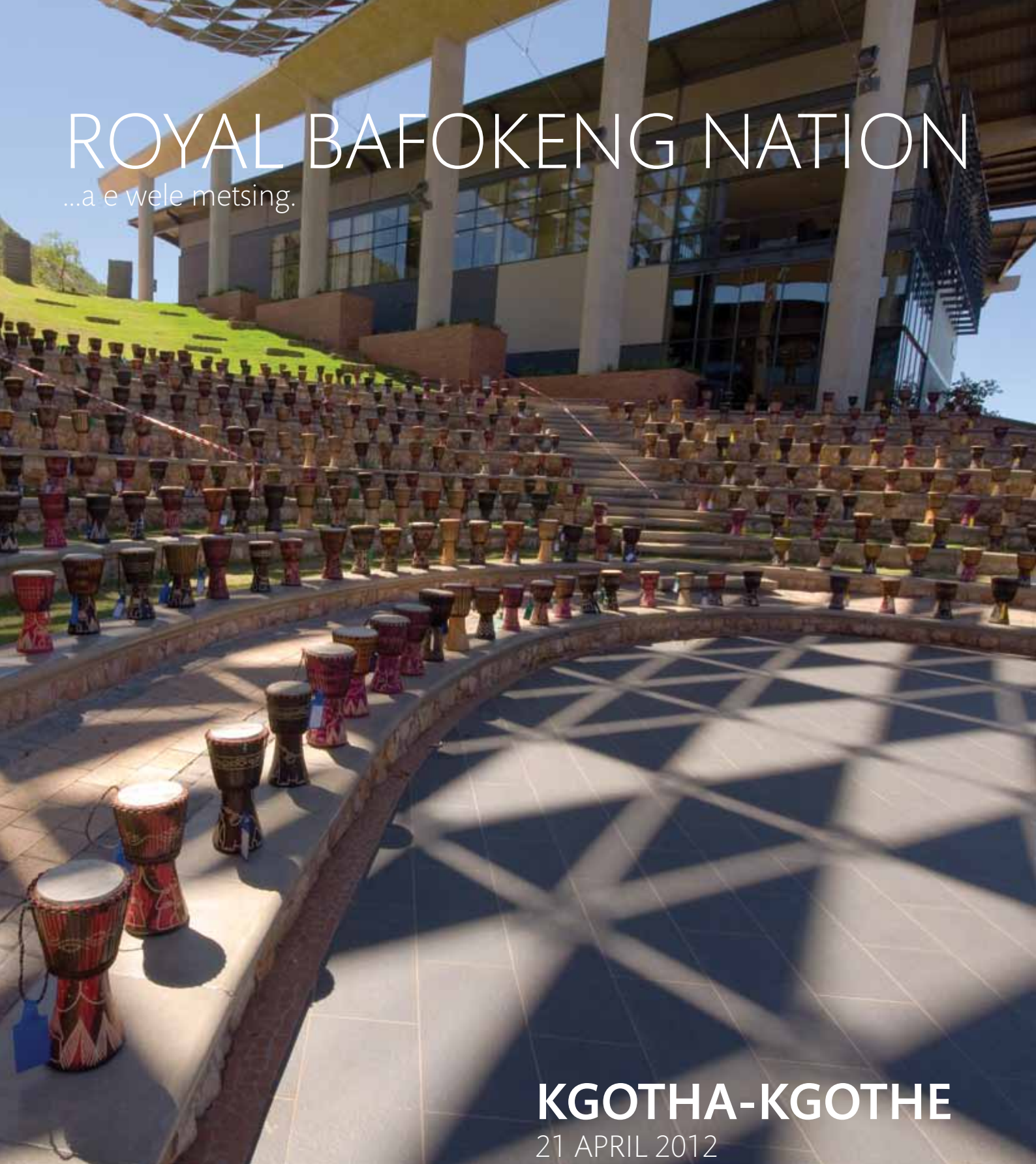


ROYAL BAFOKENG NATION

...a e wele metsing.



KGOTHA-KGOTHE

21 APRIL 2012



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MESSAGE FROM KGOSI

This year I would like to cast a spotlight on our culture and heritage as Bafokeng. When I speak of “culture,” I mean everything from the values and principles that guide our behaviour, to special rituals that mark birth, death, and marriage. The unique ways in which we dress, speak, build, and celebrate. Our traditional arts, customary laws, and indigenous knowledge. All those things that make us who we are.

Many of us have discarded the wisdom that is embedded in our traditions and cultural practices. For some reason, we believe that in order to be taken seriously, we must let go of the old-fashioned ways of our grandparents. This is unfortunate. Our visions and plans for a sustainable and prosperous future, characterised by excellence and world class standards, lose nothing, and in fact gain much, by reflecting on our unique and time-honoured ways.

Not only will we research and celebrate our traditional clothing, crafts, music, architecture, and food and drink, but we will erect monuments to those who have made extraordinary contributions to the development of this community. Regiments of men who walked to Kimberley to mine diamonds. The founding families who offered cattle and worked on nearby farms to help **Kgosi Mokgatle** buy the land. The men and women who defied the apartheid and homeland authorities and sacrificed for the larger goal of freedom from oppression and racism. We will commemorate these people and events through a special day in our calendar - BAFOKENG DAY- including awards for those in the community who demonstrate excellence in traditional pursuits, and in particular those who help build Setswana as the language of our ancestors and, of our grandchildren. I intend to commission a Bafokeng anthem and a Bafokeng pledge, words and melody that capture the vision of our forefathers as well as the dreams of our children, a song that we can sing with pride and reverence to renew our commitment to our land and our community.

The new Bafokeng Digital Archive (www.bafokeng.com/rbdigarchive) contains a treasure trove of unique and original photos, documents, videos, and newspaper clippings that tell our story, going back almost a century.



Traditionally, our cultural practices reinforced our interdependencies. They helped us to resolve conflicts. They clarified our rights and responsibilities. Contrast this with today's society, where disrespect and disregard are rampant, where lawlessness has replaced duty and even the simplest gesture of greeting another person has become a symbol of backwardness.

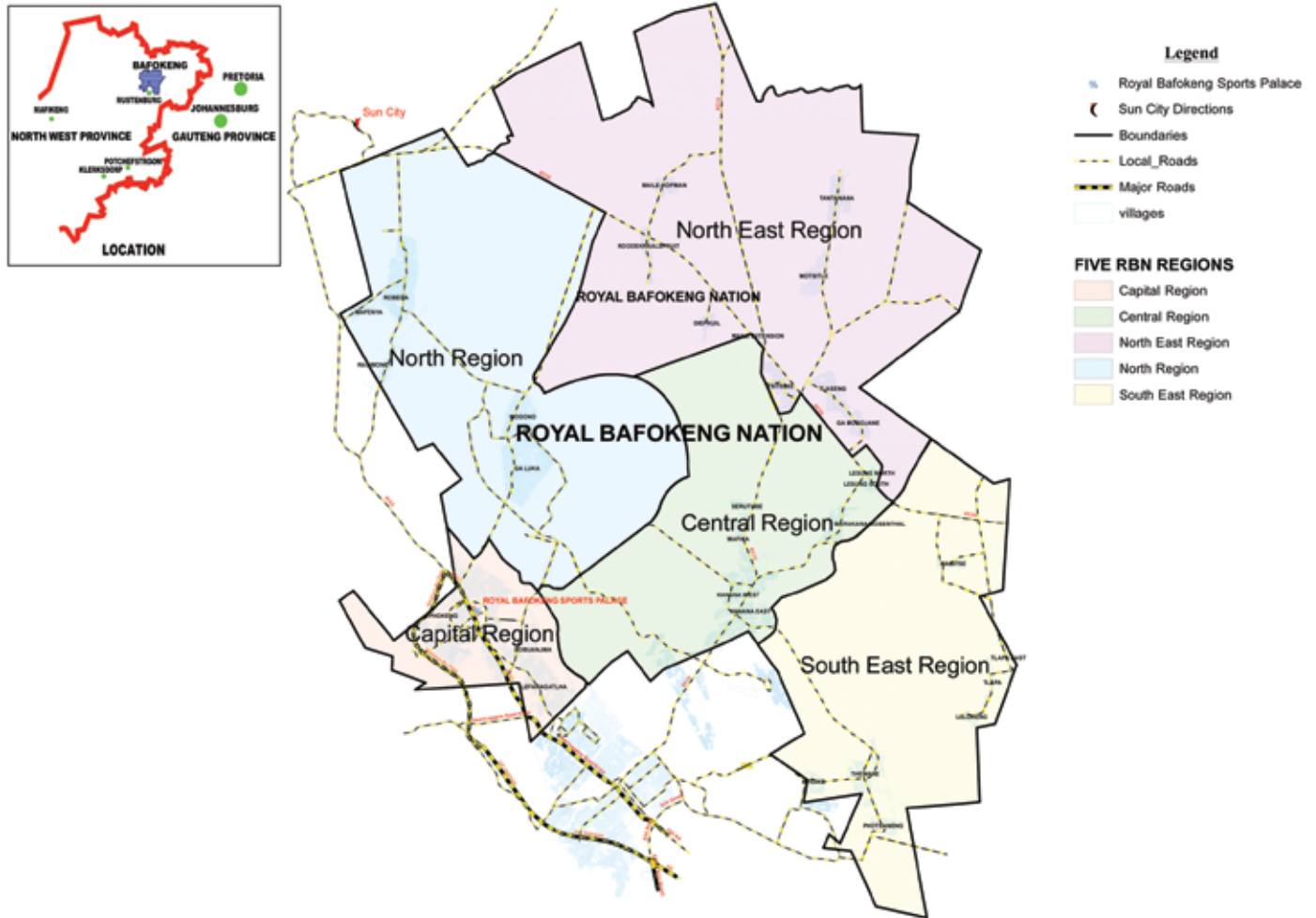
I'm not suggesting that every traditional practice should feature in our contemporary world, but I am calling on all of us to reach back into our roots for a deeper and clearer sense of the values and principles that guided our forebears. For my part, I will undertake to preserve, promote, and adapt those aspects of our heritage that are fundamental to our identity as Bafokeng, and that can play a positive role in helping us reach our goals.

Kgosi

GOVERNANCE AND ADMINISTRATION

HOW IS THE NATION GOVERNED?

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



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

CENTRAL ADMINISTRATION

Royal Bafokeng Administration Renew itself into an efficient and effective Governance Model.

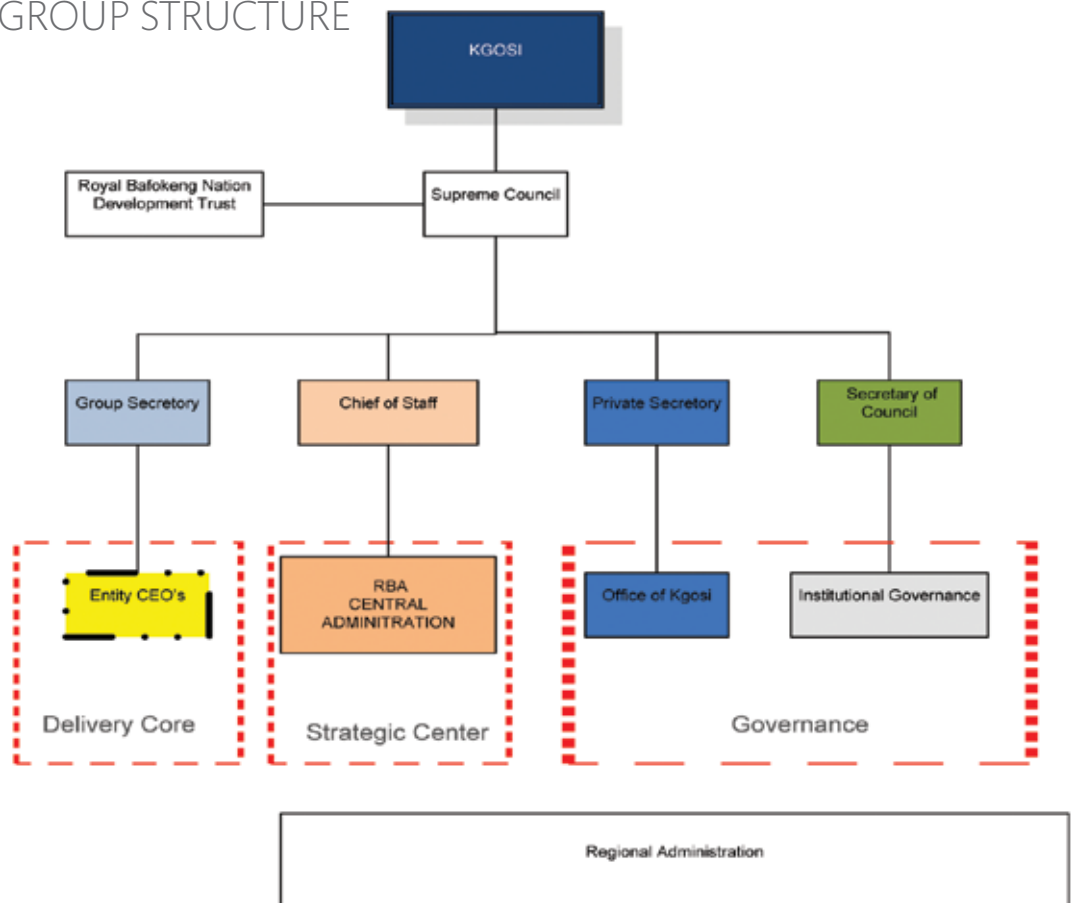
In an effort to render services more efficiently and effectively, RBN embarked upon a restructuring program. This initiative identified a number of areas where the RBN Governance structure could be changed to realise service delivery efficiencies, provide substantive oversight on the delivery mechanisms and account to the community on its mandates. These areas were translated into a re-defined Macro Structure. The following Principles amongst others guided the process:

- Enhancing the monitoring and evaluation capability of the Supreme Council;
- Strengthening participation between the communities and the administration; and
- Promoting good governance and accountability.

To support the above principles, it was agreed that this new structure would need to:

- Ensure synergies, and remove wastage, fragmentation and duplications;
- Identify and address capacity requirements;
- Remove silos;
- Improve management efficiencies and where necessary reduce management layers;
- Identify services best provided through alternative forms of service delivery;
- Promote knowledge sharing, collaboration, and improved decision-making;
- Incorporate appropriate spans of control;
- Clarify roles and responsibilities, accountabilities and authorities;
- Capitalise on economies of scale and skill; and
- Enhance needs-responsive administration.

RBN HIGH-LEVEL GROUP STRUCTURE



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

The Secretary of Council's Office is designed to adequately support the Supreme Council, to carry out its Governance responsibilities as mandated by the Community. The secretary shall ensure that the total RBN governance framework, our Community by-laws are effectively operational, strengthen the management of Council, statutory and non-statutory committees in relation to the function of the Supreme Council, Traditional Council and Council of Dikgosana.

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



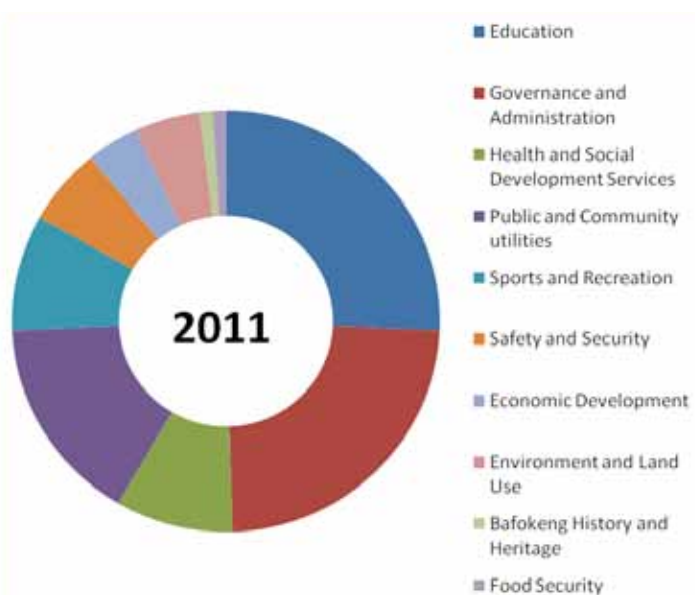


BUDGET 2011-2012

THE BUDGET PROCESS: -

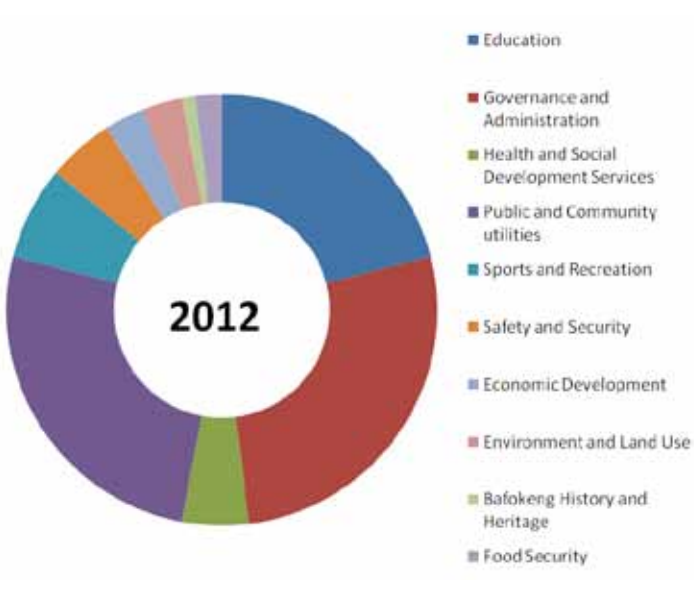
- 9 Key Focus Areas identified and approved by Supreme Council were reaffirmed and remained to be the drivers of the budget process;
- "Value for money" was also a critical factor to this process i.e. how does what we buy benefit Morafe now and into the future?
- Targets were therefore set jointly with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

2011 BUDGET - R800 million



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

2012 BUDGET - R922.5 million



Education	21%
Governance and Administration	27%
Health and Social Development Services	5%
Public and Community utilities	26%
Sports and Recreation	7%
Safety and Security	5%
Economic Development	3%
Environment and Land Use	3%
Bafokeng History and Heritage	1%
Food Security	2%

EDUCATION



RBI Strategic Plan for 2012 and Highlights of 2011 Achievements

OVERVIEW

RBI's growing list of interventions confirms the organisation's dedication and commitment to human resource development. All programmes that are helping to deliver quality and sustainable education to the Bafokeng community were fast tracked in 2011 with an increase from 15 programmes to 20, while the organisation remained within its budget allocation for 2011.

We successfully developed a Whole School Audit Tool (Education Evaluation and Development Unit) for use by School Governing Bodies that are to be elected in 2012. This will help the SGB in ensuring that school policies are effectively implemented.

The Early Childhood Development programme continues to develop, Semane Pre-School became fully functional and we started a continuous professional enrichment programme for pre-school teachers. 15 teachers were enrolled for an online course through the Housatonic Community College in the USA.

The Molteno, Setswana Language and Literacy programme extended its work into Grade 2 during the course of 2011, taking total number of learners benefiting from this

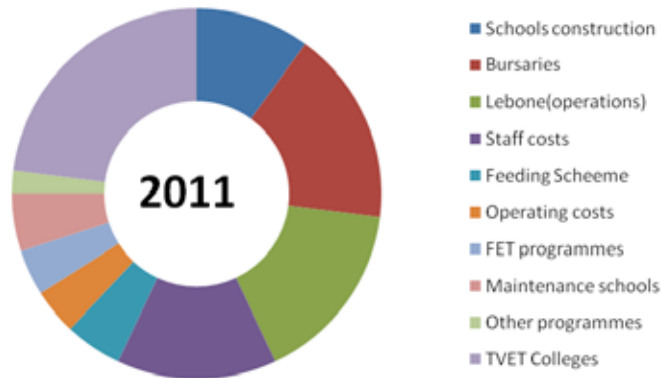
programme from 1991 to 3780 learners. The Classroom Library Project was rolled out into 28 Primary schools, 2 Middle Schools and 2 High Schools. The Programme Charter for setting up the hub of the RBI Continuous Professional Development for all Learning Areas at Lebone College was completed.

The development of our Vocational Training Schools continues to expand and a total of 448 learners were enrolled. To cater for the disabled especially the blind and deaf, a school of Braille has been established. Hospitality and Culinary studies have progressed well into the second year of the programme. The School Feeding Scheme Programme increased the number of schools it supported from 20 schools in 2010 to 30 in 2011. This increased the number of learners benefiting from the programme from 10 494 in 2010 to 15 390 in 2011.

The Leadership Development Programme provided skills in community participation through the Project Management learning area. The Bakhuduthamaga implemented community projects using real life issues such as "Regional Choirs Competition" and the "3KM Fun Run/Walk".

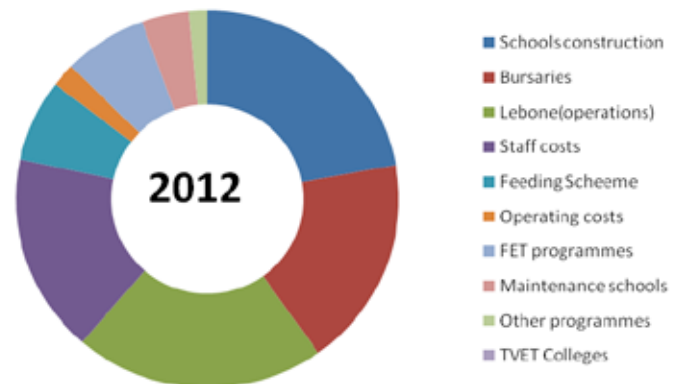
2011 BUDGET: R213 million

Education



Schools construction	10%
Bursaries	17%
Lebone(operations)	16%
Staff costs	14%
Feeding Scheme	5%
Operating costs	4%
FET programmes	4%
Maintenance schools	5%
Other programmes	2%
TVET Colleges	23%

Education



Schools construction	22%
Bursaries	18%
Lebone(operations)	21%
Staff costs	17%
Feeding Scheme	7%
Operating costs	2%
FET programmes	7%
Maintenance schools	4%
Other programmes	2%
TVET Colleges	0%

Key achievements:

Education and Training Cluster

- o 29 000 books were distributed to 29 primary schools in the Bafokeng region
- o 5 adult regional book clubs were established
- o Distributed calculators, Mathematics textbooks and workbooks to all Grade 8 and 9 learners within Bafokeng area
- o Successfully managed to recover funds amounting to R 411 560.43 from graduates who were granted loans by the Royal Bafokeng Student Loan programme and awarded 577 university loans to Bafokeng students in 2011
- o Achieved 84% university pass rate by students studying with Royal Bafokeng Student Loans

School and Management Cluster

- o Trained SGB members in all RBN schools on school governance roles and functions
- o 40 SMT members were further developed through Royal Bafokeng School Management Certificate Programme which is aligned to NQF standards
- o Piloted the EEDU project in 8 schools in North Region
- o Managed to reduce break-ins and theft in schools

Technical and Vocational Education and Training Cluster

- o Memorandum of Understanding has been signed with 4 old age homes and 2 hospice institutes for nursing student practical placements
- o Memorandum of Understanding was signed with Sun City, Orion Hotel and Kedar Lodge for hospitality student practical placements. 8 students were placed at Kedar Lodge in December 2011

Community Cluster

- o Reduced feeding cost from R5.95 per learner per day in 2010 to R5.20 per learner per day
- o 9 Bafokeng businesses benefitted from School Feeding Scheme as food suppliers and distributors to RBN schools
- o Employed 137 parents as food handlers to cook and serve food to learners
- o 145 Bakhuduthamaga and their 1173 regional community members participated in the 3km Fun Walk project. This project was used to reinforce Bakhuduthamaga project implementation skills

RBI STRATEGIC FOCUS AREAS FOR 2012

Partnership with the Provincial Department of Basic Education

The application for Section 14 status under the South African School Act (SASA) was submitted in 2011. This culminated in the signing of the formal partnership agreement by the MEC for the North West Department of Education and Kgosi. This partnership agreement was launched on 3 February 2012 at Lebone II College.

Lebone II College will be providing a team of experts in this partnership, to help drive Professional Development in our region. The partnership with North West Department of Basic Education needs to be broadened to include other Government Departments, the Greater Rustenburg Municipality and the Mining Companies in this area.



Below are some of the benefits of Section 14 agreement:

- o The RBN will have a clear relationship with the School Governing Body (SGB) and shall at all times have representative(s) serving as a member of the SGB
- o The RBN will have legal control of access to the schools
- o The RBN will have the right to make input in the curriculum

School Governance

The establishment of effective school governing bodies (SGBs), especially in terms of Section 17 (Multi-SGBs) of the South African Schools Act, will deal with the root causes of substandard education in RBN schools. Therefore, the continuing advocacy of the Section 14 partnership agreement between the RBN and the Department of Education and the campaigning for the effective election of SGBs for the 43 Bafokeng schools will contribute in making the parents and the community aware of their role and responsibility in the education of their children.

Community Empowerment

The establishment of Mosupatsela is a crucial intervention by the RBI to prevent an economic, social and political disaster as a result of decades of substandard education in our country. Mosupatsela will be a key programme to ensure that as many members of the community as possible attain sustainable employment.

Leadership Development

In addition to on-going RBI leadership support to the Traditional Leadership and Governance structures, the Leadership Development Initiative will be further refined to encompass a "Personal Leadership" philosophy to enhance leadership qualities, skills and effectiveness of traditional leaders, corporate managers and student leaders currently in RBN schools.

Continuous Professional Development (CPD)

Lebone II College will be charged with the mandate of becoming a resource centre for teacher development. This new initiative will be the formation of Royal Bafokeng

research based teacher development cells and will be a key initiative in the Early Childhood Development (ECD) sector. The teacher cells will consist of a small number of teachers with shared interests.

Quality Assurance

The newly established Quality Assurance Department will focus on the delivery of the School Governance, Community Empowerment and Continuous Professional Development programmes. The RBI will work jointly with Royal Bafokeng Platinum to develop a school audit tool (Education Evaluation Development Unit - EEDU) which will include collaboration with the National Department of Basic Education and their NEEDU project.



A photograph of an industrial facility, likely a mine or processing plant, with large green and red buildings and complex piping. Two workers in blue hard hats and safety gear are walking in the foreground on a paved area. The sky is blue with some clouds.

ECONOMIC DEVELOPMENT

“GROWING ENTREPRENEURSHIP IN THE COMMUNITY”

Report by Royal Bafokeng Economic Development

OVERVIEW

The RBED's enterprise development mandate has been expanded to that of economic development and is expected to focus on RBN Growth and Development Strategic Imperatives.

2012 Strategic Areas of Focus

RBED's Industrial Park

The purpose of the Industrial Park is to attract companies that have the potential to attract investment into the RBN area and create sustainable jobs.

Royal Bafokeng Nation Platinum Province Broad-Based Black Economic Empowerment Trust

The purpose of the Royal Bafokeng Nation Platinum Province Broad-Based Black Economic Empowerment Trust is to assist members of the Bafokeng and residents of the North West Province in participating in Black Economic Empowerment Offers.

SMME's Contract Finance

To assist RBN SMME's contracted to the local mines to bridge the short term financial needs through guarantees by RBN in one of the accredited financial institutions.

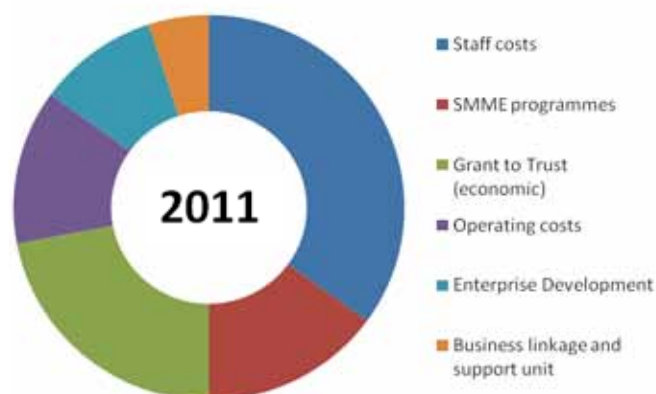
Participation in the Agricultural Masterplan:

To coordinate and facilitate agricultural projects identified.

Mining Linkages:

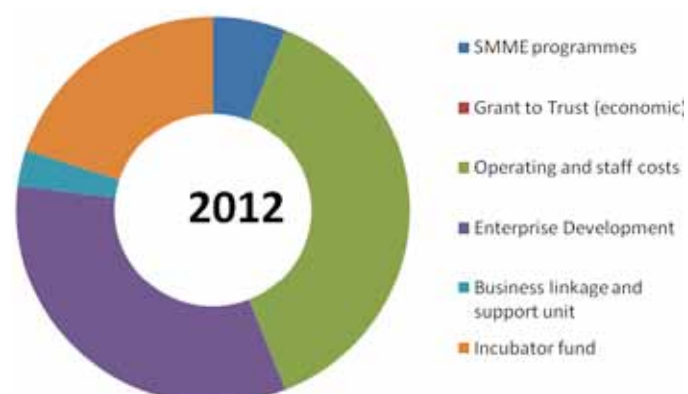
RBED will be assessing and identifying all forms of opportunities within the local mining industries during 2012 and beyond, the focus will be on Mining Engineering and Manufacturing.

2011 BUDGET - R31 million



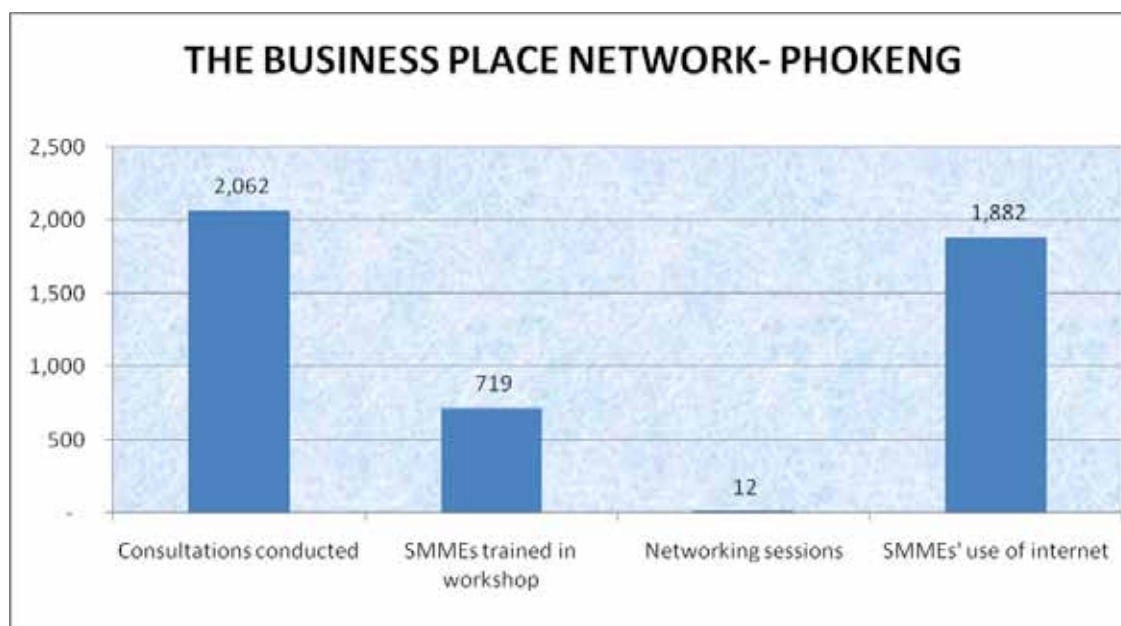
Staff costs	35%
SMME programmes	15%
Grant to Trust (economic)	22%
Operating costs	13%
Enterprise Development	10%
Business linkage and support unit	5%

2012 BUDGET - R48.7 million

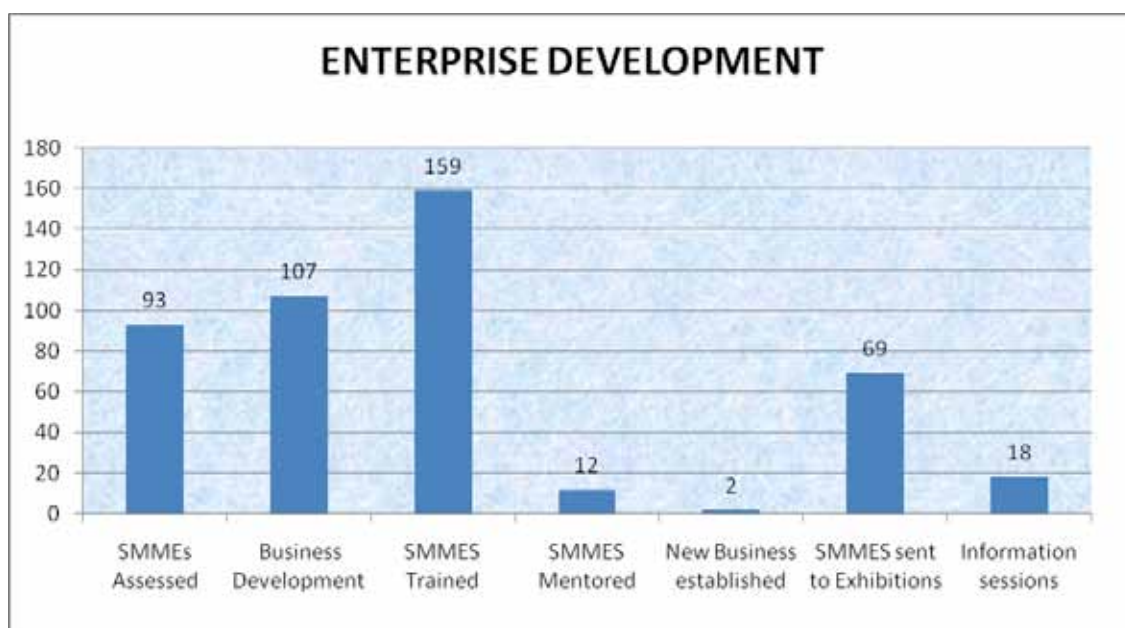


SMME programmes	6%
Grant to Trust (economic)	0%
Operating and staff costs	38%
Enterprise Development	33%
Business linkage and support unit	3%
Incubator fund	20%

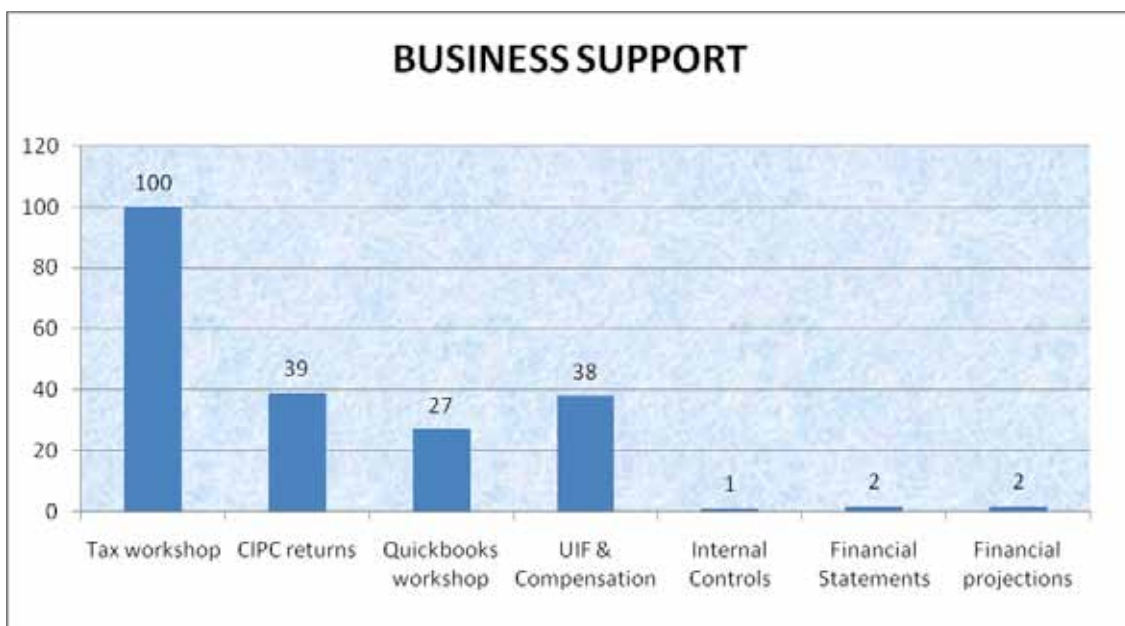
HIGHLIGHTS OF RBED's PERFORMANCE IN 2011



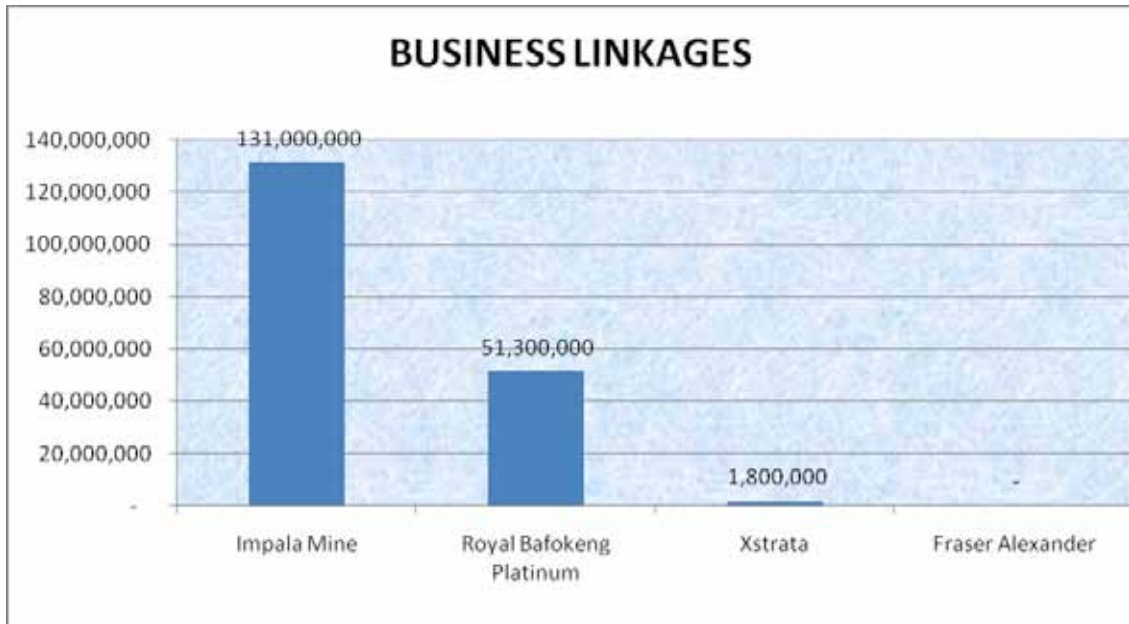
ENTERPRISE DEVELOPMENT ACTIVITIES – 2011



Business Support unit conducted the following interventions to assist SMMEs in the normal day to day running of their respective businesses. Salient features of this unit's performance is reflected below:



Created procurement opportunities for local SMMEs – Achieved 30% growth



ENVIRONMENT LAND USE & FOOD SECURITY



"WISE USE OF OUR NATURAL ASSETS"

Report by Land, Agriculture and Environmental Affairs

OVERVIEW

The land affairs unit of the Royal Bafokeng is tasked with protection and preservation of the land as a valuable natural asset. All land use activities are monitored and managed. We act against problems or violations such as illegal land use, dumping and excavating land.

We have several air monitoring stations in and around Phokeng. The stations are monitored by North West Provincial Department.

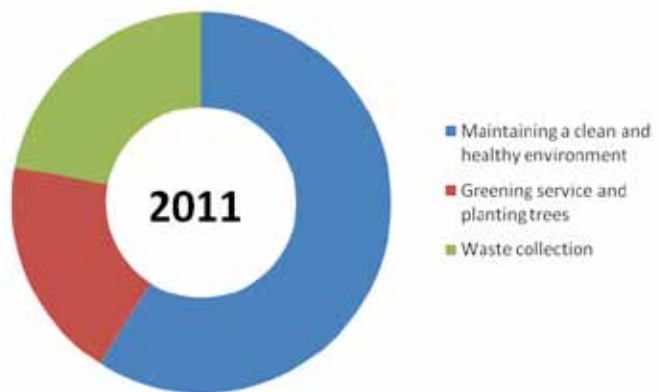
In terms of mining and environment the aim is to improve quality growth development without compromising the environment. The focus is to strive to maintain supply of clean water, good air quality and encourage good biodiversity.

Mining committees with all mining companies on Bafokeng land have been established where we discuss future developments and ensure that processes provided by National Environment Management Act are followed.

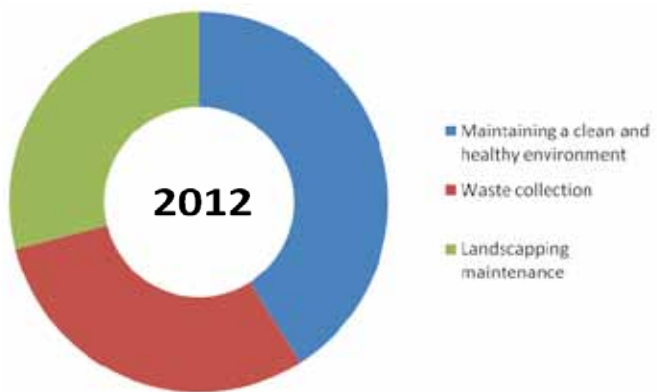


2011 BUDGET: R44.5 million

2012 BUDGET: R34 million



Maintaining a clean and healthy environment	59%
Greening service and planting trees	19%
Waste collection	22%



Maintaining a clean and healthy environment	41%
Waste collection	30%
Landscaping maintenance	29%



2011 PROJECTS HIGHLIGHTS AND PLANS FOR 2012

PROGRAMME/PROJECTS	STATUS	PLANS FOR 2012
Illegal stands	Issued notices of compliances	To prevent squatters.
Illegal business structures on residential stand.	Two (2) cases are pending before Tribal Court. Notices of compliance were issued with the instruction to demolish the illegal structures.	To prevent illegal allocation of stands. Matters will be referred to court
Water debt collection	Collection of water meter readings in progress.	Debtors will be handed over to lawyers to recover monies owed.
Firebreaks	Grading of firebreaks was done in all RBN communal land and newly purchased farms.	Grading of firebreaks will commence in April.
Agriculture / Farming	An Agricultural Master Plan was devised and benchmarking and research done Continued with projects which have been ongoing – hydroponics' farm. A fence was erected between N4 and Mogono to prevent animal and car accidents in the area.	Agricultural Master Plan will be fully in operation from July 2012 To provide farmers with water To build dip, brand marking and loading zones and help with farming infrastructure. Group of farmers in a common area will receive one such facility. To erect fences along main roads to prevent animal and cattle accidents. A fence between Luka and Phokeng is currently being erected. We plan to host a Farmers' day in conjunction with the Bojanala District and Rustenburg Local Municipalities. We will demarcate farming land and create camps to facilitate rotational grazing.

PROGRAMME/PROJECTS	STATUS	PLANS FOR 2012
Waste management	<p>A two bag waste collection system is running smoothly within Bafokeng Villages</p> <p>Green Skips are placed in all open spaces within the villages to avoid pollution.</p> <p>Wise Waste management awareness campaigns conducted to shop owners and community members.</p>	<p>Collection of waste continue running in all RBN village to ensure clean healthy environment in all regions.</p> <p>Monitoring is ongoing</p> <p>The waste awareness programme will be rolled out where waste coordinators will be appointed in different regions.</p>
Waste Rock Material from the mine	<p>The mine will no longer provide communities with waste rock until their feasibility study is completed.</p>	<p>Communities are requested to dispose off their building rubble in borrow pits not along the road or in open spaces.</p>
Pollution	<p>Air polluters arrested after burning tyres in Bafokeng.</p> <p>Impounded trucks found dumping illegally on Bafokeng property.</p>	<p>Monitoring and patrolling will be ongoing.</p>
Sand diggers and Woodcutters	<p>They were arrested and fined at RBN Tribal Court.</p>	<p>Monitoring and patrolling will be ongoing.</p>



HEALTH AND SOCIAL DEVELOPMENT

“NURSING OUR COMMUNITY TO GOOD HEALTH”

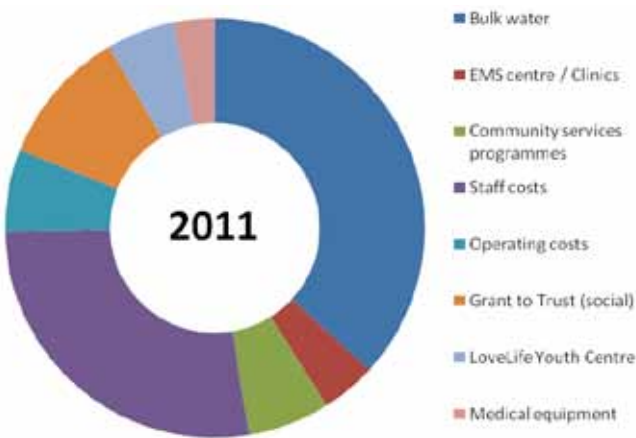
Report Royal Bafokeng Health and Social Services

OVERVIEW

In order to align itself with the masterplan, Royal Bafokeng Health Services has visualised a plan towards achieving its mission of building a self sustaining health and social development system that will provide the necessary services to the Nation while ensuring we have a healthy, productive nation in which poverty is eradicated and economic viability is sustained.

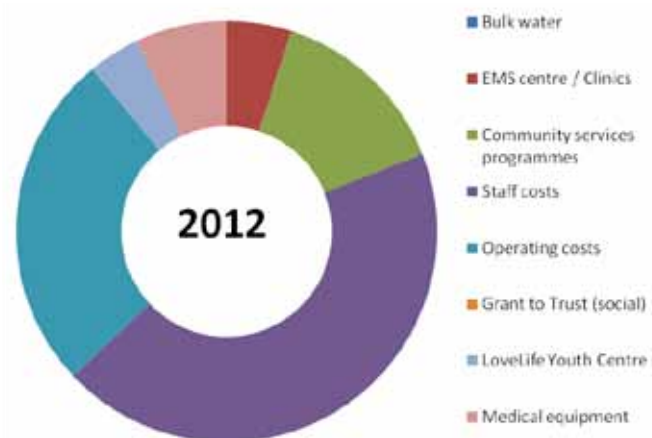
Provision of services will be focused on improving access and community outreach through implementation of Community Health Workers. This integrated approach will bring the knowledge of both health care and social service staff right into the families of the Nation, ensuring swift identification of problems and quick referral to the most appropriate social or health services based at the Primary health care centres for intervention.

2011 BUDGET – R69.9 million



Bulk water	35%
EMS centre / Clinics	4%
Community services programmes	6%
Staff costs	26%
Operating costs	6%
Grant to Trust (social)	10%
LoveLife Youth Centre	5%
Medical equipment	3%

2012 BUDGET – R44 million



Bulk water	0%
EMS centre / Clinics	5%
Community services programmes	14%
Staff costs	44%
Operating costs	26%
Grant to Trust (social)	0%
LoveLife Youth Centre	4%
Medical equipment	7%

2011 PROJECTS HIGHLIGHTS

Persons with Disabilities Central Region independently initiated PWD activities. Basic sign language training for PWD forum members.	Casework Services Casework intake points sustained in the North and Capital Regions Intake points established in the North East and South East Regions.	Orphaned & Vulnerable Children Phokeng OVC centres established at Salema, Masosobane and Lefaragatlhe Community Entry and site identification and approval for Mogono and Luka and Tlapa
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MAIN FOCUS IN 2012

Renovation / establishment of a site for the Sheltered Employment Centre at Lefaragatlhe.	Increase awareness campaigns on child protection / child abuse Hosting Parenting Skills sessions	Roll out the OVC programme with full site development and community entry in Luka, Mogono and Tlapa.
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Youth Development Out of school youth appointed as peer educators (Lovelife Ambassadors). 5 regional coordinators appointed and trained on Community Capacity enhancement program.	Mental Health Victim Empowerment Program facilitators trained on mental health to be able to identify the mentally ill patients in the community. Door-to-door campaign conducted at Tantanana and Mamerotse.	Substance Abuse A counselling camp was hosted to assist and communicate with substance abusers. Ongoing treatment for substance abusers Awareness programs at various high schools on alcohol and substance abuse.
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MAIN FOCUS IN 2012

Registration of RBN youth structure as a Non Profit Making Organisation (NPO).	Appointment of a Community Psychiatric Nurse and Mental Health Facilitators	Establishment of a Substance & Alcohol out-patient facility.
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Psychological Services Services rendered at Phokeng Health Centre and Phokeng Trauma Centre.	Employee Assistance Provided an individual therapeutic counseling service to RBA employees	Family Care Marriage seminar conducted in North Region in October.
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MAIN FOCUS IN 2012

Roll out to Luka Youth Centre.	Continue and grow the service	Training of Pastors' Forum on Marriage Counseling in June 2012
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Care for the Aged Pensions pay-points were renovated at Photsaneng, Tlapa, and Tantanana Identified and trained 30 volunteers to assist at the Centres for the Aged EMRS facilitated a First Aid Training for 50 Aged Five Clubs for the Aged were established and registered as Non-Profit Organisation (NPO). Members have been trained and inducted on how to manage the organization.	Care for the Aged Established four (4) Aged Soccer Sport. physical exercises, walk, soccer team and athletics Established Meals-On-Wheels projects are running at Photsaneng, Tlapa, Lesung, and Tantanana & Kopman. Two (2) Operation Dignity Projects implemented at Rooikraal and Lesung 10 Aged visited – attended to their Social and Health needs	Non-Governmental Organisation 20 NGO's Participated at Rustenburg Show - their exhibition won a Gold Medal Linked Moitai Creation projects with Lebone II to supply school uniform Linked Modisa-Ke-Monyatsi project with Rustenburg Local Municipality 40 NGO's were offered Organizational Development skills training by Siyakhula Trust
MAIN FOCUS IN 2012		
Roll out the Meals on wheels program to North Region and extend Operation Dignity to Mabitse and Mogajane villages	Increase by ten (10) the assistants that provide support at the Centres for the Aged	Establish 2 local flea markets to showcase NGO's art and craft products

Social Relief 180 Temporary relief of food packs distributed to destitute families	Victim Empowerment Ten Victim Empowerment facilitators employed two for each region. Victim Empowerment awareness campaigns conducted, focusing on domestic violence, rape and child abuse.	Mobile Clinics Mobile visits around Bafokeng Region undertaken.
MAIN FOCUS IN 2012		
Continue and grow the service	Expand Phokeng Trauma Centre offices and increase trauma counsellors. Establish the Mfidikwe Satellite Trauma Centre and increase trauma counselors at Boitekong Satellite centre.	Continue and grow the service

Health Education Four (4) Door-to-door campaigns and two (2) road shows on health education conducted in the Capital Region by Health Promoters. HCT campaigns conducted and 1000 people tested (around Phokeng) Early bookings of ante-natal care for mothers promoted to prevent mother-child transmission (HI Virus)	Immunisation EPI has been taking place at RBN clinics. Pneumococcal and Rotaviral vaccines have been initiated. Vitamin A and de-worming have been given at specific intervals.	Clinic Renovation 5 Clinics fully renovated and minor renovations and maintenance at 2 clinics.
MAIN FOCUS IN 2012		
Door-to-doors, road shows, Health Education and HCT to continue.	Human Papilloviral vaccine (Gardasil) to be initiated to teenagers at schools.	Maintenance of the facilities and renovations where required.

Emergency Medical Rescue and Fire Services

- Building & furnishing of the new centralized Call Centre.
- Purchasing and installation of the soft -and hardware completed.
- Training of community members, RBA staff members and RBS coaches on First Aid.
- Purchase and conversion of two new ambulances.
- Recruitment of 10 contract workers from all 5 regions.
- Establishment of two satellite bases (Kanana & Chaneng).
- Hosting of local, PSL and international soccer games and participation at other sporting codes (netball, rugby and basket ball)

MAIN FOCUS IN 2012

- Training of EMRS members to run the call centre and community members on fire safety
- Purchasing of fire engine and skid unit.

Other Health Services provided

Comprehensive Care, management and treatment and Infection control are two services monitored at all the Royal Bafokeng clinics.



“EMBRACING OUR ROOTS”

OVERVIEW

The Population and Use of Land Audit (PULA) was the first-ever census of the Royal Bafokeng Nation. This research project covered every structure and dwelling on RBN land, and also visited 650 households to create an accurate picture of the socioeconomic conditions in the community. The draft report on findings from this landmark study was circulated internally in 2011, and the final report will become available in 2012.

The goal of preserving and protecting Bafokeng history and heritage was realised in 2011 with the creation of the Bafokeng Digital Archive, an online cache of unique and valuable materials relating to Bafokeng history. The system was developed in 2011, and will go live on www.bafokeng.com in 2012.

As part of contemporary Bafokeng history, the Research & Planning department compiled a book on the FIFA 2010 World Cup that chronicles the planning, execution and legacies of this “mega-project”.

Highlights of PULA (History and Heritage) findings:

As the RBN continues on its path towards PLAN '35, it is important that the community celebrates its identity through its unique history and cultural heritage. This includes knowledge and preservation of Bafokeng history, knowledge of indigenous plants and animals, the rich verbal traditions expressed through the Setswana language, as well as rituals, beliefs and practices that have been passed down through the generations.

The findings summarized here indicate a strong awareness of traditional beliefs and practices, and well as a deep-seated respect for traditional forms of governance. These are considered desirable traits in a community that considers itself “A forward-thinking traditional community.”

This section of the survey was aimed at determining the participation of the adult population in community affairs. The first question was aimed at determining the participation in the Kgotla and respondents were asked to respond to the following question: **Are you a member of a Kgotla?**

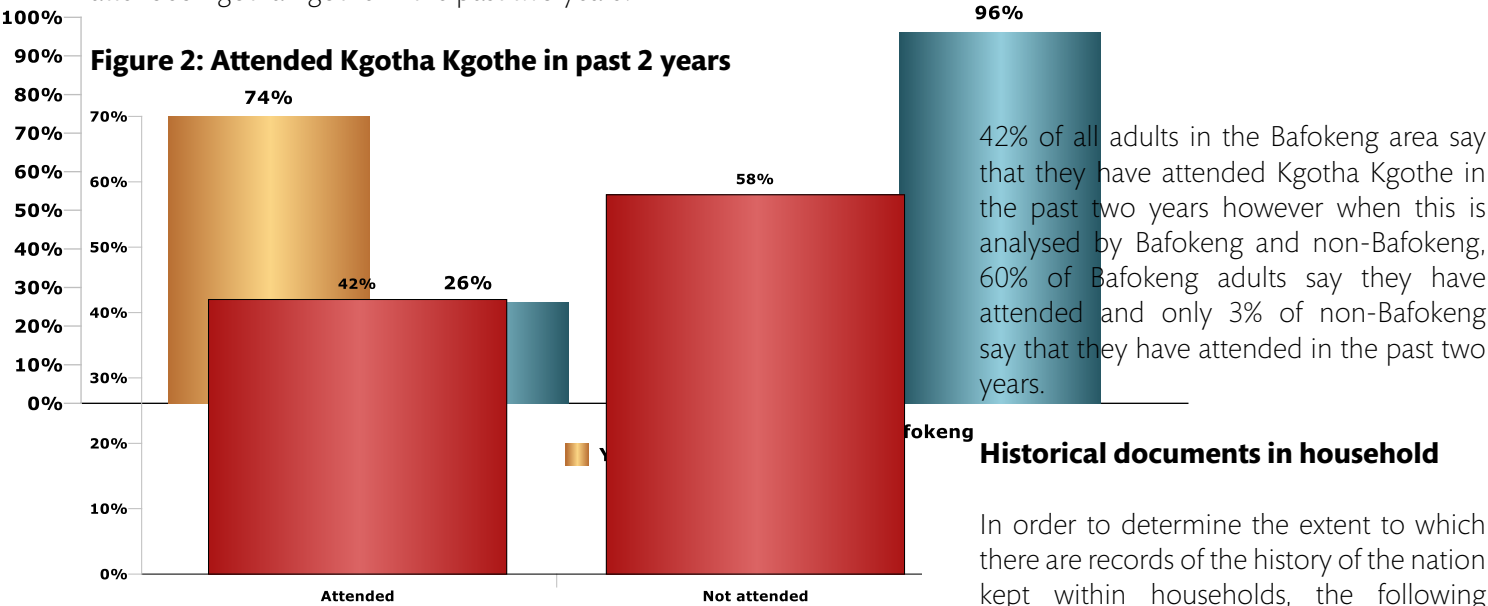
Figure 1: 1: Bafokeng/non-Bafokeng membership of a Kgotla

Based on the Household Survey data there are an estimated 46 588 adults (50.8% of the adult population) who say that they are a member of a Kgotla. Just fewer than 4% of non-Bafokeng adults claim to be members of a Kgotla and 26% of adult Bafokeng say that they are not members of a Kgotla.

Attending Kgotha Kgothe

In order to determine the extent to which Bafokeng attend Kgotha Kgothe, the following question was asked: Have you attended Kgotha Kgothe in the past two years?

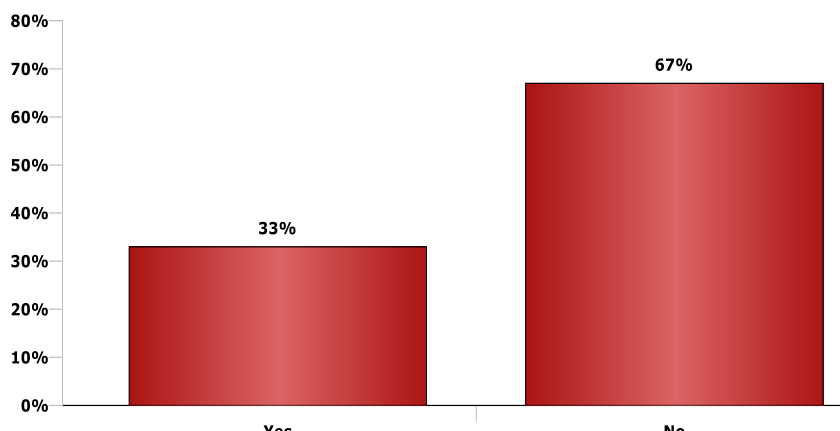
Figure 2: Attended Kgotha Kgothe in past 2 years



Historical documents in household

In order to determine the extent to which there are records of the history of the nation kept within households, the following question was asked of respondents: **In this household, are there any old photographs, documents or maps documenting the history of your family or the Bafokeng Nation?**

Figure3: Household has historical photographs or documents of Bafokeng Nation*



***Filtered by Bafokeng**

About one third of Bafokeng adults claim that there are old photographs or documents recording the history of the Bafokeng Nation within their homes.

Plans for 2012

In addition to taking the BDA live on bafokeng.com we will focus on expanding the archive with new material, including oral histories gathered from community members with knowledge of key events in recent Bafokeng history.

We will release a comprehensive PULA report, and we will begin tracking poverty indicators in the RBN.



INVESTMENTS

"COMMUNITY INVESTMENTS"

Report by Royal Bafokeng Holdings

THE YEAR IN REVIEW

Financial review 2011

HIGHLIGHTS

81% increase in dividend income

6% increase in gross asset portfolio Diversification strategy received a major boost through the increase stake in RMB Holdings and Rand Merchant Insurance Holdings

Sale of Senwes and SACMH investments

Gearing levels increased to more optimal levels

RBH underperformed the ALSI during 2011 due to a high exposure to mining Shares Long-term performance remains well ahead of the market

Investment in commercial enterprises Commentary

The spill over effect of the European Union's economic woes during 2011 was detrimental to 'risky' assets such as emerging market currencies and commodities. The rand depreciated by 23%, the ALSI lost 1% and the Commodity Research Bureau (CRB) Commodity Index was down 8% during 2011.

Three macro factors negatively impacted on RBH's portfolio, namely the decline in the platinum price, indigenisation legislation in Zimbabwe and the nationalisation debate in South Africa. The platinum price, to which RBH's portfolio is heavily exposed, declined by 21% during the year. The indigenisation and nationalisation debates served to increase uncertainty and potentially the cost of doing business, which, together with lower commodity prices, culminated in large share price declines of RBH's three mining investments.

The negative return of our mining investments, in turn, resulted in the RBH overall portfolio delivering an



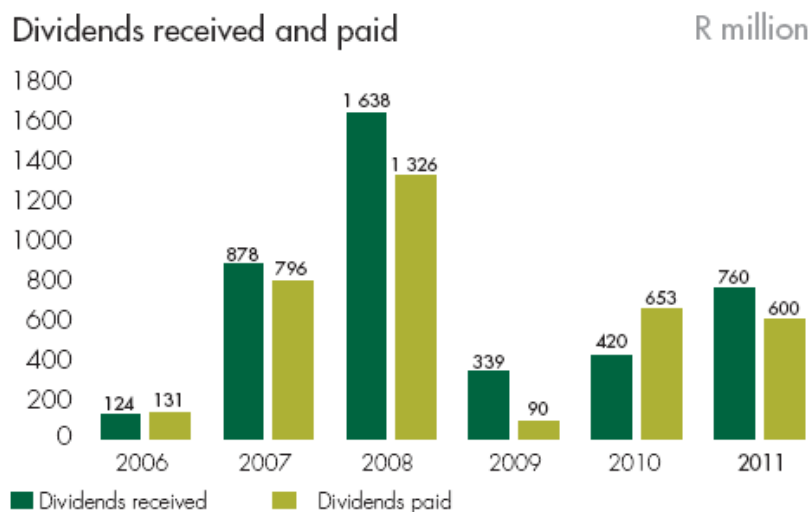
internal rate of return (IRR) of -13.8% for 2011, despite strong operational and share price performances from our non-mining assets. The most recent financial services investment was made shortly before year end and, hence, did not meaningfully influence the investment performance for the year. It did, however, contribute to the 6% growth in the portfolio's value of gross assets.

The financial services acquisitions acted as a catalyst for optimising the balance sheet during 2011. Gearing at year end stood at 29%, from 10% at the end of 2010.

Looking ahead, there appears to be increasing confidence that a Eurozone solution to the Greek sovereign crisis will be found, which has already boosted commodity and share prices after year-end. Furthermore, a re-rating of our financial services investments has also taken place post year-end. These factors bode well for 2012, despite the seriousness and fluidity of the Eurozone problems.

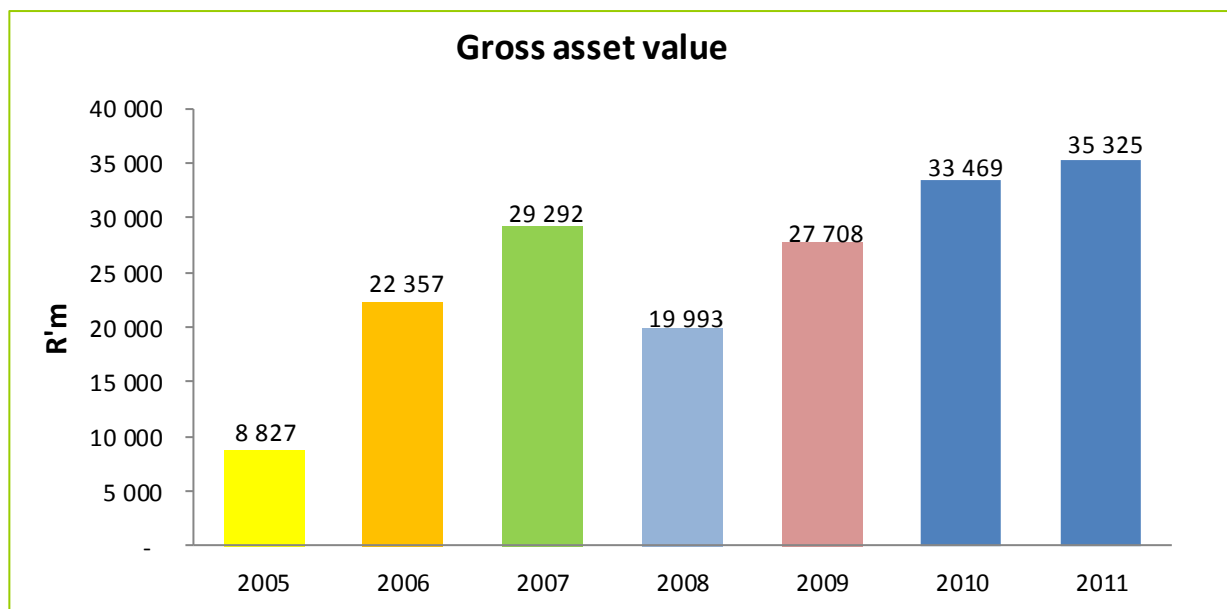
Dividends received and paid

Dividend income grew by 81% during the year, driven by higher dividends from Implats and new investments in financial services. Part of the dividends received was utilised to service newly raised debt. Dividends paid to our shareholder amounted to R600 million in 2011. The 2010 dividend was inflated by the return of excess capital to the shareholder.

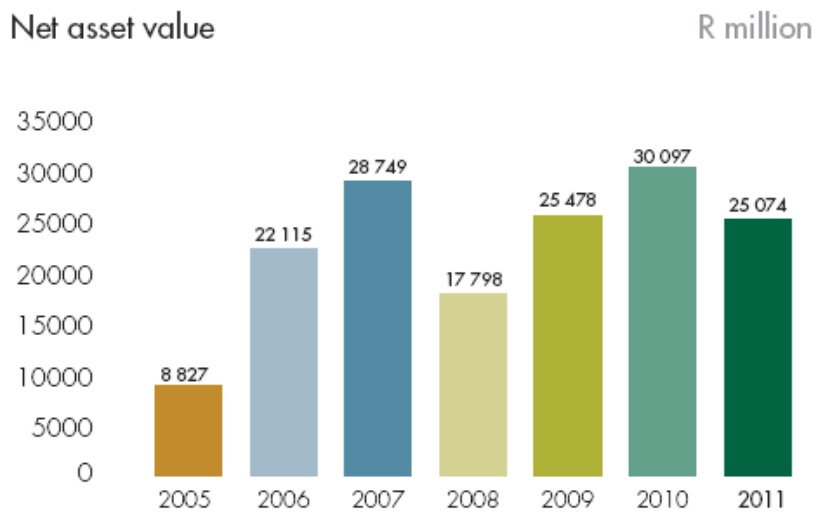


Portfolio value

The value of RBH's gross assets grew by 6% to over R35 billion, from a restated R33 billion in 2010. Large declines in our mining asset values were offset by new investments in and strong growth from our financial services assets.



Due to the decline in mining share prices and the gearing introduced during the year the net asset value (NAV) declined by 17% from a restated R30 billion in 2010 to R25 billion.



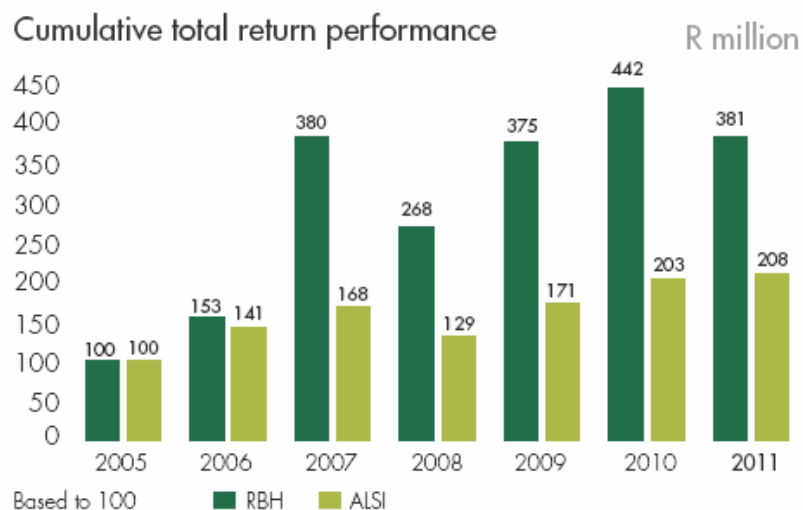
Relative cumulative total return performance

The RBH gross asset portfolio delivered a -13.8% IRR for 2011, which was below the ALSI's 2.6% total return.

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

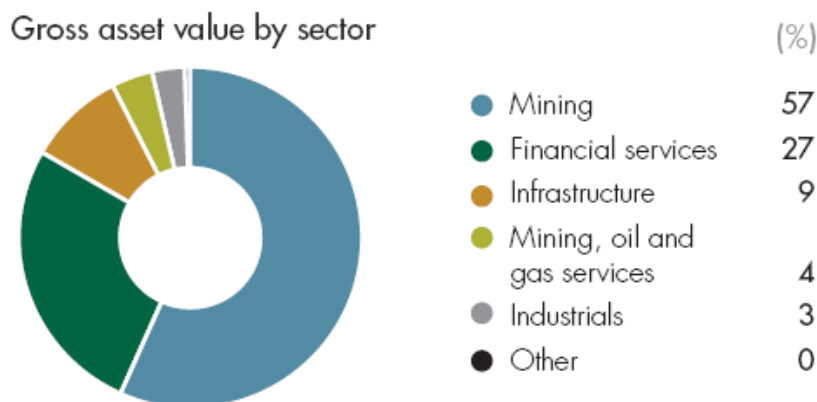
	RBH	JSE ALSI	JSE RESI
	(gross assets)		
IRR – 2011	-13.8%	2.6%	-6.0%
IRR – 2006-2011	22.7%	13.0%	11.2%

Due to being overweight in platinum mining shares for historical reasons, RBH underperformed the ALSI in 2008 and 2011. RBH nevertheless comfortably outperformed the ALSI on a cumulative basis. RBH's IRR on gross assets over the past six years was 22.7%, compared with the ALSI's 13.0% compound annual growth rate (CAGR) for the same period.



Sectoral split by value

The R7.8 billion investment in financial services during 2011 has transformed the portfolio from being dominated by resources shares to being more diversified. At year-end, 43% of the value of the portfolio consisted of non-mining investments.



Investment in commercial enterprises

RBN asset portfolio as at 31 December 2011

The 6% increase in the value of gross assets was boosted by our investment in financial services, offset to some extent by the sale of Senwes and SACMH and a decline in mining share values during the year. The bulk of the new acquisitions were funded with debt. This, together with the decline in mining share values, caused the portfolio's NAV to decline by 17% during the year.

RBH Asset Portfolio as at 31 December 2011											
R million	2011	% change	2010	% change	2009	% change	2008	% change	2007	% change	2006
Market value of listed investments	29 708	7%	27 841	19%	23 395	54%	15 178	-44%	27 128	28%	21 268
Impala Platinum Holdings Ltd	13 909	-28%	19 363	15%	16 872	50%	11 221	-43%	19 719	21%	16 336
Royal Bafokeng Platinum	5 151	-18%	6 245	26%	4 940	75%	2 824	-43%	4 963	29%	3 847
Merafe Resources Ltd	663	-45%	1 195	19%	1 008	65%	612	-64%	1 685	203%	556
Zurich Insurance Company of South Africa	673	16%	581	165%	220	-1%	222	2%	218	19%	183
Metair Ltd	372	60%	232	132%	100	-9%	110	-60%	272	nm	-
Astrapak Ltd	174	-22%	224	-12%	256	35%	189	-30%	270	-22%	346
RMI Holdings Ltd	2 986	nm	-	0%	-	0%	-	0%	-	-	-
RMB Holdings Ltd	5 781	nm	-	0%	-	0%	-	0%	-	-	-
Directors' valuation of unlisted investments	5 617	0%	5 629	31%	4 312	-10%	4 815	122%	2 165	99%	1 090
Vodacom SA (Pty) Limited	2 550	10%	2 310	10%	2 105	-20%	2 623	nm	-	0%	-
Fraser Alexander Holdings (Pty) Ltd	1 077	10%	980	19%	827	-4%	860	16%	741	56%	476
Atterbury Investment Holdings	643	29%	499	nm	-	0%	-	0%	-	0%	-
M B Technologies (Pty) Ltd	377	-47%	711	-10%	792	1%	784	0%	785	105%	383
MOGS (Pty) Limited	436	57%	278	103%	137	122%	62	nm	-	0%	-
Eris Property Group (Pty) Limited	86	-1%	87	18%	74	62%	46	nm	-	0%	-
Bafokeng Sports Campus (Pty) Ltd	365	0%	365	nm	-	0%	-	0%	-	0%	-
Other	83	-79%	399	6%	378	-14%	441	-31%	639	32%	230
DHL Express South Africa (Pty) Ltd	36	81%	20	-2%	20	2%	20	-27%	27	-24%	36
M Tech (Pty) Ltd	16	10%	15	15%	13	0%	13	4%	13	nm	-
Pasco Risk Management (Pty) Ltd	8	-13%	9	1%	9	0%	9	0%	9	-10%	10
Bafokeng Concor Technicrete (Pty) Ltd	0	-67%	1	-71%	3	16%	3	-14%	3	0%	3
Metuba (Pty) Ltd	14	17%	12	7900%	0	-98%	7	-4%	7	96%	4
Senwes (Pty) Ltd	-	-	271	13%	239	50%	159	-1%	161	44%	112
Royal Bafokeng Capital (Pty) Ltd	-	-	55	-23%	71	-58%	171	-47%	321	nm	-
Liberty Star Holdings (Pty) Ltd	-	-	-	0%	-	0%	-	-100%	97	47%	66
First Uranium	2	-84%	9	-54%	21	-65%	60	nm	-	0%	-
T-Jet Helicopters	6	0%	6	nm	-	0%	-	0%	-	0%	-
Praxima Holdings	2	11%	1	0%	1	nm	-	0%	-	0%	-
Gross asset value	35 325	6%	33 469	21%	27 708	39%	19 993	-32%	29 292	31%	22 357
Less: Liabilities	10 251	204%	3 372	51%	2 230	2%	2 195	304%	543	124%	242
Net asset value	25 074	-17%	30 097	18%	25 478	43%	17 798	-38%	28 749	30%	22 115

PUBLIC AND COMMUNITY UTILITIES



“BUILDING A SOLID INFRASTRUCTURE FOR THE FUTURE”

Report by Infrastructure Company

OVERVIEW

Royal Bafokeng Infrastructure Company is responsible for planning and implementation of all infrastructure development, maintenance of assets and rendering services in all RBN villages. This includes the following:-

**Civic and School buildings; Water reticulation; Clinics; Post Offices; Sewer Network and Plants
Roads; Street lights; Community Halls; Recreational Facilities and
Business services (site and bulk services)**

Demand for more roads, street lighting, sanitation, storm water drainage system etc. will continue and the company is aware of the need although provision and timelines of delivery of these services will be informed by Community inputs and the Masterplan.

The water reticulation network supply via a new bulk line to the Kgale reservoir as well as a bulk line to feed the areas of Masosobane, Madubu and Raffreddy residential has been completed. The new Lefaragatlhe bulk line water supply and new pump station is also completed. For 2012 and 2013, the company will make more water available through the new proposed Pilanesberg South System from Vaalkop Dam.

General road maintenance remains a key service that must be provided to the community. A contractor will be appointed to start upgrading and paving identified roads.

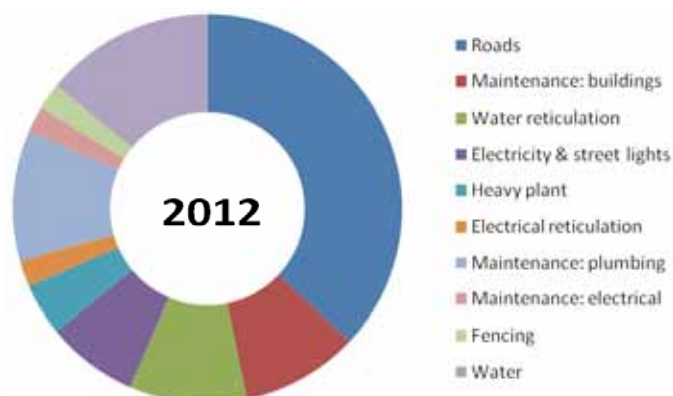
It is the company's aim to install waterborne sewer networks in all villages within the next five years. The design of the bulk outfall line as well as sewage treatment plants in the Western side of the RBN has been completed. The focus this year will be on the villages on the Eastern side of the RBN.

2011 BUDGET – R126 million

2012 BUDGET – R220 million



Roads	22%
Maintenance: buildings	11%
Water reticulation	24%
Electricity	13%
Vehicles	0%
Electrical reticulation	3%
Maintenance: plumbing	11%
Maintenance: electrical	17%
Fencing	3%
Other	6%



Roads	34%
Maintenance: buildings	9%
Water reticulation	9%
Electricity & street lights	7%
Heavy plant	4%
Electrical reticulation	2%
Maintenance: plumbing	10%
Maintenance: electrical	2%
Fencing	2%
Water	13%
Other	8%

PROJECTS	ACTIVITIES	LOCALS EMPLOYED
General Plumbing Maintenance.	100% Done	On going
Water Testing and Monitoring	100% Done	On going
Telemetry System and Management	100% Done	On going
Sewer Plants Operation and Maintenance	100% Done	On going
Water Pump Station Operation and Maintenance	100% Done	On going
Pressure Control Valves Operation and Maintenance	100% Done	On going
Replacement of Isolation Valves	100% Done	On going
Bulk Water Purchasing	100% Done	On going
New Water Meter Connections Installation	100% Done	On going

INFRASTRUCTURE DEVELOPMENT SERVICES RENDERED IN 2011

NORTH EAST REGION

PROJECTS	ACTIVITIES	LOCAL LABOUR	2012 FOCUS
Rehabilitation of existing roads (crack seal)	<p>Tsitsing and Mogajane – (5.800 km) 100% complete</p> <p>Tsitsing – Tantanane - (3.800 km) 100% complete</p>	<p>6</p> <p>6</p>	<p>Tlaseng – Mogajane (5.800 km)</p> <p>Tsitsing to Tantanana (3.800 km)</p> <p>Tsitsing Internal roads (2.800km)</p> <p>Maile Extension internal (0.800km)</p>
Construction of New Roads	<p>Kopman road – 250m 100% complete</p> <p>Diepkuil (620m²) and Rooikraal (1700m²): Construction of bus turning circles – 100% complete</p>	<p>18</p> <p>10</p>	<p>Kopman Internal road (0.678km)</p> <p>Tsitsing Internal road (0.760km)</p> <p>Tantanana Internal road (0.710km)</p>
Street lighting	<p>Installation of street lights completed in the following areas:</p> <p>Tlapa; Mabitse & Rooikraal (2.32km) 99% Complete (Awaiting ESKOM Connection)</p>		<p>Mabitse (2.400 km)</p> <p>kopman (0.678 km)</p> <p>Motsile (2.450 km)</p>
Clinics	Tlaseng clinic renovations - 100% Complete		None
Sanitation	Consultants appointed to design the waterborne sewer network system for all Bafokeng villages		<p>Water study process is currently been undertaken</p> <p>To finalise engagements with prospective funding partners for the project implementation.</p>

CENTRAL REGION

PROJECTS	ACTIVITIES	LOCAL LABOUR	2012 FOCUS
Roads construction	Marakana / Mosenthal (2.000km) – 100% complete	42	Kanana Internal road (3.650 km)
	Lesung (1.300km) - 100% complete	42	
Street lighting	Installation of street lights completed in the following areas, Marakana; Mafika & Serutube (2.94 km) 99% complete (Awaiting ESKOM connection)		Kanana (5.660 km) Mosenthal (5.000 km) Marakana / Mosenthal (2.740km) Lesung (2.800 km)
Electrical reticulation	Kanana / Chachalaza 1 (90 Stands – 100% Complete)	18	None

SOUTH EAST REGION

PROJECTS	ACTIVITIES	LOCAL LABOUR	2012 FOCUS
Rehabilitation of existing roads	Thekwane – Mfidikwe road & Photsaneng Internal (3.000km) 100% complete for crack sealing and patching	6	Thekwane – Mfidikwe & Photsaneng Internal road (3.000km) resurfacing and road markings
	Thekwane - Photsaneng road - sidewalks (1.500km) 100% complete	6	
Street lighting	Installation of street lights in the completed in the following areas: Thekwane (2.8km) and Photsaneng areas (320m) Awaiting ESKOM connection		Thekwane (10.100km) Photsaneng (0.500km) Mfidikwe (1.430km)
Sanitation	Consultants have been appointed to design the waterborne sewer network system for all Bafokeng villages		To finalise engagements with prospective funding partners for the project implementation. Water study process is currently been undertaken

NORTH REGION

PROGRAM\ PROJECT	ACTIVITIES	LOCALS LABOUR	2012 FOCUS
Rehabilitation of existing roads	Luka main road (5.000km) 100% complete	6	Chaneng – Mafenya (2.000km) road planned
Street lighting	Installation of street lights completed in the following areas: Rasimone & Mafenya (4.360Km) (Awaiting ESKOM connection)		Rasimone (0.800km) Mogono (2.800km)
Sanitation	Consultants have been appointed to design the waterborne sewer network system for all Bafokeng villages		To finalise engagements with prospective funding partners for the project implementation. Water study process is currently been undertaken

CAPITAL REGION

PROJECTS	ACTIVITIES	LOCAL LABOUR	2012 FOCUS
Rehabilitation of existing roads	Surfacing of Lefaragatlhe main road – (3.500km) 100% complete	9	Raffredy Internal road (0.900km) to be done 2012.
Construction of New Roads	Ntseweng Road (0.270km) – 100% Complete.	12	Stormwater study for capital region to be conducted.
Street lighting	Installation of street lights completed in the following areas: Bobuanja, Lefaragatlhe, Kgale, Lenatong, Kotokoto, Windsor, Lemenong (7.000Km) (Awaiting ESKOM connection)		Bobuanja – Lefaragatlhe (3.200km) Kgale (4.000km) Greenside road (0.940km)
Clinics	EMS centre 100% Complete.	9	None
Electrical reticulation	Matlhatsimarwane 2 (60 Stands) – 100% Complete. Matlhatsimarwane 1 (17 Stands) – 100% Complete.	7 6	Lemenong (68 Stands) Lenatong (16 Stands) Raffredy (25 Stands) Lenatong Ext. (10 Stands)
Sanitation	Consultants have been appointed to design the waterborne sewer network system for all Bafokeng villages		To finalise engagements with prospective funding partners for the project implementation. Water study process is currently been undertaken

SAFETY AND SECURITY

“MAKING COMMUNITY SAFETY A PRIORITY”

Report by Royal Bafokeng Protective Services

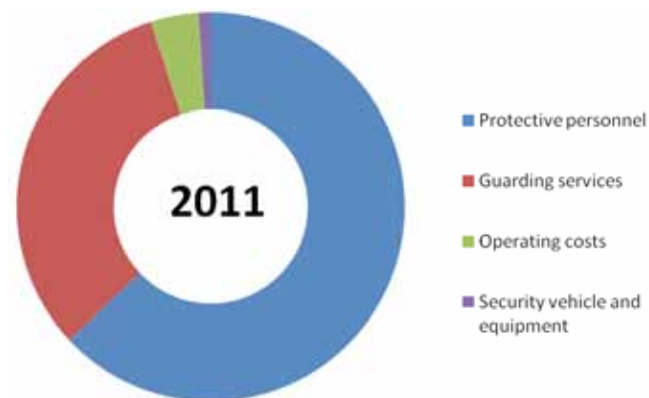
OVERVIEW

During 2011 we continued to implement our objectives of Risk Determination and Management, the Safeguarding of RBN assets and making the area a safer place to live in for communities in order for them to develop progress and prosper. The year also saw the start of the unbundling/ restructuring process to amongst others; transform the Department of Protective Services into an independent entity.

The Reaction Force was being inundated with calls from community members calling for assistance regarding crime and family related matters. Four thousand two hundred and twenty five [4225] Community calls were received during the year as indicated in the graphs below. Note that the Reaction Force is a Community Policing Force, assisting communities with criminal matters and does not have a crowd management capacity.

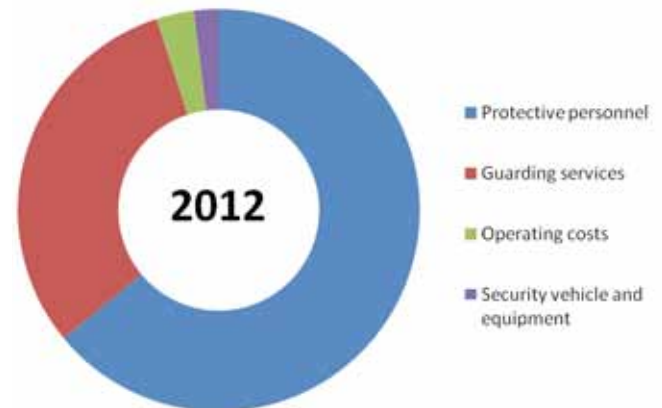


2011 BUDGET – R46.6 million



Protective personnel	63%
Guarding services	32%
Operating costs	4%
Security vehicle and equipment	1%

2012 BUDGET – R 51 million



Protective personnel	64%
Guarding services	31%
Operating costs	3.0%
Security vehicle and equipment	2%

A criminal investigator had been appointed on a fulltime basis. A "Hunting Team" to round up suspects wanted by both the Reaction Force as well as the SAPS, had been formed around this person. Thirty seven [37] wanted suspects were apprehended by this Team and charged at the SAPS.



Operations to reduce and prevent the loss of stock to our farmers continued and 202 [two hundred and two] head of cattle were recovered and forty [40] arrests made for stock related offences. Similar operations regarding the use and or selling of drug related substances

continued and one hundred and fifty four [154] arrests were made and 457 kg of dagga confiscated.

School searches were being conducted in conjunction with the RBI to make our schools safer. Learners detected using drugs were referred to the RBI or Health and Social Services for rehabilitation. A number of operations to contain the selling of endangered species i.e. tortoises and chameleons were successfully conducted with officials of the Department of Nature Conservation

Crime Profiles indicating the types of crime, crime trends, etc, were submitted to all decision makers on a monthly basis, while issues affecting communities were also submitted as and when such issues were reported to members of the Department. Criminal issues were liaised with the SAPS. The Monthly Media Scan of all reporting about the RBN was discontinued due to a lack of funds.

The move to new premises assisted in housing the whole unit together assisting in command, control and communication.

To render services closer to the communities, a satellite contact point was opened at the Makukama offices in Kanana. This point had been removed from Robega due to social instability in the Chaneng/ Robega areas. Tactical as well as Refresher Training of members continued during the year. The planned management training of the

Leader Element could not take place due to a shortage of funds in the centralised budget for training managed by the RBA.

Security Committees had been formed in the villages along the lines of neighbourhood watches. Twenty members per Region had been formally trained in general law enforcement matters with the idea to link these to the various Makgotla to help relieve the numerous calls received by the Reaction Force that could actually have been resolved at Family or Makgotla level.

Combined and Joint Crime Prevention Operations with members of the various SAPS Stations serving our area continued on a regular basis.

Our vehicle fleet, ensuring higher visibility and quick reaction to call outs, were updated during the year.

All our schools were fitted with alarms systems during the year for better protection of valuable items. Some schools are however struggling with the activating and de-activating of alarms, often resulting in response to an activated alarm only to find that official business is being conducted, but the alarm was not de-activated when the premises was entered into.

No general recruitment took place during the year. The Supreme Council allocated funds to form a section to assist the Tribal Court in its daily operations. Due to the restructuring process, the formation of this section has been carried over to 2012.

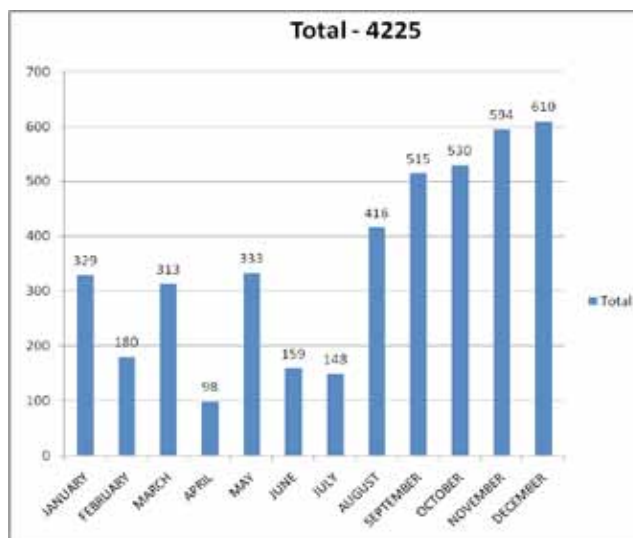
The formation of the planned Traffic Section did not materialize as result of the fact that no Memorandum of Understanding between the RBA and the Rustenburg Local Municipality and the North West Department of Traffic was put in place.

Two cases of Assault were made by members of our communities against the Reaction Force during the year. In the first case the complainant was treated by our EMS prior to the alleged incident where the mother called the Reaction Force for Domestic Violence at home. The complainant opened the criminal case sixty three days after the alleged incident without any medical proof of injury. The complainant later withdrew the case from court.

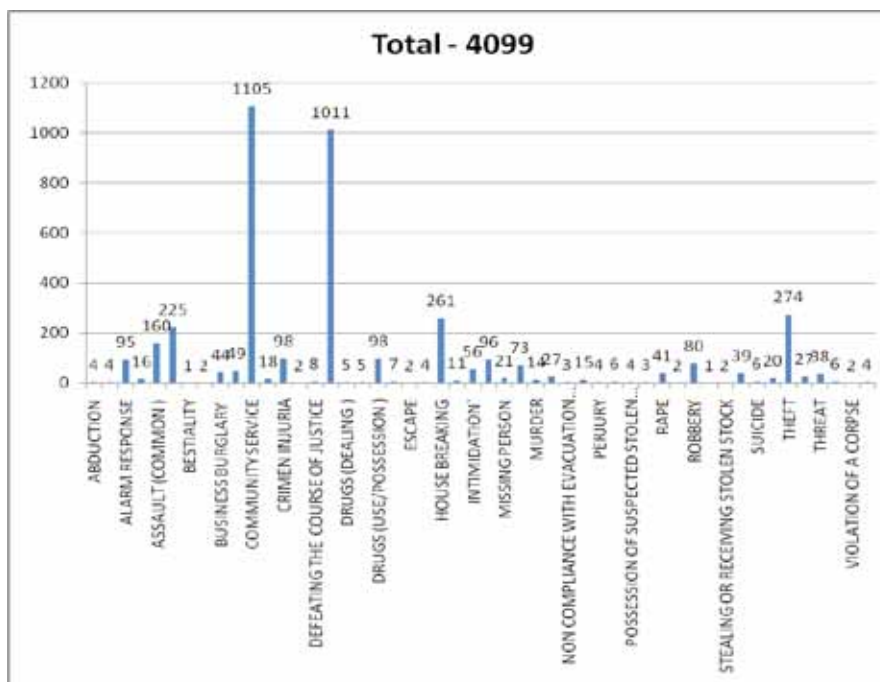
The second case, also a result of a mother calling the Reaction Force for alleged misbehaving of the daughter, was also withdrawn by the complainant during the court process

GRAPHIC DETAIL OF OPERATIONS

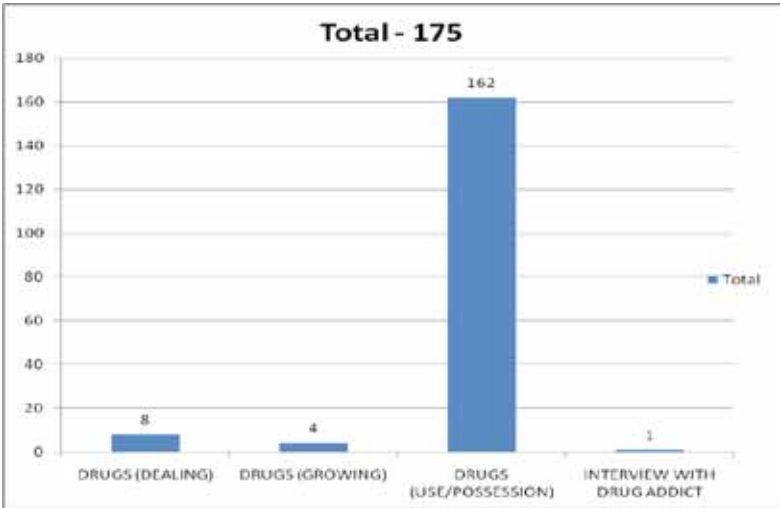
COMMUNITY CALLS RECEIVED DURING 2011



TOTAL NUMBER OF CRIME INCIDENTS ATTENDED

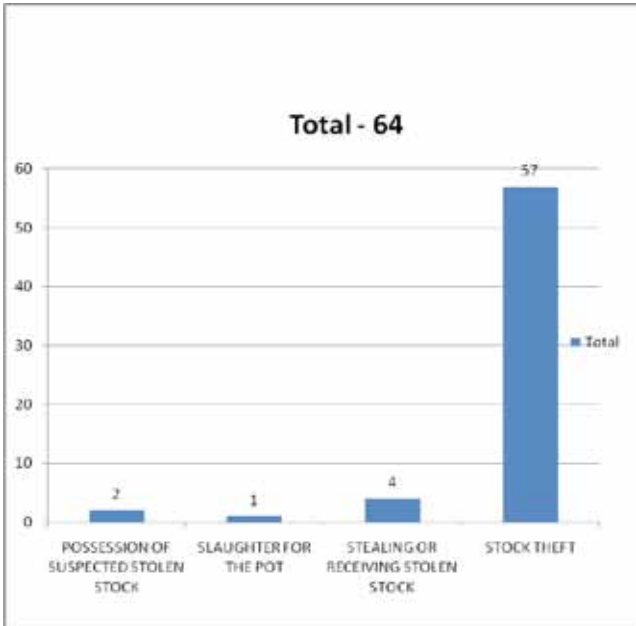


RBN AREAS AFFECTED BY CRIME



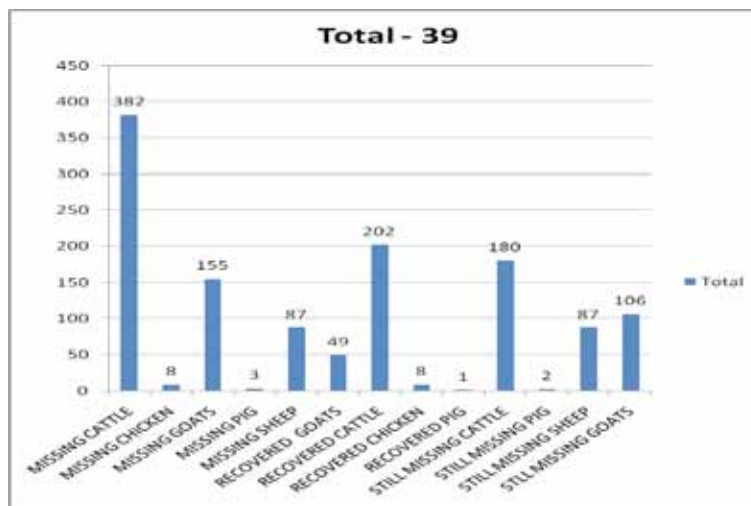
Note: Dagga weighing 457 kg at a street value of approximately four million rand was retrieved by the Reaction Force during 2011. One hundred and fifty four [154] suspects were arrested.

NUMBER OF STOCK THEFT INCIDENTS



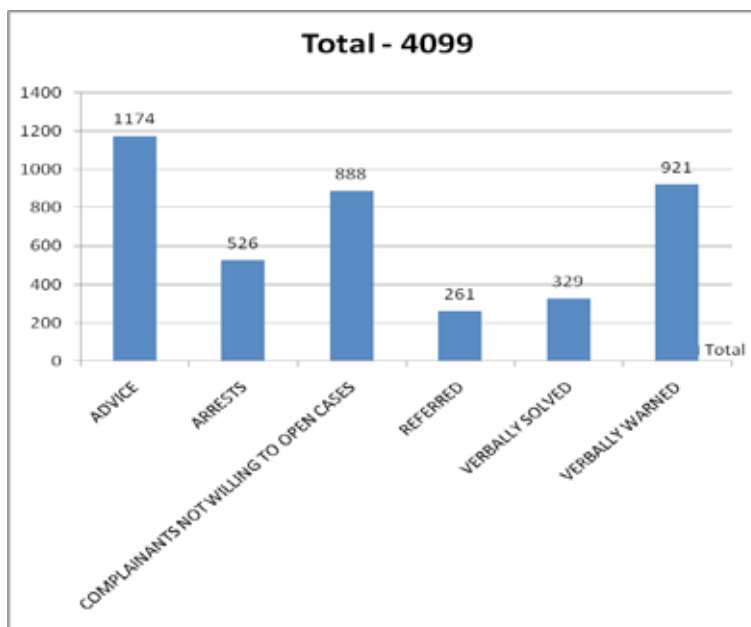
Note: Forty stock theft suspects were arrested by the Reaction Force during 2011.

OUTCOMES OF STOCK THEFT



Note: 202 head of cattle valued at R 800 000 – 00 [eight hundred thousand rand] and 46 goats valued at R 19 000 – 00 [nineteen thousand rand] were retrieved by Reaction Force members during 2011.

OUTCOMES OF CRIME INCIDENTS ATTENDED DURING 2011



Note: The reason complainants are not willing to open criminal cases are diverse of nature ... amongst other the fact that suspects might be relatives, complainants having lost confidence in the SAPS and Judicial system to ensure justice prevails, complainants only calling Reaction Force members to “shock perpetrators,” complainants not prepared to endure and attend criminal cases to be postponed repetitively and complainants being intimidated ... and fearing consequent intimidation by perpetrators afterwards.

SPORT

THE BUSINESS OF SPORTAND DEVELOPMENT

Report by Royal Bafokeng Sports

OVERVIEW

The year 2010 was a great sporting success for the nation. This meant that 2011 was going to be a challenge as it was always going to be measured against the success of the 2010.

In 2011 the Royal Bafokeng Sports Academy did their first intake of talented children selected from the Bafokeng villages.

The Platinum Stars Development Program for under 19 and under 17 teams was formed; they will participate in the local SAFA leagues.

RBS obtained a regional status for netball, allowing the netball teams in the Bafokeng villages to participate in their own regional league.

Basketball was launched in May 2011 as a sixth sporting code. Three of the Bafokeng karatekas took part at the Thailand World Championships.

Three rugby players from the intermediate teams were selected to represent RBS in the National under 16 and under 19 Academy Rugby week.

The focus in our commercial assets is to make them self-sustainable. The Royal Marang Hotel is expected to breakeven in the New Year and turn profit in the coming years.

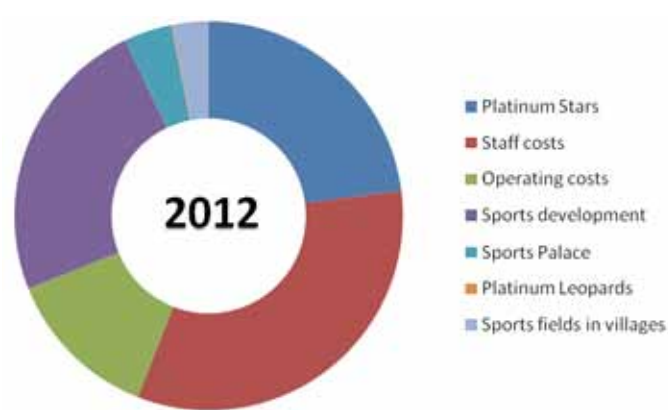
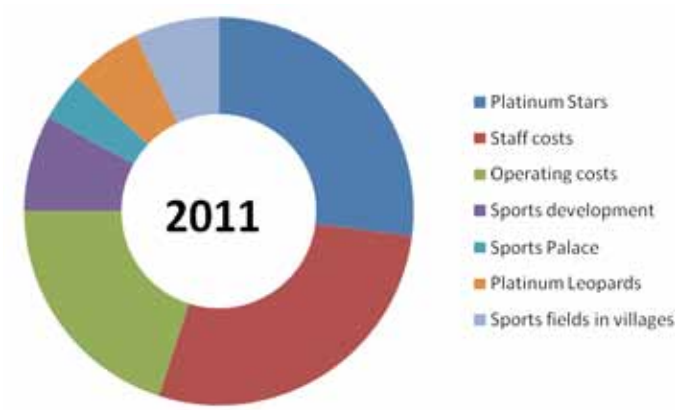
The priorities going into 2012 will be to overcome the challenges faced in the after school and inter-school programs. In our intermediate program, focus will be in the athletes preparing for the 2012 London Olympics. Learning's from the success of basketball in 2011 will be shared with other sporting codes and teachers will be empowered to coach school teams.





2011 BUDGET – R70.3 million

2012 BUDGET – R68.5 million



Platinum Stars	27%
Staff costs	28%
Operating costs	20%
Sports development	8%
Sports Palace	4%
Platinum Leopards	6%
Sports fields in villages	7%

Platinum Stars	23%
Staff costs	33%
Operating costs	13%
Sports development	24%
Sports Palace	4%
Platinum Leopards	0%
Sports fields in villages	3%



2011 HIGHLIGHTS

ACADEMY

- o First intake of learners took place.
- o Formation of additional teams for Platinum Stars development programmes.

INTERMEDIATE PROGRAMMES

- o Netball - obtained regional status
- o Hosting of U/19 and U/21 National netball league, and the U/21 finishing second on the same tournament
- o Launching of Basketball in May 2011 as the 6th sporting code. The league was played in 18 schools all with girls and boys teams, resulting in a total of 36 teams with a total of 432
- o Attaining of no. 1 position in the country by the Bafokeng Dojo. Participation of three of our Karatekas in the Thailand World Championships
- o Elite athletes are on the verge of qualifying for the London 2012 Olympic Games

COMMERCIAL ASSETS

- o Hosting of high profile events, like OR Tambo challenge, the Queen mother's charity cup, the Milo U/13 National championship.
- o Climbing to 10th Position by Platinum Stars(at the end of 2010/11 season)

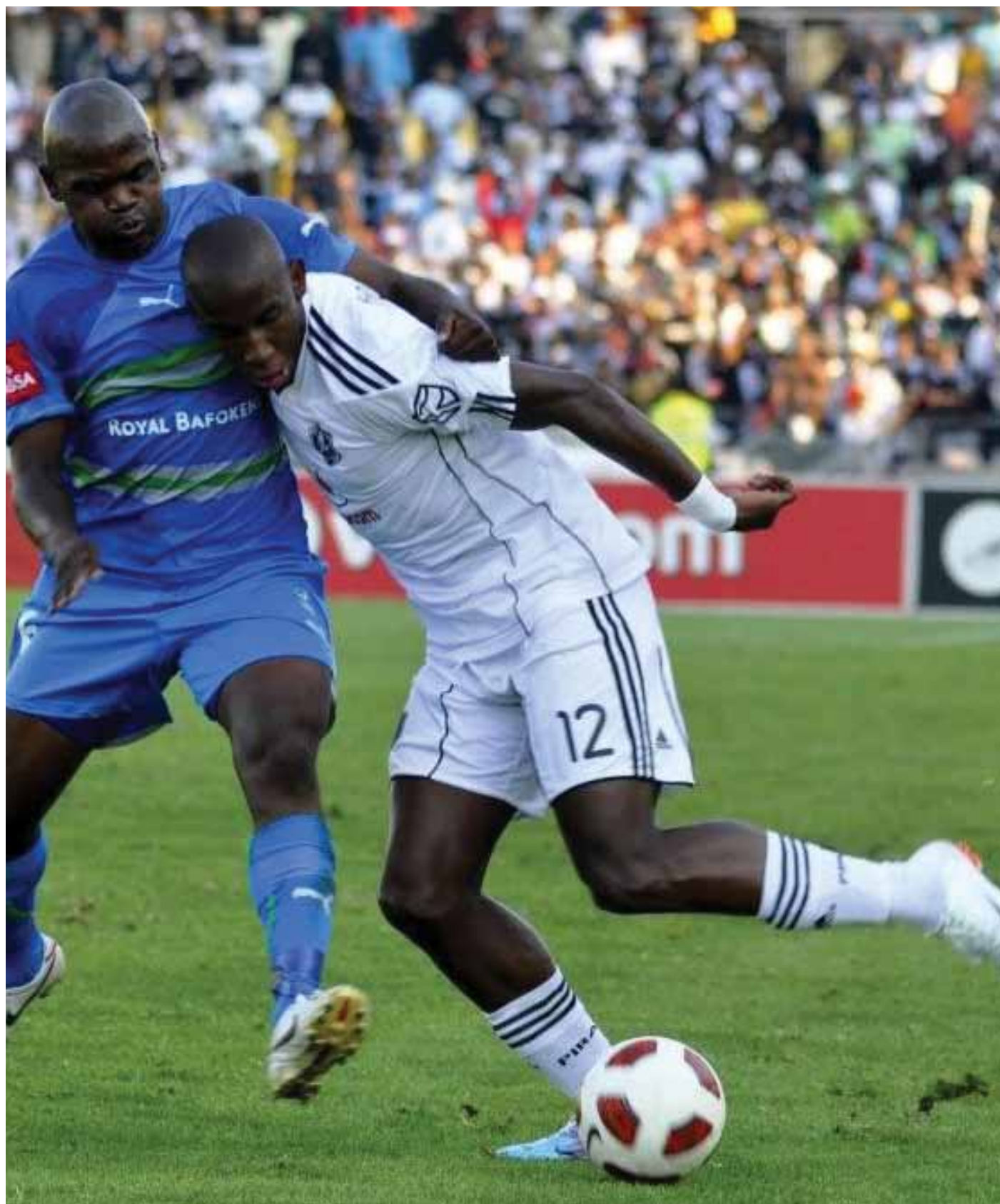
FUTURE PLANS

- o The priorities going into 2012 will be to overcome the challenges faced in the after school and inter-school programs. Relations with the Royal Bafokeng Institute and the Department of Education will be strengthened to assist us with the programs. Training of school sport coordinators remains to be very important to ensure quality delivery of physical education classes
- o In our intermediate program, focus will be in the athletes preparing for the 2012 London Olympics.
- o Our coaches will be providing training in various sporting codes to the teachers in schools to empower them in coaching the school teams. Learnings from the success of basketball in 2011 will be shared with other sporting codes.
- o The second intake of academy students is planned in January. The newly formed Platinum Stars development teams will start competing in national competitions in a program to increase their skills and competitiveness. This will ensure that our home grown talent is able to be absorbed into the senior team easily. Soccer leagues in the villages will be revived in the coming year
- o We will continue to market our commercial assets in order to make them venue of choice and self-sustainable. o The Royal Marang Hotel is expected to breakeven in the New Year and turn profit in the coming years. This entity has potential to create more employment opportunities than is currently the case.



Department	Objectives
Sports Development: Intermediate and Elite Sports	Encourage Participation of children, youth and adults in sport (physical education and after-school/village programmes).
Sports Development – Sport in Schools	Encourage Participation of children, youth and adults in sport (physical education and after-school/village programmes). Identify and develop sporting talent. Recruit and develop coaching staff.
Sports Academy	Identify talent at intermediate level of the development pyramid and develop to a professional level Commercialize the academy Creating a pool of professional coaches and facilities
Platinum Stars	To finish the league within top 8. To develop a highly professional soccer team. To become a catalyst for young talent to become professional soccer players in the PSL and internationally
Facilities	To provide maintenance and management services to RBS facilities To hire out the use of these facilities for commercial gain To facilitate the use of these facilities for community events To provide facilities to meet the requirements of other departments within the organization





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