



ROYAL BAFOKENG NATION

Building the Nation



STAKEHOLDER REPORT II

Vision

"We the Bafokeng Nation, the Supreme Council and *Kgosi*, are determined to develop ourselves to be a self-sufficient Nation by the second decade of the 21st century."

Mission

"We give our full and relentless commitment to provide our Nation with all basic human needs. To provide continued promotion of respect and enhancement of our culture and economic self sufficiency. In all these endeavours, we shall not falter in holding our respect to our *Kgosi* and the Nation, and hold dear our land."

A wide-angle photograph of the Lebone II College building. The building features a large, open-air courtyard with a curved, overhanging roof supported by several white columns. The main building is constructed of red brick with a stone base. A paved area with a checkered pattern leads to a set of stairs on the right. The background shows a green landscape and hills under a blue sky.

Lebone II College was officially opened in March 2011. This architecturally unique building is the flagship school of the Bafokeng Nation.

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MESSAGE FROM

Kgosi Leruo Molotlegi

This stakeholder report comes during a time of visionary change for the Royal Bafokeng Nation. Taking stock of what we have achieved over the past quarter century towards Vision 2020, we must now set a new strategic framework for a more distant and ambitious horizon – the year 2035.

This report outlines our progress in 2010 and our goals in line with Plan '35, the new strategic framework that will carry our Nation to greater heights over the next 25 years.

Reviewing major global events and trends has significant impact on our strategic planning. Only by understanding our Bafokeng experience in a global context can we make sound decisions for today and for the future. As the economic recession that began in 2008 subsides, we are seeing increased stabilisation in financial markets. This bodes well for our long-term development, and we are taking advantage of the situation by diversifying our assets into the financial and property sectors.

Education remains our key development focus area. We aspire to set the highest standard for pre-school, primary, secondary and adult vocational training in the North West Province, as well as to produce graduates who excel in tertiary studies. During 2010, the new world-class premises for Lebone II College of the Royal Bafokeng were completed, paving the way for our first school of excellence.

We have completed a new reservoir, upgraded health centres, and introduced three research projects in line with our data-driven development approach. These are a Population and Use-of-Land Audit (PULA), the Household Survey and the construction of an archive to house material documenting our Bafokeng culture and history. We continue to target our development goals and aim to strengthen family structures, assisting the vulnerable and the youth of our communities.

Development needs to be sustainable and relevant, and our citizens will increasingly be held accountable for the environmental effects of their actions. We will work to improve mining companies' rehabilitation efforts on Royal Bafokeng Nation (RBN) land. The household waste collection project launched in 2010 has been effective in collecting recyclable and non-recyclable waste, and will soon be complemented with the development of a Bafokeng recycling facility.

Investment in sport remains a priority for the Nation. After the success of the 2010 FIFA World Cup, we hope to attract more international sporting events to our Nation, and we are promoting school sports programmes, including the introduction of a new sporting code, basketball, this year.

The last decade was spent compiling information and gathering ideas towards a bright and prosperous future. Now is the time to actively implement these ideas. I invite you to join us in building a bright future, carrying our Nation forward as a visionary traditional community in a contemporary democratic context.

Kgosi Leruo Molotlegi

B Arch, Natal University

King of the Royal Bafokeng Nation,
Chairman of Royal Bafokeng Holdings

Building the Nation



THE ROYAL BAFOKENG NATION

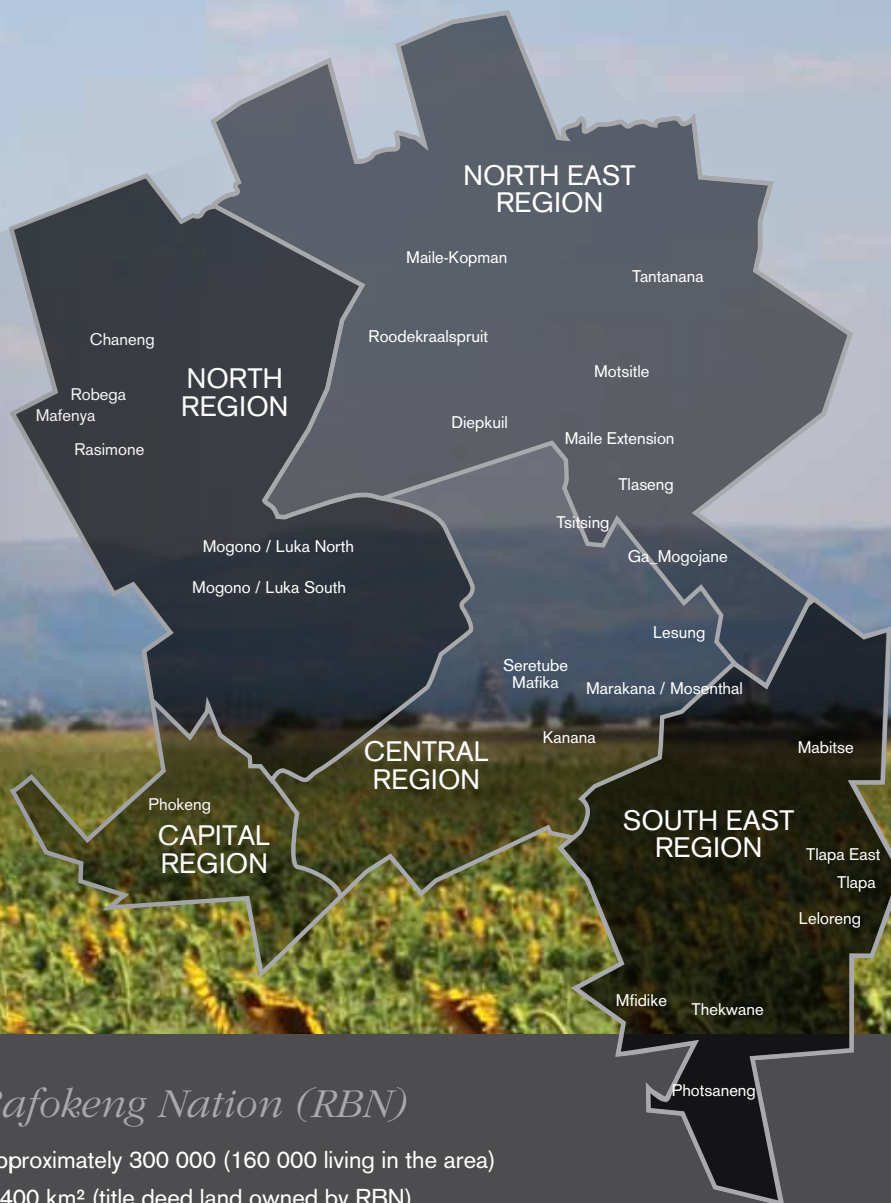
A forward thinking traditional community

The Bafokeng number approximately 300 000 people, of whom about 160 000 live in the Rustenburg valley, 150 km north-west of Johannesburg, South Africa. We have retained our unique cultural identity and traditional leadership structures and are led by a hereditary Kgosi (King), currently Kgosi Leruo Molotlegi.

ABWE

MOZAMBIQUE

SWAZILAND



The Royal Bafokeng Nation (RBN)

- POPULATION: Approximately 300 000 (160 000 living in the area)
- AREA: 1 400 km² (title deed land owned by RBN)
- SETTLEMENTS: 29 villages in five regions
- LARGEST TOWN: Phokeng (150 km from Johannesburg)
- GEOGRAPHY: Rolling bushveld plains broken by small hills
- CLIMATE: Temperate with hot summers and cool winters
- NATURAL RESOURCES: Platinum and associated minerals
- INDUSTRIES: Mining, agriculture and tourism
- INVESTMENT PORTFOLIO: R30.9 billion at the end of 2010
- LANGUAGE: Mainly Setswana

1140

The Bafokeng people can trace their history back through 36 monarchs to 1140.

1450-1550

The Bafokeng-Bakwena (People of the Dew) arrive in the area.

1840-1870

The arrival of Europeans in the early 19th century spurred the Bafokeng *Kgosi* Mokgatle Mokgatle (1836-1891) to create a long-term vision to give the community security. The Bafokeng men went to work in the diamond mines in Kimberly to raise money to enable the community to purchase its traditional land. Oppressive laws prevented this but the Bafokeng belief and confidence in partnerships began at this time, when the title deeds were held in trust by the Lutheran Church, which enabled the vision of land security to be realised.

Royal history dating from 1140 AD

1140

Angkor Wat, a huge temple complex, is built in Cambodia.

1450-1550

First documented black African slaves imported into Europe. [1441]

1455

German inventor Johann Gutenberg invents the printing press, movable metal type, and an oil-based ink. His first work is the 42-line *Bible*.

1652

The first European settlement in southern Africa was established by the Dutch East India Company in Table Bay (now known as Cape Town).

1760-1830

The Industrial revolution in Great Britain.

1840-1870

European prospectors found the first alluvial gold deposits at Eersteling in the Limpopo Province.

1861-1865

American Civil War

1866

First diamond discovered by the 15-year old shepherd Erasmus Jacobs near the Orange River.

1880-1890

The Scramble for Africa was a period of rapid colonisation of the African continent by European powers.

1886

George Harrison discovered the Great Rand Reef in Johannesburg.

1898

By 1898, the gold production of the Witwatersrand exceeded that of the entire United States of America. Gold is still, to this day, the basis of the South African economy.

1899-1902

The Boer War

1924

The discovery of platinum deposits on Bafokeng land in the 1920s opened the next chapter in Bafokeng history, characterised by a period of legal wrangling between interested parties.

2000

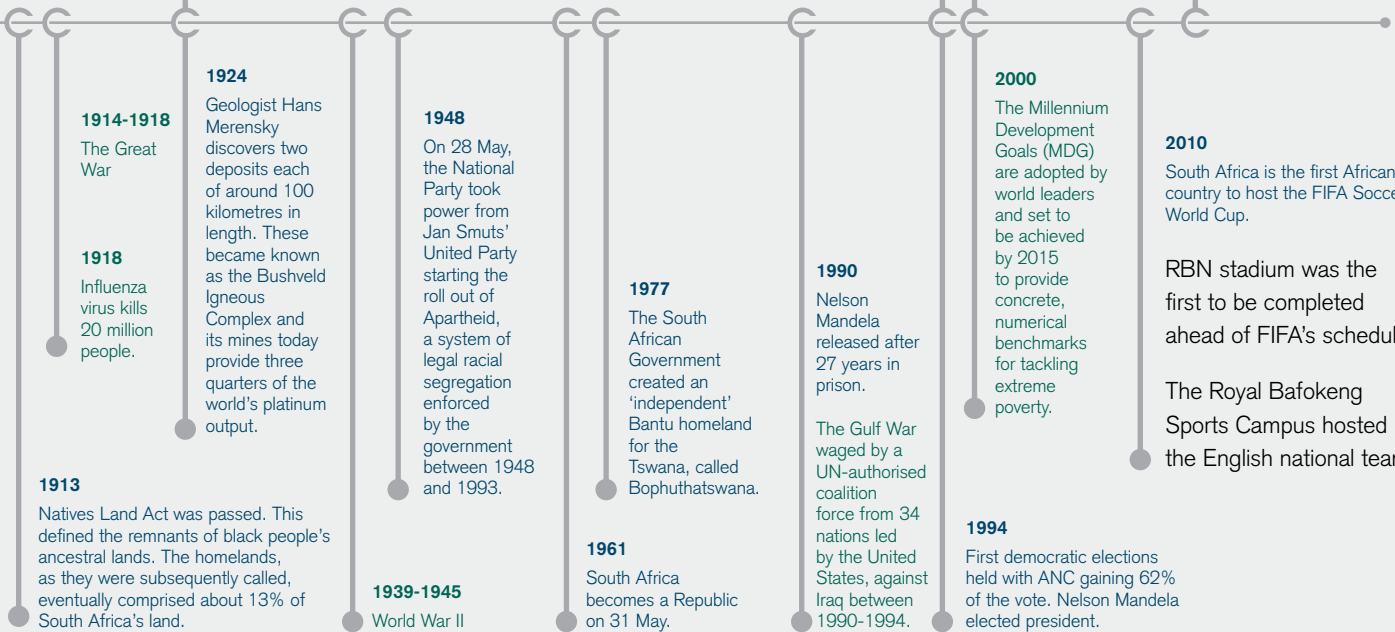
Kgosi Leruo Molotlegi is appointed King of the Bafokeng and embarks on an ambitious plan to lead his community into the future by targeting education, health, economic development, food security and sustainable urban planning as key strategic initiatives known as Vision 2020.

1994-1999

Apartheid's homeland regime collapses but it takes five years to resolve disputes with platinum mining companies freeing the Bafokeng leadership to start investing their mineral royalties in badly needed infrastructure and facilities.

February 2011

In his annual speech, the State of the RBN Address, *Kgosi* Leruo announced Plan '35, creating a new horizon for planning, vision and strategy stretching beyond the year 2020 towards 2035.



- Bafokeng history
- South African / African history
- World history

Our Vision

While it is acknowledged that mining will continue to play a major role in generating income for the Bafokeng people, our Vision seeks to diversify the economy and to embark on a new phase of infrastructural development.

The Masterplan and Plan '35

The Masterplan, created in 2006, is the original vehicle for the manifestation of our Vision. Plan '35, to be announced during 2011, will represent an updated version of this plan. The Masterplan is aimed at providing key commercial, housing, healthcare, educational and recreational infrastructure. It is a vast developmental exercise which will be implemented over a 30-year period.

Importantly, the Masterplan has not been drawn up in isolation. It has been designed to fit into the integrated development plan for the greater Rustenburg area, while at a macro level it accords with the vision and spirit of New Partnership for Africa's Development (NEPAD).

Through the Vision and its accompanying Masterplan, the Royal Bafokeng aim to become a progressive, dynamic and thriving community; and in so doing, demonstrate a socio-economic model that can be replicated in other parts of southern Africa – even globally.

History and aims of Vision 2020

Until now, the Bafokeng have relied heavily on natural assets. Our ancestors originally settled in a fertile valley and later took the unprecedented and visionary step of buying that land for the Bafokeng people. We have had the good fortune to see the discovery on our land of the world's largest deposits of platinum group metals, and we have invested the dividends from this bounty in infrastructure, administration and social services.

But at current rates of extraction, the mineral reserves on Bafokeng land will last only another 35 to 40 years. It is, therefore, necessary for the Royal Bafokeng Nation to reduce our dependency on natural resources and develop new sources of wealth. Thus, in the mid-1990s, *Kgosi Leruo Molotlegi's* brother and predecessor, *Kgosi Lebone II* proclaimed Vision 2020, an ambitious development agenda which addresses this challenge.

Vision 2020 boldly challenges the Bafokeng people to reduce our dependency on diminishing mineral assets by creating diversified opportunities to become economically self-sufficient and proactive participants in the regional and national economies. This ambitious goal will be achieved only if the development of the RBN's communal assets and human capital is maximised to empower the individual members of our community.

However well-articulated, the challenge is to make our Vision a reality. The Masterplan and Plan '35 are our responses to that challenge.

“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. 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.”

Kgosi Leruo, State of the RBN address, 17 February 2011

Masterplan to fulfil Vision 2020

The Masterplan was launched in August 2006. The plan, devised in conjunction with Singapore-based urban design consultants Surbana, is aimed at creating an environment in which the Bafokeng can live with dignity and have access to the health, education, recreation facilities and employment opportunities they need to fulfil their potential and the goals of Vision 2020.

The Masterplan is based on a detailed assessment of the opportunities and constraints presented by the land owned and controlled by the Royal Bafokeng and sets the direction of development through to the year 2035.

In concrete terms, it is envisaged that by 2035, the Royal Bafokeng Nation will be able to offer a good standard of living to its citizens, provide superior education to its children, provide job opportunities in a flourishing local economy and regularly host stimulating cultural and sporting events of global stature.

The plan assumes the population on RBN land will more than double to 700 000 people over this period and aims to reduce dependency on mining for economic growth.

Mine boundaries, as well as State and privately-owned land, are recognised as possible developmental constraints. However, the proximity of many desirable destinations to Bafokeng, such as the city of Rustenburg, the Sun International resorts and the Pilanesberg National Park to the north, and historic and scenic sites to the south, offer avenues for the development of both business and tourism opportunities.

The Masterplan can be downloaded at www.bafokeng.com

In the course of 2011, Kgosi Leruo will be revealing the details of his new Plan '35, which is anticipated to update and develop Vision 2020 beyond its original scope and timespan, setting a new timeline with even more ambitious aims and objectives.

The importance of partnerships

We recognise that we cannot achieve our Vision on our own. Not only will we work closely with South African Government structures, we will also partner with development experts, non-profit organisations and other donors and funders. To this end, we have gone through a prioritisation process in order to identify the projects for which we would like to build partnerships in the next five years. The prioritised projects are:

- Facilitating access to tertiary education through the student loan programme (see page 20)
- Providing all learners with nutritious meals at school through the School Feeding Scheme (see page 25)
- Enhancing the opportunities for adult education through Technical Vocational Education and Training (TVET) colleges (see page 26)
- Improving the infrastructure of schools in the Bafokeng region (see page 33)
- Improving primary healthcare in the Bafokeng region (see page 36)
- Addressing HIV/Aids (see page 36)
- Developing the Bafokeng youth through sports programmes (see page 71)

How the Nation is governed

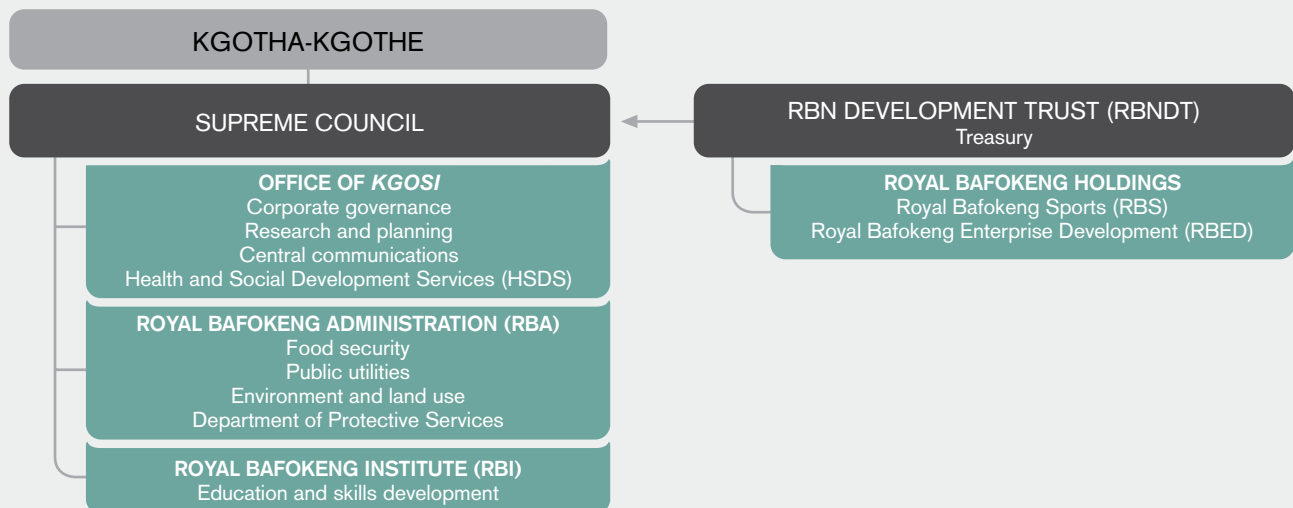
The institution, status and role of traditional leadership in South Africa is protected by the South African Constitution. The Royal Bafokeng Nation (RBN) is part of South Africa and is therefore governed and protected by the laws of the South African Republic.

The Royal Bafokeng Nation is legally defined as a *universitas personarum*, or unincorporated association of people. The Nation collaborates closely with South African local and provincial government structures. In 2003, we signed an historic Memorandum of Understanding (MoU) with the Rustenburg Local Municipality and the Bojanala Platinum District. This MoU

covers a mutual commitment to communicate around planned infrastructure and development and to leverage the resources of each party in such development. In 2008, we signed another MoU with the North West Department of Health regarding how to best co-ordinate shared responsibility for improving healthcare provision in the Bafokeng region.

Structures of the Nation

There are a number of structures in place to ensure that the will of the Bafokeng people is carried out effectively.



“We salute the cordial and mutually beneficial relationship that exists between Royal Bafokeng, Rustenburg Local Municipality and Bojanala District Council. The signing of the Memorandum of Understanding by these institutions of our people has presented us with a model for co-operative governance.”

Dr Popo Simon Molefe, North West Premier, speech at the official opening of the House of Traditional Leaders, 26 May 2003

Kgotha-Kgothe – a general meeting for all Bafokeng

Kgotha-Kgothe is the highest-ranking decision-making body in the Nation. It is a general meeting of all Bafokeng that is held twice a year as well as whenever there is an important issue to debate. All major decisions are ratified by a direct vote at the Kgotha-Kgothe.

Supreme Council

On a quarterly basis, as well as whenever important decisions affecting the entire community need to be made, the *Kgosi* convenes the Supreme Council of the Royal Bafokeng Nation. This is an 84-member body, chaired by the *Kgosi*, that consists of the Council of Dikgosana (72 hereditary headmen) and the Traditional Council (five elected and four appointed positions).

Royal Bafokeng Nation Development Trust

The RBN Development Trust (RBNDT) houses the Nation's Treasury, which is responsible for budgeting, tax, auditing and strategic funding (donations, match funding and debt and loan funding). The RBNDT is also the sole shareholder of Royal Bafokeng Holdings. It has 12 trustees including *Kgosi* Leruo Molotlegi and Rre Magosi Tumagole, the Bafokeng queen mother. The beneficiaries of the Trust include the RBN and its entities.

Royal Bafokeng Holdings

Johannesburg-based Royal Bafokeng Holdings Pty Ltd (RBH) is a community-based investment company and a wholly owned subsidiary of the RBNDT. RBH was established in 2006 and is mandated to expand the community's asset base and maximise the returns on investments.

- **Royal Bafokeng Sports**

Royal Bafokeng Sports Pty Ltd (RBS) manages the RBN's two major commercial assets – the Royal Bafokeng Sports Palace and the Bafokeng Sports Campus. It promotes professional, club and developmental sports programmes across six sporting codes – soccer, rugby, netball, athletics, martial arts and, from 2011, basketball. See page 67 for more details on the Nation's involvement in sports.

- **Royal Bafokeng Enterprise Development**

Royal Bafokeng Enterprise Development (RBED) is a Section 21 company responsible for developing and encouraging entrepreneurship among the Bafokeng. It offers would-be entrepreneurs coaching, advisory services and training, both formal and on-the-job. It also facilitates the consolidation of micro enterprises into more sizeable companies capable of competing for contracts in the Bafokeng area and further afield. See page 43 for more information on RBED.

Office of Kgosi

The Office of the *Kgosi* equates to the office of the president or prime minister of other governing structures, and is responsible for corporate governance, communications, research and planning.

- **Health and Social Development Services (HSDS)**

The Nation's health department, Health and Social Development Services, sits within the Office of *Kgosi* and is mandated to improve primary healthcare and social services in the Bafokeng Nation (see page 35).

Royal Bafokeng Administration

Essentially the civil service of the Royal Bafokeng Nation, the Royal Bafokeng Administration (RBA), which employs a staff of some 300 people, is responsible for service delivery and for implementing decisions made by the various Bafokeng legislative bodies. The RBA is also responsible for food security (see page 49), safety and security (see page 53), public utilities (see page 57), environment and land use (see page 63) and business services to other Bafokeng entities.

Royal Bafokeng Institute

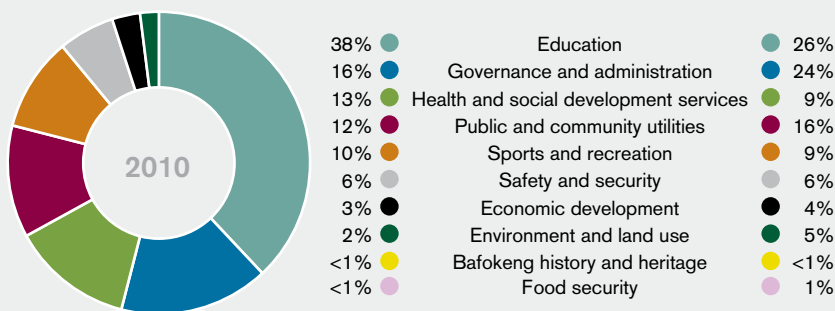
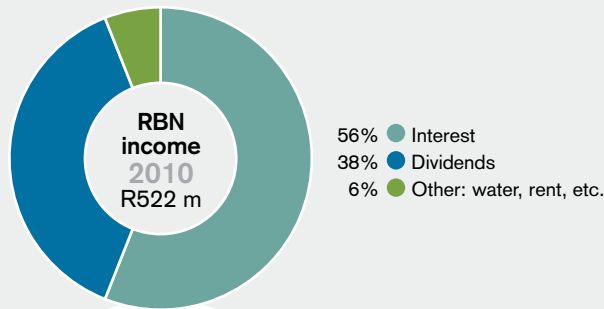
Established in 2007, the Royal Bafokeng Institute (RBI) is a Section 21 company tasked with raising the standard of education in the Bafokeng community. Its strategic objective of creating a child-centred community is at the heart of almost all of its activities and programmes. See page 19 for more information on RBI's activities.

How the Nation is governed (continued)

The Nation's finances

The Nation has a current asset portfolio of R30.9 billion (US \$4.2 billion). In 2010, our income from these assets and other sources was R522 million (US \$71 million) and our expenditure was R901.7 million (US \$123 million), creating a deficit of almost R380 million (US \$51.7 million). Our expenditure decreased from 2009 after the once-off capital expenses involved in upgrading facilities for the FIFA World Cup. The community's finances continue to receive unqualified audits.

Our budget for the next three years is R2.32 billion (US \$170 million). The 2011 budget is R800 million (US \$109 million), somewhat lower than the 2010 expenditure. This decrease reflects an ongoing need for a more conservative expenditure plan in line with necessary downsizing after the global recession. The budget is targeted towards nine key focus areas. Due to the recent recession, the RBN foresees budget deficits for the next three years until 2013.



RBN expenditure:
R901.7 million

Expenditures for the nine key focus areas do not necessarily match those of particular departments. The expenditure on a particular focus area may be by more than one department.

RBN budget:
R800 million

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.

Engaging our stakeholders

The Bafokeng's unique mix of modern and traditional leadership structures enables the Bafokeng to participate dynamically in the affairs of their own community to an extent unusual in present day South Africa. This hybrid system allows deep community participation and wide accountability in how plans and funds are administered.

The Bafokeng community is divided into 72 makgotla (wards), each of which has a hereditary Kgosana (headman). Duties of the Kgosana include the registration of births, marriages and deaths; informing the *Kgosi's* office of pressing issues or specific problems in his community; and dispute resolution. Kgosana are also charged with ensuring the development of the community. For example, they must propose talented young people for education bursaries and supply character references for young people seeking work. Each Kgosana is a member of Supreme Council.

The Royal Bafokeng system of government has a range of mechanisms for ensuring that every person's concerns,

opinions and ideas are an integral part of policy-making. These include the Executive Council with its elected members as well as the Traditional Council and Kgotha-Kgothe.

The Royal Bafokeng system of governance continues to evolve. The introduction of elected village councillors has put more women in positions of authority than ever before.

A further innovation is the Dumela Phokeng (Greetings, Phokeng!), a consultation initiative which sees *Kgosi Leruo* and his key representatives visiting all the Nation's villages over the course of each year. As *Kgosi Leruo* puts it, "We are constantly devising new ways to ensure that everyone's voice is heard."

It is also the intention of *Kgosi Leruo* that every Kgosana has a formal education. For the current generation, this will most likely be a customised accredited diploma. Future generations of traditional leaders will be expected to obtain formal education at tertiary level.



Students from the Royal Academy Hospitality College attend classes in food preparation and culinary arts.

Project management and research

The Royal Bafokeng Nation prides itself in being a forward-thinking traditional community. Good governance is essential, and our Operations Room and research programmes are key examples of the principles of transparency, accountability and efficient project management.

Overview: the Operations Room

The Operations Room* is a state-of-the-art project management technology initiated by Kgosi Leruo. Its custom-designed multi-screen dashboard system provides:

- An internet-supported overview of all projects in the nine focus areas of the RBN.
- An indispensable tool for communicating with external stakeholders.
- More effective management of the Bafokeng administration's many projects (more than 1 000).
- Information for the community regarding progress and milestones.
- A tool to compare the RBN to the rest of the North West Province, South Africa, and other developing countries, using Canada and Singapore as industrialised benchmarks. Lines of enquiry include health, economic development, education and agricultural indicators, with results being presented on maps available to the public.

A leading project management system

As a cutting edge tool for project management, the Operations Room enables real-time monitoring and budget tracking, and facilitates communications. Each project manager is required to upload meetings and events and to report via the Operations Room. The results are visible to other departments, fostering transparency and accountability. At the community level, meetings down to the kgotla (ward) level must also be uploaded. The effectiveness of the Operations Room system has attracted international interest from some major corporations.

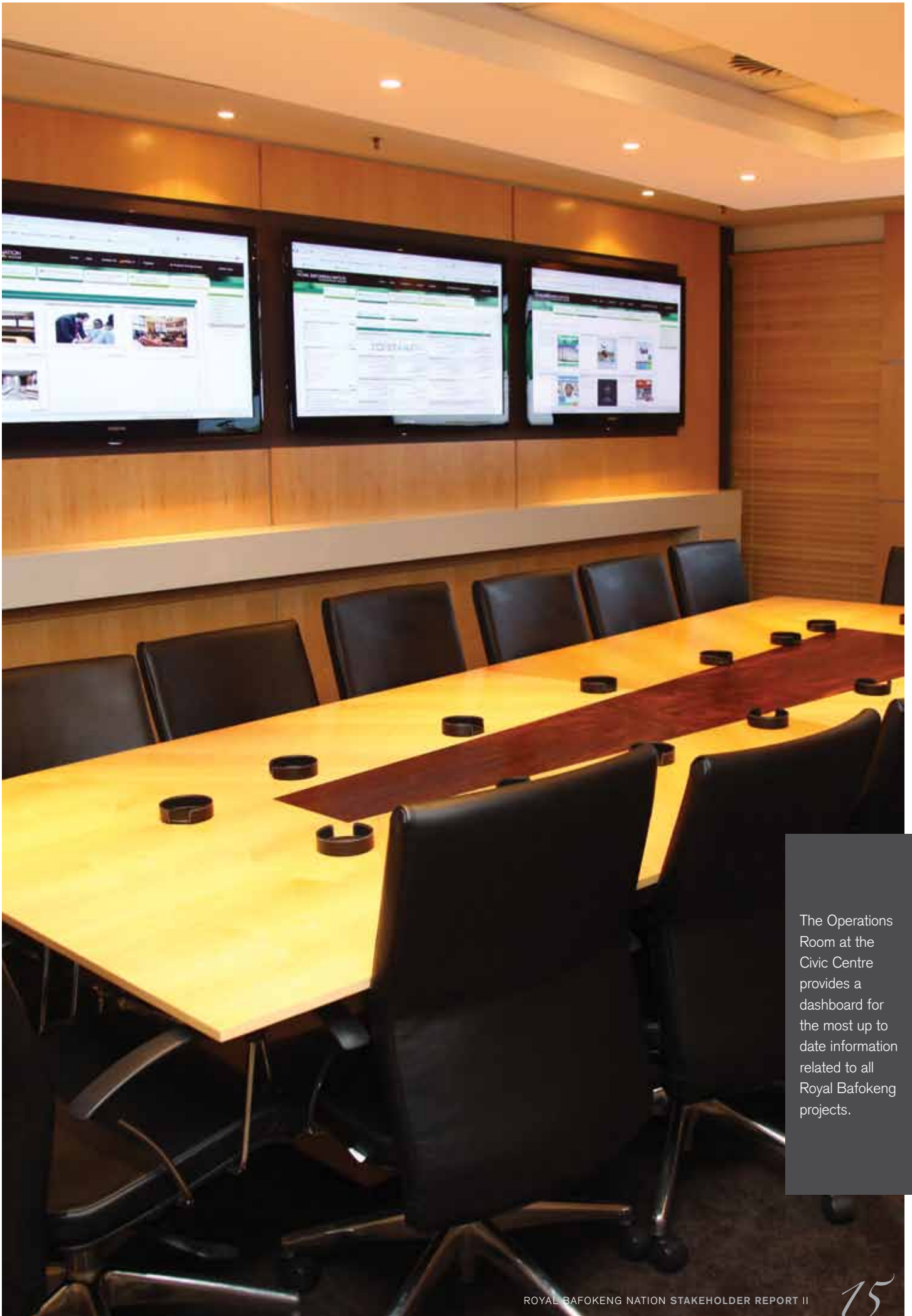
Research for data-driven development

Research plays a fundamental role in the development of the RBN, informing our decisions ranging from our broad objectives to our specific strategies and actions. While we previously relied on South African Government data and sporadic feedback, the RBN has become progressively more complex, creating a need for more specific detailed information in order to map our way forward.

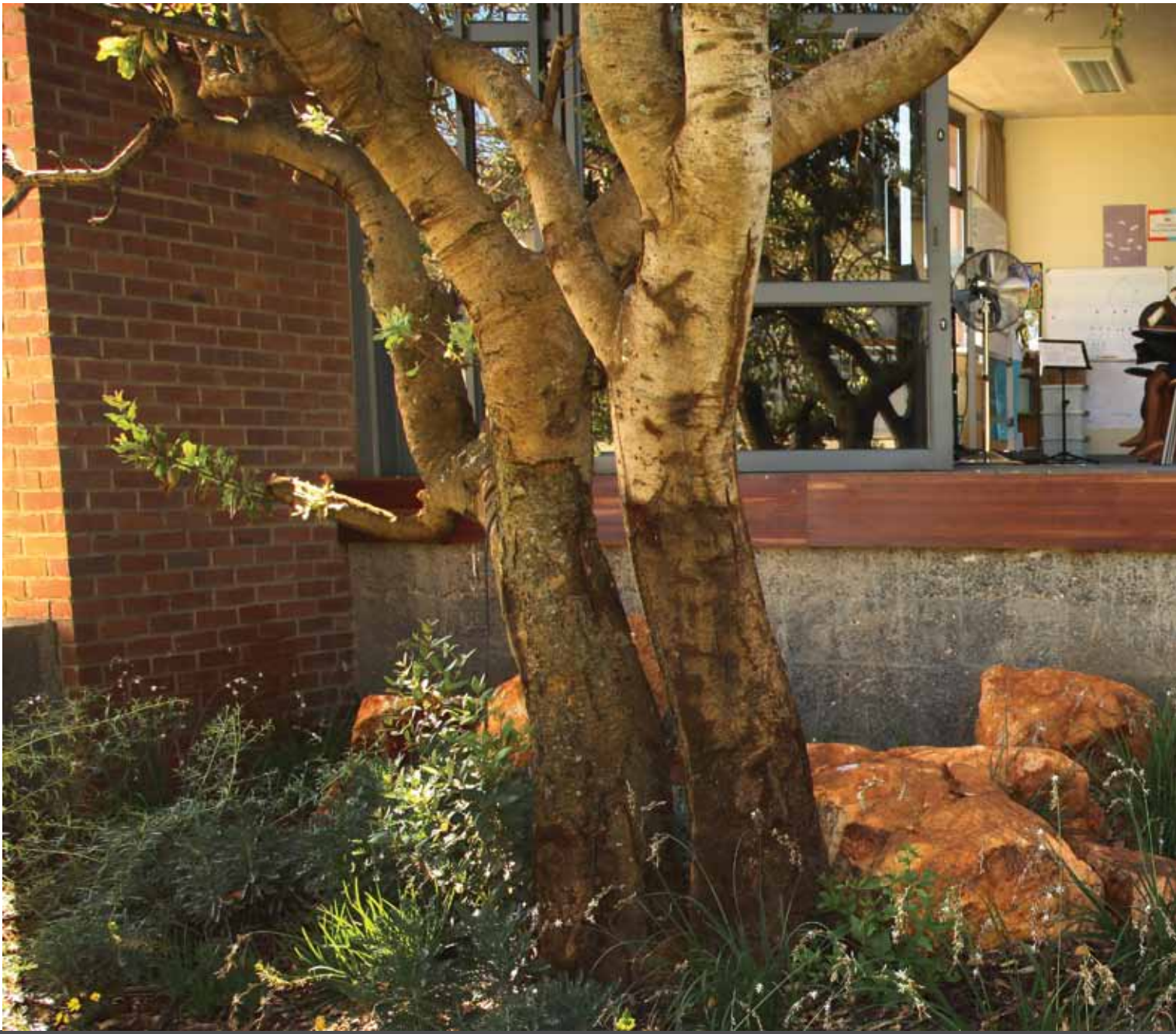
For the first time, in 2011 we are commissioning an independent survey of socio-economic indicators. We aim to reproduce this research every three years and the 2011 programme will be a definitive benchmark. This year we are embarking on two large and important research projects:

- The **Population and Use-of-Land Audit (PULA)** will collect demographic information through an audit of residences, businesses and other institutions (such as orphan care centres and old age homes). The audit will function similarly to a government census with results available by the end of 2011. In early 2011, researchers had already begun to visit every structure in the Bafokeng Nation, identifying buildings by satellite imagery to ensure 100% coverage. The PULA will, among other things, determine ethnicity, which will help gain a more accurate count of the Bafokeng population and the proportion of non-Bafokeng living in the Nation.
- The second project is the **Household Survey**. Nurses will visit a sample of 650 households throughout the RBN, asking questions about employment, education, access to services and social issues. Health information will be collected to create a representative picture of the health of the Bafokeng across key indicators such as HIV/Aids, blood pressure and diabetes. The survey aims to cover aspects of all of the key focus areas.

* www.rbnoperationsroom.com

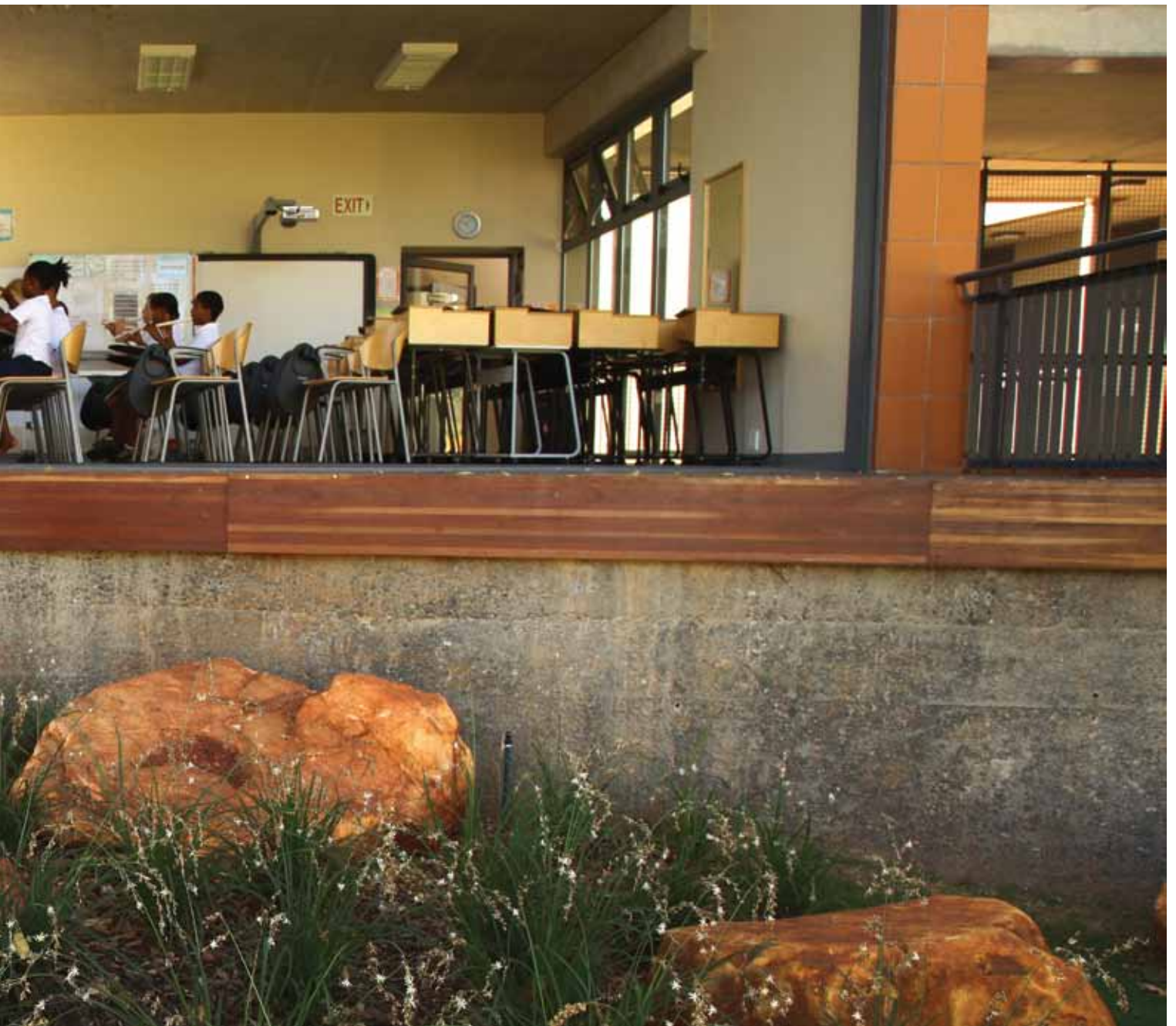


The Operations Room at the Civic Centre provides a dashboard for the most up to date information related to all Royal Bafokeng projects.



Learners at Lebone II College are all exposed to music as a subject: here Grade 4s learn the recorder with their music teacher.

Building the



Nation

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BUILDING THE NATION

Education

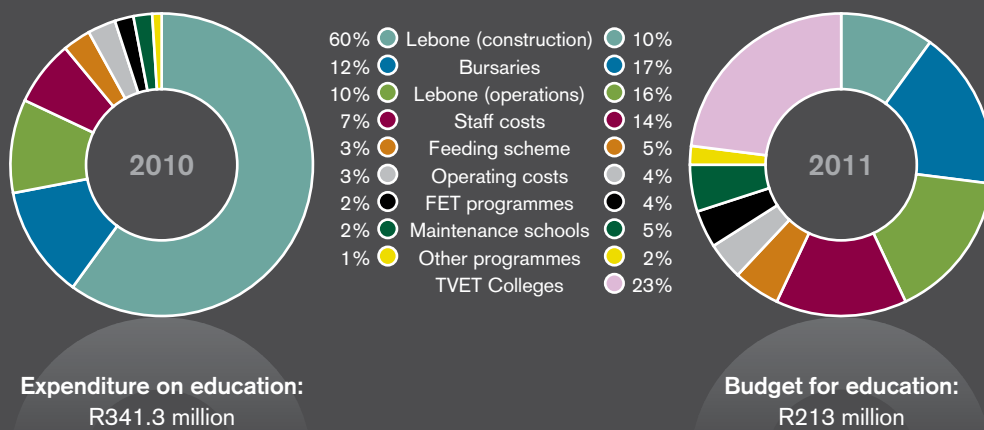
Education is our most important priority. Of the RBN's nine focus areas, educating our community is the most critical to developing the self-reliance of the Nation's people. The Royal Bafokeng Institute (RBI) was established to oversee and improve the standard of education throughout the Bafokeng community. We have a broad approach to education, concentrating on children but extending to adult education and the broader community – part of our plan to create a nation of life-long learners.

Within the Royal Bafokeng Nation, there are a total of 44 schools; all of which have recently achieved Section 14 status allowing for increased levels of local control. There are also 17 schools in surrounding areas assisted by RBI. Of the 44 Bafokeng schools, 29 are primary and 15 are middle and high schools. The RBN also operates 14 early learning centres/pre-schools.

Total education expenditure in 2010 was R341.3 million. The largest cost was the construction of Lebone II College (R205.8 million), followed by the tertiary loans programme to

support Bafokeng students through university (R39.4 million) and Lebone II running costs (R34.1 million). In the 2011 budget, only R20.3 million is allocated to Lebone II construction as the new campus is mostly complete, and instead R50 million will be directed towards building the adult Technical Vocational Education and Training (TVET) colleges.

With the exception of the Lebone II College construction, we discuss RBI's programmes in the following pages in order of expenditure.



“My brother Kgosi Lebone II, and I shared a passion for creating a school that would combine world class education with the unique context and culture of the Bafokeng. Lebone II is the product of this vision, and will serve as an educational laboratory that weaves education and development ever more strongly through the fabric of our society, for the benefit of present and future generations of Bafokeng and all South Africans.”

Kgosi Leruo Molotlegi, speaking at the opening of Lebone II College

Education

Tertiary Education

As part of RBI's commitment to the educational journey, we understand that supporting tertiary education is a critical investment in our future generations. RBI partners with other stakeholders to provide Bafokeng students with tertiary funding, and our tertiary education department provides support for students. The expenditure for this programme decreased from R45.6 million in 2009 to R39.4 million in 2010, and owing to financial constraints, the budget for 2011 is slightly lower, at almost R35.6 million. This still amounts to approximately 17% of RBI's total budget.

Students are selected to receive loans based on a points system, interviews and psychometric tests. In 2010, the scheme supported over 765 students at various South African universities. Loans cover all expenses during their studies – accommodation, books, tuition and meals. In 2011, a total of 577 students are supported by the scheme.

In 2010, we created a student database to enable more accurate monitoring of the tertiary loans programme. We also secured a contract with an external service provider to manage debts in order to hold students accountable to their commitments. This was done in response to a lack of repayment in the past.

Appropriate accommodation has always been a challenge for our students and so, in 2010, we developed student accommodation for Bafokeng students in Pretoria in partnership with Urban Nest, a student accommodation specialist. The residence in Pretoria, controlled by RBI, housed 130 students at the start of 2011, but has the capacity to accommodate 250. We have introduced residence assistants, who are in postgraduate courses or in their final year, to tutor younger students. In 2011, similar accommodation will be set up in Johannesburg, and there are plans to replicate such facilities in Potchefstroom and the University of Northwest Province in Mafikeng.

“RBI are clearly long-term strategic thinkers, whose foresight and vision will ensure the ongoing viability and success of the Royal Bafokeng Nation through its commitment to community upliftment and education . . . We are excited to assist the RBI students to excel in their studies, and feel humbled that we are participating in the upliftment of the Royal Bafokeng Nation.”

Barry Kaganson, Urban Nest, student accommodation specialists



Students from the Arcadia residence make use of designated study areas.



Entrance to Arcadia, a residence for Bafokeng-sponsored students in Pretoria.

Education

Lebone II College of the Royal Bafokeng

Established in 1998, Lebone II College of the Royal Bafokeng is an independent preparatory and secondary school teaching Grades R to 12. Its vision is to become a school of excellence that also functions as a teacher training hub for the rest of the Bafokeng schools and beyond. Over the medium and long term, Lebone II College is central to the RBI's education reform agenda.

In early 2011, 450 children in Grades R-12 were attending Lebone II College, in addition to 40 in Grade 13. However, the new campus has been built for 800 pupils – a capacity that will be filled over the next two to three years.

The school is English-medium (beyond Foundation Phase) and is affiliated to the Independent Schools Association of South Africa (ISASA). It is guided by a socially integrated educational model designed to heal the fractures of the past.

When **Olebogeng Petlele** matriculated from Lebone II College, he wanted to become a doctor. His matric grades, however, were not high enough to get into the University where he hoped to study – the University of Witwatersrand.

"That's when, thanks to the assistance I received from Mr Harris, Headmaster at Lebone II, I was able to get into the University of the Free State for a BSc programme in Plant Molecular Biology. With the dedication and motivation to achieve my goal, I studied very hard to ensure I did not disappoint my family (who have been calling me a doctor ever since I was very young!) – as well as everybody who had faith in me and who knew that I am capable of achieving greatness.

"I managed to achieve enough distinctions to book my seat in the medical school train at the University of the Free State. I'm currently in my first year, and being the only student from Rustenburg in the 2011 first year medicine class, I'm really proud and honoured.

"I am really thankful for the privilege of being a former Lebone student because of the discipline and work ethic I acquired which played a major role in my being able to cope under varsity pressure. And to all the teachers who contributed to my learning and the reconstruction of my self-esteem. All thanks to the RBI for seeing me as worthy of a bursary because it's through their assistance that I'm able to further my studies."

Scholarships, bursaries and a sliding fee structure ensure that talented children from a range of backgrounds are able to attend regardless of their means. Of the 450 current learners, 220 receive some level of financial support. Additionally, the school limits the number of full fee-paying students in a planned effort to prevent the school from being only for those from wealthy backgrounds. Bafokeng children particularly benefit from the education on offer, with 70% of places being reserved for them.

In March 2011, Lebone II celebrated the launch of its new campus at Tshufi Hill, which will serve as a resource centre for all teachers in Bafokeng schools. The combination of its new campus, its holistic and forward-looking curriculum and the funding required to attract and retain dedicated high-calibre staff, will place Lebone II College among the ranks of Africa's leading independent schools.



Belardina Zunguza worked against all odds to achieve success. She was only able to attend Lebone II College thanks to a full scholarship – and she studied so hard that she rose close to the top of her class. After a competitive interview process, she was selected by the US Consulate to participate in a three-week programme involving learners from four African countries. Participants in this programme will visit Colorado and Washington, DC in the USA to participate in the sub-Saharan African Bold Leaders Project – a symposium focussing on leadership skills, community engagement, civic responsibility and social entrepreneurship. Through her experience at Lebone II College, Belardina is another example of a girl who has used her own determination to transform her circumstances and reach for success.

“Lebone II aims to be a light to this community by provoking collective thought around excellence and by resourcing our neighbouring schools through teacher development and training, principal development, and exposure to excellence and best practice models of education in the 21st century.”

George Harris, Headmaster at Lebone II College

Lebone II College was officially opened in March of 2011. This state-of-the-art campus is home to 450 students with a capacity for 800.

The college is a centre of excellence with two noteworthy features:

- A sliding scale of fees ensures talented children from a range of backgrounds can attend regardless of means.
- A teacher training hub focussed on offering training and workshops to improve teaching in the rest of the Bafokeng schools and beyond.



Learners from Bafokeng High School enjoy a nutritious lunch as part of the Feeding Scheme, which is now operational in 20 schools in the Bafokeng area.

Education

School Feeding Scheme

The School Feeding Scheme contributes to our vision of self-reliance by integrating education, health, employment, economic development and food security. Lack of nutritious food in young children can impair their development. The primary aim of the scheme is to address hunger in children and thereby enhance their ability to learn and increase their attendance at school. The breakfast and lunch menus have been developed by a nutritionist and meet 50% of a child's daily energy requirements and 100% of their nutritional requirements. By teaching children healthy eating habits, a consequence of the scheme is the promotion of a healthy lifestyle. Nutritionists visit schools to explain the importance of diet and the scheme's menu choices to the children.

Expenditure on the School Feeding Scheme rose from R6.7 million in 2009 to R9.6 million in 2010 as we rolled the scheme out to 10 new schools, feeding more than 6 000 additional children. A total of 20 schools and 9 000 children were served by the end of 2010 at a cost of approximately R6.80 per child, which includes a government contribution of R1.80 per child (compared with R6.56 in 2009). The budget for the scheme for 2011 increases to R11 million as we expect to add a further 10 schools. RBI intends to have the scheme operating in all 44 Bafokeng schools by the end of 2013.

In 2010, we fed children every school-going day at all feeding scheme schools, continuing the programme throughout the FIFA World Cup and even during the national educators' strike. We employed 46 new food handlers for the year. These voluntary positions involve a monthly stipend and are available only to unemployed parents and guardians. The handlers receive training and their responsibilities include cooking and serving food to schoolchildren every day.

Small Medium and Micro Enterprise (SMME) development is fundamental to the feeding programme, aiming to empower local farmers and promote local businesses in food production, distribution and handling. The majority of the vegetables for the programme are procured from two local farms. Mrs Mogotsi of Malle Fresh Produce, a Bafokeng commercial agricultural business, won the North West Farmer of the Year award in 2010. Our other permanent local producer is Dirang ka Natla, a local co-operative owned and operated by youth from Luka and Phokeng villages and mentored by Royal Bafokeng Enterprise Development. We also empowered two locally-owned distributors – Nolo Catering, based in Luka, and Marang Women in Agriculture, a local co-operative based in Phokeng. These companies source fruit for the scheme from the market in Pretoria. We aim to involve at least seven local food businesses by the end of 2011.

School Feeding Scheme at a glance

	2009	2010
Expenditure	R6.7 million	R9.6 million
Number of schools reached	10	20
Number of children fed	3 000	9 000
Cost per child per day	R6.56*	R6.80*

* Includes government contribution of R1.50 in 2009 and R1.80 in 2010



Education

Vocational Training and Adult Basic Education

Our vision for educating Bafokeng adults is manifested in two programmes: Technical Vocational Education and Training (TVET) and Adult Basic Education and Training (ABET). While the ABET programme tackles illiteracy among adults and young people, the TVET programme addresses matric and tertiary failure rates by offering alternative learning paths. Disappointing exam results combined with a high demand for technical vocational skills from employers in our region make a strong case for developing viable alternatives to mainstream schooling. Moreover, tailoring our adult education programmes towards employable skills contributes to our goal of developing the Bafokeng capacity for self-reliance.

We spent almost R6 million on the TVET and ABET programmes in 2010, almost four times our 2009 expenditure of around R1.5 million. Our budget for 2011 is larger again – just over R8.1 million, in addition to the R50 million budgeted to construct the new TVET colleges.

Technical Vocational Education and Training (TVET)

The Royal Bafokeng Academy for Lifelong Learning is the umbrella organisation for adult vocational education. It aims to address the skills shortage and enhance employability by ensuring a close match between skills taught and what is needed in the workplace. The Academy has plans to develop 14 vocational schools, each aimed at a different employment area defined by the Department of Education, and each offering a variety of courses from three-week vocational/technical skill modules to three-year diplomas. These programmes follow Department of Education criteria and are recognised and underwritten by Umalusi (Council for Quality Assurance). We spend about R12 000 per student, and all students attend for free (except nursing students who pay a 'commitment fee' of R1 000 per year). In 2010, 390 students were enrolled in TVET programmes. By February 2011, 452 students were enrolled in the five operational vocational schools.

- **The Construction School**, based in Maile, offers learners the opportunity to practice their skills in the surrounding community. Ninety-five students registered for courses in building, plumbing, tiling, masonry, carpentry and community house building in 2010. During 2011, 31 students are studying plumbing and bricklaying, 80 are in an apprenticeship programme learning carpentry and painting, and 42 are registered in the Building and Civil Engineering programme. By February 2011, enrolment had risen significantly. The construction supervisor programme, with

25 enrolled, places students in a learnership programme with Murray & Roberts. In addition, 32 students are participating in an artisan programme for electricians, boilermakers and welders.

- **The Hospitality School**: Ninety-seven students registered for the three-year Hospitality and Hotel Management programme in 2010, which will lead the remaining 47 towards City and Guilds certificates in 2011. In addition to classrooms and an IT centre, the facility in Phokeng includes a training kitchen and restaurant.
- **The Business School**: In 2010, there were four business programmes – HR Management (62 students), Public Relations (36 students), Tourism (46 students) and Marketing (47 students). All these courses lead to three-year National Diplomas. While the highest level reached in 2010 was N4, by early 2011, 107 business students were studying at N5 level.
- **The Nursing College**: This was opened in early 2011 with 56 students studying in a pre-nursing course in Home-Based Care.
- **School of Sign Language and Braille**: Also opened in 2011, this school has 51 registered students.

The remaining planned vocational schools will be established gradually based on the anticipated feasibility of each programme and demand from employers. We intend to build a central campus for the academy in Maile, which should be complete by 2015 at an anticipated total cost of R100 million.

Adult Basic Education and Training (ABET)

ABET centres target adults who did not finish school, offering them the chance to learn to read and write and do basic maths. These courses can act as 'feeders' into TVET programmes. Three more ABET centres opened in 2010 resulting in there now being one in every Bafokeng region. These five will become core full-time centres, with each primary and high school ultimately planned to have an evening ABET centre. The ABET centres offer ABET levels 1 to 4 (Grade 9 equivalent), and we aim to have 800 learners per year per centre (200 per level). ABET courses have no set duration, being customised for each individual. Organised by RBI, the courses are funded by the local government in partnership with the Bafokeng Rasimone Platinum Mine.

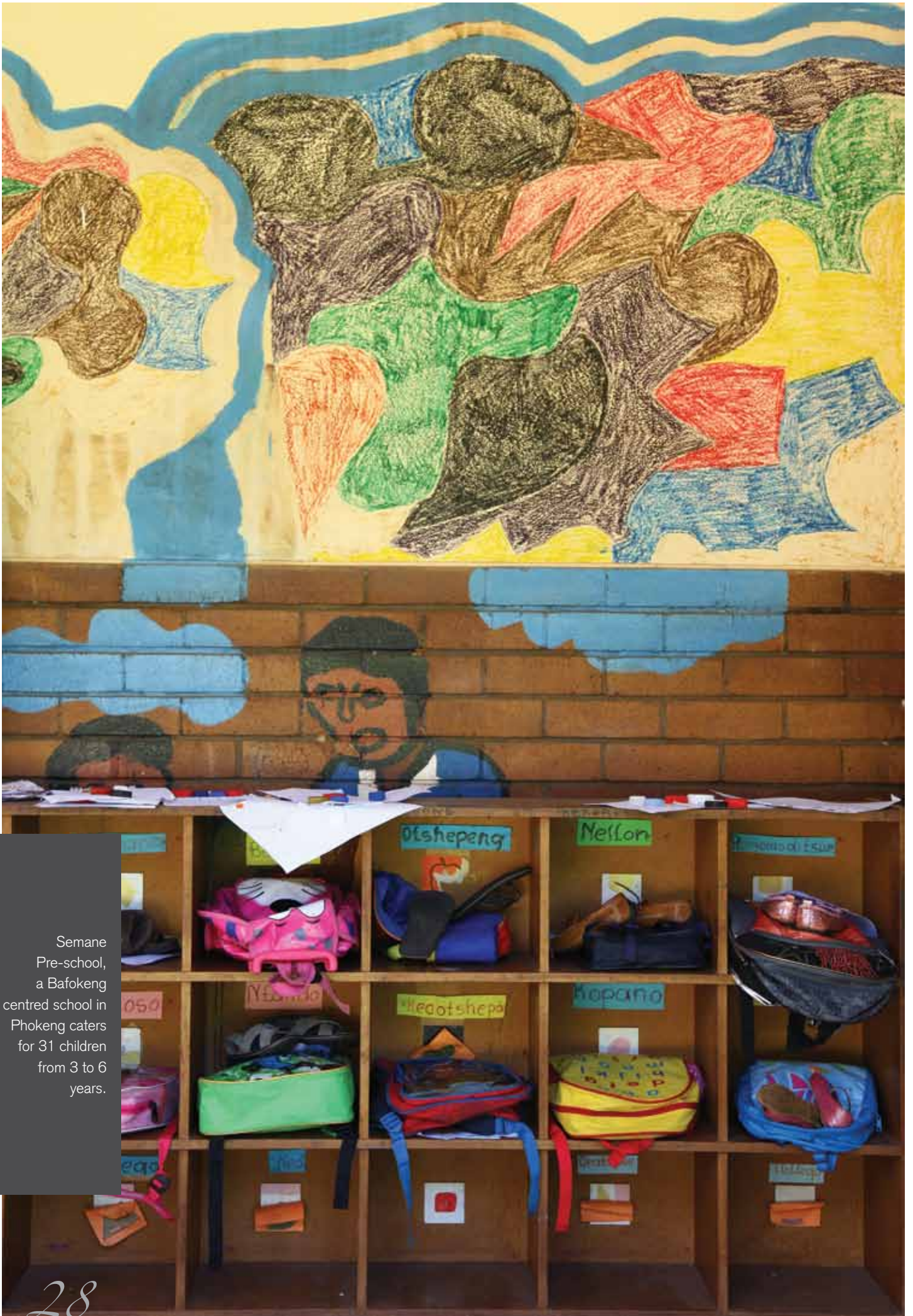
“The Royal Bafokeng Institute/Desto Partnership has been established to assist in the development of vocational skills for the Royal Bafokeng Nation ... It is clear that synergy exists between RBI and Desto when it comes to human capital development, as both stakeholders see the creation of employment opportunities as extremely important ... A partnership between RBI and Desto can only lead to achieving the goals of Vision 2020.”

Freddie Orsmond, COO: Technical Division Desto (Pty) Ltd: Education, Training and Development Providers

Future TVET colleges are planned for:

- Administration
- Agriculture
- Economics and Accounting
- Electrical Infrastructure Construction
- Engineering and Related Design
- Finance
- Information Technology
- Mining
- Safety and Security
- Tradition and Heritage

The **Community House Building** programme is a one-year programme introducing learners to all trades in the construction industry. Learners are exposed to a wide range of skills; including bricklaying, plumbing, roofing, carpentry, plastering and painting. A further two years of study can then lead to a full diploma, enabling learners to specialise in their preferred trade, having gained a broad basic skill base.



Semane Pre-school, a Bafokeng centred school in Phokeng caters for 31 children from 3 to 6 years.

Education

Early Childhood Development (ECD)

Our education strategy for the Bafokeng people begins with our youngest – our Early Childhood Development programme – aimed at three- to six-year-olds. The RBI's ECD programme, which operates in 14 early learning centres and serves over 1 000 children, has three strategic thrusts: ongoing teacher training and staff development; the establishment of centres of excellence; and the improvement of parenting skills in the community.

During 2010, we focussed on teacher training:

- **Semane Pre-school was selected** to be the Teacher Training Centre. As the first ever Bafokeng pre-school, Semane's buildings were designed for training purposes, with features such as two-way mirrors for observation. The first qualified pre-school specialist was appointed as principal of Semane Pre-school. Teacher training will be conducted by qualified facilitators according to the NQF (L1 – 4) and successful candidates will be awarded certificates by the ETDP/SETA.
- **ECD practitioners** from seven of the 14 early learning centres in the Bafokeng region completed the first level of ECD (NQF L 1) training. Practitioners from the other seven early learning centres continued with the second phase of their NQF training.

- **Personal development sessions** with members of the RBI were held weekly for all ECD practitioners. These sessions cover various elements of ECD practice, with RBI providing transport.
- **Five ECD practitioners were selected** to participate in a Rotary International ECD exchange programme to Bridgeport, Connecticut in the USA in 2011. Another 12 of our ECD educators will be doing a similar course in the USA in 2012.

In 2011, we will be focusing on involving parents in educating their young children. This will include making books available for parents to read to their children, and the development of the first Bafokeng Setswana children's songbook, recognising that song is an important way of learning language. We will also be holding more parents' meetings to discuss literacy and parenting skills.



Learners at Semane Pre-school

Education

Language and Literacy

Our Language and Literacy programme aims to achieve a proficiency in Setswana at Foundation Phase and for the development of language and literacy through all phases of schooling. The programme assesses learner reading comprehension levels at various grades and uses the results to plan programmes and interventions to improve reading and comprehension.

Expenditure on the programme more than doubled from R300 000 in 2009 to almost R700 000 in 2010, owing to the purchase of packs of books for each primary school. The budget for 2011 fell to R100 000 as this will be a year of monitoring and implementation of reading programmes. RBI has also sourced outside funding to expand school libraries. The project ultimately aims to reach over 20 000 learners in 44 schools.

In 2010, our achievements included:

Foundation and Intermediate Phase

- **Launching the Molteno project:** In conjunction with the Molteno Institute for Language and Literacy, we ran programmes at Foundation Phase (Grades 1-3) in all 29 Bafokeng primary schools, providing resources and training to teach language and literacy. In 2010, we provided materials and teacher-training for Grade 1 (Setswana medium), and in 2011 we will provide the same for Grade 2. Currently 35 teachers are enrolled in an accredited teacher-development course. Learners are now reading to their chronological age at the end of their Grade 1 year due to the intervention of the Molteno programme.
- **Providing readers** to all primary schools: Every grade in every Bafokeng primary school received a pack of Sunshine Readers accompanied by a Resource File containing lesson plans and work cards. In 2011, every grade in every primary school will be provided with 100 books for a classroom library.
- We launched a **professional development programme** for Intermediate Phase English language teachers. This two-year programme involves a mentorship focusing on methodology and interpretation of the DoE National Curriculum. In 2010, a group of 25 teachers entered the programme, which they will complete in 2011. A second group of teachers will commence the programme this year.

The 2010 World Cup schools project

During the three-week FIFA World Cup, this project was run in 15 Bafokeng primary schools (three per region) to engage our children in the celebrations. The project used games and art to encourage children to express themselves about this major event. In addition to enjoying food and entertainment, the children also took delight in meeting national football players from competing countries and in receiving visits from various embassies. The project resulted in a coffee-table book celebrating Bafokeng children's experiences of the World Cup.

Middle and Secondary Schools

- During 2010, we conducted interventions in the three Bafokeng middle schools. These involved lesson demonstrations, assisting teachers with developing lesson plans, upgrading classrooms and providing resource materials. In 2011, we will offer teacher development workshops at the Senior Phase to all language teachers; three middle schools and one high school will receive intensive intervention at all levels.
- Grade 10 learners who were behind in their reading ability (reading at lower primary level) received remedial assistance in 2010. In 2011, a reading project will be implemented at all levels at a selected high school to remediate learners with reading difficulties.



A teacher from Moremogolo Primary School utilising the Molteno method to improve language and literacy.

Education

Mathematics and Numeracy

The RBI Mathematics programme, launched in 2007 to improve mathematics education for our Bafokeng children, encompasses the following:

- **Supporting 30 middle and high school Maths teachers** who have been given laptops and attend weekly workshops. The laptops are intended to support the integration of computers into the classroom and help teachers to prepare presentations at home.
- Holding an annual inter-primary school **maths competition**, which consists of a test and prizes for the winning school. This national competition, the Conquesta Mathematics Olympiad, gives our talented learners a chance to measure themselves and enables us to benchmark the maths abilities of our primary school learners. In 2010, 16 of the 29 Bafokeng primary schools participated, entering a total of 99 competitors.
- Giving all matric candidates (1 251 students at Bafokeng and assisted schools) a **calculator, RBI text book and past paper** booklet. In 2011, we published Volume 2 of the RBI Maths textbook.
- Providing weekly **advanced Maths lessons** for selected learners in Grades 10-12. During 2010, we held **extra classes at the Civic Centre** for all matriculants during the national teacher strike in August.
- Running the **13th Year programme** in which school leavers volunteer their time to help teach maths to younger learners in Bafokeng schools. The programme aims to prepare Bafokeng school leavers for tertiary education and life in general through community service. There were 20 participants in 2010 and 40 in 2011. Participants are selected based on previous performance, future potential, and enthusiasm.
- **Winter School:** Every July, the RBI hosts a three-week Winter School for Grade 12 learners at three venues across the region. Maths and maths literacy are taught for two hours each day, and other subjects such as English, life sciences and accounting share the timetable. In 2010, over 6 300 learners attended Winter School classes in the various subjects, including 3 500 learners attending maths and maths literacy classes.

In addition to these ongoing programmes, the following took place in 2010:

- The RBI sponsored a group of maths teachers to go to the Association of Maths Educators in South Africa (**AMESA 2010 Conference**) in Durban in July.
- Four primary school teachers successfully completed the **UNISA Primary Maths** course.
- We held the first **Maths Mini Conference** at Lebone II College for maths teachers from primary, middle and high schools. The conference, attended by more than 200 maths educators, focussed on common problems and solutions in maths teaching, as well as curriculum cohesion and progression.

Looking forward, we will shift our focus to concentrate on younger children. This began with the development of Numeracy Workbooks for Grade 2 learners in 2010; and in early 2011, we were already piloting schemes in three middle schools. One project, working with Vodacom and aimed at middle schools, involves using cellphones as a device to display short videos that stimulate learners to investigate maths problems.

Matric mathematics pass rates

Pass mark: 30% or higher	2009	2010
Bafokeng schools average	58.2%	60.6%
North West Province average	52.0%	53.3%
National average	46.0%	47.4%

In 2010, learners in Bafokeng and assisted schools received significantly better **Matric mathematics results** than the national and provincial averages. Highlights included a learner in HF Tloe School (Bafokeng assisted) who scored 100% in matric maths; and three learners in Boitekong School (Bafokeng assisted) who scored 100%, 99% and 98%.

School Management

A key aspect of improving our schools is to raise the quality and efficiency of school management. To facilitate this, in 2010 we continued to hold **Principal Forums** for secondary school principals, and initiated a new forum for primary school principals. The meetings enable principals to network with colleagues, share common concerns and explore approaches to school management. RBI leads activities to help principals develop practical leadership skills for real life situations. In addition:

- **Leadership Skill Development workshops** were held for the Representative Council of Leaders (RCL) in all Bafokeng and assisted middle and high schools. And four leadership and management workshops were held for school management teams (SMT). Workshops covered effective communication, efficiency at the work place, leadership concepts, and time management. Participants have already shown improved management efficiency.
- RBI worked with local government on a consultative process to develop team building strategies for Bafokeng school management teams. The scheme included educational tours at Lebone II and JM Ntsime high schools to demonstrate the impact of good leadership on school performance, and ongoing support visits to participating schools.

Another important aspect of school management is the improvement of **security**, particularly in response to repeated robberies. We have installed alarm systems in all 44 RBN schools, and have also established a policing forum around Kanana and Mosenthal areas to enhance crime reporting. Eleven school searches were conducted in seven schools, and as a result nine drug dealers were arrested.

We have continued to **maintain school infrastructure** in all RBN schools, including sourcing local service providers to maintain the daily hygiene and tidiness of the toilets in these schools. In addition, we have now built staff rooms for three secondary schools. We are planning to upgrade school infrastructure in all RBN schools in three phases. These include the installation of soccer, netball, volleyball, basketball and tennis facilities; renovating kitchens; building new classrooms and guard rooms; and ultimately installing digital classroom facilities such as interactive white-boards.

Matric results at the seven Bafokeng high schools showed an improvement between 2009 and 2010, suggesting our efforts to enhance teaching and management in Bafokeng schools are paying off. Four out of seven Bafokeng schools saw a significant improvement in matric pass rates in 2010 (improving between 5.4% and 33.9%, with Chorora achieving a 100% pass rate in both 2009 and 2010). This is especially relevant given that the class of 2010 faced major challenges owing to the three-week public service strike in August 2010 and the month-long FIFA World Cup (during which all schools closed).

Matric pass rates

Pass mark: 30% or higher	2009	2010
Bafokeng schools average	82.3%	88.4%

Opportunities for partnership

- Support tertiary education by partnering with the student loan programme.
- Become part of the School Feeding Scheme, providing all learners with nutritious meals at school (at a cost of R6.80 per child per day).
- Become a partner in the Technical Vocational Education and Training (TVET) programme, enhancing the opportunities for the next generation of employable adults.
- Help create effective learning spaces for Bafokeng children in schools by supporting the School Infrastructure Upgrades programme. This will in particular build new classrooms and sports facilities, rolled out in three phases. The programme is expected to cost R110 million over two years.

Chronic Diseases Management Register

Choose a healthy lifestyle

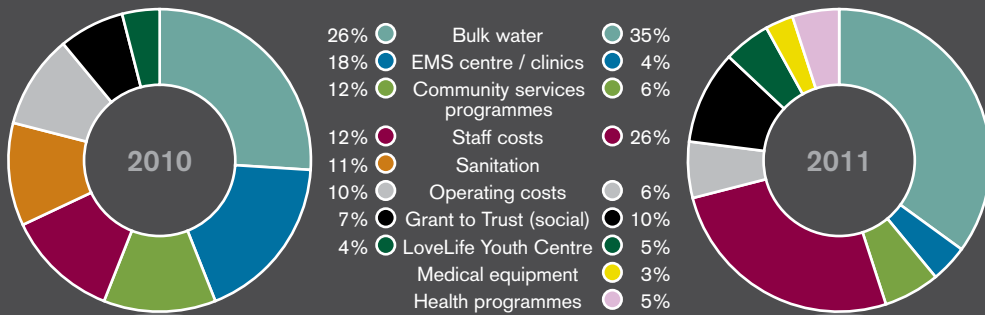
BUILDING THE NATION

Health and Social Development

A healthy and socially sound community is an integral part of our development vision. The Royal Bafokeng Health and Social Development Service (HSDS) is committed to creating a healthy and empowered nation by supporting the government's primary healthcare system in our region to ensure that our people have access to high quality healthcare and social services.

Total expenditure in 2010 was R84.8 million. While bulk water and sanitation are discussed in the Public Utilities section (see page 56), the next largest expenditure was on renovating clinics and developing the Emergency Medical Services (EMS) centre (about R15.1 million). Expenditure on social programmes was R9.9 million and R3.2 million was spent developing the LoveLife Youth Centre. The 2011 budget for health and social development is R69.9 million.

In 2011, the budget for combatting substance abuse will be increased fourfold to R667 000, and we are also budgeting R1.3 million for a new sheltered employment project for people with disabilities.



Expenditure on health and social development:
R84.8 million

Budget for health and social development:
R69.9 million

Health

In 2010, we established the Greater Rustenburg Medical Forum, incorporating heads of mining hospitals, heads of private hospitals, the provincial department of health and Royal Bafokeng Health services. One objective of this forum is to improve and expand neonatal care in the region, with the express intention of eradicating mother-child HIV transmission.

Improved medical facilities

In 2010, we

- **Completed the Bafokeng Health Centre** in Phokeng as well as renovations at the clinics in Mfidikwe and Kanana.
- **Furnished the clinics** at Tlaseng and Tekwana with medical and office equipment to provide primary healthcare services.
- **Installed a new X-ray unit** for TB diagnosis and trauma treatment in Phokeng Clinic, which is already processing 50-60 clients per day.

There are three doctors, a clinical psychologist, a physiotherapist, a dietician, professional nurses and assistant nurses at the health centre and clinics in the Bafokeng region. RBN employs five nurses to complement those employed by the government. While there are nurses at each clinic, doctors are present at every clinic twice a week on a rotational basis. In 2011, we will develop an operating theatre and 14 more overnight beds for the Phokeng health centre.

Providing emergency services

In 2010, we:

- Established an **Emergency Medical Rescue Services (EMRS) satellite site** at Kanana, as well as providing an ambulance.
- Set up a Bafokeng **Emergency Services hotline**.
- Procured a **response car** and **patient-transport equipment** for emergencies.
- Set up a new **disaster trailer** to facilitate rapid responses to natural disasters. This vehicle trailer carries tents, mattresses, blankets, bandages, a floodlight, torches and drinking water which can be brought rapidly to the site of a disaster, such as a flooded residential area. The unit can cater for about 100 people.

We are developing a full emergency call centre which will be completed by May 2011, based at Phokeng Health Centre. At a cost of R2.6 million, this centre will cover emergency services, security services, infrastructure support and general communications, and will incorporate social services including a childline and hotline for abused women.

Accessing healthcare

Access to healthcare remains a challenge in the villages, and our **two mobile clinics** were parked next to clinics being renovated during 2010; making their services available while the permanent clinics were closed. In 2010, we implemented a planned **patient transport** scheme for those people who have difficulty travelling to clinics or the hospital.

Our objectives for 2011 are to provide more comprehensive treatment of both communicable and non-communicable diseases, and to address HIV/Aids in particular.

Managing HIV/Aids

The prevalence of HIV/Aids in the Bafokeng region is estimated to be as high as 35%. HSDS supports the government in its management of HIV/Aids in the Bafokeng area. While the government pays the operating costs (staff and pharmaceuticals) at the health facilities, the HSDS supports it with research, upgrades, extra capacity and management support. In 2010, HIV/Aids counselling (HCT) as well as antenatal support was rolled out to all clinics. The Phokeng Health Centre provides **anti-retroviral treatment** for HIV/Aids and in 2010, we doubled the number of patients treated with ARVs, reaching approximately 6 000 patients from the Phokeng centre. We will soon extend this service to Chaneng Health Centre.



Staff from the Emergency Medical Rescue Services (EMRS) satellite site at Kanana are linked to a Bafokeng Emergency Services hotline.



Sports and the Disabled

Sport is one of the objectives of the disability programme. There is a newly formed team in the Disability Forum that will be coordinating sports for the disabled. We are affiliated with the North West Association For Persons With Disabilities and the Visually Impaired who approached us during preparations for the Nedbank National Championships. Disabled people from our area attended qualification sessions, where they were then selected for the different sporting codes. We are in discussion with the Royal Bafokeng Sports, hoping to provide the team with a coach and training equipment.

Four Bafokeng athletes – Idah Matshitse, Martin Modisane, Nkono Kwele, and Petrus Mokoua – will be competing in the National Championships which will be taking place in late March 2011 at Olympia Stadium in Rustenburg.

Social

Social Development Services

Assisting the elderly

In our increasingly youth-orientated society, the elderly are often ignored. There are almost 4 700 people in the 60-99 year age group in the Bafokeng area who are receiving pension grants. Over 2 000 are classified as critical, needing assistance with food, transport and home-based care. Our programmes for the elderly aim to restore dignity, alleviate isolation and promote their human rights.

One focus for the elderly has been a programme called The Critical Ten, in which a retired professional nurse and five home-based care-givers cater for the ten most frail people in each region. In 2010, this project expanded to reach **the Critical Fifteen**. Each patient is seen at least once a week and is helped with washing, eating, groceries and clinic visits. The programme, which has a budget of R1 million, is currently running in four regions, and we intend to roll it out to the North region in the near future. By 2014, we aim to have expanded the programme to cater for the 100 most frail people.

In 2010, we also improved all 32 pension pay points (mostly at schools) in the Bafokeng area by **supplying water, chairs, shelter and warmth** for the elderly. We also identified four old buildings in Tlapa, Photsaneng, Marakana and Lesung villages and **renovated them to be designated pension pay-out centres**. By 2014, we aim to renovate three more structures that provide warmth and security.

We are developing clubs for the elderly in Bafokeng villages as part of our community-based care services. These give the elderly an opportunity to meet on a regular basis and engage in activities such as gardening, exercise or arts and crafts. **Seven new clubs** were formed in 2010 and two in early 2011, bringing the total to 14. These clubs are run by older people themselves and aim to help maintain their well-being, safety and security. In future, we aim to establish a call centre to report abuse cases and to roll out our community services to reach all regions.

To help alleviate poverty among the elderly, we **initiated a meals-on-wheels project** in 2010 in Tlapa village. Reaching 20-40 poverty stricken older people, the project delivers two meals a week with moderated fat and salt content to accommodate people with diabetes. By 2014, we aim to roll out the project to three other villages and reach a further 60-75 people in need.

Dignity for the disabled

There are just over 1 000 physically and mentally disabled people in the Bafokeng region. The aim of our disability programme (budget R2.4 million in 2010) is to help these people regain their dignity and to allow them to play a meaningful role in the community. Assistive devices, prostheses and **wheelchairs are provided free of charge** by the Bafokeng Health Centre to those who need them. In 2010, we **established a forum**, with quarterly meetings, to disseminate information and better understand the challenges faced by the disabled. We provide a bus to collect the 16 representatives that currently comprise the forum.

During 2011, we plan to provide people with disabilities more opportunities to get involved in sports, with the goal that the Bafokeng community be represented at the 2012 Paralympics. Other plans for 2011 are to provide sign language training to staff, improve mobility for the blind and establish a sheltered employment programme. We have identified potential structures for the employment programme and are considering starting with bread making and juice packaging projects.

Social

Social Development Services (continued)

Supporting Orphans and Vulnerable Children (OVCs)

South Africa's HIV/Aids pandemic has resulted in rising numbers of orphans and vulnerable children, and the RBN is unfortunately no exception. Initiated in Machorora in 2005, our OVC programme comprised four centres in four different villages during 2010, employing 16 local childcare workers and three co-ordinators. The centres provide children with after-school care, psycho-social support, healthy meals and help with homework. Each centre hosts about 30-50 children per day, with a total of approximately 500 children registered in the programme in 2010. At night, children return to their homes in the community, often with members of extended family.

During 2010, we identified suitable existing structures for **four new OVC care centres** in Phokeng. We have **hired a total of 30 childcare workers** to work in these new centres, which will offer the same services as those in Machorora, and will become operational during 2011. We also anticipate opening two centres in Luka in 2011, and we intend ultimately to offer OVC care in all 29 Bafokeng villages by 2015, reaching more than 3 000 children.

Our OVC programme is a partnership between Royal Bafokeng Health and Social Development Services and Tapologo, a community-based not-for-profit organisation which focuses on issues surrounding HIV/Aids, including OVC care. Together, these two organisations have formed a non-governmental organisation, Godisanang, to spearhead OVC projects in the RBN. Monitoring and evaluation of Godisanang is done by Neo Birth Care Centre, in Rustenberg. Research in 2010 suggested a positive change in social behaviour among OVCs in our care.

Providing social case-work services and family care

Our two social workers offer case-work services in four Bafokeng regions, assisting people with social problems including marriage, relationship and family issues. While statutory cases are referred to the Department of Social Services, our social workers deal with non-statutory cases, and each social worker may see 60 new cases per month. We also offered a **marriage seminar** in 2010 and **workshops on marriage counselling and family support**. These workshops and seminars will continue into 2011. In 2010, **services were expanded** to the North-East and South-East regions, and in future we aim to cater for all 29 villages.



Kagiso is now 20 years old. He started coming to Robega OVC Centre for after-school care when he was in Grade 8 at Chorora High School. As an orphan, he developed a very good relationship with his carers, and through his experience being part of the OVC centre, Kagiso found support, care and motivation. He came to understand that the centre was an important resource for people from disadvantaged backgrounds. The mentoring, the assistance he received with his homework, and the interaction he got with other children were sources of motivation for him.

Kagiso embraced the support and encouragement offered to him through the OVC programme, and he is now a second year student studying chemistry and biochemistry at the University of Witwatersrand, supported by RBI's Tertiary Loans programme.

Combatting substance abuse

We ran two **substance abuse training** sessions in 2010. The first, aimed at police, social workers, educators and trauma counsellors, focussed on how to conduct alcohol and drug interventions. The second session encouraged teenagers to become peer educators to combat substance abuse. Our priority for 2011 is to develop an outpatient facility that will focus on early intervention and after care services. The facility will help diagnose and treat substance abuse problems, with a budget of R667 000 this year.

Guiding youth towards life success

The needs and concerns of Bafokeng youth are receiving greater attention, in part through the establishment of the **Bafokeng Youth Centre** in Luka. The centre was opened in 2010 and includes a computer lab, radio station, clinic, basketball court and sports fields. The centre is run by LoveLife, South Africa's largest national HIV prevention initiative for young people. The RBN has now **established 30 youth clubs** – at least one in each village – representatives of which form five regional youth structures, which we plan to capacitate in 2011. We will initiate programmes in arts and culture, farming and education for young people both in and out of school. We also formed a Bafokeng **national youth committee** in 2010 which will incorporate representatives from each regional structure.

Victim Empowerment programme

Launched in 2008, the Victim Empowerment centre in Phokeng provides services to victims of rape, domestic violence, child abuse and human trafficking, and deals with around 50 people per month. Our staff comprises ten victim empowerment facilitators, a field co-ordinator and a centre manager. We have conducted awareness and education campaigns in all regions, both through presentations and door-to-door visits, with a focus on men in taverns and taxi ranks. The Trauma Centre **received a Premier's Award** for its psycho-social support services in 2010. We will continue in 2011 to focus on men in addition to running focus groups to resolve issues concerning the community. Our plans to establish three satellite centres are underway, and we also intend to introduce forensic services at the Phokeng centre.

Looking forward

In our healthcare programmes, our priorities for the near future involve improving general healthcare, and specifically working to eliminate mother-child transmission of HIV. In our social programmes, our priorities in 2011 are to create a database of OVCs in the Phokeng area and to develop training and coaching for the 30 new childcare workers employed in 2010. In our work with the disabled, we plan in 2011 to establish the sheltered employment centre, to provide sign language training to the PWD forum, and to offer mobility training for the blind. As part of our case-work, we intend to start group therapy sessions for the foster-families of OVCs, and to start parenting workshops for the general community.

Opportunities for partnership

- Improving primary healthcare in the Bafokeng region.
- Addressing HIV/Aids.
- Developing the Bafokeng youth through sports programmes.



As part of the School Feeding Scheme pupils from the OVC programme also get to take home nutritious meals to family members.



BUILDING THE NATION

Economic Development

Economic development is the centrepiece of our Vision. Our goal is to diversify our economy, shifting the emphasis away from mining, creating wider opportunities and building a Nation that is economically self-sustaining. Sectors planned for expansion include tourism and hospitality, education and health-related industries, sports-oriented businesses, agriculture and mining.

Many Bafokeng households depend on government grants in response to the challenges of unemployment. While this is not unusual in South Africa, grants are a short-term solution and can easily foster a damaging culture of dependency. Over time, this must be replaced by a culture of economic self-sufficiency that engages every potentially economically active member of the community.

Royal Bafokeng Enterprise Development (RBED) is charged with contributing towards developing entrepreneurship among the Bafokeng. RBED places a particular focus on enterprise development and aims to develop the Nation towards economic self-sufficiency. The RBED acts as a business development agency for Bafokeng small, medium and micro-enterprises (SMME). It offers entrepreneurs coaching, advice and training, and assists by facilitating access to markets and finance. It also helps them compete for contracts in the Bafokeng area and further afield. In 2010, RBED spent approximately R29.8 million, which is due to increase to over R31.7 million in 2011.

RBED directs 12.74% of its funds towards The Business Place Network – Phokeng (TBPN-P), with which RBED collaborates to optimise the assistance we offer to local start-ups. While TBPN-P concentrates on assisting entrepreneurs in the earliest

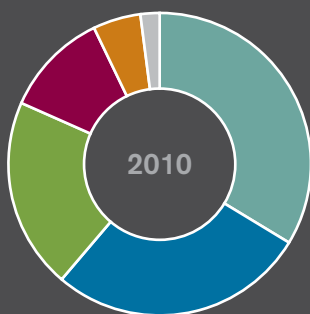
stages of setting up a business, RBED offers sector-specific assistance to established businesses.

RBED's database lists 410 Bafokeng SMMEs that have received our assistance:

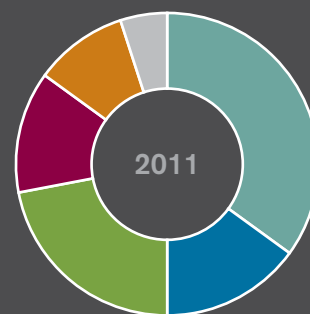
- 31% of these are in the construction sector,
- 26% in agriculture,
- 33% in services and tourism, and
- 8% in mining/engineering.

However, only 68 (17%) of the 410 are operational while the remainder are at varying stages of development. The 68 operational businesses have maintained over 1 500 jobs during the 12-month period leading to the end of December 2010.

During 2010, RBED added indicators of growth and viability to the database. Focus is on business sustainability over time, measured by how long a company has been in existence. RBED pointed out that while they have been efficient at keeping track of business interventions, they wanted to improve their ability to assess their success in other areas – for example, by tracking job creation and the changing financial value of a particular SMME through time.



Expenditure on economic development:
R29.8 million



Budget for economic development:
R31.7 million

Economic Development

Progress during 2010

In early 2010, RBED developed a strategic and tactical plan for 2011-2013. Our intention was to use this plan as the basis for dealing with what remains our biggest challenge: ensuring RBED's stakeholders understand that our mandate is enterprise development rather than the economic development mandate of our predecessors.

World Cup initiatives

The bulk of RBED's activities in the first half of 2010 were related to the FIFA World Cup. RBED participated in a number of projects that aimed to help local SMMEs benefit from the World Cup period. RBED trained 166 people in hospitality to empower them to offer homestay accommodation for international visitors. Although uptake was lower than anticipated, a total of 328 tourists slept in 44 homestays in three Bafokeng regions. This not only boosted intercultural exchange, but enabled hosts to make money. A number of these homestay businesses have since developed into bed and breakfast guesthouses.

Additionally, the major renovations of Royal Bafokeng Stadium were done by a pool of local workers who had received training from RBED, and 42% of procurement for the stadium renovations was sourced locally.

The **Business Place Network** offers the following services to new entrepreneurs:

- One-on-one business consultation
- Business training workshops
- Access to business information and resources
- Internet access

The entrepreneurship training workshops incorporate:

- First crucial steps in starting a business
- Essential documents needed to start a business
- Essentials of a Business Plan
- Marketing
- Market Research
- Micro-MBA
- The Business Box Agricultural Project

RBED's Enterprise Development unit yielded the following results in 2010:

- Conducted **88** SMME assessments. These diagnosed the state of health of registered businesses.
- Conducted **212** business development interventions. These prescribed solutions for problems diagnosed (such as no marketing plan or business cards).
- Trained **248** SMMEs in various areas (eg. financial management, costing and pricing).
- Conducted **2** group mentorship interventions for different sectors (10 construction companies, 20 arts and crafts businesses – all participants adjusted their products and how they market their wares after the intervention).
- Facilitated the establishment of **2** new businesses, after identifying opportunities.
- Performed a product development intervention in the arts and crafts sector.
- Exposed **91** SMMEs to opportunities at various national expos and exhibitions relevant to their sector, such as the Indaba tourism expo in Durban or Nasrec mining expo.
- Held **11** information sessions for different sectors. In the tourism sector, talks were given by members of the North West parks and Tourism Board, and hotels, to share insights into the industry.



Rakgoale Homestay

In May 2010, Cynthia Rakgoale opened her home in Phokeng to visitors as part of the World Cup homestay programme. She and her husband Philomen offered four bedrooms to their clients in their five-bedroom house. In addition to breakfast, they provided laundry services and dinner on request. Running a homestay enterprise during the World Cup gave them a sense of what it takes to host tourists – the sacrifices and the benefits. Their success and a continuing stream of clients has inspired them to work further with RBED towards registering and running a fully fledged formal bed and breakfast guesthouse.

Economic Development

Progress during 2010 (continued)

Promoting Bafokeng entrepreneurship

In the second half of 2010, RBED focussed on our core business of assisting local SMMEs. Our collaboration with The Business Place Network – Phokeng (TBPB-P) has yielded positive results including:

- **Training** 764 SMMEs in six of the programmes offered by TBPB-P (average 69 per month).
- Holding a **networking session** attended by 36 SMMEs.
- Offering an **Internet facility** that was used an average of 131 times per month.
- 26 SMMEs were referred to RBED for further enterprise development assistance.

During 2010, a range of opportunities were identified totalling in excess of R148 million, benefitting more than 20 local SMMEs. For example, R37 million (18%) of the project budget for the construction of the new Lebone II College campus went to local SMMEs.

RBED recently assembled a business directory of 50 local SMMEs that have been successful through RBED assistance. The guide will be distributed to potential clients and other stakeholders during 2011.

“SEDA is one of the organisations within the Department of Trade and Industry (dti) with the responsibility of providing SMMEs with enterprise development (ED) interventions. The SEDA Bojanala West Branch in Rustenburg works closely with the RBED in rendering these ED interventions to the SMMEs in the Royal Bafokeng Nation ... RBED’s work is very relevant and a lot of high impact, high value results are possible that will without doubt benefit the communities of the Bafokeng Nation at large.”

Palli Tiholoe, Branch Manager, SEDA Bojanala West



The 100% black-owned **Tihago Nature Travellers** (pictured above and below) has been providing a wide range of transport services since 2004. When the company started, it had only one 10-seat microbus and transported only schoolchildren and local people. Today Tihago Nature Travellers provides 70% of transport-related services to corporate clients and local mines around Rustenburg with its fleet of five vehicles.

Owned by two brothers, the company is known for shuttling guests to and from hotels and has employed four permanent drivers. It also still transports schoolchildren.



Looking forward

To foster the development of new local businesses, one of RBED's roles is to identify new opportunities in the region. During 2010, RBED identified two businesses that it intends to initiate in 2011 – an egg production business and a furniture manufacturing project.

RBED will develop a business plan for the **egg production business**, in partnership with the Department of Agriculture. This project has a budget of R100 000 for 2011 and will benefit 10 women involved in the business.

The **furniture manufacturing project**, in partnership with the Furniture Technology Centre has a budget of R80 000 to develop a business plan and R200 000 to train youth from the North region of the RBN in related skills. Five young people

will be trained in wood machining, cabinet making and wood finishing, and five in upholstery skills. All 10 receive business skills training. RBED envisages an important market for this furniture business supplying schools in the area. We continue to seek external funding to assist with these projects.

Another area in which RBED is seeking external investment is to establish an Industrial Park in which local entrepreneurs can set up their businesses (particularly in the manufacturing sector). This is a necessary development owing to the fact that many local entrepreneurs cannot find spaces to operate. We estimate that creating such a Park would cost about R11 million. Similarly, there is a need for an 'incubation park', which would provide office space for start up businesses until they find their feet.

Top Tau Construction is a 100% black woman-owned construction and maintenance business based in Luka village. Since it was formed, Top Tau has been involved in many construction and maintenance projects in Rustenburg and around the Royal Bafokeng Nation. The company, which has now achieved CBID grading 5, offers services in general and building construction, fencing, maintenance of property and facilities, and related supplies. Over the past year, Top Tau has employed about 180 people on its various projects, in addition to offering training to its employees, some of whom have risen to become supervisors. The Royal Bafokeng Administration has been a major client.

Opportunities for partnership

- Establishing an egg production business in partnership with the Department of Agriculture, to produce eggs locally for the Bafokeng market. The estimated cost is R100 000 in 2011.
- Building an industrial park in which local entrepreneurs can set up their businesses. The estimated cost is R11 million.
- Building an incubation park to provide office space for start up businesses.



BUILDING THE NATION

Food Security

South Africa is experiencing a food security crisis. While the country used to export staple foods to its neighbours, we became a net food importer in 2008. The inability of South African agriculture to keep pace with demand has left the country in a precarious position. In fact, food security has become a pressing challenge in national and global governance, and any resolution will require concerted effort.

The RBN is in the process of assembling an Agricultural Master Plan, in line with our broader development plan, Plan '35. The budget for our agriculture and food security focus area in 2010 was R6 million, and this has trebled to R18 million for 2011. Kgosi Leruo has initiated an agricultural research programme which will involve setting up an agriculture department. In conjunction with North-West University, the programme will conduct an 18-month land survey, capacity study and a series of agricultural pilot projects. The survey involves sampling and mapping of soil-types and precipitation to determine the best agricultural use of different areas. In addition, social and market analyses will be conducted to identify viable projects, which will then be piloted. A previous Agriculture Base Study released by RBED called for development at different scales – large-scale commercial, medium-scale and small community-based agriculture.

The Royal Bafokeng Nation has reasonable quality soil and rains on its land. With good planning, we can grow a large proportion of our own food and export to surrounding markets. Doing so will not only stimulate local enterprises and create employment, but contribute to our wider goals of sustainability and self-reliance, furthering our commitment to the UNDP's Millennium Development Goals.

The Nation's Masterplan suggests future agricultural development along two lines. An agro-technology park will be a scientifically-driven research organisation concentrating on agricultural experimentation and improvement at a large scale. This will be balanced by supporting small individual farmers to produce their own food and sell their surplus to local Bafokeng through the development of farmers' markets. Local farmers' markets are increasingly popular all over the world, and in addition to supporting food security and local enterprises, they will provide fresher, healthier and more affordable food for our local consumers, while simultaneously reducing our carbon footprint.

In 2010, RBED piloted three agricultural projects – a commercial vegetable garden, an essential oil farm, and a mushroom-growing project. The commercial vegetable garden complements the School Feeding Scheme (see page 25), a programme as important for food security as it is for education. The scheme already sources a large portion of its fruit and 100% of its vegetables from local farmers and suppliers (who source food from larger markets). We plan to see the fresh produce for the School Feeding Scheme being increasingly supplied by our own Bafokeng commercial farms. These operations will provide employment for many Bafokeng, they will increase our self-sufficiency in food, and they will revive crop farming in the Bafokeng region.



Supporting female farmers

Ntesang Mogotsi was awarded the Female Farmer of the year award in 2009. She won in the backyard dwelling category (less than a hectare of arable land) and as overall winner in the North West. Ntesang explained, "I started growing vegetables in 2007 with only two beddings." Recognising that the clay soil on her land was of excellent quality, she did some research on the Internet and some reading up on agricultural practice. In no time she was producing green peppers, spinach and beans. Currently she supplies the Bafokeng feeding schemes with more than 500 bunches of spinach a week as well as the local Spar in Rustenburg. This year Royal Bafokeng Enterprise Development (RBED) is helping her to grow her business. This includes improved irrigation and essential farming equipment.







BUILDING THE NATION

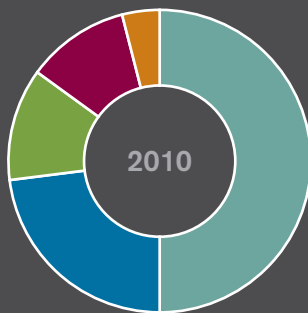
Safety and Security

Our vision for the focus area of safety and security is to make the RBN a place where our Kgosi is protected, where our national assets are secure, and where our communities are protected from crime and social problems so they can freely grow and develop.

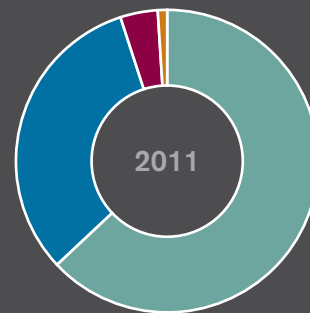
Social stability, manifested in a community that feels safe from crime, is a prerequisite for our Nation to be able to grow and develop to our potential. Safety and security is therefore one of our key focus areas.

Unfortunately, like every part of South Africa, the RBN experiences crime; particularly robbery, assaults, drug abuse, domestic violence and stock theft. The vast majority of these crimes are perpetrated by men between the ages of 21 and 40 years. While we are committed in the long-term to addressing the root causes of crime amongst our people, our immediate response includes the continued presence and action of our own security teams which are managed by our Department of Protective Services.

The expenditure in 2010 was R52.8 million, of which R26.3 million was spent on staff remuneration and R12.1 million on guarding services. Providing streetlights for the new roads built in 2010 also fell under the safety and security focus area, and cost R6.4 million. The budget for 2011 is R46.6 million, and the main costs will continue to be staff remuneration and guarding services at R29.5 million and R15.1 million respectively.



Expenditure on safety and security:
R52.8 million



Budget for safety and security:
R46.6 million

Safety & Security

Safety and Security (continued)

The Department of Protective Services provides a full array of security services from policing, crime prevention and drug-combating to land use monitoring for the Bafokeng communities. Our Reaction Force is made up of 87 members including two helicopter pilots, a detective and security-trained, registered and qualified peace officers. Their regular duties include patrols, monitoring of hot spots, conducting school searches and responding to reported incidents. These operations are conducted as part of a public-private partnership with the local SAPS Station Commissioner. The Reaction Force is assisted by a research section specialising in crime intelligence, in addition to narcotics and community liaison sections.

Protective Services is in daily contact with communities, mobilising people against crime and researching and identifying community concerns. It enjoys overwhelming support from the communities, illustrated by the large number of call-outs it receives (between 350 and 500 per month). All suspects arrested by the Reaction Force are handed over to one of the three SAPS stations responsible for the area.

In 2010, our key achievements included the following:

- The 19 **new recruits to our Reaction Force** completed an advanced training programme, and existing members underwent ongoing refresher courses in a wide variety of skills. These included advanced crime profiling, anti-poaching tactics, fraud and corruption investigation, dog handling, identification of drugs and substances, precision flying, air to ground co-operation, advanced driving, statement-taking and interviewing, and foot and tactical surveillance.
- We **reduced the risk of crime, especially that of stock theft**, as we detected and retrieved numerous reported missing animals and returned them to their owners. These included recovering 91 missing cattle, 26 goats and 35 sheep.
- We had many **successes combatting the trafficking and use of drugs** in the area, in particular by conducting early arrests and confiscating a total of almost 290kg of cannabis before this could reach the streets. During 2010, 170 arrests were made for dealing, possession or use of cannabis. The widespread availability and abuse of liquor and narcotics remains a major challenge to community safety, therefore early arrests are particularly important.

- We achieved **numerous arrests of individuals suspected** of violence, theft, rape and assault. An average of 30 arrests were made per month. In the face of the ongoing challenge of a lack of respect and discipline in households, capturing suspects is an important contribution to making the Bafokeng area a safer place for our residents.
- During the FIFA World Cup events, we **complemented the protection provided by the SAPS** by providing outer perimeter security visibility.

Looking forward

During 2011, budget constraints will make it difficult to expand our Reaction Force and Rapid Response Team so we will concentrate on retraining and cross-training our members to assist in a wider range of specialised roles. In the long term, we would like to expand our security forces significantly, because while the South African national ratio of police officers to the general population was 1:319 (in 2008), our Bafokeng force ratio is at present only approximately 1:3450. In 2011, we will be relocating to new offices, and setting up programmes to protect the *Kgosi*, protect RBN assets, and to support the ongoing collection of information and assessment of risk. To increase our crime-solving capacity, a second detective will be added to the Reaction Force in 2011.

Opportunities for partnership

- Vehicles for our response teams to maintain high mobility.
- Technical equipment, i.e. communications equipment, cameras, tape recorders, computers, copiers and printers.
- A visual monitoring and tracking system to monitor and deploy vehicles to incidents in real time.
- Incentives for community members active in crime prevention, for example telephones and identification jackets.



Members of the Reaction Force are in peak physical condition so as to protect Bafokeng communities.



BUILDING THE NATION

Public and Community Utilities

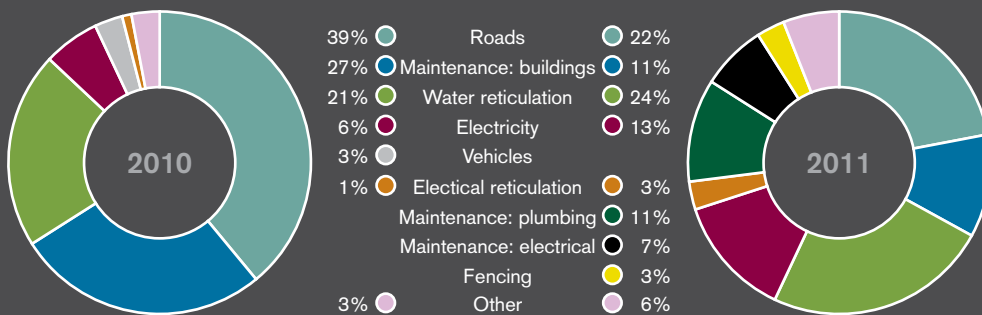
Efficient public utilities are essential to support the development of our community and to cater for our anticipated population growth. Such utilities include the provision of drinking water, electricity, roads, sanitation, waste management, and housing. As we develop these, we are committed to balancing demand with environmental sensitivity to ensure we are operating sustainably.

We aim to develop high-quality, effective public utility infrastructure and services to serve our Bafokeng community and promote its self-sufficiency. In the process, we will foster the development of local businesses.

Our expenditure on public utilities in 2010 was almost R137.6 million. The biggest item was roads (just over R53 million), followed by buildings maintenance (R37.2 million), which included the renovation of clinics and classrooms followed by water reticulation (approximately R29 million).

The budget for 2011 is R126 million. Having completed various renovations in 2010, the proportion allocated to maintenance of buildings is reduced to R13.7 million. However, more has been allocated to electrical (R8.4 million) and plumbing work (R14.4 million).

In the face of a number of challenges in 2010, including staff shortages, we made significant progress towards our utility provision goals. We also employed local SMME companies on our infrastructure projects wherever possible, as this contributes towards our goal of economic self-sufficiency.



Expenditure on public utilities programmes:
R137.6 million

Budget for public utilities programmes:
R126 million

Public & Community Utilities

Water and sanitation

Roads and transport

Sufficient water storage is key to maximising Bafokeng control over our water resources. In 2010, at a cost of R16 million, we **completed our 15 mega-litre reservoir** in Phokeng. This reservoir stores four days' capacity for the entire Bafokeng Nation and as such also represents a step towards disaster prevention – in the event of a break in our supply of clean water, we now have a buffer of four days to solve the problem. We have also continued to build our bulk water pipelines, connecting our supply from Magalies Water to the new reservoir. The new reservoir guarantees a water supply to Lebone II College through a direct pipeline, in addition to feeding into three smaller reservoirs to serve the community.

Built into the new reservoir is sufficient capacity to service a planned water-borne sewerage system. In addition to sanitation services, the system may also generate income for the community in the long-term, as water processed by the sewage plants could be sold to the mines for industrial use. We are currently exploring funding options and seeking partners for this project, which we estimate will have a total budget of R2 billion.

A good road network is crucial if we are to manifest our vision of a thriving, self-sustaining local economy in the Bafokeng region. We are upgrading existing roads and in 2010, despite experiencing an unexpected nationwide shortage of bitumen, we completed the **construction of roads in six villages** (Motsite, Tlaseng, Lefargatlhe, Kgale, Kanana and Mafika), coming to a total of 20.9km. Our next step will be to install street lights for these new roads.

We also **completed our Western Bypass**, in partnership with the Rustenburg Local Municipality and the North West Department of Public Works, to divert heavy traffic away from Phokeng. The bypass project cost a total of R60 million. We also carry out preventative maintenance on our roads, spending an average of R15 million a year on pothole repairs, crack sealing and resurfacing of our existing roads.

“Rand Water provides bulk portable water to the Royal Bafokeng – and we have joint technical meetings ... to address ... problems that they might be experiencing. We are intending to hold an educational ‘water-wise’ project with communities in RBA ... My communication with RBA is excellent; we do not have any problems at all. The community needs continuous education on water and sanitation awareness. I think [the Bafokeng] could improve in engaging their communities through water awareness programmes.”

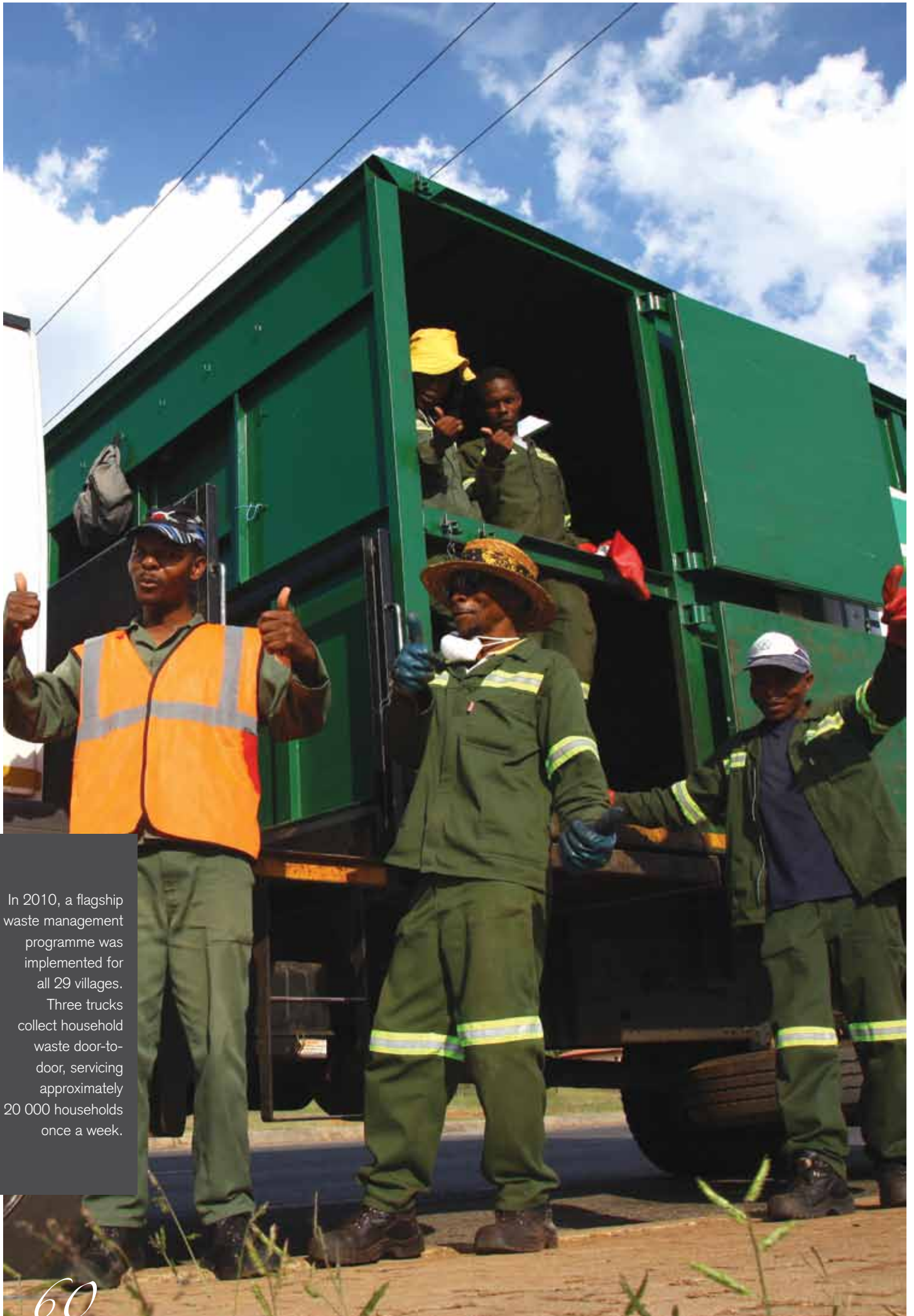
Sandy Lebese, Rand Water



“We try and incorporate the local community into all of our projects.”

Lucain Paulik, Capital Projects: Programme Manager

A 15 mega-litre reservoir was completed in 2010 at a cost of R16 million. This reservoir located outside of Phokeng is able to store four days' capacity for the entire Bafokeng Nation.



In 2010, a flagship waste management programme was implemented for all 29 villages. Three trucks collect household waste door-to-door, servicing approximately 20 000 households once a week.

Public & Community Utilities

Waste management

Our waste management system integrates waste reduction, collection, transport, storage, treatment and disposal or recycling. In 2010, we implemented a flagship **waste management programme for all 29 villages**, at a cost of R10 million. Three trucks, divided into compartments for recyclable and non-recyclable waste, collect household waste door-to-door throughout the RBN, servicing approximately 20 000 households once a week. The team not only separates the waste as workers collect it, but includes seven litter pickers who clean while walking in front of the trucks. This scheme will be ongoing through 2011 and beyond.

The most important strategic aspect of waste management is to reduce the amount of waste that we produce as a society. To address this, we have implemented an education campaign targeting all residents in the RBN, raising awareness about the principles of reducing, re-using and recycling. Our waste-collection trucks carry PA systems which play educational messages to the communities as the trucks work. We also ran an outreach programme to all villages to obtain their input about waste management issues.

Electricity

A reliable and efficient supply of electricity is essential for economic growth as well as to provide people with modern facilities. We aim to achieve this in partnership with national power supplier, Eskom. While Eskom provides the power, RBN is installing infrastructure in order to speed up the expansion of service provision in our villages. Working with Eskom, we will initially upgrade our existing network and install new facilities to meet the commercial, industrial and residential needs that we anticipate up to 2035. Large cables will be buried underground to increase safety and to make residential surroundings more attractive.

Maintenance, renovations and housing

During 2010, our public utilities department completed the **renovation of a number of clinics and classrooms** (see Health and Social Services, page 35 and Education, page 19).

Looking forward

We are planning ways for water to be recycled for non-potable uses and looking at how to reduce water loss through leaks, evaporation, overflows and illegal off-takes. In future, we will be expanding and upgrading existing water infrastructure to ensure a reliable and safe supply. Our plan for building new roads first targets public utilities, ensuring that schools, clinics, graveyards, post offices and other facilities are easily accessible. We consult with village communities and councillors and respond to the needs they identify through Dumela Phokeng meetings. We create three-year plans prioritising these needs and spreading our capacity among the five Bafokeng regions. Lower priority and minor residential roads will be built at a later stage.

In 2011, our maintenance and renovation efforts will concentrate on the new technical and vocational adult education colleges (see Education section, page 19), in addition to creating sports fields for our schools. With respect to waste management, we will be distributing a calendar which highlights on which days waste is collected, how to separate waste and which items are recyclable. More importantly, we will be targeting schools by distributing a booklet so that waste management can be incorporated into the life orientation syllabus. In addition, we plan to buy two skip trucks and distribute 25 skips throughout the RBN to reduce illegal dumping at known hotspots.

Regarding energy, we are exploring renewable sources for the future, including ways of reducing electricity consumption such as solar water heating.

To address a lack of suitable housing in the RBN, and to modernise residential areas in line with Plan '35, the focus of our public utilities expenditure will eventually shift towards creating a variety of new housing types and expanding existing villages into organised, planned villages. The creation of these communities, however, is currently on hold while more urgent infrastructure frameworks are consolidated to service existing residents.

Opportunities for partnership

- Developing a water-borne sewer system to serve Bafokeng residents. We are seeking partners for this project which we estimate will cost R2 billion.
- Expanding the waste management project.



BUILDING THE NATION

Environment and Land Use

The Royal Bafokeng Nation is a predominantly rural community with a strong emphasis on mining operations. This requires us to plan and monitor our development in an integrated and environmentally sound manner, to secure the needs of our own generation and increase the opportunities for our children. We are in the privileged position of being a community land-owner, which gives us more scope than most to manage our own land affairs and environment.

The Royal Bafokeng Department of Land Affairs was formed in 2010, bringing together four units: Environment, Land Use, Property Management, and a Mining Unit which focuses on environmental impacts. The department, which had 11 staff in March 2011, aims to maintain and improve the environmental health of the RBN for the long-term benefit of the ecosystem and also for the health of our people. In addition to addressing issues of pollution, air and water quality, and land degradation, the department monitors land use and oversees

the management of RBN properties. In 2010, expenditure on the environment and land use focus area was R14.3 million. We are dedicating R44.5 million (6%) of RBN's total budget to environment and land use in 2011.

In the Bafokeng region, environmental issues involve the degradation caused by mining and various kinds of illegal land use, including sand digging for building, and the cutting down of trees.



Expenditure on environment and land use:
R14.3 million

Budget for environment and land use:
R44.5 million

Environment

Addressing the environmental impact of the mines

Every mining operation on Bafokeng land must submit an Environmental Management Plan to the Department of Natural Resources. The Land Affairs department has a responsibility to check whether this plan is being implemented. Good environmental practice involves rehabilitating damaged land, a process monitored by Land Affairs in conjunction with environmental consultants.

Land Affairs is also involved in the rehabilitation of polluted dams and rivers (which suffer from mining, industrial and sewage pollution), and the maintenance of fire-breaks. The department is working with the farmer's union to manage the impact of animal grazing by installing fencing and monitoring agricultural land use.

During 2010, we continued to engage with mining companies operating in the region, meeting quarterly with every company to consider and address the concerns of surrounding communities. In the Chaneng area, we have created a mine-community forum, in which issues of employment and environmental health can be discussed openly between employees, community members, dikgosana (headmen), members of the Royal Bafokeng Administration, and representatives of mining operations. We aim to create similar forums in other Bafokeng communities that lie adjacent to mining operations.

Dealing with waste

Our public utilities developments (see page 57) are another important aspect of our environmental management. Not only will our new sewage systems incorporate treatment so water can be recycled for industrial use, but our new household waste collection programme is designed to separate waste at source and dispose of it in as sensitive a manner as possible. Recycling facilities are also being developed on Bafokeng land.

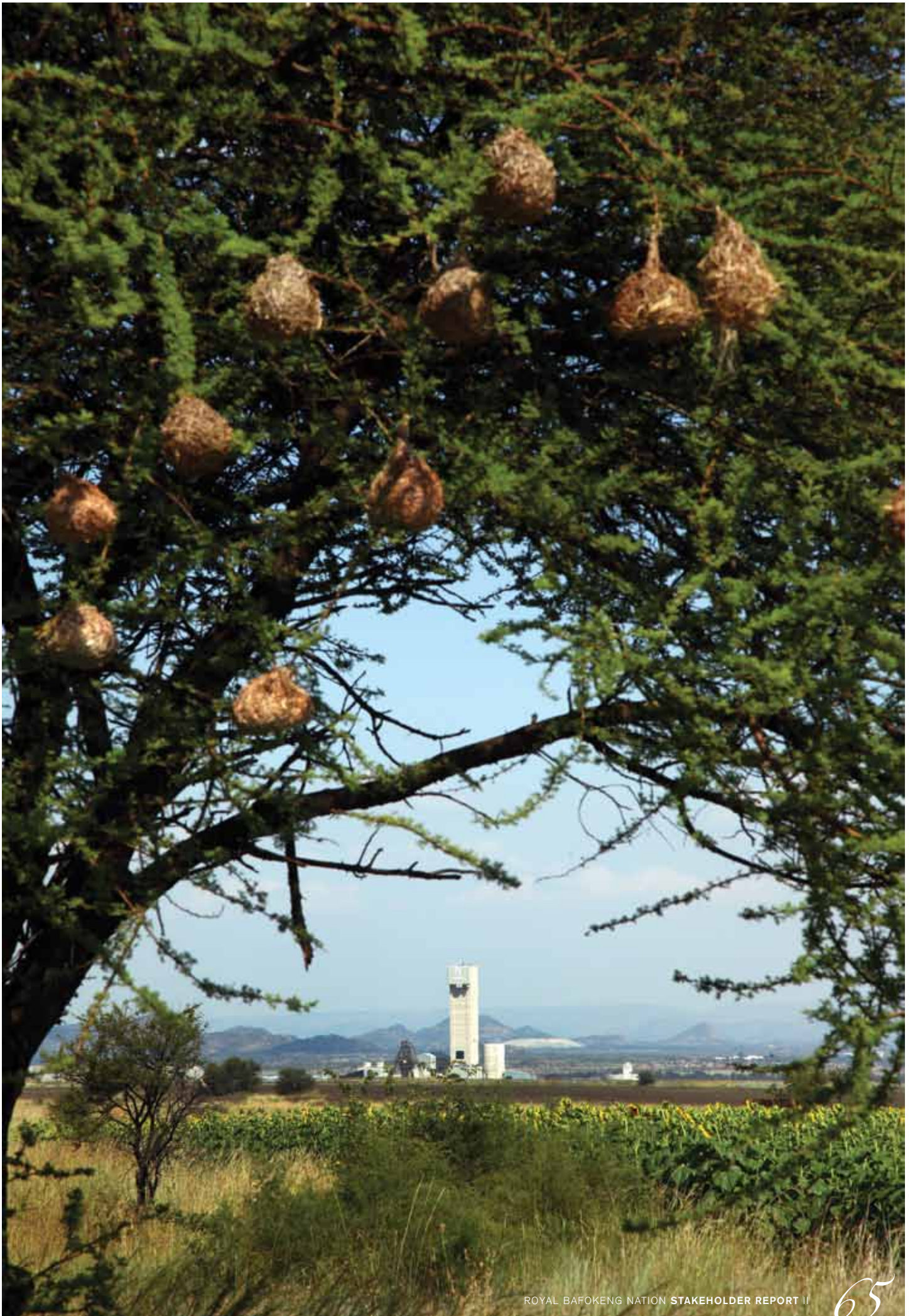
Monitoring land use and illegal activities

To police land use, the Land Affairs department runs patrols through the Bafokeng region using helicopters and vans, and conducts citizen's arrests when transgressors are identified, handing them to the police. The department also combats illegal fishing and illegal hunting (usually of wild antelope), water pollution and unlawful dumping in this way. After a citizen's arrest, the department can lay charges with the Bafokeng magistrate's court.

During 2010, our activities concentrated on combating illegal sand digging and tree cutting, and addressing issues surrounding illegal squatters. In response to requests from the community, we also stopped illegal off-road car racing on Bafokeng land, which was causing soil to erode and pregnant cows to become stressed and lose their calves.

Looking forward

In future, we intend to introduce more programmes to implement environmentally-friendly methods of heating, lighting and cooking, rainwater harvesting, waste recycling and nature conservation. We will be appointing two environmental inspectors to monitor the RBN's environmental practices and develop more sustainable solutions.





BUILDING THE NATION

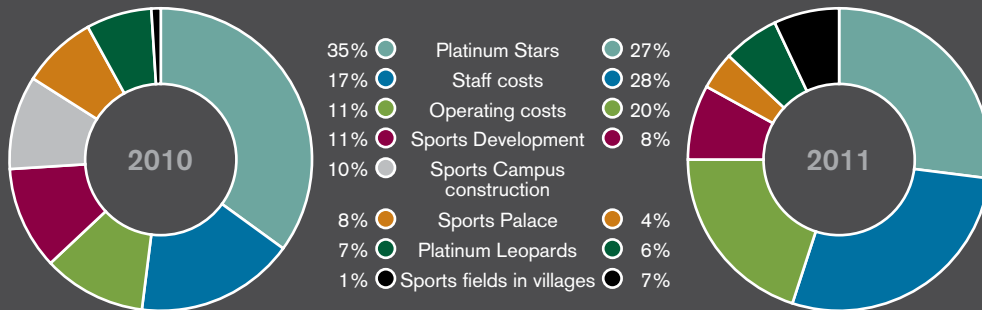
Sport

The 2010 FIFA World Cup was a global event, and the Royal Bafokeng Nation was proud of the role it played in hosting matches at our Royal Bafokeng Sports Palace. The excitement of the World Cup may be over, but sport continues to play a vital role in developing our Nation, by keeping us healthy, developing our teamwork and sense of fairness, and bringing us together in common aspiration and shared inspiration. We have an ambitious agenda of sport and recreation development, particularly in schools, which will touch the lives of all Bafokeng.

Royal Bafokeng Sports (RBS) is mandated to develop and oversee all organised sports programmes in the Bafokeng region. Its focus for the past four years has been on five sporting codes, namely football, rugby, athletics, netball and martial arts (primarily karate). In 2011, we will be introducing basketball as the sixth sporting code, partnering with the National Basketball Association of America (NBA). Our mass participation programmes aim to improve accessibility to sporting programmes and to get people physically active, whereas our intermediate programmes focus more on developing talented individuals. RBS, based at the Bafokeng Sports Campus, opened its academy at the beginning of 2011. While currently focussing primarily on football, the academy will in time bring together talented children in all six sporting codes. Our elite

programmes operate at the professional level – Platinum Stars (soccer), Platinum Leopards (rugby) and Platinum Athletics.

In 2010, the RBN's total expenditure on sports was over R103 million, of which R36.5 million was spent on the Platinum Stars premiership soccer team. A sum of R8.5 million was spent on the Royal Bafokeng Sports Palace (which houses the Royal Bafokeng Stadium). R10.8 million was spent on completing the Bafokeng Sports Campus (which incorporates the Royal Marang Hotel, High Performance Centre, Clubhouse, Youth Academy and training facility). In 2011, the sports budget is R70.3 million, and places more emphasis on developing sports fields in villages, with a budget of R4.86 million compared to R1.17 million in 2010.



Expenditure on sports programmes:
R103.5 million

Budget for sports programmes:
R70.3 million

Sport

Hosting the 2010 FIFA World Cup

The Royal Bafokeng Nation had the privilege of hosting six World Cup soccer games at our own stadium, the Royal Bafokeng Sports Palace. We also hosted the English national soccer team at our Bafokeng Sports Campus, where they stayed at the Royal Marang Hotel and trained out of the Platinum Clubhouse throughout the World Cup. The World Cup attracted thousands of visitors and gave us an opportunity to share our culture and heritage, increase our national and global visibility and contribute to the country's spirit of togetherness and celebration ignited by shared soccer enthusiasm.

Home for two professional teams

The RBN owns 100% of Platinum Stars premiership soccer team and 49.9% of Platinum Leopards Premier League rugby team. Following the World Cup, Platinum Stars has officially made the Bafokeng Sports Campus its home. Both teams have retained their premier league status in 2011 and provide a source of pride for the Bafokeng people, as well as an important source of exposure for Bafokeng youth to professional sporting opportunities.

Providing world-class facilities

In preparation for the World Cup, RBS spent approximately R365 million constructing and equipping the **Bafokeng Sports Campus (BSC)**. This multi-purpose training facility comprises a five-star hotel, a residential academy, a range of sports fields and a high performance centre with a state-of-the-art gymnasium and attached physiotherapy and medical facilities, including an emergency trauma room and an ECG room. The facilities include seven turf fields for rugby and soccer, a grass athletics track, three artificial turf pitches, two tennis and netball courts, a chip and putting green and even paintball and archery facilities. The gym is considered to be one of the best high performance centres in the country by leading coaches. The BSC is already attracting the attention of top rugby franchises, and the Sharks chose it as the venue for their pre-season training. Both the national senior soccer teams (Banyana Banyana and Bafana Bafana) have also trained there.

The **Royal Bafokeng Sports Palace (RBSP)** was also upgraded in preparation for the World Cup, costing R8.5 million in the 2010 financial year. The facility comprises the Royal Bafokeng Stadium, the Royal Bafokeng Aquatics Centre, and the Royal Bafokeng Court Complex. The court complex comprises eight courts for tennis, basketball, netball and volleyball, while the aquatic centre contains a 45 metre pool with lanes and water-polo markings, a children's pool, and a kiosk, ticket office and stand for 500 spectators. The stadium can host international football, rugby and athletics events, and seats 44 300 spectators. The stadium's field was judged to be one of the best in the world during the World Cup.



The Royal Marang Hotel at Bafokeng Sports Campus is a 5-star blend of luxury and design, combining contemporary style with African authenticity.



The Royal Bafokeng Sports Academy concentrates on nurturing talented young sport stars into professional athletes in each of the Nation's sporting codes.

Sport

Developing sports for the Bafokeng people

Sports development in our region and of our young people continues alongside our achievements in the professional realm. While we offered after-school sporting programmes in the villages in 2010 to both adults and children, our focus has shifted substantially to offering after-school programmes in the schools, in line with the call from national government to "get sport back into schools". To this end, we have dedicated a sports co-ordinator to each of the 44 Bafokeng schools, whose focus is to oversee all sporting activity in that school. RBS consolidated the physical education programme it started in 2010 in the RBN schools, now reaching approximately 21 500 children. This is a significant step towards our 2015 goal of involving 25 000 school-going children in sport and physical activity.

We are introducing basketball as our sixth sporting code in 2011. We are working with the National Basketball Association of America to introduce basketball programmes, including the building of basketball courts in our middle and high schools.

Our intermediate programmes continue to focus on the most talented individuals. In addition, our Bafokeng representative sides compete wherever possible to improve levels of experience and competition both at a local and provincial level.

The Royal Bafokeng Sports Academy, based at the BSC, is a residence for children talented in sport, concentrating on grooming them towards the professional level of their particular sporting code. At present, 22 children are training in under-thirteen soccer and four young athletes aged between 12 and 18 years stay on site, receiving special training after school and in the evenings. Through our intermediate programme the Bafokeng under-13 soccer team was able to travel to Norway in 2010 to play in the Norway youth soccer tournament. We aim to develop the academy into a larger facility that will train the most talented children from the wider region and beyond.

Bringing sports facilities to the villages

One of our biggest ongoing challenges is to introduce sporting facilities throughout the Bafokeng region and also to improve on existing facilities – primarily at schools – that are in very poor condition. In early 2010, upgrades to the sports grounds at Tsitsing were completed. The grounds comprise three netball courts, two grass sports fields, and a cross-country track, among other facilities. At Kanana village, one sports field was created in 2010, and another is planned, along with netball courts and an ablution block. These facilities will be up and running in 2011. In future, an artificial five-a-side field will also be created.

Similar facilities are planned for all Bafokeng villages and schools. The Royal Bafokeng Administration has completed surveys of available space, and our first priority is to provide level and safe fields for children to play on and to surface these areas, initially with sand. RBS will then proceed by combining information from the land assessment with community consultations to identify what sports facilities are appropriate.

Looking forward

In 2011, our focus has moved away from village sport to initiating and upgrading sporting programmes within the schools on Bafokeng land. We will be developing after-school sporting programmes, as well as inter-school competitions. Talented players will then be able to represent the Bafokeng at the provincial, national or international level for their age-group. The most talented will receive specialist training at the Royal Bafokeng Sports Academy.

Opportunities for partnership

Developing our basketball sports code. This will include building basketball courts in Bafokeng schools.



*Opportunities
for partnership*

Expanding the oral history project beyond the eight elders already recorded, by interviewing more elders and extending the project to involve schools.

BUILDING THE NATION

Bafokeng History and Heritage

The Royal Bafokeng Nation's dramatic history and our rich culture is of increasing interest to outsiders, and we feel our exciting and unique heritage deserves to be interpreted and shared beyond our borders. Moreover, as our Nation continues its development towards Plan 35, it is essential that we retain our sense of identity as Bafokeng people and maintain a sense of our cultural history and homeland.

We prefer to modernise in a way that does not leave our traditions behind, but rather carries them forward as an integral part of our vision of the future. The Bafokeng History and Heritage programme thus has two aims: to enhance our own knowledge of Bafokeng heritage and culture, and to share our story with the rest of the world. Over 2009 and 2010 we spent a total of almost R3.1 million on producing a film and publishing two books on the Bafokeng people, which were all completed during 2010. The 2011 budget of R850 000 will be dedicated to the development of the archive project.

The documentary, *Playing the Game the Bafokeng Way*, was shown on local buses throughout the 2010 World Cup period, and aired on SABC during Heritage Month. It was also broadcast in about six African countries, and is viewable on youtube.com and the Bafokeng website.

We published a popular history of the Bafokeng entitled *Mining the Future* in both English and Setswana, which is being incorporated into the Grade 9 curriculum at Bafokeng schools. The authoritative and more scholarly volume, *People of the Dew*, which explores Bafokeng history in more depth, was completed in 2010 and published in January 2011. We also trained 12 volunteers as Bafokeng heritage tour guides.

During the World Cup, we spent R450 000 installing a display called the *Avenue of Segosing*, which depicted the seven most

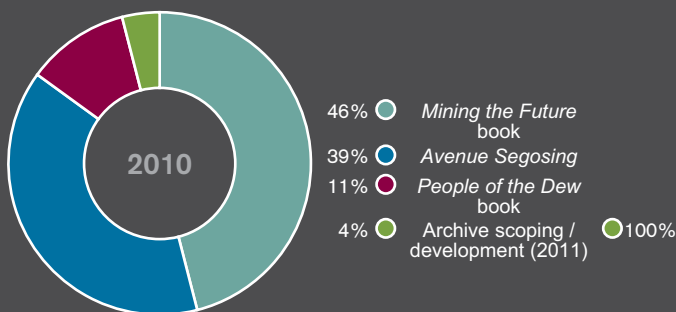
recent Bafokeng *dikgosi* along the road that leads to the Royal compound. These were taken down after the World Cup, and remounted in March 2011 at Lebone II College, in celebration of the school's inauguration.

Looking forward

The major goal for 2011 is to develop a physical and digital archive of Bafokeng history, to store and display the results of the past few years of research, and to house a comprehensive collection of publications on Bafokeng history. This material will be available to the Bafokeng people as well as to external researchers and universities. Related to this, we have begun an oral history project, filming and transcribing interviews with eight prominent Bafokeng elders. We hope to expand this project, and extend it into Bafokeng schools in the future.

We plan to develop a heritage trail through the Bafokeng region to entice overseas tourists to visit the area. We also intend to conduct an archaeological survey of the Bafokeng Nation to identify and protect significant heritage sites.

Our longer-term plans include building a Bafokeng Museum and Cultural Centre, with an estimated cost of about R30 million. This Centre will showcase Bafokeng history, arts and culture, and will incorporate galleries and exhibition spaces. There will also be a convention centre and an amphitheatre.



Expenditure on heritage programme:
R11.4 million

Budget for heritage programme:
R850 000

Looking ahead

The Royal Bafokeng is both traditional and modern. We are a community with pressing local needs while also a major South African corporation seeking to balance its investments to weather global financial storms. We are as passionate about preserving the past as we are about strategising for the future. We are proudly South African even as we cherish our Bafokeng heritage.

What comes through clearly in our story is a key legacy of our forebears: their skill in creating and implementing effective plans for the future. Change, of course, is inevitable, but few people welcome this fact and build it into their worldview and their culture. As Bafokeng, we acknowledge change and see adaptability as part of who we are and how we reached the present day.

With our community land ownership and mining royalties, we are fortunate beneficiaries of the powerful vision and planning of our past leaders. As we hope this report has shown, we are using our privilege to good effect, investing in our education, healthcare, skills development and infrastructure to build the foundations of an economically self-reliant future.

How do we plan effectively when climate change, macroeconomic indicators, and the information revolution create a constantly changing playing field? We must remain vigilant towards what's happening around the world, and use our understanding 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.

One of those tools is collaboration. Sharing knowledge and skills through partnerships is central to how we operate. We invested heavily in preparation for the 2010 World Cup, and in the process we proved to ourselves that we can do almost anything we set our minds to – a core objective of our Vision and our Plan '35. We cannot build our Bafokeng Nation alone, and we look forward to creating our future with you, our stakeholders.

Thank you

Ke ya leboga



Learners from Lebone College practice the scherzando on their saxophones in preparation for the opening in March 2011.

Glossary

ABET	Adult Basic Education and Training	NQF	National Qualifications Framework
AMESA	Association of Maths Educators in South Africa	OVC	Orphans and Vulnerable Children
ARV	Anti-retroviral	PULA	Population and Use-of-Land Audit
BSC	Bafokeng Sports Campus	RBA	Royal Bafokeng Administration
DoE	Department of Education	RBED	Royal Bafokeng Enterprise Development
diti	Department of Trade and Industry	RBH	Royal Bafokeng Holdings Pty Ltd
ECD	Early Childhood Development	RBI	Royal Bafokeng Institute
ED	Enterprise Development	RBNDT	RBN Development Trust
EMRS	Emergency Medical Rescue Services	RBS	Royal Bafokeng Sports
EMS	Emergency Medical Services	RBSP	Royal Bafokeng Sports Palace
ETDP/SETA	Education, Training and Development Practices Sector Education and Training Authority	RCL	Representative Council of Leaders
FIFA	International Federation of Association Football	SABC	South African Broadcasting Corporation
HCT	HIV/Aids counselling	SAPS	South African Police Services
HIV/Aids	Human immunodeficiency virus/Acquired immune deficiency syndrome	SMME	Small, Medium and Micro-Enterprises
HSDS	Health and Social Development Services	SMT	School Management Teams
ISASA	Independent Schools Association of South Africa	TB	Tuberculosis
MoU	Memorandum of Understanding	TBPN-P	The Business Place Network – Phokeng
NBA	National Basketball Association of America	TVET	Technical Vocational Education and Training colleges
NEPAD	New Partnership for Africa's Development	UNISA	University of South Africa

Glossary of Bafokeng terms

<i>Kgosi*</i> (plural <i>dikgosi</i>)	King of the Royal Bafokeng Nation * Always written in italics
Kgosana (plural dikgosana)	Hereditary village headman, who oversees the affairs of each kgotla
kgotla (plural makgotla)	Ward overseen by a Kgosana
Kgotha-kgothe	Biannual meeting for all Bafokeng people, forming the highest decision-making body of the Royal Bafokeng Nation

Report compiled by Trialogue

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