



THE ROYAL BAFOKENG NATION



# Kgotha Kgothe Report

Financial Year 2009

*Distributed at Kgotha Kgothe, 18 September 2010*

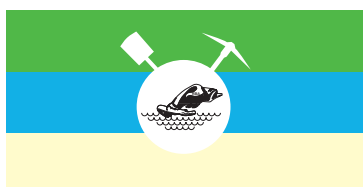






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*\*Please note that the RBH 2009 Annual Review is available under separate cover.*



THE ROYAL BAFOKENG NATION





## Message from *Kgosi*



## Message from Kgosi

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In offering this overview of the 2009 financial year, I take direction from the goals and objectives we set for ourselves at the outset of the year, as well as the events and achievements we ultimately realised.

Our approach to investing in 2009 was guided by the macroeconomic environment in which we found ourselves, specifically the severe global economic downturn. This made us very cautious about entering into new investments, and very determined to play an active role in stewarding our existing investments. Key Corporate Social Investment projects around our new mining venture in Chaneng, the Styldrift mine, include a Community Learning Centre, holistic support for orphans and vulnerable children in Mafenya, Chaneng, Robega and Rasimone, and additional funding for health, education, and infrastructure projects in these villages. Environmental sustainability was a key focus around the development of this mine in 2009, especially on issues relating to renewable energy and water conservation, and it will remain so going forward.

In our planning and budgeting processes, one of our goals for 2009 was to ensure greater involvement by the Supreme Council in identifying key focus areas for development. This was achieved through the prioritization exercise carried out by the Office of Kgosi in August 2009. The budgets were submitted and approved later than planned, but the three-year planning and budgeting cycle was implemented, and the impact on our ability to effectively spend our resources was positive. We signaled a greater effort to make use of third-party funders at the beginning of 2009, and we made great strides in this direction, bringing in staff, resources, and materials to enable us to form these partnerships. Our conversations with the Development Bank of South Africa around debt funding for the completion of Lebone II and the water-borne sewage system, in particular, represent progress in this respect. Our newly established Project Management Office (PMO) will ensure the quality assurance and cost-effectiveness of these and all other projects in the RBN.

I announced in early 2009 that we would conduct an overhaul of our communications structures. In the lead-up to the 2010 FIFA World Cup, this was an imperative, and the results achieved during 2009

were impressive. A new website, social networking tools, redesigned materials, and a dedicated staff of writers, public relations officers, and media liaisons raised the bar significantly on our ability to tell the Bafokeng story to ever-widening audiences. Our capacity to archive and display Bafokeng creative works is still in process, delayed as a result of the budget constraints imposed by the economic recession. This remains a goal, but was not achieved in 2009.

The Leadership Development Initiative, another priority for 2009, continued apace, the specifics of which can be found in the RBI report. Suffice it to say that our commitment to "lifelong learning" applies first and foremost to our traditional leaders, and we are making strides in this effort.

Having adopted nine 'key focus areas' for developmental planning and budgeting through the Supreme Council prioritisation process, these nine areas will also correspond to the new portfolio sub-committees of Council. Although the sub-committees themselves were not constituted in 2009, Supreme Council did, as promised, take an important learning journey to the National Parliament in Cape Town where the procedures and processes necessary to running effective sub-committees were observed and interrogated. We now have a much clearer understanding of the role and importance of these committees, as well as how to manage their day-to-day operations.

There was considerable progress on the Masterplan in 2009, particularly in the areas of sport and education. The upgrade of the Royal Bafokeng Sports Palace, necessary in order to host the FIFA Confederations Cup and FIFA World Cup in 2010, was completed. The new stadium was launched in March 2009 at the Nelson Mandela Challenge, and was the first World Cup stadium to be declared ready. Work on the new campus for Lebone II, College of the Royal Bafokeng, continued, although it will only be completed in 2010. This impressive structure set in dramatic surrounds is designed to be the flagship educational institution for the entire Bafokeng region, and will become one of the most prominent landmarks on the Bafokeng landscape - not only for its architecture, but also for the quality of education it will provide. Due to financial constraints, work on the new sewage system was





delayed in 2009, but efforts to securing funding partners for the project continued.

I indicated at the outset of 2009 that we would be making changes to our Bafokeng tertiary loans, as well as implementing a "Teach for *Kgosi*" programme to attract more young people to the teaching profession. Both initiatives are on track, as are the other educational programmes through the Royal Bafokeng Institute that continue to demonstrate best practice in our schools.

A wide range of projects was undertaken in the area of health and social services in 2009, and almost every one of them is on track. Clinics were upgraded, anti-retroviral treatments were reaching over 1000 patients by the end of the year, and social development services for the elderly, orphaned and vulnerable, and disabled were vastly expanded. Our health baseline study was postponed, but is due to take place in 2010.

The Strategic Environmental Assessment was completed in 2009, laying a foundation for important forward-looking interventions in areas related to water, air, waste, energy, and agriculture. The Bafokeng SEA is the first of its kind conducted in a traditionally-governed community, and has been widely consulted by various stakeholders.

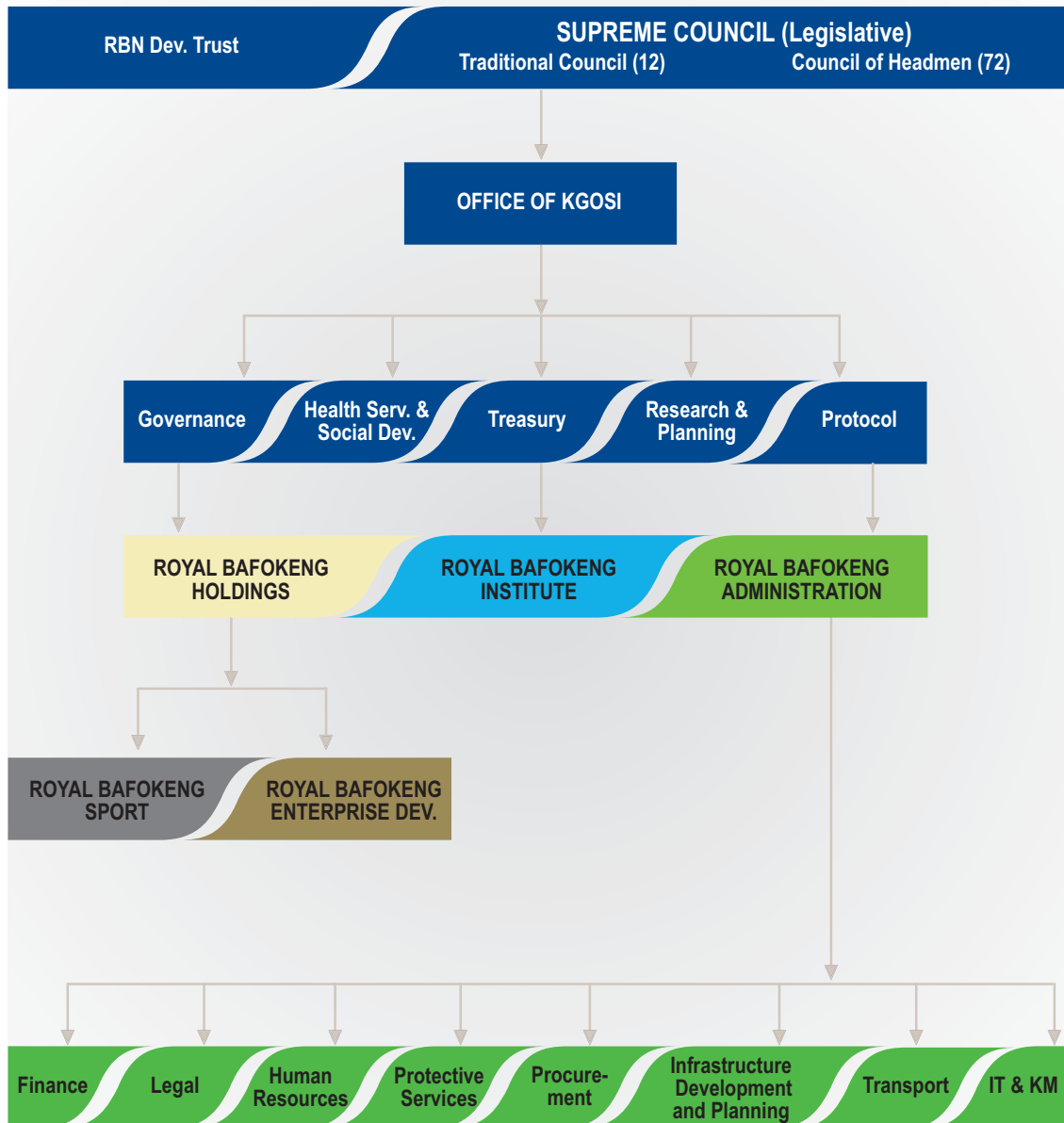
I announced that environmental awareness programmes would be rolled out in Bafokeng schools in 2009, which has not taken place. This remains a priority for the next planning cycle.

2009 was a banner year in terms of sport, starting with the relaunch of the Royal Bafokeng Sports Palace on the occasion of the Nelson Mandela Challenge in March. We also hosted the British & Irish Lions Rugby tour in May, and four matches of the FIFA Confederations Cup in June. Work on the new Bafokeng Sports Campus continued right throughout the year, with an anticipated completion date in early 2010. Samba Soccer and our other developmental programmes continue to attract young athletes, employ and involve adults, and bring a new level of fitness and activity to the entire community.

Overall, we met most of the goals we set for ourselves in 2009, and where we fell short, we will recommit ourselves to success in 2010. We continue to dream big, and shoot high, as this report makes clear. I invite you to read it carefully, and welcome your feedback and inputs as always.

***Kgosi Leruo Molotlegi***

## ORGANISATIONAL CHART





## Report from Office of Kgosi







## 1. Corporate Governance Department

The Corporate Governance Department's focus for 2009 was in the following areas: RBN Group Legal Services, Corporate Governance Compliance, Traditional Governance Structures, Land Affairs and Government Relations.

### 1.1 GROUP LEGAL SERVICES

#### 1.1.1 Inter Company Loan and Funding Agreements

In 2009, RBN loans to RBH were converted to equity in an arrangement which involved RBN, RBH and the RBNDT. At the end of the period under review, all the necessary draft agreements were reviewed in line with the 2009 funding requirements. Funding Agreements for the 2010 financial year in respect of the RBA, RBI, RBS, Lebone II College of the Royal Bafokeng and RBED were also concluded in line with the Budget approved by the Supreme Council.

#### 1.1.2 Entity Compact Agreements

Entity Compact Agreements in respect of the social delivery Entities were finalised. The Royal Bafokeng Institute concluded its Agreement with the RBN for the 2009 Financial Year.

#### 1.1.3 2010 FIFA World Cup

Following the requirements of the FIFA's regulatory regime relating to marketing and rights protection,

the Department assisted FIFA Legal Department during the 2009 FIFA Confederations Cup in ensuring that there was compliance along the FIFA Protocol Route and the Royal Bafokeng Sports Palace. The joint effort resulted in the Host City and the venue being one of the most compliant venues in this aspect.

#### 1.1.4 Minister as Trustee of Bafokeng Land

In 2006 the Supreme Council resolved to remove the Minister of Land Affairs (now Minister of Rural Development and Land Reform) as a Trustee of Bafokeng-owned land. The RBN's court papers were served on the Minister of Land Affairs on 30 April 2008. Following protracted discussions with the Ministry, they conceded to the RBN's case and by agreement, the parties agreed that the RBN should obtain an interim order allowing all those with an interest to join in. Following various applications to intervene, the RBN decided to allow those who had filed an opportunity to detail their applications before 31 October 2010.

Applications for intervention have been received from the following Respondents, Elizabeth Setuke on behalf of the Setuke Family; a group calling themselves Bafokeng Land-Buyers Association; a group calling themselves Thekwane Community; a group calling themselves Chaneng Community; the Regional Land Claims Commissioner, the Mputle Family and the Mogono Clan.



#### 1.1.5 Land Claims

The Regional Land Claims Commission issued a Stakeholders' notice in respect of several RBN farms. The RBN proceeded to lodge objections and oppositions in respect of all of the farms. For the period under review, the Commission indicated that it will refer the claim relating to Hoedspruit 298 JQ (claimed jointly with Schaapskraal 292 (Kwa-Nku and Zwartkoppies 296 JQ) to the Land Claims Court. A notice of referral is still awaited.

Another claim in respect of Portion 1 and the Remaining Extent of the farm Roodekraalspruit 113 JQ was lodged by a group of people calling themselves the Roodekraalspruit Community at the Land Claims Commission. A trial date in respect of this claim is awaited.

Thirdly, a group calling themselves the Klipfontein Community approached the Land Claims Commission in respect of and Portions 2, 3, 4 and 5 of the farm Klipfontein 300 JQ. A Stakeholders'

notice was served on the RBN. The claim was opposed and the Commission referred the matter to the Land Claims Court. A notice of referral is awaited in respect of the Klipfontein claim.

According to the information and records at the disposal of the RBN, these three claims were initially lodged before the 1999 restitution cut off date; and they were dismissed then.

#### 1.1.6 Legislative Impacts

In 2008 and 2009 the following Bills were identified as having an impact on the RBN:

- Traditional Courts Bill;
- Reform of Customary Law of Succession and Regulation of Related Matters Act;
- Traditional Leadership and Governance Framework Amending Act;
- National House of Traditional Leaders Amending Act; and
- Communal Land Rights Act.





## 1.2 TRADITIONAL GOVERNANCE

### 1.2.1 Supreme Council

The Supreme Council was convened eleven times during the period under review. Meetings of the Supreme Council ranged from the Official Opening of the Supreme Council where Kgosi delivered the 2009 Review Speech to sessions dealing with Quarterly Reviews which covered both performance reviews and budgetary reviews to budget adjustments and investments.

A breakaway session to the National Parliament was undertaken in the third quarter to expose the Supreme Council to the Republic's parliamentary processes. Members were able to engage Parliamentarians at different levels, namely; Portfolio Committees, Office of the Speaker, Office of the Chairperson of the National Council of Provinces, Leaders of Opposition Parties and all Parliamentarians representing the North West Province across Party lines.

During the second quarter of 2009, Traditional Councillors facilitated regional public participation meetings with Dikgosana and Makgotla to compile community needs. A Planning Bus Tour traversing all RBN Villages was undertaken by RBN entities, strategic Departments and the Supreme Council culminating in needs which were prioritised and budgeted over three years commencing in the 2010 financial year.

### 1.2.2 Council of Dikgosana

The Commission on Bogosana Succession substantially concluded all the requisite hearings and interviews with witnesses. A draft report in respect of all Makgotla was completed and submitted to the Office of Kgosi. 25% of Bogosana were found not to be in the correct order of succession. The Commission also found that 64% of Bogosana had a determinable order of succession to the 11th degree, whilst 15% were standing at between the 8th and 10th degree and 20% were at 4th to 7th degree.

Following assurances relating to Dikgosana benefits and allowances; at the end of 2009, the Office of Kgosi made a considerable review of allowances as an acknowledgement of the value add and increased responsibilities Dikgosana undertake.

The Council of Dikgosana undertook a farm visit to inspect the state of farms acquired since 2000.

### **1.2.3 Traditional Council**

The Traditional Council continued to engage and advise the Office of Kgosi on the management of the RBN commercial farms. During the inspection *in loco* conducted by the Traditional Council towards the end of 2009, it was established that the management of the farms was in total disarray. Recommendations were made to the Office of Kgosi and the Supreme Council on restructuring the RBA Property Management unit.

RBN saw several protests by local Business Forums in 2009, and as a result, the Traditional Council started an engagement process with all Business Forums, the RBED and the Office of Kgosi. The process is currently underway and a report thereof will be presented as soon as the engagements have been finalised.

Traditional Councillors presented a three year plan compiled along regional lines. Report back and review meetings are to be presented through existing Regional Structures, as part of the Traditional Councillors' constituency work. As presented at the October 2009 Kgotha Kgothe, the RBN engaged the North West Provincial Government to jointly deliver low cost housing in Bafokeng villages. The Provincial Government will proceed to deliver Rural Development Housing. One thousand houses will be built in the 2010/2011 financial year. The second phase of the rollout will commence as soon as the joint RBN/NWPG housing plan has been completed. The Office of Kgosi will report on this project in subsequent reports.

Through the Stakeholder engagements programme of the Traditional Council, the Mining houses and Businesses operating within the RBN jurisdiction have been consulted to contribute towards development in RBN areas. The processes have led to the Traditional Council realising donations in the form of movable Fitness Centers by Anglo Platinum Mines. A commitment in rolling out

infrastructure has been made by both the Impala Mines and the Anglo Platinum Mines. This will assist in augmenting the RBN infrastructural plans especially where budget shortfalls occur. The Traditional Council and RBA will engage these organisations further and come up with a plan which will be presented to the Supreme Council for approval.

### **1.2.4 Regional Governance Structures and Makgotla**

As part of implementing the Makgotla Regulations, new Executive Committees for Makgotla were elected in the first and second quarter of 2009. The RBN undertook to train and develop Executive Committee members in basic administration skills, budgeting, conducting meetings and record keeping. Makgotla were also engaged, together with the Traditional Councillors, to compile needs for their areas as a foundation for the three year Planning and Budgeting Cycle of the RBN.

Stationary giving effect to Makgotla Regulations was also distributed to Makgotla during the period under review.

### **1.2.5 Traditional Court**

For the year under review, the Traditional Court handled 126 cases, 92 of which were finalised. Out of the cases handled, 6 appeals were noted. When the Court went on recess at the end of the year, 28 cases had been postponed to 2010.





## 2. Health And Social Development Services

### 2.1 HOD'S MESSAGE

The fundamental approach of a comprehensive primary health care system for the Royal Bafokeng Nation remains firmly entrenched. Our aim for 2009 was to begin with the upgrading of the facilities as per the gap analysis done in 2007; this has by and large been achieved. We now have facilities that can compete with the best around this area.

The department's primary focus is quality assurance in Health & Social Services, and monitoring and evaluation. Standards to meet stipulated health criteria have now been set and hence our emphasis shifts towards the patient, and away from the facility. The stipulated health criteria remain the Millennium Development Goals, the National Ten Point Plans and the NW Provincial Ten Point Plans.

We will henceforth measure ourselves against these, while remaining cognizant of the timelines set by Vision 2020 and the Masterplan.

Health Stakeholders involvement for the region remain critical as we would like to have a scenario of "patients without borders" in our region. We therefore envisage uniformity in Healthcare delivery amongst the users, RBN / NW DoH and the mines' facilities.

Our healthcare delivery addresses:

- Communicable disease including HIV/AIDS and TB;
- Non communicable chronic diseases including DM /HPT and Cancer; and
- Mother, neonatal and child health.

In conclusion, this department endeavours to work towards poverty alleviation, in terms of health interventions and social services. We will further strengthen stakeholder collaborations and develop working agreements to improve health and social services for the Royal Bafokeng Nation. We will collaborate in Private-Public Partnerships (PPP's) that enhance healthcare services and help us with our social development program of strengthening the family as a unit.

**Dr. Kebalepile Mokgethi**

### 2.2 HEALTH SERVICES

#### 2.2.1 Health Education

Health Education materials have been distributed at all seven clinics to facilitate health education and promotion. The nursing staff and Health Promoters have provided health education to the community and health talks at schools and work places.

	Door-to-door: TB	Awareness & Campaign: Measles & Polio	Road Show	Condom Distribution	Cholera & H1N1	HCT (HIV Counselling and Testing)
<b>Villages visited during Health Education Campaigns</b>	Lefaragatlhe Bobuanja Masosobane Rafredi Lenatong Greenside Saron Boshhoek	Phokeng Chaneng Luka Phatsima Lefaragatlha Bobuanja Boshhoek	Phokeng Chaneng Luka Lefaragatlha Bobuanja Boshhoek	Phokeng Chaneng Luka Phatsima Lefaragatlha Bobuanja Boshhoek	All primary, middle and high schools in Phokeng, Luka and Chaneng	Lefaragatlhe Bafokeng Plaza
<b>Total no. of people</b>	<b>26 671</b>	<b>50 894</b>		<b>92 000</b>	<b>25 524</b>	<b>513</b>

	Malaria	STIs	Chronic Diseases	Dangers of Smoking	Mental Health	HIV / AIDS
<b>Villages visited during Health Education Campaigns</b>	Phokeng	Phokeng Charora	Phokeng	Phokeng	Phokeng	Phokeng
<b>Total no. of people</b>	<b>28 570</b>	<b>14 186</b>	<b>27 143</b>	<b>25 941</b>	<b>22 994</b>	<b>24 695</b>

Health Education and planting of herbs and vegetable gardens is being carried out at schools in partnership with the University of Pretoria Health Education for Royal Bafokeng (HERB). The programme is to be expanded with the help of students from the Universities of Pretoria and Potchefstroom, to incorporate Community Health and Midwifery at clinics.

## 2.2.2 Preventive Health

### 2.2.2.1 Immunisation

An immunisation campaign took place whereby almost 4000 learners and educators at early learning centres, primary, middle and high schools were inoculated against measles. In addition, an oral Polio vaccine and a Vitamin A injection were administered to 424 learners at early learning centres.

### 2.2.2.2 Infection Control

Infection control is carried out at clinics. Everyone in the health facility is made conscious of minimising and preventing the spread of microbes that cause nosocomial and cross infections.

### 2.2.2.3 HIV Counselling and Testing (HCT)

An HCT campaign was launched in different areas of our community. Wellness programmes, which included blood pressure, blood sugar, Tuberculosis, counselling, HIV testing and Health Education, were carried out.

### 2.2.3 Outreach Programme (Letsema)

The Health and Social Development Services Department performed outreach activities in different areas in the community. The community was enlightened about the services rendered by different units within the department.

### 2.2.4 Phokeng Health Centre

The procurement of equipment at the three clinics, both medical and non medical is underway. The casualty ward and dental unit at Phokeng Health Centre are fully equipped with medical equipment. The X-Ray service is available daily at Phokeng Health Centre.



The following staff members were appointed: 3 doctors, (2 at Phokeng Health Centre, one roving at other RBN clinics), Radiographer, Dietician, Physiotherapist, Clinical Psychologist, 5 Professional nurses, 4 Assistant nurses, 6 Administrators, 7 Counsellors, 4 Health promoters, 1 Handyman and 6 cleaners.

Patient transport is available from home to clinic for patients who are not able to get to the clinic on their own (old people, very sick patients).

There are two mobile clinics which will be utilised to service the villages which are far from the clinics. The mobile clinics are being used as consulting rooms at Kanana clinic and Mfidikwe clinic as both clinics are being renovated.

### 2.2.5 Emergency Medical Services (EMS)

The Royal Bafokeng Emergency Medical Services cover all 29 Bafokeng villages. We also render medical transfers from the respective clinics to Job Shimankane Tabane Hospital in Rustenburg.

The service currently consists of twenty-two operational members working on a shift system that responds to emergency medical calls.

There are four Intermediate Life Support Ambulances within the service, of which only two are deployed daily, to respond to motor vehicle accidents and any other medical emergencies. The other two are placed on standby and act as backup vehicles. Numbers of emergency calls transported from January 2009 to June 2010 can be found here:

Type of Patients	No of patients
Priority one (Life threatening condition)	256
Priority two (Critical but stable)	645
Priority three (Minor injury and walking)	2722
Priority four	72

The Royal Bafokeng emergency medical services formed a partnership with the Provincial Government Health Services in rendering medical services for the FIFA Confederations Cup 2009 and the 2010 World Cup.

There were twelve school leavers who were identified as trainees and developed through the following courses.

- Basic Ambulance Assistant;
- Fire fighting level one and two;
- Medical rescue;
- High angle rope rescue;
- Confined space rescue;
- Light motor vehicle extrication; and
- Intermediate life support.

On completion of their studies all trainees were employed within Royal Bafokeng Administration Emergency Medical Services and Reaction Force Unit respectively.



## 2.3 SOCIAL DEVELOPMENT SERVICES

### 2.3.1 Care for the Aged Program

The care for the aged program aims to address the needs and to restore the dignity of older persons, recognise their skills and wisdom and ensure the effective implementation of their Human Rights as outlined in the Older Persons Act No 13 of 2006.

### 2.3.1.1 Luncheon Clubs

Luncheon clubs have been developed in all regions and the numbers have increased as follows:

Regions	No. of Clubs (2008 - Oct 2009)	No. of Clubs (June 2009 - June 2010)	Beneficiaries (2008 - Oct 2009)	Current (June 2009 - June 2010)
Capital	4	5	40	50
North	2	3	20	45
Central	2	1	26	42
North E	4	4	60	70
South E	4	4	50	70
<b>Total</b>	<b>16</b>	<b>17</b>	<b>196</b>	<b>277</b>

### 2.3.1.2 "Critical Ten" Project

The "Critical Ten" service seeks to help the elderly who are left destitute and cannot immediately be placed at residential care. The services are rendered by a retired professional nurse and four Home Based Care Givers. These services exist in the following regions/villages:

- North East: Tsitsing and Mogajane;
- South East: Thekwana, Photsaneng, Mfidikwe and Tlapa; and
- Central: Lesung and Marakana/Mosenthal.

### 2.3.1.3 Upgrading Of Pension Payout Points

Unused schools have been identified and renovated to serve as pension payout centres at Tlapa, Lesung, Marakana and Photsaneng. The following table depicts the numbers of pensioners in the Bafokeng villages:

### 2.3.1.4 Meals-On-Wheels Project

Meals-on-Wheels is a nutrition program for senior citizens. Lunches are prepared and delivered twice a week to the members of the "Critical Ten" Project who are members of the luncheon clubs. The aim of the project is to improve the diets of disadvantaged older persons. The project is piloted at Tlapa and Tsitsing Communities and will be run by volunteers from the local communities. Complete roll out to all villages will be done by mid-2012.

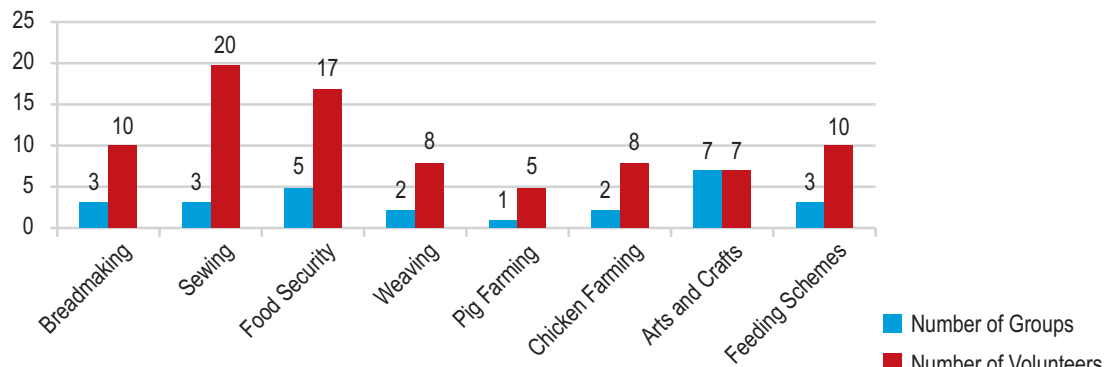
### 2.3.2 NGO Programme

The main objective of the NGO program in the RBN is to improve the effectiveness of NGO's, CBO's and FBO's who are rendering community services and to reduce unemployment and alleviate poverty.

Capital Villages	Benefi- ciaries	North Villages	Benefi- ciaries	Central Villages	Benefi- ciaries	S East Villages	N East Villages	Benefi- ciaries
Bobuanja	100	Chaneng	110	Serutube	110	Thekwana	Tantanana	107
Lenatong	110	Robega	119	Lesung	69	Photsaneng	Mamerotse	98
Lemenong	108	Rasimone	118	Kanana	306	Mfidikwe	Tlaseng	102
Post Office	102	Mafenya	56	Mosenthal	187	Tlapa	Tsitsing	120
Kgale	120	Luka	101				Diepkuil	109
Lefaragatlhe	105	Mogono	109				Kopman	90
<b>TOTAL</b>	<b>645</b>		<b>613</b>		<b>672</b>			<b>626</b>
<b>GRAND TOTAL</b>								<b>2556</b>

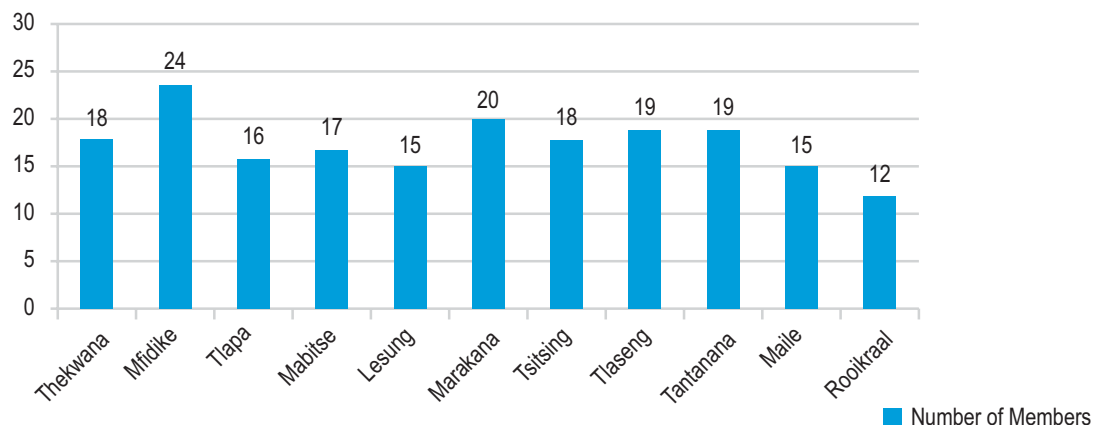


## Poverty Alleviation



There are thirty-one NGO's operating in four regions, including groups doing bread baking, sewing, and chicken farming. In 2009, about 20 groups participated at the Rustenburg Show and the overall effort received a Silver Medal and a certificate.

## Affiliated Members of Aged Clubs



### 2.3.3 Social Relief and Disaster Management

About 18 families were assisted at Mogajane during the disaster of October-November 2009. For the emergency response, seven tents were pitched, eight blankets and mattresses were distributed, and 200 family members were provided with lunch packs. The medical care was provided to one case which was reported by community leaders. Emotional support was offered by social workers. The rehabilitation of these families was quick and was completed within two weeks.

### 2.3.4 Orphaned and Vulnerable Children

To address the plight of orphaned and vulnerable children in the RBN, an NGO (Godisanang) was established. Registration is complete and processing will be done by the Department of Social Development. A board and management committee has also been established to handle governance matters. This NGO will work with other registered NGO's within the Nation. 95% of Godisanang funding is from external funders.

### OVC Programme (Macharora Villages)

NB: The project was reported as a pilot in the 2008 Kgotha Kgothe report. The project has now moved to programme level and ongoing service delivery is as reflected below:

Villages	No. of Families	No. of Children	No. of Carers
Robega	108	198	6
Rasimone	69	149	5
Chaneng	120	120	5
<b>TOTAL</b>	<b>246</b>	<b>120</b>	<b>16</b>

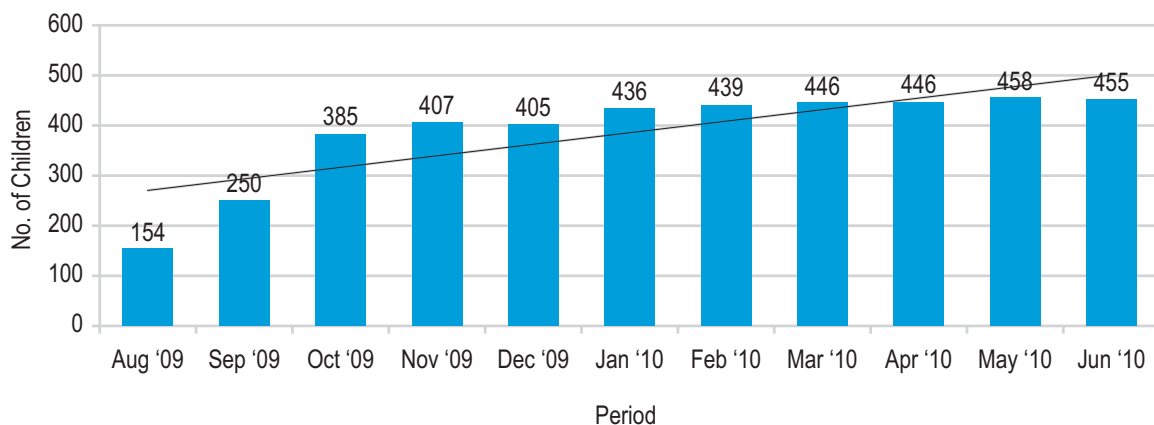
There has been a slight increase in the numbers of orphaned and vulnerable children and families at Robega and Rasimone as compared to last year. Chaneng, on the other hand, had a dramatic decrease of children and families. Nonetheless, an audit was conducted and a high number of children did not qualify as Orphans and Vulnerable Children according to our OVC criteria.

### Update of service rendered

The services to Orphaned and Vulnerable have been revised to meet international service standards and norms.

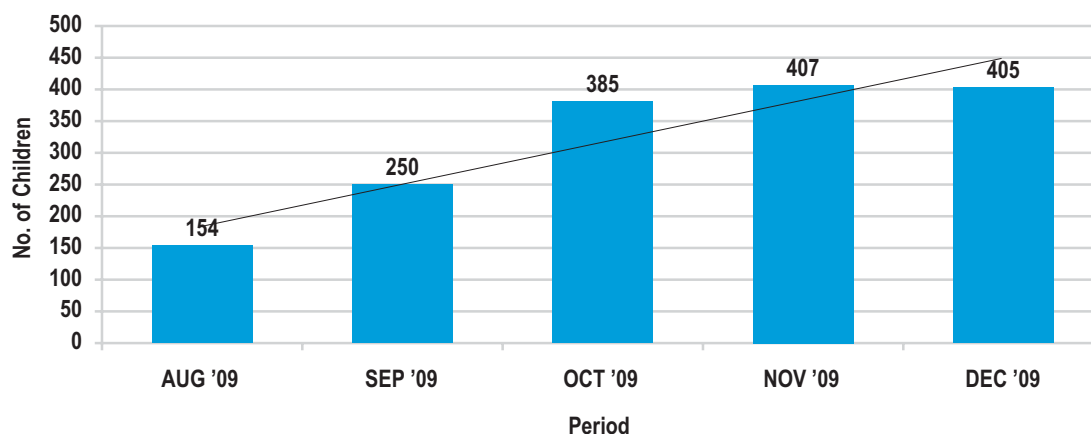
Macharora interventions: Total for December 2009		
Children Age	Under 3	128
	Over 3	277
	<b>Total Children</b>	<b>405</b>
Totals per inter-vention	Clinical nutrition	220
	Food and/or food parcels	0
	General healthcare services	0
	Healthcare support - ART	14
	HIV prevention education	15
	Hygiene	0
	Shelter	54
	Child protection (rights)	0
	General education	121
	Vocational training	62
	Economic strengthening	0
	Psycho-social support	1179
	Spiritual care	390
<b>Total Interventions</b>		<b>2055</b>

### Macharora Feedback: Number of Children in Programme





### Number of OVC's being served in Macharora



### OVC Programme (Phokeng)

Four potential centres for serving the needs of OVC in Phokeng were identified, as follows: Masosobane, Greenside, Bobuanja and Salema. The identification depended on availability of unused structures. Luka and Mogono will follow by the end of 2010. Existing OVC service providers at community level were identified to form a partnership with Godisanang in rendering services for the OVC.

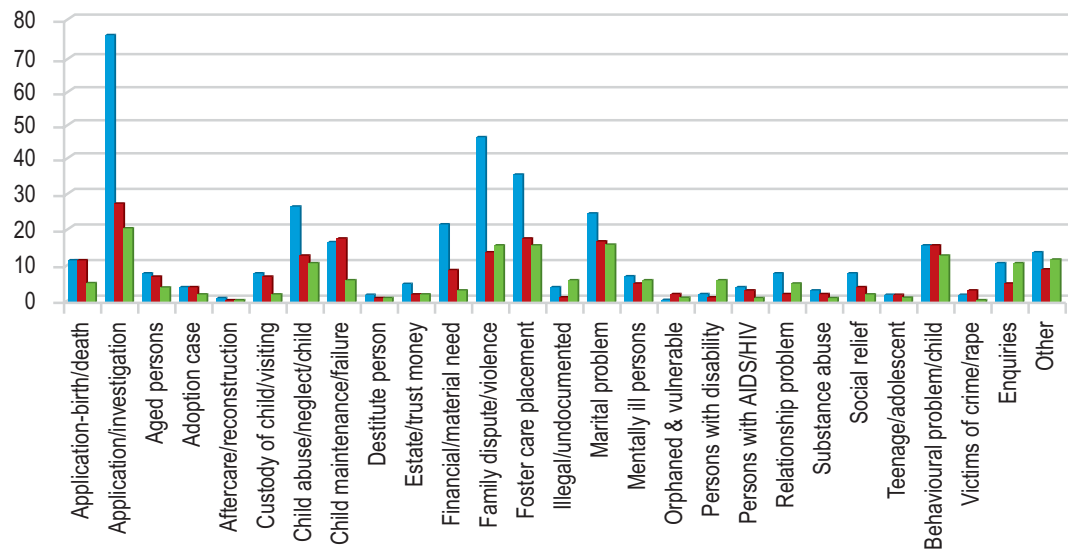
### 2.3.5 Casework Services

North and Capital regions are serviced by Health and Social Development Services. Central, South East and North East regions are serviced by the Department of Social Development. Over and above these, we do home visits and follow-ups including social relief in all five regions.

Ongoing casework services are rendered as follows:

Region	Days of the Week	Clinic/Area
North	Wednesday	Luka
North	Thursday	Chaneng
Capital	Tuesday	Bafokeng Health Centre
Central	Wednesday	Kanana
Central	Wednesday	Ikageng Local Government Offices
North East	Tuesday	Tlaseng
North East	Wednesday	Monakato Local Government Offices
South East	Thursday	Rankelenyane
South East	Tuesday	Mfidikwe

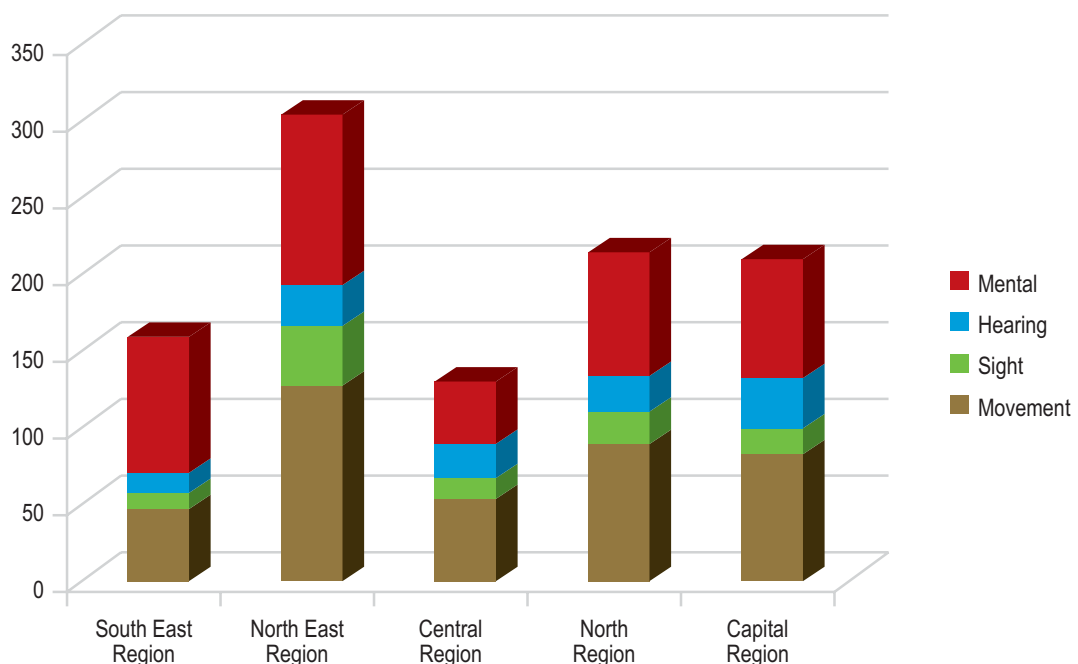
## Number and type of cases handled by HSDS



### 2.3.6 People with Disability Programme.

The number of people with disabilities in the RBN still remains around 1000, including hearing and sight-impaired people, people with impaired physical mobility, and people with intellectual disabilities. The number of people falling into each category can be seen in the following table:

#### Statistics of People with Disabilities:





Services for people with disabilities include:

- Sheltered Employment Centre;
- Bus for People with Disabilities;
- Regional Visits;
- Disability Sports; and
- Assistive Devices.

CGG Veritas Company donated the Assistive Devices which were distributed as follows:

Assistive Devices	Central	North	North East	South East	Capital	Remain-ing	Total
Wheelchairs	9	3	4	3	10	1	30
Walking Sticks	5	5	6	4	6	4	30

Health & Social Development Services (HSDS) purchased the Assistive Devices and distributed as follows:

Assistive Devices	Central	North	North East	South East	Capital	Remain-ing	Total
Wheelchairs		2			2	26	30
Crutches					5	25	30
Walking Frames					1	59	60

### 2.3.7 Youth Program

The Bafokeng Youth Centre (Y Centre) was completed and officially launched on the 25th November 2009 by Kgosi Leruo Molotlegi. The Y Centre is staffed by Mpintshis and Ground-breakers\* (See table below).

Programs at Y Center include:

- Basketball;
- Volleyball;
- Netball;
- Computer Room (25 Computers with internet);
- Indoor games;
- Radio Y; and
- Clinical Services (13 - 35 yrs).

	Central	North East	South East	Capital	North	Total
Number of Mpintshis	10	12	16	12	23	73
Numbers of Ground-breakers	03	03	03	03	03	15
Number of schools where Lovelife programmes are implemented (including adopted schools)	04	10	06	09	06	35

*\*Mpintshis and Ground-breakers are out-of-school-youth with matric qualifications, between the ages of 18 - 25. Mpintshis receive a stipend of R500 per month, whilst groundbreakers receive R880 per month. They all sign a one year contract.*

### Out of School Youth

Consultations with 45 Makgotla in five regions were conducted:

- 75 Youth from 29 villages attended a 5-day adventure Youth Camp at Nyathi lodge;
- 28 Youth Clubs were established in all RBN Regions;
- 5 Regional Youth Structures were established; and
- 25 Executive members of Youth Structures from five RBN Regions were trained on Project Management, to ensure quality management and leadership within Youth structures.

### 2.3.8 Victim Empowerment Programme

The United Nations Office of Drug and Crime Prevention (UNODC) funded a research project on mapping the outcomes of the 2008 VEP campaigns in Photsaneng, Mfidikwe and Thekwane.

The Phokeng Trauma Center has been relocated to a bigger space in the Phokeng Police Station. Facilities such as showers, a forensic examination

room and a waiting area are now available. The following eight staff members have been appointed: 5 X VEP facilitators (one for each region), Centre Manager, Administrator and Field Supervisor.

### 2.3.9 Substance Abuse

- 32 Frontline workers from all five regions were taught intervention skills. They were from the following departments, DoE, RBA-Reaction Force, RBA-HSDS, Phokeng Trauma Centre, RBI, DoHSD,
- 26 Lovelife Mpintshis and Ground-breakers were trained on how to establish 'Teenagers Against Drug Abuse' groups in schools and in the community
- 5 Bakwena Peer Support Groups (NGO) were taught how to establish 'Teenagers against Drug Abuse' groups in the community.
- 63 people will be serving victims of substance abuse through an established protocol to attend to cases in schools and in the community.

## SUBSTANCE ABUSE CAPACITY BUILDING IN REGIONS

		Capital	Central	South East	North East	North	Others	Total
Frontline workers	Schools	3	3	2	3	4	4 Adopted schools	19
	(Covering all regions)						13	13
Lovelife		6	4	6	4	6		26
Bakwena Peer Support Group (NGO)					5			5
<b>TOTAL</b>		<b>9</b>	<b>7</b>	<b>8</b>	<b>12</b>	<b>10</b>	<b>17</b>	<b>63</b>



### 3. Group Treasury & Business Department

#### 3.1 INTRODUCTION

This report covers the activities, challenges and the achievements for the financial year ending 31 December 2009. The department's key focus areas are RBN group tax matters, consolidation and monitoring of the RBN budgets, management of the RBN cash reserves, the facilitation of the RBN equity investments and sourcing external funding for the projects in order to assist with the acceleration of service delivery to the community.

As a result of the global economic crisis, the 2009 financial year continued to be challenging as the dividend income from the investee companies fell sharply in comparison to the previous years. The South African economy started to recover from mid-2009; however, the recovery was very slow, and it will take some time to get back to pre-crisis levels. The equity market's recovery resulted in the Group's portfolio reversing some of the losses recorded in the 2008 reporting period, in particular an impairment loss of over R6 billion was recorded in the 2008 financial year, resulting in an operating loss of over R4 billion during the same year. Inflation also started

to drop, which impacted on the interest rates and hence our interest income.

#### 3.2 RBN FINANCIAL PERFORMANCE: FOR THE PERIOD ENDING 31 DECEMBER 2009

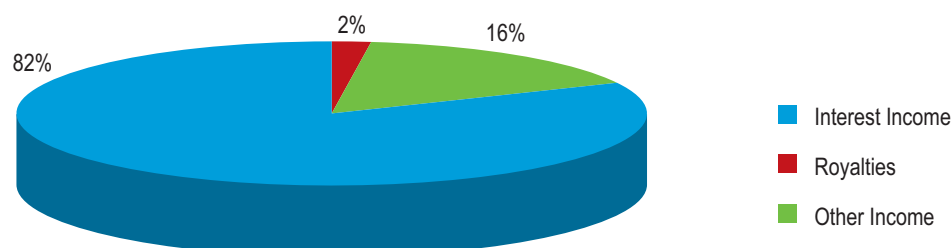
##### 3.2.1 Income:

The RBN estimated and forecasted income for the year was R1.32 billion, however the actual total income was R581 million, which is mainly attributed to interest income, grants from government for the stadium upgrade and minor royalties.

Interest income received (R468m) was more than the anticipated amount (R256m), due to the fact that inflation was still high for most of 2009, which in turn led to higher interest rates. A significant portion of the income was received from RBH as repayments on their shareholder loans. Dividend income was minimal, as anticipated, due to the poor performance of the markets.

The income categories that contributed to these balances are included below:

Description	Actual R'million	Budget R'million	Variance	
			R'million	%
Royalties	13	280	267	5%
Dividends [RBH Loan repayment]	11	783	772	1.4%
Interest	468	256	212	182%
Other	89	2	87	4450%
<b>Total</b>	<b>581</b>	<b>1 322</b>	<b>740</b>	<b>44%</b>



### 3.2.2 Expenditure

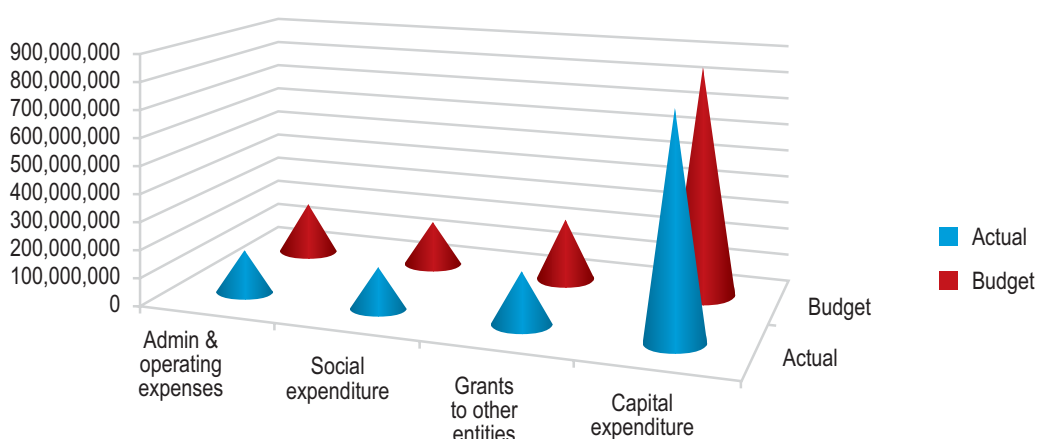
The total expenditure budget approved for the RBN Group for 2009 was R 1.2 billion, and the actual expenditure for 2009 amounted to R 1.15 billion, which represents a 95% spend on the total budget. Three major capital projects for the year were the construction of the Bafokeng Sports Campus, completion of the Royal Bafokeng Sports Palace and continuation of the Lebone II College. A total of R238 m was paid towards the Bafokeng Sports Campus. Of this amount, R50 million was an approved capital expenditure, when the balance was classified as a shareholder loan to Royal Bafokeng Sports (Pty) Ltd.

### 3.3 RBN BUDGETS

#### 3.3.1 Affordability amounts

A financial calculation is done each year to determine how much the RBN group can afford to spend in a particular financial year; this figure takes into consideration forecasted income for the group, bank balances, equity investments etc.

This exercise is important to managing the risk of exhausting resources rapidly and ensuring sustainability of RBN resources for the future.

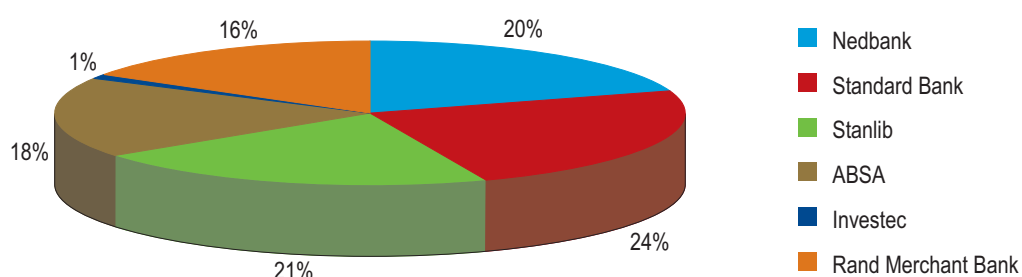


#### 3.2.3 Bank and cash resources, as of 31 December 2009: R4.560 billion

The RBA bank balance as at 31 December 2009 was R4.560 billion. This cash is mostly invested in fixed deposit instruments whilst 7% is invested in money market accounts in order to optimise the returns while growing the capital base. The following chart shows how cash is invested in different financial institutions in line with the RBN Treasury policy, which states that not more than 35% can be invested with a single financial institution.

#### 3.3.2 Budgeting process from 2010

As an initiative to improve the budgeting processes and to ensure that budgets are informed by the actual needs and challenges faced by the community, the Supreme Council introduced a new way to approve medium to long term budgets. At any point in time, three-year approved budgets should be available in order to forecast medium to long term plans and also to assist in accelerating spending patterns by entities.



The Supreme Council, together with RBN officials, toured all twenty-nine Bafokeng villages by bus to identify the needs and the challenges that the communities face. The Council then recorded their observations and identified the actual needs. These needs were then grouped and clustered into Key Focus Areas (KFA) as follows:

1. Education and training;
2. Health and social development;
3. Economic development;
4. Agriculture and food security;
5. Safety and security;
6. Public and community utilities;
7. Environment and land management;
8. Sports and recreation; and
9. Bafokeng history & heritage.

All entities are now consistently and continuously encouraged to align their plans and programs to address these KFA's when preparing their plans and budgets.

### **3.3.3 Current budgets 2010 - 2012**

As a result of the above approach and processes, the RBN approved budgets for 2010 - 2012 totalling R2.566 billion. Respectively, the budgets for each year are R800 million (2010), R 856 million (2011) and R 910 million (2012). These are the maximum affordability limits which were calculated based on the RBN resources. The budgets were then allocated to the RBN entities taking into account the impact that each key focus areas has on respective entities. These affordability figures are reviewable and adjustable on an annual basis depending on the economic conditions, i.e. levels of received and forecasted income, etc.

## **3.4 GROUP TAX MATTERS**

### **3.4.1. Value Added Tax ("VAT")**

The process of persuading the SA government through the National Treasury to amend the VAT legislation to deal with the VAT treatment of Traditional councils and/or communities is still ongoing. We are further engaging with SARS to see how we can recover some, if not all, of the monies which we believe are still outstanding from their side.

### **3.4.2 Tax status of the Royal Bafokeng Nation ("RBN")**

The RBN still enjoys a tax exemption status in terms of Section 10 (1) (t) (vii) of the Income Tax Act.

### **3.4.3 Royal Bafokeng Nation Development Trust ("RBNDT")**

Once the financial assets, and in particular a balance of about R21 billion in inter-company shareholder loans, have been transferred from the RBN to the RBNDT, such loans shall immediately be converted into equity and shall continue to attract dividend income. The conversion will also assist in reducing the potential income tax liability to an extent, because dividend income is exempt from tax, unlike interest income which is fully taxable.

Extensive research has been done by our department together with Trustees. Expert tax opinions have been obtained with regards to exposure of the Trust to all types of taxation, and we are comfortable that there are no implications which might impact negatively as a result of loans being transferred to the Trust.

## **3.5. RBN GROUP AUDITED ANNUAL FINANCIAL STATEMENTS ("AFS")**

The RBN group AFS (including RBH balances) for the financial year ended 31 December 2009 will have been presented to the relevant structures for interrogation and approval on the day of Kgotha Kgothe. The signed group AFS will also be made available for public scrutiny through the RBN governance structures. The AFS have been presented to management and an unqualified audit opinion is expected for the fourth year in a row. These results are credited to the effective financial controls implemented by the relevant finance departments within the group entities. Please refer to the statement of financial position and statement of financial performance.



## EXTRACTS FROM THE 31 DECEMBER 2009 ROYAL BAFOKENG ADMINISTRATION/NATION AUDITED FINANCIAL STATEMENTS:

The extracts from the 31 December 2009 audited financial statements do not represent a complete set of financial statements. This financial information should be read in conjunction with the complete set of 31 December 2009 Royal Bafokeng Administration/Nation audited financial statements, which is available for inspection at the Civic Centre office

### Consolidated Balance Sheet

	Group		Administration	
	2009 R'000	2008 R'000	2009 R'000	2008 R'000
<b>ASSETS</b>	<b>24 308 006</b>	<b>17 636 896</b>	<b>1 817 710</b>	<b>20 958 751</b>
<b>Non-current assets</b>	<b>4 928 490</b>	<b>3 620 615</b>	<b>1 747 702</b>	<b>1 346 619</b>
Property, plant and equipment	1 360 555	1 042 739	-	-
Intangible assets	270 513	243 096	49 920	7 364
Available-for-sale investments	17 500 392	12 247 293	-	-
Equity accounted investments	42 064	37 930	-	-
Environmental trust deposit	37 456	97 811	-	-
Trade and other receivables	156 076	334 952	-	-
Deferred income tax assets	12 460	12 460	12 460	12 460
Held-to-maturity investments	-	-	7 628	19 592 308
Investment in subsidiaries				
	9 974 104	8 998 656	4 891 130	5 462 499
<b>Current assets</b>	<b>932</b>	<b>3 629</b>	<b>-</b>	<b>-</b>
Derivatives	1 591 420	1 513 663	326 493	162 575
Trade and other receivables				
Financial asset at fair value through profit or loss	2 626 435	812 115	-	-
Available for sale investments	10 287	59 559	-	-
Inventories	473 364	665 682	-	-
Assets held for sale	425	670	-	-
Prepaid tax	16 693	3 339	-	-
Cash and cash equivalents	988 194	3 909 216	298 283	3 269 141
Held-to-maturity investments	4 266 354	2 030 783	4 266 354	2 030 783
<b>Total assets</b>	<b>34 282 110</b>	<b>26 635 552</b>	<b>6 708 840</b>	<b>26 421 250</b>

## Equity and Liabilities

	Group		Administration	
	2009 R'000	2008 R'000	2009 R'000	2008 R'000
<b>Reserves</b>	<b>18 429 502</b>	11 247 241	<b>4 926 186</b>	14 515 368
Retained earnings	16 641 670	9 102 931	4 976 708	14 507 402
Foreign currency translation reserve	(7 258)	1 894	-	-
Fair value reserves	526 180	876 476	50 522	7 966
Revaluation reserve	-	-	-	-
Other reserves	5 997	1 095	-	-
Non-distributable reserve	1 262 913	1 264 845	-	-
Minority interest	226 508	37 671		-
<b>Non-current liabilities</b>	<b>13 544 875</b>	13 036 414	<b>11 073 314</b>	11 475 980
Deferred income tax liabilities	1 309 284	499 996		-
Provisions	62 961	56 699		-
Borrowings	1 099 316	1 003 739		-
Deferred royalty income	11 073 314	11 475 980	11 073 314	11 475 980
<b>Current liabilities</b>	<b>2 081 223</b>	2 314 226	<b>561 712</b>	429 902
Derivative liability	27 934	63 040		-
Liabilities held for sale	-	-		-
Current income tax liabilities	9 125	81 940		-
Bank overdraft	395 086	426 607		-
Provisions	5 826	8 046		-
Borrowings	250 254	270 267		-
Trade and other payables	990 332	1 061 660	159 046	27 236
Deferred royalty income	402 666	402 666	402 666	402 666
<b>Total liabilities</b>	<b>(15 626 098)</b>	15 350 640	<b>(11 635 026)</b>	11 905 882
<b>Total reserves and liabilities</b>	<b>(34 282 108)</b>	26 635 552	<b>(6 708 840)</b>	26 421 250

## EXTRACTS FROM THE 31 DECEMBER 2009 ROYAL BAFOKENG ADMINISTRATION/NATION AUDITED FINANCIAL STATEMENTS:

The extracts from the 31 December 2009 audited financial statements do not represent a complete set of financial statements. This financial information should be read in conjunction with the complete set of 31 December 2009 Royal Bafokeng Administration/Nation audited financial statements, which is available for inspection at the Civic centre office

### Consolidated Income Statement

	Group		Administration	
	2009 R'000	2008 R'000	2009 R'000	2008 R'000
Revenue	8 200 891	8 859 781	547 063	764 831
Cost of sales and service rendered	( 6 336 703)	( 6 440 617)	-	-
<b>Gross profit</b>	<b>1 864 188</b>	<b>2 419 164</b>	<b>547 063</b>	<b>764 831</b>
Other operating expenses	( 1 510 154)	( 1 166 200)	(720 727)	(412 508)
Other operating income	147 107	628 184	5 036	2 306 379
Impairment loss reversal	420 735	(403 666)	-	-
Other losses/gains-net	1 807 884	(111 711)	-	-
Distribution expense	(102 551)	(88 595)	-	-
<b>Operating profit</b>	<b>2 627 209</b>	<b>1 277 176</b>	<b>(168 173)</b>	<b>2 658 702</b>
Net finance income and costs	210 588	377 427	2 286 931	2 706 483
Impairment (loss)/ reversal - associated	5 130 950	(5 634 645)	-	-
Share of profit of associates	(76 459)	2 136 724	-	-
<b>Profit before income tax</b>	<b>7 892 288</b>	<b>(1 843 318)</b>	<b>2 118 758</b>	<b>5 365 185</b>
Income tax expense	(992 315)	461 533	-	-
<b>Profit for the year</b>	<b>6 899 973</b>	<b>(1 381 785)</b>	<b>2 118 758</b>	<b>5 365 185</b>
<b>Attributable to:</b>				
Equity holders of the Administration	6 718 449	(1 069 642)	2 118 758	5 365 185
Minority Interest	181 524	(312 143)	-	-
	<b>6 899 973</b>	<b>1 381 785</b>	<b>2 118 758</b>	<b>5 365 185</b>



## 4. Royal Bafokeng Nation Development Trust

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### 4.1 CHAIRMAN'S REPORT

The Royal Bafokeng Nation Development Trust ("the Trust") was registered in 2004 after the Supreme Council resolved that in order for the Royal Bafokeng Nation ("RBN") to achieve Vision 2020, a universally recognised structure such as a trust would be beneficial. Following challenges posed by the RBN's legal personality which is a *universitas personarum*, an unincorporated voluntary association of persons, it became increasingly difficult for organisations, particularly in the private and commercial sector, to comprehend how unincorporated associations work and securitize investments. This situation became evident for the RBN in 1998 when it ran out of cash; its bankers at that time could not lend it the desperately needed finance on the basis that they did not understand the RBN's legal structure.

The Trust, on the other hand, is a recognised and widely respected vehicle of managing wealth and offers security and transparency in the way the RBN's entire commercial asset portfolio is managed. On 24 November 2005 the RBN Supreme Council approved the transfer of all commercial and movable assets from the RBN to the Trust. However, in terms of a Kgotha Kgothe resolution of 25 November 2006, the coming in to operation of the Trust and the donation of assets was to occur subject to the composition of the Board of Trustees being established on the basis that it included direct representation from Makgotla, the Council of Dikgosana, the Executive Council (now Traditional Council), *Kgosi* appointed Trustees and *Kgosi*. All appointments were finalised on 25 March 2009 and this paved a way for the Trustees to begin their functions in line with the Trust Deed.

On 07 December 2009, the Trustees accepted the donation of shares and claims of Royal Bafokeng Resources (Pty) Ltd and Royal Bafokeng Finance (Pty) whose operations have merged and are together known as Royal Bafokeng Holdings (Pty) Ltd ("RBH"). The Trust also capitalised its claims against the RBH. This process resulted in the balance sheet of the Trust increasing from about R1 000 to about R22 billion. This further led to a much stronger balance sheet of RBH which is the Trust's single subsidiary. RBH's stronger balance sheet is a huge advantage for the RBN in general because it enables them to it raise external funding for further

investments within set limits without requiring cash injections from the Trust. This will in turn free some cash flows to be utilised for social infrastructure development and maintenance. On the 8th of April 2010, the Trust further accepted the cash reserves donated to it by the RBN.

The beneficiaries of the Trust are the RBN and any voluntary association whose members are Bafokeng or any company controlled by the Trust. Hence the affairs of the Trust are operated in line with the customs, traditions and values of the RBN. In this regard, decision making processes have been largely aligned with those of the existing RBN structures such as the RBN Supreme Council. The Trust is however ultimately responsible and accountable for the management of commercial assets under its custody and stewardship. The Supreme Council on the other hand remains responsible for the identification, prioritisation and delivery of social needs to the Community. In addition to the working committees which the Trust has established in order to perform its functions effectively particularly given that these functions are largely financial and commercial, the Group Treasury & Business department has been transferred to the Trust.

#### ***Kgosi Leruo Molotlegi***

Chairman

### 4.2 FINANCIAL OVERVIEW

With effect from 7 December 2009 the Trustees accepted the donation made by the RBN in respect of the Royal Bafokeng Holdings (Pty) Ltd ("RBH") shares and claims ("Shareholder loans") and the Royal Bafokeng Resources Holdings (Pty) Ltd ("RBRH") shares. The Trustees further subscribed for ordinary shares in RBH at a subscription price equalling the total amount of the Shareholder loans against RBH. This donation resulted in the asset base of the RBN DT increasing from a mere R1 000 to R21.6 billion. The capitalisation of the loans has resulted in a significantly strong balance sheet for RBH. This will enable the RBH Group to utilise its balance sheet to raise external funding for future growth.

The Trust holds 100% of the issued shares of RBH on behalf of its beneficiaries, primarily members of the RBN. Therefore after this restructuring and for



*Lebone II College of the  
Royal Bafokeng.*

accounting purposes RBH becomes a subsidiary of the Trust, hence the results of RBH have been consolidated into those of the Trust. The Trust is a Special Purpose Entity and subsidiary of the RBN hence the Trust results are consolidated into the results of the RBN.

As a result of the global economic crisis the 2009 financial year continued to be challenging as the dividend income from investee companies fell sharply in comparison to the immediate previous years. Furthermore the equity market started on a very low note with recovery from mid-year of 2009. The equity market recovery resulted in the Group's portfolio reversing some of the losses recorded in 2008 reporting period, in particular an impairment loss of over R6 billion was recorded in the 2008 financial year resulting in an operating loss of over R4 billion during the same year.

The Group's revenue decreased by 5.4% to R7.65 billion (2008: R8.09 billion) in the 2009 financial year. The revenue was negatively impacted by the slowdown in economic activity resulting from global financial crisis that started in 2008, as well as low

commodity prices, especially in the platinum sector. Profit before tax increased to R6 billion as compared to a loss of R5.2 billion in 2008 and the profitability was positively impacted by a reversal of the impairment loss of R5.4 billion. The reversal of the impairment loss was due to the recovery of the share prices after the effect of the market crisis of 2008. Net profit after tax increased to R5.02 billion as compared to a loss of R4.8 billion in 2008. The Group had net cash holdings of R452 million at year end after taking into account the overdraft balance, which represents cash guarantees of R205 million and net cash and cash equivalents of R247 million. The Trustees of the RBNDT accepted the donation of the cash reserves made by the RBN with effect from 1 June 2010.

Please see the extracts from the 31 December 2009 audited financial statements which do not represent a complete set of financial statements. This financial information should be read in conjunction with the complete set of 31 December 2009 RBNDT audited financial statements, which is available for inspection at the RBNDT (office address: Bafokeng Civic Centre, 1 Direpotsane road, Phokeng, Rustenburg).

### 4.3 ACCOUNTABILITY

The Board of Trustees of the RBNDT is committed to maintaining good standards of governance when discharging their fiduciary duties, and as such, sound corporate governance structures and processes are entrenched within the group. These structures and processes are regularly reviewed by the Board of Trustees. Furthermore the Board of Trustees has responsibility for ensuring that proper accounting

records are kept. The accounting records should disclose with reasonable accuracy the financial position of the Trust to enable the Board of Trustees to ensure that the financial statements comply with relevant legislation.

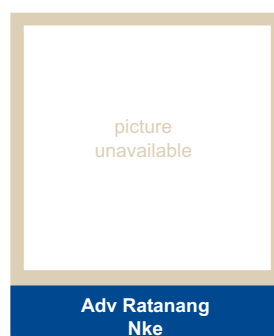
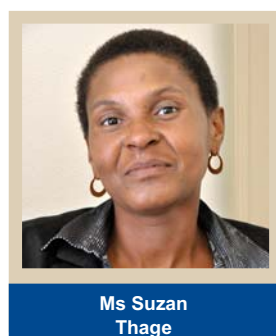
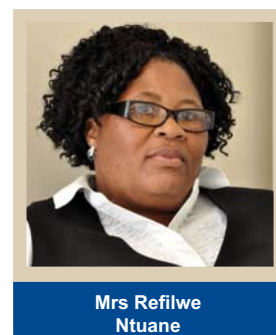
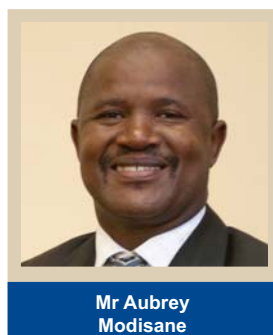
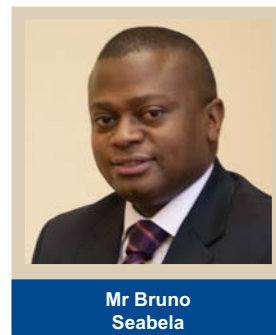
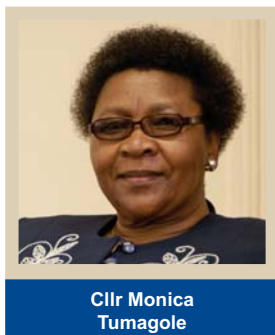
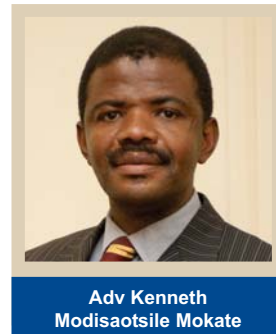
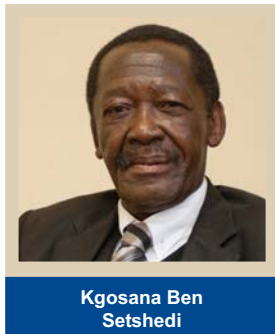
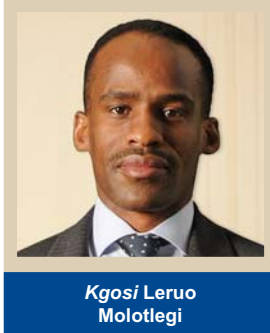
The members of the Board of Trustees and their qualifications are stated below:

#### RBNDT TRUSTEES

Name	Title	Qualifications	Description
<b>Kgosi Leruo Tshekedi Molotlegi</b>	Chairman	B Arch, University of Natal	Kgosi Leruo Molotlegi is the King of the Royal Bafokeng Nation and Chairman of the Supreme Council. Kgosi is also the Chancellor of the North West University.
<b>Rre Magosi Tumagole</b>	Trustee	HPTC 2, Bethel Training college	Rre Magosi Tumagole is the Traditional Affairs Adviser to <i>Kgosi</i> . He is a retired Educator and Principal. He was the Chairperson of Tlhabane Principal Council and was also part of the team that initiated the implementation of PEUP in Tlhabane Circuit Schools before he retired.
<b>Kgosana Ben Setshedi</b>	Trustee	B Proc, University of Bophuthatswana (NWU)	Kgosana Ben Setshedi is a member of the RBN Council of the Dikgosana and he is Manager: Traditional Court. He is an admitted attorney of the High Court of South Africa. He practised for his own account from 1988 to 2002 at Setshedi Makgale & Partners before joining the RBN.
<b>Cllr Monica Tumagole</b>	Trustee	SEC, SED, HED, Vista University	Cllr Monica Tumagole is the Deputy Chairperson of the RBN Traditional Council. She previously worked as an Educator and has held positions as a head of department and a principal. Before joining the RBN as a Councillor she worked as a mathematics consultant; and she is a qualified and an ordained Priest in the Anglican Church.
<b>Adv Kenneth Modisaotsile Mokate</b>	Trustee (Capital region)	Bluris, LLB University of Bophuthatswana (NWU)	Adv Kenneth Modisaotsile Mokate is a representative of the Capital Region Makgotla. He is member of the RBN Council of the Dikgosana and he is an admitted advocate of the High Court of South Africa.



Name	Title	Qualifications	Description
<b>Mrs Refilwe Ntuane</b>	Trustee (South East region)	Certificate in Ancillary Health Care, Jouberton College; Certificate in Business Management, Certificate in Supervisory Skills and CSP Development.	Mrs Refilwe Ntuane is a representative of the North East Region Makgotla. She is an Entrepreneur.
<b>Mr Aubrey Modisane</b>	Trustee (North East region)	B. Com, Certificate in Marketing & Business Management, Damelin.	Aubrey Modisane is a representative of the North East Region Makgotla. He is the Business Banking Accounts Executive at Standard Bank. Before joining Standard Bank he worked for TEBA Bank.
<b>Adv Ratanang Nke</b>	Trustee (North region)	Bluris - NWU, LLB - Wits	Adv. Ratanang Nke is a representative of the North Region Makgotla. He is a businessman and an admitted advocate of the High Court of South Africa.
<b>Ms Suzan Thage</b>	Trustee (Central region)	Certificate in Business Management, Trinity Business College	Ms Suzan Thage is a representative of the Central Region Makgotla.
<b>Adv Christopher Loxton</b>	Trustee	LLB	Adv Christopher Loxton (SC) is an admitted advocate of the High Court of South Africa and he is a member of the Johannesburg Bar Association. In 1992 he was conferred Silk. In 1994, 1996 and 2003 he was appointed to the High Court as an Acting Judge. He has substantial experience as and arbitrator of first instance and as an appeal arbitrator in commercial disputes. He is a Co-author of the leading text book on mining law in South Africa.
<b>Mr Obakeng Phetwe</b>	Trustee	B.Com (Hons) CTA, University of South Africa, Chartered Accountant (SA)	Obakeng Phetwe is a chartered accountant and completed his articles with Pricewaterhouse Coopers Inc. He was previously a senior audit manager at Mokua & Associates before joining the Royal Bafokeng Administration as Finance Manager. He later became Group Treasury & Business Manager for the RBN since 01 July 2006 to date.
<b>Mr Bruno Seabela</b>	Trustee	B. Proc, University of Natal	Bruno Seabela is the Corporate Governance Executive for the RBN. He is an admitted attorney of the High Court of South Africa and a Judicial Manager, Trustee and Liquidator on the Panel of the Master of the High Court. He practised for his own account from 1998 to 2003 Padi Seabela Inc. and Newcor-Tshiya Trustees before joining the RBN.



The secretary of the Board of Trustees is Mr Bashi Levy Makgale who was appointed on 1 May 2010.

#### **4.4 BOARD COMMITTEES**

The board functions are supported by the following committees of the board which were appointed by the Board of Trustees on 8 April 2010:

##### **4.4.1 Audit Committee**

The Audit Committee's role is to provide assurance that relevant board duties are discharged by:

- monitoring the integrity of the financial statements of the Trust and reviewing all significant inputs, judgments and outputs in order to present a balanced and understandable assessment of the position, performance and prospects of the Trust, as appropriate;
- reviewing the Trust's internal financial control and financial risk management systems in order to safeguard the Trust's assets;
- monitoring and reviewing the effectiveness of Trust's internal audit functions;
- recommending to the board the appointment of the external auditors, approving the remuneration and terms of engagement of the external auditors and monitoring their independence, objectivity and effectiveness, taking into consideration relevant professional and regulatory requirements; and
- regulating the use of the external auditors for non-audit duties. The use of the external auditors for non-audit services is disclosed in the annual financial statements.

The committee, in carrying out its tasks, has a wide range of powers to consult both internally and externally. The overriding principle is that the Audit Committee shall be provided with sufficient resources to undertake its duties. The members of the Audit Committee are Mr Obakeng Phetwe (Chairman), Mr Stephen Aubrey Modisane and Mr Christopher Dominic Archer Loxton.

##### **4.4.2 Investment Committee:**

In line with clause 7.5.1 of the First Deed of Variation ("Deed of Trust"), the Board of Trustees may constitute a Sub-Committee to assist with carrying out the Board's discretions, powers, obligations and functions under the Deed of Trust.

Accordingly, the Trust established a Committee to be known as the Investment Committee to assist

the Board of Trustees of the Trust in discharging its duties relating to investing, preserving and safeguarding the capital amount and income from the Trust assets.

The Committee reports to and make recommendations to the Board for its approval or final decision on the investment proposals and/or any other matter rightfully serving before it.

The Committee will, subject to prudential guidelines, limits and policies approved by the Board of Trustees, be responsible for the consideration, appraisal and recommendation of all Investment proposals to the Board for approval.

Members of the Investment Committee are Mr Kenneth Mokate, Mrs Rebecca Monica Tumagole, Mrs Refilwe Dina Ntuane, Mr Bruno Segopotso Seabela and Mr Obakeng Phetwe.

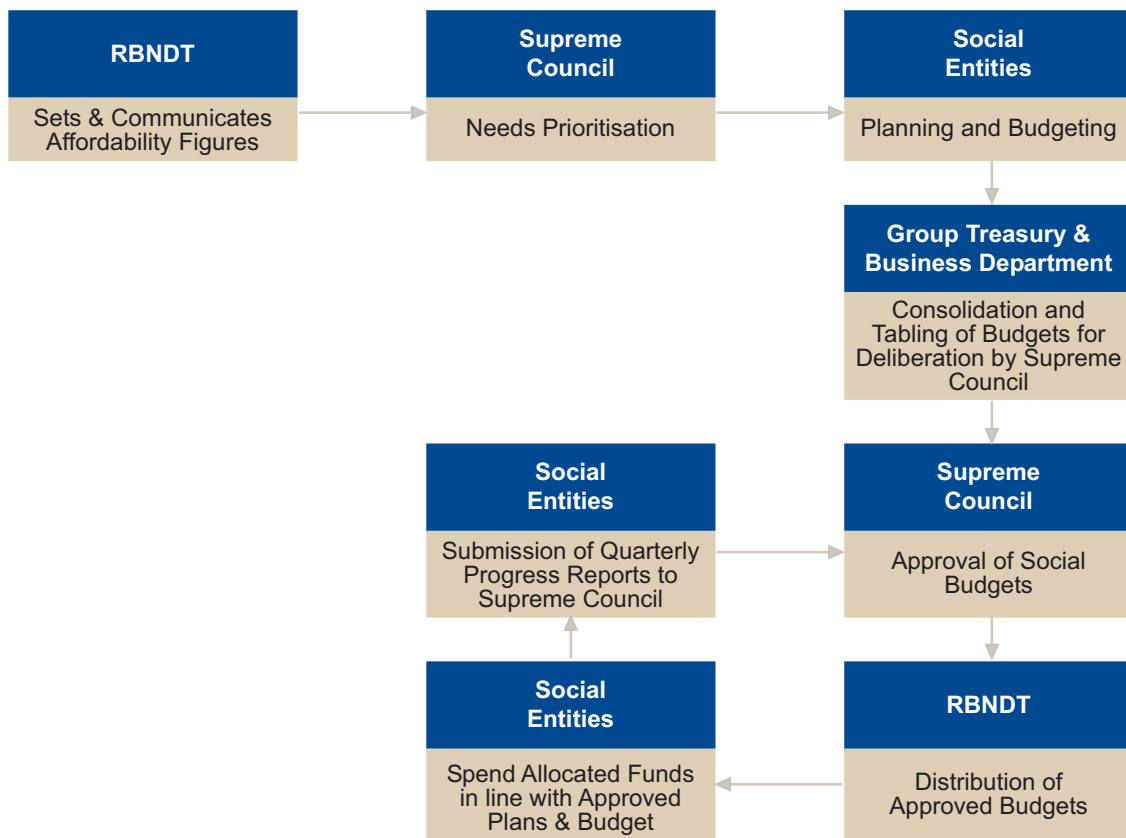
#### **4.5 INTERFACE WITH OTHER RBN STRUCTURES**

Community needs identification, interrogation and prioritisation remains the function of the RBN Supreme Council. This function specifically includes the approval of the RBN social budgets. The RBNDT's role in this regard is to consider economic indicators, advice and approve the affordability figure for a given budget period.



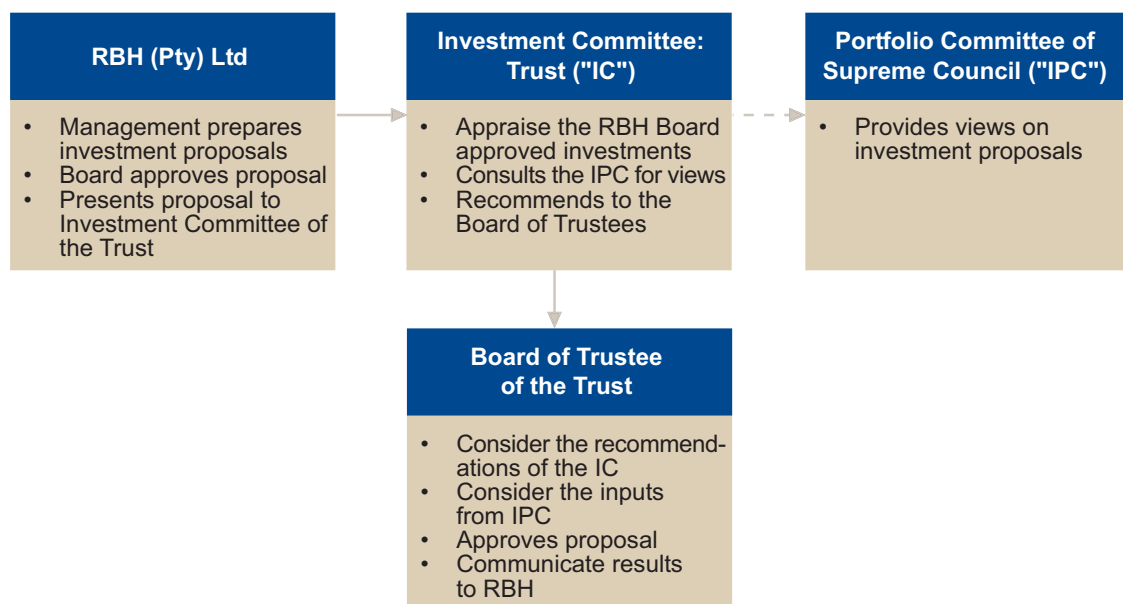
Please see the budget process for social investments in schematic form below.

#### SOCIAL INVESTMENT BUDGET PROCESS



With regard to commercial investments, the RBNDT will interrogate and approve same after consulting with the Finance and Investment Committee of the RBN Supreme Council.

#### COMMERCIAL INVESTMENT PROCESS



**EXTRACTS FROM THE 31 DECEMBER 2009 ROYAL BAFOKENG NATION  
DEVELOPMENT TRUST (Registration number: T2482/2004)  
AUDITED FINANCIAL STATEMENTS:**

The extracts from the 31 December 2009 audited financial statements do not represent a complete set of financial statements. This financial information should be read in conjunction with the complete set of 31 December 2009 Royal Bafokeng Nation Development Trust ("the Trust") audited financial statements, which is available for inspection at the Trust (Office address: Bafokeng Civic Centre, 1 Direpotsane Road, Phokeng, Rustenburg).

## Consolidated and Separate Balance Sheet

	Group		Trust	
	December 2009 R'000	December 2008 R'000	December 2009 R'000	December 2008 R'000
<b>Assets</b>				
<b>Non-current assets</b>	24,885,521	18,497,238	21,602,868	-
Property Plant and equipment	3,178,158	2,271,366	-	-
Intangible assets	3,518,971	3,277,155	-	-
Investment in subsidiaries	-	*	21,602,868	-
Available for sale financial assets	215,593	230,733	-	-
Equity accounted investments	17,737,203	12,247,292	-	-
Environmental Trust deposit	42,064	37,929	-	-
Trade and other receivables	37,456	97,811	-	-
Deferred income tax assets	156,076	334,952	-	-
<b>Current assets</b>	5,447,466	3,532,525	90,001	1
Financial asset at fair value through profit and loss	2,626,435	812,114	-	-
Derivatives	932	3,629	-	-
Available for sale financial assets	10,287	59,559	-	-
Trade and other receivables	1,662,544	1,379,442	90,000	-
Inventories	473,364	665,682	-	-
Prepaid tax	16,693	3,339	-	-
Cash guarantees provided	204,873	200,549	1	1
Cash and cash equivalents	452,338	408,211	-	-
Intercompany current assets	-	-	-	-
Assets held for sale	425	670	-	-
<b>Total assets</b>	<b>30,333,412</b>	<b>22,030,433</b>	<b>21,692,869</b>	<b>1</b>

	Group		Trust	
	December 2009 R'000	December 2008 R'000	December 2009 R'000	December 2008 R'000
<b>Equity and liabilities</b>				
<b>Capital and reserves attributable to equity holders</b>	25,746,861	-1,036,445	21,690,162	1
Capital Reserve	21,602,868	-	21,602,868	-
Retained Earnings	2,861,996	-2,717,475	87,294	1
Non distributable reserve	1,262,914	1,264,845	-	-
Foreign currency translation reserve	-7,257	1,895	-	-
Other reserves	5,997	1,095	-	-
Available for sale reserve	20,343	413,195	-	-
Non controlling interest	226,508	37,670	-	-
<b>Non-current liabilities</b>	2,471,561	1,560,434	-	-
Deferred income tax liabilities	1,309,284	499,996	-	-
Provisions	62,961	56,699	-	-
Borrowings	1,099,316	1,003,739	-	-
<b>Current liabilities</b>	1,888,482	21,468,774	2,707	-
Provisions	5,826	8,046	-	-
Shareholder loan	276,558	19,584,680	-	-
Current income tax liabilities	8,990	81,857	-	-
Bank overdraft	395,086	426,607	-	-
Derivative liability	27,934	63,040	-	-
Borrowings	250,254	270,267	-	-
Trade and other payables	923,834	1,034,277	2,707	-
<b>Total liabilities</b>	<b>4,360,043</b>	<b>23,029,208</b>	<b>2,707</b>	<b>-</b>
<b>Total Equity and Liabilities</b>	<b>30,333,412</b>	<b>22,030,433</b>	<b>21,692,869</b>	<b>1</b>

**THE ROYAL BAFOKENG NATION DEVELOPMENT TRUST**  
and its subsidiaries

**Consolidated and Separate Balance Sheet**  
as at 31 December 2009

	Group		Trust	
	December 2009 R'000	December 2008 R'000	December 2009 R'000	December 2008 R'000
Revenue	7,653,828	8,094,950	-	-
Cost of Sales and services rendered	-6,336,360	-6,440,617	-	-
<b>Gross Profit/(loss)</b>	<b>1,317,468</b>	<b>1,654,333</b>	<b>-</b>	<b>-</b>
Administrative expenses	- 865,866	- 815,205	-2,707	-1
Distribution expenses	- 102,551	- 88,595	-	-
Impairment loss reversal	420,735	-640,476	-	-
Other Income	141,638	617,815	90,000	-
Other Gains/(losses) net	1,807,884	-111,712	-	-
<b>Operating Profit/(loss)</b>	<b>2,719,308</b>	<b>616,161</b>	<b>87,293</b>	<b>-1</b>
Net Finance Cost	-2,078,431	- 2,329,265	-	-
Finance Income	71,874	85,116	-	-
Finance Cost	- 2,150,305	- 2,414,381	-	-
Impairment (loss) /reversal - associates	5,367,761	-5,634,645	-	-
Share of profit of associates	-76,459	2,136,724	-	-
<b>Profit/(Loss) before Tax</b>	<b>5,932,179</b>	<b>-5,211,025</b>	<b>87,293</b>	<b>-1</b>
Income Tax expense	-991,474	-461,616	-	-
<b>Profit (loss) for the year</b>	<b>4,940,705</b>	<b>-4,749,409</b>	<b>87,293</b>	<b>-</b>
Attributable to:				
Equity holder of the company	4,759,181	-4,437,266	87,293	-1
Non- controlling interest	181,524	-312,143	-	-
<b>Profit/(loss) for the year</b>	<b>4,940,705</b>	<b>-4,749,409</b>	<b>87,293</b>	<b>- 1</b>



**THE ROYAL BAFOKENG NATION DEVELOPMENT TRUST**  
and its subsidiaries

**Consolidated Cash Flow Statement**  
for the year ended 31 December 2009

	Group		Trust	
	December 2009 R'000	December 2008 R'000	December 2009 R'000	December 2008 R'000
<b>Cash flow from operating activities</b>				
Cash generated from operations	675,151	871,702	-2,707	-1
Interest paid	-121,192	-2,414,382	-	-
Income tax paid	-155,872	-245,734	-	-
<b>Net cash generated from operating activities</b>	<b>398,087</b>	<b>-1,788,414</b>	<b>-2,707</b>	<b>-1</b>
<b>Cash flow from investing activities</b>				
Loans granted to associates and joint ventures	-8,481	-105,177	-	-
Proceeds from associates	-	5,048	-	-
Proceeds from disposal of property plant and equipment	14,173	36,383	-	-
Acquisition of property plant and equipment	-923,188	-948,459	-	-
Available for sale financial assets	-84	-19,414	-	-
Acquisition of subsidiaries	-25,624	-109,922	-	-
Increase in environmental trust deposit	1,476	-4,436	-	-
Acquisition of intangible assets	-3,993	-2,297,843	-	-
Cash acquired through business acquisitions	10,176	254	-	-
Interest received	71,874	85,116	-	-
Dividends received from available for sale financial assets	1,705	-	-	-
Loan payment from associates	9,164	-	-	-
Acquisition of associates	-53,541	-	-	-
Proceed of sale of intangibles	1,960	-	-	-
Dividend received	340,917	1,247,375	-	-
<b>Net cash generated (utilised) in investing activities</b>	<b>-553,466</b>	<b>-2,111,075</b>	<b>-</b>	<b>-</b>

## Consolidated Cash Flow Statement

for the year ended 31 December 2009 (cont.)

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## 5. Research and Planning Department

### 5.1 INTRODUCTION

The Research and Planning Department provides operational support to the RBN entities in the areas of research (including Bafokeng history), project management, strategic communications, and special projects. Research & Planning grew and expanded significantly in 2009. The Project Management Office was established. The Research Unit began to expand its scope towards a "Strategic Development Assessment Tool" to measure the Bafokeng community's overall progress towards the goals set out in Vision 2020. The Special Projects unit was established to support complex strategic initiatives requiring additional capacity, such as the 2010 FIFA World Cup. Finally, RBN Central Communications was established in 2009 to steward the Bafokeng brand, as it is communicated internally, externally, and in the community at large. Through a rigorous selection process, the department built a staff of highly motivated and talented people to help realize the strategic goals of the Office of Kgosi.

### 5.2 PROJECT MANAGEMENT OFFICE (PMO)

#### 5.2.1 Improve the quality of project management in RBN:

- Promote the registration of all projects on the Manage By Project system;
- Ensure good project governance according to PMO policy (Information on the scope, schedule, milestones, budgets, risks and issues are updated, at least monthly, in the PMO by the various project managers); and
- Facilitate workshops to address skills, knowledge or perception gaps on project management.

The PMO was established in May 2009 and began registering all key projects on the "Manage By Project" (MBP) system. A total of 47 projects were registered with the PMO. In order to ensure good project governance, information on the scope, schedule, milestones, budgets, risks and issues are updated monthly in the PMO by the project managers. At the end of 2009 the information uploaded on the registered projects included the following:

Project Information available on Projects Registered			
Number of Projects Registered	Detailed budget available	Activity sheet uploaded	% Updated (% of Active)
47	21 Projects	34 Projects	88%

The PMO facilitates workshops to address skills, knowledge or perception gaps on project management to increase the reliability and validity of the information on projects registered. The following workshops were conducted:

- Phase 1 - To provide basic skills and knowledge of Project Management amongst RBN project managers;
- Phase 2 - To ensure correct tracking of projects by RBN project managers on the MBP portal; and
- Excel Training -To increase basic knowledge and usage of Excel terminology, features and functionality.

### 5.2.2 Improve community participation and feedback in monitoring of projects

In order to ensure community awareness in project implementation through bulk SMS, the following actions were implemented by the PMO:

- The Corporate Governance Department is collecting information to compile a database to enable communication with the community and RBN employees. This process was still in progress by Dec. 2009

Number of attendees up to and including December 2009		
Phase 1	Phase 2	Excel Training
61 RBN employees	32 RBN employees	18 RBN employees



### 5.2.3 Support to RBN employees in progress of projects

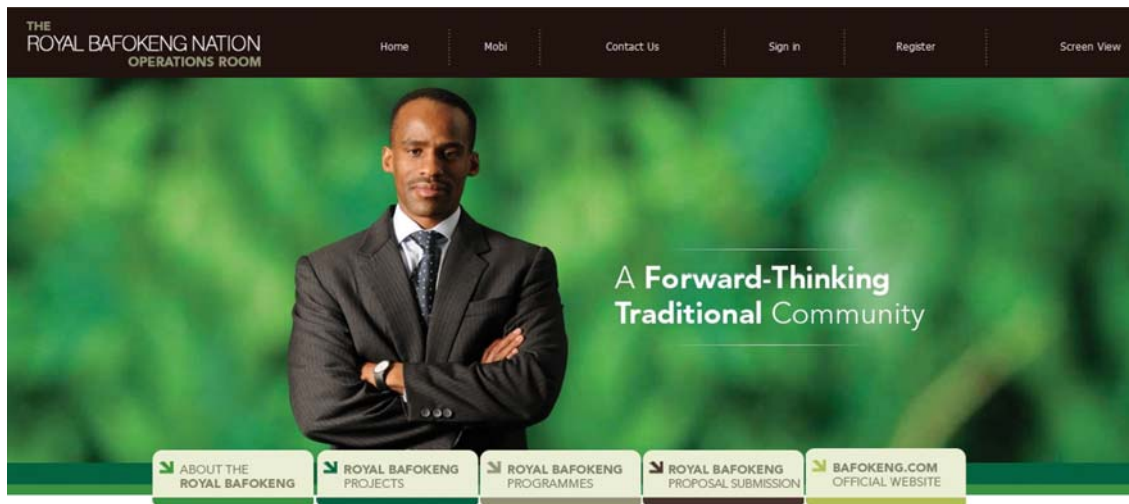
- Monitor issues and risks that can be managed internally;
- Manage information on projects within the RBN through a centralised Operations Room;
- Ensure accurate project information through reporting mechanisms and tools for project managers;
- Display comparative indicators on health, education, safety and security and economy in the Operations Room to compare RBN with the developing and developed world; and
- Display data on progress of all projects in a virtual and physical Operations Room.

In order to support the project managers in meeting the scope, schedule and budget requirements of registered projects, issues and risks are monitored.

These are continuously monitored and here follows an analysis on the issues (present) and risks (potential) that put projects at risk of not being completed on time, within budget, on expected standard/quality and scope.



## Royal Bafokeng Operations Room



[www.rbnoperationsroom.com](http://www.rbnoperationsroom.com)

[www.rbnoperationsroom.mobi](http://www.rbnoperationsroom.mobi)

The Royal Bafokeng Nation now has its own Operations Room. The RBN Operations Room is managed by the Project Management Office. Its purpose is to collect and display all information on projects in the RBN. This means that managers can monitor the progress of their projects, but it also means that potential funders, community members, staff, visitors and other stakeholders can see what we're doing at a glance.

The Operations Room has its own dedicated website ([www.rbnoperationsroom.com](http://www.rbnoperationsroom.com)) that enables users to access information easily over the internet. The Operations Room on the first floor of the Civic Centre can host project-related meetings with the information displayed on five plasma screens. The room can accommodate up to sixteen people at a time.

There is more to the Operations Room than just project information. The section called 'How the RBN Compares', for example, displays global indicators on health, education, and other sectors, so visitors can see how the RBN compares to other parts of South Africa, Africa, and the world.

For those visitors who need more information, the RBN Operations Room has a link to the official RBN website.

All registered projects' information, including progress, schedule, budget, milestones, scope, issues and

risks is accessible through the Operations Room. Information on the geographical information of a registered project is also displayed. Information on budgets, issues and risks are only assessable to managers and project managers within the RBN, and is password protected.

Another handy function is that Segoagoe, Go Tswa Isong, Kgotha Kgothe reports, RBN Review speeches and more are all available online in the Operations Room - this will help increase readership and transparency to all stakeholders.

An events calendar displays information on events within the RBN - this will reduce duplication of events in the planning phase. Furthermore, images of current and past projects are displayed in the Operations Room as well as videos on RBN-related themes.

Finally, the Operations Room has a bulk SMS functionality to send information to stakeholders regarding the initiation of projects, scope, duration and quality and quantity of deliverables in projects. This will increase communication with our key beneficiary, Morafe.

The PMO hopes that the Operations Room will support effective and efficient management of projects in the RBN, as well as communication thereof with our stakeholders. Please visit the Operations Room on appointment with the PMO staff.

### 5.3 RESEARCH

5.3.1 The aim of the Research Unit is to design and maintain an ongoing programme of research on the developmental areas of Vision 2020, including Bafokeng History and Heritage. The research unit conducts baseline studies and impact assessments on the nine key focus areas of Vision 2020. It provides research support to RBN entities. It also assists independent researchers working on topics related to the RBN.

5.3.2 In 2009, the department commissioned a baseline study on education in the Bafokeng region. JET Education Services was hired to do this research, which determined the level of performance in RBI-assisted schools, based on their infrastructure, management variables and teaching and learning practices. The study will allow the organisation to move towards an evaluation of the impact of RBI programmes over time. The research was carried out in 45 schools in October 2009. The report on this study is due to be released in early 2010.

5.3.3 The Research Unit also commissioned a project to consolidate and expand the body of knowledge about the history of the Royal Bafokeng Nation. Totem Media was hired to undertake this work. Materials from oral, photographic, video, archaeological and archival sources were collected and analysed. All known scholars of the Bafokeng Nation, local, national and international were consulted. Approximately 40 interviews with members of the community, administration, and governance structures were conducted. This material was collected into a virtual archive, and the physical material will be professionally archived in 2010 in anticipation of a permanent Bafokeng research archive.

Based on the findings of the Bafokeng History and Heritage research project, and looking ahead to the FIFA 2010 World Cup, three additional projects were undertaken, a documentary film and two books on Bafokeng history.

The film, a full-length documentary, called "Playing the Game the Bafokeng Way" will be completed before the FIFA World Cup in 2010. The two books, a popular book of Bafokeng history, and a scholarly volume (completion of the volume by Bernard Mbenga and Andrew Manson originally commissioned in 1998), were begun in 2009, and are scheduled to be released in 2010.

5.3.4 The Research Unit also provided research support to the RBN entities by overseeing the Victim Empowerment Study in the Health and Social Development Services Dept. Three independent researchers, one at Fort Hare University, one at the University of Pretoria, and one at Wits University were assisted with their research projects on the RBN. A collection of research texts on Bafokeng and Bafokeng-related topics was acquired and catalogued for internal reference.

### 5.4 CENTRAL COMMUNICATIONS

2009 saw the centralisation of internal, community, and external communications for all RBN entities under one department for the first time. Communications staff from Research and Planning merged with the RBA Communications and Marketing Department to form RBN Central Communications, which was launched in December 2009. Central Communications handles internal communication to RBN staff, community relations and publications for morafe, and external relations including branding, media relations, and public relations.

#### 5.4.1 External and Media relations

The Information Office was created in 2009 to act as a bridge between the Research function and Communications, and aims to assist at both strategic and operational tasks in these two areas. In 2009, the Information Office was focused on improving the RBN's ability to communicate to outside parties strategically and proactively. This involved the preparation of tools, materials, messages and services.

- [www.bafokeng.com](http://www.bafokeng.com) The RBN website was redesigned and relaunched in December 2009.
- The Official Royal Bafokeng Nation Facebook page was created, and members numbered approximately 500 at the end of 2009.
- @RoyalBafokeng is the official RBN Twitter page, with approximately 40 followers at the end of 2009.
- A photo cache contains images of Royal Bafokeng Nation events, programmes, and people.
- [info@bafokeng.com](mailto:info@bafokeng.com) email account was established to receive queries.
- An RBN Press Pack was developed. By December 2009 the Press Pack consisted of an RBN Factsheet, a Royal Bafokeng Stadium Factsheet, a World Cup Draw factsheet, a



*Gazebos at Kgotha Kgothe.*

Masterplan brochure, an RBI brochure, a 2008 Kgotha-Kgothe report and a 2009 RBN Review. 400 press packs were distributed to media and other visitors in 2009.

- College Hill, a communications consulting company based in London, was hired to structure Central Communications, and advise the department in its preparations for the World Cup. This resulted in a wide range of improvements to the Communications Plan for the RBN.
- The Information Office used several media-monitoring tools to monitor and track media coverage of the RBN. There were 8214 articles published about the RBN worldwide in 2009. A comparable number of stories about the RBN appeared on radio and TV worldwide.

#### **5.4.2 Publications**

Seagoagoe continued to raise community awareness about the organisation's mission, progress towards Vision 2020, events, and projects. Highlights included articles on the preparations for the FIFA 2010 World Cup. In 2009, forty thousand copies of this quarterly newsletter containing RBN-specific news and community news were circulated to all villages within the Bafokeng area.

Internally, staff members were kept up-to-date through Go Tswa Isong. This internal communication tool shares information to help staff understand, contribute to and participate in the organisation's activities. Go Tswa Isong was produced quarterly in 2009, and 300 copies of each issue were distributed.

### **5.5 SPECIAL PROJECTS**

#### **5.5.1 Bafokeng 2010 Activation Campaign Overview**

The Bafokeng 2010 activation campaign was designed to excite, engage and involve all 29 Bafokeng communities and villages in the preparations for the FIFA 2010 World Cup. All elements of the campaign had relevant messaging with a strong community focus through grassroots activations. This approach increased the levels of involvement, the capacity to educate and creates a unified community with an understanding and active involvement in the World Cup and the supporting events.

**5.5.1.1 Public viewing event - 4 December 2009** at Tsitsing stadium. The event was meant to





*NGO's and CBO's exhibition.*

mark the official and final team draw in Cape Town, and screen the event live to the Bafokeng people. The event involved an awesome line-up of local and national talent to entertain the audience. The symbolic erection of flags of the drawn countries also added to the celebratory and ceremonious atmosphere.

#### **5.5.1.2 Family Fun Day - 16 December 2009**

This event was an entertainment platform for young and old to share in the festivities of the season, Youth Day, as well as a celebration of the World Cup. The fun day was held against the backdrop of the Royal Bafokeng Sports Palace. Young and old came to enjoy the day's activities and this proved to be an awesome and valuable platform for the Royal Bafokeng Nation.

**5.5.1.3 Bafokeng Diski Carnival** - An extensive contact campaign moved through all 29 Bafokeng villages in the last week of December 2009. The Carnival was designed to further bring the energy and excitement of the world cup to the people of the Bafokeng Nation.

The carnival included merchandise give-aways and dissemination of key information regarding ticketing,

access, date and landmarks for the world cup. All this information was communicated in a fresh, funky and accessible way to the people of the Bafokeng Nation.

#### **5.5.2 Beautification**

The beautification project aimed to create an aesthetically pleasing view of the community through landscaping. The project successfully beautified the main Phokeng Road, the Ring Road and the Western Bypass through the use of recycled elements: recycled granite was used for decorative purposes along the middle island of the Main Road interspersed with pots and planted aloes (*Aberensis*) and trees. Additionally, decorative pots were placed along the road from the junction of the Swartruggens and Main Phokeng Road to the Moremogolo junction, including the Ring Road.

Soccer legends and World Cup champions were displayed on colorful banners and hung along the main road.

Whereas the road to Phokeng was previously dusty, barren and littered, it now makes a very African statement of local pride, tradition, industry and style.



## 6. Protocol Department

The Protocol Department renders support services to the Office of Kgosi and the Bafokeng Royal Family. The department oversees the Bafokeng Excellence Awards, the report for which follows.

### 6.1 BAFOKENG EXCELLENCE AWARDS

#### 6.1.1 Nomination Process

Nomination Form Distribution Process: Foot soldiers (Youth) & RBN Entities

Nomination Forms Printed: **5000**

Nomination Forms Distributed: **4000**

Completed Nomination Forms Received: **1871**

Shortlisted Candidates: **47**

Finalists: **18**

#### 6.1.2 Award Categories

- Community Builder;
- Educational Institution of the Year;
- Learner of the Year (Primary, Middle and High School);
- Mofokeng Cultural Icon of the Year;
- Senior Citizen of the Year;
- Sports person of the Year;
- Best Lekgotla;
- Non-Mofokeng of the Year; and
- Person Living with Disability.

#### 6.1.3 Finalists / Winners (bolded)

No.	Surname/ Project Name	Name	Category
1	<b>Kgwefane</b>	<b>Seapei</b>	Learner (High)
2		Kanana Primary	Education Institution
3		<b>Seolo Middle School</b>	Education Institution
4		Mafanya Middle School	Education Institution
5	<b>Makgale</b>	<b>Edward</b>	Non Mofokeng
6	Pine	Mahube	Mofokeng Cultural Icon
7	<b>Pitsoe</b>	<b>Mmantsopa</b>	Mofokeng Cultural Icon
8	<b>Seabelo</b>	<b>Thapelo</b>	People Living with Disabilities
9	Ratsie	Gideon	Sportsperson
10	Khunou	Chicco	Sportsperson
11	Pilane	Selina	Sportsperson
12	Motshoane	Joseph Lekgotla La Mosetlha	Best Lekgotla
13	<b>Ramoroa</b>	<b>Nicodemus Lekgotla La Metlapeng</b>	Best Lekgotla
14	<b>Mokwena</b>	<b>Olga</b>	Community Builder
15	Mafoko	Cathrine	Community Builder
16	Mokgethi	Rebecca	Businessperson
17	<b>Mfulwane</b>	<b>Bertha</b>	Businessperson
18	Ramorula	Martin	Businessperson



Association Incorporated Under Section 21:  
Reg. No. 2008/025628/08







## 7.1 INTRODUCTION

Royal Bafokeng Enterprise Development (previously the department of Local Economic Development), a section 21 company, was formally incorporated as a subsidiary of RBH early in 2009. The staff were inducted into their new roles and a new managing director, Dan Mogami, assumed duty at the beginning of February 2009. The budget for the year was approved by the Board of Directors of the RBED on 18th December 2008.

The Small, Medium and Micro Enterprises (SMMEs) remain RBED's target market. But with our collaboration with The Business Place Network - Phokeng (TBPB-P) which handles start-ups, very small, survivalist and micro businesses, RBED now focuses on being a supplier development centre.

### 7.1.1 Structure

The structure of the RBED has changed since the beginning of the year in line with the needs of the target market. The following additional positions were created:

- Enterprise Development manager: assumed duty in October 2009;
- Business linkages manager: assumed duty on 16th November 2009;
- Business Linkages manager: assumed duty on 1st December 2009;
- Executive manager: to assume duty in January 2010; and

- Two intern positions: converted into enterprise development consultants since September 2009.

### 7.1.2 Client Service

While SMMEs remain the target market of RBED, the services of The Business Place Network-Phokeng (TBPB-P) have been procured to handle start-ups, very small, survivalist and micro businesses. This arrangement provides for segregation of functions: RBED is responsible for the development and support of SMMEs that have the capacity to supply quality goods and services to the readily available buyers market within the RBN family and surrounding market. The piloting of the business linkages with two managers has proven to be successful, as can be seen from the number of SMMEs and the value of goods and services that the RBN investee companies have approved as vendors and awarded supply contracts to these Bafokeng owned and managed entities.

The RBED has had an increase of SMMEs registered on its database from about 288 to 486 in the year under review. These SMMEs are classified as 'operational' and 'non-operational', as determined by the level of their activities. Some clients are registered on the RBED database whereas they are not yet in a position to render any of the services and/or goods for which their business has been registered.

The two tables provide a summary of the numbers and sectors of both existing (operational) and non-operational Bafokeng SMMEs on the database of the RBED:

## 7.2 PORTFOLIO OF SMMEs

### 7.2.1 Summary of Existing and Operational Businesses/SmmeS

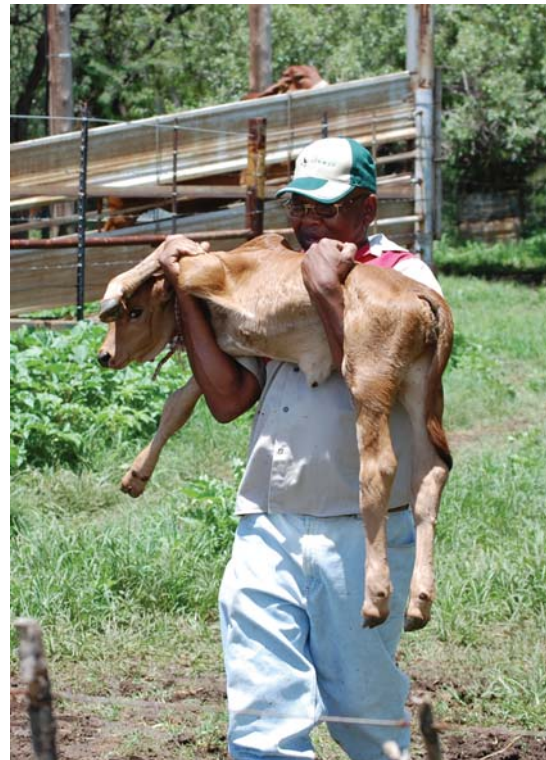
Category	Number
Construction	69
Engineering	12
Manufacturing	3
Mining	17
Accommodation	9
Tour Operators	9
Goods Transport	5
Arts and Crafts	1
Restaurants	1
Business Consulting	1
Education & Training	5
Agriculture (Crop Farming)	34
Agriculture (Livestock)	70
Cleaning Services	9
Garden and Landscaping	9
Catering	26
Security	4
Events Management & Marketing	9
Upholstery	1
Clothing	1
Electrical	7
Pest Control	1
Crushers	1
ICT	3
Environmental Services	1
Meat Supply	1
Labour Hire	2
<b>TOTAL</b>	<b>307</b>

### 7.2.2 Summary of Non-Operational Businesses

Category	Number
Construction	137
Accommodation	3
Mining	9
Agriculture	0
Manufacturing	0
Education & Training	2
Arts & Crafts	1
Restaurants	1
Cleaning	26
<b>TOTAL</b>	<b>179</b>

## 7.3 FUNCTIONAL AREAS OF THE RBED

The functional units of the RBED have the following Key Performance Areas and Key Performance Indicators which were set in the development of the business plan. The business linkages unit was a pilot phase with only investee companies assigned one business linkage manager each. The enterprise development unit was phased in as a fully functional unit. The actual performance of these units is now reported in line with these KPAs and KPIs hereunder:





### 7.3.1 Enterprise Development Unit

Key performance Areas	Key Performance Indicators	Actual Performance against Targets
Product/Market Development	At least 60 (sixty) Bafokeng owned businesses funded per annum	<p>Three SMMEs were funded:</p> <ol style="list-style-type: none"> <li>1. ABSA loan of R600K for Babane Essential Oils at Shylock.</li> <li>2. SENWES grant of R500 000 in respect of working capital for Dirang Ka Natla hydroponics farm at Boekenhoutfontein.</li> <li>3. XSTRATA Grant of R1.8 million for erection of poultry houses for Lemogang Poultry at Lemenong.</li> <li>4. Blue Financial Services approved in principle a business loan of R1,6 million for building of a restaurant by Karabo Mafatshe in Phokeng (but was withdrawn due to lack of collateral, namely Cession of Lease-Agreement by the RBN as required by Blue Financial Services).</li> <li>5. RBA funded R900 000 for infrastructure of farms.</li> <li>6. Mosekaphofu Farm funded for R50 000 in respect of fencing by Bojanala Platinum District Municipality.</li> </ol>
	At least 180 SMMEs assessed for capacity building	<ul style="list-style-type: none"> <li>• Conducted needs analysis (business assessments) on 116 SMMEs ; and</li> <li>• Common interventions needed are bookkeeping (financial management system), training in HR Management, Costing &amp; Pricing, corporate governance, statutory compliance, customer care, project management, sales techniques, customer retention &amp; marketing management, safety &amp; health compliance.</li> </ul>
	At least 30 (thirty) Bafokeng businesses with signed contracts per annum	<ol style="list-style-type: none"> <li>1. Off take contract of R 1 670 328 p.a. by an export company for geranium oil flowers of Babane Essential Oils, once in production.</li> <li>2. Motsewe Coop has a supply contract of its vegetables with a Rustenburg fruit and vegetable wholesaler.</li> </ol>
	At least R20 (Twenty) Million worth of contracts signed per Sector per annum.	<ol style="list-style-type: none"> <li>1. RBA awarded total contracts worth R17 036 364 to SMMEs for: <ul style="list-style-type: none"> <li>• drilling of boreholes (R1 628 117) on farms;</li> <li>• fencing (R387 497) of various farms;</li> <li>• lights rehabilitation in all villages (R12 901 168); and</li> <li>• Upgrade of Luka Clinic (R2 119 582).</li> </ul> </li> </ol>

### 7.3.1 Enterprise Development Unit (cont.)

Key performance Areas	Key Performance Indicators	Actual Performance against Targets
	Market-readiness of not less than 30 (thirty) SMME per annum.	<ul style="list-style-type: none"> <li>Dirang Ka Natla Hydroponics Farm at Boekenhoutfontein and Motsewe Cooperative at Rietvlei are ready to supply and in principle off-take contracts have been agreed with Rustenburg Pick 'n Pay once production is sufficient</li> </ul>
	At least R20 million worth of contracts signed per sector	<ol style="list-style-type: none"> <li>Five construction SMMEs were subcontracted in the construction of the Bafokeng Sports Campus.</li> <li>A total of 37 local labour were employed by these subcontractors.</li> </ol>
<b>SMME Development</b>	At least 10 new Businesses assisted to establish per annum	<ol style="list-style-type: none"> <li>238 homes (655 beds) recommended after assessment for homestays program of RBED.</li> <li>Five new farmers assisted with application for Nguni cattle grant of NW Department of Agriculture.</li> <li>Lemogang Poultry farm at Lemenong.</li> <li>Ikemeseditse Women In Agriculture at Lefaragatlhe with 6 ha land cleared for establishment, soil tests already done awaiting financing by Impala Plats.</li> </ol>
	Growth & Sustainability (by classification and Demographics) <ol style="list-style-type: none"> <li>No of Jobs created</li> <li>Increased turnover</li> <li>Failure percentage or negative growth</li> </ol>	<ol style="list-style-type: none"> <li>About 12 SMMES referred to TBP-P since last joint road show;</li> <li>About 110 SMMES provided with on-site visits, information and advice on various matters, availability of procurement opportunities, some assisted with solutions for internal management conflicts and contractual obligations such as rentals, service delivery issues.</li> <li>45 new jobs created at Babane essential oils and Dirang Ka Natla hydroponics farm;</li> <li>Dirang Ka Natla Agricultural Coop was able to sell its fresh produce (tomatoes and cucumbers) to the market, to the value of about R96 000 by the end of the financial year, while they will continue to harvest their produce until end of the season for each product;</li> <li>Homestays programme will create about 238 direct new jobs and some indirect unquantifiable jobs for now in the value chain, especially during 2010 FIFA World Cup.</li> </ol>

### 7.3.1 Enterprise Development Unit (cont.)

Key performance Areas	Key Performance Indicators	Actual Performance against Targets
	At least 160 SMME trained per annum	A total of 234 SMMEs were trained in a variety of courses, such as: <ul style="list-style-type: none"> <li>• Customer service (80)</li> <li>• Health &amp; Safety (76)</li> <li>• Construction costing &amp; pricing (14)</li> <li>• Hydroponics farming (16)</li> <li>• Corporate governance (10)</li> <li>• Food safety (20)</li> <li>• Hazardous chemicals and fertilizers (6)</li> <li>• Mushroom farming (10)</li> </ul>
	At least 50 Bankable Business Plans facilitated per annum	None received as yet as still under development by service providers appointed by our stakeholder (SEDA)
	At least 25 Businesses promoted to Platinum Club per annum	At least twenty four members have been assessed for membership of the Club.
<b>SMME Promotion</b>	At least 30 SMME participated in Trade Missions facilitated per annum	<ol style="list-style-type: none"> <li>1. 205 entertainment facilities identified for mapping &amp; tour packaging and training in customer service.</li> <li>2. 9 in travel &amp; tourism industry to Durban Indaba</li> </ol>
	At least 45 SMME to attend Expo/Exhibitions per annum	<ol style="list-style-type: none"> <li>1. 9 SMMEs in travel &amp; tourism industry assisted to attend the 2009 Durban Tourism Indaba.</li> <li>2. 15 SMMEs assisted with attendance of IDC women in business networking session.</li> <li>3. 13 Travel and tourism SMMEs attended National Tourism Conference in Kempton Park.</li> <li>4. 15 Travel &amp; Tourism SMMEs attended the National Tourism Lekgotla held in North West.</li> </ol>
	At least 5 SMME / Information forums held per annum	<ol style="list-style-type: none"> <li>1. 3 information forums held.</li> <li>2. A joint TBPN-P/ RBED road show to 16 villages cluster in October 2009 with a total of 477 people reached.</li> <li>3. In October 2009 an information &amp; workshop for 45 construction SMMEs held with NHBRC about benefits and need for registration with NHBRC.</li> </ol>
	At least R5 million worth of value of deals concluded per annum	<ol style="list-style-type: none"> <li>1. Lebone II College project afforded local SMMEs procurement opportunities worth R78 297 153 with payments to date including labour of R17 745 658.</li> </ol>

### 7.3.1 Enterprise Development Unit (cont.)

Key performance Areas	Key Performance Indicators	Actual Performance against Targets
SMME Promotion (cont.)		2. 39 people were trained in various fields such as banks man, scaffolding, safety & first aid. 3. 47.4% of total labour is from local people.
BEE facilitation	At least 3 BEE / JV deals concluded per annum	A JV between Orist and Stanzo successfully tendered for a R80 000 contract with RBA

### 7.3.2 Business Linkages Unit

Key performance Areas	Key Performance Indicators	Actual Performance against Targets
Value Chain Management	At least R40 million worth of opportunities developed between enterprises and Mines per annum	In the financial year ending June 09, SMMEs accessed procurement opportunities as follows: <ul style="list-style-type: none"> <li>• Impala R132 399 619</li> <li>• BRPM R58 475 393</li> </ul> In the financial year starting July 09, procurement opportunities accessed to date total: <ul style="list-style-type: none"> <li>• Impala R20 999 536</li> <li>• BRPM R6 141 626</li> </ul>
	At least 4 Joint Ventures concluded	2 Joint Venture Agreements concluded which have been awarded Hostel # 6 contract worth R40 million at Impala Mine
	At least 4 BEE Facilitation concluded	BEE transaction concluded with GallNorth which has 29% local participation
Supplier Development	At least 10 New SMME identified and developed to access opportunities	14 SMMEs accessed Daily Buying opportunities worth R4 028 259 at Impala Mine
	Value of Finance for contracts signed	9 SMMEs accessed funding through Anglo Zimele
	At least 10 SMME coached and mentored	<ul style="list-style-type: none"> <li>• 4 SMMEs are on Mentorship programmes. (Segodiso Manufacturing, Maplao Trading, Bafokeng Bolts &amp; Tools, Reagentswe Trading;</li> <li>• 10 SMMEs started attending Mentorship program for the 7 months and Noyana Management Consultants have been appointed for this. Assessments have been completed.</li> </ul>



### 7.3.2 Business Linkages Unit (cont.)

Key performance Areas	Key Performance Indicators	Actual Performance against Targets
<b>Market Development</b>	At least 4 SMME with signed contracts per annum	3 SMME contracts signed (ENSA Environment, Tirelanong/Ilifa and Ditona/Sybil (Pty) Ltd)
	At least R10 million of contracts	Two contracts signed worth R40 million
<b>Projects</b>	ICT Learnership	101 learners graduated on a Learnership program and 50% are permanently employed
	Costing & Pricing Training	10 MME attended Costing & Pricing training

### 7.4 AFFIRMATIVE PROCUREMENT OF RBED

Procurement of goods and services from local suppliers for goods and services for a total of R 1,492 846 from local suppliers and BEEs as follows:

RBED procured goods and services from local suppliers as follow:

Goods/Service Sector	Total
Accommodation	R418 113
Administration	R989 082
Catering	R42 753
Cleaning	R40 698
Transport	R2 200
<b>TOTAL</b>	<b>R1 492 846</b>

### 7.5 THE BUSINESS PLACE PHOKENG

The Business Place - Phokeng opened its doors for business at Bafokeng Plaza in July 2009. The Business Place has proven to be a necessary extension of the RBED and the joint Road Show to all the Bafokeng villages enabled the two organisations to promote their synergies and how they could leverage each other's strengths.

The Business Place Phokeng still experiences a challenge in that they are not as yet achieving the targets that make up their deliverables in line with the cooperation agreement with RBED/RBH. This situation will be closely monitored. Year to date The Business Place has held one-on-one consultation with 165 aspirant entrepreneurs and conducted training workshops for 95 SMMEs. This is against a target of 200 SMMEs per month.

Hereunder follows its operations report from inception to December 2009:

#### 7.5.1 TBPN-Phokeng Branch Summary Report July 2009 To November 2009

Branch	Phokeng	Branch Manager	Buti Makgalemele
<b>CURRENT STAFF COMPLEMENT:</b>		Five	<b>BRANCH PARTNER AND FUNDING COMMITMENT:</b>
<b>BRANCH AGE:</b>		5 months old	
<b>BOARD MEMBERS:</b> Shaun Govender (Chairperson) Gillian Kettaneh Dan Mogami Natalie Morton			
			Royal Bafokeng Enterprise Development / RBH Funding for 2009/10 : R 3,2m

HIGHLIGHTS OF BRANCH ACTIVITIES : July - November 2009						
TBPP Services Statistics	July 2009	Aug 2009	Sept 2009	Oct 2009	Nov 2009	Annual Total
One on one consultation	35	39	57	34 *	66	231
Non consultation	8	34	52	51	72	217
Training workshop	0	33	10	52	0	95
Networking sessions	0	0	0	0	1 (held on 7 Dec 2009 and attended by 53 entrepreneurs)	
<b>TOTAL</b>	<b>43</b>	<b>106</b>	<b>119</b>	<b>137</b>	<b>138</b>	<b>543</b>

Entrepreneurial Training Workshops	July 2009	Aug 2009	Sept 2009	Oct 2009	Nov 2009	Total
Micro MBA	3	32	10	52	7	104
Marketing Research	2				26	28
Marketing	2				20	22
Outstanding Customer Service	1				12	13
First Crucial Steps to Starting My Business	2				22	24
Essential Documents needed to start my business	2				22	24
<b>Total</b>	<b>12</b>	<b>32</b>	<b>10</b>	<b>52</b>	<b>109</b>	<b>215</b>
<i><b>Total of 215 people attended</b></i>						

#### BRANCH STRATEGIC CHALLENGES:

Reaching out to as many people as possible.

#### BRANCH VISITS BY HEAD OFFICE STAFF:

- Ms Amanda Kulati visited the branch on 7 and 8 October 2009 to orientate RBED management on the Agricultural Training programme to be rolled out to farming entrepreneurs.
- Mr Dees Harilal, National IT and Database Manager visited the branch on
  - 25 October 2009 - IT and Database Planning
  - 11 November 2009 - IT and Database installations
- 30 November 2009 - Database training for RBED staff Ms Natalie Morton, New Site Development Manager visited the branch on 11 November 2009 for routine visit to the branch.
- Mr Shaun Govender visited the branch on a routine administrative check up.

**MANAGER SIGN OFF: BUTI MAKGALEMELE**

#### MAIN PLANNED ACTIVITIES:

Entrepreneurs and small businesses involved in Tourism and Hospitality trade would be invited to a FIFA 2010 Entrepreneurs Workshop planned for January 2010.

**DATE: 7 DECEMBER 2009**







## 8.1 OVERVIEW

RBS has registered another year of success despite the challenges this entity had to face; and with these experiences, growth is imminent, all leading to a brighter future of young Bafokeng. Sports continue to function as a driving force for social transformation and provide hope for the hopeless. The positive developments in the Bafokeng region resulting from our focus on sport are evident. These improvements are noticeable in human conduct, environmental outlook, infrastructure, and economic performance etc.

We remained focused on the three main areas: Youth development (sports); Management of sporting facilities; Preparation for FIFA World Cup.

## 8.2 ACHIEVEMENTS

### 8.2.1 Youth Development

#### 8.2.1.1 Athletics

- Preparing for the Provincial championships: 67 athletes finished in the top 10;
- Full preparations are in progress for the National Championships;
- Elite athletes are competing across in Europe; and
- Two of our Athletes have qualified for the Commonwealth Games.

#### 8.2.1.2 Soccer

- Preparations for the Soccer Academy are well

under way. In particular U/11 and U/13 squads are ready to be part of the Royal Bafokeng Academy.

- U/11 and U/13 have won a major tournament in Alberton, Johannesburg and U/13 has won the Glenville tournament in Port Elizabeth with U/11 being runner ups.

## 8.3 MANAGEMENT OF COMMERCIAL UNITS

### 8.3.1 Stadium

- Hosting a successful "Mandela Challenge" between SA (Bafana-Bafana) vs Norway;
- Telkom Charity;
- FIFA Confederations Cup;
- Premier soccer league games;
- British Lions (Rugby tour); and
- Several league rugby games.

### 8.3.2 Platinum Stars

This unit experienced under-performance the last two seasons. The plan is to finish within the top five in the league and reach acceptable positions in the competition tournaments.

### 8.3.3 Leopards Rugby

RBS stake in Platinum Leopards is 49% shareholding; they continue to provide substantial support for our rugby development programmes and are a draw card for games at our stadium. They are also part of our transformation strategy.

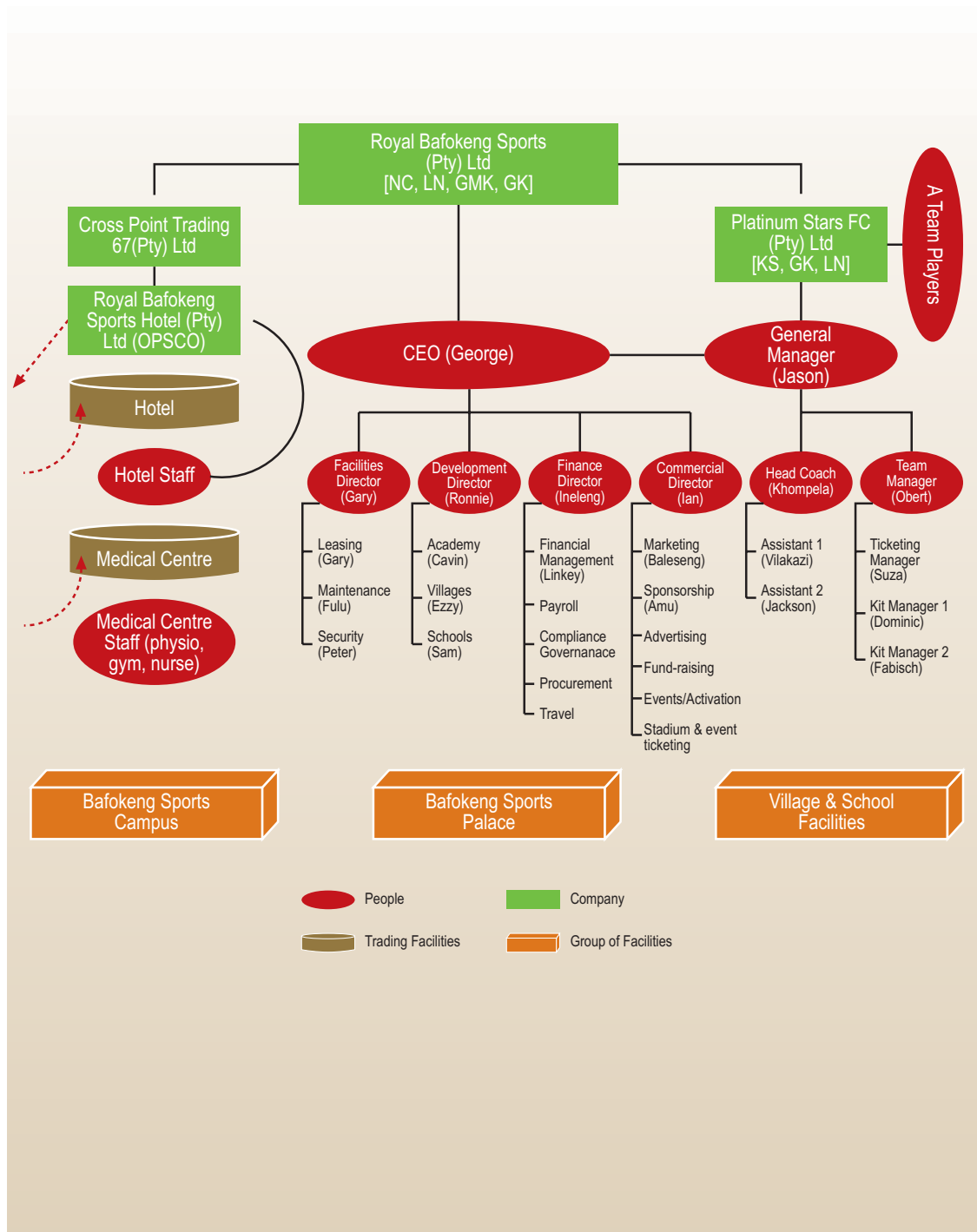
#### 8.4 PREPARATION FOR 2010 FIFA WORLD CUP

Key objectives in preparation for the world cup are:

- Compliance with the FIFA agreement;
- Provision of necessary infrastructural support;
- Development of milestones for World Cup experience by the Community and economic benefit; and
- Identification of legacy projects and development plans to sustain them.

#### 8.5 CHALLENGES

- Securing external funding to support our development programmes;
- Sponsorship for both Platinum Stars and Platinum Leopards; and
- Building sporting facilities in villages



## REGIONAL STAFF STRUCTURE



North Region	N. East Region	Central Region	S. East Region	Capital Region
Regional Sports Manager + Ass	Regional Sports Manager + Ass	Regional Sports Manager + Ass	Regional Sports Manager + Ass	Regional Sports Manager + Ass
Athletics	Athletics	Athletics	Athletics	Athletics
Martial Arts	Martial Arts	Martial Arts	Martial Arts	Martial Arts
Netball	Netball	Netball	Netball	Netball
Rugby	Rugby	Rugby	Rugby	Rugby
Soccer	Soccer	Soccer	Soccer	Soccer
Village Sports Coordinator 6	Village Sports Coordinator 7	Village Sports Coordinator 6	Village Sports Coordinator 7	Village Sports Coordinator 6
School Sports Coordinator 10	School Sports Coordinator 6	School Sports Coordinator 9	School Sports Coordinator 9	School Sports Coordinator 11
School Volunteers 4x10=40	School Volunteers 4x6=24	School Volunteers 4x9=36	School Volunteers 4x8=32	School Volunteers 4x11=44
Total Staff 62	Total Staff 44	Total Staff 57	Total Staff 53	Total Staff 67
5349 School Children	1534 School Children	3697 School Children	2938 School Children	5522 School Children
Total Staff - 283		Total Children - 19,030		









### 9.1 CEO's MESSAGE

By the end of 2009 the Royal Bafokeng Institute (RBI) had been in existence for three years. We have focused on assessing the education and training situation within the region of the Bafokeng community and have completed a strategic plan (November 2009) for addressing the challenges we face as a community.

The highlights for 2009 are:

- Completion and implementation of a strategic plan;
- Pilot of the school feeding scheme in 10 schools
- Improved Matric results;
- Improved community involvement in education; and
- Negotiation of Section 14 status for Bafokeng schools.

Our vision is stated as:

**"The RBI is a public benefit, not for profit organisation based in the Bafokeng community committed to facilitating quality delivery in all aspects of education and human development"**

To deliver this vision our three strategic goals are:

- Promoting quality education and training within the Bafokeng community
- Developing and engaging all stakeholders and community members to enable the effectiveness of RBI Initiatives
- Improving the management of schools and maintaining the infrastructure and security in all the Bafokeng schools.

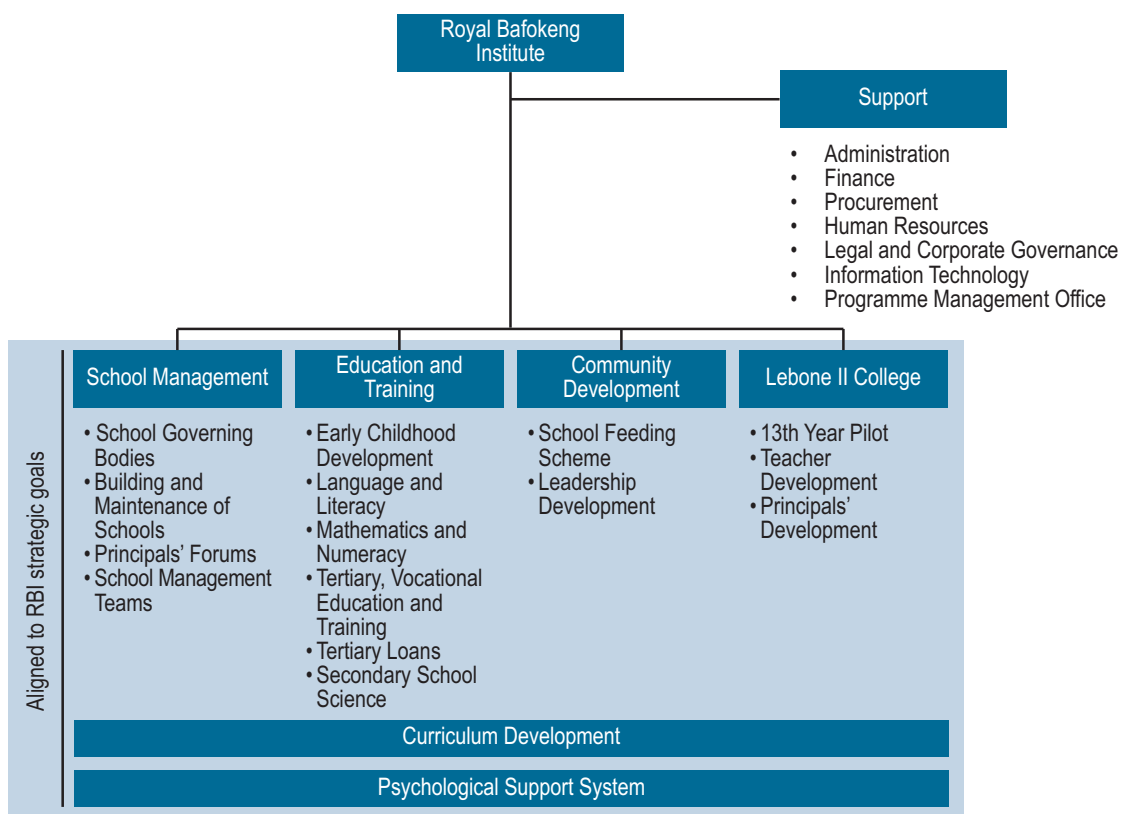
In promoting quality education, the RBI focuses on improving the teaching skills of teachers and principals. We focus on key areas such as language, literacy, numeracy, mathematics and science and apply the same underlying philosophy to ensure a common thread from reception to high school. Lebone II, College of the Royal Bafokeng, will not only be a beacon of excellence, it will also play a critical role in developing all the Principals and teachers in RBN schools and hence all learners in this region.

The community development cluster is aimed at introducing interventions that will increase community involvement in schools and empower the traditional leadership to lead participation in school governance.

The RBI school management projects will equip all school managers with resources relevant to management skills. The RBI supports, motivates and assesses school managers on an ongoing basis for the betterment of their performance. To facilitate delivery of this strategy, the RBI is structured as in Figure 1.

Each of the programmes listed in our report have detailed their achievements in 2009 and indicated brief plans for 2010.

**Ian McLachlan**  
CEO



**Figure 1: RBI Structure**

## 9.2 SCHOOL MANAGEMENT CLUSTER

### 9.2.1 School Governing Bodies (SGB)

The objective of this project is to improve the quality of governance in all RBN schools.

#### Key achievements in 2009:

- Initiation and negotiation of Section 14 agreement (State Schools on Private Property) with the North West Department of Education,
- 5 SGB workshops (Table 1),
- Approximate 20% increase in parental involvement in schools.

**Table 1:** SGB workshops held in 2009 on legal status of Sections 14, 20 and 21 functions of the SGB.

Region (Schools)	Number of Participants	Workshop Date
Capital (Bafokeng High, Keledi Middle, Kgale Primary, Lefaragatlhe Primary, Bobuantswa Primary, Matale Middle, Matlhwane Primary, Moremogolo Primary, Saron Primary)	30	07/10/2009
North (Charora High, Thethe High, Mafenya Middle, Molotlegi Middle, Rasimone Intermediate, Luka Primary, Chaneng Primary, Ramotse Primary, Bonwakgogo Primary, Mogono Primary)	47	08/10/2009
North East (Mmanape High, Seolo Middle, Tantana Primary, Tsitsing Primary, Khibitswane Primary, Maile Primary, Morogong Primary, Tshekame Primary, Motsitle Primary, Tlaseng Primary)	32	14/10/2009
Central (Sekete IV High, Matsukubane Middle, St. Gerald-Majella Middle, Leruthware Primary, St. Michaels Primary, Serutube Primary, Kana Primary, Tlhotlheletsang Primary)	24	22/10/2009
South East (Tshukudu High, Thekwane, Middle, Photsaneng Primary, Mfidikwe Primary, Mabitse Primary, Tlhage Primary, Tlapa Primary)	20	21/10/2009

### 9.2.2 Principals' Forums

This project is aimed at forming sustainable principals' forums for both primary and secondary schools. These forums are to be used to capacitate the principals in the leadership and management of their schools. The forums will be used as a mechanism for instilling excellence in all aspects of RBN schools.

### Key achievements in 2009:

- 21 Primary and Secondary School Principals forums (Table 2),
- 29 Primary School Principals and 31 Secondary School Principals attended the workshops.

**Table 2:** Principals' forum workshops on effective management and communication

Level	School	Number of Participants	Workshop Date
Middle Schools	Keledi	8	02/01/2009
	Mafenya	9	02/03/2009
	Matale	6	05/05/2009
	Matsukubanye	7	01/06/2009
	Molotlegi	5	07/08/2009
	Seolo	6	12/10/2009
	St. Gerald-Majella	21	06/11/2009
RBN High Schools	Bafokeng	12	03/02/2009
	Charora	20	03/03/2009
	Lebone II	16	05/05/2009
	Mmanape	11	02/06/2009
	Sekete IV	12	15/09/2009
	Thethe	14	20/10/2009
	Tshukudu	21	06/11/2009
Assisted High Schools	H.F. Tlou	12	03/02/2009
	J.M. Ntsime	20	03/03/2009
	Matetenene	16	05/05/2009
	Matlhare Mokautu	21	02/06/2009
	President Mangope Tech	11	15/09/2009
	Rauwane Sepeng	12	20/10/2009
	Tlhabane Technical	14	06/11/2009



### 9.2.3 School Management Teams (SMT)

Through this project, the RBI intends to capacitate all school management teams for efficient management of RBN schools in the delivery of quality education. The RBI will also support, motivate and assess school managers on an ongoing basis for the betterment of their performance.

### Key achievements in 2009:

- 13 SMT workshops where teacher attendance increased by 61% (129 in 2008 and 208 in 2009) (Table 3).

**Table 3:** SMT workshops on planning, organizing, leading, monitoring and control

Cluster (Schools)	Number of Participants	Workshop Date
Phokeng (Bafokeng High, Bobuantswa Primary, Keledi Middle, Kgale Primary, Lefaragatlhe Primary, Matale Middle, Matlhwane Primary, Moremogolo Primary, Saron Primary, Tumagole Primary)	14 11 15	04/03/2009 30/04/2009 30/07/2009
Tlaseng (Khibitswane Primary, Maile Primary, Matlhare Mokautu High, Mmanape High, Morogong Primary, Motsitle Primary, J.M. Ntsime High, Tantana Primary, Tlaseng Primary, Tsitsing Primary, Seolo Middle)	13 19 12	24/02/2009 07/05/2009 28/07/2009
Chaneng (Bonwagogo Primary, Chaneng Primary, Charora High, Khayaletu High, Luka Primary, Mafenya Middle, Molotlegi Middle, Mogono Primary, Ramotse Primary, Rasimone Intermediate, Thethe High)	21 15	19/02/2009 06/08/2009
Bleskop (President Mangope Technical, Mfidikwe Primary, Photsaneng Primary, Thekwane Middle, Tlhabane Technical High, Tlhage Primary, Tshukudu High, H.F. Tlou High, Rauwane Sepeng High)	20 11 11	10/02/2009 05/08/2009 25/08/2009
Kanana (Kana Primary, Leruthware Primary, Mabitse Primary, Matsukubyan Primary, Iketeletso High, Rethusegile High, Sekete IV High, Serutube Primary, St. Gerald-Majella Middle, St. Michaels Primary, Tlhotlheletsang Primary, Tlapa Primary, Matetenene High)	19 27	17/02/2009 11/08/2009

*Representative Council of Learners (RCL)*

**Key achievements in 2009:**

- Newly elected member of the RCL were trained on their legal status as a component of the school governance structure (Table 4),
- Training on leadership skills is highly recommended for these future leaders.

**Table 4:** Leadership Training Workshops for Representative Council of Learners

Cluster (Schools)	Number of Participants	Workshop Date
Phokeng (Matale Middle, Thethe High, Keledi Middle, Mafenya Middle, Khayaletu High, Bafokeng High)	21	12/05/2009
Kanana (St. Gerald-Majella Middle, Seolo Middle, Sekete IV High, Matetenene High)	12	13/05/2009
Bleskop (H.F. Tlou High, Thekwane Middle, Tshukudu High, Tlhabane Tech. High, Boitekong Secondary)	15	14/05/2009
Phokeng (Thethe High, Molotlegi Middle, Khayaletu High, Matale Middle, Bafokeng High, Charora High, Mafenya Middle, Keledi Middle)	32	17/08/2009
Kanana (Seolo Middle, Iketleetso High, Matlhare Mokautu High, Matsukubyanne Middle, Sekete IV High, St. Gerald-Majella Middle)	23	18/08/2009
Bleskop (Pres. Mangope Tech, Thekwane Middle, Rauwane Sepeng High, H.F. Tlou High, Freedom Park High, Tshukudu High, Boitekong Secondary)	20	19/08/2009

#### 9.2.4 Building and Maintenance of Schools

This project will involve all aspects of school infrastructure and maintenance, including school surrounds and environment. It will also help plan and deliver any capital expenditure as well as oversee the security of our schools.

#### Key achievements in 2009:

- The building of 7 new classrooms and 3 new staff rooms,
- Maintenance of 44 schools.

**Table 5: Maintenance and Capital Expenditure at Bafokeng Schools**

Region	New Buildings	Maintenance
<b>North</b>	<ul style="list-style-type: none"> <li>• Staff room built at Thethe High School.</li> <li>• Two rooms renovated as kitchens at Mogono Primary School.</li> </ul>	<ul style="list-style-type: none"> <li>• Major maintenance of toilets and plumbing in all 10 schools.</li> <li>• Painting of all 10 schools and replacement of doors and handles.</li> </ul>
<b>Central</b>	<ul style="list-style-type: none"> <li>• Built 2 classrooms at Kana Primary School.</li> <li>• Renovated 2 rooms as kitchens at Matsukubanye Middle School and Serutube Primary School.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing major maintenance of toilets and plumbing of 8 schools.</li> <li>• Completed painting of 8 schools and replacement of broken doors and handles.</li> </ul>
<b>Capital</b>	<ul style="list-style-type: none"> <li>• Built 3 classrooms at Bafokeng High School.</li> <li>• 2 rooms renovated as kitchens at Moremogolo and Tumagole Primary School.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing major maintenance of toilets and plumbing in all schools.</li> <li>• Completed painting of 11 schools and replaced doors and handles.</li> </ul>
<b>North East</b>	<ul style="list-style-type: none"> <li>• Staff room built at Mmanape High School.</li> <li>• 1 room renovated as kitchen at Seolo Middle School.</li> <li>• Two classrooms built at Motsitle Primary School.</li> </ul>	<ul style="list-style-type: none"> <li>• Major maintenance of the toilets of 8 schools and plumbing.</li> <li>• Painting of 8 schools completed, and replacement of classrooms doors and handles.</li> </ul>
<b>South East</b>	<ul style="list-style-type: none"> <li>• Staff room built at Thekwane Middle School.</li> <li>• 2 rooms renovated as kitchens at Thekwane Middle School and Mfidikwe Primary School.</li> </ul>	<ul style="list-style-type: none"> <li>• Major maintenance of toilets in 7 schools.</li> <li>• Painting of all schools and replacement of doors and handles.</li> </ul>

#### *Bafokeng School Electricity Payments*

The cost of electricity in all RBN Schools and early learning centres is paid by the RBA. The RBI monitors this process closely and a significant amount of money has been saved. The aim is to have all schools on the prepaid system so as to save even more money.

### 9.3 EDUCATION AND TRAINING CLUSTER

#### 9.3.1 Early Childhood Development (ECD)

The aim of this project is to ensure that every child, from birth to entering grade R, receives quality education, within a safe and healthy environment. Good nutrition and care at this stage of a child's development is critical for the long-term success of the child.

##### 9.3.1.1 Key achievements in 2009:

- Maintenance of Bafokeng Early Learning Centres (ELCs) / Pre-schools - The RBI took responsibility for the management of buildings and maintenance of ELCs / Pre-schools built or assisted by the Bafokeng, including 17 pre-school properties within the Bafokeng region. Many of the pre-schools have been sorely neglected and require significant maintenance, repair and renovation for appropriate child development to occur. A comprehensive report of school maintenance and renovation requirements will be compiled and a prioritized programme of upgrading and maintenance will be undertaken through the RBA projects department.
- Early Childhood Development Practitioners (ECDP) - The training of current ECDPs and development of university-qualified teachers will remain a priority area for the future (Table 6). To address the crises within early childhood development all current Bafokeng pre-school based practitioners have been engaged in constant professional development initiatives and formalised training and education in order to improve their qualification. This will be undertaken in a phased approach from 2009 to 2011.

In 2009, 8 ECDP initiated their NQF Level 1 training. This is a comprehensive introductory training course in the professional management of and teaching in a pre-school that will be completed during 2010. Practitioners are issued with comprehensive learning and teaching material in Level 1 training. Following the initial 8 ECDP training, another 13 ECDP will be invited to undertake NQF Level 1 training during 2010/2011 (Table 7). After successful completion of Level 1 training motivated practitioners will be eligible for further individualised training opportunities at a NQF Level 4, National Diploma or university level training supported by the RBI.

**Table 7: Training of ECD practitioners in NQF Level 1 (2009-2011)**

Region	Participating Early Learning Centres	Number of Practitioners
Capital	Semane Boshuka	4 5
North	Leragane Kelo-Kitso	2 1
Central	Amusang	2
North East	Lwaleng	3
Central	Mphe-pele	1
South East	Boepa-Tsopa	3

**Table 6: Qualification levels of ECD practitioners in Bafokeng pre-schools**

Level of Qualification	Grade 12	NQF Level 1	NQF Level 4	National Diploma	University Degree
Number of Practitioners	21	0	1	0	0



### 9.3.1.2 Initiation of National and International Education Partnerships

The RBI initiated a process of establishing relationships with educational institutions and NGO's directed at strengthening the early childhood development programme within the Bafokeng region.

In October 2009 a team of 35 Dutch volunteers from the "Eye for Others NGO" participated in a community service programme aimed at the long term school development of Semane Pre-school, Capital Region.

### 9.3.1.3 Current Pre-schools Registered with the Department of Social Development

The RBI initiated the administration process for the registration of several pre-schools in the Bafokeng region with the Department of Social Development (Table 8). Such a registration would allow the schools to apply for government assistance and undertake school-based fundraising activities. Their registration process entails the assessment of school infrastructure, school management and implementation of an adequate child care programme, ensuring child health and safety.

**Table 8: Status of the Registration of Early Learning Centres**

Bafokeng Pre-schools/ ELC premises	Region	Registered Pre-schools	Awaiting Registration	Unregistered
Amusang	Central		✓	
Boshuka	Capital			✓
Boepa-Tsopa	South- East	✓		
Joel Setshoane	North			✓
Kelo-Kitso	North		✓	
Leragane	North	✓		
Lesedi	North- East		✓	
Lwaleng	North- East	✓		
Motswere	Capital			✓
Mmakgapola	Capital		✓	
Mphe-pele	Central		✓	
Ntime	North			✓
Rabothu	North		✓	
Retsogile	Capital			✓
Tshimololo	Capital		✓	
Semane	Capital	✓		
St. Anthony	Central		✓	

### 9.3.2 Language and Literacy

This project is a key focus area for the RBI. It is aimed at establishing mother-tongue literacy in Setswana and English through contextual reading, writing, speaking and listening in all RBN schools. The RBI will provide substantial teacher support and training including the supply of education materials, workshops, classroom visits and demonstration lessons.

#### Key achievements in 2009:

- Completion of delivery of reading materials to Intermediate Phase Royal Bafokeng Primary Schools (Table 9)
- Setswana cultural literacy project
- Middle School teacher development workshops
- Increase in overall Matric pass rate from 70% (2008) to 78% (2009)

Table 9: Language and Literacy Support

Region	Language (Phase)	Number of Schools	Number of Teachers	Number of Learners	Materials Supplied
Capital	Setswana (Grade 3)	7	7	422	7 x 20 book packs of cultural literature
	English (Grade 4 - 6)	7	26	1692	21 x reading pack. 1pack = 60 readers, teacher and learner guides
	English (Grade 7 - 9)	2	6	1122	Lesson plans, materials for lessons
North	Setswana (Grade 3)	5	11	576	5 x 20 book packs of cultural literature
	English (Grade 4 - 6)	5	28	1405	15 x reading pack. 1pack =60 readers, teacher and learner guides
	English (Grade 7 - 9)	3	9	1346	Lesson plans, materials for lessons
North East	Setswana (Grade 3)	5	5	125	5 x 20 book packs of cultural literature
	English (Grade 4 - 6)	5	15	384	15 x reading pack. Pack =60 readers, teacher and learner guides
	English (Grade 7 - 9)	1	3	401	Lesson plans, materials for lessons

Table 9: Language and Literacy Support (Cont)

Region	Language (Phase)	Number of Schools	Number of Teachers	Number of Learners	Materials Supplied
Central	Setswana (Grade 3)	6	4	420	6 x 20 book packs of cultural literature
	English (Grade 4 - 6)	6	22	1195	18 x reading pack. 1pack =60 readers, teacher and learner guides
	English (Grade 7 - 9)	2	6	1119	Lesson plans, materials for lessons
South East	Setswana (Grade 3)	5	6	204	5x 20 book packs of cultural literature
	English (Grade 4 - 6)	5	15	529	15 x reading pack. 1pack = 60 readers, teacher and learner guides
	English (Grade 7 - 9)	1	3	523	Lesson plans, materials for lessons

### 9.3.3 Mathematics and Numeracy

The objective of this project is to institute the practice and quality teaching of Mathematics and Numeracy from early childhood development to secondary school and into adulthood. The project will map out a trajectory of the learning of Mathematics and Numeracy to be developed in the Bafokeng schools.

### Key achievements in 2009

Improved Mathematics Matriculation results in 2009 in Bafokeng and Assisted schools:

- Top 3 learners in the North West Province (NWP) are from RBI-assisted schools. More than 15 000 NWP learners wrote the examination;
- 23% of learners obtained 50% or more (old Higher Grade pass) compared with 13% in rest of rural North West Province; and
- 4% of learners obtained distinctions (over 80%) compared with 1% in the rest of rural North West Province.

The July Winter School was successfully held for the Matric learners of Bafokeng and Assisted schools. The Winter School took place in 3 different venues, for a week in each venue. Mathematics and Mathematical Literacy were run concurrently (Table 10):

**Table 10: Mathematics Winter School**

Location	Number of Maths Learners	Number of Maths Literacy Learners
Tlhabane (Tlhabane Tech.)	800	700
Phokeng (Lebone II College)	100	300
Kanana (Matsukubyan Middle School)	500	700

Mathematics educators in Bafokeng and Assisted schools received professional training as in Table 11.

**Table 11: Mathematics Educator Support**

Support Type	Number of Maths Learners	Number of Maths Learners	Number of Maths Literacy Learners
Expert Knowledge Workshop	Civic Centre	38 (Wednesdays during the school year)	35
AMESA Conference	Bloemfontein	Annual	25
Classroom interventions	Bafokeng and Assisted Schools	Tuesday, Wednesday and Thursday each week	RBI Supervisor, 13th Year Volunteers and Educators



Twenty Five (25) selected educators in Bafokeng and assisted schools have been given laptops, while their schools also have been given the latest Maths software by Autograph and Geometers Sketch pad, 2000 calculators donated by Royal Bafokeng Holdings have been given to Matric learners, while 1500 RBI Matric Maths Book Vol. 1, 1500 Matric Mathematics past paper booklet and 2000 Matric Mathematics Literacy past paper booklets have been given to learners.



**Table 12:** Matric Mathematics Impact Assessment in Bafokeng and Assisted High Schools

Region	Number of Schools	Number of Teachers	Number of Maths Learners
North	2	4	100
Central	1	3	90
Capital	2	4	60
North East	1	1	75
South East	1	1	68
Other	10	12	752
<b>Total</b>	<b>17</b>	<b>25</b>	<b>1145</b>

#### 9.3.4 Secondary School Science

This project improves the standards of science teaching and learning in our schools by working with and training the educators, providing relevant resource material, and modelling good practice in the science laboratories. In this way more Bafokeng learners will be able to qualify and cope with University courses in Science, Engineering, Medical and related fields.

#### Key achievements in 2009:

- 25 Science teachers support workshops for with High School educators (Table 13);
- 8 workshops held for Middle School educators;
- 1 workshop held for Primary School educators;
- 4 South African Association of Science and Technology Educators (SAASTE) workshops held for NW region and Rustenburg;
- Extra support at 10 schools in practical work, extra tuition of learners;
- Improved science results;
- 1 200 students taught at Winter School;
- Science competitions held for all learners in Grades 8 and 9 in RBN schools;
- Science essay competition held for Grade 11 learners (RBH and Assisted schools); and
- Learners from 5 RBN Middle Schools entered the regional Science Expo.

Table 13: Secondary School Science Achievements in 2009

Region	School	Winter School	Extra Support	Materials Provided	Matric Results (% Passed)	
North	Charora High Thethe High	✓ ✓	✓ ✓	High Schools • Digital Projector + sound system installed in laboratory • Laptops with science simulations, videos, notes, power point presentations provided to 10 educators. • Grade 10 textbooks provided (educator + learners) • Weekly meetings - notes, tests, exam papers, DVD's • Laptops with similar educational material provided to 14 educators • Grade 10 textbook provided (educators) • Weekly meetings - notes, tests, exam papers, DVD's	21/23=91% 39/44=89%	
Central	Sekete IV High	✓	✓		25/75=33%	
Capital	Bafokeng High		✓		47/116=41%	
North East	Mmanape High	✓	✓		12/92=41%	
South East	Tshukudu High	✓	✓		23/65=35%	
Other Assisted schools	Boikagong High	✓		• Laptops with similar educational material provided to 14 educators • Grade 10 textbook provided (educators) • Weekly meetings - notes, tests, exam papers, DVD's	279/795=35%	
	Boitekong Secondary	✓				
	Freedom Park High	✓				
	Grenville High	✓				✓
	HF Tlou High	✓				
	Iketleetso High	✓				
	Itumeleng High	✓				
	JM Ntsime High	✓				
	Khayaletu High					
	Lerothodi High					
	Lesele High	✓	✓			
	Marikana High		✓			
	Matlware Mokautu High	✓	✓			
	Meriti High	✓				
	Pres. Mangope High					
Rauwane Sepeng High						
Rethusegile High						
Tlhabane Tech High						
Tswaidi High						
North	Mafenya Middle Molotlegi Middle	✓ ✓	✓ ✓	Notes and support materials for practical work in classes		
Central	Matsukubyaane Middle	✓	✓			
	St Gerard-Majella Middle	✓	✓			
Capital	Matale Middle	✓	✓			
	Keledi Middle	✓	✓			
	Lebone II College	✓	✓			
North East	Seolo Middle	✓	✓			
South East	Thekwane Middle	✓	✓			

### 9.3.5 Technical and Vocational Education and Training (TVET)

This project aims to implement many programmes and learning paths to create skills that will lead to employment for Bafokeng youth.

#### Key achievements in 2009:

- Identified needs of Bafokeng youth with regards to market related skills and possible future employment;
- Establishment of an Adult Basic Education and Training (ABET) learning centre in Tsitsing for 56 learners;
- Secured two schools in Maile and Kopman for construction and hospitality training; and
- Trained 25 ABET facilitators.

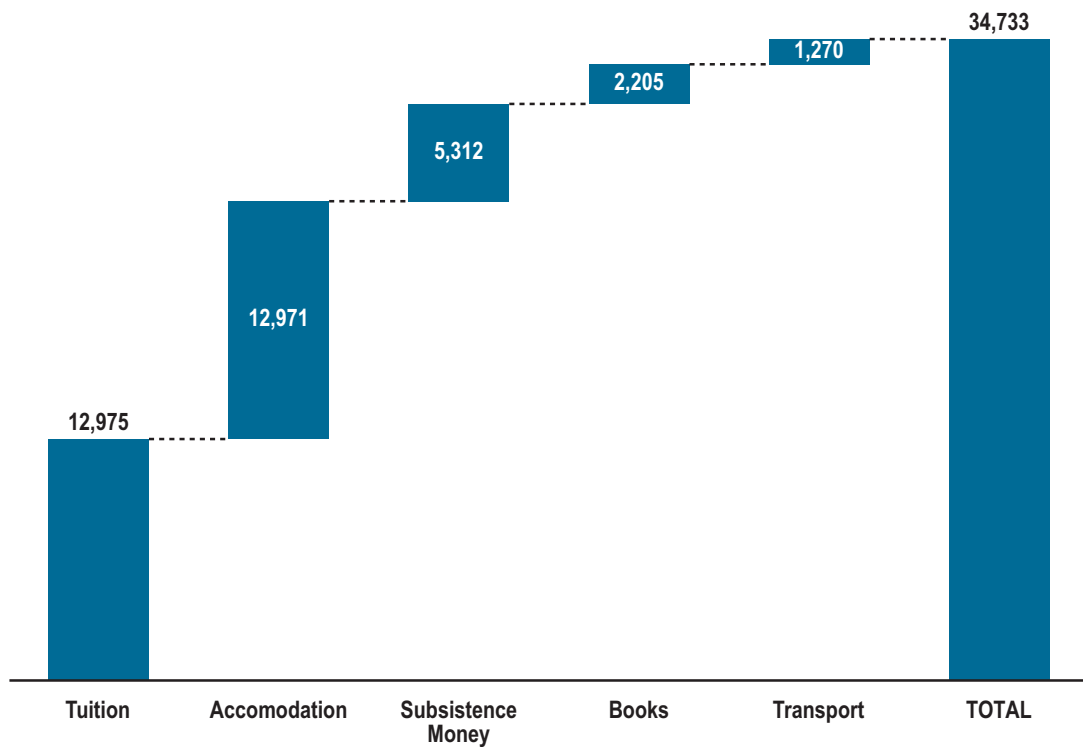
### 9.3.6 Tertiary Student Loans

The Tertiary Student Loans Programme aims at providing loans to needy students who qualify to study work-related degrees at reputable universities. The RBI provides holistic support for these students.

#### Key achievements in 2009:

- Changed and implemented Student Loan Policy;
- Sponsored 967 students at 7 universities; and
- Provided students with support (Figure 2).

**Figure 2: 2009 Student Loan Expenditure**



## 9.4 COMMUNITY CLUSTER

### 9.4.1 School Feeding Scheme (SFS)

This project is a key community intervention aimed at the reduction of hunger amongst school children, effectively improving the learning and physical development for each individual child. The primary objective is to provide a balanced, healthy diet to all school children. The secondary objectives are value adding initiatives to the community such as the employment of food handlers, enabling the emergence of local suppliers, local commercial farming and other economic stimulus programmes.

#### Key achievements in 2009:

- Piloted school feeding in 5 schools;
- Expanded school feeding to 10 schools;
- Maintained cost of feeding to under R6 per day per learner;
- Successfully fed learners during every school going day (152 days);
- Employed 4 distributors to deliver food and other utensils to RBN schools; and
- Employed 44 food handlers to cook and serve food to learners.

**Table 14:** School Feeding Achievements in 2009

Region	Schools fed in 2009	Cost per Child per Day	Food Handlers Employed
North	Mogono Primary, Charora High	5.02	10
Central	Matsukubane Middle, Serutube Primary	5.65	8
Capital	Moremogolo Primary, Tumagole Primary	5.53	8
North East	Mmanape High, Tlaseng Primary	5.05	10
South East	Mfidikwe Primary, Thekwane Middle	5.27	8
<b>Total</b>		<b>R5.47</b>	<b>44</b>

**Table 15:** School Feeding Scheme Menus

Menu content	Monday	Tuesday	Wednesday	Thursday	Friday
<b>Starch /Breakfast</b>	Porridge	Porridge	Porridge	Porridge	Porridge
<b>Starch/Lunch</b>	Rice	Macaroni	Maize meal	Rice	Samp
<b>Protein/Lunch</b>	Soya mince	Soya mince	Sugar beans	Split peas	Sugar beans
<b>Vegetable/Lunch</b>	Butternut	Spinach	Cabbage	Green beans	Tomato
<b>Fruit/Snack</b>	Orange	Banana	Orange	Apple	Orange



Even though the menus contain no meat, they are delicious and are designed to ensure that each learner receives at least 50% of the fuel that they need to give them energy and 100% of the vitamins and minerals required daily. Examples of the different menus are in Table 15.

#### 9.4.2 Leadership Development

Leadership Development (LD) project is a means to adapt to the Bafokeng traditional system. LD constitutes a backbone of all activities undertaken in the RBN in that it is a forum for interaction between the local authorities and their community members. With organised Makgotla and Leadership Regional Structures, with capacitated Office Bearers (Bakhuduthamaga), equipped with best administrative and leadership practices, all projects undertaken in the RBN will be sustainable and benefit the community.

#### Key achievements in 2009:

- 56 workshops held in 2009;
- Average of 46% Dikgosana attended training session (table 19); and
- Average 51% Bakhuduthamaga attended training sessions (Table 16).

#### Materials provided:

- Meeting Procedures: Role of the Chairman (Kgosana);
- Meeting Procedures: Role of the Secretary; and
- Meeting Procedures: Role of the Treasurer.

**Table 16:** Attendance of Leadership Development workshops in 2009

Region	Makgotla	Dikgosana		Bakhuduthamaga**		Trainee Facilitators
		Session	Attendance* %	Session	Attendance* %	
Capital	28	13	36	4	51	5
Central & South East	15	8	30	3	37	5
North	17	4	47	2	55	7
North East	11	8	64	5	70	5
<b>Total</b>	79	33	44	14	55	

\* All the attendees will be issued with certificates on graduation day at the end of the year.

\*\* Central and South East region had combined sessions.

## 9.5 LEBONE II COLLEGE

Lebone II, College of the Royal Bafokeng, aims to provide the education, inspiration and opportunities that positively influence the Royal Bafokeng Nation and the world.

Lebone II aims to shape the education of those learners who attend this College such that they become young people who affect lasting positive change in their communities. Concurrent to this goal, Lebone II has been established as a resource to the broader Bafokeng community by assisting in the development of teaching and of teachers throughout the region, through collaborative and interactive development sessions.

This report captures a number of key areas of our development and progress in 2009.

### 9.5.1 Academic

- Matric results improved (Figure 3); and
- 50% Bachelor's pass rate (Figure 3).

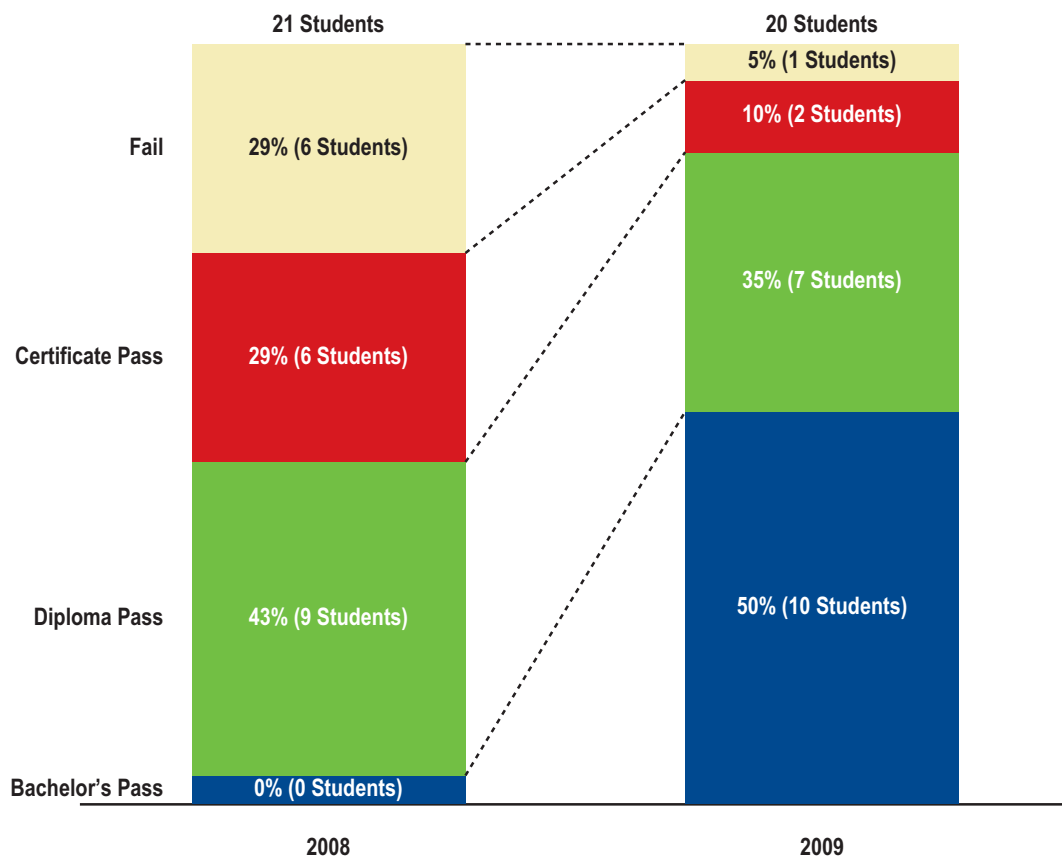
### 9.5.2 Sport

#### Key achievements in 2009:

- Entry into local leagues in Soccer, Netball, Swimming and Hockey;
- Our Basketball team participated in 2 National festivals, achieving top 3 finishes in both;
- Lebone students achieved Provincial and/or Regional selection in Hockey and Swimming; and
- Many of Lebone staff attended coaching or administrative courses in a variety of sports.

### 9.5.3 Student and Staff exchanges programme

Lebone II is committed to exposing staff and students to a range of opportunities of participation in exchange programmes or visitations in which they can experience contexts and approaches which re-enforce or challenge their thinking. This feeds into Lebone II's directive to become a school of best practice - to do so we need to learn from as many good examples of best practice as possible.



**Figure 3:** Comparison of Lebone II College Matric Results



#### **Key achievements in 2009:**

- 2 staff and 5 students visited Bishops in Cape Town for a week;
- Lebone II hosted 2 staff and 5 boys from Bishops for a week; and
- Staff visited schools in and outside of SA: Bishops, Maru-a-Pula, Westwood, Northside, Kearsney, Highbury, Thomas More, and St Alban's.

#### **9.5.4 Arts and Culture**

Music, Drama and Fine Arts are all part of a holistic education. At Lebone we strive to offer an education that is holistic and broad in its approach. To this end, we encourage children to learn to play an instrument and to play in an ensemble or sing in a choir.

#### **Key achievements in 2009:**

- Students took individual music lessons;
- Choir performed at a number of events - notably with the famous Drakensberg Boys' Choir School; and
- Marimba Band established and performed to wide acclaim.

#### **9.5.5 Community Service**

It is our firm commitment at Lebone to never forget that we are a school 'of the community, by the

community and for the community'. We acknowledge that our student and staff bodies are largely made up of people who come from the North West Province, and specifically the Royal Bafokeng Nation.

#### **Key achievements in 2009:**

- A growing number of students were involved in service and leadership programmes through Eduland and the President's Award;
- The Foundation Phase learners grow vegetables which they used to raise funds for Tapologo Hospice in Phokeng;
- Foundation Phase and Intermediate Phase students were involved in a variety of interactions at The Association for the Blind in Chaneng, the Trauma Centre at the Phokeng police Station and the SOS Orphanage in Tlhabane;
- The Upper School learners took part in projects such as 'soup kitchens for Pensioners' on at the Phokeng Post Office, taught at primary schools, raised funds for CANSA, collected clothing for Rustenburg Hospice, visited Kutlwanong Old Age home and spent time with children at Lighthouse Children's home in Rustenburg, and visited a school for the disabled in Rustenburg Noord - Mpelelele Ngwana - and donated blankets and toys to them; and
- The choir raised money to donate to the Rustenburg SPCA.

### 9.5.6 13th Year

The exciting project allows the recent school leaver a further year to mature before they embark on tertiary education. All participants achieving over 70% for Matric Maths are involved in assisting in the Mathematics programmes. They serve as wonderful role models for the Matrics they assist.

Achievements in 2009:

- Increased the number of students from 2 in 2005 to 6 in 2009;
- Conducted 13th year evening and weekend revision courses; and
- 13th year students spent whole days in a school as classroom assistants for Maths lectures.

### 9.6 RBI GOVERNANCE REPORT

As a Section 21 Company, the Royal Bafokeng Institute ('RBI') is compliant with the South African Code of Good Governance. The Board of the RBI therefore ensures that the Executive team has in place the necessary controls, systems and procedures.

The RBI has produced Audited Financial Statements in 2009 for the first time. We are pleased that the statutory external Audit Report by Price Waterhouse Coopers (PWC) is a positive and clean report. This confirms that the RBI, in the execution of its education mandate, does so adhering to generally accepted governance standards.

As a Public Benefit organisation (PBO), the RBI is attractive to potential and current funders since there are now tax incentives that come with funding any RBI initiatives.

The RBI is committed to continuous improvement of its internal controls in order to maximize the efficiency of its delivery.

RBI strategic education programmes is in line with our vision.

The Figure 4 below shows the RBI's demographics, which indicate that the RBI complies with the National Employment Equity Policy.

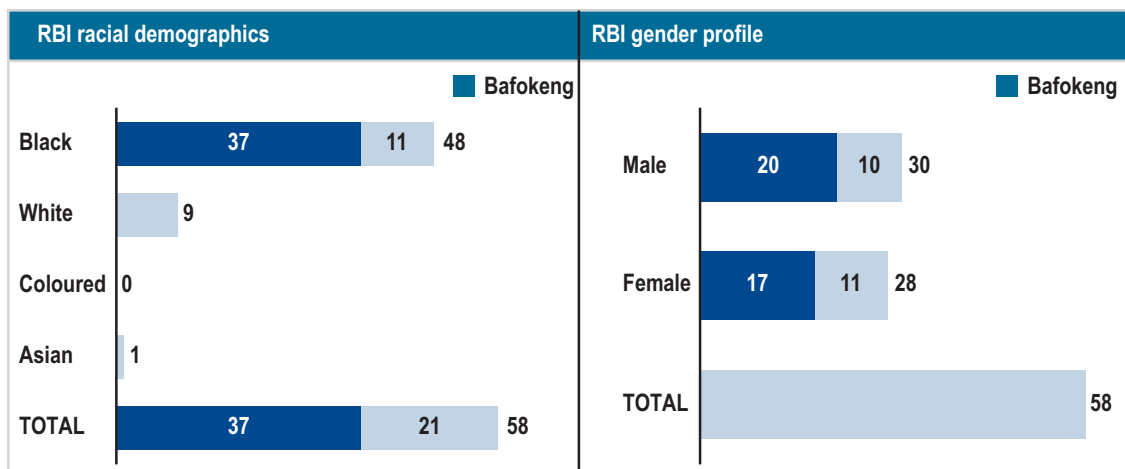


Figure 4: RBI demographics



## EXTRACTS FROM THE 31 DECEMBER 2009 ROYAL BAFOKENG INSTITUTE AUDITED FINANCIAL STATEMENTS

(Association Incorporated under Section 21) Audited financial statements:

The extracts from the 31 December 2009 audited financial statements do not represent a complete set of financial statements. This financial information should be read in conjunction with the complete set of 31 December 2009 Royal Bafokeng Institute (Association Incorporated under Section 21) audited financial statements, which is available for inspection at the Royal Bafokeng Institute (Association Incorporated under Section 21) Office address: Bafokeng Civic Centre, 4th Floor, 1 Direpotsane Road, Phokeng, Rustenburg.

### Statement of Financial Position as at 31 December 2009

	2009 R'000
<b>ASSETS</b>	
<b>Current assets</b>	7 686 677
Cash and cash equivalents	17 251
Accounts receivable	
<b>Total Assets</b>	<b>7 703 928</b>
<b>RESERVES AND LIABILITIES</b>	
<b>Reserves</b>	
Accumulated funds	7 703 928
<b>Total Reserves</b>	<b>7 703 928</b>

## Statement of Comprehensive Income

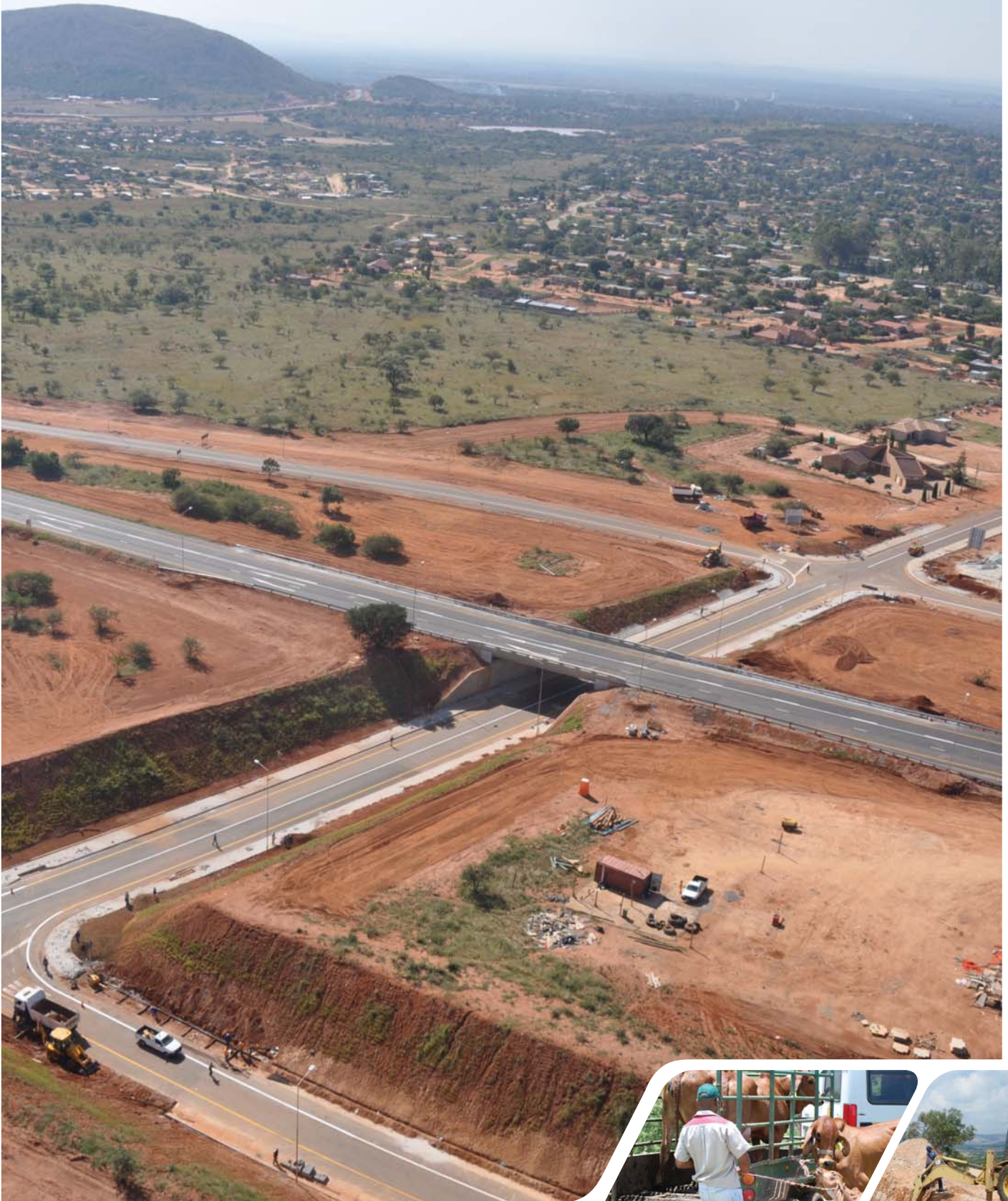
for the year ended 31 December 2009

	12 months ended 31 December 2009
	R
Funding Income	75 405 325
Student advances	(39 507 948)
School feeding scheme	(6 653 801)
Other educational programmes	(3 979 907)
Educational expenditure	(50 141 656)
Staff cost	(15 956 157)
Other administrative expenses	(1 604 164)
Administrative expenditure	(17 560 321)
Surplus funds from operating activities before finance costs	7 703 348
Interest income	580
Net surplus funds for the period	7 703 928

## Cash Flow Statement

for the year ended 31 December 2009

	12 months ended 31 December 2009
	R
<b>Cash flows from operating activities</b>	
Cash accumulated from operations	7 686 097
Interest received	580
<b>Net cash flow from operating activities</b>	<b>7 686 677</b>
<b>Net increase in cash and cash equivalents</b>	<b>7 686 677</b>
Cash and cash equivalents at beginning of the year	-
<b>Cash and cash equivalents at end of the year</b>	<b>7 686 677</b>







### 10.1 CEO's MESSAGE

The Royal Bafokeng Administration is the backbone of much of the social development projects that form part of Vision 2020 and the Masterplan. Most infrastructure projects are planned and implemented through the Planning and Infrastructure Development Department of the RBA, including capital projects for education, health, agriculture, and sport. The RBA operates and maintains the IT infrastructure for most of the RBN, as well as the security forces that play a large role in keeping the Bafokeng community safe. The supporting roles of Finance, Human Resources, Procurement, and Legal and Corporate Services should not be underestimated. The delivery agencies of the Nation could not function without them.

An institution of this scope is a complex undertaking and requires ongoing strategic alignment and operational improvements. 2009, a year in which the stakes were extremely high for the completion of major, high-profile projects related to the 2010 FIFA World Cup, saw the RBA making key changes in its management. The HR Manager position became vacant with the resignation of the former incumbent, a critical post which will be filled in 2010. A new IT&KM Manager came on board, to address the many challenges of bringing reliable and cutting edge IT services to the organisation and the community. The Marketing & Communications Department merged with the Research & Planning Department in the Office of Kgosi, to form the RBN's first Central Communications unit.

Operational excellence in the RBA was taken to a new level, thanks in part to the involvement of

OPSCOM (Operations Committee) and the new Project Management Office. Improved spending levels, careful attention to the procurement of goods and services from local SMME's and steadily improving quality of work were in evidence in the year under review.

Much of the work of 2009 was coloured by the exciting developments in the Royal Bafokeng Sports Palace. The completion of the stadium upgrade, culminating in the re-launching of the stadium on 28 March 2009 at the Nelson Mandela Challenge, was one of the year's highlights. Soon thereafter, we hosted the opening match of the British & Irish Lions Rugby Tour at the stadium as well as four high profile matches of the FIFA Confederations Cup. By the end of June, we knew we were getting much closer to being prepared for the FIFA 2010 World Cup. Work on the new roads (Ring Road and Western Bypass), as well as the greening and beautification projects, brought a new look and feel to the community. The new campus and facilities for Lebone II at Tshufi Hill will add another landmark to the horizon, and this represents another major effort on the part of the Planning and Infrastructure Development Department in 2009.

The RBA can proudly take credit for overseeing many of these projects, and has a renewed sense of confidence, and competence, going forward into 2010. Thanks go to all who worked overtime and above and beyond the call to reach these historic achievements in the life of the RBN.

**Aubrey Diswai**  
(Acting CEO)

## **10.2 PLANNING AND INFRASTRUCTURE DEVELOPMENT DEPARTMENT**

### **10.2.1 Departmental Mandate**

The department of Planning & Infrastructure Development provides town planning and infrastructure services to the whole of the Royal Bafokeng Nation. The department works on capital projects and maintains all infrastructure throughout the area.

The department is also responsible for implementing the Masterplan and ensures its functionality. The sub-divisions in the department and their functions are as follows:

#### **Physical Planning Unit**

The Physical Planning Unit is responsible for the allocation and determination of land use and ensures that development take place in a coordinated manner.

#### **Capital Projects Unit**

This unit is responsible for the implementation of all capital projects which Royal Bafokeng Administration is responsible for, including project management of projects (this relates to quality, time and budget) and the financial management of projects.

#### **Capital Maintenance Projects Unit**

This unit is responsible for all infrastructure maintenance projects, which could either be of a capital nature and/or the general maintenance of all assets. This includes the management of all maintenance projects and the financial management and control of project expenses.

#### **Land Affairs Unit**

This unit is responsible to manage and oversee all aspects pertaining to the utilization of all RBN land, the administration of all applications for servitudes, way leaves and general land utilization which do not fall within the Physical Planning dimension.

### **10.2.2 Departmental Overview**

The Planning & Infrastructure Development Department is responsible for planning and implementation of all infrastructure development, maintenance of assets and rendering of services in all RBN Villages. This inter-alia includes the following;

- School buildings;
- Water reticulation;
- Roads;

- Clinics;
- Post Offices;
- Sewer Network & Plants;
- Street Lights;
- Community Halls;
- Recreational Facilities; and
- Businesses services (site and bulk Services).

The RBN caters for schools in all its villages. However due to the influx of workers and their families, predominantly owing to the mining sector, the RBA is inundated with the demand for additional classrooms to accommodate this influx. The areas that are most affected are those close to mining activities.

The water reticulation network supply to Lesung, Luka North/Mogono, Mafenya, Lemenong, and Lefaragatlhe residential has been completed. The Lefaragatlhe Bulk Line water supply is completed. This has greatly enhanced the supply of water to the said areas. Further plans to channel the water to the general Phokeng area was to construct a supplementary line from Luka to the Lemenong pump station.

General road maintenance and upgrading of certain roads to paved roads has been out on tender and by the end of 2009 the contractors are in the final stage of construction and/or repair.

It is the aim of the RBA to install water borne sewer networks in all the villages within the next five years. The preparation for this project has already commenced.

For the financial year 2008/2009 and Environment Impact Assessment (EIA) was conducted focusing on the following:

- The proposed Sewerage Treatment Plant to be erected north of Chaneng;
- The bulk outfall sewer line of approximately 31 Km from Lefaragatlhe to Chaneng; and
- The construction of a new 15 mega litre reservoir to cater for the proposed expansion and waterborne sewer network.

The design of the bulk outfall line as well as the sewage treatment plant was completed in 2009. Plans for 2010 include the reticulation design for seven villages. These are Phokeng, Luka, Mogono, Rasimone, Robega, Chaneng and Mafenya.





The department is fully aware of the ever increasing demand for more roads, street lighting, sanitation, storm water drainage system etc. Provision of these services will be informed by the Masterplan and with the necessary budget planning will be phased in during the next couple of years.

The relationship between this department and the Provincial Department of Transport, Roads and Community Safety in the North West still continues. This will result in the building of the Western Bypass.

### **10.2.3 Physical Planning Unit**

The following projects and activities were undertaken in 2009:

#### **10.2.3.1 Land use planning & stand realignment**

Land use planning is an ongoing process. This activities specifically relates to densification, current and future allocation of stands, approvals, documentation and information required (procedures), provision of information on realignment of stands to the Surveyor on a regular basis and amendment of layout plans when needed.

#### **10.2.3.2 Land use plans and infrastructure plans and drawings register**

The purpose of the project is to store plans and drawings of all Bafokeng villages, including layout plans, infrastructure and building plans and to make plans readily available. The project includes a comprehensive land use plan register, consisting of records of old plans and records of new updated plans.

The process of scanning the old infrastructure plan and drawings commenced in the period under review. As soon as this process has been finalized all the

plans will be in an electronic format available and linked to the Geographical Information System (GIS).

#### **10.2.3.3 Land Use Register**

This 2009 project consists of the compiling of a proper register for all land use activities and stands allocated with a database forming the basis for the register. The register is not only an administrative tool, but is also a monitoring and management tool. The allocation of stands is an ongoing process being attended to on a daily basis and for that reason, the land use register is updated on a daily basis.

#### **10.2.3.4 Finalization of Geographical Information System for Planning Purposes**

A Geographical Information System (GIS) is a computer system that is capable of assembling, storing, manipulating and displaying geographically referenced information, i.e. data identified according to their locations. With a GIS, you can "point" at a location, object, or area on the screen and retrieve recorded information about it from off-screen files. The first two phases of the project were completed during 2009. The first phase comprised the setting up of the GIS, the gathering of all available information and data and the incorporation of the data into an Intranet based GIS. During the second phase a user requirement assessment with all departments and entities was done.

#### **10.2.3.5 Fencing and alignments**

Fencing, stand and street alignments are an ongoing process. This activity specifically relates to realignment of stands and streets by the Surveyor on a regular basis and amendment of layout plans when needed. Fencing also includes the erection and maintaining of fences at community facilities, schools, etc.

## 10.2.4 ACHIEVEMENTS

### 10.2.4.1 Capital Projects 2009

ROADS					
Project	Region	Type/ Surface	Dist./ km	Status Quo	Remarks
Mafenya	North East	Paving	2.539	Contract Awarded	21% Complete
Rasimone	North East	Paving	0.602	Contract Awarded	21% Complete
Chaneng	North East	Paving	1.882	Contract Awarded	13% Complete
Thekwane, Kanana Road 1 East, Tlaseng, Motsitle	South East, Central and North	Paving	6.33	Contract Awarded	8% Complete
Kanana Road 2 West	Central	Paving	1.427	Contract Awarded	87% Complete
Mafika- Serutube	Central	Double seal	1.486	Contract Awarded	87% Complete
Tantanana	North	Double seal	0.773	Contract Awarded	87% Complete
Kanana Road 3 West	North East	Paving	1.140	Contract Awarded	87% Complete
Tlapa	South East	Gravel roads	1.239	Contract Awarded	8% complete
Upgrading (Phase1) existing road P115/ Boshhoek	Provincial Road	Surfaced	7	Commenced Nov'2006	100% complete
Upgrading (Phase 3-4) existing road P115 Boshhoek- Sun City	Provincial Road	Surfaced	+/-14	Contract Awarded	50% complete
Western Bypass	Provincial Road	Surfaced	10.2	Contract awarded	1. Intersections (x2) 100% (funded by RBN) 2. Road construction 92% complete



SEWER NETWORK / SANITATION					
Project	Region	Type/ Surface	Dist./ km	Status Quo	Remarks
Bulk Sewer Line, Lefaragatlhe, Mogono & Chaneng	Capital, North	Bulk Line	38	Planning and Design Stage	100% Complete
Sewer Treatment Plant	North	Sewer Treatment Plant	10 mega liter	Planning and Design Stage	100% Complete

WATER RETICULATION					
Project	Region	Type/ Surface	Dist./ km	Status Quo	Remarks
Water Bulk Line Rehabilitation, Phokeng	Capital	Bulk Line	6	Construction Stage	100% Complete
Lefaragatlhe additional pump house	Capital	Pump house	1	Construction Stage	75% Complete
Lefaragatlhe 15 megalitre reservoir	Capital	Reservoir	15 megalitre	Construction Stage	65% Complete

STORM WATER / OPEN DRAINS					
Project	Region	Type/ Surface	Dist./ km	Status Quo	Remarks
Chaneng	North	Kerbs	1.600	Contract Awarded	100% Complete
Luka South	North	Open Channels	0.640	Contract Awarded	100% Complete
Rasimone	North	Kerbs	0.620	Contract Awarded	100% Complete
Lefaragatlhe	Capital	Open Channels	2.050	Contract Awarded	100% Complete
Masosobane	Capital	Open Channels Concrete Pipes	0.720 0.275	Contract Awarded	100% Complete
Kgale	Capital	Open Channels	0.275	Contract Awarded	100% Complete
Masosobane Lefaragatlhe & Luka	Capital & North	Storm water Culverts	4 No.	Contract Awarded	100% Complete

STORM WATER / OPEN DRAINS (CONT.)					
Project	Region	Type/ Surface	Dist./ km	Status Quo	Remarks
Lefaragatlhe / Industrial site (open drains)	Capital	1,20	Km	Contract awarded	100% Complete
Bobuanja (open drains)	Capital	0,80	Km	Contract awarded	100% Complete
Kgale (open drains)	Capital	1,00	Km	Contract awarded	100% Complete
Rafredi (open drains)	Capital	0,90	Km	Contract awarded	100% Complete
Luka South (open drains)	North	2,10	Km	Contract awarded	100% Complete

ROADS / REHABILITATION					
Project	Region	Dist./ km	Status Quo	Remarks	
Rasimone /Sun City	North	9,50	Contract awarded	100% Complete	
Lesung	Capital	4,50	Contract awarded	100% Complete	
Kanana / Thekwane	Central	13,00	Contract awarded	100% Complete	
Thekwana / Photsaneng	South East	3,00	Contract awarded	100% Complete	
10 Shaft / Kanana	Central	7,20	Contract awarded	100% Complete	
Robega / Kerbs - Sidewalk	North	4,51	Contract awarded	100% Complete	

AGRICULTURAL (FARMS)					
Project	Region	Dist./ km	Status Quo	Remarks	
Boreholes installation and upgrades for RBN farms	All regions	20		100% Complete	

## ELECTRICAL STREETLIGHTNING

Project	Region	Dist./ km	Status Quo	Remarks
Kanana	Central	3,50	Contract awarded	100% Complete
Tlapa	South East	4,50	Contract awarded	100% Complete
Mabitse	South East	1,50	Contract awarded	100% Complete
Maile /Diepkuil	North East	0,30	Contract awarded	100% Complete
Maile Extention	North East	1,50	Contract awarded	100% Complete
Marakana	Central	1,00	Contract awarded	100% Complete
Motsitle	North East	2,50	Contract awarded	100% Complete
Phokeng	Capital	2,06	Contract awarded	100% Complete
Luka - Phokeng	North, Central	3,70	Contract awarded	100% Complete
Thekwane - Mfidike	South East	1,70	Contract awarded	100% Complete
Tshwara - Rafredi	Capital	5,50	Contract awarded	100% Complete
Windsor - Pundung	Capital	3,20	Contract awarded	100% Complete
Photsaneng New Roads	South East	3,70	Contract awarded	100% Complete
Luka New Roads	North	7,00	Contract awarded	100% Complete
Maile Ext. New Roads	North East	0,60	Contract awarded	100% Complete
Diepkuil	North East	3,00	Contract awarded	100% Complete
Roodekraal	North East	2,00	Contract awarded	100% Complete
Roodekraal - Kopman	North East	2,80	Contract awarded	100% Complete
Lesung - Marakana	North	2,00	Contract awarded	100% Complete
Bobuampya - Lefaragtlhe	Capital	0,70	Contract awarded	100% Complete
Lemenong	Capital	0,50	Contract awarded	100% Complete
Rafredi - Masosobane	Capital	1,00	Contract awarded	100% Complete
Chaneng	North	1,800	Contract awarded	100% Complete
Kgale	Capital	3,940	Contract awarded	100% Complete

#### 10.4.2.2 Schools, Clinics and General Buildings

SCHOOLS, CLINIC AND GENERAL BUILDINGS					
Project	Region	Type	Quantity	Status Quo	Remarks
Kanana Primary	Central	Additional classrooms	2	Contract awarded	85% complete
Motsitle Primary	North	Additional classrooms	2	Contract awarded	75% complete
Manape High	North	Staff room	1	Contract awarded	75% complete
Thekwane Secondary	South East	Staff room	1	Contract awarded	50% complete
Thete High	North	Staff room	1	Contract awarded	4% complete
Bafokeng High	Capital	Class and staff room	2	Contract awarded	4% complete
Luka Clinic	North	Renovation	1	Contract awarded	96% complete
Chaneng Clinic	North East	Renovation	1	Contract awarded	92% complete
Phokeng Clinic	Capital	Upgrade	1	Contract awarded	67% complete
Lebone II School	Capital	School	1	Contract awarded	Phase 1 - Bulk earth works. 100% complete Phase 2 - Construction of main building 65% complete. (Completion targeted for September 2010)
New Matala School (phase 1)	Capital		1	No	100% complete
Phase 2					100% complete
Sports Palace	Capital	Upgrade	1	Contract awarded	100% complete
Youth Centre Luka	North		1	Contract awarded	100% complete



### **10.2.4.3 Building Projects**

#### **10.2.4.3.1 Lebone II, College of the Royal Bafokeng:**

This project is the building of a new Lebone II campus situated on the northern slopes of Tshufi Hill, west of Phokeng. The contract will be in two phases namely, the bulk civil works and the construction of the buildings. Currently Phase II is underway and Stefanutti Stocks is the contractor on site. Practical completion is targeted for end of September 2010.

#### **10.2.4.3.2 Street Alignment**

Street alignment is a continuous process and new projects are done on a year to year basis. The main aim is to get all stands aligned with the current village layout as developed by the Physical Planning Unit.

### **10.2.5 Conclusion**

RBA and more specifically the Planning & Infrastructure Development Department is committed to meet the challenges of the future, as we strive to reach the Royal Bafokeng Nation's Vision 2020 and to encapsulate the Masterplan. However, to achieve that goal, we need the essential support of not only the Community's leadership, but also each individual member of Morafe.

## **10.3 PROTECTIVE SERVICES**

### **10.3.1 Narcotics Unit**

The appointment of a narcotics detective to pay special attention to the use and combat of drugs being used by learners at our schools is paying off. Not only have youth gang members been identified and interviewed, but a number have indicated that they were ready for rehabilitation. The aspect of rehabilitation and counselling has to be seriously addressed by the RBA during 2010 to capitalise on the successes with the juvenile delinquents.

### **10.3.2 Rapid Reaction Team**

The Rapid Reaction Team had completed operational training and their services, with those of other sections, will be offered to the SAPS for FIFA Soccer World Cup utilisation.

### **10.3.3 Appointment of Dog Instructor**

The appointment of a Dog Instructor and the acquisition of two additional dogs have also paid off. Together with the Narcotics section and mainly on own initiative, these two sections with SAPS support, have recovered more than 100 kgs of dagga during the year.

The Stock Theft section, working again with the SAPS plus our air capability, has recovered 96 head of cattle and 175 goats reported stolen or missing.

### **9.3.4 Consolidation of Information Data Base**

Our information data base and system has been consolidated. However, we worked for almost half of the year without a Profiler before a suitable replacement could be recruited.

In house training as well as refresher training continued to maintain the professional capabilities of members.

### **10.3.5 Relations with SAPS**

The Command Post at Legato has been upgraded whilst communications with the SAPS has been improved with the installation of radio links between the Reaction Force and the SAPS Station in Phokeng. Members have also been trained in Operations Room Procedures. Mobilising of communities against crime started and is paying off as can be confirmed by the large numbers of calls from the communities either reporting crime, or requesting for policing services. Call-outs by members of the public remained between 400 and 500 per month.

The Landrover fleet has been replaced by more reliable Toyota bakkies.

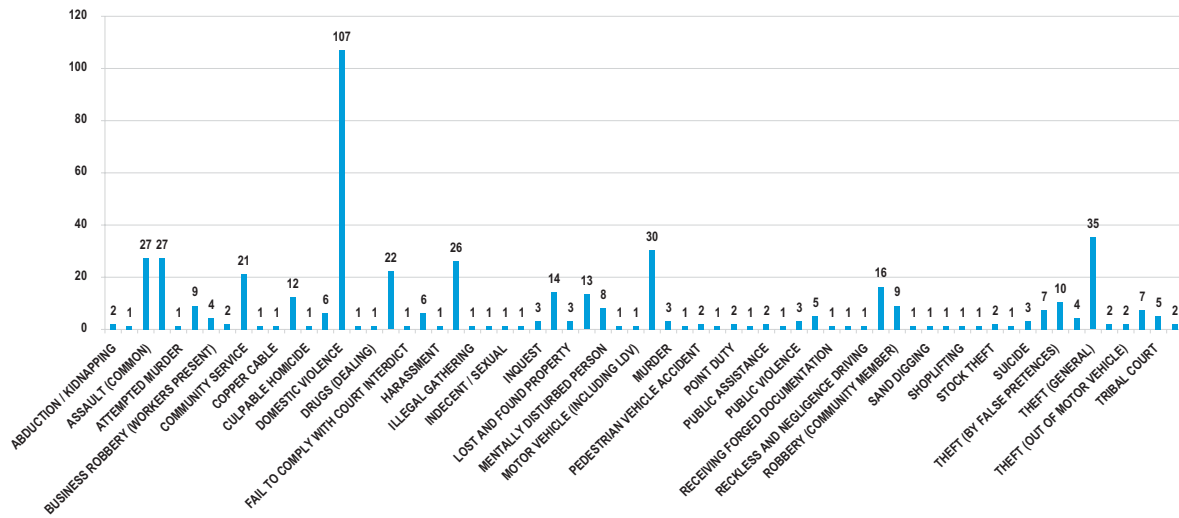
### **10.3.6 Risk**

The risk however remains the socially unacceptable high levels of mostly domestic violence, thefts, assaults, stock theft and alcohol and drug abuse. As in the past, alcohol was a major generator of crime, especially with regards to domestic violence and assaults.

As illustrated by the graphs below, domestic violence is by far the biggest incident to which members of the Reaction Force are being called out to attend. White collar crime and corruption within the Royal Bafokeng Administration is continuously monitored and investigated by this department.

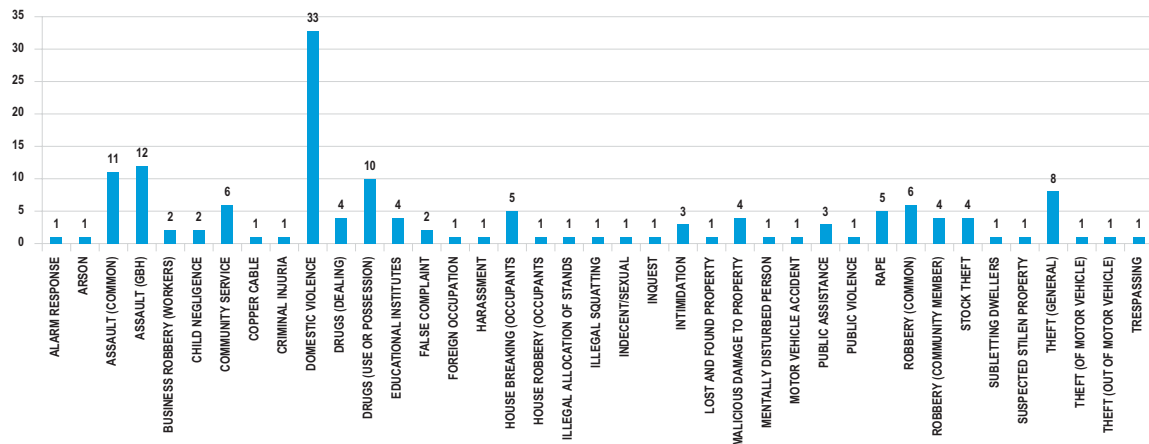
## INCIDENTS ATTENDED IN CAPITAL REGION DURING 2009

Total = 491



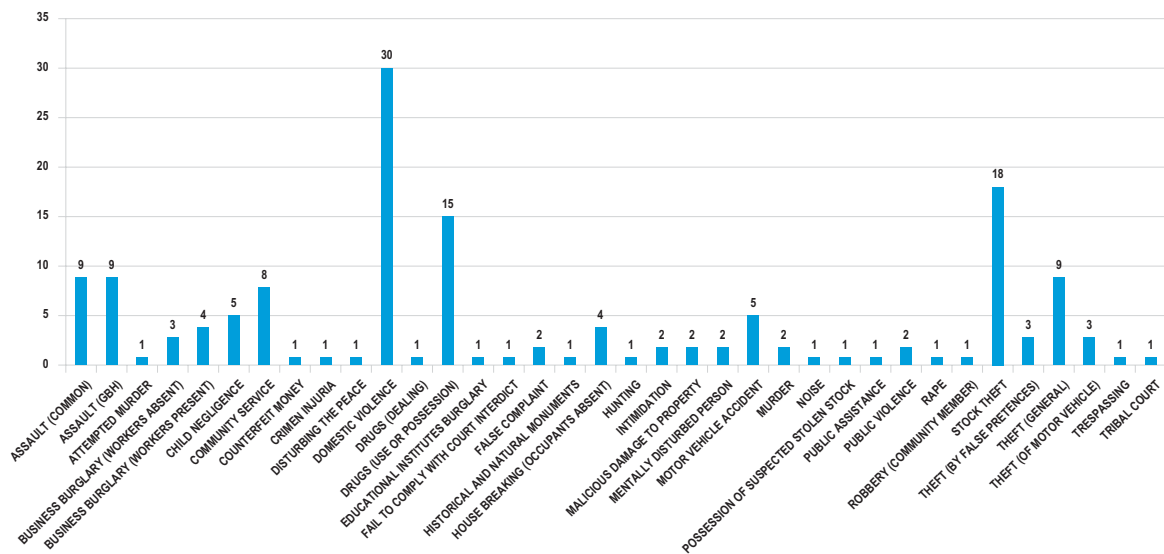
## INCIDENTS ATTENDED IN CENTRAL REGION DURING 2009

Total = 148



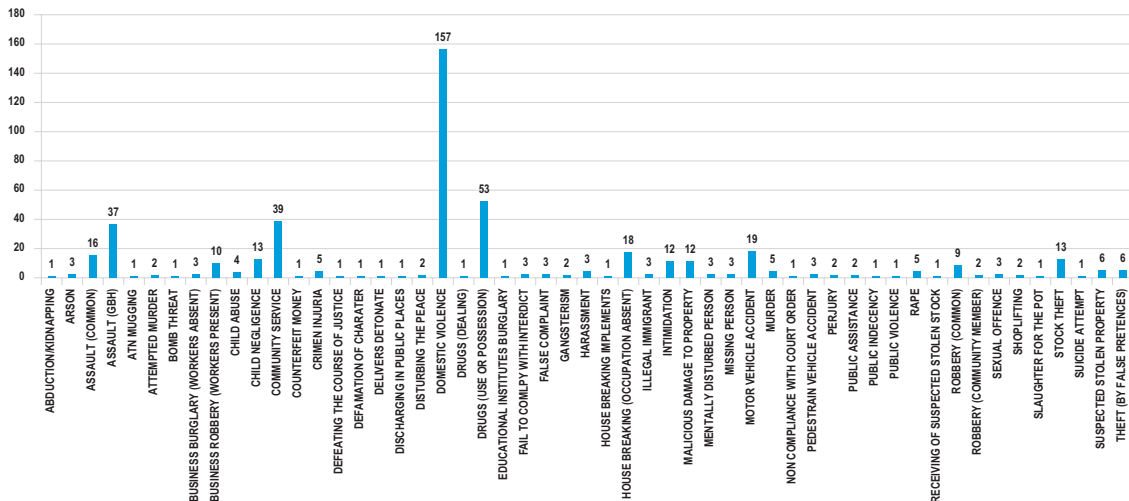
## INCIDENTS ATTENDED IN NORTH EAST REGION DURING 2009

Total = 153



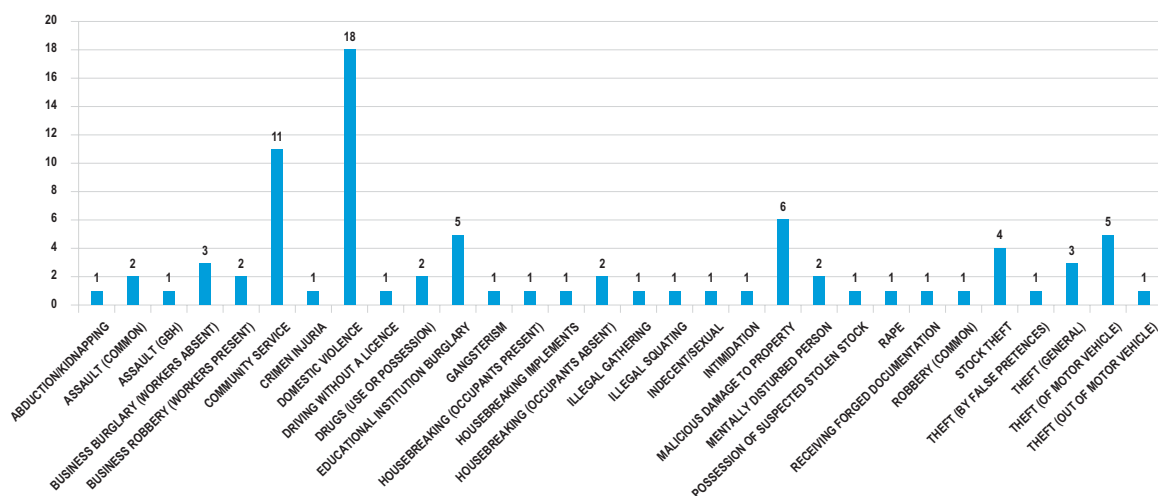
## INCIDENTS ATTENDED IN NORTH REGION DURING 2009

Total = 544



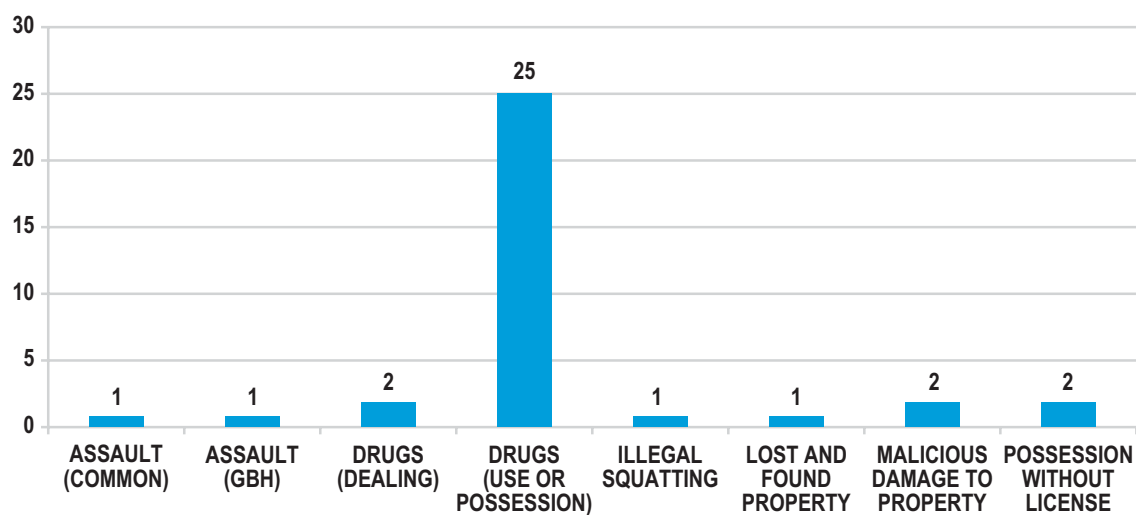
## INCIDENTS ATTENDED IN SOUTH EAST REGION DURING 2009

Total = 82



## INCIDENTS ATTENDED AT INFORMAL SETTLEMENTS DURING 2009

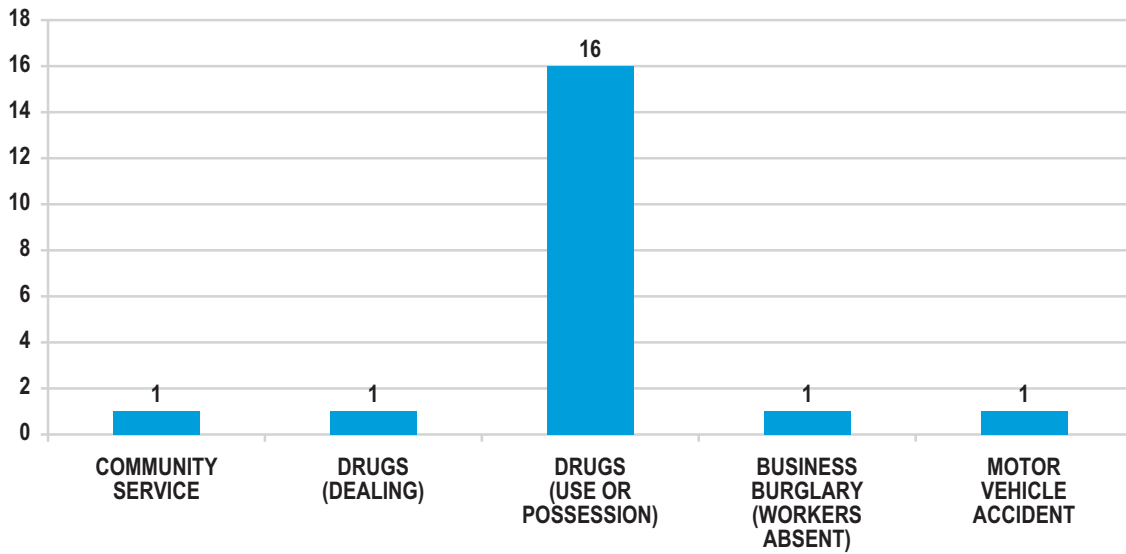
Total = 35





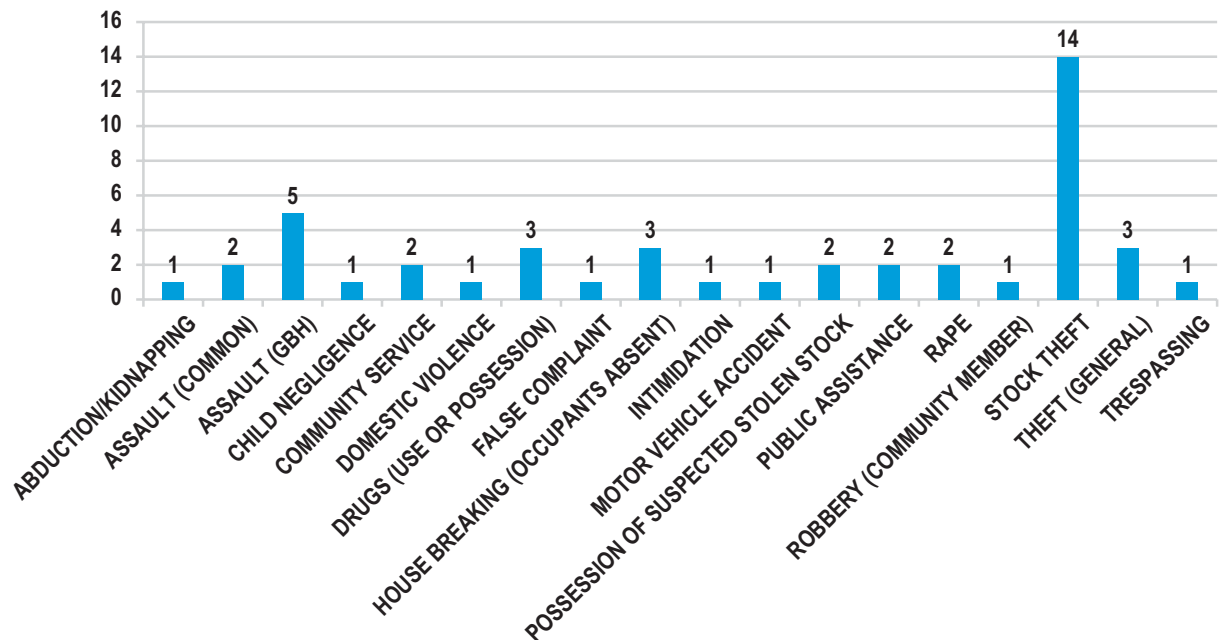
#### INCIDENTS ATTENDED AT MINES DURING 2009

Total = 20

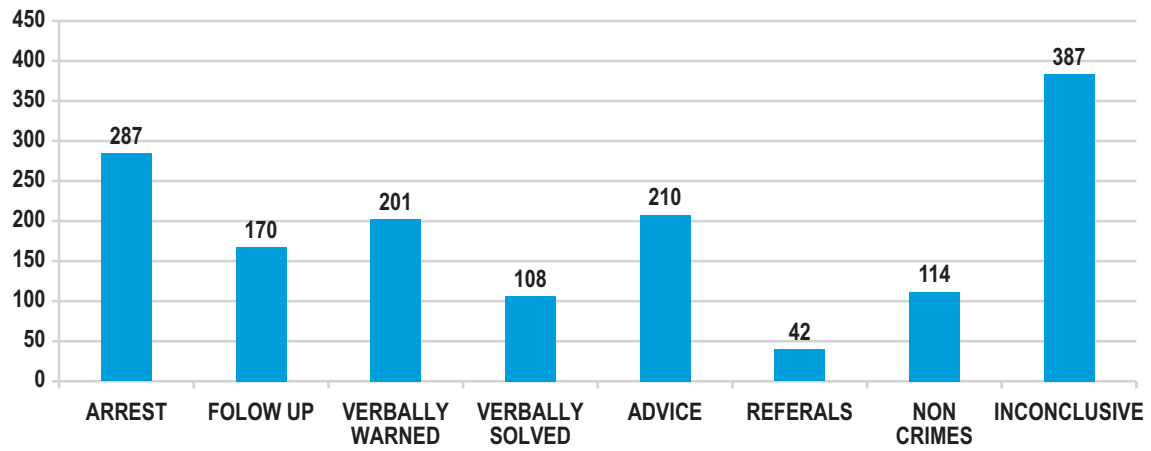


#### INCIDENTS ATTENDED AT PLOTS/FARMS DURING 2009

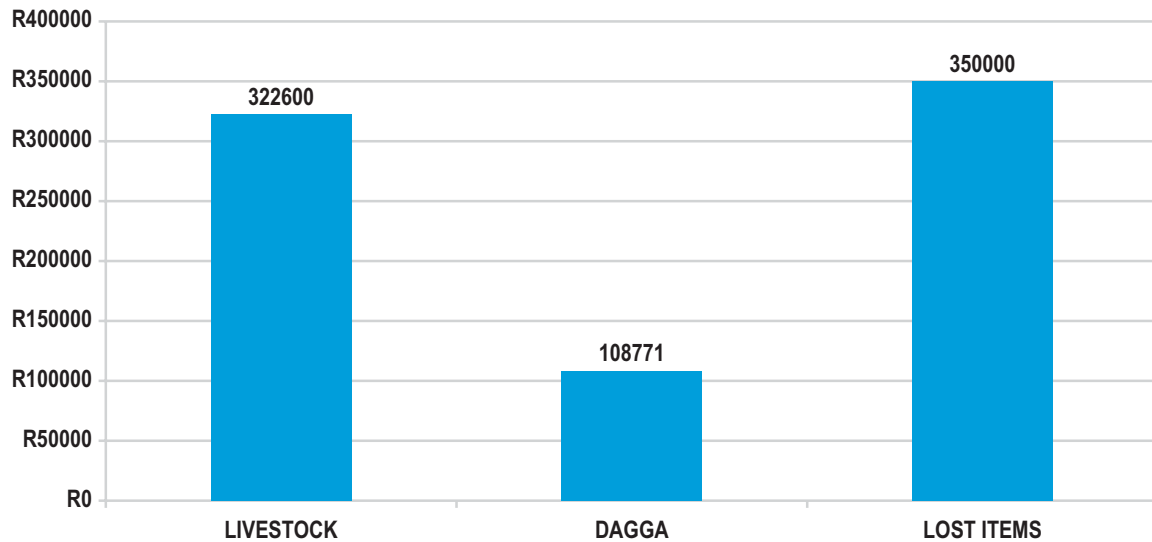
Total = 46



#### OUTCOMES OF INCIDENTS ATTENDED DURING 2009



#### MONETARY VALUE OF DAGGA, LIVESTOCK AND LOST ITEMS RECEIVED DURING 2009



## Human Resources Department

### 10.4 DEPARTMENTAL MANDATE

To provide strategic Human Resources and functional support service and advice to all RBA departments, Traditional Council and Dikgosana.

### 10.4.1 Royal Bafokeng Administration Staff Compliment

Total staff compliment for reporting the period is 469 as compared to 501 previous reporting period. This shows a decrease of 6.38%.

The breakdown analysis, per department, is as follows:

Department	Male			Female				White Male	Foreign Nationals		Total
	A	C	I	A	C	I	W		Male	Female	
Traditional councillors	6			5							11
Dikgosana	56										56
Corporate governance	10			4							14
Legal and Corporate	1			2							3
Human resource				2				1			3
Finance	5			5							10
Research and planning	2			6			2	2		1	13
HSDS	3			19							22
Treasury	2			1							3
ICT & KM	4			2							6
Infrastructure and planning	69			63				3			135
Office of Kgosi	7			2							9
Procurement	3			5							8
Protocol	4			5						1	10
Transport	8										8
Protective services	98			24				2			124
TOTAL PERMANENT	278			145			2	8		2	435
Learners	12			22							34
<b>GRAND TOTAL</b>	<b>290</b>			<b>167</b>			<b>2</b>	<b>8</b>		<b>2</b>	<b>469</b>

Occupational Categories	Male			Female				White Male	Foreign Nationals		Total
	A	C	I	A	C	I	W		Male	Female	
Legislators	64			4							68
Professionals/ Managers	15			20			1	6		2	44
Technicians and associate professionals	10			5				1			16
Clerks	30			45			1				76
Service and sales workers	133			52							185
Skilled agricultural and fishery workers	-			-							-
Craft and related trades workers	4			-							4
Plant and machine operators and assemblers	15			-							15
Elementary occupations	16			11							27
<b>TOTAL PERMANENT</b>	<b>287</b>			<b>145</b>			<b>2</b>	<b>7</b>		<b>2</b>	<b>435</b>
Non - permanent employees	12			22							34
<b>GRAND TOTAL</b>	<b>299</b>			<b>159</b>			<b>2</b>	<b>7</b>		<b>2</b>	<b>469</b>

Total gender analysis reveals a breakdown of 65.2% male and 34.8% female employees.

A = AFRICAN  
C = COLOURED  
I = INDIANS  
W = WHITE





#### **10.4.2 Training and Development**

The Workplace Skills Plan (09-10) and Annual Training report (08-09) has been submitted to Local Government Seta on the 30 June 2009 as per legislative requirement. To date, 111 employees attended various external courses. 30% of these were at management level and 70% are skilled level personnel.

#### **10.4.3 Learnerships and Experiential Learners**

26 graduates and undergraduate learners are doing experiential training in different departments of the RBA.

#### **10.4.4 Recruitment and Terminations**

Total number of 51 employees were recruited and appointed during the reporting period. These recruits were mainly from Protective Services, Infrastructure (water meter readers) and HSDS.

#### **10.4.5 Annual Labour Turnover**

Total number of employees who left RBA regardless of reasons during the reporting period is 155 which constitute 33%.

#### **10.4.6 Employment Equity Compliance**

An Employment Equity Plan has been developed and an EE Report has been submitted to the Department of Labour on the 30 September 2009, as per legislative requirements.

#### **10.4.7 Challenges**

- To increase diversity in employment by targeting gender and disability equity;
- To harmonize the RBN/RBA working environment into a preferred one;
- To build a workforce portraying a positive image of RBN and supportive to the achievement of Vision 2020; and
- To intensify the commitment to implement a Performance Management System to ensure qualitative service delivery.

## Procurement Department

### 10.5 DEPARTMENTAL MANDATE

The strategic objective of this department is to procure goods and services in an equitable and effective manner. These services are procured through a comparative system that ensures broader participation especially by the local SMMEs. National standards are adhered to in order to ensure that

reputable companies are engaged to provide the envisaged services.

#### 10.5.1 Tenders Awarded

During the year under review, the following tenders were awarded:

Infrastructure Tenders	Total Value in R	Local Participation Value	Local Participation Percentage
Phokeng 2010 Beautification project	1,498,583.53	449,575.06	30%
Renovation at Luka Clinic	2,119,582.62	635,874.79	30%
Renovation at Chaneng Clinic	2,636,131.44	790,839.43	30%
Construction and renovating of Phokeng Health centre	14,035,160.17	4,210,548.05	30%
Construction and upgrading of roads in Mafenya, Chaneng and Rasimone	15,749,371.41	4,724,811.42	30%
Construction and upgrading of roads and stormwater channels in Kanana, Motsile, Thekwane and Tlaseng	19,753,610.69	5,926,083.20	30%
Construction of classrooms at Motsile primary and staffroom and Mmanape	2,470,836.24	2,470,836.24	100%
Construction of classroom at Bafokeng High and staff room at Thethe High	2,408,679.19	2,408,679.19	100%
Construction of extra classrooms at Kanana primary and staff room at Thekwane Secondary	1,857,374.64	928,687.32	50%
Lefaragatlhe Pump House and Upgrade Construction of the Generator set building: Lerafagaratlha pump house	6,859,025.75	601,464.80	10%
New water line from Ga-Luka to Lemenong and Earthworks for new water line from Ga-Luka to Lemenong	7,886,379.93	1,084,379.39	13%
Royal Bafokeng 2010 marketing and mobilisation campaign	3,770,000.00	754,000.00	20%
Cleaning of toilets at 46 schools	15,265,618.88	15,265,618.88	100%
Cleaning of civic centre	2,564,972.64	2,564,972.64	100%
Cleaning of conference centre	533,520.00	533,520.00	100%
Cleaning of Phatlogo, Legato and Bafokeng plaza	1,957,176.00	1,957,176.00	100%
Construction of Segoe's Butchery	2,258,066.55	677,419.97	30%
Maintenance of building, fencing, bush and grass, plumbing	As per agreed rate		
<b>Total tender awarded</b>	<b>103,624,089.68</b>	<b>45,984,486.38</b>	<b>44.35% (average)</b>

#### 10.5.2 Local Contractors who benefited from the Infrastructure tenders

- Mmamorara Landscaping;
- Reabeleng Construction;
- Magnavolt Trading 864 cc;
- Mangezi Loapi JV;
- Boikamaganyo Projects;
- Bophepapele Trading Enterprise (Pty) Ltd;
- Duduetsang Basadi;
- Serotong SA Bophelo Trading And Projects cc;
- Bucks and Nicks Construction cc;
- Reagentswe Trading 200 (Pty) Ltd;
- All The Way Trading;
- Dikapi Cleaning Services (Pty) Ltd;
- Baikantse Construction;
- Wramatshe Construction;
- Illifa Construction;
- Dikapi Cleaning Services (Pty) Ltd;
- Maitseanape Hygienic Business Enterprise;
- Doti Enviro Projects (Pty) Ltd;
- RJ & KS Diale Civic Building Construction;
- Bammabulepu Construction Enterprise;
- Segema Construction;
- All The Way Trading 1 (Pty) Ltd;
- Reagentswe Trading 200 (Pty) Ltd;
- Marklyds Construction;
- Manyokqo Construction;
- Baikanne Communications;
- Masedi Communications;
- Dikapi Cleaning Services (Pty) Ltd;
- Mmamorara Landscaping;
- Tsogang Bosa Bosele Projects; and
- Makete Fencing cc.

#### 10.5.4 Key Challenges

- Performance of contractors within the given time frames;
- Standard and quality of work; and
- Commitment of contractors.

#### 10.5.5 Way Forward

- Pre-qualify tenderers to verify their capabilities;
- Close monitoring of local SMME and Joint Venture performance with RBED; and
- Constant interaction with contractors.



#### 10.5.3 Procurement of Goods and Services for the Year 2009

	Total Value in R	Local Participation Value	Local Participation Percentage
Annual Expenditure	R44 640 139.89	R 7 093 254.70	15%



#### **10.6 DEPARTMENTAL MANDATE**

- To provide a robust, scalable, reliable and secure information infrastructure in the RBN;
- To develop and implement optimal ICT processes in RBN;
- To ensure timeous delivery of effective ICT service in the RBN;
- To resource and manage the RBN ICT in a financially productive and coordinated manner;
- Influence the development of appropriate ICT resources, skills and programmes in RBN by increasing access through partnership with the private sector and government; and
- Introduce and sustain sound ICT governance in RBN in the order to align ICT to the RBN business strategy and processes within our regulatory framework.

##### **10.6.1 Projects Overview**

###### **10.6.1.1 Wireless Broadband Network**

The project was reviewed in June 2009 and revisited with the aim of completion, with all base stations on the ESKOM electricity grid and functional. The base station in Tsitsing has been upgraded to include a backhaul to both Kanana and Rasimone. All Customer Premises Equipment (CPE) within the Tsitsing area have been repositioned. Full network testing will commence in October 2010, with full commissioning of the network in November 2010 - this will allow all schools and clinics to be able to connect to the internet.

###### **10.6.1.2 Business Application and Systems**

Enterprise Resource Planning (ERP) is being upgraded to enable new business process and to bring about new services which were omitted in the previous version of the system.

This is the first step to the introduction of a Data Warehouse system which will become the RBN's Management Information System (MIS), where data and all reporting services will be run in line with the ERP system and other related systems as well as integration with other systems e.g. PMO, GIS and others.

###### **10.6.1.3 RBN Data centre in Phokeng**

The server room in the Civic Centre has been upgraded to be compliant with regulatory requirements and to data centre standards. The room has been fitted with an energen based gas suppression system which monitors the room, and in event the room catching fire, the gas will be released to extinguish the flame without causing damage to the equipment and at the same time shutting down all systems and servers.

An access control and surveillance system has been installed in the room to control access to the server room as well as monitoring of the room both, inside and outside.

###### **10.6.1.4 Unified Communication System at Civic Centre**

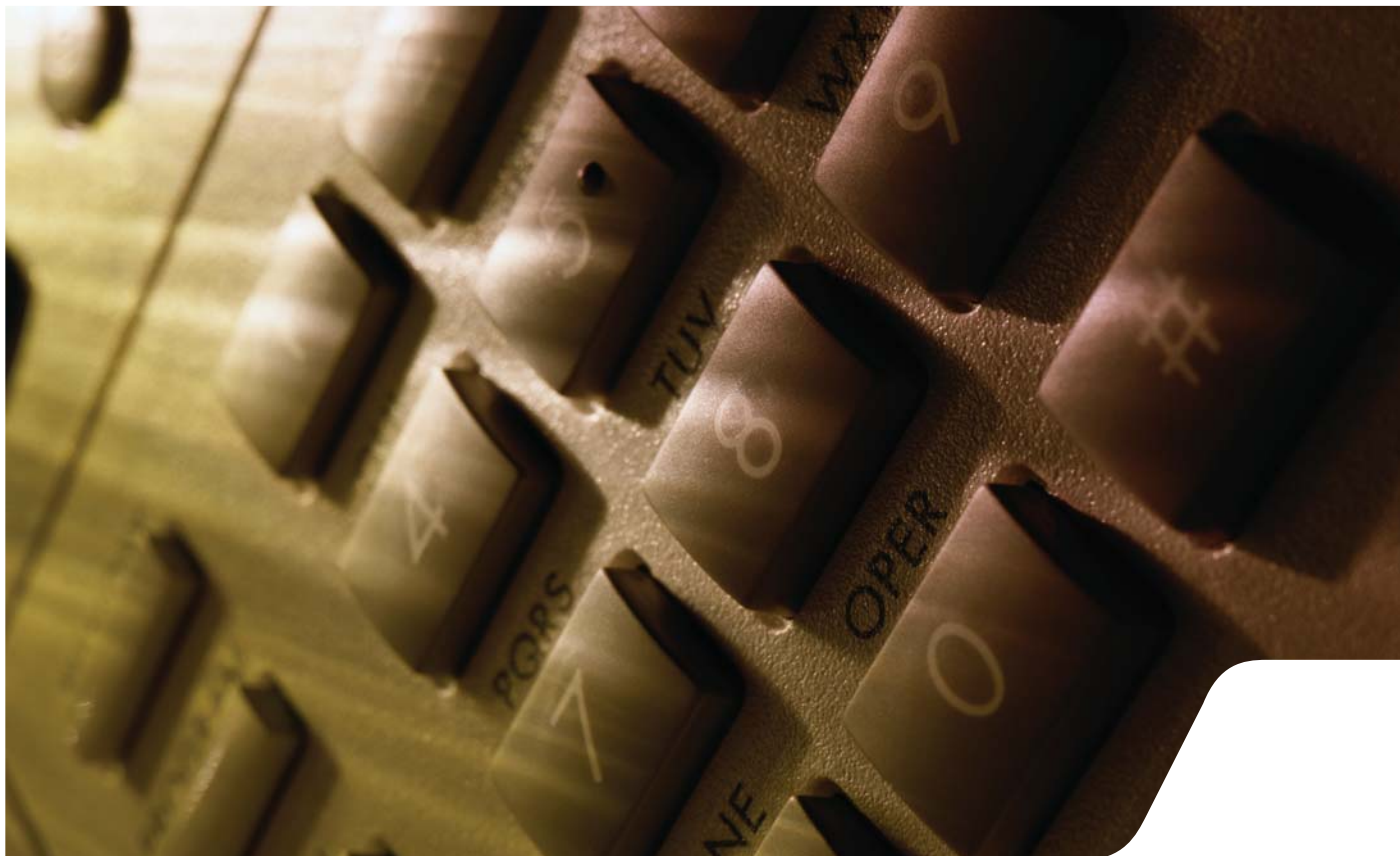
The problem relating to the telephone infrastructure at Civic Centre as reported in 2008 has been resolved with the implementation of Cisco based Unified Communication Infrastructure, which include, amongst other services, the following:

- Contact Centre Services;
- Call Management Services;
- Voice Mail Management Services;
- Video and Voice Conferencing Services;
- Instant Messaging Services;
- Fax to email Services; and
- Presence Services.

Currently the following services have been activated:

- Call Management Service: all staff are able to use the new service to make/receive/transfer calls and voice conferencing.
- Voice Mail Management Service: callers can now leave voicemail should the intended recipient not be available. The message will be posted to the recipient's email and can be played back or forwarded to another person. The voice mail can also be accessed from anywhere within the Civic Centre building from any extension, and even outside by dialling the direct number.
- Voice Conferencing Services: six of the boardrooms in the Civic Centre have been fitted with voice conferencing units which can be used during meetings to conference parties from outside the meeting room.
- Fax to Email Service: in future all staff members'





telephone extension will become their fax number, and staff will be able to send faxes from their PCs. Incoming faxes will be received by the server and forwarded to the recipient's mail box which could be forwarded to other person.

The Unified Communications System will be extended to all sites as follows:

- Clinics where the video conferencing can be used for tele-medicine services;
- Schools where it will be used for tele-school services; and
- Business parks for telepresence services.

#### **10.6.1.5 Enterprise Endpoint Protection System**

To safeguard the RBN ICT assets from infection viruses, malware, and spyware, ICT and KM has implemented Symantec Protection Suite Enterprise Edition for enterprise virus, malware, spyware and network protection system in all personal computers on our network. The system is updated every hour with new virus definitions, often earlier should an update be released.

#### **10.6.1.6 Symantec Protection Suite Enterprise Edition for and Recovery Management System**

To consolidate and centralise data storage and management ICT and KM has implemented a Storage Area Network (SAN) based on EMC technology which will be used to consolidate data storage for Databases, Emails and Datafiles servers. ICT assets specifically data (including emails and financial data) have to be safe-guarded in an event of disaster either by server failure or any other disaster. The data stored in the servers, which include the ERP databases, emails and data files, are backed up every evening into LTO4 tapes which are then collected every Wednesday and stored offsite, as per our backup and retention strategy using Symantec Backup Exec software and Quantum Hardware.

#### **10.6.2 Challenges faced by the department**

The ICT & KM is faced with the challenge of consolidating ICT & KM infrastructure, systems and services of all the entities which will bring about cost saving, convergence and integration of all entities on ICT & KM related services.

### 10.7 DEPARTMENTAL MANDATE

The Legal and Corporate Affairs Department is one of the key support departments within the Royal Bafokeng Administration. The department's key responsibilities are:

- negotiating, drafting and vetting of contracts
- contracts management;
- general legal advisory service;
- drafting and preparing of legal opinions;
- providing support to HR department in handling of internal labour disputes;
- representing the employer in CCMA matters
- managing civil litigation in Courts (Magistrates' and High Court);
- managing of criminal matters; and
- contribution in the implementation of the organisational strategy

### 10.7.1 DEPARTMENTAL OVERVIEW

#### 10.7.1.1 Contract Management

One of the department's key responsibilities is to manage legal risks which the RBA may be exposed to when contracting with third parties. The department negotiates, vets and drafts contracts on an ongoing basis and at all times ensures that the legal interests of the organisation are safeguarded. During the period under review, the department was of significance responsible for managing agreements between RBN/FIFA/LOC related to the 2009 FIFA Confederations Cup and in preparation of 2010 FIFA World Cup. The department was also responsible for negotiating and drafting the Western Bypass funding agreement between RBN, Rustenburg Local Municipality and North West Department of Transport Roads and Community Safety relating to the funding and building of the road to be used during the Confederations and World Cup.

A total of sixty-seven contracts were finalized during this period, with most being for infrastructure development and maintenance services. The department maintains an archive of contracts and regularly updates a contracts register which is a record of all agreements which the organisation enters into.

#### 10.7.1.2 Labour Matters

The period under review has seen a significant decline in labour disputes being referred to the CCMA by employees. Only two labour disputes were referred to the CCMA during this period. The long outstanding Labour Court matter which was initiated by 46 security and cleaning employees in 2003 was finalised in the employer's favour. The department also took part in the process of negotiating and drafting of the recognition agreement with the employee labour union.

#### 10.7.1.3 Civil Matters

Nine civil matters are still pending in various courts and three others were finalised during the period under review. Some of the outstanding matters are matters involving dormant RBN entities whose affairs RBA is responsible to wind-up.

#### 10.7.1.4 Criminal Matters

Seven criminal matters of fraud, theft and or corruption, were reported by the employer during this period, and are pending at Tlhabane Magistrates Court.

### 10.7.2 CONCLUSION

The department continues to play a pivotal role in vetting of contracts, providing legal advice and opinions which enhance the efficiency of the organisation. However the staffing requirements of the department need to be attended to in the next financial year which will add capacity in the department.

## Transport Department

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### 10.8 DEPARTMENTAL MANDATE

The Transport department is responsible to provide transportation and fleet management within the organisation, in order to ensure that the organisational goals and objectives are achieved.

This includes the following:

- Allocation of vehicles as and when needed, to various departments;
- Repairs and maintenance of vehicles;
- Control and monitoring of fleet; and
- Ensuring the safety of vehicles.

#### 10.8.1 ALLOCATIONS OF VEHICLES

Vehicles are allocated to the following departments:

##### 10.8.1.1 Procurement Department

Vehicles allocated to this department are mainly used for internal transport logistics for deliveries; collection and delivery of parcels, transportation of staff members who do not have own transport; and other administration matters.

This division is also responsible for allocating buses for the community occasions like Kgotha Kgothe and transporting community members to various functions.

##### 10.8.1.2 Protective Services Department

Vehicles allocated to this department are mainly used for protective purposes within the community, as for patrols within the Bafokeng villages.

##### 10.8.1.3 Planning and Infrastructure Development Department

Vehicles allocated to this department are heavy duty vehicles and bakkies used for implementation of capital projects and the maintenance of community assets.

##### 10.8.1.4 Health and Social Development Services

Ambulances are allocated to this department to transport patients from the community to clinics and hospitals. Ambulances are also utilised to attend to accidents.

### 10.8.2 ACTIVITIES

The organisation has acquired a new fleet of vehicles during the year under review. This includes 16

vehicles and one bus for disabled people. Our acquisitions will ensure the following:

- Reduction of maintenance costs; and
- More efficient and reliable transport service to the community.

A computerised fleet system is also implemented to ensure safety of the vehicles, improved control and supervision over the usage of vehicles, monitoring of vehicles and generation of various reports.

### 10.9 DEPARTMENTAL MANDATE

The Finance Department plays a pivotal role which involves the planning, acquisition, allocation and utilization of business capital in the most efficient manner, to helping achieve the objectives of the organisation. The core functions of this department are the preparation of management accounts reports, the implementing of internal controls to address risks associated with functions within the department, the preparation of the financial statements and the coordination of the audit of the organisation.

This report represents an overview of financial transactions that took place during the financial period from January to December 2009. The total budget for the year was R1, 250 billion and the total amount spent was R1, 096 billion, therefore concluding that 87% of allocated funds were spent during the financial year.

#### 10.9.1 Income

Income accumulated during the period emanates from different sources which are as follows:

Notes: Investment income represent amount received from financial institutions (Banks) in the form of interest for the cash and cash balances banked with such banks (Refer to balance sheet below for bank and cash balances, also refer to the Treasury and Business departments report for a detailed breakdown of those financial institutions.)

Grants income is the amount received from Government to assist with the upgrade of the Royal Bafokeng Sports Palace for the 2010 World Cup up to the end December 2009.

Other income represents other insignificant amounts received for the services that are offered by the administration (municipal receipts, rentals of properties, etc.)

#### 10.9.2 Administration and Operational Expenditure

Total budget for the year on administration and operational expenditure amounted to R236 million, which represents 18% of the total budget for the period. Expenditure incurred on the administration and operation for the period amounted to R158 million, it therefore indicates that 66% of the

administration and operating budget was spent. These are expenses incurred in the day to day running of the organisation, allowing that the mandate of the organisation is fulfilled by its management and employees. Examples of these expenses are staff costs, training and development, consulting fees, travel and accommodation, telephone costs, insurance, electricity and stationery, among others.

#### 10.9.3 Social Expenses

The social expenses budget for the year amounted to R429 Million, which represents 34% of the total budget for the period. The actual expenditure incurred for this category is R358 million which makes 83% of the social expenses budget.

A major portion of social expenditure went to grant expenses (includes RBS, RBI, RBED and Lebone II), which amounted to R200 million with a budget of R245 million. These are expenses with direct impact to service delivery within the community and include water supply, cleaning and maintenance of buildings, health and welfare, donations, safety and security, research and development, and others.

#### 10.9.4 Capital Expenditure (Refer to Planning And Infrastructure Department)

The budget for the year on capital projects amounted to R608 million, which represents 48% of the total budget of for the period. The overall spend on the capital and infrastructure expenditure for the year is R581 million which represent that 95% of the budget spent at the end of the financial year. The amount spent on the upgrade of the stadium in preparation for the 2010 World Cup, with a total budget of R108 million was R 138 million. An amount of R73 million was received from Rustenburg Local Municipality towards the upgrade of the stadium in the current financial year.

Other significant expenditure was spent towards the building of the new Lebone II campus (Budgeted R210 million and the entire budget has been spent). Other capital expenditures for the acquisition of movable and immovable assets for the period under review are as follows:

- Water Reticulation;
- Roads and storm water;
- Sanitation;





- Electrical Reticulation;
- Fencing;
- Youth Centre;
- Upgrade of Clinics (Phokeng Heath Centre, Chaneng and Luka);
- Other capital items like plant, equipment, vehicle, computers and software;
- Land (Donkerhoek-Portion 30 & 27 and Ananda Hotel); and
- Vehicles.

#### **Royal Marang Hotel**

An amount of R245 million was budgeted towards the construction of the Royal Marang Hotel. The budgeted amount was a loan to RBS at an interest rate of 1.5% p.a. The total expenditure incurred was R238 million.

#### **10.9.5 Financial Performance and Position**

Please refer to the attached balance sheet and income statement for the analysis of the financial performance and position of the administration. During the year, the commercial assets to the value of R21.6 billion (shareholders loan/investments in subsidiaries) were restructured and the loans were converted to equity and ceded to the Royal Bafokeng Nation Development Trust. For further clarification refer to the balance sheet below for investment in subsidiaries, and also refer to the RBNDT report.

#### **10.9.6 Audit and Financial Statements**

The external audit for the year ended 31 December 2009 has been completed and an unqualified audit opinion has been received from the auditors on these financial statements; the detailed audited financial statements and audit report is available for inspection at the RBA Finance department.

# ROYAL BAFOKENG ADMINISTRATION

## Balance Sheet as at 31 December 2009

	2009 R'000	2008 R'000
<b>ASSETS</b>		
<b>Non Current Assets</b>	1,817,710	20,958,751
Plant, Property & Equipment	1,747,702	1,346,619
Investments in Subsidiaries	70,008	19,612,132
<b>Current Assets</b>	4,891,130	5,462,499
Trade receivable	326,493	162,575
Cash and cash equivalent	4,564,637	5,299,924
<b>Total Assets</b>	<b>6,708,840</b>	<b>26,421,250</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Reserves</b>	(4,926,186)	14,515,368
Retained earnings	(4,976,708)	14,507,402
Revaluation reserve	50,522	7,966
<b>Non Current Liabilities</b>		
Deferred Royalty income	11,073,314	11,475,980
<b>Current Liabilities</b>		
Accounts payable	561,712	429,902
<b>Total equity and liabilities</b>	<b>6,708,840</b>	<b>26,421,250</b>

## ROYAL BAFOKENG ADMINISTRATION

### Income Statement for the year ended 31 December 2009

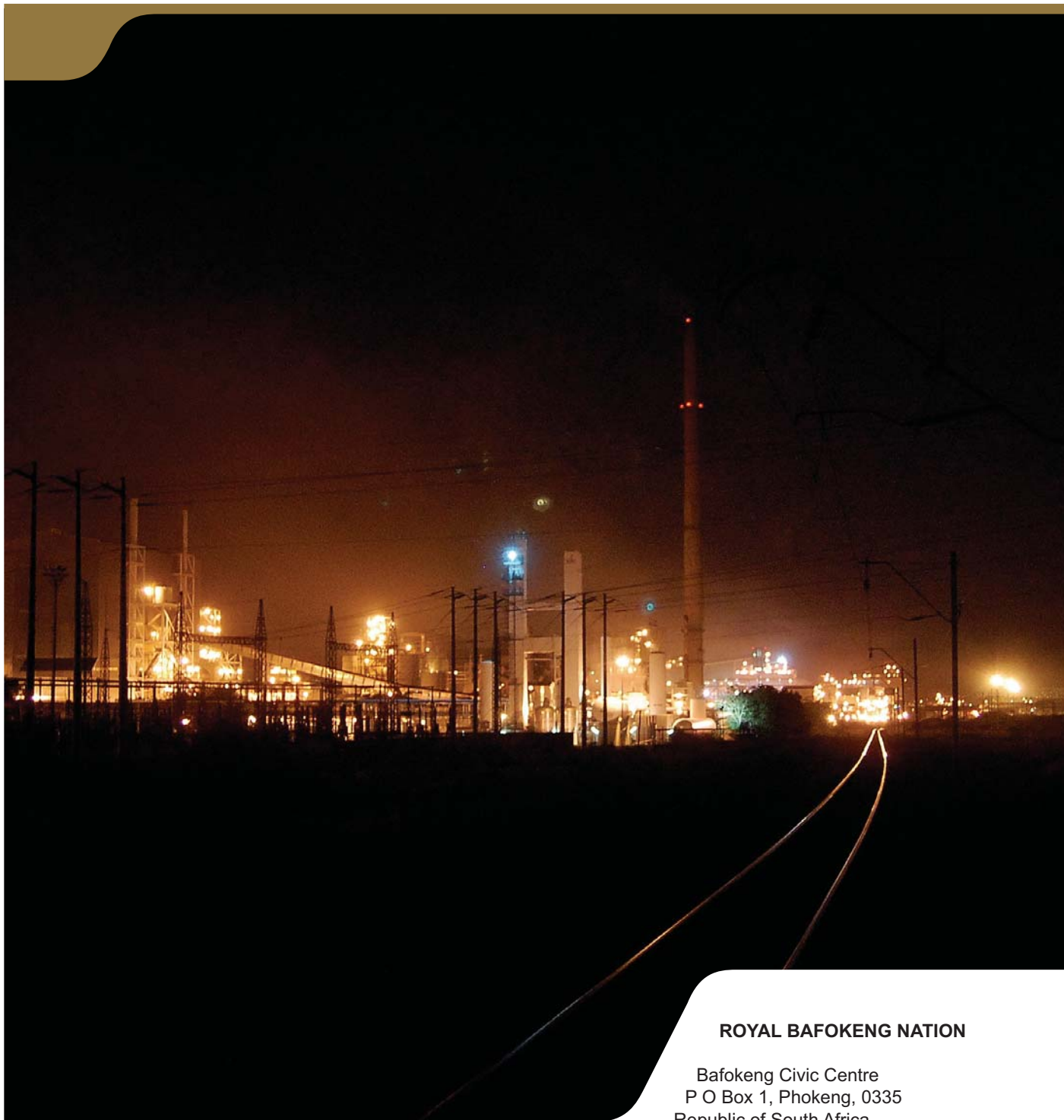
	2009 R'000	2008 R'000
<b>Revenue</b>	547,063	764,831
Royalties	5,036	2,306,379
Other income		
	(720,727)	(412,508)
Operating expenses		
Investment income		
Interest received	2,286,931	2,706,483
<b>Operating Profit</b>	<b>2,118,758</b>	<b>5,365,185</b>











## ROYAL BAFOKENG NATION

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