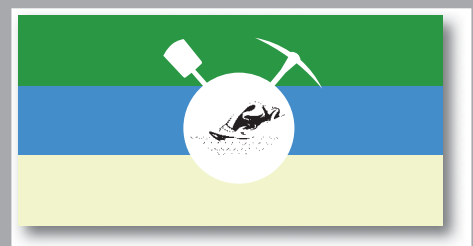




*Stakeholder
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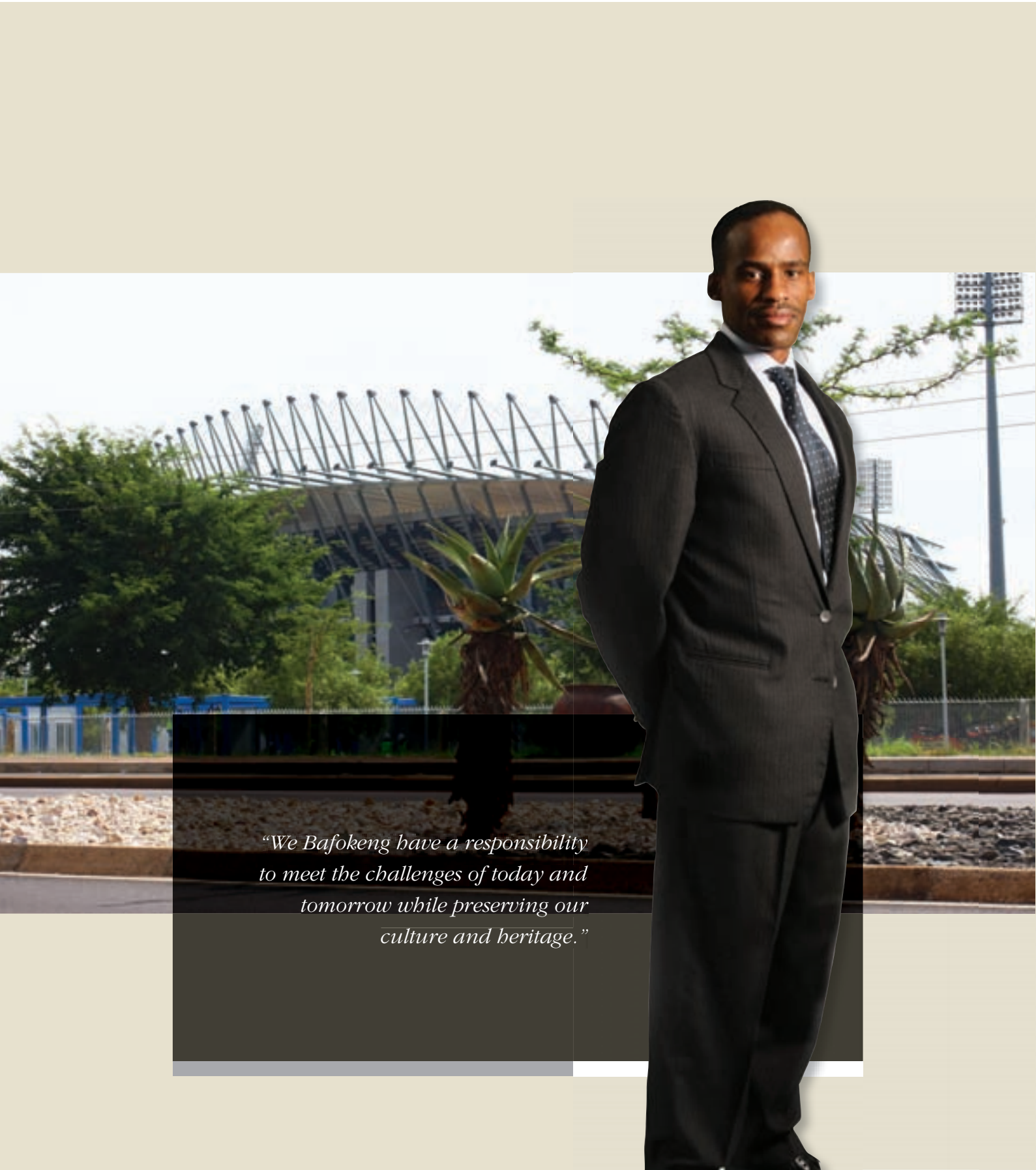
ROYAL BAFOKENG NATION



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“We Bafokeng have a responsibility to meet the challenges of today and tomorrow while preserving our culture and heritage.”

MESSAGE FROM

Kgosi Leruo Molotlegi

This stakeholder report has been produced in a significant year for the Royal Bafokeng Nation. 2010 will not only see the FIFA 2010 World Cup focusing the world's attention on South Africa, with six of the matches being played in our own Royal Bafokeng Sports Palace in Phokeng. It is also the halfway point between my assuming leadership of the Bafokeng Nation in 2000 and the milestone of Vision 2020, which encapsulates our hopes and aspirations. It is therefore a fitting time to reiterate our commitments and review our progress.

We are determined to pioneer sustainable solutions to the 'resource curse' that has affected so many other mineral-rich communities. Inspired by our history of visionary leadership, we will continue to embrace innovation as we face modern adversaries like poverty, unemployment, HIV and Aids and climate change.

Vision 2020 and the Masterplan, the strategic blueprints for the community's future, aim to create a socially, economically and environmentally sustainable community true to its African heritage and traditions.

In order to realise our hopes and dreams, turn challenges into opportunities and fulfil our obligations, our structures and methods must first and foremost be 'fit for purpose'. Our governance and internal controls must be benchmarked against the very best. Our plans must be realistic and affordable. They have to be this way not only to justify the investment of our non-renewable resources in them, but also so that they command the commitment and respect, both within our community and beyond, that they need to succeed.

Self-reliance is a theme you will come across again and again in this report, and indeed in all our thinking about the future. It informs much of what we do, from our vocational training programmes and support for SMMEs to the philosophy behind our junior soccer programmes.

This concept stems from our determination to become less dependent on the mining sector and for every Mofokeng to address the culture of dependency inherent in waiting for others to fix the problems which we encounter. That is why you will find in this report so many instances of us working in partnership with others.

We Bafokeng have a responsibility to meet the challenges of today and tomorrow while preserving our culture and heritage. I hope this report will inspire you to be a part, on some level, of the unfolding story of the Bafokeng Nation.

I invite you to accompany us on our journey into the future and join with us in our quest to make South Africa a healthy, vibrant and prosperous place within which our children can grow up.

THE ROYAL BAFOKENG NATION

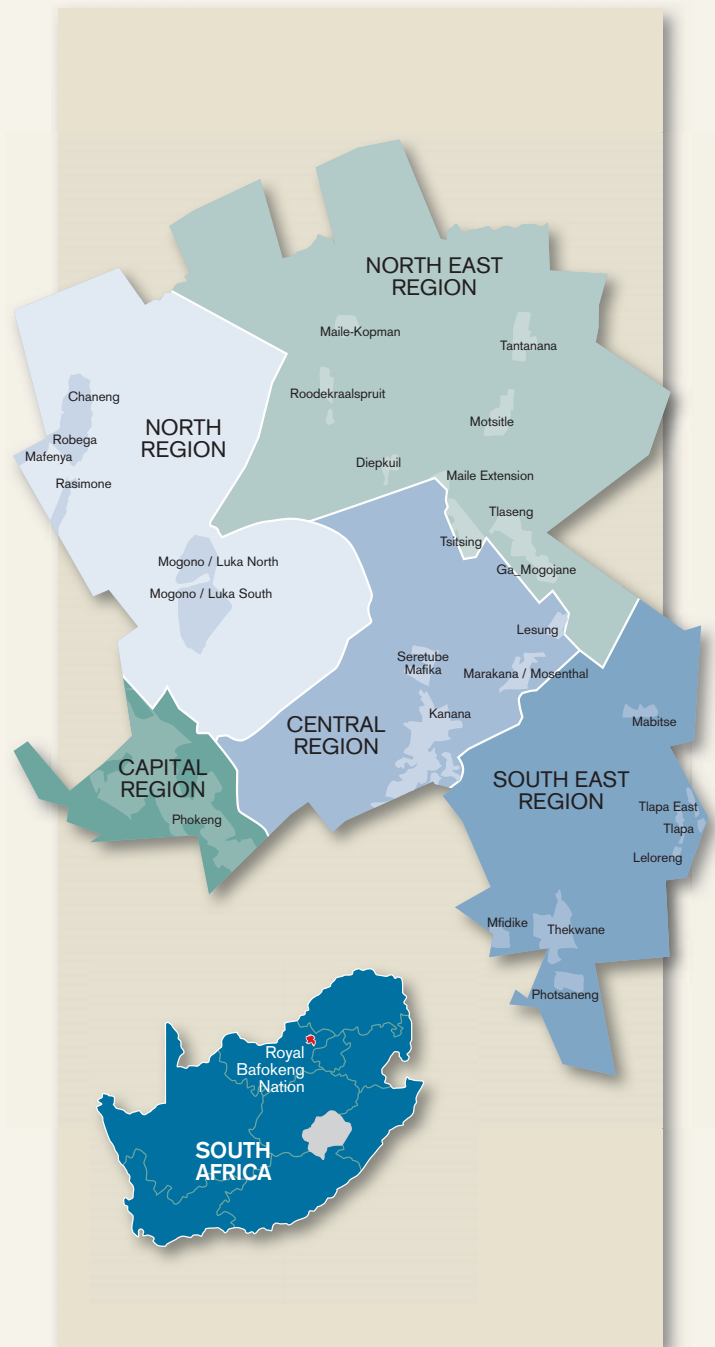
A forward thinking traditional community

The Bafokeng number roughly 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.

The Bafokeng-Bakwena (People of the Crocodile) probably arrived in the area between 1450 and 1550 AD. The arrival of Europeans in the early 19th century spurred the Bafokeng Kgosi Mokgatle Mokgatle (1836-1891) to embark on a programme to secure his community's rights to its land. Operating in the days before blacks could legally own land in South Africa, the King sent Bafokeng men to work in the Kimberley diamond mines to earn cash to buy the land, which was held in trust by Lutheran missionaries and others.

The discovery of platinum deposits on Bafokeng land in the 1920s opened the next chapter in Bafokeng history, characterised by the economic, environmental and political struggles that have often defined the relationship between the Royal Bafokeng and intruding mining houses. Attempts made by successive governments and mining companies to circumvent the Bafokeng's land rights were ultimately unsuccessful, and in the 1960s the mining companies agreed to pay for mining rights on Bafokeng land.

Meanwhile, however, strained relations between the Bafokeng and the government-installed regime of the encircling Tswana 'homeland' were resulting in chronic underinvestment in the region and many Bafokeng leaders were imprisoned or sent into exile. Apartheid's homeland regime fell in 1994, but it wasn't until 1999 that a longstanding dispute with Impala Platinum, the world's second-largest platinum mining company, was resolved, finally freeing the Bafokeng leadership to start investing their mineral royalties in badly needed infrastructure and facilities.



The Royal Bafokeng Nation (RBN)

POPULATION:	Approximately 300 000 (160 000 living in the area)
AREA:	1 400 km ² (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:	R32.5 billion
LANGUAGE:	Mainly Setswana

Royal history dating from 1140 AD

The Bafokeng people can trace their history back through 36 monarchs to the year 1140. The current king, *Kgosi Leruo Molotlegi* is the 15th direct descendant of *Kgosi Sekete III*, who ruled in the early 1700s.

Kgosi Mokgatle, arguably the most influential king in Bafokeng history, reigned from 1834 to 1891. He started pooling community resources to buy the land the Bafokeng had occupied for centuries. *Kgosi Mokgatle* died 33 years before the world's largest deposits of platinum group metals were discovered under Bafokeng land, but his foresight and actions enabled his people to lease their mineral rights and eventually to claim royalties, which have been invested to establish a competent administration, civil service and infrastructure.

In the spirit of his ancestor, *Kgosi Leruo Molotlegi* (2000-present), has embarked 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 in an ambitious plan known as Vision 2020.

Kgosi Leruo is the chairman of Royal Bafokeng Holdings and a former member of the board of the world's second largest platinum producer, Implats.

Kgosi Leruo is an alumnus of Hilton College in KwaZulu-Natal, South Africa. He holds a university degree in architecture and urban planning from Natal University. He is a keen sportsman and a pilot, and has been appointed an Honorary Colonel in the South African Air Force. *Kgosi Leruo* has three siblings – two sisters and one brother. His mother, Mmemogolo Semane Molotlegi is an active member of the Bafokeng Women's Society and has played a major role in the nation's health and social development.

Vision 2020

While it is acknowledged that mining will continue to play a major role in generating income for the Bafokeng people, Vision 2020 seeks to diversify the economy and to embark on a new phase of infrastructural development.

Masterplan

The Masterplan is the vehicle through which Vision 2020 will be achieved. The Masterplan is aimed at providing key commercial, housing, health care, 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.

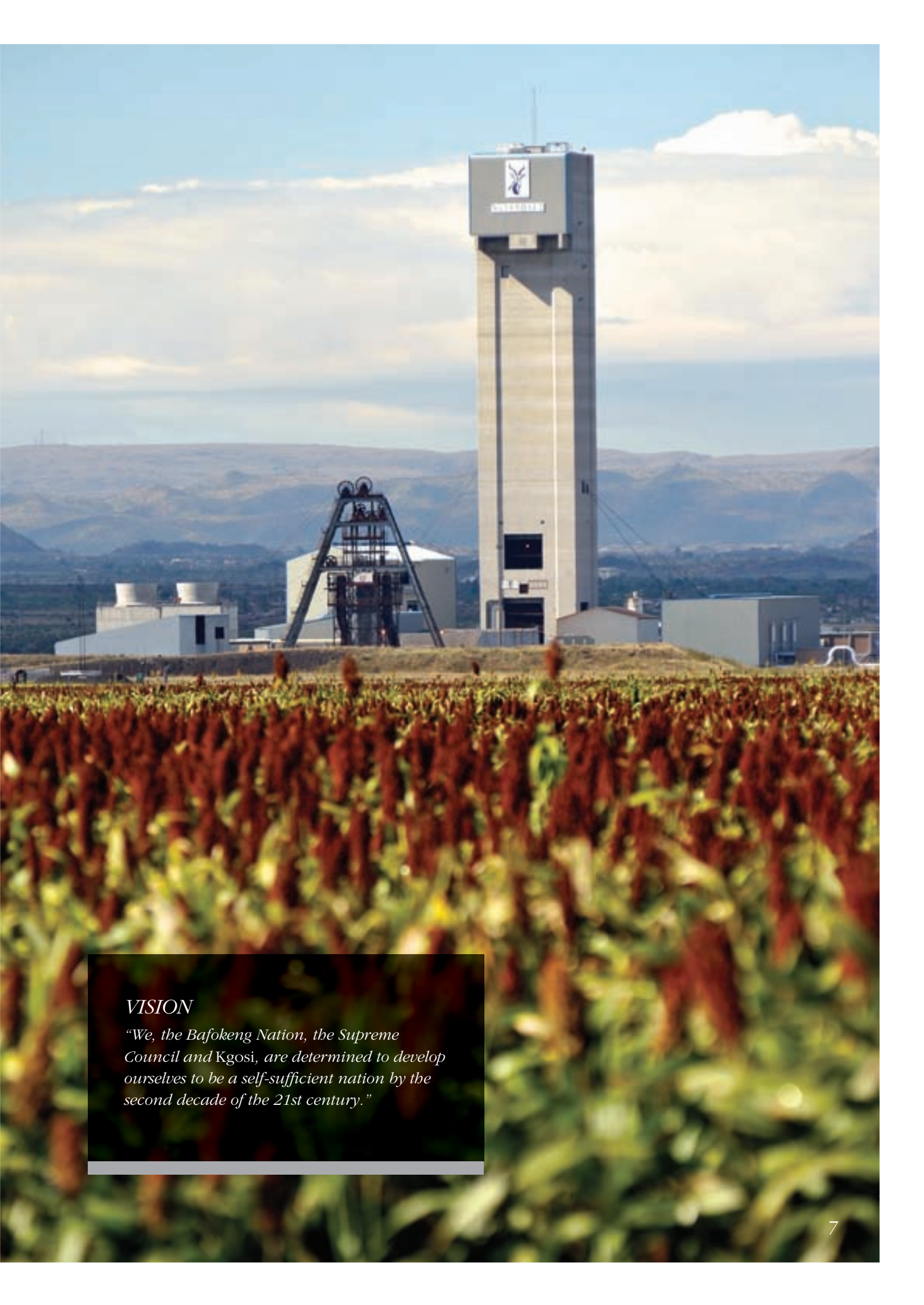
History and aims of Vision 2020

Until now, the Bafokeng have relied heavily on natural assets. They originally settled in a fertile valley and later took the unprecedented and visionary step of buying that land for the Bafokeng people. They have had the good fortune to see the discovery on their land of the world's largest deposits of platinum group metals, and 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 its dependence on natural resources and develop new sources of wealth. Thus, *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 their dependence 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 the community.

However well-articulated, the challenge is to make Vision 2020 a reality. The Masterplan is the response to that challenge.



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.”

Vision 2020 (continued)

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, but 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

The importance of partnerships

We recognise that we cannot achieve Vision 2020 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:

- Providing all learners with nutritious meals at school (see page 20).
- Enhancing the opportunities for adult education and technical and vocational training (see page 26).
- Building a second independent private school (see page 22).
- Improving primary healthcare in the Bafokeng region, with a focus on HIV and Aids (see page 28).
- Developing the Bafokeng youth through sports programmes (see page 50).
- Creating a Bafokeng cultural centre (see page 54).

*“Two qualities – imagination and good governance – are the keys to the future.
Vision 2020 and the Masterplan are our blueprints for success.”*

Kgosi Leruo,
State of the RBN address, 18 February 2010

How the Nation is governed

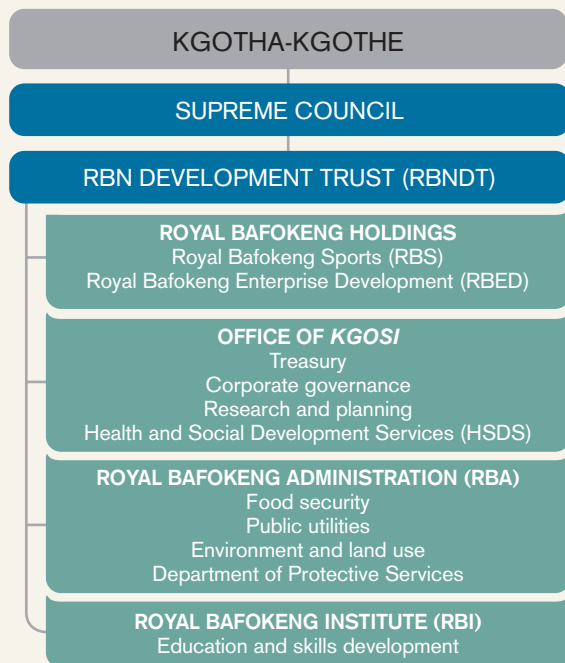
The institution, status and role of traditional leadership in South Africa is protected by the South African Constitution, while at the same time the Royal Bafokeng Nation (RBN) is part of South Africa, governed and protected by the laws of the South African Republic.

The Nation collaborates closely with South African local 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.

It is the only such MoU between a traditional authority and local government structure in South Africa to date.

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.



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 which 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 and whenever important decisions affecting the entire community need to be made, the *Kgosi* convenes the Supreme Council of the Royal Bafokeng Nation. This is a 72-member body that consists of the Traditional Council and the Council of Dikgosana.

Royal Bafokeng Nation Development Trust

The RBN Development Trust (RBNDT) is the sole shareholder of Royal Bafokeng Holdings. It has 12 trustees including *Kgosi* Leruo Molotlegi and Rre Magosi Tumagole. The beneficiaries of the trust include the RBN and its entities.

“In an age when hereditary rule is often regarded as an anachronism, the Bafokeng believe their form of traditional governance and adaptations they have made to it over the years neatly balances recognition of tribal custom and the expression of popular will.”

Kgosi Leruo Molotlegi, Traditional Governance in the age of Democracy speech at Brown University, 2002

Royal Bafokeng Holdings

Johannesburg-based Royal Bafokeng Holdings (RBH) is a wholly owned subsidiary of the RBN DT. It was established in 2006 and is mandated to expand the community's asset base, maximise the returns on investments and to ensure a steady flow of income to fund social development for the Bafokeng community.

- **Royal Bafokeng Sports**

Royal Bafokeng Sports (RBS) manages the RBN's two major commercial assets – the Royal Bafokeng Sports Palace, and the Bafokeng Sports Campus. It also promotes professional, club and developmental sports programmes across five sporting codes – soccer, rugby, netball, athletics and martial arts. See page 50 for more details on the Nation's involvement in sports.

- **Royal Bafokeng Enterprise Development**

Royal Bafokeng Enterprise Development (RBED) is responsible for developing and encouraging entrepreneurship among the Bafokeng. It offers would-be entrepreneurs coaching, advisory services, and formal and on-the-job training. 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 36 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. It also houses the nation's Treasury which is responsible for budgeting, tax, auditing and strategic funding (donations, match funding, and debt and loan funding).

- **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 (page 28).

Royal Bafokeng Administration

Essentially the civil service of the Royal Bafokeng Nation, the Royal Bafokeng Administration (RBA) is responsible for service delivery and for implementing decisions made by the various Bafokeng legislative bodies. The RBA is also responsible for food security (page 40), safety and security (page 42), public and community utilities (page 44), environment and land use (page 48) and business services to other Bafokeng entities. The RBA employs a staff of some 300 people and is funded by the Royal Bafokeng Nation out of income derived from its commercial assets.

Royal Bafokeng Institute

Established in 2007, the Royal Bafokeng Institute (RBI) is 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 16 for more information on RBI's activities.

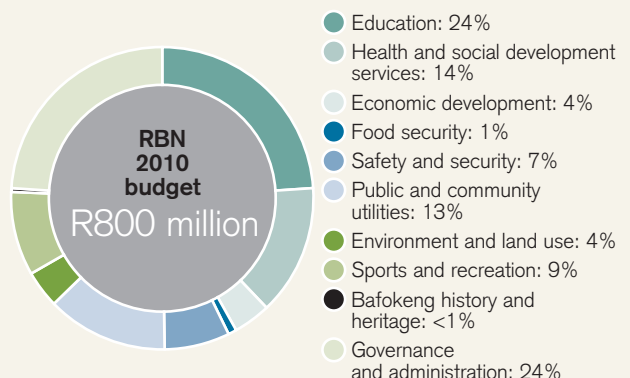
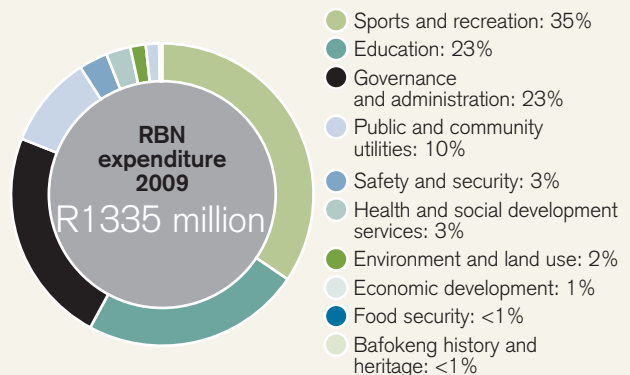
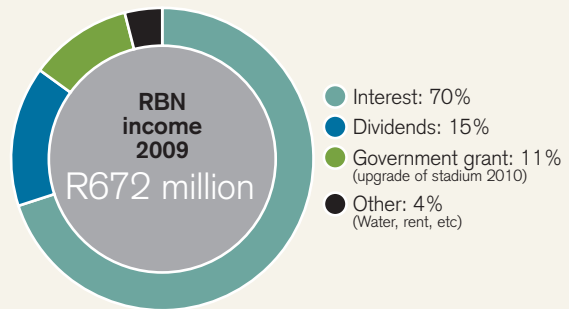
The Nation's finances

The Nation has a current asset portfolio of R32.5 billion. In 2009, our income from these assets and other sources was R672 million and our expenditure was R1.355 billion. Our income fell sharply in 2009 due to the fall in commodity prices and the subsequent decline of dividend income. At the same time we incurred significant expenditure on our sports and education infrastructure. The community's finances continue to receive unqualified audits.

Our budget for the next three years is R2.543 billion. The 2010 budget is R800 million, significantly lower than the 2009 expenditure. This decrease is a result of the global recession, generally and the need for a more conservative expenditure plan. The budget is targeted towards nine key focus areas, with the largest portion (24%) earmarked for education. The large decrease in sports expenditure in 2010 is due to the once-off capital expenditure on the upgraded sports stadium and new campus in 2009.

"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



How the Nation is governed (continued)

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 recent 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.

Our strategies and spending priorities must reflect the needs and concerns of the community itself; and to this end, the Supreme Council, together with administration officials, went on a fact-finding tour to all of the Bafokeng regions and villages in the third quarter of 2009. The five-day process resulted in a list of needs that inform the detailed plans of all RBN entities and departments over the next three years, as well as the current three-year budget.







Developing the Nation

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DEVELOPING THE NATION

Education

Education tops the list of our long-term planning areas. Our commitment to the Bafokeng community is to provide greater job opportunities and so we focus on providing quality education.

The quality of State schools in South Africa is very low by world standards and we see this as the single most important obstacle to enabling us to reach our goals as articulated in Vision 2020. For Bafokeng children to benefit from dramatically improved schooling, a number of changes must take place including improving school management; enhancing academic programmes; and involving the community in school reform.

The Royal Bafokeng Institute (RBI) was established in 2007 to lead these reforms, wherever possible in partnership with the Department of Education. It has three broad programme areas covering a lifetime of education for our people: educating children, educating adults and educating the broader community.

Within its mandate of educating children, RBI has a comprehensive Early Childhood Development (ECD) programme for children aged 3-6. It also has initiatives targeting the 56 primary, middle and secondary state schools on Bafokeng land and its immediate surrounds, including a school feeding scheme and a maths programme.

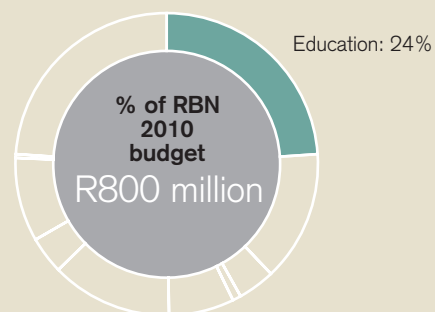
Our human development strategy focuses on leadership training and the fostering of skills and attitudes to ensure that the schools are led by innovative and ethical problem solvers.

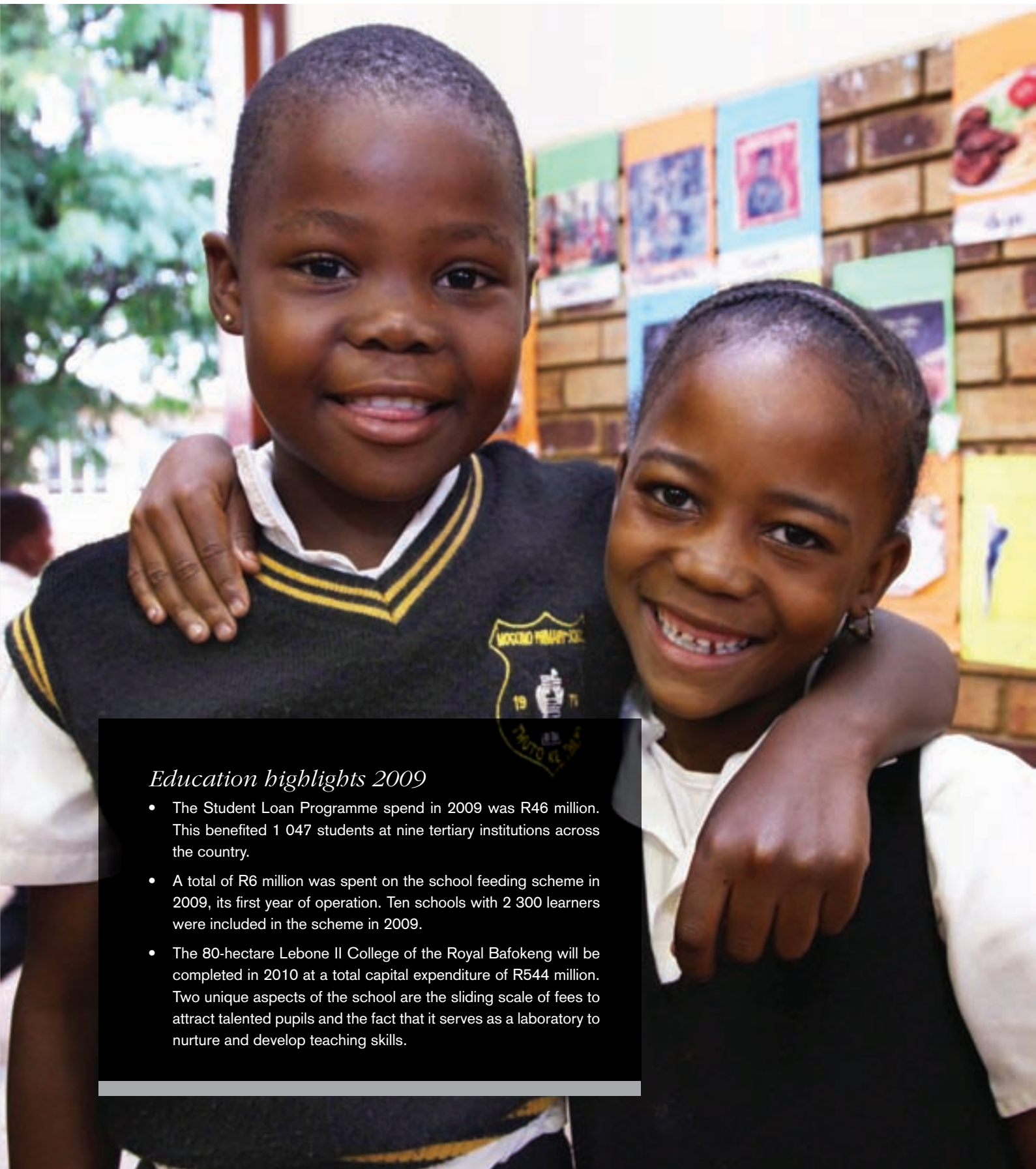
RBI is also the custodian of Lebone II College of the Royal Bafokeng, an independent school of excellence offering a superior academic programme and a well-rounded, innovative, values-based education for Bafokeng children of promise.

RBI's goals of educating adults include expanding the range of post-secondary options for young adults, both academic and vocational. Programmes include the Student Loan Programme for tertiary students, Technical and Vocation Education and Training (TVET) and Adult Basic Education and Training (ABET).

Educating the community involves providing educational resources for the Bafokeng, including the *Kgosi* Edward Lebone I Molotlegi Community Library, a mobile library and a computer centre. It encompasses health awareness at schools as well as educating the Dikgosana (traditional tribal leaders).

“RBI aims to rationalise current dysfunctional schools into focused, effective schools.”





Education highlights 2009

- The Student Loan Programme spend in 2009 was R46 million. This benefited 1 047 students at nine tertiary institutions across the country.
- A total of R6 million was spent on the school feeding scheme in 2009, its first year of operation. Ten schools with 2 300 learners were included in the scheme in 2009.
- The 80-hectare Lebone II College of the Royal Bafokeng will be completed in 2010 at a total capital expenditure of R544 million. Two unique aspects of the school are the sliding scale of fees to attract talented pupils and the fact that it serves as a laboratory to nurture and develop teaching skills.

Education (continued)

Early childhood development

There are 16 early childhood development (ECD) centres in the Bafokeng region as well as a plethora of small home-based providers. Each of the centres caters for between 20 and 200 children whose parents pay fees ranging from R100 to R250 per month. The RBI's immediate aim is to improve the quality of the centres and to develop them into resource centres for their surrounding areas. We will then look at addressing the needs of the home-based providers.

To achieve this aim, the RBI is running an enrichment programme for 15 ECD principals and practitioners. The course runs on a weekly basis from the Civic Centre and focuses on self-development. The RBI has developed a 'mobile teaching unit' whereby two recent school leavers are trained in specific ECD specialities (for example, movement and music or language and literacy) and rotate between the centres teaching at each of them. The RBI aims to have five such mobile teachers by 2011.

The RBI is also upgrading the physical infrastructure of the centres and providing playground equipment. We have written and distributed local stories, songs and verses as part of its provision of materials to the centres.

Together with the Impala Bafokeng Trust (IBT) and the Centre for Early Childhood Development (CECD), the RBI is involved in a programme to improve quality and access to early childhood education in the Bojanala district. This programme addresses not only the educational needs of children, but the social, health and economic needs of their families, especially their mothers, and the wider community through training, family outreach and social development work. One of the Bafokeng ECD centres falls within this programme and the practitioners are receiving Level 1 ECD training.





Education (continued)

School feeding scheme

The school feeding scheme administered by the RBI straddles the boundary between education, health and economic development. Lack of nutritious food in young children can impair their development, as well as lead to ill health and a generally diminished ability to contribute to society. Low rates of employment among parents exacerbate these problems.

The scheme's primary aim is to address hunger in children and thereby to enhance their ability to learn and 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.

Beyond that, the scheme's impact broadens into promoting healthy lifestyles generally by teaching learners healthy eating habits. Fundamental to the whole programme is comprehensive SMME development for agriculture, food production, distribution and food handling. The scheme thus ultimately combines the full spectrum of education, food security and other sustainability issues. It is intended to have the scheme operating in all Bafokeng schools by 2011.

“We are very happy with the food programme. Attendance has trebled and the children are alert and responsive, whereas before they were always tired. This programme is working very well and we are grateful to RBI for its contribution.”

Mrs Kgomotso Mokgatle, Tumagole Primary School principal





School feeding scheme

- Initiated in 2009, the project feeds 2 300 learners per day in ten schools.
- The cost per child per day is R6.56.
- The scheme runs in collaboration with the local education department and attracts a government subsidy of R1.50 per child per day.
- The project came in R3.7 million under budget in its first year.

Education (continued)

Independent Bafokeng schools

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 provide inspiration, education and opportunities to influence positively the Royal Bafokeng Nation and the world. Over the medium and long term, Lebone II College of the Royal Bafokeng is central to the RBI's education reform agenda.

The school is English-medium (beyond foundation phase) and affiliated to the Independent Schools Association of South Africa (ISASA). Its guiding philosophy is for a socially integrated educational model designed to heal the fractures of the past. Scholarships, bursaries and a sliding fee structure ensure that talented children from a range of backgrounds and circumstances are able to attend regardless of their means. Bafokeng children particularly benefit from the education on offer, with 70% of places being reserved for them.

By the middle of 2010, the school will relocate to its new premises at Tshufi Hill, where it will serve as a resource centre for all teachers in Bafokeng schools. The combination of a new campus, an holistic, imaginative and forward-looking curriculum and the funding required to attract and retain high calibre, dedicated staff will maintain Lebone II College of the Royal Bafokeng among the ranks of Africa's leading independent schools.

A second independent school on Bafokeng land is currently under discussion with a view to open in 2013/14. The Bishops Bafokeng School will be a boys-only secondary boarding school located in the South East Region. It represents a unique partnership with Bishops Diocesan College, a leading independent school in Cape Town with a 160-year heritage. Exchanges of learners and educators are planned, with Bishops Bafokeng School set to become a second centre of educational excellence in the region.





“The objective and outlook for this school is to identify and nurture young adults who are agents of change in South Africa.”

George Harris, principal at Lebone II College of the Royal Bafokeng

Mathematics programme

The RBI mathematics programme was launched in 2007. It encompasses the following initiatives, all aimed at improving the level of maths education in all Bafokeng schools:

- Supporting approximately 30 maths educators from 19 secondary schools on a weekly basis. The educators have been given laptops and attend workshops every Wednesday at the Civic Centre (these will move to Lebone II when the school relocates). The focus of these workshops is on expert knowledge rather than content or pedagogy alone. During 2010, RBI will be taking these educators to the Association of Maths Educators in South Africa (AMESA) conference and there are plans to support some of them in upgrading their qualifications at UNISA.
- Developing, printing and distributing maths textbooks to all grade 12 maths learners. In 2009, over 1 140 grade 12 learners in 19 secondary schools (seven on Bafokeng land and 12 in bordering areas) received new maths textbooks. These textbooks have been specifically developed to complement the government books.
- Together with the North West Education Department, acquiring and distributing calculators to every grade 12 maths and maths literacy learner. Just under 3 000 learners in the 19 secondary schools received calculators in 2009.
- Holding an annual inter-school middle school maths competition for learners in grades 7, 8 and 9 that consists of a test and prizes for the winning school.
- Hosting week-long winter school programmes in July in three venues across the region for grade 12 learners. The subjects covered include maths, maths literacy, accountancy, science and business economics. Attendance in 2009 was high with approximately 2 800 learners across the three venues.
- Providing weekly advanced maths lessons for about 80 selected learners in grades 10 and 11.

Results

Recent academic statistics suggest there is some reason for optimism.

The 2009 grade 12 pass rate in the 17 secondary schools assisted by RBI in 2009 was 79%, up from 71% in 2008, and significantly higher than the national average of 60.7%.

The top three mathematicians in the province's 2009 grade 12 exam were all beneficiaries of RBI's mathematics programmes.

Among the top nine scorers in the province, including students at all the previous Model C schools, four were students in two RBI-assisted schools.

Volunteer accounting teachers on the RBI winter school succeeded in doubling the number of passes in the grade 12 accounting exam in 2009.



Education (continued)

Adult and continuing education

The two main programmes under the continuing education programme are Technical and Vocational Education and Training (TVET) and Adult Basic Education and Training (ABET). These programmes tackle illiteracy among youth and adults and address matric and tertiary failure rates by creating effective alternative learning paths. In 2009, the Bafokeng schools had a matric pass rate of 79% but a Bachelors pass rate of just 22% (as compared to the national average of 32%).

The need for alternative learning paths is not only justified by these results, but also by the demand for vocational skills from employers in the region. Just over R1.5 million was spent on these programmes in 2009 and the budget for 2010 is R4.3 million.

Technical and Vocational Education and Training (TVET)

The Royal Bafokeng Academy for Lifelong Learning is the umbrella organisation for adult and continuing vocational education. It aims to enhance employability by ensuring a close match between skills acquired and what is needed in the workplace.

Fourteen Royal Academy vocational schools are planned, each dealing with a different employment area, and each offering a variety of courses from three-week vocational technical skill modules to three-year diplomas.

Currently, two schools are operational – the Royal School of Hospitality with 100 pupils, and the Royal School of Civil Engineering and Building Construction with 108. The academy also runs business diploma courses.

The schools will be rolled out according to a projected three-phase plan depending on the anticipated feasibility of each programme as determined by the demand from employers:

- 2010: IT and Computer Science
- 2011: Finance, Economics and Accounting, Management, Marketing, Office administration, Tourism, and Education and Development
- 2012/13: Primary Agriculture, Electrical Infrastructure Construction, Engineering and Related Design

A central campus for the academy is planned for 2015 at an anticipated capital expenditure of R100 million.

Adult Basic Education and Training (ABET)

ABET centres offer literacy and numeracy courses and are intended in the Bafokeng context to act as 'feeders' into TVET programmes. The ABET centres offer National Qualification Framework levels 1 to 4 (up to grade 9 equivalent), and the intention is to have 800 learners per year per centre (200 per level).

Five ABET centres are envisaged, one in each Bafokeng region. Currently, two are running in Tsitsing with 114 learners at a cost of about R5 600 per annum per learner.



“To turn our country around we need more students with ambition to become skilled tradesmen and women. At TVET, we have a plan to address this challenge and change pupils’ mindsets about training in a trade or skill.”

Mkhulu Skosane, TVET project manager



Health and social development services highlights 2009

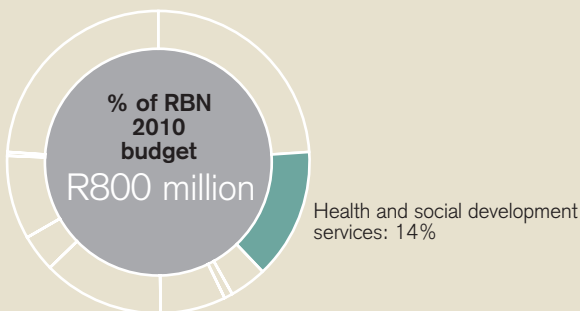
- R12 million was spent renovating the Bafokeng Health Centre in Phokeng in 2009. Renovations included upgrading medical equipment and improving human resource capacity. There are now three doctors, a clinical psychologist, physiotherapist, radiographer and dietician on site.
- The Bafokeng Health Centre was accredited to provide antiretroviral treatment for HIV and Aids and currently administers treatment to more than 1 500 patients.
- In 2009, R4.5 million was spent building a vibrant youth centre in Luka. The centre is accessible to every youth member in the community and has a computer lab, radio station, clinic, basketball court and sports fields.
- The seven orphan and vulnerable children (OVC) centres in the Bafokeng area provided after-school and other support services to over 500 children in 2009.

Health and social development services

Health

The provision of quality health and social services in the Bafokeng region is one of the most pressing needs and presents some of the greatest challenges. Our main focus is on supporting the government's primary healthcare system, to the benefit of everyone in the region. To this end, the RBN has a Memorandum of Understanding with the North West Department of Health.

Our current health priorities include renovating clinics; increasing the number of medical personnel in the region; extending the range and reach of medical services through mobile clinics; and improving the management of HIV and Aids. We also have a general prevention programme that includes immunisation campaigns, health and nutrition education and infection control through waste management.



Renovations and upgrades

There are six clinics and one health centre in the Bafokeng area. The clinics each see between 20 and 50 patients per day, while the health centre caters for as many as 200 in a day. There are no hospitals in the Bafokeng region and none of the health facilities have overnight beds. The closest hospitals are the regional hospital in Rustenburg and the district hospital in Moses Kotane (approximately 30 kilometres from Phokeng).

A rolling programme of renovations and upgrades continues to improve the provision of healthcare in the area. The renovation of clinics in Phokeng, Chaneng and Luka in 2009 was followed by the upgrading of the Bafokeng Health Centre, due for completion in April 2010. Doctors are now available at these clinics twice a week, up from once a month in the past. The remaining three clinics will be upgraded in 2010 at a cost of R16 million and 14 overnight beds are planned for the Bafokeng Health Centre in the longer term.

“The Royal Bafokeng Nation has the only public-private partnership agreement at a primary healthcare level in South Africa.”

Access to healthcare

Access to healthcare remains a challenge in the villages, but two new mobile clinics are now in operation and an additional three are planned. These five complement the ten mobile clinics the government operates in the Rustenburg sub-district.

In terms of emergency medical services (EMS), the Royal Bafokeng Health and Social Development Services (HSDS) department maintains a fleet of four ambulances with a satellite station at Kanana Clinic. The Bafokeng Health Centre is also to have a fully equipped emergency call centre at a development cost of R2.6 million.

Research to improve delivery

Essential research on community health status is set to become a new focus of the department in 2010, with records and statistics on HIV prevalence, mother-to-child HIV transmission, infant mortality, maternal mortality, and the TB cure rate now being tracked on a regular basis. This will improve the effectiveness of healthcare delivery.

HIV and Aids management

The prevalence of HIV and Aids in the Bafokeng region is estimated to be as high as 35%. HSDS supports the government in its management of HIV and Aids in the Bafokeng area. The government pays the operating costs (staff and pharmaceuticals) at the health facilities and HSDS supports it with research, upgrades, extra capacity and management support. For example, it assisted the Bafokeng Health Centre in obtaining antiretroviral accreditation and in upgrading the centre to provide ARV services.

All of the clinics offer voluntary counselling and testing (VCT) as well as antenatal support. In addition, the Bafokeng Health Centre provides antiretroviral treatment to more than 1 500 patients.





Health and social development infrastructure

The following health and social development facilities are planned:

- A district hospital, which is currently planned for 2012.
- Four homes for the aged, the first of which will be developed in 2010.
- A home for orphans and abandoned children, to be established in 2010.
- A place of safety for victims of abuse.



“We have a very efficient programme running here. We support over 200 families in this one programme alone. We have a food kitchen to feed the kids, an after-care room, various counselling rooms and a feeding scheme for home-based care givers.”

Seipati Tsoetsi (left),
Co-ordinator at Godisanang Chaneng Centre

Social development services

Quality social services and social development programmes are essential for community well-being. HSDS employs three social workers who visit each of the six clinics and provide general social work services on site. The social workers work jointly with the Department of Social Development to secure government grants as well as to provide counselling and referral services. They also run a family care programme consisting of marriage enrichment seminars and a substance abuse programme is planned for 2010.

HSDS assists 55 non-governmental organisations (NGO) in the Bafokeng area to source funds, market themselves (for example, at the Rustenburg Show) and register with the Department of Social Development. Additionally, it runs a number of targeted programmes as described below.

Orphans and vulnerable children

The Godisanang OVC Programme is the Royal Bafokeng Nation's response to the plight of the growing number of orphaned and vulnerable children (OVC) in our midst. The goal of the Godisanang OVC Programme is to provide comprehensive, competent, child-focused and compassionate care that will improve the quality of life for orphans and other vulnerable children living in Royal Bafokeng communities.

There are currently seven OVC centres operating from existing buildings (for example, ECD centres or school buildings) – four in the north of the Bafokeng area and three in and around Phokeng. They provide around 500 children with after-school care, psycho-social support and healthy meals. A three-phase roll-out plan will see OVC services provided in all villages where there is a need, and an anticipated 3 240 beneficiaries by the end of 2012.

Godisanang is a collaborative effort. The principal partner is Tapologo, a South African leader in OVC methodology and support. Tapologo provides the experienced project administration, implementation models and monitoring and evaluation, while the Royal Bafokeng Administration provides the institutional strength, networking and community leadership liaison.

Available to both is a network of experienced non-profit service providers that ensure maximum impact to children in need. These include the Heartbeat Centre for Community Development and the Neo Birth Crisis Centre. Beyond these specialist agencies, an operational committee co-ordinates efforts between all departments of the Royal Bafokeng administration and the Godisanang management committee.

We recognise that institutionalisation is not a viable solution for OVC care in the face of the vast numbers of children and youth involved; instead community-based interventions provide the best way to care for and support these children. This has necessitated the introduction of local child care forums and community child care committees consisting of school principals, police child protection units, business leaders and tribal authorities.

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, which is run by loveLife, provides youth programmes in all 29 Bafokeng villages, and we have developed regional youth structures in every village. In 2010, we will strive to formalise these structures and initiate programmes in farming, education, and arts and cultural activities for young people both in and out of school. Systems to guide young people from these programmes into the mainstream economy are under consideration. Our budget in 2010 is over R5 million.

“The Bafokeng Youth Centre serves as a hub where young people can come and relax and interact in a safe and positive environment. It’s been very successful. Young people come every day to use the computers, see the nurse at our youth clinic, help run the radio station or talk to our trained councillors.”

Gabriel Lenkwe, youth programme officer

Social development services (continued)

Victim empowerment programme

The Royal Bafokeng Nation (through RBH and HSDS), together with the Department of Social Development and the South African Police Service (SAPS), run a victim empowerment programme consisting of awareness raising campaigns and workshops as well as a trauma centre at the Phokeng police station. Launched in 2008, the centre provides services to victims of rape, domestic violence, child abuse and human trafficking and deals with around 50 clients per month. There are plans to introduce forensic services at the centre and to appoint victim empowerment facilitators in each of the five regions.

Assisting the elderly

The focus for the elderly is a programme called The Critical Ten, wherein a retired professional nurse and five home-based care givers cater for the ten frailest people in each region. Each of the ten is seen at least once a week and is helped with washing, feeding, groceries and clinic visits. The programme is currently running in two regions: Tlapa in the South East and Tantanana in the North East and will be operating in all five regions by the end of 2012.

We also run 16 luncheon clubs across the five regions that offer activities for around 200 mobile older people. Special patient transport for those who have difficulty travelling to the clinics or district hospital has been added to existing transport services.

Improving the 32 pension pay-points across the Bafokeng area is one of the 2010 goals. A pilot project to supply water, shelter and warmth for the elderly is underway at three pay-points. By the end of 2010, it is intended to provide these services at all of the pay-points across the Bafokeng community.

“The work we do here at the centre is very important. The Royal Bafokeng have done a good thing in supporting centres like ours. It helps the community and provides support when it is most needed. The Royal Bafokeng have brought change – we have been sponsored by them since 2004. But more can still be done. My vision is to see more of these centres set up to help people in other communities.”

Refilwe Rammitlwa, trauma centre councillor

Regaining dignity for the disabled

There are just over 1 000 physically and mentally disabled people in the Bafokeng region who benefit from special programmes tailored to their needs. The aim is to help them regain their dignity and play a role in the community. Assistive devices, wheelchairs and prostheses are provided free of charge to those who need them through the Bafokeng Health Centre.

A bus was purchased in 2009 at a cost of R2.4 million to transport people with disabilities of any type to community meetings and services. It can transport six wheelchairs and 20 seated passengers. In 2010, we will provide those with disabilities more opportunities to get involved in sport, with the aim of having the Bafokeng represented at the 2012 Paralympics. We are also planning to establish a sheltered employment programme.

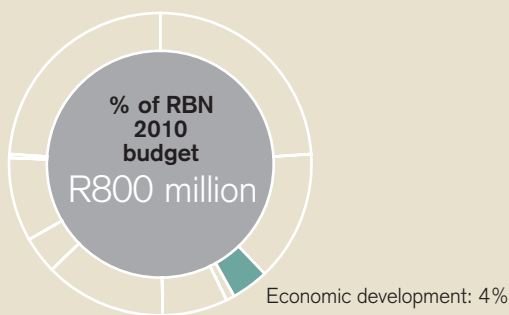


“The people who come here face huge challenges. We want to help empower them and give them dignity through growing vegetables and the soaps they make here.”

Ntebo Sedikwe, garden facilitator at Chaneng Association for the Blind (pictured above)

Economic development

Economic growth is the centre of Vision 2020's promise. By diversifying economic activity away from mining, we can broaden the range of work opportunities and thereby grow the economy sustainably. Job sectors slated for development include tourism and hospitality, education and health-related industries, sports-related businesses, agriculture and mining and mining-related services.



RBED support 2009

R16.6 million was spent in 2009 supporting:

- 76 SMMEs in manufacturing and services
- 60 SMMEs in mining and construction
- 98 farmers
- 46 SMMEs in tourism
- 50 unemployed youths

Entrepreneurial services to promote self-sufficiency

Unemployment in the Bafokeng area is estimated to be as high as 50%, and a large percentage of Bafokeng households receive government grants. While this is not unusual in South Africa, government 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 which engages every potentially economically active member of the community. But the Royal Bafokeng are not isolated and this complicates attempts at dealing with unemployment.

Royal Bafokeng Enterprise Development (RBED) is charged with developing entrepreneurship among the Bafokeng and aims to develop the nation into an economically self-sustaining community and one of the leading economically active communities in South Africa.

The RBED is directly involved in community development as a small to medium business development agency. It offers would-be entrepreneurs coaching, advisory services, and formal and on-the-job training. It also facilitates the consolidation of micro-enterprises into more sizeable companies capable of competing for contracts in the Bafokeng area and further afield. Some of these, supported by RBED, have taken advantage of the opportunities afforded by the South African Government's black economic empowerment policy to form joint ventures with established companies and supply goods and services to mines in the Bafokeng area.



KEDASE Business Enterprise supplies loading and rigging services (mainly cranes) to a range of clients in Rustenburg. It is located at Rasimone Village in the North Region and is 100% black owned by Dan Sekano, who is the managing director.

RBED has assisted KEDASE by training employees as crane operators and by facilitating mining contracts for the company. KEDASE has six permanent employees.

Economic development (continued)

Agriculture – growing food, and growing wealth

Agriculture on RBN land comprises cattle grazing, some irrigated sunflower production and a few small emerging operations in intensive agriculture with vegetables, pigs, goats and poultry. The latter are typically new activities supported by RBED, examples of which include the production of rose geranium for essential oils, a mushroom co-operative in Luka and co-operative hydroponic vegetable farm to supply the school feeding scheme in Phokeng and Luka. The RBED has assisted approximately 240 individuals and projects in agriculture (nine vegetable growing groups, 16 poultry, pig and goat farmers, 33 sunflower farmers and 172 cattle farmers).

Together with the University of the North West, a comprehensive plan to introduce more commercial agriculture is being developed and suitable land identified. Areas close to natural watercourses such as the Elands River and the Hex River have been reserved for intensive agricultural use. The plan includes training for aspiring small commercial agribusinesses, and technical and financial support for emerging farmers. An agro technology park for experimentation with different farming technologies and a farmers' market where fresh produce can be sold form part of the strategy for developing agricultural activities.

The benefits will come not only in terms of more employment opportunities, but also in greater local food production, itself an acknowledged sustainability factor.

Tourism and sport kicks off

Tourism and sport have particularly close reciprocal impacts on economic development. By the end of 2010, six FIFA 2010 World Cup matches will have been played in the Royal Bafokeng Sports Palace, the only community-owned stadium in the tournament. In addition, the Bafokeng Sports Campus will have hosted the England squad, one of the most celebrated teams in the world of football.

Quite apart from providing informal, temporary and part-time opportunities for unskilled workers, showing off RBN's ability to host world-class events is bound to attract further economic opportunities and partnerships in the future.

The staging of South African and international events at the Royal Bafokeng Sports Palace attracts visitors who currently do not stay over in the Bafokeng area because of a lack of accommodation. Development of lodges and bed and breakfast establishments to capitalise on this ready-made demand is therefore being prioritised.

Aside from their own heritage and attractions, the Bafokeng have the advantage of proximity to world-class destinations such as Sun City, the Pilanesberg National Park and the Cradle of Humankind. These attract large numbers of South African and foreign tourists to the area and offer great potential to make tourism a significant part of the RBN economy.

The Masterplan envisages three tourism and resort clusters:

- A resort close to Sun City and Pilanesberg, to provide affordable accommodation and entertainment and recreational activities, including an artists' village, to complement those already on offer in the area.
- A water sports centre on the Bospoort Dam with a number of low-density, boutique-style resorts to be built in different African architectural styles.
- A Heritage Resort and Heritage Park, to be established on the site of a stone-walled complex where *Kgosi* Nape and his followers lived in the second half of the 17th century. The Heritage Park will appeal to a broad range of tourists from those seeking leisure activities to those in search of a more cultural experience.

By developing their own complementary attractions, the Bafokeng hope to attract tourists to the area. As noted elsewhere, the development of tourist accommodation can extend stays and spend.

For the benefit of residents and tourists alike, recreational facilities will be created by converting old tailings dams and other less attractive mining legacies into park and recreational areas. Scenic routes will be mapped out along waterbodies and natural areas will be developed for ecotourism opportunities.

CLEAN & HYGIENIC
Working Environment



we walk our talk

www.lerumobasadi.co.z

Lerumo La Basadi Cleaning Systems was established in 2005 by Ms Shiela Ditsele and is located in Phokeng. It provides cleaning and laundry services to Anglo Platinum and Pilanesburg Platinum.

RBED provided training on new ventures and costing and pricing. It also facilitated cleaning contracts. The business employs 17 permanent employees and uses up to 40 contractors for special events such as cleaning at the Royal Bafokeng Sports Palace.

Food security

South Africa is experiencing a food security crisis. From being a country that used to provide staple foods to our neighbours, we became a net food importer in 2008. Increasing demand, global economic trends, failed land reform policies and the unattractiveness of agricultural jobs have left South Africa in a precarious position. Indeed, food security has become a pressing challenge in national and global governance, and the situation will not improve without concerted effort.

Fortunately, the Royal Bafokeng Nation is well equipped to take up the challenge, at least in our immediate region. Plentiful land, reasonable quality soils and rain and a growing market mean that with the right planning and expertise, we can produce a significant amount of our own food, as well as food for export into surrounding markets.

In 2005, the RBED released an Agriculture Base Study that calls for three types of agricultural activities:

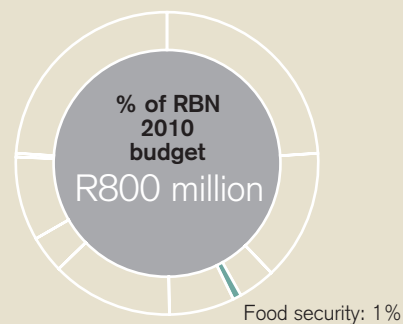
- Large commercial agriculture which can generate significant employment and increase total RBN economic activity.
- Medium and small agricultural enterprises which generate modest employment and local trade.
- Small community-based agriculture which can relieve food insecurity of Bafokeng households and generate income through sales of surplus.

The benefits of medium and small agricultural enterprises from the perspective of economic development and food security has already been touched on in the economic development section of this report (page 36). The introduction of a feeding scheme in our schools has created a new market for vegetables, dairy produce and fruit, and there is plentiful scope for butcheries, bakeries and dairies in the region, providing they are planned and implemented according to best practice.

In 2009, the Royal Bafokeng Nation spent R6 million on providing irrigation schemes, fencing, boreholes and firebreaks for existing farms. However, much needs to be done to grow the agricultural sector and improve food security. Current initiatives address the following:

- Women in agriculture
- Food gardens
- Egg farming
- SMME development
- Skills upliftment
- Logistics and warehouse capability
- Economies of scale
- Government partnerships
- External relationships

Going forward, the Masterplan proposes an agro technology park, where different farming methods can be tried to determine which are best for the region and makes provision for the construction of farmers' markets, where fresh locally grown produce can be sold.





Dirang Ka Natla is a hydroponics business owned and managed by male and female youth from Luka and Phokeng villages. They produce vegetables in tunnels and sell them fresh to the local supermarkets including the Pretoria Fresh Produce Market.

RBED has provided technical training on horticulture, farm management and hydroponic farming and is currently providing coaching and mentoring services. It has also facilitated access to land, infrastructure and funding. The business has created 15 permanent jobs and 15 seasonal jobs.



The Royal Bafokeng safety and security services are provided as part of a public-private partnership agreement with the local SAPS Station Commissioner.

Safety and security

The Royal Bafokeng Nation is a microcosm of South Africa, reflecting the same crime trends observed nationally. The most common crimes are domestic violence, assaults, thefts, housebreakings, rapes, business robberies, car thefts, drug and alcohol abuse and stock theft.

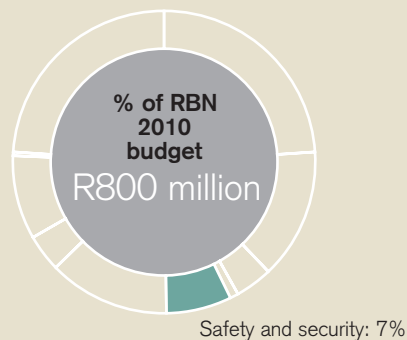
It is our belief that a community that feels safe and secure from these threats and other social irritants can devote time to its growth and development. Safety and security services to the Nation are provided by the Department of Protective Services as part of a private-public partnership with the local SAPS Station Commissioner.

Protective Services covers the full range of safety and security services including policing, crime prevention duties, anti-stock theft duties, drug combating duties as well as land use monitoring for the Bafokeng communities. The main element of crime combating is a reaction force of men and women who are security trained and registered and qualified as peace officers. Their operations consist of patrols, observation and monitoring of identified hot spots, school searches and attending to reported crime incidents. Operations conducted are as a result of information at hand and being collected and disseminated by a risk control (research) section, call-outs from the communities and joint planning and execution of crime prevention operations with the SAPS.

The department is in daily contact with communities mobilising people against crime and researching and identifying community concerns. It enjoys overwhelming support from the communities, reflected by the large number of call-outs.

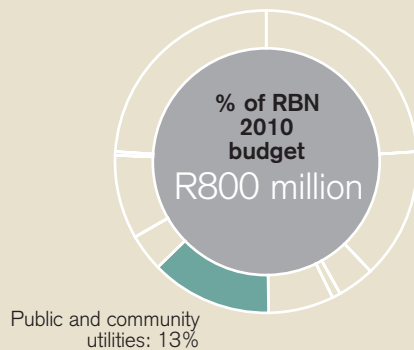
All suspects arrested are handed over to the three SAPS stations responsible for crime prevention and the maintenance of law and order in the area.

According to *Kgosi Leruo*, there is only one solution to the security situation in the longer term: leadership that insists on honesty, accountability and respect for the rules of society. Religious and elected leaders, people working with youth in the teaching profession and in business forums can all help by visibly espousing and promoting respect for the law, respect for democratic and traditional authorities, respect for property and the natural environment, and respect for ourselves and one another as human beings.



Public and community utilities

Public and community utilities encompasses water and electricity provision, roads, sanitation and waste management and housing. These are critical areas in sustainable development terms, as each has important environmental dimensions. In each case, the community's needs and wishes need to be balanced against the costs involved and the environmental impact.



Conserving water responsibly

From an environmental perspective, research suggests that the average rainfall in the area is sufficient to meet almost 50% of domestic and industrial needs (including agriculture). The key is harvesting and storing rain water effectively. A firm of sustainability experts has been engaged to help design structures and systems to ensure that as much rain water as possible is collected.

Bulk water is purchased from Rand Water and Magalies Water and provided to the community at subsidised rates. The system is under strain from the burgeoning number of informal residents, necessitating the implementation of measures to ensure that payment for water is equitable, efficient and above all sustainable.

Looking forward, priority will be given to ensuring a reliable and safe supply of water. The existing infrastructure will be expanded and upgraded; effective water demand strategies are being developed; and used water will be recycled for non-potable use. Efforts are made to avoid water losses through leakages, evaporation, overflows and illegal tapping into the water supply.



This 15 mega-litre water reservoir will be completed in the last quarter of 2010. The reservoir will increase the water storage capacity of the RBN. This is in addition to the existing 14 reservoirs.

Public and community utilities (continued)

Roads and transport

A road network and public transport system that will work efficiently and cut people's travelling time is crucial to the success of the Masterplan.

Existing roads will be upgraded and widened and new roads built to handle increased traffic. The emphasis will be on having congestion-free roads, built to the highest safety standards. Planning for roads will be viewed within the context of the region to make areas more accessible and encourage investment opportunities. A bypass is currently being constructed in collaboration with government to divert heavy traffic away from Phokeng and the townships. Bicycle lanes will be introduced to encourage cycling and reduce traffic volumes in the residential areas.

An extensive and seamless public transport system will be introduced to the RBN with bus terminuses in every township. The aim will be to reduce the time that people spend waiting for and walking to catch buses. An efficient system will encourage residents to make greater use of public transport with the intended effect of decreasing the number of private vehicles on the road.

Housing follows basic infrastructure

In terms of public utilities and services, the focus will shift over time from the building of new roads to the development of housing for the community. While the road network is already extensive, there is a lack of suitable housing for those eligible to live in Bafokeng. Again, striking a balance between what people want, environmental concerns and sustainable, affordable financial models is the challenge in this sector.

Sewerage

A water-borne sewerage project bringing services to all residents on Bafokeng land is due to be completed in 2015. This development is vital to the health and quality of life of people living in the villages. The system may also generate income for the community in the long term as grey water produced by the sewer plants can be sold to interested parties such as the mines.

In order to deal with increased demand as the population increases, the Masterplan makes provision for the system to be expanded through the addition of regional sewerage treatment plants. A modular design is contemplated to allow for construction to take place in phases over the next three decades.

Waste management

Waste management requires an holistic approach, integrating all facets of the process from collection, transport and disposal to storage, treatment and recycling. A local garbage collection service for all the 29 villages, schools, public buildings and businesses will be introduced mid-2010 while new landfill sites transfer stations and recycling centres will be constructed. Hand in hand with this, there will be ongoing education campaigns to raise awareness of the importance of 'reducing, reusing and recycling' to ease the pressure on landfills.

Electricity needed for growth

A reliable and efficient supply of electricity, essential to boosting economic growth and improving people's lives, will be achieved by working with national power supplier Eskom. The plan, in conjunction with Eskom, is to upgrade the existing network in the short term; thereafter to install new facilities to meet the commercial, industrial and residential needs anticipated by 2035. Cables will be buried underground to improve safety standards and to make the township surroundings more attractive.





Mkhulu Skosane (technical and vocational education and training manager) and Hannes van Wyk look at the land that will be used as practical training space alongside their classrooms.

Environment and land use

Planning and land use

Community ownership of Bafokeng land and the laws and policies governing its protection and use are perhaps the most significant factors setting the Bafokeng apart from the wider South African community. Community land-owners are better able to exercise oversight with respect to how land is used than is normally the case – a distinct advantage in the face of challenges such as poverty, food security, human settlement and climate change.

As a rural area with a rapidly expanding population and local economy, all aspects of development must be planned in concert with one another, using available resources wisely to meet competing needs. Consequently, stringent planning principles will be applied to land use and management.

During 2010, a Masterplan management committee will be constituted, tasked with examining planning applications in the light of the Masterplan development framework.

The environment

Respect for the environment and a desire for sustainability underpins the entire Masterplan. To this end, an environmental assessment has recently been completed, identifying air, water and waste management as the top three challenges.

In the Bafokeng region, effective flood control is an area of particular concern, and requires a systematic approach involving:

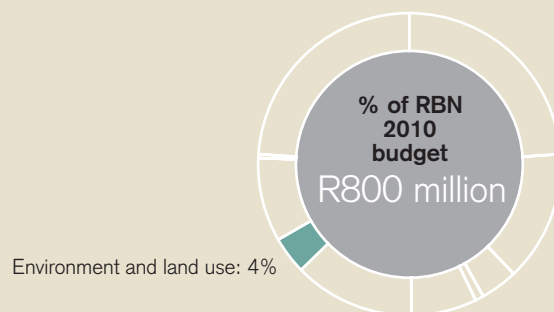
- Well-defined boundaries for water catchment schemes.
- Comprehensive flood prevention strategies.
- Setting aside land for future drainage systems.
- Issue-oriented interrogation of future developments.
- A combination of soakaways and piped drains to discharge stormwater into retention ponds and rivers.
- The introduction of an eco-friendly reed bed treatment system to improve water quality in the Hex River and Bospoort Dam.

The ideal is that tailings dams and other sites affected by mining will be rehabilitated and turned into recreational areas. The preservation of natural beauty spots and the creation of hiking trails along scenic routes will enhance the appeal of the area to eco-tourists. As well as having easy access to all the recreational areas mentioned, residents will enjoy pleasant, green surroundings in suburbs and an efficient public transport system will reduce the impact of transport on the environment.

Strong emphasis is being placed on best environmental practice in infrastructure planning. The sewerage system will use membrane bioreactor technology to improve the quality of treated effluent so that it can be recycled for industrial purposes, while industrial sewage will be treated locally before being discharged into the public sewer system. Grey water will also be recycled for non-drinking purposes such as irrigation.

Waste disposal will be handled along eco-friendly lines, as discussed in the utilities section of this report (page 44), and the intention is that the region will become a centre for recycling technology in North West Province.

In addition to these infrastructure plans, an environmental education programme at schools and a project to clean local rivers are being considered.



Sports and recreation

Created in 2007, Royal Bafokeng Sports (RBS) is responsible for all organised development sports programmes in the Bafokeng region across five sporting codes: soccer, rugby, karate, netball and athletics. RBS also manages two major commercial infrastructural assets – the Royal Bafokeng Sports Palace (stadium) and the Bafokeng Sports Campus. In addition, it owns 100% of Platinum Stars premiership soccer team and 49.9% of Platinum Leopards premiership rugby team.

Royal Bafokeng Sports Palace and the Bafokeng Sports Campus

Royal Bafokeng Sports Palace (RBSP) is a black community-owned stadium whilst the Bafokeng Sports Campus (BSC) is a multi-purpose training facility housing a five-star hotel and a residential academy.

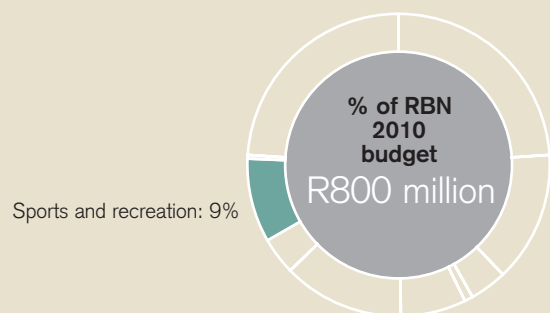
The recently upgraded 44 000-seat RBSP was successfully reopened in March 2009. By mid-2009, it had hosted the Nelson Nelson Mandela Challenge, the opening game of the British and Irish Lions rugby tour, as well as four FIFA Confederation Cup matches, which resulted in RBS receiving the Professional Management Review Award for outstanding performance. The RBSP is also hosting six 2010 FIFA World Cup matches.

The Bafokeng Sports Campus is a world class, high altitude sports facility, ideal for off season training and hosting of small tournaments but also inspiring the Bafokeng people with a centre for sporting excellence in their midst. With World Cup exposure, top-quality accommodation and gym and medical facilities, and a 44 000-seat World Cup stadium only five kilometres away, it is set to become a fixture on the global sports circuit, generating income as well as spin-off employment benefits.

The 55-hectare BSC boasts the following facilities:

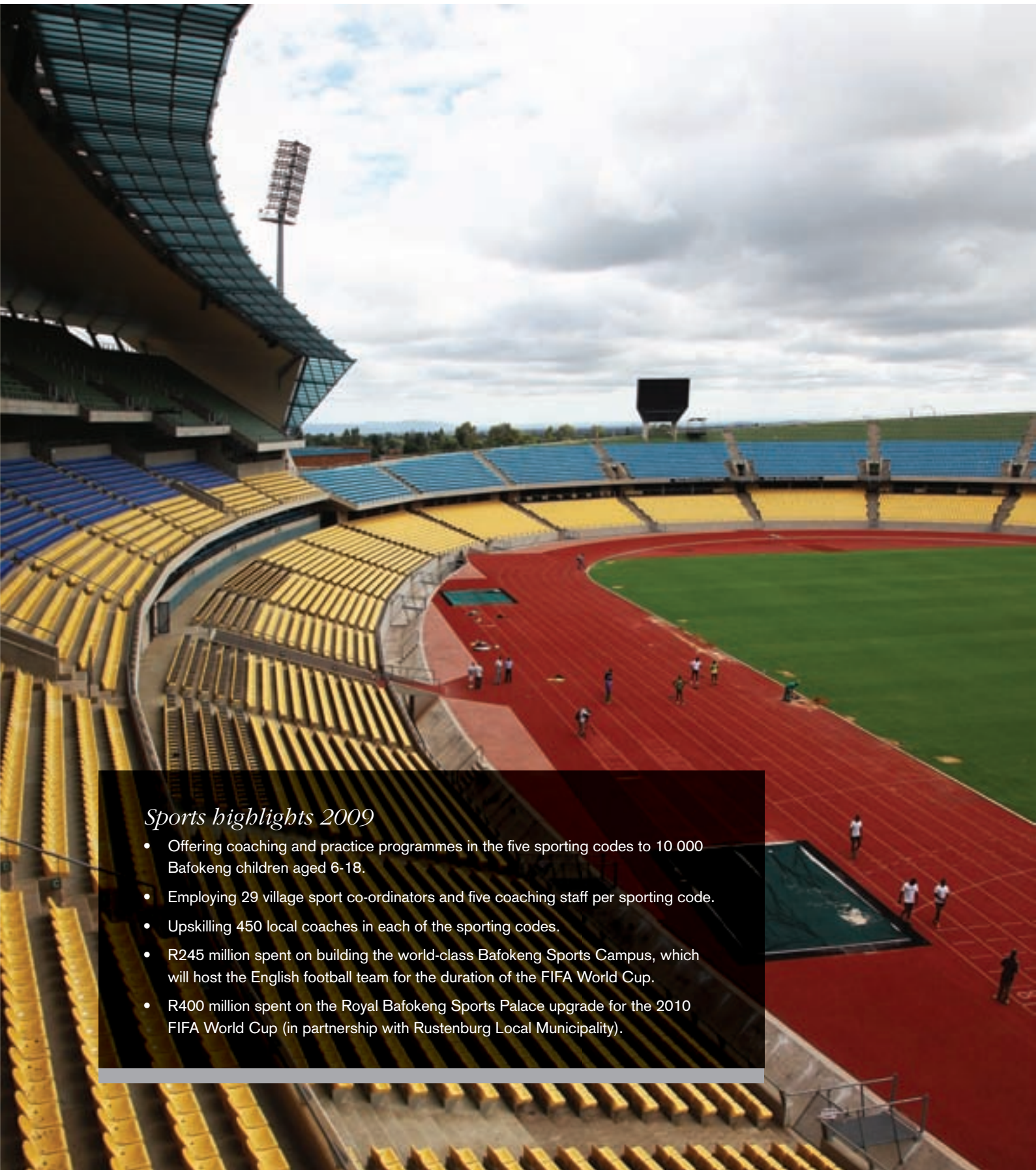
- Nine soccer fields (including two FIFA-accredited A Grade and three synthetic turf floodlit pitches).
- One rugby field.
- An athletics track and field facility.
- A 72-room five-star hotel.
- A high-performance gym and medical centre.
- A sports clubhouse with offices.
- A sports academy with accommodation for talented athletes.

The BSC is the only one of its kind in South Africa and will play host to a wide range of professional and developmental sporting events in the coming years.



“When we won ownership of our land and its minerals, we knew we had to invest wisely and we established RBH to take care of that. Then we realised the importance of the role of sports in awakening and motivating people. Once we decided to go with it, there was no place for half-measures.”

George Khunou, Royal Bafokeng Sports CEO



Sports highlights 2009

- Offering coaching and practice programmes in the five sporting codes to 10 000 Bafokeng children aged 6-18.
- Employing 29 village sport co-ordinators and five coaching staff per sporting code.
- Upskilling 450 local coaches in each of the sporting codes.
- R245 million spent on building the world-class Bafokeng Sports Campus, which will host the English football team for the duration of the FIFA World Cup.
- R400 million spent on the Royal Bafokeng Sports Palace upgrade for the 2010 FIFA World Cup (in partnership with Rustenburg Local Municipality).

Sports and recreation (continued)

Two professional sports teams

As well as managing two major physical assets, RBS is involved in the management of two professional sporting teams: Platinum Stars premieriership football team and Platinum Leopards premieriership rugby team.

Platinum Stars have recently relocated to Phokeng and the team has embarked on marketing and integrating itself into the Bafokeng community more completely in order to grow their support base and give the Bafokeng community a greater sense of ownership of their team.

The Potchefstroom-based Platinum Leopards have retained their status in the Absa Premier league for 2010. The team plays a significant part in RBS's rugby development programme, as well as ensuring that local Bafokeng talent gets exposure to, and opportunities in, professional rugby.

Sports development programme

The RBS sports development programme (and support for sport in general) is underpinned by a belief in the ability of sport to enhance and uplift a person's life, as well as the spirit of a community. The programme focuses on getting people active (mass participation programmes) and developing talent (intermediate and elite programmes).

The programme currently offers soccer, rugby, karate, netball and athletics programmes to 10 000 Bafokeng youths aged six to 17. The soccer programmes, for example, run in all villages and have given rise to 32 clubs already. The aim is to get all 25 000 youths in the 45 schools on Bafokeng land active in sport by 2015.

One of the biggest challenges of RBS's development programmes is the lack of sporting facilities in the Bafokeng villages. RBS has recently upgraded the facilities in Tsitsing village where there are now two fields, two netball courts, a 1.2 kilometre cross-country track and ablution facilities. The facilities cater primarily for the intermediate-level programmes. A similar upgrade is to be undertaken at Kanana, funded by an RBH subsidiary, Fraser Alexander.

The job-creation and upskilling elements of the Sports Development Programme are important dimensions of RBS's objectives. Four hundred and fifty local coaches have been trained, as well as 29 village sports co-ordinators and 25 sport-specific coaches now having gainful employment in RBS. There are also plans to employ the services of Bafokeng-owned SMMEs in sporting events, for example field maintenance, security and catering services.

Looking forward to more sports venues

In recognition of sport's value to the nation, the Masterplan foresees the building of additional sports complexes throughout the Bafokeng villages. The development of other sporting codes is being considered in order to widen the range of sports on offer to the Bafokeng people.

There are plans to further develop the existing Royal Bafokeng Sports Palace with indoor and outdoor facilities and an Olympic-sized swimming pool.

The purpose of these proposed venues is both to encourage the Bafokeng people to excel in sport and to attract major sporting events to the facilities as a way of generating income and creating jobs.

It is important to note that sports facilities and teams not only generate income and inspire the nation, but also provide national and international visibility for the Bafokeng nation and region. The public profile and positive attention generated through sports is invaluable in forming strategic partnerships with government, corporations and bilateral donors.

The 2010 FIFA World Cup is an example of this. The ten national teams visiting the community and the accompanying media attention offer an outstanding opportunity to showcase our aspirations to like-minded partners from around the globe, who may then choose to partner with us and share their expertise, experience and support.



“Being an athlete myself, I enjoy my work because I’m doing what I like and working with flexible and energetic staff. Beyond that, my job as community development director gives me authority and responsibilities to live up to. And being a member of this community and understanding its language and culture well makes me very proud to be transferring the skills I’ve learned to my own people. My goal is to see every Bafokeng within the nation becoming self-reliant, healthy and well-educated.”

Ezzy Seabelo, community development director

Bafokeng history and heritage

The history and heritage programme has two aims: to enhance community knowledge of Bafokeng heritage and culture and to promote our story to the outside world. The dramatic history of the Royal Bafokeng Nation and its extraordinary heritage is the subject of increasing outside interest. It is an exciting and unique story that deserves to be recorded and told to all.

The cultural centre

Today, several initiatives are underway to bring our rich heritage to life. Chief among these is the new Cultural Centre which will offer a focal point for a more holistic and sustainable interpretation of the Nation's wealth, its history, art and culture – a rich aspect of the Bafokeng community not currently showcased or promoted either for the Bafokeng or visitors.

At an anticipated capital cost of R25 million, the proposed Cultural Centre will incorporate several existing historic buildings. Dedicated to preserving the memories of the Bafokeng people and nurture pride in Bafokeng culture, its main attractions will be a large-screen projection facility, an art and craft gallery and interactive touch screens and educational games for younger visitors. An extended version, which includes a circuit of the Royal buildings, will cost up to R45 million.

The Cultural Centre forms the initial phase of a more ambitious plan for Phokeng, designed both to attract tourists and bring a unique ambiance to the capital. The envisaged venue will incorporate galleries and exhibition spaces, a museum and art centre and a convention centre. An amphitheatre for outdoor performances will encourage the staging of regional and national events in the town.

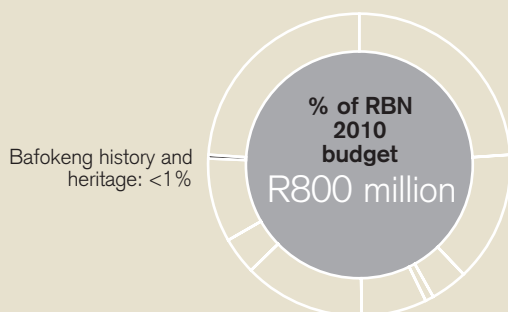
Heritage and tourism

History and heritage initiatives naturally link through to the growing business of cultural and heritage tourism. Here, the Bafokeng nation has the advantage of proximity to other world-class destinations. By developing their own complementary attractions, the Bafokeng look to add value to the visitor's experience, thus enticing South African and overseas visitors to spend more time in the region. Further initiatives include a plan to develop a heritage trail covering key historical landmarks in the area.

Telling our story

Finally, in today's social climate, we cannot afford to ignore the cohesive influence that an understanding and appreciation of our own history and culture can bring about. That is why we have set out to collate information about the Bafokeng Nation from its origins to the present and strengthen our understanding of the events, circumstances and personalities that have defined us over the past four or five centuries.

The research and planning department in the Office of the Kgosi is overseeing the making of a documentary film on the Bafokeng and the writing and publishing of three books which examine the story of the Bafokeng from different perspectives. We will disseminate that information to our own people and our youth, particularly through our schools and village structures and make it available to the world in general.





*Choir members from Lebone II
College of the Royal Bafokeng
perform traditional dance and
song at the Kgotha-Kgothe.*

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.

With a shared vision and common purpose, the men and women who lead the Bafokeng Nation do so with an acute sense of responsibility, not just for the present, but also for future generations of Bafokeng. Innovation, problem solving and creativity, together with structures and systems that are fair, just and implemented by the best and the brightest: that is the vision for the Royal Bafokeng Nation.

Long-term thinking and planning requires deep knowledge of the past, careful study of all that is new and emerging in the world and a great leap of faith in human values and common interests. Keeping these goals at the forefront was not easy for the Dikgosi and Dikgosana of centuries past and it will not be easy for our descendents either. It is our duty to demonstrate the courage required to lead, even when circumstances, conditions and even our own constituents place obstacles in our path.

We cannot build our nation alone. Knowledge sharing, partnerships and collaboration are core to how we operate. The Bafokeng way is about accountability to the future and we look forward to sharing this future with you, our stakeholders.

Thank you
Ke ya leboga



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