housatonic Community College in the USA.

The Molteno, Setswana Language and Literacy programme has extended its work into Grade 2 during the course of 2011, increasing the total number of learners benefiting from this programme from 1991 to 3780 learners.

The Classroom Library Project was rolled out to 28 primary schools, 2 middle schools and 2 high schools. The Programme Charter for setting up the hub of the RBI Continuous Professional Development for all learning areas at Lebone II College was completed. The development of our Vocational Training Schools continues to expand and a total of 448 learners were enrolled. To cater for the disabled, especially the blind and deaf, the School of Braille has been established.

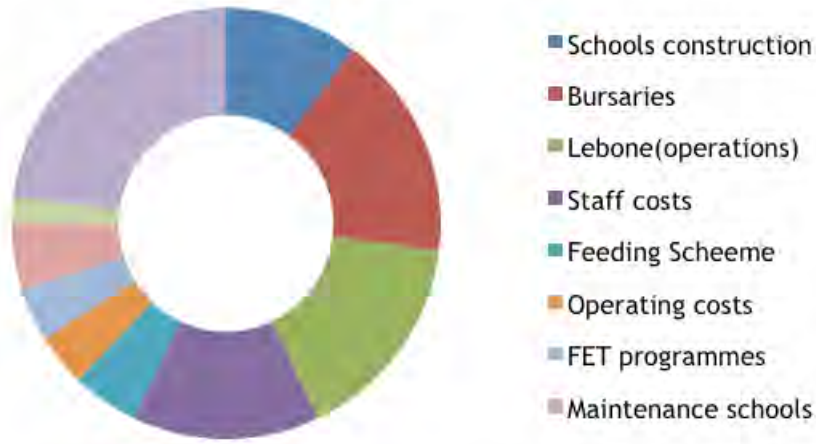
Hospitality and Culinary studies have progressed well into the second year of the programme. The School Feeding Scheme programme increased the number of schools it supports from 20 schools in 2010 to 30 in 2011. This increased the number of learners benefiting from the programme from 10 494 in 2010 to 15 390 in 2011.

The Leadership Development programme provided skills in community participation through area community development learning programme. The Bakhuduthamaga implemented community projects such as the Regional Choirs Competition and the 3km Fun Run/Walk.



**2011 BUDGET: R213 million**

## Education



School Construction	10%
Bursaries	17%
Lebone Operations	16%
Staff Costs	14%
Feeding Scheme	5%
Operating Costs	4%
FET Programmes	4%
Maintenance Schools	5%
Other Programmes	2%
TVET Colleges	23%

### Key Achievements by Cluster

#### Education and Training

- 29 000 books were distributed to 29 primary schools in the Bafokeng region.
- Five adult regional book clubs were established.
- Calculators and Mathematics textbooks and workbooks were distributed to all Grade 8 and 9 learners within the Bafokeng area.
- Funds were successfully recovered amounting to R411 560.43 from graduates granted loans by the Royal Bafokeng Student Loan programme
- 577 university loans were granted to Bafokeng students in 2011.
- Students studying with Royal Bafokeng Student Loan achieved an overall pass rate of 84%.

### *School and Management Cluster*

- SGB members in all RBN schools were trained on school governance roles and functions.
- 40 SMT members completed the Royal Bafokeng School Management Certificate Programme aligned to NQF standards.
- The EEDU project was piloted in eight schools in North Region.
- Incidents of theft and burglary of schools were reduced.

### *Technical and Vocational Education and Training Cluster*

- Memorandums of Understanding (MoUs) were signed with four old age homes and two Hospice institutes for nursing student practical placements.
- Memorandums of Understanding were signed with Sun City, Orion Hotel and Kedar Lodge for hospitality student practical placements and eight students were placed at Kedar Lodge in December 2011.

### *Community Cluster*

- The feeding cost per learner per day was reduced from R5.95 to R5.20.
- The School Feeding Scheme benefited nine Bafokeng businesses engaged as food suppliers and distributors to RBN schools.
- 137 parents were employed as food handlers to cook and serve food to learners.
- 145 Bakhuduthamaga and 1173 regional community members participated in a 3km Fun Walk. The funds raised were used to reinforce Bakhuduthamaga project implementation skills.





*health and social development*

# HEALTH AND SOCIAL DEVELOPMENT

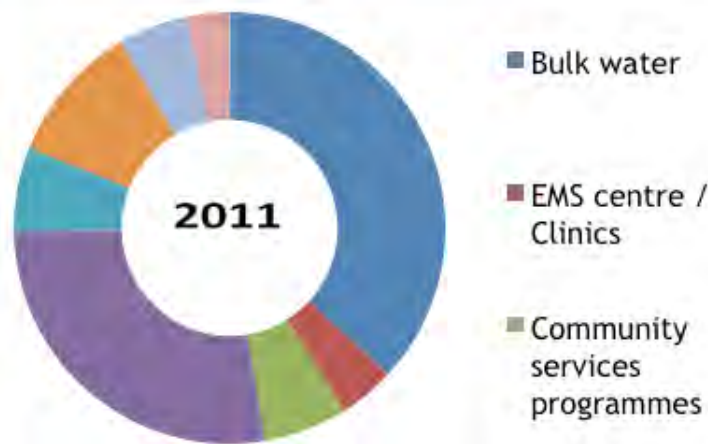
## NURSING OUR COMMUNITY TO GOOD HEALTH

*Royal Bafokeng Health and Social Services*

The Royal Bafokeng Health Services have developed an integrated strategy aligned to maintain a healthy and empowered Nation by ensuring our people have access to high quality, appropriate health care and social development services with the overall RBN strategic goals. A self-sustaining health and social development system will be developed to provide necessary services to the Bafokeng community. The objective is to ensure a healthy, productive nation in which poverty is eradicated and economic viability sustained.

Service provisioning is focused on the improvement of access and community outreach by implemented a Community Health Worker system. This approach will ensure that healthcare and social service expertise is brought into the homes of the community making sure that problems can be swiftly identified and appropriate referral made.

### 2011 BUDGET - R69.9 million



Bulk Water	35%
EMS Centre / Clinics	4%
Community Service Programmes	6%
Staff Costs	26%
Operating Costs	6%
Grant to Trust (Social)	10%
LoveLife Youth Centre	5%
Medical Equipment	3%

## COMMUNITY DEVELOPMENT SERVICES

### Care for the Aged Programme

The Care for the Aged Programme is aimed at addressing health and social needs of older persons as outlined by the Older Person's Act No 13 of 2006. The programme also exists to ensure that the rights of the older persons are not violated. It maintains and promotes the status, well-being, safety and security of older persons, recognising their skills and wisdom, and promoting their participation in the community. In addition, the programme also provides home based care.

### Project Highlights

DELIVERABLES / ACHIEVEMENTS	BENEFICIARIES	MEANS OF BENEFIT	VALUE OF BENEFIT
North Region programme roll out	987	<ul style="list-style-type: none"> <li>Community participation in nutritional balanced meals programme</li> </ul>	<ul style="list-style-type: none"> <li>An informed and supportive community</li> </ul>
North-East Region Meals-on-Wheels Roll out (Kopman village)	1 316	<ul style="list-style-type: none"> <li>Elderly persons now receive fresh meals daily, prepared and delivered by volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Relief of hunger and starvation</li> <li>Increased quality of life</li> </ul>
Establishment of vegetable gardens	55	<ul style="list-style-type: none"> <li>Supplied with seedlings to establish gardens</li> </ul>	<ul style="list-style-type: none"> <li>Poverty alleviation</li> <li>Reduction of HIV/AIDS related fatalities</li> </ul>
Completion of Mamerotse and Mogajane community outreach programmes	9	<ul style="list-style-type: none"> <li>Families were identified by Community Care givers</li> <li>One house was painted at Mogajane</li> <li>18 elderly ladies received food packs</li> </ul>	<ul style="list-style-type: none"> <li>Non violation of Human Rights</li> <li>Increased quality of life</li> </ul>
Establishment of Wellness Programme	500	<ul style="list-style-type: none"> <li>Take part on cultural and sports activities</li> </ul>	<ul style="list-style-type: none"> <li>Access to recreational opportunities</li> </ul>
Pilot of inter-generational programme at aged service clubs in South-East Region	30	<ul style="list-style-type: none"> <li>Moral regeneration activities</li> </ul>	<ul style="list-style-type: none"> <li>Preservation of values</li> </ul>
Launch of Community Frail Care Package Programme	262	<ul style="list-style-type: none"> <li>Being an elderly person as determined by Act</li> </ul>	<ul style="list-style-type: none"> <li>A proud and informed older person</li> </ul>

## Non Governmental Organisations (NGOs)

These are community based organisations which are mainly people orientated and do not make any profit but depend on donations. The programme aims to alleviate poverty, reduce unemployment, develop skills, address health needs and respond to the local community needs. In addition, the programme encourages people to expose their talents through arts or crafts.

DELIVERABLES / ACHIEVEMENTS	BENEFICIARIES	MEANS OF BENEFIT	VALUE OF BENEFIT
Two poverty relief NGOs registered	19	<ul style="list-style-type: none"> <li>Groups meeting NGO requirements</li> </ul>	<ul style="list-style-type: none"> <li>Access to opportunities</li> </ul>
Organisational Development Training by Siyakhula Trust	50	<ul style="list-style-type: none"> <li>Training and development</li> </ul>	<ul style="list-style-type: none"> <li>A vibrant and sustainable group</li> </ul>
Two NGOs linked with private companies for opportunities	10	<ul style="list-style-type: none"> <li>A registered NGO with capacity to address local community needs</li> </ul>	<ul style="list-style-type: none"> <li>Access to opportunities</li> </ul>
NGORBN Forum established (not yet registered as NGO)	15	<ul style="list-style-type: none"> <li>Skills transfer/training and workshops</li> </ul>	<ul style="list-style-type: none"> <li>Intervention of forum on NGO matters</li> </ul>



## Social Relief

This programme is aimed at assisting destitute families through food parcels to reduce poverty in the RBN community.

DELIVERABLES / ACHIEVEMENTS	BENEFICIARIES	MEANS OF BENEFIT	VALUE OF BENEFIT
Food packs distributed needy families	111	<ul style="list-style-type: none"> <li>Access to food packs</li> </ul>	<ul style="list-style-type: none"> <li>Temporary assistance</li> </ul>

## Social Services Unit

The ultimate goal of all social services programmes is to strengthen families, by assisting the various target groups (orphans, people with disabilities, married couples) deal with various challenges.

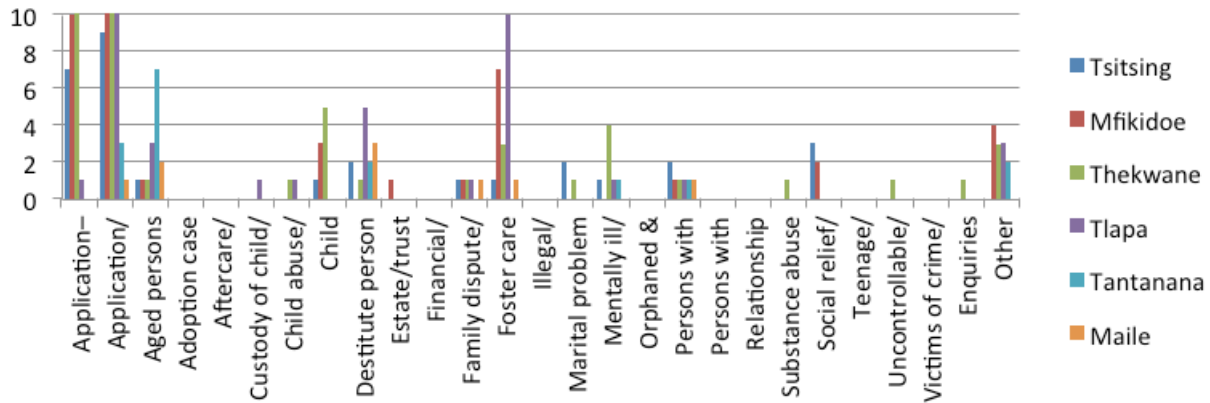
## Casework Services

Casework Services include one-on-one counselling to family members experiencing various social challenges. Social workers render intake services at designated areas including counselling, referrals and home visits.

PROGRAMME / PROJECT	STATUS DEC 2011	BENEFICIARIES	MEANS OF BENEFIT	VALUE OF BENEFIT
Casework services	<p>Maintained intake points:-</p> <ul style="list-style-type: none"> <li>Capital: Phokeng Health Centre from 10:00</li> <li>North: Chaneng Clinic from 10:00</li> <li>North: Luka Clinic from 10:00</li> <li>North East: Tlaseng Clinic, fortnightly Mondays from 09:00</li> <li>North East: Tantanana Clinic, Mondays from 09:00</li> <li>South East: Rankelenyana Clinic, Wednesdays, from 12:00</li> <li>South East: Thekwane Clinic, Tuesdays from 09:00</li> <li>Mfidikwe Clinic, Tuesdays from 09:00</li> </ul> <p>New intake points:-</p> <ul style="list-style-type: none"> <li>South East: Tlapa Community Answer, Wednesday from 12:00</li> </ul>	<ul style="list-style-type: none"> <li>See trend analysis</li> </ul>	<ul style="list-style-type: none"> <li>Empowering families and individuals with coping strategies</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening of families</li> </ul>
Awareness campaigns	Luka Foster Care Awareness Campaign on 21 October 2011	Foster families	<ul style="list-style-type: none"> <li>Roles and responsibilities of foster families</li> </ul>	<ul style="list-style-type: none"> <li>Building stable foster families</li> </ul>

Family care	Robega Village Marriage Seminar on 21 October 2011 with the Bafokeng Ministers' Fraternal Three Capital Region Marriage Seminars with Bafokeng Ministers Fraternal	126	<ul style="list-style-type: none"> <li>How to solve common marital issues</li> </ul>	<ul style="list-style-type: none"> <li>Marriage enrichment and family strengthening</li> </ul>
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### Casework Trend consolidated 2011





## The Victim Empowerment Programme

The programme assists victims of social and other related trauma to debrief and be empowered to deal with the traumatic encounter. Satellite trauma centres are established in all regions.

PROGRAMME / PROJECT	STATUS DEC 2011	BENEFICIARIES	MEANS OF BENEFIT	VALUE OF BENEFIT
Victim Empowerment Programme implemented in all RBN regions	In-house counselling including clients seen at the trauma and satellite centres during 2011	1003 cases in total related to: rape, domestic violence, grants, maintenance, mental illness, bereavement, child custody and family disputes	<ul style="list-style-type: none"> <li>Victim empowerment to heal and move on from their ordeal</li> </ul>	<ul style="list-style-type: none"> <li>A mentally healthy family and community</li> </ul>
	Rape cases	55	<ul style="list-style-type: none"> <li>Trauma counselling and three counselling sessions</li> </ul>	
	Support group	605 sessions	<ul style="list-style-type: none"> <li>Sessions conducted for support group</li> </ul>	
	Domestic violence	123	<ul style="list-style-type: none"> <li>Counselling</li> </ul>	
	Overnight accommodation	3	<ul style="list-style-type: none"> <li>Counselling</li> </ul>	

## Outreach Services

Outreach services have been implemented to raise community awareness around trauma counselling.

REGION / VILLAGES	TOPIC	PRESENTATIONS	INDIVIDUALS	PROMOTIONAL MATERIAL	TARGET GROUPS
Capital	Domestic violence, sexual assault and the introduction of PTC Services	13	472	54	Church members, youth and taverners
Central	Sexual assault the introduction of PTC Services	29	320	127	Mixed community
North	Child neglect & domestic violence	17	629	398	Mixed community
North East	Domestic violence	10	297	100	Mixed Community
South East	Domestic the introduction of PTC Services	47	689	396	Mixed community
Total		116	2 407	1 075	

## Youth Development

Our youth development programme provides social and other related services to youth in-school and out-of-school. The biggest challenges we address are HIV/AIDS and substance abuse. The in-school programme make use of the LoveLife model, while the out-of-school programme is run by youth coordinators. These coordinators are responsible for the establishment of youth structures, identifying and informing on the needs of their regions overseen by a democratically elected youth executive.

DELIVERABLES	BENEFICIARIES	MEANS OF BENEFIT	VALUE OF BENEFIT
75 Out-of-school LoveLife ambassadors appointed as Peer Educators on a stipend	Youth in school Youth out of school	<ul style="list-style-type: none"> <li>• Skills development</li> <li>• Job creation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased chances of employability</li> </ul>
5 Regional coordinators appointed on a stipend	Youth	<ul style="list-style-type: none"> <li>• Job creation</li> <li>• Skills development</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to gain work experience</li> </ul>
5 Regional coordinators attended a Community Capacity Enhancement workshop facilitated by the Nelson Mandela Foundation	Youth	<ul style="list-style-type: none"> <li>• Training</li> <li>• Skills development</li> </ul>	<ul style="list-style-type: none"> <li>• Increased chances of employability</li> </ul>
3 Community dialogues conducted at Luka, Tlapa and Kanana	3 Communities	<ul style="list-style-type: none"> <li>• Knowledge sharing</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Ability of community to address their own challenges</li> </ul>
Youth Day Celebration at Tsitsing Stadium	1 200 Youth	<ul style="list-style-type: none"> <li>• Participating in sporting activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of the health of youth</li> </ul>
Heritage Day celebration in partnership with Bafokeng Women's Club	Youth	<ul style="list-style-type: none"> <li>• Knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of the Bafokeng Culture and heritage</li> </ul>



## People with Disabilities Programme

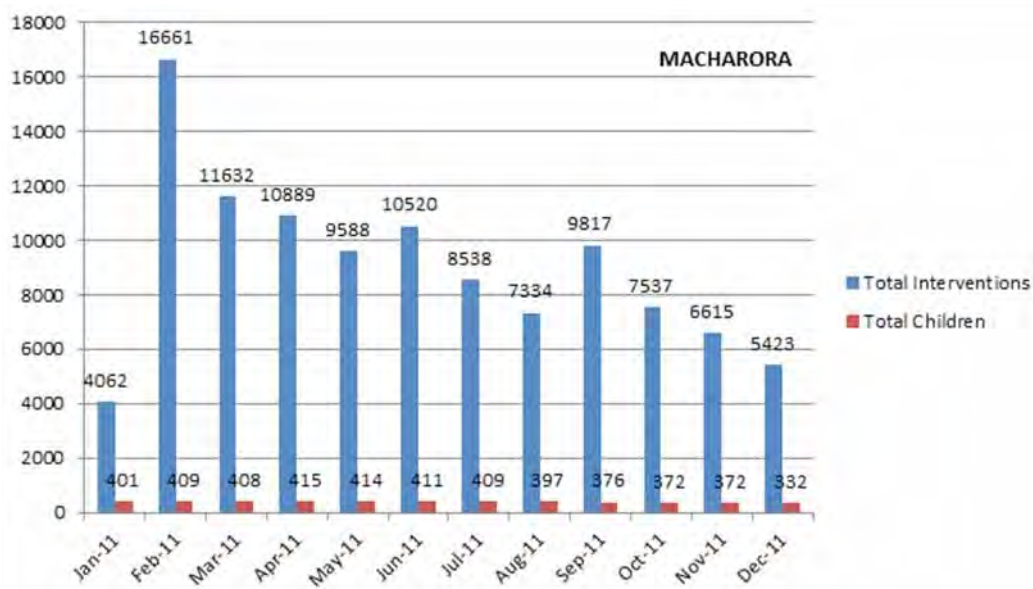
The programme encourages independent living among Persons with Disabilities (PWD) in the RBN. They are categorised into four areas: movement, blind, deaf and mental. Training and services tailor-made for each category are provided. A sheltered employment will be opening soon to assist PWD in various income generating projects.

DELIVERABLES	BENEFICIARIES	MEANS OF BENEFIT	VALUE OF BENEFIT
Basic Sign Language training for 18 forum members	18 forum members and their constituencies	<ul style="list-style-type: none"> <li>The forum members were trained on basic sign language</li> </ul>	<ul style="list-style-type: none"> <li>An accredited trainer for basic sign language was contracted to train the forum members</li> </ul>
Three annual forum meetings with regional representatives: Self image, basic leadership skills, victim empowerment and HIV/AIDS	18 forum members and the constituencies they represent at the respective regions	<ul style="list-style-type: none"> <li>Information sharing session</li> </ul>	<ul style="list-style-type: none"> <li>To empower the attendees and their constituencies</li> </ul>
Collaborated Stakeholders Meeting in the Central Region allowing PWD to form relationships with stakeholders i.e. Leadership Dikgosana and the Regional Counselor, business and educational, health and social, transport representatives etc.	70 attendees from the central region	<ul style="list-style-type: none"> <li>Stakeholder sensitization</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive community</li> </ul>
Discussions on the establishment of Abet centers	PWD from all regions	<ul style="list-style-type: none"> <li>Available Abet classes for PWD</li> </ul>	<ul style="list-style-type: none"> <li>Improved education levels</li> </ul>
2011 Nedbank Championships for various disability sporting codes, including athletics	2 RBN participants took part in track and field events winning a Gold Medal in Shot-put and a Silver in Discus	<ul style="list-style-type: none"> <li>Participating in the 2011 Nedbank championships</li> </ul>	<ul style="list-style-type: none"> <li>Exposure to national and international athletes</li> </ul>
Sheltered employment structure authorisation / consent given by Kgotlakgolo and Land Unit Benchmarking of centre projects	60 PWD who qualify	<ul style="list-style-type: none"> <li>A centralized centre as a hub for PWD services</li> </ul>	<ul style="list-style-type: none"> <li>Encourage PWD to be creative and augment their state pension</li> </ul>

## Orphaned and Vulnerable Children Programme (OVC)

The OVC programme assists orphaned and vulnerable children in the RBN and certain identified communities beyond the RBN to access services in a structured system. The children are identified; a database developed and centres rolled-out in relevant communities.

DELIVERABLES	BENEFICIARIES	MEANS OF BENEFIT	VALUE OF BENEFIT
Development work done for the establishment of OVC centres			
Development and erection of Salema OVC structure and landscaping	Orphaned and vulnerable children	The target group will have a centralized space to receive services	Structured services received by the target group
Establishment of OVC centre at Lefaragatlhe		The community hall was renovated and landscaped	
Establishment of OVC centre at Masosobane		The Motswere crèche received renovations and landscaping	



## Health Services

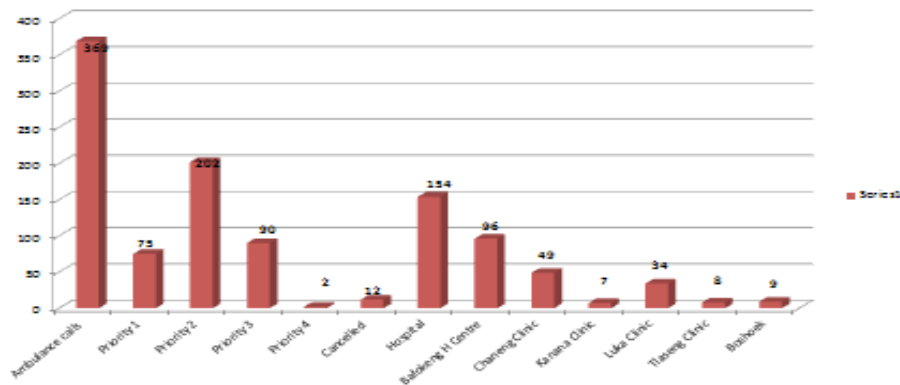
This programme renders Primary Health Care to the Royal Bafokeng and the greater Rustenburg area. The aim is to establish preventative health outlook to both communicable and non-communicable diseases. Core to this provision is EPI, infection control and health education programmes including the HAST HIV/AIDS, TB and STI programmes over and above day-to-day medical and surgical interventions.

Programme	Beneficiaries	Benefit
Immunisation	28 408	<ul style="list-style-type: none"> <li>The children under the age of 12 from RBN villages received their immunisation</li> </ul>
HIV/AIDS	985	<ul style="list-style-type: none"> <li>The patients received treatment on a monthly basis at the clinics</li> </ul>
Radiology	1 600	<ul style="list-style-type: none"> <li>Chest</li> <li>Extremities</li> <li>Pelvis &amp; Spine</li> <li>Skull &amp; Mandible</li> <li>Abdomen</li> </ul>
Physiotherapy	1 540	<ul style="list-style-type: none"> <li>Orthopaedics</li> <li>Medical</li> <li>Neuro</li> <li>Spinal</li> <li>Surgical</li> <li>Med Chest</li> </ul>
Assistive devices	203	<ul style="list-style-type: none"> <li>Elbow crutches</li> <li>Walking frames</li> <li>Walking sticks</li> <li>Wheel chairs</li> </ul>

### Emergency Medical Rescue Services (EMRS)

The emergency rescue services programme provides emergency response through Ambulance services and fire rescue.

### Jan-Dec 2011 AMBU STATS



## Ambulance report for period January - December 2011

2011	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
A	329	406	369	365	340	349	349	465	486	462	511	493
PPT	203	251	203	176	190	153	153	139	110	63	98	75
MVA	21	14	21	24	21	27	27	23	53	38	28	31
T	553	671	593	565	551	529	529	627	649	563	637	599
K	19171	21219	18356	11631	15119	18464	22501	20985	21844	26401	25138	25138

A = Ambulance, patients, per month

PPT = Planned Patient Transport

MVA = Motor Vehicle Accidents

T = Total number of patients conveyed per month

K = Kilometer travelled per ambulance/vehicle per month.





*economic development*

# ECONOMIC DEVELOPMENT

## GROWING ENTREPRENEURSHIP IN THE COMMUNITY

### Royal Bafokeng Economic Development (RBED)

In 2011 RBED sought to consolidate, sustain and grow existing Bafokeng enterprises and create new ventures. Successfully launched innovation initiatives encouraging the culture of entrepreneurship included the “My Future, My Business” business plan competition and the “Platinum Club”.

### 2011 BUDGET - R31 MILLION



Staff costs	35%
SMME programmes	15%
Grant to Trust (economic)	22%
Operating costs	13%
Enterprise Development	10%
Business linkage and support unit	5%



## PROJECTS HIGHLIGHTS

### Business Linkages

The strategic objective was to link Bafokeng skilled SMMEs with available procurement opportunities.

Mine	SMMEs	OPPORTUNITY VALUE	JOB CREATION AND SUSTAINABILITY
Impala	34	R131 m	336
Royal Bafokeng Platinum	13	R51.3 m	241
Xstrata	2	R1.8 m	0
Fraser Alexander	0	R0	0
Total	49	R184.1	577

The duration of jobs reflected in the table above is linked to the term of the contract or tender that is awarded to the SMME.



There were no SMMEs liked to opportunities at Fraser Alexander in 2011. There is a plan to deal with this deficiency going forward. Fraser Alexander and RBED have set up a task team that is looking at identifying opportunities for RBN SMMEs and this team is meeting monthly and positive results are expected before the end of 2012.

### **My Future, My Business – The Business Competition**

Launched in August 2011, the project introduced and inspired a culture of entrepreneurship in the region sparking new venture creation and growth in existing businesses. 117 enterprises entered and submitted entry application forms. 20 enterprises (10 existing companies and 10 start ups) won and have been trained and followed up – getting them ready for possible opportunities.

### **The Platinum Club**

The Platinum Club was launched with 24 members in different sectors and provides an opportunity to interact with Mr. Andile Mazwai, CEO of Barnard Jacobs Mellet. Networking Sessions were held, including one with Mr. Leslie Sedibe, CEO of Proudly South Africa and strategy board sessions were held where Platinum Club members were coached by panel members to make their growth strategies measurable and executable. The panel comprised WITS MBA graduates and CEOs of successful companies.

### **The Business Directory**

The Royal Bafokeng Business directory was published with information on 94 Bafokeng business entities. It is a user-friendly resource and guide for companies and investors aiming to support emerging Bafokeng businesses.



## ENTERPRISE DEVELOPMENT

### INTERVENTIONS

#### Assessments

Nintey three existing enterprises were assessed against a target of 118 to determine the developmental needs for the RBED in order to support growth and development in those businesses. Courses and training events were scheduled according to identified needs.

Item	Project/ Programme	SMME
1	Financial management	14
2	Food handling and presentation	19
3	Franchising workshop	12
4	Manufacturing industry information session	4
5	Project management	9

#### Business Development Interventions

The enterprise development team intervened in 107 existing business entities addressing individual needs and facilitating business start-up, growth or job creation, this exceeded the set target of 96 for the year.

Item	Sector	Business name	Activity
1	Tourism	Mr. Ragoale	<ul style="list-style-type: none"><li>• Registration of B&amp;Bs to elevate home stay to formal businesses</li><li>• Obtained 20% rebate on website development</li></ul>
2	Agriculture	Malle Fresh Produce	<ul style="list-style-type: none"><li>• Signage provided through SEDA to market and signpost business</li></ul>
3	Construction	Ke wa Kgale transport and construction	<ul style="list-style-type: none"><li>• Assisted with marketing material, i.e. profiles and business cards for a more professional image to increase business volume</li></ul>
4	Food and beverage	Kedase restaurant and accommodation	<ul style="list-style-type: none"><li>• Assisted in obtaining a health compliance certificate through improving hygiene and guiding in the application process</li></ul>
5	Arts and craft	Moitoi Creations	<ul style="list-style-type: none"><li>• Assisted in development of marketing material, logo development and printing of business cards and flyers</li></ul>
6	Food and beverage	Rejuice juice and bakery	<ul style="list-style-type: none"><li>• Development of bar code to improve operational systems and stock management</li></ul>



## Mentorship Interventions

Mentorship interventions were undertaken to improve operational performance of SMMEs. Unfortunately, the target of six programmes was not achieved.

Item	Sector	Target audience	Result
1	Agriculture	12 crop farmers	<ul style="list-style-type: none"> <li>Improved methods of planting sunflowers</li> <li>All adopted new method in planting season</li> </ul>
2	Tourism	Tour operators B&B owners	<ul style="list-style-type: none"> <li>Intended to improve service offering allowing companies to access additional market share</li> <li>Success not measured as yet.</li> </ul>

## Exposure of SMME to exhibitions and EXPOs

69 SMMEs attended various exhibitions to broaden their experience and perception of market opportunities and trends. This exceeds the target of 60 attendees planned for. Exhibitions attended included: Denorex; Saitek and Nampa.

## Agriculture

Agricultural development was a key focus during 2011 and two projects were embarked upon.

### *Dirang ka Natla*

This hydroponic vegetable growing project was a continuation from the previous year in support of food security. Six jobs were maintained through interventions such as the mentorship programme and the turnaround strategy.

### *Macharora Gardening Project*

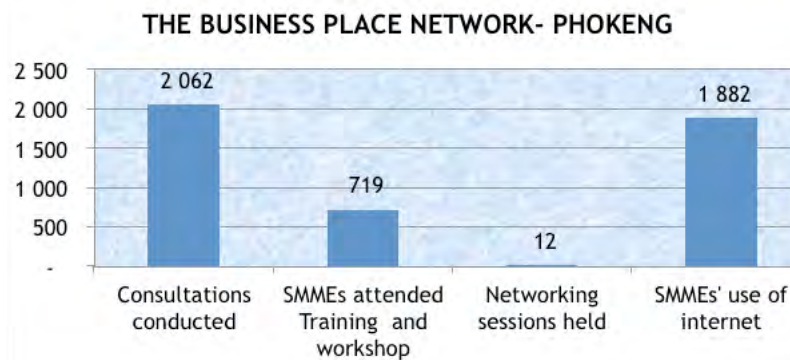
This project is an initiative of Impala Platinum Limited, supported by RBED when required. This project provides work for five people and was handed to the RBED this year (2012) to support food security.

## Job Creation

In September 2011 the name and role of the RBED was amended from Royal Bafokeng Enterprise Development to Royal Bafokeng Economic Development. This was as a result of the greater focus needed on job creation. During 2011 no targets were set or measured for job creation by enterprise development operations.

## The Business Place Network - Phokeng

Entrepreneurial development services and business start-up services are provided by the Business Place to prospective business owners.

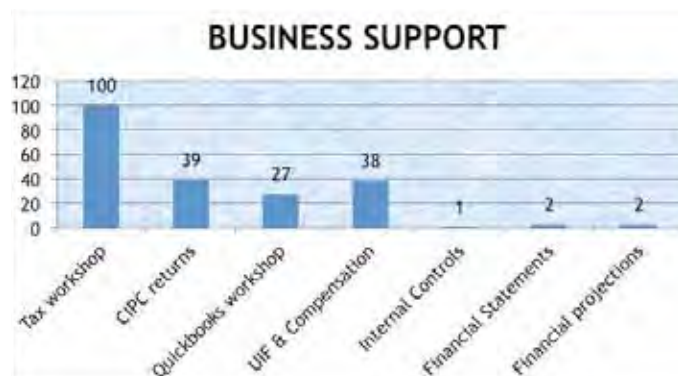


Target of 20 new SMMEs referred to RBED was not met. Reported numbers of participation in activities are high, but no real business enterprises were created and referred on to RBED enterprise development operatives. The Business Place Network contract comes to end December 2012.

## Business Support Unit

The purpose of the business support unit is to navigate SMMEs through the legal and registration process required of them. Interventions are done to assist SMMEs in the normal day to day running of their respective businesses. Salient features of this unit's performance is reflected below:

The role performed by this unit has been amalgamated with that of Enterprise development for 2012.



## **The Royal Bafokeng Platinum Province BBEE Trust (Platinum Province Trust)**

With the restructuring of the RBED in 2011 and the adoption of the new RBED Mandate from Enterprise Development to Economic Development, the Platinum Province Trust was re-launched under the auspices of the RBED.

The Platinum Province Trust is a vehicle established to empower individual Mofokeng to own stock/shares. This is being done through certain strategic companies or through BEE schemes such as Vodacom YeboYethu and so forth.

The Trust Deed identifies beneficiaries and Black people living in the North West, however the primary beneficiaries are the Bafokeng.

The Trust Deed is already registered with the Master of the High Court. In 2011, a review of the Trust Deed was done to ensure compliance with changes in the legislation. The Manager for the Trust was successfully recruited and appointed in September 2011. The Community Engagement Plan was finalised in 2011 to guide the role fulfilled by Makgotla.

The beneficiaries' database started in earnest in the last quarter of 2011. 5 800 Possible beneficiaries were registered by the end of 2011. We expect to have a minimum of 15 000 beneficiaries registered by the third quarter of 2012.





*safety and security*

# SAFETY AND SECURITY

## “MAKING COMMUNITY SAFETY A PRIORITY”

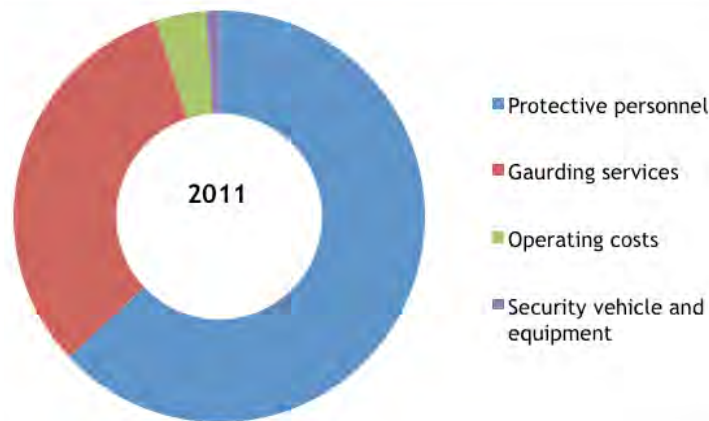
### Royal Bafokeng Protective Services (RBPS)

During 2011 the RBPS continued to implement its mandate and objectives of Risk Determination and Management and the safeguarding of RBN assets with the goal of making the area safer for our community in order to develop, progress and prosper. The year also saw the start of the restructuring process to transform the Department of Protective Services into an independent institution.

The Reaction Force was inundated with calls from community members asking for assistance with regards to crime and family discipline related matters. A total of 4 099 calls were received from community members during the year. A large number of these were attended by our members and where this was not possible; cases were referred to the local SAPS.

The Reaction Force is a Community Policing Force, assisting communities with criminal matters and does not have a crowd management capacity. In approximately 80% of all incidents reported, the complainants were satisfied with the attention they received even though most of them were not prepared to open criminal cases, even against known suspects.

### 2011 BUDGET - R46.6 MILLION



Protective personnel	63%
Guarding services	32%
Operating costs	4%
Security vehicle and equipment	1%

## PROJECT HIGHLIGHTS

### **Criminal Investigator**

A criminal investigator had been appointed on a fulltime basis. A "Hunting Team" to round up suspects wanted by both the Reaction Force as well as the SAPS has been formed. Scores of Wanted Suspects have been rounded up and charged or handed over to the SAPS.



### **Patrols**

To prevent crime, visibility patrols were conducted at identified "hotspots" where crime had been reported or observed in the past. Visits to taverns were done on a regular basis in order to monitor the adherence to license regulations. Combined operations between sections or joint operations with the SAPS were regularly done at month ends.

### **Stock Theft**

Operations to reduce and prevent the loss of stock to our farmers continued and 202 cattle and 46 goats were recovered in joint operations by our Tracking Team and Air Wing. A total of 526 suspects were arrested for various crimes and detained at the SAPS. Similar operations regarding the use and or selling of drug related



substances continued by our Dog and Narcotics Sections and 457 kg of dagga were confiscated. School searches were being conducted in conjunction with the RBI to make our schools safer. Learners detected using drugs were referred to the RBI or Health and Social Services for rehabilitation. A number of operations to contain the selling of endangered species i.e. tortoises and chameleons were successfully conducted with officials of the Department of Nature Conservation.

### **Crime Statistics and Profiles**

Crime Profiles indicating the types of crime, crime trends, etc. were submitted to all decision makers on a monthly basis, while issues affecting communities were submitted as and when reported. Criminal issues were communicated with the SAPS. The Monthly Media Scan of all reporting about the RBN was discontinued due to lack of funds.

### **New Offices**

During the year the Department moved to the old Music Centre premises at the old Lebone School to house the whole department in the same premises. This assisted command and control and communication largely.

### **Satellite stations**

To render services closer to the communities, a satellite contact point was opened at the Makukama offices in Kanana. This point had been removed from Robega due to social instability in the Chaneng and Robega areas.

### **Staff Training**

Tactical as well as refresher training of members continued during the year. The planned management training of the Leader Element could not take place due to a shortage of funds in the centralised budget for training managed by the RBA.

### **Community Policing**

Security Committees were formed in the villages along the lines of neighbourhood watches. Twenty members per region have been formally trained in general law enforcement matters. They will be linked to various Makgotla to relieve the calls received by the Reaction Force that could be resolved at family or Makgotla levels. These structures work hand in hand with the SAPS Community Policing Forums and security structures organised by the Rustenburg Local Municipality.

Law enforcement and self defence training was conducted and 558 households have benefited from such training. Our Safety Liaison Officer attended to 58 of our Makgotla during the year to encourage the involvement of communities in crime fighting and to inform them of crime statistics and patterns pertaining to them. He visited several schools, churches and societies, general community meetings as well as Diphiri structures with the same objective - together we can make an impact on crime.

## Protection of assets

All schools were fitted with alarms systems during the year for better protection of valuable items. Some schools are struggling with activating and de-activating alarms. This led to our members rushing to respond to an activated alarm only to find that official business is being conducted, but the alarm was not de-activated when the premises were entered.

## Legal Actions

Two cases of assault against the Reaction Force were made by members of the community during the year. In the first case the complainant was treated by our EMS prior to the alleged incident where the mother called the Reaction Force for Domestic Violence at home. The complainant opened the criminal case sixty-three days after the alleged incident without any medical proof of injury. The complainant later withdrew the case from court. The second case, also as result of a mother calling the Reaction Force for alleged misbehaviour of her daughter, was also withdrawn in court.





*infrastructure development*

# PUBLIC AND COMMUNITY UTILITIES

## BUILDING A SOLID INFRASTRUCTURE FOR THE FUTURE

### Royal Bafokeng Infrastructure Company (RBIC)

The Royal Bafokeng Infrastructure Company is responsible for the planning and implementation of all infrastructure development, maintenance of assets and rendering of services in all RBN villages including:

- School buildings; water reticulation; clinics; post offices; the sewer network and plants
- Roads; street lights; community halls and recreational facilities
- Business services (site and bulk services)

Demand for more roads, street lighting, sanitation, storm water drainage system etc. will continue and the company is aware of the need. Provision and timelines of delivery will be informed by the masterplan.

The water reticulation network supply via a new bulk line to the Kgale reservoir as well as a bulk line to feed the areas of Masosobane, Madubu and Raffreddy residential have been completed. The new Lefaragatthe bulk line water supply and new pump station is also completed. For 2012 and 2013, the company will make more water available through the new proposed Pilanesberg South System from Vaalkop Dam.

General road maintenance remains a key service that must be provided to the community, by the end of 2012 a contractor would have been appointed to start upgrading and paving of identified roads.

It is the company's aim to install waterborne sewer networks in all villages within the next five years. The design of the bulk outfall line as well as sewage treatment plants has been completed in some of the capital and central region villages, the focus this year will be on the villages on the eastern side of the RBN.

### 2011 BUDGET - R126 MILLION



Roads	22%
Maintenance: buildings	11%
Water reticulation	24%
Electricity	13%
Vehicles	0
Electrical reticulation	3%
Maintenance: plumbing	11%
Maintenance: electrical	7%
Fencing	3%
Other	6%

## PROJECT HIGHLIGHTS

PROJECTS	STATUS
General Plumbing Maintenance	100% complete
Water Testing and Monitoring	100% complete
Telemetry System and Management	100% complete
Sewer Plants Operation and Maintenance	100% complete
Water Pump Station Operation and Maintenance	100% complete
Pressure Control Valves Operation and Maintenance	100% complete
Bulk Water Purchasing	100% complete
New Water Meter Connections Installation	100% complete
Grass Cutting , Gardening and De-Bushing Maintenance	100% complete
General Building Maintenance	100% complete
Electrical Maintenance	100% complete

## HIGHLIGHTS PER REGION

### CENTRAL REGION

PROGRAMME / PROJECT	STATUS	LOCAL LABOUR EMPLOYED
Rehabilitation of existing roads	<ul style="list-style-type: none"> <li>None</li> </ul>	
Roads construction	<ul style="list-style-type: none"> <li>Marakana / Mosenthal (2.000km) – 100% complete</li> </ul>	42
	<ul style="list-style-type: none"> <li>Lesung(1.300km) - 100% complete</li> </ul>	42
Street lighting	<ul style="list-style-type: none"> <li>Installation of street lights completed in the following areas, Marakana; Mafika &amp; Serutube (2.94 km) 99% complete awaiting Eskom connection</li> </ul>	
Clinics	<ul style="list-style-type: none"> <li>No project</li> </ul>	
Electrical reticulation	<ul style="list-style-type: none"> <li>Kanana / Chachalaza 1 (90 Stands – 100% Complete)</li> </ul>	18
Sanitation	<ul style="list-style-type: none"> <li>Consultants appointed to design the waterborne sewer network system for all Bafokeng villages</li> <li>Water study for all RBN villages 100% Complete</li> </ul>	

## NORTH EAST REGION

PROGRAMME / PROJECT	STATUS	LOCAL LABOUR EMPLOYED
Rehabilitation of existing roads (crack seal)	• Tsitsing and Mogajane – (5.800 km) 100% complete)	6
	• Tsitsing – Tantanane - (3.800 km) 100% complete	6
Construction of new roads	• Kopman road – 250m 100% complete	18
	• Diepkuil (620m <sup>2</sup> ) and Rooikraal (1700m <sup>2</sup> ): Construction of bus turning circles –100% complete	10
Street lighting	• Installation of street lights completed in the following areas: Tlapa; Mabitse & Rooikraal (2.32km) 99% complete awaiting Eskom connection	
Clinics	• Tlaseng clinic renovations - 100% Complete	
Electrical reticulation	• No Project	
Sanitation	<ul style="list-style-type: none"> <li>• Consultants appointed to design the waterborne sewer network system for all Bafokeng villages</li> <li>• Water study for all RBN villages 100% complete</li> </ul>	

## SOUTH EAST REGION

PROGRAMME / PROJECT	STATUS	LOCAL LABOUR EMPLOYED
Rehabilitation of existing roads	• Thekwane – Mfidikwe Road & Photsaneng Internal (3.000km) 100% complete for crack sealing and patching	6
	• Thekwane - Photsaneng road - sidewalks (1.500km) 100% complete)	6
Construction of new roads	• No Project	
Street lighting	• Installation of street lights in the completed in the following areas: Thekwane (2.8km) and Photsaneng areas (320m) awaiting Eskom connection	
Clinics	• No Project	
Electrical reticulation	• No Project	
Sanitation	<ul style="list-style-type: none"> <li>• Consultants appointed to design the waterborne sewer network system for all Bafokeng villages</li> <li>• Water study for all RBN villages 100% complete</li> </ul>	

## NORTH REGION

PROGRAMME / PROJECT	STATUS	LOCAL LABOUR EMPLOYED
Rehabilitation of existing roads	<ul style="list-style-type: none"> <li>Luka main road (5 000km)100% complete</li> </ul>	6
Construction of new roads	<ul style="list-style-type: none"> <li>No Project</li> </ul>	
Street lighting	<ul style="list-style-type: none"> <li>Installation of street lights completed in the following areas:</li> <li>Rasimone &amp; Mafenya (4 360km) awaiting Eskom connection)</li> </ul>	
Clinics	<ul style="list-style-type: none"> <li>No Project</li> </ul>	
Electrical reticulation	<ul style="list-style-type: none"> <li>No Project</li> </ul>	
Sanitation	<ul style="list-style-type: none"> <li>Consultants appointed to design the waterborne sewer network system for all Bafokeng villages</li> <li>Water study for all RBN villages 100% complete</li> </ul>	

## CAPITAL REGION

PROGRAMME / PROJECT	STATUS	LOCAL LABOUR EMPLOYED
Rehabilitation of existing roads	<ul style="list-style-type: none"> <li>Surfacing of Lefaragatlhe Main road - (3.500km) 100% complete</li> </ul>	9
Construction of new roads	<ul style="list-style-type: none"> <li>Ntseweng Road (0.270km) - 100% complete</li> </ul>	12
Street lighting	<ul style="list-style-type: none"> <li>Installation of street lights completed in the following areas:</li> <li>Bobuanja, Lefaragatlhe, Kgale, Lenatong, Kotokoto, Windsor, Lemelong (7 000km) awaiting Eskom connection</li> </ul>	
Clinics	<ul style="list-style-type: none"> <li>EMS centre 100% complete</li> </ul>	9
Electrical reticulation	<ul style="list-style-type: none"> <li>Matlhatsimarwane 2 (60 Stands) - 100% complete</li> </ul>	7
	<ul style="list-style-type: none"> <li>Matlhatsimarwane 1 (17 Stands) - 100% complete</li> </ul>	6
Schools	<ul style="list-style-type: none"> <li>No Project</li> </ul>	
Water reticulation	<ul style="list-style-type: none"> <li>Phokeng Bulk Water Distribution - Immediate measures - 100% complete</li> </ul>	60
Sanitation	<ul style="list-style-type: none"> <li>Consultants appointed to design the waterborne sewer network system for all Bafokeng villages</li> <li>Water study for all RBN villages - 100% complete</li> </ul>	

## **Infrastructure provision challenges**

The main challenge in the provision of infrastructure is the shortage of water. The area of control by the Royal Bafokeng Nation is in need of potable water supply for the foreseeable future due to current shortages being experienced in the greater Phokeng area.

A water study (water demand/current usage study had been completed by Moedi Consulting Engineers as to the current and future water usage/demand required by the Royal Bafokeng Nation to cover all its areas of control) has been completed setting out the future needs and demand for the next fifteen (15) to twenty (20) years. A proposed water line to be constructed by Magalies Water south of Pilansberg, will supplement the Bafokeng's current supply provided that funding can be obtained.

However the cost of this infrastructure is very costly and will run into 100's of millions of rand. The construction and commissioning costs of the pipe line will be proportionately shared by all role players participating in the scheme. To alleviate the cost burden on the RBN it is advised that an application for Regional Bulk Infrastructure Grant (RBIG) funding be made to the National Government. This application will be a consolidated application by all role players and administered and managed by Magalies Water.

This problem is further enhanced by the increasing number of backyard dwellers within the Royal Bafokeng Nation villages. This places an increasing burden on the provision of services, especially water.

## **Rustenburg Rapid Transport Proposal**

The Rustenburg Local Municipality is in the process of implementing a Rapid Transport System for Rustenburg (RRT). This includes 32 RRT stations along two trunk routes, one starting north of Phokeng and one starting north of Kanana, as well as into the Central Business District of Rustenburg. The average waiting time at a station will be 3 minutes at major stations during peak hour.

They will ensure that at least 85% of all local residents have access to a public transport route within 1 km of their homes, encouraging even those who drive cars to opt for public transport. There will be three types of routes:

- Main Routes – six main routes which run into the CBD and along the RRT Trunk Lines
- Direct Routes – 20 direct routes which link townships, suburbs and villages with the CBD and each other
- Feeder Routes – 26 feeder routes which run through townships, suburbs and villages.

Two main depots in Phokeng and Kanana will be constructed, and secondary depots are being planned for the CBD.



# DEVELOPMENT PLANNING

## THE ROYAL BAFOKENG DEVELOPMENT PLANNING DEPARTMENT (RBDPD)

Development Planning forms an integral part of the mandate of the Central Administration as part of its responsibility of implementing strategies and the Vision of the Royal Bafokeng Nation. The Development Planning Department addresses the allocation and determination of land use and ensures that development takes place in a healthy and orderly way, to the social and economic advantage of the community.



### **Development Planning Strategies**

- To ensure the planning and optimal use of all land within the Royal Bafokeng Nation in line with the RBN Masterplan
- To serve the community on planning matters through communication to the best of our knowledge
- To allocate land to ensure a better living environment (Land Use, Mining and Environment, InfraCo, etc.)

## AREAS OF BUSINESS, PROJECTS AND PROGRAMMES

### Geographical Information System (GIS) for Planning Purposes

A Geographical Information System (GIS) is a computer system capable of assembling, storing, manipulating and displaying geographically referenced information, i.e. data identified according to their locations.

With a GIS, you can “point” at a location, object, or area on the screen and retrieve recorded information about it from off-screen files). All available information and data is gathered on a regular basis and incorporated into the Intranet based GIS. Simultaneously maintenance and updates are done on the system.

The GIS is a decision making tool for better planning to the benefit of the whole of the Bafokeng community by means of providing information on land for current and future development. It displays land for different land uses like residential, agricultural, mining, etc. It also provides the specific information per stand.

For example all data received from the 2011 PULA and Household Survey was incorporated into the GIS System. The linking of the data to specific stands includes the stand occupant, the number of structures, the level of services, the number of people on the stand, their occupation, their ages, gender and employment status. As another example the street names within the villages were only captured on the lay-out plans and not the GIS. For this purpose an ongoing street naming programme is being developed through Makgotla to enhance the formalization of the villages.

### Land use planning (formalisation of stands)

Land use planning is an ongoing process. This activity specifically relates to densification, current and future allocation of stands, approvals, documentation and information required (procedures), provision of information on realignment of stands to the Surveyor on a regular basis and amendment of layout plans when needed.

#### *Number of stands allocated*

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
30	43	22	18	34	21	18	11	24	24	10	14

Within the following villages areas will be made available for development in the near future:

- Maile Diepkuil
- Maile Kopman
- Maile Roodekraalspruit
- Mogono North
- Mfidikwe
- Photsaneng

In future the National Building Regulation will be fully implemented in the following manner:

- Assess the type of land allocation in terms of zoning
- Assess suitability of area for building, example type of soils
- Access to services – water, electricity, etc.
- Ensure submission of building plans
- Ensure applicant adhere to regulations, servitudes, building lines, etc.

### **Land use plans and infrastructure plans**

The purpose of the project called the Archiving of RBA drawings, is to store plans and drawings of all Bafokeng villages, including layout plans, infrastructure and building plans and to make plans readily available. Infrastructure plans and drawings are kept as hard copies and scanned. The goal is to have all the plans in an electronic format available and linked to the Geographical Information System (GIS).

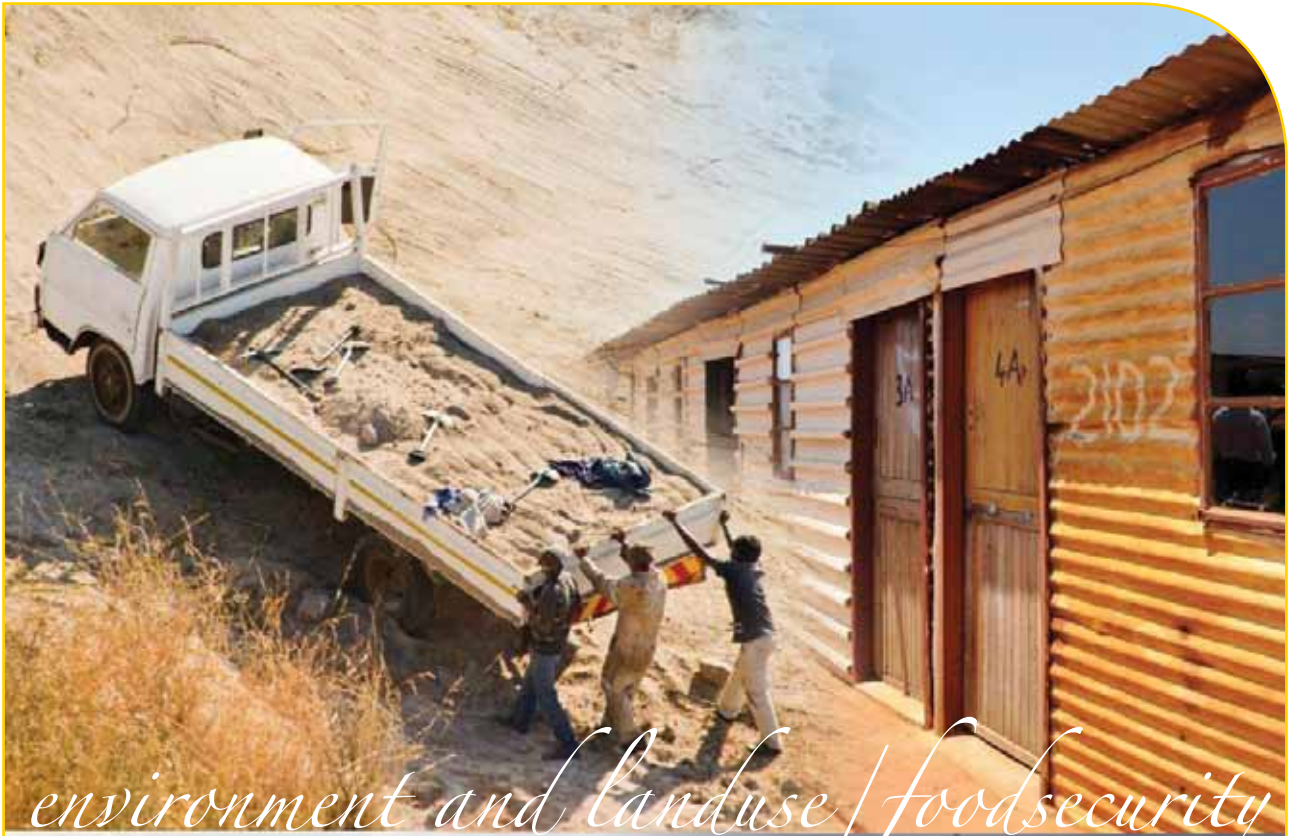
### **Land Use Management**

A land use management workflow system was developed during 2011 to enable the department to electronically capture applications for stands, planning and development applications. The final amendments to the system were done and will now go live. The system is also linked to the Geographical Information System (GIS). The allocation of stands is an ongoing process being attended to on a daily basis and for that reason, the current stand register is updated on a daily basis.

### **RBN Master Plan for infrastructure development**

On an ongoing basis all land use change applications are evaluated in terms of the RBN Master Plan for infrastructure development and relevant stakeholders engaged on their future plans.





# ENVIRONMENT AND LAND USE/FOOD SECURITY

## WISE USE OF OUR NATURAL ASSETS

### Land, Agriculture and Environmental Affairs (LAEA)

The land affairs unit of the Royal Bafokeng is tasked with protection and preservation of the land as a valuable natural asset. All land use activities are monitored and managed, and we act against problems or violations such as illegal land use, dumping and excavating land.

### 2011 BUDGET: R44.5 MILLION



Maintaining a clean and healthy environment	59%
Greening service and planting trees	19%
Waste collection	22%



## PROJECT HIGHLIGHTS

### Environment

- The provincial department installed an air quality monitoring station in Phokeng to monitor Sulphur Dioxide SO<sub>2</sub>, Nitrogen Dioxide (NO<sub>2</sub>), Nitrogen Oxide (No), Ozone and particulate matter
- The station is monitored by North West Provincial Department and information is forwarded to RBN on monthly basis

### Illegal stands/ Business structures

- Illegal business structures on residential stands
- Notices of compliance were issued with the instruction to demolish the illegal structures



### Water debt collection project

- Collection of water meter readings in progress



### Firebreaks

- Grading of firebreaks was done in all RBN communal land and newly purchased farms

### Agriculture/Farming

- An agricultural Masterplan was devised and benchmarking and research done
- Continued with projects which have been ongoing – hydroponics' farm
- A fence was erected between N4 and Mogono to prevent animal and car accidents

### Waste management

- Waste collection is running smoothly in all villages
- Skip bins are placed at strategic places in all villages

### Sand diggers

- Four companies were fined at Tlhabane Magistrate court for illegally digging sand in the Bafokeng land



Communities are encouraged to take part in protecting their environment by reporting all illegal activities i.e. de-bushing of sites, dumping of waste in open spaces, veld fires, air pollution and burning of waste. All our efforts are aimed at improving environmental systems within the RBN, improving land use and helping our farmers to increase production for consumption and sales.



# SPORT

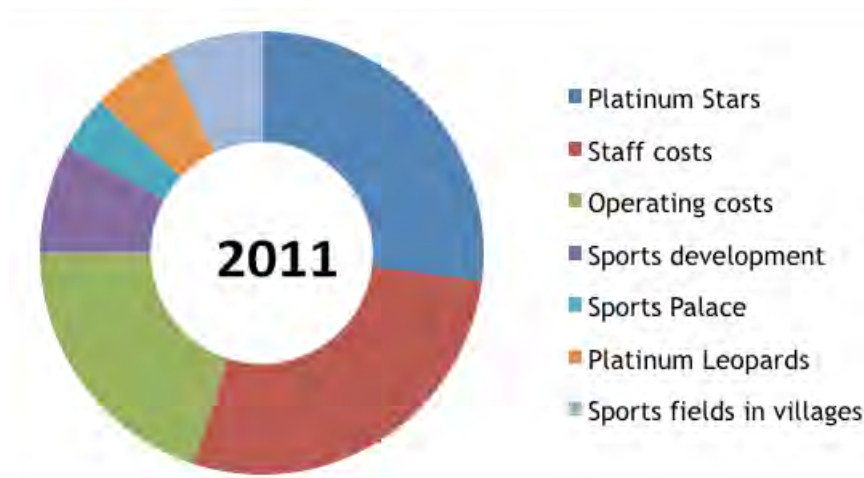
## THE BUSINESS OF SPORT AND DEVELOPMENT

### Royal Bafokeng Sport (RBS)

The year 2010 was a great sporting success for the nation. This meant that 2011 was going to be a challenge as it was always going to be measured against the success of the 2010. The past year saw RBS shake hands with big names that gave us a boost in the world map, and we are continuing to do the same. Royal Bafokeng Sports serves to align itself with the Nation's vision as Sports is one of the main key focus areas of the Bafokeng.

The world class sporting facilities at the Bafokeng Sports (Bafokeng Sports Campus; High Performance Centre; Bafokeng Sports Palace; Royal Marang Hotel) have become the second home to most of the National and International teams. Bafana Bafana, Banyana Banyana, Blue Bulls, Natal Sharks, Botswana, Ghana, Crusaders (New Zealand), are some of the teams that have shared the facilities at the Bafokeng Sports Campus.

### 2011 BUDGET - R70.3 MILLION



Platinum Stars	27%
Staff costs	28%
Operating costs	20%
Sports development	8%
Sports Palace	4%
Platinum Leopards	6%
Sports fields in villages	7%



## PROJECTS HIGHLIGHTS

### **Academy**

The year 2011 saw the first intake of soccer academy players aged eleven and twelve. These are talented children selected from the Bafokeng villages and are being developed into professional players and academically developed. Additional teams for the Platinum Stars development programme were formed. These are under 19 and under 17 teams that participate in the local SAFA leagues. Over the next two years, it is planned that Platinum Stars will start featuring home grown talent.

### **Sports in Schools**

Our Sport in Schools programmes are progressing well. Physical education classes are being conducted in 41 of the 43 RBN schools. Training of school sport coordinators remains to be very important to ensure quality delivery of physical education classes. After school sports activities and inter-school competitions remain to be a challenge, however these challenges are expected to be addressed in 2012.

### **Intermediate Programme**

The intermediate programmes are also progressing well. RBS obtained a regional status for netball. This allows for netball teams in the Bafokeng villages to participate in our own league.

We hosted the Under 19 and Under 21 National Netball championships at the Royal Bafokeng Sports Palace. The RBS Under 21 team obtained second position and this was the first time RBS participated as a region.

### **Basketball**

Basketball was launched in May 2011 as a sixth sporting code. This programme is offered to children through sport in schools programme and a league run in the schools. The league was played in 18 schools with girls and boys teams, resulting in a total of 36 teams with a total of 432 players. The overall winners were Lebone II College for high school boys, Sekete high school, Thekwane Middle School for middle school boys and Keledi Middle School for middle school girls.

### **Karate**

The Bafokeng dojo continues to dominate martial arts. The dojo retained the number one position in the country. Three of our karatekas took part at the Thailand World Championships. SA JKA website confirmed that Bafokeng Karate Club are the number one dojo in the country due the total number of medals ( 24 Gold, 13 Silver and 24 Bronze= 61) won during the SA JKA National Junior and Senior Championships held on 6<sup>th</sup> -7<sup>th</sup> May 2011. Thailand : World Karate Championship and International Grading- 18<sup>th</sup> - 22 August 2011. Participants: Koketso Miya, Olebogeng Kwebane, and Kelebogile Pooe and finally Shihan Chris Seabelo who obtained his 6<sup>th</sup> Dan

## Rugby

Three rugby players from the intermediate teams were selected to represent RBS in the National Under 16 and under 19 Academy Rugby week. To further expose this sporting code in the community, we are in the process of forming partnerships with other stakeholders like Impala as well as involving schools.

## Athletics

Our athletes continue to collect medals at national and international competitions. They are also currently preparing for the 2012 London Olympics. We increased focus in our commercial assets in an effort to make them self-sustainable.

## Sports Campus

The Bafokeng Sports Campus continues to attract high profile guests. The guests included Bafana Bafana, Botswana Football Association, Banyana Banyana, the South African Police Service and the South African Rugby Union. The campus also hosted the Milo under 13 National Championships and the Queen Mother Polo Charity Cup.



## Platinum Stars

Platinum Stars FC team is slowly stabilising. The team finished on tenth position in the 2010/11 season. This was an improvement by four positions compared to the previous season. The team participated in the OR Tambo Challenge at the Royal Bafokeng Sports Palace and beat Orlando Pirates to win the cup.

## Commercial Assets

- Hosting of high profile events i.e. OR Tambo Challenge, the Queen Mother's Charity Cup and Milo U/13 National Championship.
- Climbing to 10<sup>th</sup> Position by Platinum Stars (at the end of 2010/11 season)

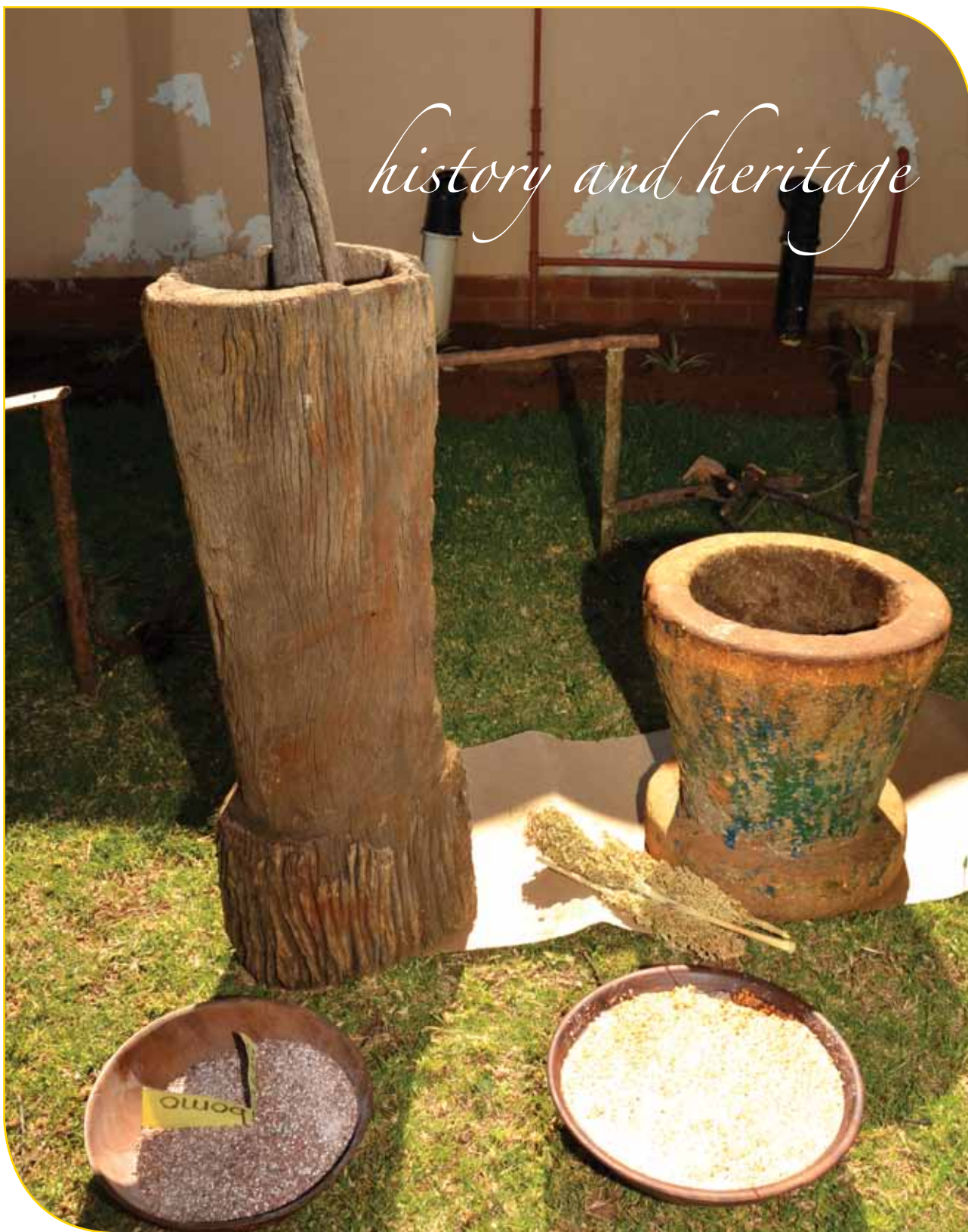
## Royal Bafokeng Sports Palace

The following events were hosted at the Royal Bafokeng Sports Palace;

- Platinum Stars home games
- Bafana Bafana vs Kenya
- OR Tambo Soccer Challenge
- Anglo American Safety Event
- Basketball Launch



*history and heritage*



# HISTORY AND HERITAGE

## EMBRACING OUR ROOTS

### Research and Planning

Research and Planning was engaged in several large research projects in 2011, fulfilling our mandate of providing operational support to RBN institutions in the area of research, strategic communications and preservation of Bafokeng history and heritage.



## **PULA – The RBN Population and Use of Land survey**

PULA was the first-ever comprehensive baseline study of the population and socio-economic conditions within the RBN, considering all Bafokeng and non-Bafokeng people. This project involved a very long planning phase.

Some of the project steps included: sourcing aerial photos of the entire RBN; identifying, numbering and counting of every built structure in the RBN; map production; recruiting, training and testing local enumerators; fieldwork management and data collection; data cleaning and analysis and, finally, report writing and disseminating findings.

Key findings include:

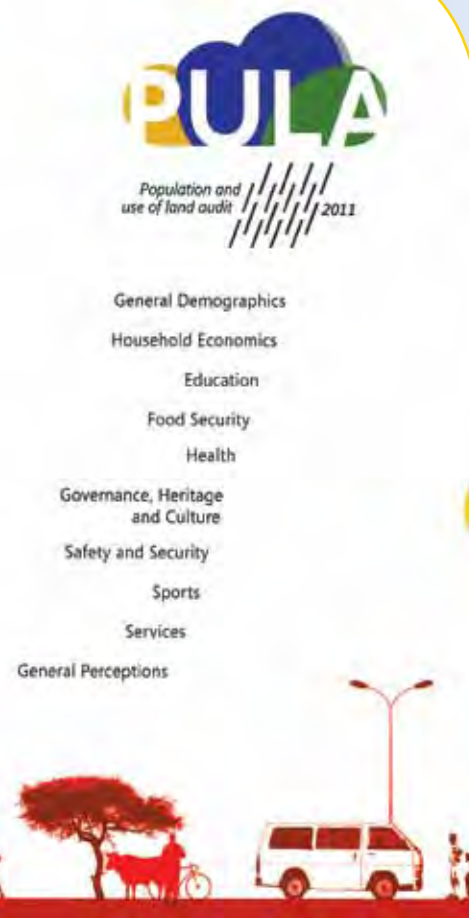
- The residential population in the RBN is 150 000 people. This includes all Bafokeng and non-Bafokeng that live permanently within the RBN's boundaries in May 2011
- There are more men than women in the RBN
- There are more than 4 prominent language groups in the RBN (Setswana, Sesotho, isiXhosa and Xitsonga)
- Unemployment levels are very high: 32% of people reported not having any work
- Almost 50% of people were found to suffer from high blood pressure

The PULA report is available for download at [www.bafokeng.com/research](http://www.bafokeng.com/research)

## **The Agricultural Masterplan**

Another research project was designed to find out how we might establish an economically viable, ecologically sustainable and culturally sensitive agricultural sector in the RBN. This project involved members of the RBA, RBED and a team of agricultural experts from the North West University.

Many instruments, from soil samples and satellite photos to focus groups with Bafokeng farmers were used to gather data about various practices, challenges and opportunities for Bafokeng agriculture. This project will be completed in 2012, when the Agriculture Master Plan is formally unveiled.



## The Bafokeng Digital Archive (BDA)

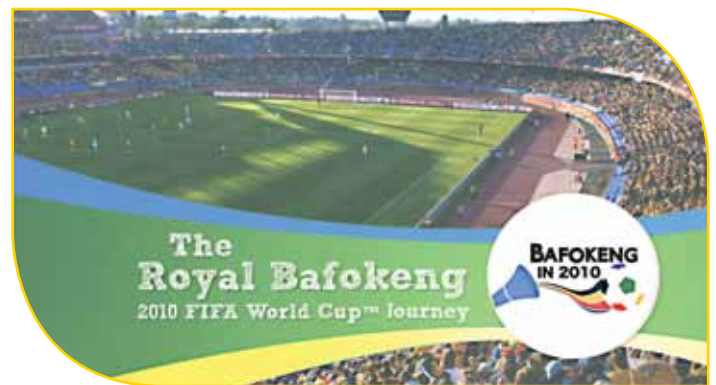
An exciting development for heritage preservation is the Bafokeng Digital Archive, which will serve as a virtual repository of Bafokeng-related historical artifacts – documents, photos, material culture, oral histories, video recordings, etc – which will be launched in 2012.

The process has involved working with archivists and various archives, database developers, the training of our in-house Bafokeng archivist, and lots of data scan and uploads.

The BDA will provide improved access to primary Bafokeng-related documents for community, leadership, other traditional communities, scholars and other interested people.

## 2010 FIFA World Cup® Book

To consolidate and commemorate the various successes of “Bafokeng in 2010” and to increase the number of people that have a commemorative memento of the 2010 FIFA® World Cup, we compiled, designed, printed and published “The Royal Bafokeng 2010 FIFA® World Cup Journey”.



This colorful coffee-table treasure is packed with photos, memorable quotes, and reflects both the distant drama and present nostalgia about the moment when the RBN sparked on football’s biggest stage. This book was also distributed to the 640 volunteers who assisted with the Bafokeng 2010 FIFA® World Cup effort.

## Resource Nationalism Research

In light of calls for nationalisation of the country’s mines, the RBN undertook to make sure that we are part of this important discussion. Research was commissioned by RBH, in collaboration with the Research and Planning Department, to see what options could be debated. These ranged from immediate and full expropriation without compensation to rent capture models, and investigating which of these have worked in other countries to sustainably uplift communities while retaining a positive investment climate.

Our panel included researchers from the RBA, WITS University, Stellenbosch University, Harvard University and the South African Institute for Mining and Metallurgy, among others, and looked at case studies from various mines, various countries, various implementation models and various possible outcomes. This study will be released in 2012 and forms the backbone of the “Mining Dialogues 360°” conference.

AS OF 2007, THE SOUTH AFRICAN MINING  
INDUSTRY EMPLOYS 493 000 WORKERS

# INVESTMENTS

## COMMUNITY INVESTMENTS

### **Royal Bafokeng Holdings Financial review 2011**

- 81% increase in dividend income
- 6% increase in gross asset portfolio Diversification strategy received a major boost through the increase stake in RMB Holdings and Rand Merchant Insurance Holdings
- Sale of Senwes and SACMH investments
- Gearing levels increased to more optimal levels
- RBH underperformed the ALSI during 2011 due to a high exposure to mining Shares Long-term performance remains well ahead of the market

### **Investment in commercial enterprises**

The spillover effect of the European Union's economic woes during 2011 was detrimental to 'risky' assets such as emerging market currencies and commodities. The rand depreciated by 23%, the ALSI lost 1% and the Commodity Research Bureau (CRB) Commodity Index was down 8% during 2011.

Three macro factors negatively impacted on RBH's portfolio, the decline in the platinum price, indigenisation legislation in Zimbabwe and the nationalisation debate in South Africa.

The platinum price, to which RBH's portfolio is heavily exposed, declined by 21% during the year. The indigenisation and nationalisation debates served to increase uncertainty and potentially the cost of doing business, which, together with lower commodity prices, culminated in large share price declines of RBH's three mining investments.

The negative return of our mining investments, in turn, resulted in the RBH overall portfolio delivering an internal rate of return (IRR) of -13.8% for 2011, despite strong operational and share price performances from our non-mining assets. The strong performance of our non-mining assets was negatively impacted upon by the performance of the mining assets.

The most recent financial services investment was made shortly before yearend and, hence, did not meaningfully influence the investment performance for the year. It did, however, contribute to the 6% growth in the portfolio's value of gross assets.

The financial services acquisitions acted as a catalyst for optimising the balance sheet during 2011. Gearing at year end stood at 29%, from 10% at the end of 2010.



Looking ahead, there appears to be increasing confidence that a Eurozone solution to the Greek sovereign crisis will be found, which has already boosted commodity and share prices after year-end. Furthermore, a re-rating of our financial services investments has also taken place post year-end. These factors bode well for 2012, despite the seriousness and fluidity of the Eurozone problems.

### Dividends received and paid

Dividend income grew by 81% during the year, driven by higher dividends from Implats and new investments in financial services. Part of the dividends received was utilised to service newly raised debt. Dividends paid to our shareholder amounted to R600 million in 2011. The 2010 dividend was inflated by the return of excess capital to the shareholder.

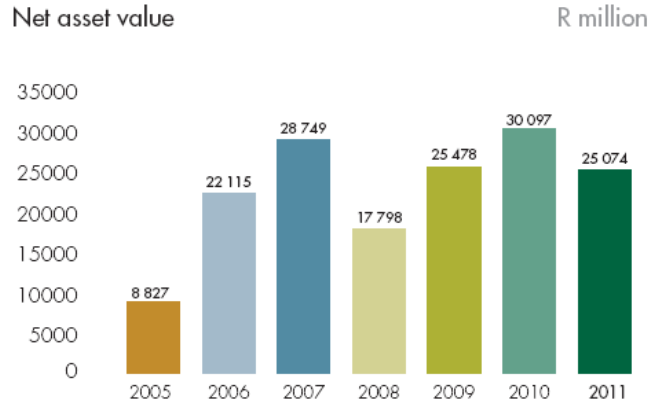


### Portfolio value

The value of RBH's gross assets grew by 6% to over R35 billion, from a restated R33 billion in 2010. Large declines in our mining asset values were offset by new investments in and strong growth from our financial services assets.



Due to the decline in mining share prices and the gearing introduced during the year the net asset value (NAV) declined by 17% from a restated R30 billion in 2010 to R25 billion.



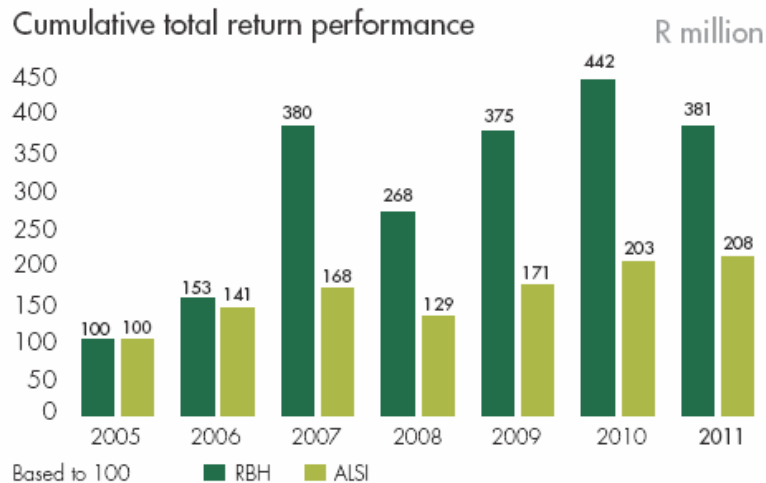
### Relative cumulative total return performance

The RBH gross asset portfolio delivered a -13.8% IRR for 2011, which was below the ALSI's 2.6% total return.

### RBH's gross assets IRR versus ALSI and Resources Index (RESI) total return

	RBH (gross assets)	JSE ALSI	JSE RESI
IRR – 2011	-13.8%	2.6%	-6.0%
IRR – 2006-2011	22.7%	13.0%	11.2%

Due to being overweight in platinum mining shares for historical reasons, RBH underperformed the ALSI in 2008 and 2011. RBH nevertheless comfortably outperformed the ALSI on a cumulative basis. RBH's IRR on gross assets over the past six years was 22.7%, compared with the ALSI's 13.0% compound annual growth rate (CAGR) for the same period.



## Sectoral split by value

The R7.8 billion investment in financial services during 2011 has transformed the portfolio from being dominated by resources shares to being more diversified. At year-end, 43% of the value of the portfolio consisted of non-mining investments.

Gross asset value by sector



	(%)
● Mining	57
● Financial services	27
● Infrastructure	9
● Mining, oil and gas services	4
● Industrials	3
● Other	0

## INVESTMENT IN COMMERCIAL ENTERPRISES

### RBN asset portfolio as at 31 December 2011

The 6% increase in the value of gross assets was boosted by our investment in financial services, offset to some extent by the sale of Senwes and SACMH and a decline in mining share values during the year.

The bulk of the new acquisitions were funded with debt. This, together with the decline in mining share values, caused the portfolio's NAV to decline by 17% during the year.



RBH Asset Portfolio as at 31 December 2011											
R million	2011	% change	2010	% change	2009	% change	2008	% change	2007	% change	2006
<b>Market value of listed investments</b>	<b>29 708</b>	<b>7%</b>	<b>27 841</b>	<b>19%</b>	<b>23 395</b>	<b>54%</b>	<b>15 178</b>	<b>-44%</b>	<b>27 128</b>	<b>28%</b>	<b>21 268</b>
Impala Platinum Holdings Ltd	13 909	-28%	19 363	15%	16 872	50%	11 221	-43%	19 719	21%	16 336
Royal Bafokeng Platinum	5 151	-18%	6 245	26%	4 940	75%	2 824	-43%	4 963	29%	3 847
Merafe Resources Ltd	663	-45%	1 195	19%	1 008	65%	612	-64%	1 685	203%	556
Zurich Insurance Company of South Africa	673	16%	581	165%	220	-1%	222	2%	218	19%	183
Metair Ltd	372	60%	232	132%	100	-9%	110	-60%	272	nm	-
Astrapak Ltd	174	-22%	224	-12%	256	35%	189	-30%	270	-22%	346
RMI Holdings Ltd	2 986	nm	-	0%	-	0%	-	0%	-	-	-
RMB Holdings Ltd	5 781	nm	-	0%	-	0%	-	0%	-	-	-
<b>Directors' valuation of unlisted investments</b>	<b>5 617</b>	<b>0%</b>	<b>5 629</b>	<b>31%</b>	<b>4 312</b>	<b>-10%</b>	<b>4 815</b>	<b>122%</b>	<b>2 165</b>	<b>99%</b>	<b>1 090</b>
Vodacom SA (Pty) Limited	2 550	10%	2 310	10%	2 105	-20%	2 623	nm	-	0%	-
Fraser Alexander Holdings (Pty) Ltd	1 077	10%	980	19%	827	-4%	860	16%	741	56%	476
Atterbury Investment Holdings	643	29%	499	nm	-	0%	-	0%	-	0%	-
M B Technologies (Pty) Ltd	377	-47%	711	-10%	792	1%	784	0%	785	105%	383
MOGS (Pty) Limited	436	57%	278	103%	137	122%	62	nm	-	0%	-
Eris Property Group (Pty) Limited	86	-1%	87	18%	74	62%	46	nm	-	0%	-
Bafokeng Sports Campus (Pty) Ltd	365	0%	365	nm	-	0%	-	0%	-	0%	-
Other	83	-79%	399	6%	378	-14%	441	-31%	639	32%	230
DHL Express South Africa (Pty) Ltd	36	81%	20	-2%	20	2%	20	-27%	27	-24%	36
M Tech (Pty) Ltd	16	10%	15	15%	13	0%	13	4%	13	nm	-
Pasco Risk Management (Pty) Ltd	8	-13%	9	1%	9	0%	9	0%	9	-10%	10
Bafokeng Concor Technicrete (Pty) Ltd	0	-67%	1	-71%	3	16%	3	-14%	3	0%	3
Metuba (Pty) Ltd	14	17%	12	7900%	0	-98%	7	-4%	7	96%	4
Senwes (Pty) Ltd	-	-	271	13%	239	50%	159	-1%	161	44%	112
Royal Bafokeng Capital (Pty) Ltd	-	-	55	-23%	71	-58%	171	-47%	321	nm	-
Liberty Star Holdings (Pty) Ltd	-	-	-	0%	-	0%	-	-100%	97	47%	66
First Uranium	2	-84%	9	-54%	21	-65%	60	nm	-	0%	-
T-Jet Helicopters	6	0%	6	nm	-	0%	-	0%	-	0%	-
Praxima Holdings	2	11%	1	0%	1	nm	-	0%	-	0%	-
<b>Gross asset value</b>	<b>35 325</b>	<b>6%</b>	<b>33 469</b>	<b>21%</b>	<b>27 708</b>	<b>39%</b>	<b>19 993</b>	<b>-32%</b>	<b>29 292</b>	<b>31%</b>	<b>22 357</b>
Less: Liabilities	10 251	204%	3 372	51%	2 230	2%	2 195	304%	543	124%	242
<b>Net asset value</b>	<b>25 074</b>	<b>-17%</b>	<b>30 097</b>	<b>18%</b>	<b>25 478</b>	<b>43%</b>	<b>17 798</b>	<b>-38%</b>	<b>28 749</b>	<b>30%</b>	<b>22 115</b>

# ORGANISATIONAL AND PROJECT MANAGEMENT OFFICE (OPMO)

The RBN Organisational and Project Management Office (OPMO) expanded its services during the course of 2011. In addition to the services and statistics provided below, many new modules were added to the MPS (Manage-by-Projects/ Programmes-System) - the OPMO's web-based project management tool ([www.rbnoperationsroom.com](http://www.rbnoperationsroom.com)).

These modules include the Programmes module, the first phase of the online budgeting or Treasury module, the introduction of the Work Breakdown Structure, the first phase of the Contract Management module, e-mail notifications and the first phase of the Organisational Performance module.

## Quantifiable services delivered in 2011:

SERVICE TYPE	TOTAL	NUMBER REACHED / BENEFITTED
Operations room tours	13	<ul style="list-style-type: none"> <li>Groups vary between 2 and 15 people per tour</li> </ul>
Departmental monthly report	46	<ul style="list-style-type: none"> <li>14 Heads of Entities / Departments</li> </ul>
Monthly OPSCOM report	12	<ul style="list-style-type: none"> <li>14 Heads of Entities / Departments</li> </ul>
Bulk SMS	15	<ul style="list-style-type: none"> <li>Estimated number of 5 000 per SMS in 2011 (database has grown since then); 75 000</li> </ul>
Bokgabane	12	<ul style="list-style-type: none"> <li>Distributed to approximately 700 RBN staff members.</li> <li>There were a total of 41 989 server side logs on the twelve 2011 Bokgabane Magazines, this includes search engine searches and click on the links and don't indicate the number of downloads</li> </ul>
Project and programme management workshops	14	<ul style="list-style-type: none"> <li>119 Project and programme managers</li> <li>Average satisfaction level by attendees was 96%</li> </ul>
Excel training	2	<ul style="list-style-type: none"> <li>15 RBN employees</li> <li>Average satisfaction level by attendees was 91.5%</li> </ul>
MPS System users (website hits)	20 636 visits	<ul style="list-style-type: none"> <li>6 271 unique visitors in 2011</li> <li>(Avg. visit duration 00:04:56)</li> </ul>
Digi Magazine facility	250 page visits	
Video facility in MPS	209 page visits	
Events calendar	1 938 events monitored	<ul style="list-style-type: none"> <li>1 076 page visits</li> </ul>





ROYAL BAFOKENG ADMINISTRATION: P.O Box 1, Phokeng, 0335, [info@bafokeng.com](mailto:info@bafokeng.com), [www.bafokeng.com](http://www.bafokeng.com)

RBA Civic Centre: 014 566 1200

RBED: 014 566 1600

RBI: 014 566 1273

RBS: 014 573 4700

LRBSS (REACTION FORCE): 014 566 1301

LEBONE: 014 566 1510

