



# ROYAL BAFOKENG NATION

...a e wele metsing.

Kgothakgothe 29 June 2013



# *Royal Bafokeng Nation*





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## MESSAGE FROM

*Kgosi Leruo Molotlegi*

2013 marks the tenth year since I was enthroned as Kgosi of the Royal Bafokeng Nation. Such an anniversary is a useful opportunity to reflect on what the activities, achievements and challenges of any particular year mean within a larger context and a longer time span. This report details what our administration has done in 2012 and the beginning of 2013. What is the significance of these activities in the bigger picture? Are we continuously strengthening our communities through long-term programmes and well-planned initiatives that build from year to year and enable our people to become more self-sustaining and self-determining? Or are we jumping from project to project, reacting to crises as they arise, spending money to fix things that were badly constructed in the first place, and generating dependency on continuous handouts? Rather than aiming to spend more every year on basic services, we should be aiming to reach the point where we can spend less: either because the basic infrastructure is in place so that we can move from construction to maintenance, or because we are able to partner with government and the private sector to bear part of the costs. We can be proud of our ability to do things ourselves, and to do them effectively and quickly, but it is not a responsible use of our resources to do the job of government and the private sector for them. Our local municipality has the mandate to build and maintain our roads, provide our water and remove our refuse. The mining companies on our land have the responsibility to prevent and clean up their own environmental damage. We need to hold them to their mandates and commitments, rather than letting

them off the hook by doing everything ourselves.

These questions are crucial at a time when the ongoing crisis in the platinum sector means that our resources are severely constrained. The general challenges in the mining sector in South Africa, the strikes in the platinum sector, and the tragic events around Marikana of which we are all aware, affect our collective cash flow very directly. Our platinum shares brought very low net dividends in 2011 and 2012 compared with previous years. Our dividends from Implats rose to a high of R 1.2 billion in 2008, but declined to just 13% of this amount – R162 million – in 2012.

We have been able to mitigate some of this effect because of the successful diversification of our investment portfolio over the past few years. From an almost complete dependency on platinum and related mining interests in 2006, the proportion dropped to 81% by 2010 and now stands at exactly 50% due to our increased investment in the financial sector in the course of 2011 and 2012. As an example, our newly acquired interests in the financial sector through RMB Holdings and RMI Holdings registered a 57% gain during 2012, which was more than twice the JSE average. Diversification is our way of protecting our ability to provide continuous services to our community, year on year and into the future, in spite of this extreme volatility of dividend income from our platinum assets.

While we are looking carefully at innovative ways to continue growing our portfolio in spite of a slow global and national economy, and the crisis in the platinum sector, we can nonetheless be proud of what we have achieved so far. Here are some of the highlights:

- Today, over 96% of our households have access to electricity and 95% have access to piped water. This sets us apart from the vast majority of rural areas in the country, and is perhaps the crowning achievement of the past decade.
- We have built 111 kilometres of new tarred roads over the past ten years. That is almost as far as from Phokeng to Pretoria.
- We have built storm drains so that rain no longer swamps our homes or makes our roads unpassable.
- We have put up street lights to improve the overall safety of our communities. A decade ago, there was no lighting in our villages at night.
- 82% of our residents today enjoy weekly rubbish collection so we no longer have to burn our rubbish and so our children no longer play in dangerous informal dumps.
- Our achievements in the provision of health services are also impressive. Since 2008 we have significantly increased the availability of doctors in our clinics.

Where we used to be forced to travel to Phokeng or Rustenburg to consult a doctor, they are now available in every village clinic at least once a week. The Phokeng Health Centre has undergone a radical renovation and now offers specialist services in physiotherapy, clinical psychology, and occupational therapy, distributes antiretroviral medicines to 2789 patients per month, and has a working x-ray unit. 6104 patients visit this regional health facility each month, many of whom would have had to travel to Rustenburg for diagnosis and treatment in the past.

- We have also made great strides in offering a vastly expanded range of services to our vulnerable groups, including orphans and vulnerable children, people with disabilities, the elderly, and victims of rape and domestic abuse. Our Trauma Centre, established in 2010, is the only one of its kind in this province, and does outreach to over 4200 people per month about domestic and child abuse.
- Education is another area where we have made quantum leaps in the past ten years. Since the establishment of the Royal Bafokeng Institute in 2007, our schools have undergone fundamental improvements in the teaching of literacy, numeracy, and science. All of our children now receive nutritious meals at school every day.
- Our schools are managed more professionally as a result of our Section 14 partnership with the Department of Education, launched in 2012, and our teachers are now steadily improving their pedagogical skills through structured peer review. We are also growing our own young corps of expertly trained teachers, including eight foundation phase teachers who graduated this year from North West University, Potchefstroom Campus. Founded in 1998, Lebone College has gone from strength to strength since 2006, becoming our flagship school of excellence and learning laboratory for everything from Bafokeng language and culture to music and art to design technology.
- The establishment of the RBNBT and Royal Bafokeng Holdings as its subsidiary in 2006 was another major milestone in our Nation's development, ensuring that we can, on the one hand, professionally manage our portfolio of assets and diversify it away from mining, and, on the other hand, maintain strict controls on the use of the community's assets in the interest of long-term prosperity. From the prioritized and controlled spending that forms part of our budget process to the online project management system that provides transparent tracking of our work, our systems are now rivals of global best practices. Our annual "clean audit" status, beginning in 2005, is a testament to this.

There are many other ways in which our life as a community has improved over the past ten years. In terms of our history and heritage, we have a much deeper and more accurate understanding of where we come from and how our present relates to our past, due to our focused effort to research and archive this great asset of our Nation. When it comes to resolving conflict, reporting crime, securing our properties, and keeping our schools safe from drugs and alcohol, we now enjoy the services of the respected and reliable Bafokeng Protective Services Unit, who work in collaboration with the South African Police Service. Regarding Sports, we have had many more opportunities to watch and participate in sport at the renovated Royal Bafokeng Sports Palace, which hosted six matches of the FIFA 2010 World Cup and six matches of the Africa Cup of Nations tournament, in addition to the Bafokeng Sports Campus, basketball courts, and other facilities that host sporting events year round. In terms of economic development, we have greater opportunities to acquire skills, to start our own businesses, and to partner with major industries to grow our local economy than ever before. The establishment of the Royal Bafokeng Economic Board in 2005 (now RBED), the technical and vocational education and training programmes we host, and the newly launched Agricultural Masterplan all represent impressive strides in terms of our local economic development.

On the basis of these many achievements, let us look forward with confidence and vision. We know that we can achieve a great deal and we know that we must continuously adapt our strategies to our changing environment. As we change, we must keep our minds and hearts firmly oriented by our customs and our commitment to the collective advancement of the Bafokeng way. Let us remember that lifting a community out of poverty is not a matter of distributing cash or any other short term measure. Lasting prosperity cannot be granted or gifted – it must be self-generated. If we aim to be rich as a community – not only in terms of money, but socially and culturally vibrant – we must all work to acquire the necessary tools and put in the requisite effort. This is most especially about valuing and seeking education for ourselves and our children, but it is also about the dignity and pride associated with building a strong community, strong families and strong individuals through our own collective and individual efforts. It will take a lifetime to achieve the transformation, but we are well on the way to establishing the foundations and providing the enabling environment necessary for every Bafokeng to achieve their potential.

**Kgosi**

*message from Kgosi*



# GOVERNANCE AND ADMINISTRATION

## HOW IS THE NATION GOVERNED?

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

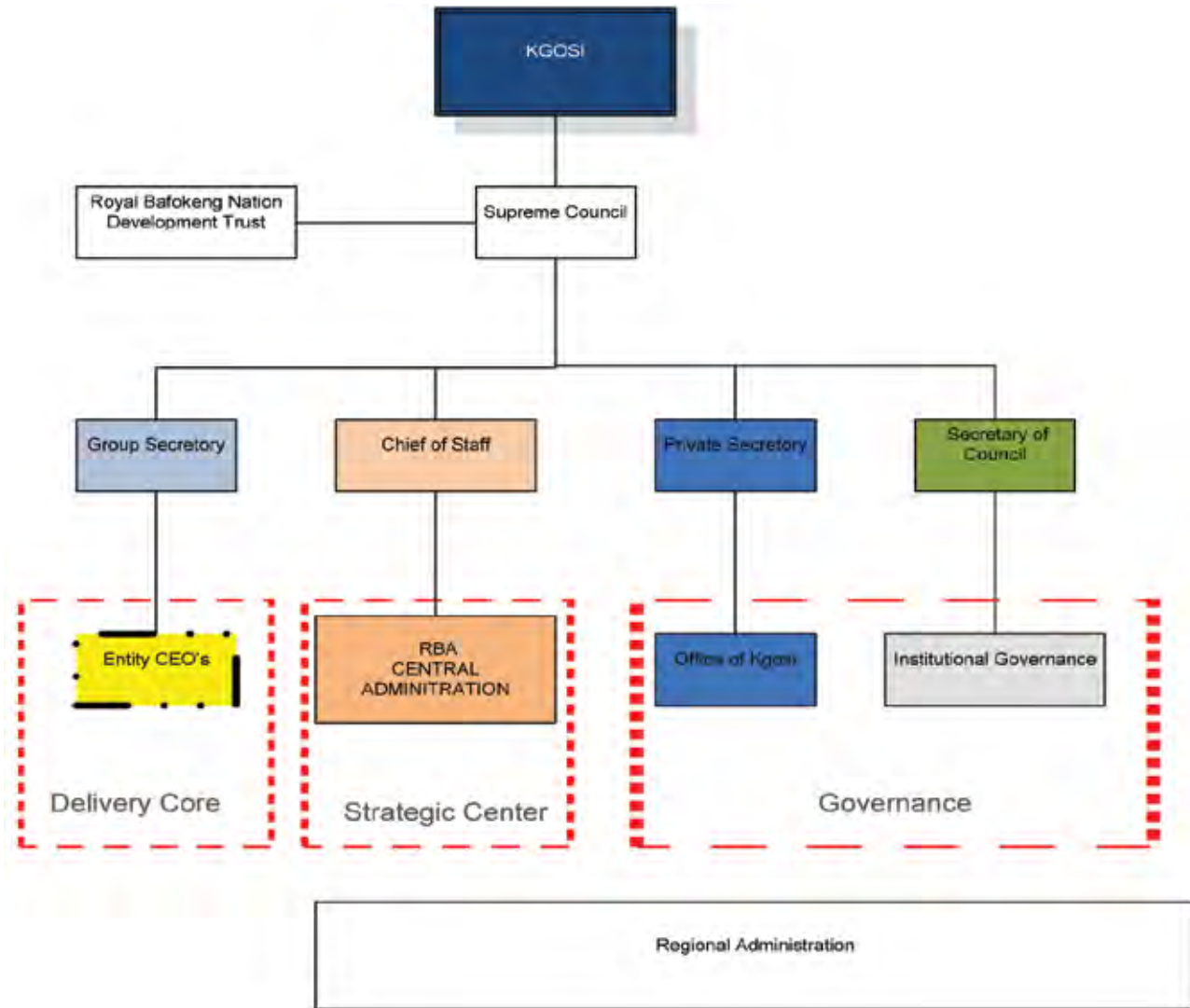


POPULATION:	150 000 BAFOKENG
AREA:	1400KM <sup>2</sup> (TITLE DEED LAND OWNED)
SETTLEMENTS:	29 VILLAGES SPREAD ACROSS 5 REGIONS
LARGEST VILLAGE:	PHOKENG
GEOGRAPHY:	ROLLING BUSHVELD PLAINS BROKEN BY SMALL HILLS
NATURAL RESOURCES:	PLATINUM AND ASSOCIATED MINERALS
INDUSTRIES:	MINING, AGRICULTURE, AND TOURISM
INVESTMENT PORTFOLIO:	R34. 9 BILLION AS AT END 2011
LANGUAGE:	MAINLY SETSWANA

*governance and administration*

# RBN HIGH-LEVEL GROUP STRUCTURE

*rbn high-level group structure*



In order to strengthen the Traditional and administrative alignment, the Central Administration will function as a central hub of strategy, integration, co-ordination, compliance and good governance. The Group Secretary will guide entity boards in their pursuit of their mandate but should also act with integrity and independence to protect the interests of the RBN, its shareholders and its employees.

The Secretary of Council Office is designed to adequately support the Supreme Council, to carry out its Governance responsibilities as mandated by the Community. The

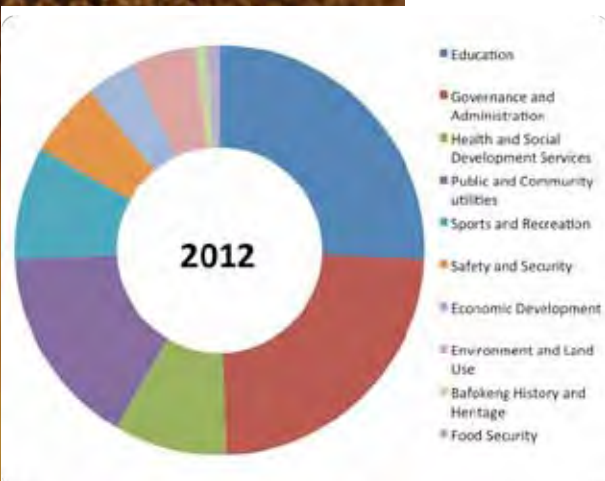
Secretary will ensure that the total RBN governance framework and community by-laws are effectively operational; strengthen the management of Council, statutory and non-statutory committees, in relation to the function of the Supreme Council, Traditional Council and Council of Dikgosana.

The Private Secretary will lead the office of Kgosi. Lastly the new RBN framework provides for a Regional Administration, where services will be taken closer to the Community for best customer experience.

# ROYAL BAFOKENG NATION FINANCES

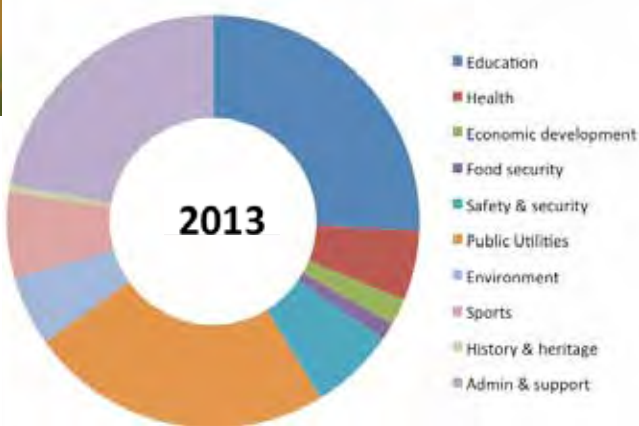
## THE BUDGET PROCESS:

- 9 Key Focus Areas identified and approved by Supreme Council were reaffirmed and remained to be the drivers of the budget process;
- “Value for money” was also a critical factor to this process i.e. how does what we buy benefit Morafe now and into the future?
- Targets were therefore set jointly with entities/departments using the “PULA” findings and other relevant information as a baseline;
- The preventative maintenance challenge was also identified as an issue that requires urgent attention = Sustainable development?
- Budgets for key focus areas do not necessarily match those of particular departments
- The budget for a particular focus area may be allocated to more than one department



Education	26%
Governance and Administration	24%
Health and Social Development Services	9%
Public and Community utilities	16%
Sports and Recreation	9%
Safety and Security	6%
Economic Development	4%
Environment and Land Use	5%
Bafokeng History and Heritage	1%
Food Security	1%

**2012 BUDGET - R922.5 million**



Education	26%
Governance and Administration	22%
Health and Social Development Services	5%
Public and Community utilities	24%
Sports and Recreation	7%
Safety and Security	7%
Economic Development	2%
Environment and Land Use	5%
Bafokeng History and Heritage	1%
Food Security	1%

**2013 BUDGET - R716.5 million**

*royal bafokeng nation finances*



*education*



## EDUCATION

### “Educated people strive for self-sufficiency”

*Report by Royal Bafokeng Institute*

#### OVERVIEW

The Royal Bafokeng Institute facilitates and assures quality delivery in all aspects of education and training to achieve sustainable human development that creates prosperity within the Royal Bafokeng Nation (RBN) and South Africa. The following business objectives have been formulated to ensure that this vision is achieved:

To support the establishment and functioning of School Governing Bodies (SGB) that will ensure effective governance of RBN schools.

Embedding best practices of Continuous Professional Development (CPD) in all RBN schools using Lebone II as a learning and teaching model.

Developing a Community Empowerment strategy with a variety of education and training opportunities which can be awarded private Further Education and Training (FET), and Higher Education and Training (HET) status.

Implementing a Human Consciousness approach that will ensure personal leadership and active citizenship development and preparedness throughout the RBN starting at schools level.

Furthermore, RBI has developed an organisational structure that will support and ensure the successful achievement of the abovementioned business objectives. Figure 1, below, illustrates the RBI organisational structure.

#### SCHOOL GOVERNANCE

##### School Governing Bodies (SGBs)

School Governance aims to improve the quality of education; to provide for democratic school-based decision-making; and to redress the equitable use of school resources through SGBs. The South African Schools Act (SASA) (Act no. 84 of 1996) enables the establishment of democratic structures of school governance in all public schools. It includes the idea that stakeholders such as parents, teachers, learners and community members ‘must’ participate in the activities of the school.

According to SASA, the mandatory functions of SGBs can be demarcated as follows:

- Policy matters (adopting a constitution, mission statement, admissions language, religious observances, code of conduct for learners, financial policy, recommendation of appointments);
- Day-to-day matters (determining the times of the school day, support for the principal, educators and other staff members, the administration and control of the school’s property, buildings and grounds);





- Financial matters (establish a school fund, prepare a budget, collect and administer school fees, financial records, appoint an accountant, supplementing resources);
- In addition to these functions, provisions also exist in Section 21 of SASA for schools to be allocated additional functions such as maintaining and improving the school's property, buildings and grounds, determining the extra-mural curriculum of the school, purchasing textbooks and other educational materials and equipment, paying for services to the school and providing adult basic education or other training classes.

Ensuring that SGBs promote the “best interests of the school” and strive to ensure its development through the provision of quality education for all learners at the school requires knowledge and skills in the field of school governance. It is evident therefore, that SGBs need certain competences before being able to govern their schools. The RBI recognises the need to develop school governors by providing continuous development and support to all the SGBs in the RBN schools to promote effective and efficient performance of SGB members in their functions.

### **Partnership with the North-West Provincial Department of Basic Education (DBE)**

The RBN and the DBE North-West Province entered into a partnership agreement in accordance with Section 14(1) and 56 of the South African Schools Act (Act No 84 of 1996). Section 14 provides that a public school may be provided on private property and bring about certainty not only regarding who provides resources but who is responsible for the financial liabilities of a public school on private property. The financial liabilities of public schools must be met in accordance with the National Norms and Standards for School Funding and provincial departments are obliged to ensure that public funds are utilised in an effective and efficient manner.

The RBN and DBE agreement must be consistent with SASA and in particular must provide for:

- The provision of education and the performance of the normal functions of a public school;
- Governance of the school, including the relationship between the governing body of the school and the owner of the property;
- Access by all interested parties to the property on which the school is located;
- Security of occupation and use of the property by the school;
- Maintenance and improvement of school buildings and the property on which the school is located, and the supply of necessary services; and
- Protection of the owner's rights in respect of the property occupied, affected or used by the school.

*education*





# education

Through this partnership, the RBN will improve the quality of education; strengthen the capacity of SGBs; expedite the resourcing of schools; promote access to schools and ensure the retention of learners and educators in the RBN Schools.

## **Community Empowerment**

Community Empowerment strategy comprises of two initiatives: Student Services and Skills Development.

## **Student Services**

Student Funding & Placement and Academic Administration are the main functions that are performed by Student Services.

## **Student Funding & Placement**

This function includes the former RBN Student Loan programme which was originally initiated to reduce the financial burden of studying at tertiary institutions for the Bafokeng community, and other opportunities for funding. To date, a considerable number of students have graduated with support from the Loan programme. While some graduates are not employed, the majority have proceeded to become productive members of the community and South Africa. Following the global economic crisis, RBI, as the manager of the RBN Student Loan programme, had to reconsider how the available funds would be spent as technical vocational education and training (TVET) has gained in popularity worldwide.

The RBI has decided to strategically focus on provision of scarce skills training opportunities and to make available 70% of the allocated Student Loan budget for TVET programmes by 2014, targeting RBN top matriculants only for tertiary education loans. Information regarding other funding possibilities will be offered by this Unit. The growing number of qualified /graduate students that do not enter the job market is a national and global concern; therefore, most tertiary and FET institutions have resorted to providing opportunities which will introduce and expose students to potential jobs. Student Funding & Placement will initiate, host and manage opportunities for placing current students and alumni of the RBI.

## **Academic Administration**

This function will offer academic support services such as student registration and student administration information and records through an electronic student (learner) management system (LMS) and liaise with internal functions as service provider for learner records, certificates, etc. Academic Administration will also generate reports for submission to the ETQAs (Education and Training Quality Assurers) and NLRD (National Learner Record Database) via the RBI Quality Assurance Department. This function also manages publishing of annual general and school/faculty prospectuses, annual academic calendars and coordinates the timetable planning and distribution between the Principals of the various RBI FET schools, programmes and projects.





## Skills Development

South Africa, like most countries, is facing a national skills shortage; therefore, the student intake for TVET needs to be increased and related to job opportunities need to be made available to graduates. Skills are seen as both a constraint on socio-economic delivery and a means of simultaneously addressing the need for international competitiveness and the upliftment of those in poverty and those who lack decent work. In seeking to meet both social and economic aspirations of the Royal Bafokeng Nation, RBI has increasingly identified skills development as a crucial issue and has established TVET centers, namely: Hospitality, Nursing, Engineering and Construction schools, to address this challenge.

## Hospitality School

From 2010, the RBI started to invest in the provision of post-school education and training (like one would find at public FET Colleges) by establishing a School of Hospitality. The aim is to train and develop excellence in Culinary and Hospitality studies which will lead to employment or the establishment of SMMEs such as small B&Bs, catering businesses and restaurants. The School is fully accredited and delivered its first City & Guilds certificated students in 2012, with 40% of the successful students proceeding to the two year Diploma in 2013.

## Nursing School

The Nursing School was established in 2011. Students enrol for the Health Care Worker course, which, once passed with 75%, qualifies the student to register for Auxiliary Nursing and thereafter Enrolled Nursing. The duration of each of the three levels is 12 months. Students are registered with an accredited training service provider: HealthNicon Nursing College (Pretoria). To be registered for the Health Care Worker Course with the School, applicants need to have passed Grade 12 with an APS score of at least 20, excluding Life Orientation, if they need to be financially assisted with a Student Loan. Non-Bafokeng applicants and Bafokeng applicants who do not meet the set criteria but have a Grade 12 Certificate are self-paying.





### **Engineering School**

The Engineering School opened in 2012 and aims to re-educate from scratch (through the Nated course) all interested youth in theory and practice of Engineering skills to allow them access into artisan apprenticeship. Programmes are 3-month programmes (N1 – N3) and aim at preparing students for advanced courses N4 – N6. Students are registered with and write their exams through Orbit FET College as the accredited provider. However, RBI aims to accredit with MERSETA and the Engineering Council of South Africa by end 2014.

### **Construction School**

In collaboration with and with a grant from the Construction Education and Training Authority (CETA), 156 learnerships in Community House Builder (CHB, NQF L2) and 100 apprenticeships in the Building Trades (Bricklaying; Carpentry & Roofing structures; Painting; Plumbing; Tiling; Plastering; Shatterhands and Electrical (housing)) will be offered by the School. RBI has also established a partnership with Wilson Bailey Homes Ovcon (WBHO), a leading construction company in South Africa, to assist with the development of the campus and to accommodate learners for experiential learning. The school will open during May 2013 in Maile and recruitment of learners and registration and pre-assessments will take place in April and May 2013.

### **Continuous Professional Development (CPD)**

CPD is a continuing process outside formal training that allows individual teachers to maintain and improve standards of teaching and learning practices through the development of knowledge, skills, attitudes and behaviour. Like all professionals, teachers need to grow their knowledge and skills throughout their careers because they are entrusted by parents with profound

responsibilities; they need to continuously strengthen their capacity to help children along the path of learning, understanding and development. CPD will also enrich the enhancement and support of curriculum implementation in schools.

Thus, teaching requires deep knowledge which is continuously updated and widened, and it involves complex skills that need to be continually adapted to new circumstances. Teachers need to continuously renew their commitment to their profession, to express their pride in its ideals of service, their dedication to our children's development and their determination to contribute to a just and thriving Bafokeng Nation. Therefore CPD aims to produce high quality teaching and learning to meet the changing needs of both learners and the education delivery system in the RBN and South Africa.

### **Human Consciousness and Citizenship**

The establishment of the Centre for Human Consciousness and Citizenship was taken as a means to deal with past negative social constructs such as prejudice and discrimination that affect our lives. The aim is to create a forum for individual reflection as to discover one's inner-self and then genuinely work on "inner development". The Centre will strive to address the entitlement mentality especially among the youth. In order to empower young peoples' lives, certain skills would need to be acquired. These skills lay outside the formal subjects of the current education system. The youth need a different set of tools if they are to live happy fulfilling lives. Lives filled with moral balance, a positive sense of self-worth and an active engagement with society. Using a Human Consciousness and Citizenship Approach we aim to empower the Bafokeng youth and reveal within them the change they wish to see in the world.





*health and social development*

# HEALTH AND SOCIAL DEVELOPMENT

## “nursing our community to good health”

Report by Royal Bafokeng Health and Social Services

### 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 implementing 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 referrals made.

#### Social Services Unit

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

#### 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 structured system. The children are identified, a database developed and centres rolled out in North and Capital regions. In other regions the services are linked to casework and existing structures caring for the orphans are encouraged to work in partnership with the department in order to make their services effective.

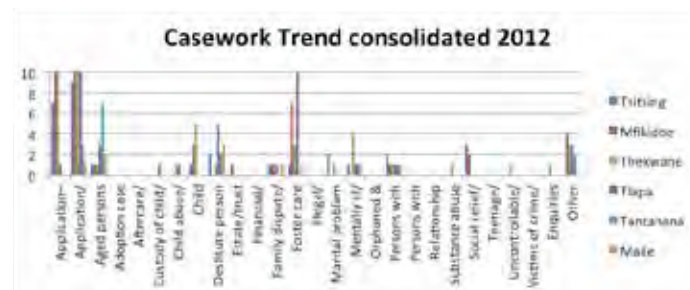
#### People with Disability

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 in Phokeng to assist PWD in various income generating projects.

#### Casework Services and Family Care

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. Pastors in all regions have been trained in marriage counselling and couples can access the services from their local pastors.



#### 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.

#### Community Development Services Non-Governmental Organisation (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. Thirty NGOs have undergone an extensive training on Capacity Building and Organisational Development by Siyakhula Trust. Since the training began in 2011, organisations have received funding from outside donors to the amount of R1, 100 000 and this has reduced their dependence on the RBA.

## Care of the Aged Programme

The Care of 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 older persons are not violated. It maintains and promotes the status, well-being, safety and security of older persons recognising their wisdom and promoting their participation in the community. The programme provides the following interventions and projects which are implemented in all RBN regions.

### Pension Pay-outs

Maintaining pension pay-out points to meet the Norms and Standards as required by Older Person Act No 16 of 2006, eight pension pay-outs have been renovated in Mosenthal, Marakana, Photsaneng, Tlapa, Tantanana, Mamerotse, Kopman and Phokeng.



### Frail Grannies

Ageing is viewed as a challenge and is associated with lot of negativity such as poor health and chronic diseases. Like other areas, frail and aged in the Bafokeng regions are also faced with socio-economic challenges. Elderly people as grandparents are caregivers in this challenging area. Their role ranges from occasional baby-sitting to being a custodial grandparent of their grandchildren during the sickness of their own children.

In all Bafokeng regions 3\10 families are granny headed and breadwinners, with a little income of grants. Frail elderly are exposed to many health and social challenges. Inadequate living conditions are the main concern of the elderly in all five regions. Lack of access to health and social facilities is a major challenge. Three hundred and sixty-three elderly people receive Social and Health services through home visits by the Aged Care Givers.

### Social Relief and Meals on Wheels.

Five hundred and twenty-one destitute families

throughout Bafokeng receive food packs. Twice a week, fresh cooked foods are prepared by volunteers at the centres and delivered to the frail elders to decrease hunger and starvation. One thousand and twenty aged benefit out of this programme at Tlapa, Photsaneng, Lesung, Tantanana and Kopman.

### Backyard Gardens

The programme is aimed at encouraging families and grannies to establish backyard gardens to reduce malnutrition. Seedlings have been supplied and twenty-five families are benefitting from the project.

### Active Ageing Program (SANGALA)

The programme has been established to enhance healthy lifestyles for senior citizens through the establishment of partnerships with relevant stakeholders to ensure Active Ageing. The elders take part in fun walks, soccer, netball and recreation. Four soccer teams have been established and two SANGALA days have been celebrated in Photsaneng and Rooikraal.

### HEALTH SERVICES

This programme renders Primary Health Care to the Royal Bafokeng and greater Rustenburg area. The aim is to establish preventative outlook to 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.

Health Education was carried out at all clinics, schools and work places and community gatherings. A door to door campaign with emphasis on health has been accomplished and 143 549 people have been reached.

### Mental Health

This programme promotes mental well-being for individuals, families and the community. A mental health register has been compiled and it stands at 380 registered patients.

### Immunisation Programme

Immunisation services are carried out at all clinics and catch up immunisation campaigns of Pneumococcal vaccine were conducted during the month of May and 2984 children were immunised.



### **Comprehensive Care, Management and Treatment**

This refers to treatment of all chronic conditions like hypertension, TB and diabetes, including HIV and Aids with holistic management, treatment and care. 2383 patients are on Anti-Retroviral (ARV) treatment.

### **Prevention of Mother to child transmission (PMTCT)**

This programme refers to prevention of transmission of HIV and Aids from mother to child during pregnancy. During 2012 we were able to reduce the percentage of mothers to child transmission rate from 8% to 3.4%. Pregnant women are encouraged to visit and test early for HIV/Aids and help to reduce the rate of transmission to zero.

### **Emergency Medical Rescue Service (EMRS)**

The emergency rescue services programme provides emergency response through ambulance services and fire rescue. A fire department has been established and an EMRS satellite station has been renovated in Chaneng.





*public and community utilities*





## PUBLIC AND COMMUNITY UTILITIES

### “building a solid infrastructure for the future”

Report by Royal Bafokeng Infrastructure Institution (INFRACO)

The Royal Bafokeng Infrastructure Institution (INFRACO) 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; clinics; post offices; community halls and recreational facilities. Roads; street lights; sewer networks and water reticulation (bulk services and internal reticulation)

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 master plan on infrastructure development. Infraco is in the process of discussions with Magalies Water to make additional 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. Contractors have been appointed to start upgrading and paving identified roads.

It is the entity'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.

*road maintenance remains a key service that must be provided to the community*





## MAINTENANCE OF INFRASTRUCTURE SERVICES RENDERED AT ALL RBN VILLAGES

PROGRAM	STATUS AS AT 2012	PLANNED PROJECTS FOR 2013
General Plumbing Maintenance	100% Done	On going
Water Testing and Monitoring	100% Done	On going
Telemetry System and Management	100% Done	On going
Sewer Plants Operation and Maintenance	100% Done	On going
Water Pump Station Operation and Maintenance	100% Done	On going
Pressure Control Valves Operation and Maintenance	100% Done	On going
Bulk Water Purchasing	100% Done	On going
New Water Meter Connections Installation	100% Done	On going
Waste Collection	100% Done	On going
Buildings Cleaning Services	100% Done	On going
Buildings General Maintenances	100% Done	On going
Buildings Plumbing Maintenance	100% Done	On going
Electrical Maintenance	100% Done	On going
Garden Service	100% Done	On going
De-Bushing & Grass Cutting	100% Done	On going
Patching & Motor Grading of gravel Roads	100% Done	On going
Routine Road Maintenance	100% Done	On going
Fencing	100% Done	On going

## CAPITAL REGION

PROJECT	STATUS AS AT 2012	Local Labour Employed 2012	PLANNED PROJECTS FOR 2013
Infrastructure - Schools	Mobile classrooms in Phokeng Matale School (2) Construction of TVET centre in Phokeng		Lebone II Accommodation facilities (Construction of new student residence)
Infrastructure - RBN Buildings			
Infrastructure - Electrical Reticulation	Lemenong Extension Lenatong Extension	15	
Infrastructure - Roads			ROAD 1 - 378.159m ROAD 2 - 95.201m ROAD 3 - 379.071m ROAD 4 - 276.062m ROAD 5 - 94.905m ROAD 6 - 219.729m ROAD 7 - 219.889m ROAD 8 - 94.807m ROAD 9 - 219.819m
Roll over roads	Rafredi: 1970 m Phokeng - Road 2: 593.678 m Lefaragatthe reservoir: 1200 m	37	
Infrastructure - Royal Bafokeng Sports Complex			

Infrastructure - Sanitation			
Infrastructure - Sports Fields			
Infrastructure - Land			
Infrastructure - Street Lights / Eskom connections 2011	Bobuanja, Kgale, Lenatong, Lefaragathle; Madubu; Masosobane; Lefaragatlhe	42	Rafredi: 965 m
Infrastructure - House relocation			
Infrastructure - Water Reticulation	Reservoir cleaning Kgale, Lefaragathla, Phokeng	22	Reservoir Renovations – Plaza, Madubu and Lemenong Pump Stations
Commercial RBED requests			
Residential			
Schools Sports fields	Court repairs and upgrade in Phokeng and Kgale Construction of sports facilities at Matala and Tumagole schools	16	
Vehicles			

## SOUTH EAST REGION

PROJECT	STATUS AS AT 2012	Local Labour Employed 2012	PLANNED PROJECTS FOR 2013
Infrastructure - Schools			
Infrastructure - RBN Buildings(includes ind. Park)			
Infrastructure - Electrical Reticulation	None		Mfidikwe and Thekwana
Infrastructure - Roads			Tlapa : 919m
Roll over roads	Photsaneng, Road 1: 318.608m Photsaneng, Road 2: 118.565m Thekwana, road 1: 337.946m Thekwana, road 2: 188.313m Thekwana, road 3: 215.883m Thekwana, road 4: 193.899m Thekwana, road 5: 193.472m Mfidikwe, road 1: 215.238m Mfidikwe, road 2: 186.825m Mfidikwe, road 3: 443.554m Mabitse, reservoir road 4: 800m	65	
Infrastructure - Royal Bafokeng Sports Complex			
Infrastructure - Sanitation			
Infrastructure - Sports Fields			
Infrastructure - Land			
Infrastructure - Street Lights / Eskom connections 2011	Photsaneng, Tlapa east, Mabitse, Mfidikwe, Thekwane	36	
Infrastructure - House relocation			
Infrastructure - Water Reticulation	Reservoir Cleaning in Photsaneng, Tlapa, Mabitse and Thekwana	28	Reservoir Renovations – Tlapa and Mabitse
Commercial RBED requests			
Residential			
Schools Sports fields	Basketball courts repair and upgrade in Thekwana	8	
Vehicles			

## CENTRAL REGION

PROJECT	STATUS AS AT 2012	Local Labour Employed 2012	PLANNED PROJECTS FOR 2013
Infrastructure - Schools	Mobile classrooms in Phokeng St Gerald's School (3)		
Infrastructure - RBN Buildings(includes ind. Park)			
Infrastructure - Electrical Reticulation	None		Lesung
Infrastructure - Roads			
Roll over roads	Kanana road 1 : 1240.357m Kanana road 2: 1416.721m Kanana road 3: 800m Kanana: 3460m	28	
Infrastructure - Royal Bafokeng Sports Complex			
Infrastructure - Sanitation			
Infrastructure - Sports Fields			
Infrastructure - Land			
Infrastructure - Street Lights / Eskom connections 2011	Kanana; Serutube/Mafika; Marakana; Lesung	32	
Infrastructure - House relocation			
Infrastructure - Water Reticulation	Reservoir Cleaning in Kanana and Marakana	14	Reservoir Renovations – Marakana
Commercial RBED requests			
Residential			
Schools Sports fields	Basketball courts repair and upgrade in Kanana	16	
Vehicles			

## NORTH EAST REGION

PROJECT	STATUS AS AT 2012	Local Labour Employed 2012	PLANNED PROJECTS FOR 2013
Infrastructure - Schools			
Infrastructure - RBN Buildings(includes ind. Park)			
Infrastructure - Electrical Reticulation	Tsitsing / Manape	8	Mail Rooikraal Maile Extention Maile Diepkuil
Roll over roads	Kopman Internal Tsitsing Internal Tantanana Internal	47	
Infrastructure - Royal Bafokeng Sports Complex			
Infrastructure - Sanitation			
Infrastructure - Sports Fields			
Infrastructure - Land			
Infrastructure - Street Lights / Eskom connections 2011	Maile Diepkuil Kopman Motsitle	34	
Infrastructure - House relocation			
Infrastructure - Water Reticulation	Reservoir cleaning in Tlaseng, Tsitsing, Motsitle, Maile Kopman and Maile Roodekraal	35	Reservoir Renovations – Tlaseng and Tsitsing
Commercial RBED requests			
Residential			
Schools Sports fields			
Vehicles			



## NORTH EAST REGION

PROJECT	STATUS AS AT 2012	Local Labour Employed 2012	PLANNED PROJECTS FOR 2013
Infrastructure - Schools			
Infrastructure - RBN Buildings(includes ind. Park)			
Infrastructure - Electrical Reticulation	Mafenya Chaneng Ramogotsi Chaneng Blaigori Mogono Ralesobesobe Luka Tlaseng Rathibedi Rarhibedi Tau	25	Mogono North Extension
Infrastructure – Roads Rehabilitation resurfacing and crack sealing	Chaneng – Mafenya road	12	
Roll over roads	Mogono Internal roads (0.717 Km) Mafenya Internal roads (1.400 Km) Luka Internal roads (1.120 Km)	70	
Infrastructure - Royal Bafokeng Sports Complex			
Infrastructure - Sanitation			
Infrastructure - Sports Fields			
Infrastructure - Land			
Infrastructure - Street Lights / Eskom connections 2011			
Infrastructure - House relocation			
Infrastructure - Water Reticulation	Reservoir cleaning in Luka, Mafenya	14	
Commercial RBED requests			
Residential			
Schools Sports fields			
Vehicles			

## 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

An aerial photograph of a town, likely in a rural or semi-rural area. The town is characterized by a grid-like street pattern and numerous small, rectangular buildings with light-colored roofs. The surrounding landscape is flat and green, with some scattered trees and a few larger structures. In the far distance, a range of low mountains or hills is visible under a clear blue sky. The overall scene suggests a developing or planned settlement in a rural context.

*development planning*

# development planning

### Overview

The Development Planning Section within the Planning and Infrastructure Development 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.

### Areas of Business

- **Geographical Information System (GIS) for Planning Purposes**  
Fully developed RBN Intranet and Internet based GIS systems are available to all relevant stakeholders and RBN entities for information and planning purposes.
- **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. Building regulations are in the process of being implemented.
- **Land use plans and infrastructure plans**  
Plans are updated as and when needed and the plans are stored on the various systems, i.e. GIS and the dedicated map drive.
- **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 system is also being 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. The following residential stand allocations were done for the first five months of 2013

Month	2013
January	19
February	31
March	12
April	08
May	13
<b>TOTAL</b>	<b>83</b>

- **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. Recently the RBN scorecard was also updated to include the RBN Master Plan for infrastructure development according to general compliance to Master Plan indicators.



## Development Planning Projects & Programmes updates

Type	Planned	Value/ Progress 2013	Comments
Compliance with Building Regulations	Draft Building Applications and Regulations Policy	90%	Final Building Applications and Regulations Policy will be submitted to Traditional Council for approval
Stand allocation (audit)	On average 20 stands per month	83	It is not possible to predict the exact number of stands to be allocated per month
GIS street names update	100% of streets in the RBN named by October 2013	40%	Not all streets were previously named, waiting for feed-back from Kgothla's and suitable names
Store plans and drawings to make them readily available.	100% of plans received on monthly basis	70%	Depends on number of plans received
Development of a land use management workflow system.	100% functional land use management workflow system by September 2013	80%	Land Use Officer and Building Inspector to fully utilise system
Available information and data incorporated into the Intranet based GIS	100% update on available data on monthly basis	80%	
Internet based RBN GIS system, available to all relevant stakeholders and RBN entities	100% functional RBN GIS System	100%	Available: <a href="http://rbaegis.giscoe.com/">http://rbaegis.giscoe.com/</a>
Evaluate land use change applications in terms of the RBN Master Plan and stakeholder engagement on future plans	100% evaluation of land use applications on monthly basis	90%	Awaiting final reports for land committee approval







*environment, land use & food security*

# ENVIRONMENT, LAND USE & FOOD SECURITY

## “wise use of our natural assets”

Report by Agriculture, Land and Environmental Affairs

### OVERVIEW

Land is our main resource from which our wealth is derived, therefore we need to take care of our land and manage it properly, failing which its degradation may subsequently be costly to rehabilitate.

We need to combat all illegal activities which may take place on our land to ensure that our posterity also finds it in good condition just like our ancestors secured it for us.

Healthy environment leads to healthy living so it is imperative to secure our environment and avoid all kinds of pollution, where pollution is already taking place steps have to be taken to maintain, regulate and reduce it.

Agriculture activities produce food and employment, we have to feed ourselves for us to be self-sustained therefore our role is to create an enabling environment which will allow our farmers to maximize their potential.

### 1. AGRICULTURE

#### CRUSH PENS

The Department of Agriculture has embarked on assisting livestock farmers, by providing handling facilities, where livestock farmers can improve the management of their cattle, goats or sheep, with better facilities within which to vaccinate, dehorn, brand-mark, pregnancy test, blood test and administer medication to all animals. They could also use the facilities to dip their animals and or to load the animals for markets. These facilities will become the responsibility of the farmers to maintain and to keep records of the usage thereof. This financial year the department has planned to erect 12 similar crush pens at various communal grazing areas, budget will be allocated annually until all heavily utilized farms within the Nation are covered. The crush pens were completed in Styldrift \*2, Hartebeespruit \*2, Thekwane \*1, Lesung \*1, Boekenhout\*1, Shylock\*1, Turfontein\*1, Mellwe \*1, Bokane\*1.

### HOUSEHOLD FOOD SECURITY

Household food security can be attained in many ways, however the department of agriculture, embarked on assisting willing households with the provision of orange trees, which if looked after could provide a source of vitamin C for the household and the crop could also be sold or donated to the RBI Feeding Scheme. With the help from HSDS staff 1000 Orange trees were distributed this year and a data base of those that received trees has been established. Households that benefitted from this starting in January 2013 are as follows, 16 households at Tantanana, NE, 86 households at Motsitle, SE, 53 households at Lesung, Central, 1 household at Thekwane, SE, 46 households at Tlapa, SE.

### MASTER PLAN

RBN embarked on establishing an Agricultural Master Plan (AMP) in order to assist the Nation in making decisions going forward and if there were any opportunities for the Nation to get a return on investment from all commercial ventures undertaken within the Nation. The natural resource survey, which looked at the vegetation and the soils, has been completed. Additionally the climatic factors for the area were collected and these consisted of the temperature readings for the area both high and low, the first frost days as well as the rainfall patterns for the region. This information was studied and relevant maps produced.

The study engaged the livestock and the crop farmers regarding their Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis) which was also included into the survey. The AMP has looked at all opportunities that agriculture offers the nation from household production, communal agriculture and commercial agriculture.

The team then prepared business plans for potential commercial beef, crops, vegetables and egg production projects, of which three pilot projects (commercial) still have to be concluded. With the recommendation from the AMP the agriculture department has started assisting households and communal farmers with suitable infrastructure to improve their production and opportunities to move in a direction of commercialisation.



## **EXPOSURE OF FARMERS**

The Agriculture division tries each year to expose its farmers to new technology and new developments in various agricultural fields. With this additional knowledge it is hoped that a few farmers will also improve their own knowledge and production, and start taking their agricultural enterprises to improved heights.

The following trips have been embarked upon: Ten farmers were taken to the Undercover Expo Pretoria, on 8 March 2013, which dealt with all high tech technology such as glasshouse production, hydroponic production, and various irrigation options. Similarly we facilitated that twenty farmers attended the Livestock farmers' day at Zeerust where demonstrations on dehorning and vaccination were done. This took place on the 12th April 2013.

The annual Avi Africa Conference takes place for all poultry related issues, and we arranged for ten farmers to attend the conference which took place on the 28<sup>th</sup> May 2013. One of the largest agricultural events is the Nampo farmers event at Bothaville and again the department arranged for forty farmers to attend the event on the 24<sup>th</sup> May 2013.

Finally with the assistance of the Queen Mother and Redgate, Bonsmara's ten female livestock farmers attended a workshop at Redgate on the 16<sup>th</sup> May 2013.

## **DIRANG KA NATLA**

This project was established some time ago and due to the lack of funds at the time, the project started planting vegetables directly into the soil, which considering the infrastructure available was not optimal for production. Again with assistance of the AMP team and Agriculture Research Council (ARC), plans were approved to convert it to a fully hydroponic system, which should improve the use of water and with the improved control of fertiliser nutrients can be achieved.

Due to challenges within ARC in registering service providers there was a delay in the roll out, as each house was converted training was provided to the group. Additional mentoring has been planned for the rest of the year.

All eleven members have received in-house training as the introduction of the new system was done and this will continue till the end of this year.

## **LEBONE WORM TRIAL**

Lebone 11 College, has various challenges especially pertaining to the kitchen waste removal and the use of all the garden waste coming from the school fields and gardens. The School garden was also looking at improving the soil quality at the project, by trying to look at organic opportunities. With this background a trial with 10 bag worm units was embarked upon to see if with the help of the worms, they could reduce the kitchen waste which was removed weekly to the landfill site, and secondly if more compost could be made for use at the garden and the rest of the school grounds.

## **WATER SUPPLY**

Again the AMP has clearly identified the need to create infrastructure in the form of water supply for the communal farmers and especially the livestock farmers. From previous experience it has been noted that engines and pumps are stolen on a regular basis. The department has embarked upon providing windmills and reservoirs for the farmers, so as to reduce the cost of providing water to their livestock. A second reason is, should the boreholes run dry due to various activities, we could move all the infrastructure to new sites where water has been drilled and tested. This has already gone out to tender, and they have to just finalise the allocation accordingly.

## **ENVIRONMENT**

We strive to :

- Improve the Environmental Management Systems within the Royal Bafokeng Nation
- To identify Environmental Management Impacts and Aspects with a major environmental impacts on land use.
- Develop Environmental Management Programs that specifies our responsibilities , means and schedules and periodically monitoring ,measuring and keeping record of our key operational variables
- Finally promote environmental, economic , social and sustainable development within Royal Bafokeng Nation

## **Air Quality Management**

In June 2012 the Minister of Environment declared Bojanala Region a Priority Area in terms Section 18 of the National Environmental Management Air Quality (Act 480f 2004). This means that the Minister is satisfied that the ambient air quality within the area is exceeding or may exceed ambient air quality standard.

## **Waste Management**

June 2012 Rustenburg Local Municipalities adopted Waste Management By laws under National Environmental Management : Waste Act ,( Act 59 of 2008). The Environmental Authorization for Mfidikoe Buy Bag centre was granted DEDECT. The collection of waste within the villages is running smoothly. Mamorara won Tedcor National Awards last year 2012.

According to Section 5(4) of Mineral & Petroleum Resources Development Act sand digging is illegal and is punishable by law and should be enforced. The purpose is to protect the environment as it causes dongas, soil erosion and the land will not be used again.

Royal Bafokeng holds their land dearly and we will do everything in our power to protect our land. Some of our farms have been dug by people illegally. We continuously monitor sand diggers and wood cutters on regular basis. So far three sand diggers have arrested and successfully prosecuted with the assistance of the Phokeng SAPS while two other people have been served with warning letters.

## **Land Management**

Land Unit identifies illegal stands and backyard dwellers, illegal waste disposals, illegal sand digging, prevent establishment of squatters and prevent growth of existing ones it also Identifies illegal businesses on residential stands and backyard dwellers. Notices of compliance were served to all illegal stands identified in all regions and all matters were referred the tribal court.

*“Land is our main resource from which our wealth is derived, therefore we need to take care of our land and manage it properly, failing which its degradation may subsequently be costly to rehabilitate”.*

*Waste management*





## SAFETY AND SECURITY

**“making community safety a priority”**

Report by Royal Bafokeng Protective Services

### OVERVIEW

The safety and security is mandated to ensure the safety, security, and stability that is required for the development, growth and prosperity of the Bafokeng Community. Our approach to crime prevention is more visibility patrols in our communities. We have in the past year conducted joint crime fighting operations with the SAPS using specialised skills and resources such as the helicopter, trained sniffer dogs, tracking skills and rapid response in our quest to ensure the safety and security of the RBN.

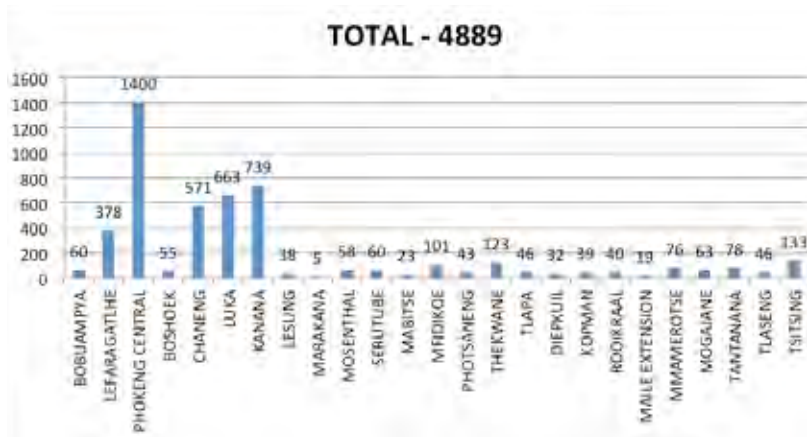
We have mobilised all Communities within the RBN against crime via Community Safety Committees (CSC). The CSCs continue to make positive strides in the community through raising crime awareness, preventing and fighting crime to ensure that our communities are safe. The CSCs work in collaboration with the RBN Protective Services; South African Police Services and other law enforcement agencies.

During 2012, twelve schools were searched for drugs and other illegal substances. Smaller quantities of dagga were found at all the schools. In collaboration with the parents, teachers and police some offenders were either put on rehabilitation or referred to court for prosecution and pay admission of guilt fine.



## MOST CRIME INFESTED RBN VILLAGES DURING THE YEAR 2012

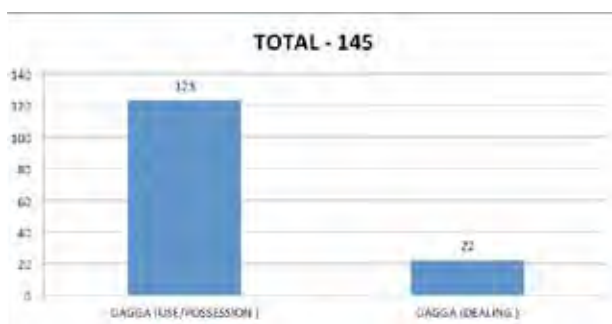
TOTAL NUMBER OF CRIME INCIDENTS ATTENDED IN RBN AREA DURING THE YEAR 2012



## TOTAL NUMBER OF ARRETS EXECUTED IN RBN AREA DURING THE YEAR 2012



## TOTAL NUMBER OF DAGGA INCIDENTS ATTENDED IN RBN AREA DURING THE YEAR 2012



## TOTAL NUMBER OF STOCK THEFT INCIDENTS ATTENDED - AND VALUE OF RECOVERED LIVE STOCK IN RBN AREA - DURING 2012



*economic development*



# ECONOMIC DEVELOPMENT

## “Growing entrepreneurship in the community”

Report by Royal Bafokeng Enterprise Development (RBED)

### OVERVIEW

Royal Bafokeng Enterprise Development’s main objective is to develop and empower Bafokeng owned SMMEs and its mandate as prescribed by the board is to focus on enterprise development and business linkage of Bafokeng SMMEs, to maintain an SMME database as good public service, to be primarily responsible for the coordination of all SMME related activities of RBN entities/institutions and to be the sole conduit for SMME relationship support with RBH corporate partners.



### The Royal Bafokeng Enterprise Development services to the RBN SMME are the following;

- **Entrepreneurs Development and Navigation**

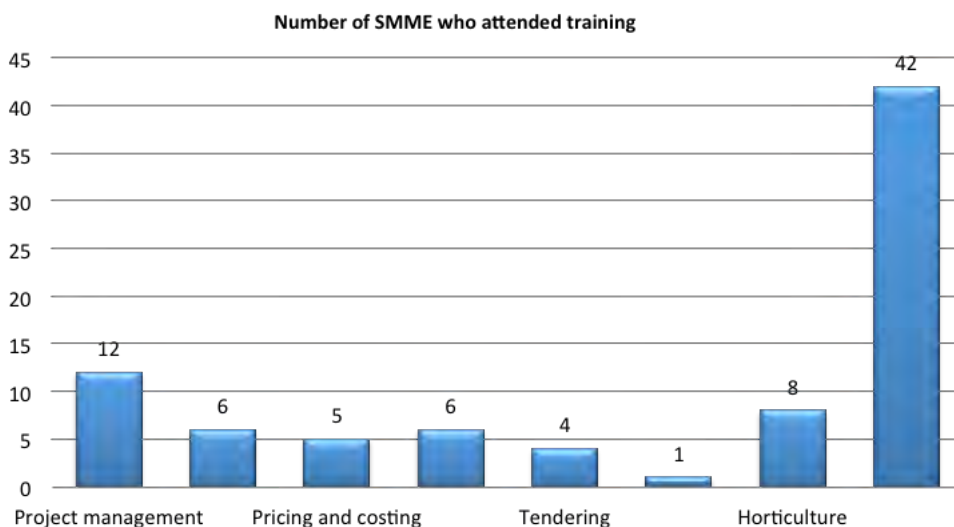
Potential entrepreneurs are navigated through enterprise development trainings such as market research and planning, marketing (include branding and corporate identity), financial planning, operations plan and human resources. Subsequent to the successful completion of the training, Royal Bafokeng Enterprise development assist these potential entrepreneurs with business idea formulation, advice and research, facilitation of feasibility study and business planning.

- **Business Start-ups**

The Business Start-ups are offered training on the following; tendering, sales technique, costing and pricing, project management, risk management. Furthermore Royal Bafokeng Enterprise Development assists with coaching in starting business operations, finance, operations and management system and facilitates mentorship.

- **Enterprise Development (Growth Phase)**

Entrepreneurs, who are on the growth phase, are offered training in strategic planning and managing growth. Royal Bafokeng Enterprise Development assists with growth planning and support, facilitation of access to funding, facilitation of access to market and resolution of linkage related challenges.



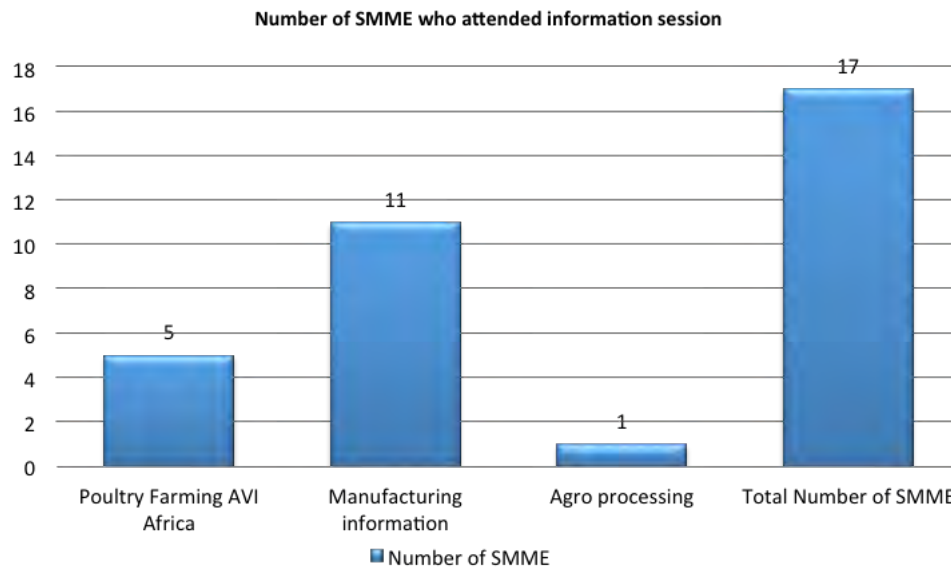


- **Information sessions**

Information sessions are earmarked to enrich entrepreneur knowledge therefore Royal Bafokeng Enterprise Development core responsibility is to organise information sessions on finance, manufacturing, construction, services.

- **Mentoring and coaching**

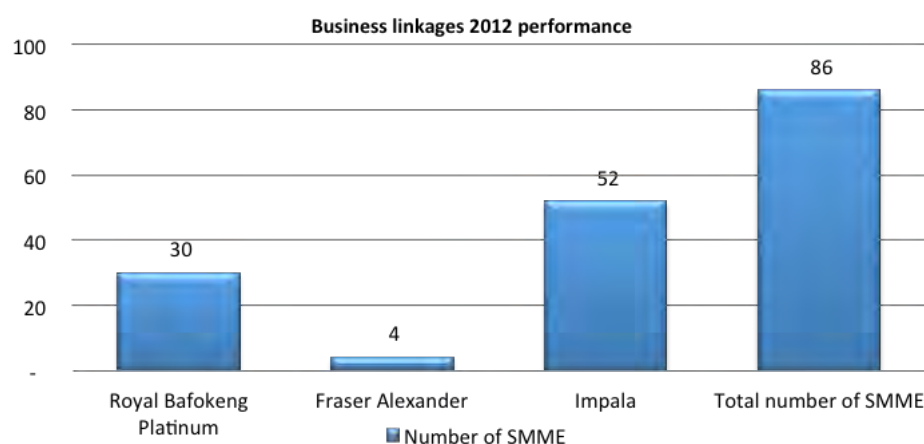
Mentoring and coaching of SMME forms part of the Royal Bafokeng Enterprise Development's daily core activities.



- **Linkages**

SMMEs in the growth phase are linked to the market. In 2012 86 SMMEs were linked to business opportunities worth R288.6M from investee companies.

RBED CREATED PROCUREMENT OPPORTUNITIES FOR RBN SMME WITHIN AND OUTSIDE THE RBN INVESTEE COMPANIES. EIGHTY SIX SMME BENEFITED FROM INVESTEE COMPANIES (EXCLUDING) RBI, RBA.



*economic development*



*sport*

**OVERVIEW:**

The year 2012 was a great sporting success for Royal Bafokeng Sports despite all challenges we faced. We continued to ensure that we implemented our sports development programmes and get the community active. The Royal Bafokeng Sports Academy started to yield dividends and the first local player has graduated to play for Platinum Stars. We would like to see this number steadily increasing year on year and to ensure sustainability, we have invested in the intensive training of coaches.

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 few of the teams that have shared the facilities at the Bafokeng Sports Campus.

Platinum Stars has surpassed all expectation and finished the 2012/2013 PSL League Season at position 2, won two PSL Q Innovation Quarters and reached semi finals in a cup competition. Individual players and the coaching staff received various awards and some members of the technical staff were invited to be part of the National Team. We strive to ensure that we maintain and improve our achievements in the new year.

**ROYAL BAFOKENG SPORTS Academy**

Royal Bafokeng Sports Academy is based at the Bafokeng Sports Campus, where 48 athletes are accommodated, under the mentorship of sports coaches for different age groups. Currently the following age groups of footballers are accommodated at the Academy: Under13, Under15, and Under 17. Selection of the Under 19 and Under 21 Academy football players is done by conducting trials involving local teams and the objective is to identify players who will be developed over a minimum period of two years and the ultimate goal is to have them qualify to play for Platinum Stars. The Under19 and Under 21

football teams are affiliated with Rustenburg Local Football Association (RULFA) and participate in the SAB League and the Bafokeng Football cluster. We do not only cater for the sporting development of the players but we also take care of their academic wellbeing and in this regard we have enrolled them at Tlaseng Primary, Seolo Middle School and Mafenya Middle School. These schools are affiliated with the South African Schools Football Association (SASFA) and this ensures that they active in the sport during and after school. The Sports Academy also accommodates 6 intermediate athletics athletes and a rugby player. The Sports Academy also accommodates others sporting codes for preparatory camps before competitions.

**Achievements:**

- Under 21 football team achieved SAB status.
- Michael Mabule from Royal Bafokeng Sports Academy Under19 football team was promoted to play for Platinum Stars FC.
- Seven (7) coaches completed the SAFA Introductory course.
- Under 15 football team participated in the annual Nike Cup and progressed until the group stages.
- Under 19 football team participated at the annual Bayhill Metropolitan tournament and progressed until the group stages.
- The Sports Academy players participated through their schools in the Mcdonald Schools tournament and some of them obtained individual awards.

**SPORTS DEVELOPMENT: INTERMEDIATE AND ELITE SPORTS**

RBS sports development focuses on Athletics, Basketball, Netball, Martial Arts, Football and Rugby. The programmes are structured to cater for intermediate athletes, support to schools and village participation.

**Intermediate:** The groups of athletes across all sport codes are selected from mass participation to represent the RBS in various events and competitions.

**Elite:** These are the top professional athletes who participate locally, provincially and internationally and are supported and monitored by RBS.

**Basketball**

Two local coaches, Boitumelo Ramocha and Junior Mmoloke, participated in the International Sports United





Exchange Program which was held in Washington DC and Nashville Tennessee. The program included wheelchair sports, Special Olympics and Sports Unity Workshop as well as different basketball coaching clinic levels. The annual Basketball Without Borders event was held in Johannesburg and 15 RBS coaches participated. The event is about identifying the potential players eligible for scholarship and extensive coaching clinics conducted by top international coaches. NBA identified and certified 3 RBS coaches as qualified to coach at high level i.e. Junior Mmoloke, Cornelius Ramosotho and Boitumelo Ramocha.

Number of Players	:	700
Number of teams	:	16 school teams and 2 regional teams (9 Boys & 9 Girls teams)
2012 Champions	:	Thekwane Middle School Girls HF Tlou High School Girls Mafenya Middle School Boys Tshukudu High School Boys

### **Athletics**

The athletics program has about 3000 participants taking part in mass programs, with 100 in the intermediate and 10 elite athletes. The following elite athletes qualified for the Olympics locally but could not make the international qualification standard i.e. Tsholofelo Thipe, Simon Magakwe, Lebogang Moeng and Rorisang Rammonnye. Our elite athletes won 13 medals (5 gold, 5 silver and 3 bronze) in the Prisma Comms competition held Pretoria. During the 2012 University Sports Awards held in Potchefstroom University, RBS coach and athletes received 6 awards as follows:

- Eugene Thipe was awarded coach of the year 2012
- Tsholofelo Thipe was awarded 200m and 400m athlete of the year 2012
- Rorisang Ramonnye was awarded 400m athlete of the year 2012.
- Simon Magakwe was awarded 100m and 200m male athlete of the year 2012.

RBS continues to participate in provincial and national competitions under the auspices of Athletic South Africa.

### **Karate**

The Karate program continues to run within Royal Bafokeng community with the five black belt appointed by RBS and Sensei Chris volunteering his services. For the past three years Bafokeng Karate club has won the SA Japan Karate Association (SA JKA) National championships.

Royal Bafokeng Karate has affiliated 300 Karate students with the SA JKA and five Bafokeng Regions as dojos for 2012. Currently there is a total number of 48 black belts within Royal Bafokeng community. RBS continues to attend SA JKA events including tournaments and gradings and Isaac Nkomo (head of RBS Karate), Karabo Modikwe and Tlhalefeng Mpete passed the judging courses in 2012.

## **Netball**

Approximately 4 000 girls are part of the netball mass participation program including the intermediate and senior players. Bafokeng Netball Association, due to its commitment to netball development, was granted Sub Regional status by Netball South Africa which will be reviewed at the end of 2013. Five coaches received Level 2 National Coaching certification and passed Level 3 Umpiring Course through Netball South Africa. In 2012 the Under19 Team won silver medal and Under21 won gold medal during the Under19 & Under21 National Netball Tournament and the senior team won the Spar Senior National Netball Championships. We continue to participate in mass development of netball and in the Netball South Africa sanctioned events.

## **Rugby**

In total rugby development programme has 80 players with 40 senior players playing in the Jaap Steyn League. The RBS senior team finished 5<sup>th</sup> in the same league in the 2012 season. One of the RBS development players, Gopolang Molefe, made the Under18 Craven Week 2012. The RBS senior rugby team also participated in the annual 7's Rugby Tournament hosted by the Klerksdorp Rugby Club and advanced to the semifinals. Interest in the sports is continuing to grow in the community and RBS is offering support to all those who are interested.

## **Sport in Schools**

The Sport-in-Schools programme focused primarily on three segments, namely: Physical education; Afternoon sport and Interschool competitions (between RBN schools) (introduced in 2012).

## **Physical Education (PE)**

RBS employed 40 school sports coordinators (SSCs) (16 female & 24 male) and four regional managers (one female & three male) that oversee sport in 40 of the 43 RBN schools. PE classes were run consistently throughout the year in these 40 schools and approximately 20,000 children received PE training at least once a week during the school terms as part of their Life Orientation subject.

## **Afternoon Sport**

This segment focused on the mass participation element – i.e. attempting to get as many children as possible to play sport, regardless of their talent. Each SSC ran his or her own

afternoon timetable for the various sporting codes taking place within their schools (depending on the season). This was the most challenging segment of the Sport-in-Schools programme as it relied on some key factors for its success, particularly teacher involvement, children participation and low interest in sports after the academic day.

## **Interschool Competitions**

Competitions in five sporting codes were run throughout the year, the five codes being Athletics (track), Netball, Tag Rugby, Athletics (cross-country) and Football. Some competitions were leagues and some were one-off tournaments. The Sport in Schools programme will be undertaken by RBI from the beginning of 2013 onwards.

## **Sports Campus**

Kgosi Leruo High Performance Centre is a world class facility based at the Bafokeng Sports Campus. The facility is used by Platinum Stars players and other sporting codes under the supervision of resident qualified instructors. The Clinic personnel at the HPC attend to the daily health of the sports patrons including medical testing. The Sports Campus has a number of high quality sporting fields and has hosted national teams including Bafana Bafana, Banyana Banyana, the Rugby national team and other international teams including Algeria and Ivory Coast National teams who participated in the 2013 AFCON tournament. We continue to make strides at marketing the facility and forging strategic partnerships to ensure its maximum use.

## **Platinum Stars**

Platinum Stars' performance improved remarkably in the 2012/2013 PSL Season as compared 2011/2012 Season and the club ended at position 2 in the log table. Mogakolodi Ngele moved from an unknown name to the leading top goal scorer in the team and won many Man of the Match awards during the last season. The club has 5 members of its technical team as part of the Bafana Bafana, with Kabelo Rangoaga from Mosenthal appointed as a Physical Trainer and the club's Physician as a convener of the medical team. Michael Mabule, from Kanana debuted for Platinum Stars and played during the Nedbank Cup. Platinum Stars received a number of nominations in the PSL 2012/2013 Awards and Tshepo Gumedede won the Most Promising Player award in a tournament. Thuso Phala became a dominant player during the AFCON Tournament and won a Man of the Match award. Thabani Mthembu,





currently holds the title of the leading goal scorer in the Under 20 National Squad and continues to represent the brand with pride. The team will strive to maintain or ever better its performance of the past season. One of the objectives in the new season will be to vigorously market the club and increase its support base throughout North West Province and in the country.

#### **Achievements**

Finished position 2 in the PSL 2012/2013 season.

Qualified to participate in the CAF Championship league.

PSL Q Innovation Quarter 2 and Quarter 4 winners.

Henrico Botes won the PSL Q Innovation Quarter 2 Player of the Quarter award.

Robert Ng'ambi won the PSL Q Innovation Quarter 4 Player of the Quarter award.

Cavin Johnson won the PSL Q Innovation Quarter 2 Coach of the Quarter award.

Reached the Semi Finals of the Nedbank Cup.

Most Promising Player in a Tournament Award (PSL Awards) – Tshepo Gumede.

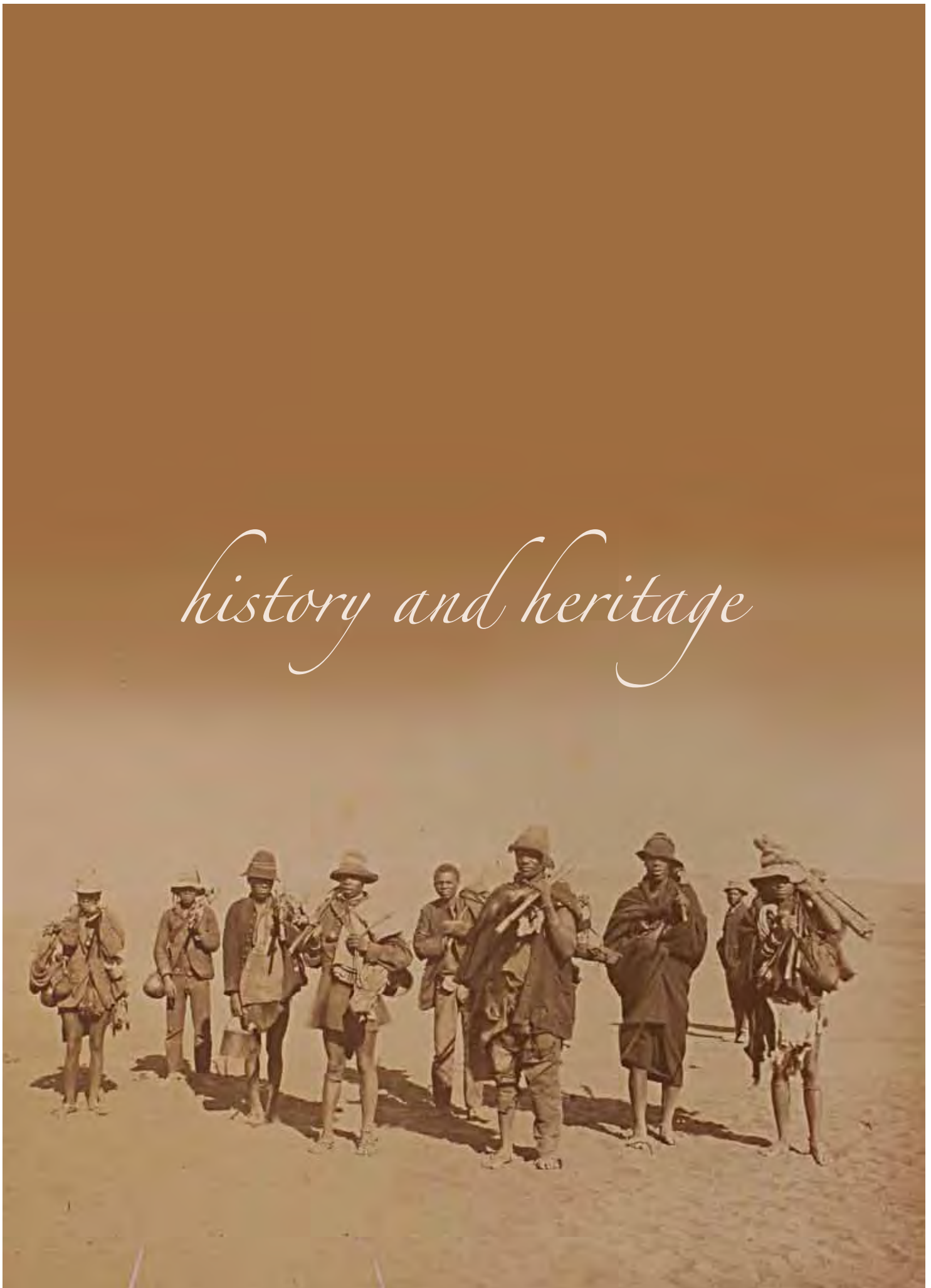
Coach of the Season Nominee – Cavin Johnson.

Footballer of the Season Nominee – Thuso Phala.

Player of the Season Nominees – Thuso Phala & Robert Ng'ambi.



*history and heritage*



# HISTORY AND HERITAGE

## “Embracing our roots”

Report by Research & Knowledge Management

### OVERVIEW

While the Research Knowledge and Management department is generally associated with the KFA History and Heritage (and was under that heading in the last KK report), that is not everything the department does. It also conducts research into current socio-economic realities of the RBN to inform RBA service provision. We make this clear in the text below, so it is just a question of what heading we fall under in the report (e.g. whether we fall under History and Heritage only).

### Research & Knowledge Management

1. The Research & Knowledge Management Department (R&KM) has three main mandates: ‘Data-driven development’: we conduct research which provides accurate and comprehensive information to RBN Governance and RBA service provision departments so they can make informed decisions on the development priorities of the Nation. This includes generating information about social and economic conditions in the RBN and evaluating development strategies used elsewhere for their relevance to the RBN.
2. ‘History and heritage’: we document and preserve Bafokeng history and heritage.
3. ‘Strategic relationships’: we coordinate the engagement of the RBN with a range of national, continental and global partners and networks to ensure that the information and relationships benefit the RBN.

**To fulfil these mandates, R&KM has the following programmes and projects from 2012 and 2013:**

#### Data-driven Development

**Puisano Survey:** In 2012, R&KM collaborated with the Community Relations Department to conduct a survey to ask citizens about their expectations, perceptions and levels of satisfaction with regard to services provided by the RBA. Similar surveys will be conducted annually to check whether the issues residents have identified are

being addressed. 700 households from all regions of the RBN were interviewed, selected to be representative of all residents of RBN formal villages.

People in the RBN are most satisfied with the following services:

- 89% of the households who have children in school are satisfied or very satisfied with the educational facilities on offer in the RBN.
- 79% of respondents are happy with water quality, although this still means that one in five residents has concerns about the water.
- Of the 87% of residents who benefit from weekly refuse removal, 90% are satisfied or very satisfied with the service.
- 81% of residents are satisfied or very satisfied with electricity provision
- 81% of respondents are satisfied or very satisfied with the frequency and punctuality of taxis in the area.

These are the services with which people in the RBN are least satisfied:

- Sanitation remains a major service need in the RBN. Of the 57% of households who have unventilated pit latrines, 58% are dissatisfied or very dissatisfied with their sanitation situation.
- 52% of respondents are dissatisfied or very dissatisfied with the accessibility of health services and 53% are not happy with the quality of medical services.
- 60% of respondents say that they are dissatisfied or very dissatisfied with the roads in the area.
- 55% of respondents say that they are dissatisfied or very dissatisfied with the street lighting service.

**PULA Survey:** the RBN Population and Land Use survey conducted in 2011 is showing its value by continuing to provide information to inform RBA policy makers and service providers. In 2013, this information is being prepared in ways that will give each region and each village in the RBN access to detailed information about its own achievements and challenges with regard to infrastructure, education, the local economy and social issues. Detailed data analysis done in 2013 includes a profile of backyard dwellers in RBN villages and estimates for the establishment of an indigent register.

## History and Heritage

**Bafokeng Digital Archive (BDA):** After two years of development, the Bafokeng Digital Archive went live in May 2013. The BDA is the new home of Bafokeng history, housing an extensive and growing collection of knowledge about the Bafokeng Nation's past and present. The site - [www.bafokengarchives.com](http://www.bafokengarchives.com) - provides access to photos, newspaper articles, letters, publications, drawings, audio recordings, videos and other kinds of documents about the Bafokeng throughout their history. Material was donated by community members and solicited from libraries in and outside of South Africa and other sources. All community members are asked to contribute to this archive, including family photos or any other documentation you wish to share and preserve.

With one click, you can experience what the lives of Bafokeng ancestors were like, listen to oral histories told by our elders, or relive the excitement of the 2010 World Cup games at the Royal Bafokeng Stadium. You can also look up specific people or places by using the tabs on the landing page.

**Oral History:** We have an on-going programme to document and preserve the wisdom and experience of our elders through recording oral history interviews. Fifty interviews with Bafokeng elders were collected in 2012 and sixty-five will be recorded in 2013. Ten Bafokeng youth have been trained to interview our elders, so that this process becomes an intergenerational dialogue, also sensitising our youth to the value of Bafokeng heritage. The oral history recordings are made available on the Bafokeng Digital Archive and will be developed into a documentary film in 2013.

**Archaeological Survey:** There are many sites of archaeological significance on RBN land, providing evidence of the history of Bafokeng settlement in the area back to the 1500s. In 2013, a survey of this historical heritage will be conducted to establish the scope and nature of these sites, with the aim of identifying sites for declaration as national heritage sites and to enable the future preservation of sites in danger of destruction through mining activities or other sources.

**Heritage Route:** In addition to surveying archaeological sites, RKM is identifying, documenting and mapping a

range of more recent heritage sites located in and around Phokeng. This is the first phase of a project to document heritage sites across RBN land. The project results from the realisation that there is vast heritage (cultural, natural, politically-inspired) in the area that is not well documented, is not contributing to local economic development and, in some cases, is at risk of being lost due to lack of care and preservation. The process of documenting heritage sites is the first necessary step towards facilitating the preservation of such sites, and the eventual integration of heritage sites in local education and in local economic activities, including tourism.

**Melao ya Sefokeng:** RBN Governance has taken the initiative to conduct a baseline study of all existing customs, laws, rules and procedures pertaining to governance in the RBN. The aim of the study is to document and preserve Bafokeng laws, customs, values and principles in ways which can guide future generations. This includes looking at both traditional and corporate institutions within the RBN to understand how they work and how they relate to each other. Governance will use the findings of the study to develop a comprehensive regulatory framework, policies and procedures for all institutions within the Royal Bafokeng Nation which are coherent, consistent and uniquely and authentically Bafokeng.

## Strategic Partnerships

**Independent Researchers:** Due to its public profile as a modernising traditional community, an innovator in education and social development, and a large and successful community-based investment company, the RBN attracts attention by a large number of external researchers who wish to conduct research on and in the RBN. The RBN welcomes independent researchers as they bring specialised skills and perspectives, as well as enabling the RBN to share its experiences with a wide audience.

The RBN as a community sees the production of knowledge about itself as an important part of its heritage, and so carefully monitors the quality of research conducted by independent researchers. This includes holding researchers accountable for ethical, consultative and collaborative research practices, and for ensuring that their research findings remain accessible and relevant to the RBN after they leave.



**Mining Dialogues 360°:** After the ground-breaking 2012 research on Resource Nationalism in relation to mines in South Africa, commissioned by RBH with R&KM, an independent NGO called 'Mining Dialogues 360°' was established. This organisation is continuing the process of research and engagement between mining houses, communities and government to seek alternatives for a more productive and mutually beneficial set of relationships around mining. R&KM remains on the MD360° advisory board.

**Itlhabe Bothale Forum:** In 2013, R&KM is establishing a new public forum in which research findings and processes relating to and relevant to the RBN can be discussed. Through speaker series and themed discussion groups, this forum aims to create an enabling environment where Bafokeng professionals as well as young and motivated people are given opportunities to generate ideas and share knowledge. It also aims to instil a culture of reading and of constructive debate in the Royal Bafokeng Nation. Public debate will also be furthered through facilitated discussions on the RBN Facebook page and through the blog on the BDA.

*Fifty interviews with  
Bafokeng elders were collected  
in 2012 and sixty-five will be  
recorded in 2013.*

*investments*



# Investment Commercial Enterprise

Report by Royal Bafokeng Holdings (RBH)

The uncertainty surrounding the global economy continued into 2012 and resulted in a mixed performance from the underlying portfolio, although it registered growth of 13% for the year. The rand depreciated by 4%, the ALSI gained 27% and the Commodity Research Bureau Commodity Index was down 3% during 2012.

The flat performance of our mining investments resulted in the overall gross RBH portfolio delivering an IRR of 18% for 2012, despite very strong operational and share price performances from our non-mining assets. RBH's portfolio benefited from the strong performance of recent investments in RMB Holdings and RMI Holdings, which contributed a total return of 58% in 2012.

The mining portfolio's performance for 2012 was in spite of the platinum price (to which RBH's portfolio is heavily exposed) appreciating by 10% by year-end and the weakening of the rand.

Three factors that negatively impacted the mining portfolio were:

1. Labour unrest, especially that at Marikana
2. Indigenisation legislation in Zimbabwe
3. The nationalisation debate in South Africa.

The indigenisation and nationalisation debates served to increase uncertainty and the cost of doing business. Together with lower production this culminated in substantial declines in the share prices of RBH's three mining investments.

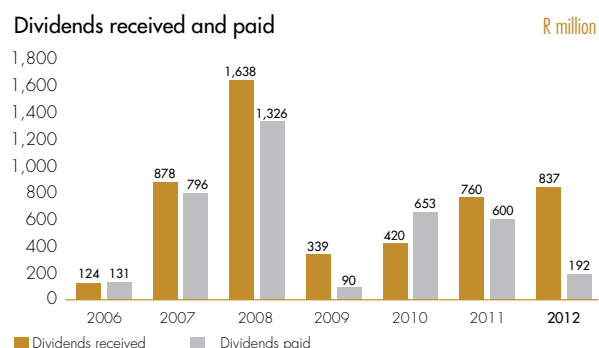
Positive performance from the gross asset portfolio, combined with the sale of one heavily geared investment, reduced gearing from 29% at the end of 2011 to 25% at the end of 2012.

Looking ahead, the United States seems to have averted a 'twin cliffs' crisis and the Chinese economy appears to have landed softly. This should support the global economic recovery, although this recovery may already be reflected in share prices and the JSE ALSI reaching record levels at year-end. On the downside, European sovereign debt problems persist and pose a threat to global growth and asset prices.

## HIGHLIGHTS

- 10% increase in dividend income
- 13% increase in gross asset portfolio
- Mining exposure reduced to approximately half of the portfolio due to outperformance of non-mining assets, especially financial services assets
- Sale of Eris and ZICSA
- Gearing reduced due to asset appreciation and sale of highly geared investment
- RBH underperformed the All Share Index (ALSI) of the Johannesburg Stock Exchange (JSE) by 9% during 2012 due to high exposure to mining shares
- Long-term performance remains well ahead of the market

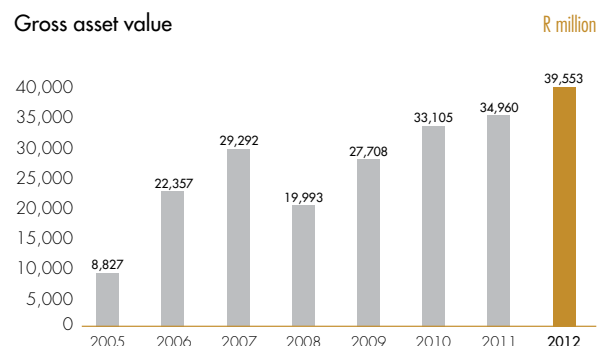
## DIVIDENDS RECEIVED AND PAID



Dividend income grew by 10% during the year, driven by higher dividends from the new investments in financial services and offset by lower dividends from Implats.

The RMB Holdings/RMI Holdings dividends were used to service newly-raised debt. Cash dividends paid to our shareholder amounted to R192 million in 2012.

## PORTFOLIO VALUE





In 2012, the capital value of RBH's gross assets grew by 13% to more than R39 billion, from R35 billion in 2011. Large declines in our mining asset values were offset by strong growth from our financial services assets. Adjusting for the sale of our investments in ZICSA and Eris, the growth in gross assets would have been 14%.

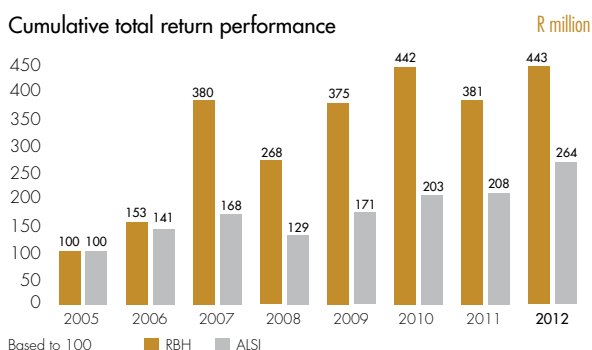
Due to growth in the gross asset portfolio in excess of the cost of funding, RBH's net asset value increased by 20%, from R25 billion in 2011 to R30 billion in 2012.

### RELATIVE CUMULATIVE TOTAL RETURN PERFORMANCE

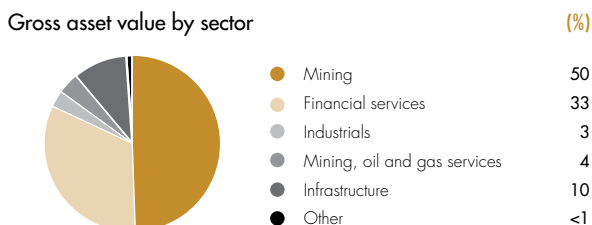
The RBH gross asset portfolio delivered an 18% IRR for 2012, below the ALSI's 26.7% total return due to RBH's high exposure to underperforming mining companies.

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

	RBH (gross assets)	JSE ALSI	JSE RESI
IRR - 2012	18%	26.7%	3.1%
IRR - 2006 - 2012	21.8%	14.9%	10.0%



Due to being overweight in platinum mining shares for historical reasons, RBH underperformed the ALSI in 2008, 2011 and 2012. Nevertheless, the company comfortably outperformed the ALSI on a cumulative basis. RBH's IRR on gross assets over the past seven years was 21.8%, compared with the ALSI's 14.9% compound annual growth rate for the same period.



### SECTORAL SPLIT BY VALUE

The R7.8 billion investment in financial services during 2011 transformed the portfolio from being dominated by resources shares, to a more diversified investment portfolio in 2012 (from 81% in 2010 to 56% at the end of 2011).

Outperformance from the financial investments caused the mining exposure to reduce further, to 50%, at the end of 2012.

### RBN ASSET PORTFOLIO AS AT 31 DECEMBER 2012

The 13% increase in the value of gross assets was boosted by the strong performance of our financial services investments, offset by the underperformance of the mining investments and the sale of the ZICSA and Eris investments during 2012.

## RBH Asset Portfolio as at 31 December 2012

R million	2012	% change	2011	% change	2010	% change	2009	% change	2008	% change	2007	% change	2006
Market value of listed investments	33 803	16%	29 035	7%	27 259	18%	23 176	55%	14 955	-44%	26 909	28%	21 085
Implats	13 938	0%	13 909	-28%	19 363	15%	16 872	50%	11 221	-43%	19 719	21%	16 336
RBPlat	5 385	5%	5 151	-18%	6 245	26%	4 940	75%	2 824	-43%	4 963	29%	3 847
Merafe Resources	497	-25%	663	-45%	1 195	19%	1 008	65%	612	-64%	1 685	203%	556
Metair Investments	613	65%	372	60%	232	132%	100	-9%	110	-60%	272	nm	-
Astrapak	165	-5%	174	-22%	224	-12%	256	35%	189	-30%	270	-22%	346
RMI Holdings	4 586	54%	2 986	nm	-	-	-	-	-	-	-	-	-
RMB Holdings	8 618	49%	5 781	nm	-	-	-	-	-	-	-	-	-
Directors' valuation of unlisted investments	5 750	-3%	5 925	1%	5 846	29%	4 532	-10%	5 037	111%	2 383	87%	1 272
Vodacom SA	3 134	23%	2 550	10%	2 310	10%	2 105	-20%	2 623	nm	-	0%	-
Fraser Alexander	1 114	3%	1 077	10%	980	19%	827	-4%	860	16%	741	56%	476
Atterbury Investment Holdings	714	11%	643	29%	499	nm	-	0%	-	0%	-	0%	-
MB Technologies	291	-23%	377	-47%	711	-10%	792	1%	784	0%	785	105%	383
MOGS	422	-3%	436	57%	278	103%	137	122%	62	nm	-	0%	-
Other	76	-91%	841	-21%	1 067	59%	671	-5%	709	-17%	857	32%	413
Gross asset value	39 553	13%	34 960	6%	33 105	19%	27 708	39%	19 993	-32%	29 292	31%	22 357
Less: liabilities	9 986	-3%	10 251	204%	3 372	51%	2 230	2%	2 195	304%	543	124%	242
RMI Holdings	2 828	4%	2 727	nm	-	0%	-	0%	-	0%	-	0%	-
RMB Holdings	4 278	3%	4 141	nm	-	0%	-	0%	-	0%	-	0%	-
Vodacom SA	1 713	-3%	1 775	0%	1 770	0%	1 814	0%	1 786	0%	-	0%	-
MB Tech	388	5%	370	nm	-	0%	-	0%	-	-	-	-	-
ZICSA	-	-	496	nm	-	0%	-	0%	-	-	-	-	-
Corporate debt	779	5%	741	nm	1 602	0%	416	0%	409	-25%	543	123%	243
<b>Net asset value</b>	<b>29 567</b>	<b>20%</b>	<b>24 709</b>		<b>29 732</b>	<b>17%</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>

*investment commercial enterprise commentary*

## RBH INDIVIDUAL COMMERCIAL INVESTMENTS

The table below reflects the individual commercial investments made by RBH, and the sector of the economy under which they fall, as at 31 December 2012.

Mining		50
Implats, the world's second largest platinum producer	13	
RB Plat, an independent, black-controlled platinum producer listed on the JSE	57	
Merafe Resources, which has a 20.5% participation in the Xstrata-Merafe Chrome Venture, the world's largest producer of ferrochrome	29	
Financial services		33
RMB Holdings, a holding company with a large stake in FirstRand, a leading South African bank		
RMI Holdings, a diversified group that holds significant investments in leading South African insurance companies namely, OUTsurance, Discovery and MMI		
Infrastructure		10
Vodacom SA, a cellular communications company with a leading share of the South African market	2	
Atterbury Investment Holdings, one of the largest unlisted commercial property funds in South Africa	14	
Mining, oil and gas services		4
Fraser Alexander, the South African market leader in mine tailings disposal, dry bulk materials handling in the mining and ferrochrome industries, and infrastructure construction in the mining sector	100	
MOGS, a South African-based company created by RBH to invest in mining, oil and gas services businesses in Africa and the Middle East	100	
Industrials		3
Astrapak, South Africa's largest plastic packaging group	17	
Metair Investments, an automotive components manufacturer	13	
MB Technologies, South Africa's largest privately-owned information technology distribution group		
Other		<1
DHL Express, South Africa, the global leader in express, air and sea freight, overland transport and logistics solutions	25	
Pasco Risk Holdings, Africa's largest privately-owned, independent risk management company	27	
M-Tech Industrial, a company involved in nuclear energy, including the development of plant simulators	25	
Praxima Africa Payroll Systems, an outsourced payroll and human resource service provider	33	
RB Engineering, a mining-related joint venture with engineering firm Metix	26	
T-Jet Helicopters, an aviation business	100	

## CORPORATE SOCIAL INVESTMENT

RBH is committed to the socio-economic upliftment of the Bafokeng people. With the income generated from its commercial investments, and in partnerships with key stakeholders and various governance and community structures, the company seeks to invest in sustainable projects that will benefit the RBN in the long term.

RBH's CSI objective is to contribute towards the social and economic development of the RBN through structured, sustainable initiatives. In implementing its community projects, RBH enters into partnerships with relevant stakeholders as well as specialist service-providers.

## PRIMARY VEHICLES OF DIRECT SOCIETAL INVESTMENT UP TO 2012]

1. Royal Bafokeng Sports (RBS)\*, which was involved in a broad spectrum of sporting events and sports development activities
2. Royal Bafokeng Enterprise Development (RBED)\*, which focused on the creation of self-sustaining, Bafokeng-led businesses
3. CSI, specifically in the areas of social development, education, entrepreneurship development, music and the arts, and sports development

\*Note: In 2012 our 100% holdings in RBS and RBED were transferred to the RBA.



## MAIN FOCUS OF RBH'S CSI SPEND

1. Community health
2. Social development
3. Education

## IDENTIFIED CSI PROJECTS

1. The NGO and CBO Capacity Building Project, the aim of which is to empower community institutions to effectively and efficiently run and manage their projects
2. Investment in a mobile clinic service to provide basic primary health care services to Bafokeng communities

## INVESTMENT

RBH allocated R15 million to its CSI programme in 2012 on the focus areas and projects described below

## PROJECTS IN 2012

### Health (5,000,000/32% of spend)

#### RBN Mobile Clinics Project

The RBN Mobile Clinics Project is an initiative of the Health and Social Development Services (HSDS), supported by RBH and the provincial health department. The objective is to take basic health services to communities in outlying areas of the RBN. Currently, the primary health service is offered by government to these villages once a month. As this is not sufficient, HSDS provides the service on a weekly basis.

Two fully-equipped mobile clinics have been bought and these service four villages – Mamerotse, Tantanana, Maile and Tlapa. The North West Department of Health has agreed to supply pharmaceuticals for the mobile clinics. Through this initiative over 2 500 people per month have access to basic health care.

#### Smile Foundation

The Smile Foundation is an organisation established to assist underprivileged young children suffering from a rare syndrome causing paralysis of the facial nerves. The foundation provides corrective surgery, enabling these children to lead as normal lives as possible. The organisation brings together teams of medical specialists and other professionals who provide their services free of charge and reach an estimated 1 500 children each year. The Smile Foundation, together with the Department

of Plastic and Reconstructive Surgery at the Dr. George Mukhari Academic Hospital, located at the University of Limpopo, Medunsa Campus, is in the process of establishing a burns unit to treat burns cases as well as to provide surgical assistance to patients requiring reconstructive surgery.

The project will benefit the North West Province, including the RBN, as currently no hospital in the province provides these services. In addition, it will also help develop the capacity of the medical professionals operating within the RBN by providing them with the opportunity to participate in work carried out there.

### Social Development (R3,798,171/24% of spend)

#### Phokeng Trauma Centre

The Phokeng Trauma Centre operates from four centres in the RBN: Phokeng Police Station, Boitekong Clinic, Mfidikwe Clinic and Lefarakgathe Community Centre, and serves people in and around the RBN community.

The centre has provided trauma and counselling services to 1 078 victims of rape, domestic violence and human trafficking during 2012. Its advocacy and awareness programmes have also reached 11 706 people.

#### Godisanang Orphans and Vulnerable Children Programme

The Godisanang Orphans and Vulnerable Children (OVC) Programme is the only organisation within the RBN providing a holistic service to orphans and vulnerable children within the RBN and surrounding communities.

The programme continues to meet the psycho-social and physiological needs of affected children. The villages of Mafenya, Chaneng, Robega, Rasimone, Dithabaneng, Lefaragathle, Salema and Masosobane have care centres used for various activities i.e. counselling, educational support, health care support, food parcels distribution and provision of clinical nutrition. In 2012, the programme has assisted 796 children with the support of 60 care-givers.

#### NGO and CBO Capacity Building Project

RBH has funded the NGO and CBO Capacity Building Project since 2010 and during this time, 28 NGOs and CBOs have transformed from organisations without

clear direction to organisations that are fully registered and with proper organisational development processes, defined strategies and operational plans in place.

Great results have been achieved to date and it is believed that through the support provided, the sustainability of organisations within the RBN will no longer be a continual challenge. The training provided by the Siyakhula Trust has enabled NGOs to be able to perform key functions required for organisations to operate smoothly such as:

- Formulation of suitable constitutions
- Development of appropriate strategy and operation plans
- Implementation of human resources policies
- Registration with the Companies and Intellectual Properties Commission
- Application to the South African Revenue Service for Public Benefit Organisation status
- Opening of active bank accounts in their own names

As a result of the knowledge and skills learned during the capacity building and organisational development training, most organisations have been able to secure funding and donations from various sources, including the following organisations: the IDC, the ABSA Foundation, the National Lottery, the provincial Department of Social Development and Pick n Pay, amongst others.

### **NGO Forum**

The Royal Bafokeng NGO Forum is a community structure forming part of a community development initiative aimed at co-ordinating NGO and CBO activities at grassroots level for villages within the RBN.

The Forum has been registered as a non-profit organisation with the Department of Social Development and has a membership of 30 organisations operating in the RBN. The Forum was established to ensure the survival of the NGO sector in the RBN following the capacity-building training offered to such organisations. There was no formal structure providing support and guidance to these community organisations and it is intended that the NGO Forum will play that role.

### **Community Answer Home-based Care**

The main objective of this organisation is to provide care,

support and counselling programmes and services to HIV/Aids-infected people and their affected families as well as orphaned and vulnerable children. The project has 120 beneficiaries and funds donated have enabled the organisation to provide a better quality of service to beneficiaries.

### **Pholontle Home-based Care**

Pholontle Home-based Care provides support to 130 people infected and affected by HIV/Aids in the surrounding areas of Moumong, Lekgalong, Rankelenyane and part of Tlapa villages. Activities include: HIV/Aids awareness, food parcel distribution and home-based care.

### **Donations and Memberships (R3, 030,055/19% of spend)**

#### **Donations:**

- Associated Country Women of the World
- Dirang Ka Thata
- United Cerebral Palsy Association of South Africa
- Pearl Edu Vision
- Kutlwanong School for the Deaf
- Ithemba Children's Project
- PSG School Uniform
- Employee Volunteering Programme
- Van Zyl Slabbert Education Trust
- Camp La Thuso

#### **Memberships:**

- UNGC
- UNPRI

### **Education (R1, 941,337/12% of spend)**

Education is the key to breaking the poverty cycle and RBH and the Royal Bafokeng Institute (RBI), responsible for education in the RBN, continue to play a vital role in eradicating poverty through education.

### **Nkanyiso Schools Vegetable Gardens and Nutrition**

The Nkanyiso Schools Vegetable Gardens and Nutrition project, managed in partnership with RBI, aims to improve the health and nutritional status of learners in the RBN through sustainable school-based nutrition and gardening programmes. There is a great need for a feeding programme for underprivileged school children. While the government runs feeding programmes in some

primary schools, there is a need to supplement these in order to ensure all those children in need are fed with suitably nutritious food.

Nkanyiso Schools Vegetable Garden and Nutrition was developed as a comprehensive food programme beginning where it all starts: with gardening and growing. One of the main objectives of the project is to increase knowledge of and enthusiasm for gardening among participants, learners, educators and communities. Another is to highlight the importance of nutrition. By encouraging schools to grow fresh produce which can then be used for school lunches, both objectives are met.

Using the gardening, nutrition and environmental education curriculum developed by Nkanyiso, educators will also incorporate gardening and basic nutrition topics into the classroom. In its second year of operation, the project has been rolled-out to additional primary schools, namely Photsaneng, St Michael's, St Gerard Majella and Mfidikwe, while continuing to provide support to the five schools currently participating in the project, to ensure their sustainability.

Additionally, this CSI initiative strives to empower the community members working in the gardens with skills to enable them to supply fresh produce beyond the project, and ultimately run their own profitable food-production businesses.

**During the year, 220 learners, 42 educators and 78 community members participated in the project.**

#### **Lebone II Youth Leadership Festival**

The inaugural Lebone II (College of the Royal Bafokeng) Youth Leadership Festival took place in July 2012. The objective of the festival is to stimulate an appreciation of leadership as a service and a collaborative pursuit, to stretch participants by enhancing their life experience and raising their aspiration levels, and ultimately engaging in practical projects to experience leadership in action.

The participants at the Festival were drawn primarily from Grades 11 and 12. The 72 participants included approximately 15 learners from Lebone, 24 learners from surrounding Royal Bafokeng schools, 17 learners from the Extraordinary Schools Coalition, 6 learners from the

13th year programmes, with the remaining 12 learners being drawn from a range of other partner schools.

The festival programme was designed using an experiential approach. The activities included a range of group exercises as well as conversations with current leaders. The participants were joined on day one by Prof. Tawana Kupe, Dean of the Faculty of Humanities at the University of the Witwatersrand, and on day three by Karabo Ndumo, Executive Director at Vodacom.

Participants also visited local leaders including Kgosana Mogono and Kgosana Rapetsana, the Mayor of Rustenberg and the Bishop of Rustenburg, as well as several local entrepreneurs, to better understand the practical challenges of leadership.

An international Skype link-up with two dynamic young people from India and Hungary added further interest. An important part of the Festival was the involvement for all of the participants in local community projects that deal with national social issues. Participants thus not only learned about leadership from current leaders, but were also expected to practice leadership in a hands-on way.

#### **Bishops Bafokeng Project**

In 2008, discussions began between Bishops Diocesan College and RBH regarding a sustainable relationship between the two parties to support existing RBN education initiatives and collaboration on future education projects. As part of building this relationship, two boys from Bafokeng villages attended the school in 2012, funded by RBH. The participants got to be exposed to a different learning environment and culture.

#### **University of Cape Town School of Engineering**

The objective of the School of Engineering is to produce high-quality engineering and built environment professionals as well as to build a diverse staff and student body that reflect the demographics of South African society.

Funds donated were used towards the construction of a new engineering building with 7,200m<sup>2</sup> of teaching studios, computer laboratories, and project facilities that can accommodate at least 3 500 under-graduate and 1 200 post-graduate students a year.



## **Sports ( R1,103,575/7% of spend)**

### **Special Olympics**

Special Olympics is an international organisation involved in changing the lives of people with intellectual disabilities through the power of sport, by encouraging and empowering them, promoting acceptance and fostering communities with understanding and respect worldwide.

The event attracted participants from 13 African countries. The RBN team was selected from Kutlwanong Resource School, Iteko Special School, Reoleboge Special School, Temogo Special School, the High School, Rustenburg Hoër Tegniese Skool, Mafenya Middle School and Bafokeng High School.

The Special Olympics Africa Unity Cup 2012 event not only focused on sports, but included other activities such as a family health forum, a youth summit, training of health care professionals and a National Basketball Association basketball clinic. The Africa event was made more special as it was a qualifier for the Special Olympics Unified Football Cup in Rio, Brazil in 2013.

### **RBS Karate**

Karate is one of the development programmes run by RBS that has been performing well in major competitions. It currently has 800 junior members in the mass programme and the RBN team, comprising 78 individuals, recently participated in the 2012 JKA Championships at which a total of 87 medals were won by RBN: 34 gold, 30 silver and 23 bronze.

## **Music and Arts (R807,980/5% of spend)**

### **Bafokeng Field Band**

The Bafokeng Field Band, which currently has 135 members, continues to play a critical role amongst the youth of the RBN. The project not only teaches the youth music (marimba, steel band, trumpet and drums) and dance skills, but provides support to its members identified as children-in-distress. Services provided include provision of food parcels and assistance with the process of getting support grants, birth certificates and identity documents and medical referrals.

### **Royal Bafokeng Youth Choir**

The Royal Bafokeng Youth Choir (RBYC) is gaining

momentum. RBN and the North West Province have been represented in the National Schools Choir Competition for the first time by Sizakele Zitha, a young boy from Tlaseng village who went as far as the Nationals and won the title in the tenor section of the competition.

RBYC has embarked on fund-raising initiatives to finance on-going activities. The choir performed for the first time on 11 June 2012 at Sun City and as a result of the exposure, more requests for performances are being received. RBYC has also had exposure on radio station 702 FM. The choir has been invited to participate in a choir competition to be held in Wales in 2013 and will continue to raise funds for the trip.

### **Room 13**

The objective of the Room 13 project is to unlock children's imagination by developing their artistic expression across various art forms, in particular visual arts and literature. It also aims, through the running of its own studio as a business, to teach children essential business skills. Funding was used to open a Room 13 studio in Moremogolo Primary School. This benefited learners in Grades 5, 6, and 7.

## **Entrepreneurship Development (R118,800/1% of spend)**

The aim of entrepreneurship development projects conducted in the RBN is to instil an entrepreneurship culture in communities, through learning of skills that will lead to the establishment of viable businesses and, in turn, the creation of sustainable employment.

### **Mphe Bophelo**

Mphe Bophelo is a bakery and brick-making co-operative operating in Maile village. It produces and sells bread and bricks to the community and has created 12 jobs. Funds donated have been used to buy a brick-making machine to supplement the old, outdated machine, to meet the increased demand for bricks in the community.

### **Thusanang Leuba**

Thusanang Leuba is a soap- and candle-making co-operative which operates in Chaneng village and 12 members of the community are involved in the project. Funds have been used to purchase a candle-making machine in order to meet demand.

## **Employee Volunteering Programme**

Once again, the RBH and RBED teams spent three days with the community and engaged in various volunteering activities.

One day was spent at the Kutlwanong Old Aged Centre that looks after 137 elderly people. RBH and RBED staff members were involved in cooking, ironing, cleaning and hair-cutting.

Another day was spent with 377 learners from the Kutlwanong Centres for the Deaf and Hard of Hearing. The learners were put through their paces in fun activities such as soccer, face-painting and water slides.

## **Mandela Day - 18 July 2012**

RBH and RBED staffers participated in various activities to celebrate Mandela Day. RBH volunteered at Barona Child Care and Support, a centre for 346 orphans and vulnerable children in Diepkloof, Soweto, and involved themselves in painting the hall and fence, cooking meals for the children, and distributing donated clothes and educational games.

Another project was a clothes collection drive, when RBH employees and the MOGS team donated clothes and non-perishable food. Thirteen bags of clothes and shoes were donated to the Strobane Centre for the Homeless in Johannesburg's central business district.

## **RBH's Corporate Partners**

RBH's investee companies have continued to provide support to the RBN. A total of R137 677 290 was donated to the RBN to support community initiatives.

## **RBPlat**

RBPlat spent R126.9 million in projects that benefited both RBN and non-RBN community members.

- Chaneng Association for the Blind
- The Enterprise Development Hub
- Provision of IT health support at Chaneng Clinic
- Charora High School e-Library
- Sports facilities at all five schools within the Macharora villages
- Rasimone Intermediate School classroom upgrade
- Kgotla offices in Rasimone and Chaneng

- Construction of a road in Chaneng
- Upgrading of the Phokeng police station

## **Merafe Resources**

Merafe Resources spent R4 854 428 on projects around the RBN.

- Ba-Leema, Meriti and Boitekong Schools
- Tapologo Hospice
- Boshhoek Crop and Hydroponic Garden
- Mfidikwe Trauma Centre
- Protec

## **ZICSA**

ZICSA spent R4 978 200 on a mobile library project. All RBN schools – 29 primary, eight middle and six high schools – benefited from this donation.

## **Fraser Alexander**

Fraser Alexander donated R391 952.

- Bafokeng Arts
- Stakeholder dialogue
- Queen Mother's Polo Charity Cup
- Itireleng Poultry and Vegetables
- Tirafalo IT solutions

## **MB Technologies**

MB Technologies donated computers and IT consumables to the value of R349 410 and these were distributed among organisations operating in the RBN.

## **M-Tech Industrial**

M-Tech Industrial donated R160 000.

- Tshwaragana Prayer Women
- Itireleng Poultry and Vegetables
- Bana Ba Kgotso Home-based Care
- Baakanyang Bagodi for the Aged

## **DHL Express**

DHL donated school sports equipment containers to the value of R28 300 to the Sports Development Programme.

Praxima Africa Payroll Systems

Praxima Africa Payroll Systems donated R15 000 to the Godisanang OVC programme.

# ORGANISATIONAL AND PROJECT MANAGEMENT

Report by organisational and Project Management Office (OPMO)

## OVERVIEW

The Organisational and Project Management Office (OPMO) was established to ensure effective and efficient management of the Royal Bafokeng Nation’s performance in accordance with the core strategies and monitoring management of RBN’s projects and programmes.

In adhering to this mandate, the OPMO continued to expand its services and responsibilities during the course of 2012. In addition to the services and statistics provided below, they added many new modules to the RBN Operations System—the OPMO’s web-based project, programme and organisational performance management tool ([www.rbnoperationsroom.com](http://www.rbnoperationsroom.com)). These modules include the Organisational performance module including the online RBN Scorecard and Strategy Map, the second phase of the online budgeting or Treasury module, improvements to the Work Breakdown Structure, the editable DOT and Close out reports, implementation of the new design, advanced filter options and multiple user-experience improvements.

**The table below list some on the quantifiable services that the OPMO delivered or monitored in 2012:**

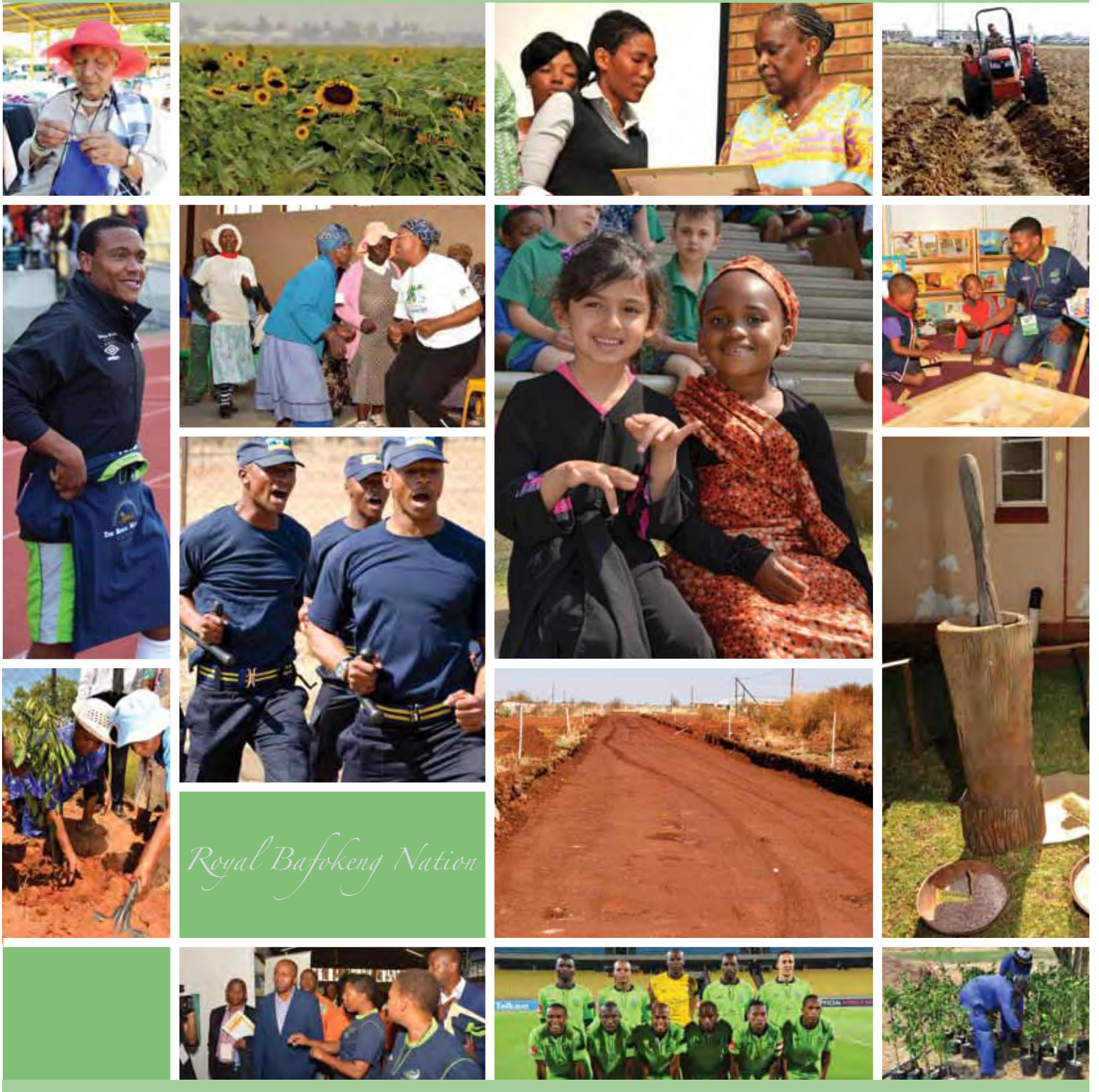
Service type What?	2012 Total	Number reached/ benefitted
2012 Projects	191	101 Completed 40 Active (completed in 2013) 11 On hold 39 Cancelled
Programmes (December 2012)	192	78 Active 14 On hold 11 Discontinued 24 Cancelled
Operations Room tours	25	
OPMO Monthly Reports	12	
Central Administration Quarterly Performance Reports	4	
Bulk SMS	83	128,680 recipients
Bokgabane	12	Distributed to approximately 720 RBN staff members monthly. There were a total of 41 739 server side logs on the twelve 2012 Bokgabane Magazines, this includes search engine searches and click on the links and do not necessarily indicate the number of downloads
Project and Programme Management Workshops	20	143 Project and Programme managers. Average satisfaction level by attendees was 94%
Number of visitors to <a href="http://www.rbnoperationsroom.com">www.rbnoperationsroom.com</a>	19,642	7,596 unique visitors in 2012 (Avg. visit duration 00:04:37)
Events Calendar	2 000 events monitored in 2012	

*organisational and project management*









*Royal Bafokeng Nation*





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ROYAL BAFOKENG NATION