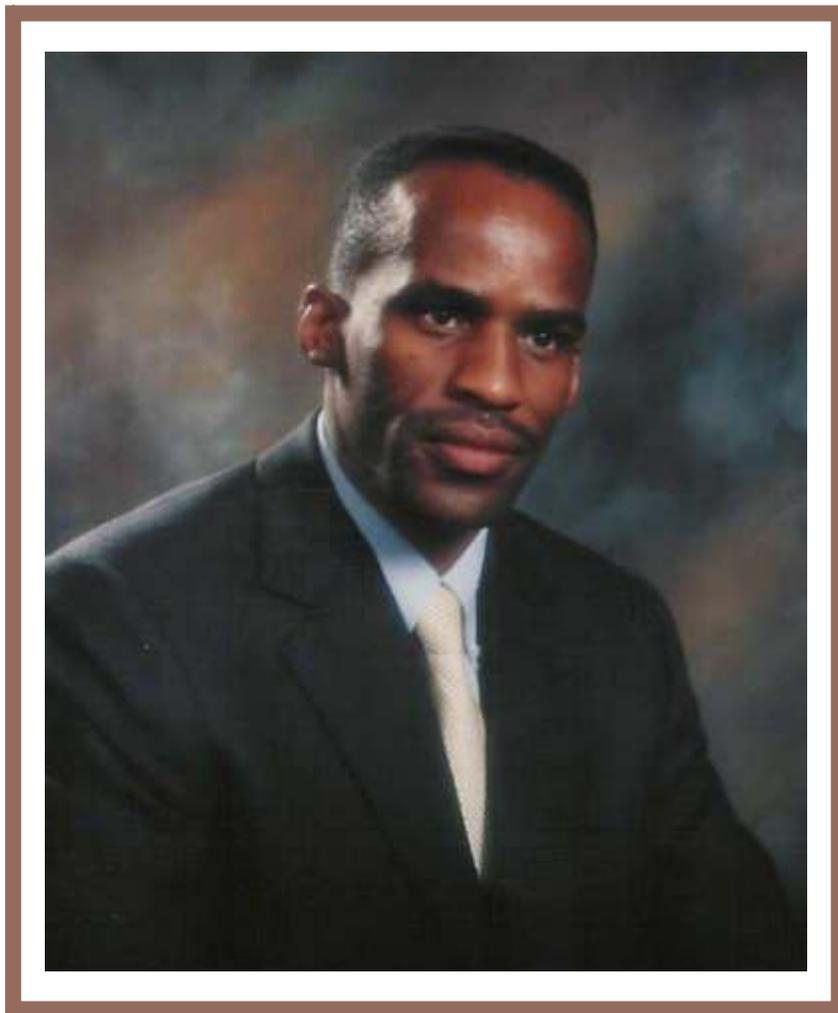


TAKING A COLD HARD LOOK AT OURSELVES



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Review Speech 2015

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1. Introduction

The year 2014 was one of the most difficult years our community has faced in decades. 2015 will be no easier, as our local economy continues to suffer from a combination of global, national and local stressors. While we cannot control the changing environment that affects us, we can adapt. Indeed, the only way to remain relevant in such a changing world is to continually change ourselves, whilst unapologetically preserving the foundation of our collective identity and culture. This means pro-actively seeking innovative means of increasing the resilience of our institutions, our asset base and, most importantly, our people, to shocks like the 2014 Platinum sector strike.

In many ways, we have been preparing for a mining-related crisis for the past decade, even though we did not think it would come this soon. Our strategy to diversify our investment portfolio away from a particular sector has paid off, resulting in our net asset portfolio increasing from approximately R30bn to approximately R32bn over the course of 2014, based on preliminary figures as at 31 December 2014. During this time the mining portion contracted by a staggering R4.4bn, or 27%. Had we remained almost fully dependent on mining like in 2005, we would have lost significant value this past year.

But securing our financial assets is not enough. We must also secure our institutions, our local economy and the everyday welfare of our people. Last year, we took the challenge head on and started a process of repositioning the Royal Bafokeng Nation's institutions to make them more efficient and effective. As we consolidate that work this year, we need to take the next step and ask: is the Royal Bafokeng Nation, as a community, correctly positioned for true sustainability?

Our concern is not whether our community will continue to receive services for the next twelve or twenty-four months. Our solid institutions and prudent financial management guarantee this. We have been here in the Phokeng Valley for over five hundred years. The question is: will we be here for another five hundred?

Do we, as a collective, know who we are? Do we know where we are going? And do we have the unity to get us there?

As we begin a new year, let us take a cold, hard look at ourselves. The only way to grow and prosper is to be self-aware, even self-critical. Complacency and entitlement are our greatest enemies. They are the opposite of the innovation and relevance we must achieve to survive and to prosper.

To understand what we need to do, we need to understand the challenges and opportunities presented to us by our wider context, globally and in South Africa. This is what I will review next. I will then speak about the work we have done to reposition our institutions to be more effective in this context. Finally, I will talk about how continuous innovation and partnerships are key ingredients to our continued relevance as a community, particularly in the field of land management and education.

2. Understanding our Context

2.1 The Global Picture

Our village is part of a globalized community. We begin with climate change. The Intergovernmental Panel on Climate Change released its 5th report in June last year, warning that the world faces “severe, pervasive and irreversible damage” from CO₂ and other emissions. No one will be untouched in this millennium. While it is a global phenomenon, climate change affects those of us in rural areas more directly than urbanised communities. Climate change is the most important reminder that economic growth, as presently understood, comes with great costs; not only for those who have benefited from economic growth but for the entire planet. In our own quest to reposition and grow the Rustenburg local economy through the Masterplan, are we taking into account how our decisions today will affect our children's children? For example, we need to plan our future economy around an ever more uncertain water supply, due to changes in weather patterns as well as long-term impacts of mining on water quality.

Globalisation also means that individuals fighting for justice in one place can have a global influence. In a year where young people in Nigeria and Pakistan were abducted and killed for trying to get an education, two young women, Malala Yousafzai and Kailash Satyarthi, received the Nobel Peace Prize for their perseverance in fighting for access to education in general and for women in particular. These are young people risking everything to campaign for quality education. In some ways, it may be easier to mobilise for education rights when these are overtly denied, as was the case for the South African youth of the seventies and eighties. But we still have a crisis of education in South Africa today, in spite of the supposed guarantees in our Constitution. Our own young people are denied a productive future because of the sub-standard preparation they are receiving in so many of our public schools. Where are our young education campaigners?

Instead, families and community leaders in John Taolo Gaetsewe District in the Northern Cape held young people's education to ransom for things like

tarred roads. What would Instead families and community leaders in John Taolo Gaetsewe District in the Northern Cape held young people's education to ransom for things like tarred roads. What would the young Nigerian women and Malala Yousafzai say to that? I think that here in Phokeng, people would spontaneously gather to protect our schools and the rights of our children to be educated, should anyone try to threaten that right.

2014 showed us not only the fragility of many states, but the consequences of not having efficient public-service mechanisms. There were many examples, but perhaps the outbreak of Ebola in three countries in West Africa is the most striking. Ebola is easy to counter, relative to, say, the flu. But you need an educated and non-superstitious population, you need public trust in the intentions of public leaders, and you need sufficient state resources. We remain concerned that those things are not in place in many countries, and we keep the almost 7000 departed, and their loved ones, in our thoughts.

Other lessons from the Ebola shock relate to two levels of contagion. One level is contagion between spheres, where a health crisis can lead to an economic collapse, as has happened in Ebola-affected countries in West Africa. In the mid-2000s, Zimbabwe experienced the opposite effect: an economic collapse leading to a health and education system collapse. So in our own long-term planning, we cannot focus on one sector alone, like the local economy. We must care for our society as a whole or risk being derailed by crises from unexpected sources. The second level of contagion is reputational. There has been disinvestment and global withdrawal from areas of Africa without any actual Ebola cases. Once again, we are reminded of the contagion effect the Zimbabwean political crisis had on all of Southern Africa in the late 2000s. We would do well to remember that we are always tied to the fates of our neighbours.

2.2 The South African Picture

We cannot speak about state failure and public trust without acknowledging that 2014 raised several challenges here in South Africa. We all felt how poor planning culminates in poor services, manifested by Eskom's rolling blackouts since December. Bad planning in one sector since electricity production has ripple effects across our society. It slows down our economic growth, likely to be less than 1.4% in 2014, and it may affect our credit rating, influencing the likelihood of foreign investments in South Africa in the future.

Secondly, 2014 continued the concerning trend in South African politics regarding the use of violence and coercion rather than debate and conviction. The road protesters in the Northern Cape used tactics of intimidation and coercion, not against the state they were supposedly petitioning, but against their own children. The recent occasions when chaos has erupted in Parliament display a similar logic: the argument is that the disciplines and rules of engagement are biased and therefore illegitimate and that this makes ill-discipline, disrespect and violence acceptable. It is notable that these are not methods of passive resistance, where an unjust system is highlighted by just means, but methods where violence and the threat of violence feed off each other and escalate. Once again, the proof of a culture shift is in the inward violence, where conferences of political parties degenerate into brawls.

In the 2014 national elections, the Rustenburg area was the epicentre of EFF mobilisation, and it promises to remain so in the run up to the 2016 local government elections and even onward to the 2019 national elections. There could be many positive aspects of increased political competition in our area, if all parties focus on impressing the electorate with their efficiency of service delivery and their responsiveness. If, however, parties compete on their ability to disrupt and coerce, the electorate will be the losers.

Our communities had some advance experience of

this in 2014 during the five month platinum sector strike. While forests of newsprint covered the impacts of the strike on the mining companies and debated the political alliances and strategies of the unions, the devastating effect of the strike on the near-mining communities went largely unremarked. We estimate that the residents of the RBN area lost around R 1 billion in wages during the strike, with at least the same again forgone through secondary effects like the collapse of small businesses.

Apart from the financial cost, the strike also brought violence to our communities. On the ground, the strike was enforced by union members through beatings, arson and assassinations. Young men walking the streets at night in our villages were assaulted as suspected strike breakers. The ability of our residents to openly express their views on the strike and its impacts was severely constrained. The 'political culture' of the strike, if you like, was against the basic rights of freedom of movement and freedom of speech and opinion. If striking is used as a political tool in advance of the forthcoming elections and if the political culture remains coercive, this does not bode well for our democracy.

There are other concerning long term effects of the strike for our community, including accelerated mining mechanisation and the spread of chronic diseases. The strike also increased pressure on mining houses to quote-unquote 'do something' about the social conditions and especially housing in the platinum belt. While renewed attention to the impacts of the labour migration system and the living conditions of mine workers is certainly crucial and very welcome, we should be cautious of pushing for quick solutions. Some of the current social challenges for mine workers and near-mining communities are the direct result of past quick solutions to the mine worker housing problem, including the so-called living-out allowance. It is important to take the time to appropriately research the real long-term needs of mining communities, including workers and other residents, remembering that housing is only one of many integrated challenges.

More generally, we need a more coherent system for governing the mining industry. Currently there are multiple uncoordinated initiatives under way at different levels, all of which purport to provide more or less binding guidance on the sector.

This includes the African Mining Vision, the Deputy State President's National Framework Agreement, the Mining Charter and the Mining and Petroleum Resources Development Act and its amendments. The ANC's State Intervention in the Mineral Sector study made recommendations. The National Development Plan also reflects on mining, albeit vaguely. None of these provide a regular, neutral forum where all stakeholders can negotiate mutually beneficial arrangements over time. Crucially, none of these initiatives provide a significant voice to near-mining communities, even though we are, in terms of number of people affected, the largest mining constituency.

Of course, we are not the only ones affected by these South African trends. All communities struggle with the service challenges and many companies across South Africa are restructuring in response to the economic climate. It is normal and healthy for organisations to reinvent themselves to adjust to changing conditions. It is when they do not adapt that they start failing their constituencies and their employees, as we have seen recently with a range of South Africa's parastatals. I will now talk about how the RBN is repositioning itself in the face of this changing world.

3. Repositioning the RBN in a Changing World

So, what are the implications of this context for the Royal Bafokeng Nation? What is our strategy in the face of a generally weak national economy and continued uncertainty in the platinum mining sector? To the likelihood that future local political contestation will be less than collegial? To concerns about the dependability of basic public services like electricity and education?

We must respond to this context just like other communities and organisations. In addition, there are aspects of our repositioning journey which are unique. There is no easy template for us to follow in realigning our institutions to the changing context. We do not fit into a classic government or corporate or NGO mould. We have a set of organisations that include companies and NGOs, and we have institutions that fulfil quasi-governmental functions, both in terms of policy making and service provision. But the RBN is not only those institutions. It is broader than that. It is a community with a history and a future and a set of values and customs. So our institutional culture needs to be uniquely suited to our specific character. Our repositioning exercise is not about the usual corporate efficiencies of profit or production targets. It is an exercise specific to our own needs and identity and we will judge its success with metrics specific to ourselves.

The search for efficiency is nonetheless one of our constant priorities. Over the years, while our revenues from platinum dividends were strong, the RBN's institutions grew, responding to opportunities and taking on new mandates. Some were good decisions at the time, and some, while well-meant, were simply unsustainable. The constrained platinum dividends over the next few years provide a sense of urgency, but they are not the underlying reason for our restructuring. We must always be vigilant that we use money as efficiently as possible, platinum crisis or not. To fulfil our continuous quest for the most efficient use of our resources, we will need to go through a similar self-assessment process every few years, no matter what our income streams look like.

Apart from a technical process of streamlining our

administrative institutions and functions, last year's repositioning process for the RBN institutions had three main outcomes. These were increased coherence of strategic intent across all institutions; stronger partnerships – both internally and with external stakeholders; and an ongoing process of changing the operating culture within our institutions.

3.1 Clear Strategy

The most important outcome of the repositioning process is our renewed strategic commitment and our improved understanding of what it will take for our community to develop sustainably. This is not a strategy designed to get us through a short term crisis. It is a strategy designed to guide our community for at least the next twenty to thirty years. The focus of the strategy is to build up our most important asset: our people.

In 2009, we undertook a dialogue process in all our villages to ascertain local priorities. The resultant nine dimensions of development, including education, health, security and heritage among others, then informed our planning, our budgeting and our service interventions. However, these interventions were pursued in silos, without a clear appreciation of their interrelationships, for example the interactions between health and infrastructure or between education and community safety. We have now taken the next strategic step of linking these areas to each other and to a coherent vision of an intended future community. We are setting concrete targets against which to measure our progress.

Our revised strategy sets out three necessary dimensions if our community is to prosper. First, a basic social safety net must be in place, providing for basic needs such as access to water, electricity, basic health care and basic education. This safety net is predominantly the mandate of government. Our community members, the recipients of these basic services, also contribute by keeping government accountable and using the services responsibly. The role of RBN institutions must increasingly be to generate an enabling environment for these

government services through community advocacy and monitoring service provision quality.

The second dimension of our strategy relates to social ladders towards economic self-sufficiency for our residents. While the basics of a social safety net are necessary, they are not enough. Core to a functioning and healthy society is that people are working. Equally important is the diversity of employment opportunities, away from our current dependence on mining. Underpinning the social ladder is an education system that makes youth employable, both in terms of basic literacy and numeracy, and in terms of specific artisanal or technical skills.

As with the social safety net, employment generation is largely outside the control of the RBN. Government policies in education, labour and economic development set the tone, as do fluctuations in the global economy. It is up to each individual to take the initiative and make use of educational and employment opportunities. But our administration will provide an enabling environment, actively courting commercial investors and private training providers, as well as flagship government programmes, to establish themselves in the RBN. We can use our own resources for strategic projects that can kick-start a virtuous cycle of local economic development.

The third and final strategic dimension is, in contrast to the previous two, largely within our control. This is the need for a strong and cohesive community identity and collective institutions. Without this dimension, a safety net will not be sufficient for social stability, and the social ladders may only lead to an exodus of our educated youth and employment generation for migrants from other areas.

Towards this dimension of our strategy, we continue our efforts to increase the capacity and professionalism of our governance system. We are formalising our internal policy making process. This includes ensuring technical input based on empirical evidence of community needs and best practices, but also strong values-based debate through our Makgotla structures and Supreme Council. We are

looking at revising the formats of our community engagement forums, such as Dumela Regions and Kgothakgothe, to increase the opportunity for regular and direct three-way conversation between the community, governance and administration. Finally, we will introduce a new system to improve the information flow between Makgotla and the central governance office.

3.2 Partnerships

A key element of implementing our new strategy is making partnerships more central to our modus operandi from now on. This has several dimensions. We understand that we have never been the only actors impacting on development in our area. In fact, the influence of activities funded and carried out by the RBN institutions is relatively small compared with government and the private sector. We are working to understand and document the full set of interventions being carried out on our land. We know that our greatest influence will not come from trying to replace or duplicate what others are doing, especially since government has a mandate and responsibility to provide many services to our people. Our influence will come from helping to coordinate the various interventions so that they complement each other and so that there are no gaps.

In addition, our role will be to monitor the quality of ALL interventions in our area, not only our own projects and programmes, to ensure that our residents receive the levels of service they deserve. Third, we will provide an enabling environment for external interventions and funding. Active external funding mechanisms for our own activities, a focus on cost recovery where appropriate, and commercialisation of some of our home-grown service solutions are also all ingredients to increasing the service levels to the community while reducing costs.

A particularly key partnership going forward will be our strengthened relationship with the Rustenburg Local Municipality. In August 2014 we renewed our commitment to each other through a revitalised

Memorandum of Understanding which was first signed in 2003. We will continue to improve our joint planning processes, integrating the RBN's community needs into the RLM IDP and other standard planning documents. We are particularly excited about the launch of an expanded regional Masterplan to reinvigorate the entire Rustenburg Valley, developed collaboratively between the RBN and RLM. This plan will coordinate the needs and plans of all the key stakeholders in the region, including the RBN, RLM, Provincial government, the big mining players, local NGOs, and the North West University.

3.3 Culture Change

In addition to revitalised strategy and increased partnerships, the repositioning exercise culminates in a culture change process for RBN employees. The aligned group strategy requires an aligned leadership team as well as a unified staff purpose across our diverse set of institutions. It is not easy to generate a sense of shared vision and purpose for traditional leaders, investment bankers, teachers, engineers, social workers, basketball coaches, doctors, and town planners. But we are not the only organisation to combine many different parts with many different internal cultures and histories. We will use well established methods and lessons from other organisations to bring our leadership team and our general staff into conversation across institutions, across disciplines and across levels. The result will be our own specific working culture, based on our unique Bafokeng identity.

This process is an important example of combining a strong African cultural identity with a connection to the wider world. In order to provide our community with the best possible service, our staff need to be able to problem solve at the highest global standard, while simultaneously remaining linked to the values and realities of the community we serve. As one means towards this end, we will collaborate with a leading global firm to provide our top administrative and governance leadership teams with practical exposure periods to a fast paced, problem-solving, efficiency-focused working environment.

The vast majority of our staff are also members of the Bafokeng community, living in our villages and engaging socially with the broader community. Just as we carry our customary culture and values from the community into our institutions, so we carry our institutional culture and values from the institutions into the community, including into school governing bodies, local NGOs, health centres, stokvels, Lekgotla meetings, etc.

Of course, organisations and communities function differently and therefore questions of culture cannot simply be transferred from one to the other. However, there are common questions to be asked if we are to achieve our vision of being an innovative and relevant community. Such as: how do we respond to crises and do these responses help or hinder us in becoming more resilient to changes in our environment? Where do our systems and our practices come from and are they really what we need to solve our local problems?

If we apply these questions to the community sphere, we could look at our funeral practices as an example. Who benefits from the amounts of money spent on funerals and "after-tears" parties? What are the long-term impacts on the remaining family members?

What underlying social functions should funeral rites support, according to our long-standing customs and traditions, and do our contemporary funerals still fulfil these needs? This is the kind of critical thinking and problem solving we need to encourage across our community and indeed across the country.

4. Remaining Relevant - Innovation through Consultation and Partnership

This brings me to two areas where we need to be innovative in the coming year, and where we need to ask many questions and have many conversations. These are communal land management and alternative education methods.

4.1 Communal Land Management

Multiple legislative initiatives are underway that will impact on communally held rural land and its residents. The debate so far has been polarised and oversimplified, either completely opposing or supporting communal land management based on whether traditional leadership is considered good or bad in principle. In fact, there are a wide variety of communal land management practices across South Africa, and indeed across the world, which should be judged on their practical impact on people's lives now and into the future, not on some generalised principle. Good research has been done in various parts of the country to describe these practices. We have also commissioned a study on security of tenure in our villages. We believe that a much more robust and empirically based debate is needed on whether and how communal land management can provide the necessary protections and opportunities that rural households need to underpin their development.

Coming back to my questions about how we handle crises and whether our practices are functional, we need land management systems that respond to the daily challenges faced by poor rural residents. We can then look case by case at whether particular communal practices, complete *freehold* title (as advocated by the opponents of communal land management), or some hybrid form such as 99 year leases would be best suited. Let me illustrate what I mean with six brief examples of challenges a good land management system will need to be able to handle.

Firstly, a key challenge is security of tenure in contexts of financial precariousness. What is the best land tenure system in the context of high unemployment or insecure employment?

In a freehold system, if you bond your land and your house, you and your family lose your home when you can no longer pay. In a communal land system, the right to land and to a home is not dependent on one's financial situation; it is inalienable. A common criticism is that people make a choice to bond their land and so they are in control, while in communal systems, someone else – perhaps a leader – can decide to remove a family from the land against their will. But such a judgement should not be generalised. It should be based on the actual history of a community and its land management practices. This can then be compared with the actual experiences of the poor or precariously employed in dealing with unscrupulous lenders. The platinum sector strike illustrated this vulnerability, as scores of mine employees in Rustenburg had their homes repossessed by the banks.

While monetising land poses risks, there are undoubtedly also benefits. Individuals and families should be able to leverage the value of the land and the value of their houses for other productive investments, such as education or entrepreneurial activities. South African banks do not currently lend to land holders unless the land is owned outright. When we think about enabling lending, we should also consider that there is value in our community's current practice of building a house based on savings rather than based on debt, given the low formal savings rate in South Africa. So the challenge is to find an appropriate middle ground in monetising land. We will partner with banks to develop a hybrid system that unlocks the value of land for families with security of tenure on communal land, without the threat of losing the land or disincentivising saving.

Thirdly, a common crisis that strong land tenure systems must be able to handle is the dissolution of a family. Who retains the house? Is it based on financial considerations of who bought it and who can pay the bond? If it is sold and divided up, the family members are still deprived of their home. Or is it allocated to the most needy family members? A key value within the Bafokeng land allocation system, and one which is expressed daily through decisions by our

Community Courts, is that no child should be homeless. In cases of separation, the man must 'take his jacket', as we say, and leave the house, as the house is seen as belonging to his children.

Fourthly, how does a land management system deal with the non-material aspects of land and housing, namely the spiritual and identity attachments families and communities have to a specific place spanning centuries? Land tenure systems that are based on the free tradability of land and housing focus only on the physical infrastructure that a house represents, completely ignoring other values such as a location-specific connection with ancestors. Another question of great importance for cash-poor but network-rich communities is how land management systems can contribute to keeping family structures and community support systems in tact by enabling family and clan members to live close together.

Fifth, how do land allocation practices contribute to social integration across class? Major cities today support 'mixed housing developments' where the richer and the poorer live side by side. In a communal context, this is a long-standing reality since stand allocation does not depend on how much you earn. Yes, many of our professionals have left our villages to live in towns, but those who chose to remain do not live in isolated 'suburbs', just as our poor residents do not live in slums.

Finally, which land management system works best to support a vibrant combination of residential and commercial land use? Are long-term leases for industrial pockets a hybrid system to enable a diversified local economy that generates jobs close to where people live?

My point is that we need to find the right combination of land management solutions for our specific problems, not fight ideological battles. Of course, questions of communal land ownership and management cannot be seen in isolation of the still unsatisfactory situation of land redistribution and restoration in South Africa.

Any change to the communal land management system would need to ensure that the land remains in African hands and that poor families do not lose their land for short term cash-gains, only to fall into landlessness as well as poverty. Where new economic opportunities have arisen in communally managed areas, including new mining or energy projects, there is the danger that the land might be alienated from local people by corporate interests if it were on the open market.

Similarly, many of the people who were given farms through the government's land redistribution programme simply sold them right back to the original white owners. In the process, the long-term power relations and systems of economic dependency remain the same.

4.2 Education

The second area in which we need to have more innovative conversations and partnerships is in the field of education. I have spoken repeatedly about how the public education system is failing our youth by not providing the skills they need to succeed in today's society and economy. It is even less suited to prepare them for the society and economy of the future. As technology continues its advance, more and more routine tasks will be automated. We already see this in the mining sector in our own back yard. Even professional service sectors with many repetitive tasks, such as accounting or HR management, may be increasingly done by computers. In general, it is likely that training for a single, specialised career will be a thing of the past. Workers will need to be adaptable.

Our education system therefore needs to prepare children for this flexibility and for continuous learning. However, some current initiatives to improve the employability of our youth seem to be pulling in the opposite direction. Where the private sector is getting involved, companies want to train learners in specific skills based on their current demand, say, for boiler makers. The training is done in a way, however, that these future boiler makers will not be able to adapt

when a new technology replaces the need for boilers. Of course, there is no question that we need to increase the number of artisans. The technical and vocational training space, both within and after secondary school, is crucial for the South African economy and for getting the 50% of our unemployed young people into productive work. But the way in which the training is done cannot be blind to the technologies and thought patterns of the future, especially as relates to online communication and continuous learning. Much of the content of training courses, whether vocational or academic, is freely available online or will be soon. This is a great advance, but to make this content accessible in practice, it must still be adapted to local needs, including through translation. Connectivity infrastructure must be in place. Most importantly, young people must be taught how to search for and process this content, by having the right critical reading and thinking skills. Finally, there must be space and personnel for the hands-on, practical experience elements of the training. Currently, we only train small numbers of people due to a limit in bricks-and-mortar facilities and face-to-face teachers. To reach the numbers we need, our approach must change. Do we keep investing in bricks and mortar or do we invest in technology?

Another barrier we need to overcome is the distinction between public and private education. We need to bring the values of accessibility and affordability from public into private education, and the values of innovation, local ownership and adaptability from private into public education. Possibly we need a hybrid model, where schools are public/private partnerships or where private schooling is affordable and accessible.

For many years now, the Lebone II College of the Royal Bafokeng Nation has functioned as a private school that provides ongoing teacher development services and other support to our local public schools. From this year onwards, we are piloting a different model for bringing public and private closer together, through a new affordable private school.

through an equal partnership between the RBN, mines and parents. The first such school will be located on its own, but future schools may share buildings with existing public schools, generating both efficiencies and productive comparison and competition.

4.3 Celebrating Partnerships

Before I conclude, let us not forget to celebrate the successful partnerships we have already built in the past year.

As part of the community consultations on our Plan 35 long-term vision, I congratulate Keabetswe Khunou from Tshukudu High School on winning the high school essay competition to imagine our future, and Orateng Motswe from Tlhotlheletsang Primary School for winning the primary school art competition.

In economic matters, our partnership with Heriot Property Developers to redevelop the Plaza shopping centre in Phokeng has provided contracts and jobs for local SMMEs and local construction workers.

Our partnership with Rustenburg Local Municipality in documenting indigent households in our villages has resulted in 3779 needy households receiving free basic electricity every month.

Our Arts & Culture department recently launched our first heritage site route in the Phokeng area. We are partnering with the municipality and the province to develop our heritage resources and with various universities to excavate our archaeological treasures. And of course, we are extremely proud of our sports people for being the best that they can be and for making our community proud in the world.

Simon Magakwe broke the South African record to run 100 meters in less than 10 seconds, when he won the National Athletics Championships in Pretoria last year. Platinum Stars made it to the Telkom Final for the second time in a row.

And we have young athletes in netball and basketball representing the RBN and South Africa at international competitions. Sports is always a team effort, even for individual athletes, and so it is a model for the partnerships we are engaging in throughout the RBN.

5. Conclusion

To conclude, we cannot wait to see what the future brings. We need to walk into the future with our heads held high, choosing our own path around the barriers we find in our way. Some of these barriers are predictable: the mining economy in the Rustenburg Valley is probably past its peak, and while there will be many more years of mining, we know that this phase in our history will pass.

We are grateful to our ancestors who went to Kimberly and enabled us to buy our land. From their foundation, and the commitment of many others after them, we have been able to make something of this mining phase. Many near-mining communities around the world, indeed even here in South Africa, were torn apart by the resource curse. The Bafokeng have weathered many storms, but we are still here.

As we look to the future, we do not forget our past, and we will commemorate our heroes and our traditions with appropriate memorials, monuments and celebrations. At the same time, we need to manage the transition and be ready for the next phase. Let us not forget that before mining, the Rustenburg area was world famous for growing and exporting oranges. Our next contribution to the world may be as different, again.

What will our next Kimberly be? What will lay the necessary foundation for us to survive and thrive in the face of the next big challenge, and which generation will invest the collective commitment to put this foundation in place?

Critical self-reflection and forward thinking must become part of Bafokeng culture. It must be who we are and what we are known for.

Self-awareness and good planning is what underpins productive partnerships, like the Regional Masterplan we will implement with the Rustenburg Local Municipality this year, or the new schools we will launch together with the mines and the community, or our leadership capacity building programme with our global partners. We must never be afraid to take a cold, hard look at ourselves. Let us make it our strength.