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TOWARDS A NEW HORIZON: PLAN '35



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on the occasion of the Opening of Supreme Council,
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1. INTRODUCTION

We are gathered here in this chamber to make a promise to the Royal Bafokeng Nation. We promise to marshal the resources required to reach our targets, to stay on course, even in changing and turbulent times, and to balance our short term needs with our long term interests. This is a solemn occasion in the annual governance cycle of the Royal Bafokeng Nation, and I want to thank you all for making the time to come and to bear witness to the promises we make here today.

As the leaders, professionals, and officials of the Royal Bafokeng Nation, many of us play the role of storytellers to the rest of South Africa and the world about who we are, where we come from, and what our vision of the future is. What comes through clearly in our story, and in the retelling of that story around the world, is a key legacy of our ancestors and forebears: their forward-thinking plans and actions. As far back as we can remember and document, Bafokeng have been known for their ability to see the future as their friend, a place of opportunity, rather than a looming threat.

As you all know, change is inevitable, but few people welcome this fact and build it into their worldview, their culture. As Bafokeng, we acknowledge change and see adaptability as part of who we are and how we reached the present day. When Vision 2020 was conceived back in the

mid-90's, a pun on the term for "perfect vision", the year 2020 was a quarter of a century away, a whole generation in which to reach beyond current realities to distant and more ambitious frontiers.

Now, in 2011, 2020 is right around the corner, and we must stretch ourselves beyond 2020 to a new and more distant horizon. Our plans and objectives must take the current moment as their baseline, and envision even bolder aims and objectives. In this spirit, I am hereby declaring 2035 our new horizon for planning, vision, and strategy.

This means taking stock of what we've achieved towards Vision 2020, and then putting a new strategic framework in place that charts a path into the next quarter century. In what follows, I'll refer to this as our "Plan '35". A new vision and mission statement for the nation will be unveiled during the course of 2011.

1. INTRODUCTION



2. THE BIG PICTURE

Strategic planning entails putting our Bafokeng context into wider perspective by reviewing some of the major global events and trends that affect us here in South Africa. Only by understanding that we are an integral part of a wider global economic and political reality can we make sound decisions for today and for the future.

The economic recession that began in 2008 is bottoming out. Recovery will be slow and unsteady in many parts of the world, including in South Africa. The greatest impact of the recession in some corners is only being felt now. For example, although local production has increased, low interest rates in the US and elsewhere have strengthened the Rand (and other emerging economy currencies), which creates unfavourable conditions for local exporters, including the mining sector.

Optimism about South Africa's long-term economic strength was signaled by the invitation to formally join the "Bric" group of emerging economics at the global level. Although South Africa's population and the size of our national economy do not come close to Brazil, Russia, India or China, the move recognises us as the economic and commercial gateway to Africa.

On a political level, the past few years have shown a worrying trend in African

politics. In addition to our systems of traditional governance, the expression of the will of the people through multiparty democracy is a fundamental aspect of contemporary African governance. This requires adherence to democratic principles guaranteeing legitimacy to politicians, and the promise of pluralism and political accountability for citizens. In Kenya, and more recently Cote d'Ivoire, racial incitement, tribalism, voter intimidation, and outcome manipulation have become a disturbing trend. Although we see fewer of the coup d'états that we used to experience on the Continent, we hope that the 2011 Zimbabwe elections will accurately reflect the will of the Zimbabwean nation, and will watch the process play out with interest.

Farther to the North of us, we have followed South Sudan's referendum on secession from the North with rapt attention. It seems inevitable now that the Republic of South Sudan will become Africa's 54th independent country on 9 July 2011. As we congratulate the newest African country, we are also mindful of the challenges that come with independence, such as post-conflict reconciliation, forging a new constitution, building a new administration, and the ongoing struggle for economic development.

North Africa has also recently been the epicenter of a wave of pre-democracy protests. Tunisia has undergone an



2. THE BIG PICTURE

outright regime change, which has, in turn, encouraged civil action in the form of protests against the current governments in Egypt and Yemen. These regimes all feature leaders who have held power for more than 30 years. It follows that other long-serving regimes in the region may become the target of ordinary people exercising their democratic aspirations. Furthermore, political change in Egypt has far-reaching implications for the politics of the Arab world, and the Middle East in general. A notable feature of the so-called “Jasmine Revolution” is the important role played by the online environment, namely WikiLeaks and social networking media. We are clearly entering an era of radical transparency when it comes to information—both official and unofficial. Boundaries we used to count on and plan around, like national borders, private sector and public sector, government and civil society, are now traversed and transformed by a single keystroke, and we ignore this fact at our peril. We must never be arrogant about where power lies in the 21st century; it lies with those who harness the tools of communication most effectively.

On a different, but related note, 2010 was marked by natural disasters that rocked the world and I think we were all deeply affected by the devastation wrought by the earthquake in Haiti. As the poorest country in the Americas, with an ageing infrastructure and inadequate disaster

response network, the earthquake killed an estimated 200,000 people. The country is still struggling to emerge from tons of unmoved rubble, and reconstruction will take at least 10 years, probably more.

In Pakistan, the Indus River basin was drowned under heavy monsoon rains in July 2010. At one point, approximately one-fifth of Pakistan's total land area was underwater. The floods directly affected about 20 million people, more than the combined total of people affected by the 2004 Indian Ocean tsunami, the 2005 Kashmir earthquake and the 2010 Haiti earthquake. People were affected mostly by destruction of property, livelihood and infrastructure, with a death toll near 2,000. The ensuing humanitarian crises in these countries force us to consider how the effects of climate change will one day affect us in Phokeng. The flooding experienced across South Africa last month is an example of the eventualities we must be prepared for.

Man-made disasters also caught our attention last year. In August, a cave-in occurred at the San José copper-gold mine in the Atacama Desert in Chile. The accident left 33 men trapped 700 metres below ground. South Africa's Murray and Roberts Construction participated in the rescue mission, and all miners were rescued unhurt, after a record 69 days underground.



Elsewhere on the globe, there was no such happy ending for the 29 men who died after an explosion in the Pike River Mine, in New Zealand's most-deadly mining disaster in 96 years. Here in South Africa, there were 128 mining fatalities in 2010, a reminder of how dangerous this line of work is, and how important it is to continue developing and enforcing the highest safety standards in our mines. I should note, however, that this number was 24% lower than the number who died in 2009, suggesting that our systems are improving.

The public wage strike in August of 2010 was one of the biggest public sector strikes in South Africa's history, and had a negative impact not only on the economy, but also on the health and education sectors. Although there will always be contestation around pay levels and working conditions, it is simply unacceptable that our unions and government can allow a wage stalemate to deprive millions of South Africans of their basic rights to medicines and learning. It is my steadfast belief that the rights of children and students are the highest priority, and that these rights are non-negotiable. Additionally, unions—which play a vital role in civic society—cannot absolve themselves of the criminal acts of violence, intimidation of non-strikers, and vandalism carried out in their name. Unions should be as critical of their members as they are of

government. As for us, here in the Royal Bafokeng Nation, I am going on record saying that no such strike will ever again deprive those who opt to attend our Bafokeng schools or clinics. Furthermore, those who opt to strike should do so with respect for private property.

On a happier note, we enjoyed a spectacularly successful FIFA 2010 World Cup. The tournament was the most watched TV event in history (26 billion people cumulatively), with all eyes on South Africa for one solid month. After our three years of intensive planning, the Royal Bafokeng Nation and the nine other venues hosted a very successful tournament that changed much of the world's perception of South Africa and Africa in general. The six matches hosted here in the Royal Bafokeng Stadium were proud, festive occasions, attended by some of the world's most recognized faces: David Beckham, Bill Clinton, and Mick Jagger, as well as the US Vice President Joe Biden, and the President of Ghana. Even more importantly thousands of Bafokeng got a once-in-a-lifetime opportunity to see the beautiful game played by the world's best players. Our Stadium received more media attention globally than any other venue in the country, except for Soccer City and Nelson Mandela Bay Stadium. We boasted the best pitch in the country, and the best base camp by almost any measure.



As a country, we spent R8.5 billion to host the World Cup, and many wonder if the benefits were commensurate with the costs. Here in Phokeng, we also invested heavily in infrastructure, programmes, and public relations, but it is my view that we came out ahead in the end, having proved to ourselves that we can do just about anything we set our minds to--a core objective of Vision 2020, as well as our new Plan '35.

How do we plan effectively in a global environment where climate change, macroeconomic indicators, and the information revolution create a constantly changing playing field? The answer is to remain relentlessly aware of what's happening around the world, translate that information into knowledge, and use that knowledge to develop strategies and plans that get us from where we are to where we want to be. This is not a simple task, but we are building the tools to make it happen.



3. INVESTMENT

The stabilisation of global financial markets which started in 2009 continued into 2010, albeit at a somewhat lacklustre pace. This has resulted in challenging conditions for our local economy. The strong rand has been a significant dampener to mining sector profits and share prices have consequently underperformed relative to other sectors.

The total value of the RBN commercial assets was R30.9bn at the end of December 2010. The commercial highlight of the year was the successful listing of Royal Bafokeng Platinum, the majority owner and operator of the BRPM joint venture. In a difficult market environment, the listing was almost four times oversubscribed by local and international investors, a tremendous vote of confidence in both the Bafokeng Nation and the country.

Diversification of the asset portfolio continues to be a key strategic objective. We have increased our stake in Zurich Insurance Company of South Africa from 10% to 25.1% and acquired a 10.5% interest in Atterbury Investment Holdings, arguably South Africa's leading independent property developer and manager. Atterbury invests in premium commercial assets in sought-after business nodes in the major South African metropolitan areas. In December 2010, we acquired a 5% share in Rand

Merchant Bank Holdings, another key investment in the financial services sector.

Profitability and high returns do not come at the expense of good governance and accountability. Sustainability remains the central theme of the investment strategy and RBH will continue to strengthen its role as an advocate for good environmental, social and governance standards in the businesses in which it is invested.

Let me turn now to the Royal Bafokeng Nation Development Trust. The Trust was registered in 2004 after the Supreme Council resolved that in order for the Royal Bafokeng Nation to achieve its Vision, a universally recognised structure such as a trust would be beneficial. Following challenges posed by the RBN's legal personality, which is a *universitas personarum* (an unincorporated voluntary association of persons), it became increasingly difficult for organisations, particularly in the private and commercial sectors, to comprehend how unincorporated associations work and securitise investments. This situation became critical for the RBN in 1998 when we ran out of cash. Our bankers at that time could not lend us the finance we desperately needed because they did not understand the RBN's legal structure, despite the fact, I should add, that they were our own bankers.



The Trust is a recognised and widely respected vehicle for managing wealth and offers security and transparency in terms of the way the RBN's entire commercial asset portfolio is managed. On 24 November 2005, the RBN Supreme Council approved the transfer of all commercial assets from the RBN to the Trust. However, in terms of a Kgotha-kgothe, or community AGM, resolution of 25 November 2006, the transferral of assets could only be effected provided that certain conditions precedent were met. All conditions precedent were finalised on 25 March 2009, thus paving the way for the Trustees to begin to function in line with the Trust Deed.

On 07 December 2009, the Trustees accepted the donation of shares and claims of Royal Bafokeng Resources (Pty) Ltd and Royal Bafokeng Finance (Pty) whose operations had merged into Royal Bafokeng Holdings (Pty) Ltd. The Trust also capitalised its claims against the RBH by converting the outstanding loans into shares. This process resulted in the balance sheet of the Trust increasing from about R1 000 to approximately R22 billion. This also led to a much stronger balance sheet for RBH, which is the Trust's single subsidiary. On the 8th of April 2010, the Trust accepted stewardship of the cash reserves of the RBN.

Role of the RBNDT

In effect, the Trust performs two roles:

one, the management of the commercial assets under its custody and stewardship, and two, the RBN Treasury function. The Supreme Council on the other hand remains responsible for the overall policy direction of the RBN.

Budget

A cumulative budget of R2.32 billion has now been set aside for the 2011 to 2013 budget cycle, which translates to R800 million for 2011 and 2012 and R720 million for the 2013 financial year. The 2011 budget is broken-down into the following key focus areas:

- education 25% (R196m)
- administration & support functions 21% (R167m)
- public & community utilities 19% (R154m)
- health & social development 9% (R69m)
- sports 8% (R67m)
- safety & security 6% (R47m)
- environmental management 6% (R45m)
- economic development 4% (R32m)
- food security 2% (R18m)

Due to the recent economic recession, we expect budget deficits of 31%, 15% and 4% for the 2011, 2012 and 2013 financial years. I continue to see these economic challenges as an opportunity, however. As a group, we face the inevitable challenge of downsizing. I reiterate my call for every entity and department to use resources efficiently and strategically.



Planning has never been more important to our ability to perform on our mandate in challenging times.

Our group internal audit function was reinforced by the appointment of at least four graduates from the Bafokeng community for the life of the five-year contract. This will further enhance and support governance, risk management and internal controls.



4. LEADERSHIP

Leadership remains the key factor in our ability to move with the times, and is ultimately more important than the mineral resources under our feet, or the bank balances in the Trust accounts. It is our leaders who take bold decisions affecting hundreds of thousands of people's lives and livelihoods. It is our leaders who inspire, encourage, inform, and unite. It is our leaders who remain accountable for our policies, actions, and the impact thereof. In sum, our human capital at the most senior levels is the single greatest key to our success or failure as a community.

We are blessed with many able and committed people who have devoted themselves to the achievement of our vision. They bring skills, experience and energy to a difficult and often thankless task. Let me take this opportunity to thank them. Empowering and uplifting communities is never a solitary effort—it always depends on a team—and I'm pleased to report that we continue to attract some extremely capable people to our team.

That said, we should never stop in our efforts to promote ethical, holistic leadership among our traditional, hereditary, and professional structures, and we will continue to pursue our leadership development programmes, and our recruitment of the best and the

brightest professionals. We currently have three leadership development programmes running concurrently:

- Leadership Development for Dikgosana and Bakuduthamaga
- Executive Development Programme
- Management Exchange Programme

The leadership development programme within the Royal Bafokeng Institute has trained dikgosana, makgotla office bearers, bommadikgosana, and Councillors in skills ranging from financial literacy and accounting to meeting facilitation and the importance of early childhood development. This programme has attracted national attention, and has resulted in a recent visit to Phokeng by forty-three traditional leaders who spent four days in leadership training with us.

The Executive Development Programme, in partnership with the Wits Business School, trained twenty members of the senior management of the RBN entities and associated companies in management and leadership challenges last year, and is about to welcome a new group of executives and senior managers into the programme this year.

RBN professionals are recruited each year into the Management Exchange Programme to be placed with partner companies for 12 months in order to gain exposure and participate in the market competitively. The 2010 inaugural class

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placed 14 RBN professionals into some of our associated companies. Feedback has been overwhelmingly positive, with 70% of the candidates being offered permanent placement into those companies. This programme is in its infancy, but will eventually grow into an international exchange.

Supreme Council

The Bafokeng Supreme Council, made up of hereditary headmen and elected and appointed Councilors, is our legislature. The Bafokeng Supreme Council Rules and Orders are being finalised and approved, which will enable the Supreme Council to play its policy and oversight role more effectively.

Portfolio sub-committees will be established this year, and as part of the Supreme Council's annual plan, one week per month will be dedicated to sub-committee meetings, which will review the operational progress of each RBN focus area.

Dikgosana

Following from the Report of the Commission on Bogosana Succession released in 2009, pronouncements on all our Bogosana were made in 2010; and the rightful successors will be installed this year. The process of updating Bogosana family trees will now be undertaken quarterly by my Office so that our succession records remain up-to-date.

In line with Traditional Councillors' constituency work, which I will touch on shortly, all Dikgosana and Makgotla are henceforth expected to work closely with Traditional Councillors for the benefit and convenience of our community.

Traditional Council

Our people frequently say that the Administration does not take heed of their inputs when we meet at Dumela Phokeng or Kgotha Kgothe. At the well-attended regional Dumela Phokeng meetings of 2010, the community relayed a strong message about the unavailability of Traditional Councillors at the village or Kgotla levels. Over the next ten months, Traditional Councillors will dedicate one full week to constituency work at their regions, at their villages and at Makgotla allocated to them. In doing so, we will bridge the divide between a Kgotla, a village and a region. It goes without saying that the Kgosana is an important link in this chain. Therefore, constituency reports will be tabled on a monthly basis at Traditional Council sittings for review and also for the benefit of my Office.

Directives on interventions and follow ups will then be fielded to the relevant RBN entities and departments as well as to the Portfolio Committees of the Supreme Council. A special commendation goes to the Traditional Council for showing leadership in attending to protests experienced in late 2009.



Makgotla

Following on the successes of the sustained Leadership Development programme, Makgotla will now be woven further into the governance structures through the constituency work to be done by our Traditional Councillors. This will be a major milestone, integrating all levels of our governance structures.



5. EDUCATION

Turning now from leadership to our different key focus areas, it is heartening to report on the major strides we've made in education over the past year. The reach of the Royal Bafokeng Institute's projects and programmes has widened, providing academic, community, and school management programmes in all forty-five of our schools, in addition to a growing number of affiliate institutions.

The education baseline study we completed in 2010 shows that our literacy and numeracy levels remain below standard, but this same information will allow us to measure the impact of our work on the learners, educators, and schools throughout the RBN over the coming years.

A major achievement of 2010 was the confirmation of our schools as "Section 14" schools. This means that the Royal Bafokeng Nation now has the legal right to intervene in curriculum issues, extracurricular activities, and school staffing in these schools. We intend to waste no time in implementing this new level of involvement, for the benefit of all the learners entrusted to our schools.

In 2011 the RBI Leadership Development programme will focus on improving school leadership and governance using the Regional Multi-school School

Governing Bodies. As a result of this initiative, our Bafokeng leaders can truly begin to own the standards and the ethos of each RBN school. The school principals will be held to account for the quality of teaching and learning in their schools, and we will identify and develop key people to participate in the professional governance of the Bafokeng school system.

This year, the RBI will finalise the plan for the first large scale 13th Year Youth Camp. After matriculating, school leavers will spend a year – the 13th year – serving in various community development initiatives. At the same time they will improve their own academic standards, build discipline, and improve their life skills. They will also have the opportunity to learn more about Bafokeng history and heritage by exploring traditions, customs, beliefs as well as rituals. There will be 40 students involved in the 13th Year Programme this year.

In order to improve the skills base for Bafokeng who do not wish to, or are unable to pursue higher education, the RBI established a Construction School, a Hospitality School and a Business School in which 300 students were enrolled in 2010. This year, we will launch a Nursing School for 100 trainee-nurses, a Welding School for 60 apprentices and an IT School for 100 computer whizzes. Overall, approximately 600 trainees will



be enrolled in our Technical and Vocational Programmes this year.

Lebone II, College of the Royal Bafokeng, is now operating from its new campus at Tshufi Hill, and continues to be a resource centre for teacher development in the region, as well as delivering quality education to its learners. Lebone II has been designed with the dual purposes of teacher development and high-quality schooling, and is the first such initiative in South Africa. We will be launching this idea, as well as our new facilities, to an audience of South African and international educators and policymakers next month, and I'm confident that Lebone's impact on our country's failing education system will be inspiring. In order for us to build on Lebone II's reputation as a centre of excellence, we will continue to recruit and retain teachers of the highest quality, an effort which is hampered by the low numbers of top students entering the teaching profession, even fewer in the lower grades. While we continue to grow our own ranks of Bafokeng teachers at North West University, we will meet the immediate need for high quality teaching professionals by seeking the best possible candidates without regard for race or ethnicity.

Our efforts to improve nutrition for our school-age children are expanding, and we are currently serving breakfast and

lunch to over 11,000 learners in 20 Bafokeng schools. By 2012, we plan to see the School Feeding Scheme being supplied by our own Bafokeng commercial farms. These operations will provide employment for many Bafokeng, they will help address food security concerns, and they will revive the lost art of crop farming in our region.

With regard to education, our ambition is that in 2011 the Bafokeng schools will become known as the best schools in the North West Province. The test of this will be whether Bafokeng parents who currently enroll their children outside the RBN will choose to bring their children back home for schooling.



6. HEALTH

Our second major key focus area is health and social development.

Having now completed the infrastructure upgrades to four clinics and the Bafokeng Health Centre, at a cost of almost R32m, our health team will now turn its attention to the health profile of the Royal Bafokeng Nation.

As a first step, we will conduct a demographic and health survey of approximately 650 Bafokeng households this year to get reliable baseline data on the incidence of disease, nutrition, and other factors that impact on our public health profile. The results of this study will be ready by the middle of this year.

We continue to target the Millenium Development Goals (MDGs) as our developmental benchmarks for the RBN. Reducing hunger and child mortality, improving maternal health, and combating HIV/AIDS are all challenges we'll be tackling, guided by the statistics we generate through our research. To eradicate mother to child transmission of HIV/AIDS, we need to broaden the scope of our prevention programmes and take over the management of the necessary medications in our clinics.

In the area of social development services, we will continue to focus on strengthening the family by addressing issues around substance abuse (with

greater surveillance at schools as well), services to victims of rape and domestic abuse, trauma counseling, services to people with disabilities, programs for orphans and vulnerable children, the elderly, and programs and platforms for youth. Special attention will be given to youth development programmes, in leadership, management, entrepreneurship, as well as social challenges in the RBN.



7. ECONOMIC DEVELOPMENT

Turning now to issues of economic development, the work that we do towards the goal of economic sustainability for the Bafokeng Nation and its 40,000 households goes on within every entity of the organisation and in the communities as well.

However, we have failed as a Nation to develop a unified plan for developing our region economically, and to ensure that each department and entity is aligned to that plan. Part of Plan '35 will be a strategic economic development plan, starting with the restructuring of Royal Bafokeng Enterprise Development. This project is long overdue, and is essential to our long-term success.

Agriculture is one economic sector which has dwindled to a very small segment of our local economy. For various social and economic reasons, fewer of us farm than ever before, and we fail to bring our crops and products to market in any significant way.

For this reason, we have embarked on a major collaboration with the North West University and the Agricultural Research Council to develop an Agricultural Masterplan for the Bafokeng area. This will include comprehensive research and mapping, the development of a department in the RBN solely devoted to agricultural development, the development of a strategic plan for

expanding commercial agriculture and several pilot projects. I look forward to the day soon when the vegetables, fruits, meats, eggs, and dairy on our tables all bear the Bafokeng brand.



8. SAFETY AND SECURITY

Issues of crime, safety, and security remain critical to our ability to ensure an enabling environment for social and economic development, and this is a battle we don't seem to be winning.

The Department of Protective Services responds to a wide range of cases, chief amongst them: domestic violence, thefts, assaults, the use of drugs (primarily dagga) and stock theft. Contrary to popular perception, which holds that much of this crime is perpetrated on the Bafokeng community by outsiders and migrants, research indicates that most perpetrators of domestic violence are local males between the ages of 21-40. Most burglaries are committed by local males between 21- 40. Most assaults are committed by local males between 21- 40 years, and the same holds for stock theft. The only crime category in which local men between 21 and 40 are not the majority of perpetrators is the possession and distribution of drugs, where non-Bafokeng males between 21- 40 are most often involved. The resulting drug abuse, particularly amongst male members of the RBN, often as young as twelve years old, is rife in our communities. Not unrelated, there are several gangs of teenage boys who operate according to universally established gang behavior patterns – claiming territories, committing crime, and dealing and using drugs.

The fact is, we have reached a point

where we as a society are preying on our own people. For a host of reasons, we do not have the self-respect, regard for our communities, or hope for the future that enables us to look after ourselves and each other. This is a grave and alarming state of affairs, and I am determined to address the root causes of this epidemic, and bring it to heel.

Our budget constraints have made it difficult to expand our Reaction Force and Rapid Response Team as much as is necessary, but our members are being cross-trained to assist in a wider range of specialized roles and we continue to work in conjunction with the South African Police Service. To increase our crime solving capacity, a detective will be added to the Force this year.

8. SAFETY AND SECURITY



9. PUBLIC AND COMMUNITY UTILITIES

Turning now to public and community utilities, we reached an important milestone last year when we launched the household waste collection project in all twenty-nine villages. Not only is there no excuse anymore for environmentally damaging practices like burning, burying, or dumping household waste, but the programme also created 42 jobs for the people who collect the recyclables and non-recyclables from 19,000 households.

This year, we will expand the waste management project to include litter collection in the streets, and the cleaning and monitoring of illegal waste dumps, such as streams, rivers, and un-rehabilitated borrow pits.

Planned maintenance of infrastructure will be another focus this year. This will be critical to ensure that our massive investment in infrastructure is preserved and sustained. Our efforts to build public facilities over the past ten to fifteen years must now be matched with an equally impressive plan to maintain our roads, schools, stadium, administrative buildings, farms and water infrastructure.

Another strategy to improve the sustainability of the services we provide is to ensure that community members pay for services. The RBA buys bulk water and sells it at cost to the community. Last year, we spent almost R23m on water,

whereas we collected only about R800K in water fees (about 3%). This was never intended as a free service, but all efforts to enforce payment of water bills have failed, and we have decided to implement a plan to install prepaid water metres in every village. Not only will this encourage self-sustainability at the level of every household, but it will also promote water conservation practices.

One of our key strategic projects for the coming year is the water borne sewer network. The design of the bulk line and sewer treatment plant is complete and design of the reticulation network is underway. Critical to the water borne sewer project, and the infrastructure Masterplan in general, is the guarantee of bulk water supply to all RBN villages. We have commissioned engineers to conduct a water study that will inform the long term bulk water supply plan spanning twenty years. This plan will be completed this year.



10. ENVIRONMENT AND LAND USE

Challenges surrounding land use and environmental management continue to focus our attention on the importance of stewarding this key resource very carefully, and with a long-term view. This requires a multi-pronged approach based on reliable research and global best practice.

The environmental impact of mining operations remains a concern, both in terms of the short-term impact on our water, soil, and air quality, but also in terms of the long term viability of our land and landscape. I've spoken in the past about creating independent mechanisms for monitoring key environmental indicators. In conjunction with this, we will also be working to verify each mining company's programme and budget allocated for present and future rehabilitation of mine-affected areas on RBN land. These plans are a matter of law, and must be proportionate to the area and nature of mining operations. In the Chaneng area, we have created a mine-community forum, where issues of health and environmental safety will be discussed regularly. We will endeavour to create similar forums in other Bafokeng communities that lie adjacent to mining operations.

Environmental management needs to be taken seriously by all of us, however, not just by the mines. How we dispose of our rubbish, how we use water, and even the

products and services we buy, all have an impact on our long term environmental health. Sand digging is a good example. When we build, we often dig sand from ditches and borrow pits, without regard for the soil erosion and destruction of the landscape that results. If you chop down a tree, you must see that another one gets planted. Over time we will be introducing more programmes and techniques for the introduction of environmentally friendly methods of heating/lighting/cooking, rainwater harvesting, waste recycling, and conservation of our natural surroundings. Two environmental inspectors will be appointed to monitor our environmental practices, and to develop more sustainable solutions.

In terms of land rights and land use management, several legal cases related to the use of Bafokeng land have been in the public eye, and I wish to clearly state the principles that guide our approach to these issues. Illegal squatting on our properties will not be tolerated and we will spare no expense to exercise our rights over our property, within the parameters of the Constitution.



11. SPORTS AND RECREATION

Turning now to sports, investment in sport remains a high priority for the Nation. The triumphs and victories of the past year have inspired an ever-more ambitious agenda of sports and recreation development, which will touch the lives of all Bafokeng.

This year, we are introducing a sixth sporting code: basketball. In partnership with the National Basketball Association, we plan to promote and elevate the sport of basketball to a new level in South Africa. Basketball is a physical game, which can be enjoyed by both girls and boys, men and women, and uses comparatively little space. Basketball will be offered to children through our sports-in-schools programme, and I look forward to seeing our Bafokeng basketball teams becoming as successful as our athletes participating in soccer, rugby, netball, athletics and martial arts.

Our focus this year will be on integrating our mass participation sports programmes more fully into our schools, which will allow for broader and easier participation, simpler and streamlined logistics, improved communication and better opportunities for our youth. We currently have 11 000 girls and boys participating in sports, and we intend to double that number over the next 12 months. The number of local-level sport coordinators will also increase.

Beyond sports in schools, our intermediate programme will continue to identify and nurture talent with the aim of enabling our best young athletes to compete on the national and world stages. Our four elite athletics champions recently participated in Yellow Pages Summer Series in Cape Town and the InterContinental Championship in the Czech Republic. Eight young people are training in athletics for the 2012 Summer Olympics in London.

The role of sports in developing our Nation- not just in the physical sense of coordination and healthy bodies, or in the sound values sense of personal dedication, endurance, teamwork, and fair-play, but also in the community sense of togetherness, common aspiration and shared inspiration- remains vital.



12. RESEARCH

Research plays a critical role in the overall work of the RBN. “Data-driven development” describes our approach to formulating, implementing, and documenting our policies and programmes. Decisions about the broad strategic objectives of the Nation, about the specific interventions used to reach those objectives, and about the structures and systems that enable those interventions, are all informed by research.

This year we are embarking on three large and important research projects. The first is a population and use-of-land audit, otherwise known as “PULA”. Researchers have recently begun to visit every structure in the Bafokeng Nation to determine how many people live on our land, and how our land is being used for residential, commercial, agricultural and recreational purposes.

The results of this study will be available later this year, well ahead of the National Census, which will be conducted this year, but only released in 2013. The second project is the Household Survey that I mentioned earlier. Nurses will visit 650 households throughout the community to ask questions about employment, education, access to services, and health and social issues. People’s health issues will be recorded and we will be able to know, by the end of

this year, the extent to which we as a community suffer from sugar diabetes, HIV/AIDS, and high blood pressure, just to name a few.

These research projects will require a great deal of assistance and cooperation from leaders such as yourselves, and I know you’ll help ensure their success.

The third major research project involves the construction of a research archive to house all of the written, oral, and archival material that are the windows onto our culture and our history. We have been collecting these items in earnest over the past two years, and we will now have an electronic and a physical system for keeping them safe, secure, and available to a wider audience. An example of our recent historical research is the new book “People of the Dew”, which you will receive a copy of today. I know you will feel as proud as I did in reading about the challenges faced by our forebears, and the inspiring ways in which they adapted to every new circumstance.



13. PROJECT MONITORING

Having mentioned many of the challenges that confront us, and many of the programs and initiatives that we have developed to meet those challenges, let me return to the issue of planning. Reliable information, good ideas, and good intentions are a waste of time and energy if they are not accompanied by good planning and the capacity to implement. We have spent over a decade compiling information and developing ideas. We are now at the critical stage of planning for implementation.

As a complex organization with a multitude of projects and programmes, I have spearheaded the development of some custom-made planning tools to assist us in our work. One such tool is the content management system housed in the Operations Room in the Civic Centre. This system enables us to register, update, and track all of our projects and programmes online. This system also allows us to compare our macro-indicators with other parts of the world, to know how we measure up to Botswana, Brazil, India, and Singapore.

The system currently has 134 projects registered, but I would like to see every one of our projects and programmes reflected on the system this year, so that the community's leaders can monitor our overall operations from anywhere at anytime.

Another tool we recently developed is an electronic calendar for all RBN entities, governance structures, and communities. Every department, entity, and kgotla can now enter its meetings, events, and important days on this calendar. Our agendas, minutes, maps and other documents appear here, and are color coded to reflect the status of events.

These are sophisticated tools, but they are only as effective as our willingness to use them. I would like to make this the year of integrated planning and tracking, and I urge you all to familiarize yourself with our new systems and make effective use of them in your respective domains.

13. PROJECT MONITORING



14. CONCLUSION

I would like to leave you with a quotation about the future, and our obligations to it. There is no magic wand here, just a good plan, a spirit of flexible determination, and a team of committed people to carry it out. That is our heritage and that is our strategy going forward towards 2035.

In the words of John Kennedy:

“For of those to whom much is given, much is required (Luke 12:48). And when at some future date the high court of history sits in judgment on each of us, recording whether in our brief span of service we fulfilled our responsibilities to the state, our success or failure, in whatever office we hold, will be measured by the answers to four questions: First, were we truly men of courage, with the courage to stand up to one's enemies and the courage to stand up, when necessary, to one's associates, the courage to resist public pressure, as well as private greed? Secondly, were we truly men of judgment, with perceptive judgment of the future as well as the past, of our mistakes as well as the mistakes of others, with enough wisdom to know what we did not know and enough candor to admit it?

Third, were we truly men of integrity, men who never ran out on either the principles in which we believed or the men who believed in us, men whom neither financial gain nor political ambition could

ever divert from the fulfillment of our sacred trust?

Finally, were we truly men of dedication, with an honor mortgaged to no single individual or group, and comprised of no private obligation or aim, but devoted solely to serving the public good and the national interest?”

How will history judge those of us sitting in this room today?

Thank you.



