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RBN REVIEW

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HM KGOSI: LERUO MOLOTLEGI

IT IS OUR TRADITION TO INNOVATE



Delivered by *Kgosi Leruo Molotlegi*
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Review Speech 2016

It is our Tradition to Innovate

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1. Greetings

Good morning ladies and Gentlemen,

It is our tradition in this community to set aside time at the opening of council, for us to take stock of where we are, to reflect on the world around us; and to acknowledge where we come from and where we are going.

From time to time we reassess our plans, and we affirm our values as a nation, a community and a family of organisations. We call this the RBN Review, and I welcome you today as partners on our journey.

We begin by surveying the global landscape, and then moving to Africa, to South Africa, until we can assess how these issues affect us, Bafokeng. We then briefly report on our actions for 2015, and spell out some priorities and goals for the year ahead.

2. The Global Picture

The world is ever-changing, and with wars, new alliances, discoveries and inventions, today all is more fluid than any time since 1989. We give you six diverse points to underscore this:

First, the year 2015 saw wars, hostilities and terrorism in almost every part of the globe. Iraq and Syria have been hit hardest by the jihadi “Islamic State”, but we have also witnessed sectarian wars in Yemen, and wars of secession in Ukraine, among many others. Terrorist attacks in Lebanon, France, the USA and elsewhere, not to forget the bomb on a Russian passenger aircraft. These all increased the global resolve to address the ISIS-issue, however, it did not lead to a global consensus of how this threat is to be solved. Additionally, cold war tensions appear to have been reignited, although now, in a different world. One example is how both the US and Russia oppose the Islamic State, but use this in different ways to extend their own influence over Syria and Turkey.

Second, and keeping to the Middle East, Iran finally agreed to long-term limits of its nuclear program in exchange for sanctions relief. The old schism in Islam, between Sunnis and Shias, not only drove partisan responses to various events, but also came to a head with the diplomatic standoff between Saudi-Arabia and allies on the one side, and Iran and allies on the other – leaving little room for fence-sitting, even for the US, partnered in some ways economically with Saudi-Arabia, but also protective of the nuclear deal. We will watch this situation, with implications for global energy prices, not to mention another war, with grave concern. On the topic of pacts, another accord was the formation of the Eurasian Economic Union, which includes China and Russia formalising an alliance once thought impossible.

Third, global commodity prices came under severe pressure in 2015. Oil hit record lows, and the market price for PG metals continued a downward trend, making life difficult for everyone along the value chain, from mining households to mining multinationals. We also saw old names like De Beers pull out of Kimberley after almost 150 years. Glencore and Lonmin lost most of their share-price

value, and are now debt-overburdened, with fewer and fewer options to make good on their debt. The former South African giant, Anglo American, announced a complete overhaul, including that globally 130 000 jobs are expected to be lost. This means more pain for our own economy – fewer jobs, lower incomes, slower growth and persistent poverty.

Continuing with the global overview, the fourth highlight is more positive. Scientific discoveries abounded in 2015, including NASA's announcement that liquid water has been found on Mars. Perhaps these types of innovation will enable exploration, or human habitation of Mars. It certainly might alter the future of civilisation. We will follow such scientific advancements with interest.

Fifth, and back on earth, Cuba became the first country in the world to eradicate mother-to-child transmission of HIV and syphilis. This is innovation directly impacting the lives of people. Cuba also made headlines for the gracious way in which it allowed the United States to re-establish full diplomatic relations, after 54 years of tensions.

Finally, last year the FIFA bribery claims also came to a head, globally and locally, with people all the way up from the former CEO, down to local officials indicted. We hope to see this matter reach a conclusion in a fair and transparent way.

3. Africa

Turning to Africa, we witnessed almost a mirror-image of these same global trends on our own continent. We highlight three issues.

Last year saw an association forged between ISIS and Boko Haram, the West African-based extremist Islamic group. 2015 also saw a tragic loss of life owing to these groups, and others like them, including incidents in Mali, Nigeria, Egypt, Libya, Tunisia, Morocco, including the attack at Garissa University in Kenya, where jihadist group Al-Shabaab claimed responsibility.

The attacks also prompted government crackdowns, in some cases swift and effective. Egypt stepped in to eliminate a local branch of ISIS, and Nigeria postponed their elections in order to suppress Boko Haram, with apparent success.

Nigeria's elections went relatively well, and with very little violence. Moreover, Africa's most populous country had a democratic and non-violent change of power: a very good sign for the continent. In fact, Africa also saw the peaceful change of leaders in Mauritius, Mozambique, Namibia, Tanzania, and Zambia, which is encouraging for the development of rule of law in Africa.

4. The South African Picture

Here in South Africa, we experienced what appears to be a microcosm of these larger trends. We point out a few:

1. Public violence was, mercifully, confined to small pockets, mostly of the xenophobic kind. However, tensions remain to this day, and to avoid such eruptions in future, we should be thinking more, talking more, and doing more about addressing both societal expectations, and the sources of social challenges.

2. Turning to the social conditions of ordinary South Africans – poverty remains high and broad unemployment hovers close to 30%. We are the world's most unequal country, with unacceptably high crime-rates. Our state education system is very poor, and worsening by the year. The solutions are not easy, and they involve government, communities, civil society and business to all engage in active citizenry and constructive planning.

3. We also saw many discoveries in 2015 and we could highlight the announcement of the discovery of Homo Naledi, a previously unknown species of early hominid, discovered in the Cradle of Humankind. Out of Africa always comes something new, as the old saying goes.

4. 2015 also saw student protests about increasing fees for university tuition. The countrywide "FeesMustFall" campaigns ended in a short-term victory for students, many of whom had to overcome large odds to be able to study in the first place.

5. Most concerning was the fiasco around the dismissal of Finance Minister Nene, replaced by Minister van Rooyen, who after two days in office was replaced by Minister Gordhan. Over these few days in December, the rand lost around 10% of its value, and R170 billion exited the Johannesburg Stock Exchange, as local and foreign investors sought steady markets and safe harbours. All of "Brand SA", but also our own investment portfolio was, naturally, very negatively influenced but this event.

Before we turn to our local context, let us briefly look at South Africa's year ahead.

In 2015, the economy grew at around 1.3%, maybe lower, and the prospects for 2016 are not significantly better. This means the so-called "triple challenge" of poverty, unemployment and inequality are very likely to persist, and possibly deepen. These challenging dynamics are ripe for social unrest. We are also gearing up for municipal elections, which will be closely contested in our local municipality and throughout the North West Province. The ANC's birthday statement, held early this year at the RBN, was a sign of both our commitment to contribute towards civil discourses in South Africa, but also perhaps a sign that the ANC is turning renewed attention to this area. Perhaps Rustenburg Local Municipality is the nation's crucible – the stage where the ANC, the EFF and DA will play out their ideological battle most intensely. We believe that Bafokeng and RLM are to become a bellwether of things to come in South Africa at large. Either way, we sincerely hope this will be a time of reason, of non-violence, and of earnest civil engagement.

5. Bafokeng

This brings us to our present realities in and around Bafokeng Land; and also to our challenges and plans.

We begin by reflecting on our Vision, which we will call The Bafokeng Vision, or Ponelepele ya Morafe wa Bafokeng. It is to be “a relevant and innovative traditional African community”. Every word in the vision is significant and full of meaning – a relevant and innovative traditional African community – but the three most important words are “relevant”, “innovative”, and “traditional”. We take a look at each word:

The first is “relevant”: we will contribute to the global body of knowledge, and participate in world-wide and local debates, shaping policies at all levels. Our own systems should be appropriate to the time and to the actual needs of our people, so that we can impact the world in a meaningful, relevant way.

The second is “innovative”: we should orient ourselves to constantly renew our ideas, methods and services. Bafokeng should be defined as a people who seek new solutions, who strive relentlessly for excellence, and who are never satisfied with the status quo. Instead, we will benchmark ourselves against the smartest and best there is in the world. The word innovation is to become a new watchword for us.

The third is “traditional”: Our core identity is shaped by our heritage. We must remember that it is owing to our systems and our land that we have withstood so many onslaughts, and it is because of these that we will continue to do so. Our next generation of dikgosana will be educated so that soon we will have graduates from the best institutions in the world – being traditional does not mean we cannot embrace change, instead, it allows and empowers us to do so.

We should point out that the qualities listed in our Vision – 'relevant, innovative, traditional' – have always guided us, even if we haven't always articulated these as a Vision. We all know about how Bafokeng innovated to use drystone walling, or for

new implements with the local advent of iron. Over our history we have innovated models of inclusion around the time of the difaqane, we innovated to partner with missionaries to improve education and to retain our land. Time and again we innovated, including adopting new technology as we saw fit, all the way from antiquity to our partnerships with companies via RBH today. As Bafokeng, it is our tradition to innovate.

To summarise: Relevance, innovative and traditional is not a betrayal of our principles, but an implementation of them. The solid basis of this self-evident truth now enables me to introduce innovations of who we are and how we as Bafokeng do things.

Thus, The Bafokeng Vision is our heart: “why” we do things. However, we also have a Plan: “how” we do things. Again, this is an important distinction. Our Vision says who we are, and where we are going; but our Plan is a roadmap, a tool we will use to do this.

We call our roadmap “Plan 35”. This developmental plan includes all aspects of how we will implement our Vision, including Leadership, Heritage, Health, Education, Spatial development (the Masterplan), Public Infrastructure, Resource Stewardship and Economic Development.

Plan 35 divides the activities of our various agencies into three broad areas:

- Those which principally promote individual development (chiefly health, education and supporting infrastructure)
- Those which principally promote collective development (chiefly our courts, our leadership, our heritage and arts promotion, and protection of our people and environment)
- Those which principally promote long-term sustainability and economic growth (chiefly resources stewardship, and the creation of enabling environments for opportunity creation)

We have set targets for each of these areas, for every

year between 2016 and 2035. We are also developing all our activities into five-year phases. Thus, we are linking areas of action with targets, every target with a policy framework, and every policy framework with a set of activities to be executed. These become our projects and programmes, each linked to a budget, for the next five years.

So we have a Plan that takes its cue from our Vision, and the Plan goes all the way to the nuts and bolts of deadlines, budgets, cost projections and procurement lists. However, after five years (in the year 2020), we will reassess everything – our projects, our policies, our targets, as well as the plan as a whole. This is what we mean by being relevant and innovative.

6. Innovation Commitment

In fact, we want to take our commitment to innovation to a new level in 2016. We are living in the age of driverless cars, wireless charging, personal health profiling, 3D printing, augmented reality, curved displays and DIY drones; we are seeing disruptive innovation destroy whole industries, but also create many opportunities.

From today, we will actively engage in this space. We will establish research and development as a core of what we do. We thus commit 10% of our 2016 budget specifically to go into research of development. We will establish a unit to start in the Office of KGOSI, to be spun out at the appropriate time, aiming to be a self-standing entity within 4-5 years. It is our tradition to innovate, and we will augment our legacy with this new institution.

7. Comments on Selected Service Domains

We will return shortly to Plan 35 and our collective priorities for 2016.

I now wish to review briefly our organisational performance for the year 2015, which should remind us of the extent of the responsibilities of this organisation. It also serves to entrench the idea that we are neither masters nor sole providers of social improvement for our community, but do so through a range of partners.

8. Administration and Governance

We have worked hard over the recent past to build institutions that can effectively respond to the needs of our community. Our organisational management approach is on a journey from independence to interdependence, aiming to create an enabling environment for our community. Our team in the GCOO's office is leading the charge in changing our outlook to better create synergy within Bafokeng, but also with external stakeholders.

Some stakeholder engagements were very positive in 2015: coordinated by the GCOO's office, a total of over R28 Million was secured for various projects in RBI, Arts and Culture, HSDS, RBED and Strategic Relations.

We need to continue sourcing external funds in 2016. On the other hand, we have to address the stubborn perception that people are simply entitled to "things". We are never passive receivers of goods or services, but always active participants.

This means that our Administration team has dedicated themselves to implement the necessary austerity measures without compromising our services. We also plan to build on our strategic relationships with RLM, the province, mines, local companies and Morafe, specifically through improved communication and information sharing.

Our top-line plans from 2016 include the continuation of the organisational culture change, the formalisation of Plan 35 as our driver to development planning, execution and monitoring, and PULA 2016, our 2nd census after the successful PULA 2011. We look forward to measuring our progress, along with Morafe's demographics and socio-economic conditions for planning purposes, later this year.

9. Education

As Bafokeng, we believe that educational excellence is the key to our development as a community. Regarding education, 2015 saw the RBN continued to work in partnership with the Department of Education to improve the standard of teaching and learning in our schools. Among a host of programmes and projects, we trained SGBs, numeracy educators, and general staff. Kitsong, our low-fee independent school was established, with 40 learners in grade 8. We also supported over 1 000 students with student loans for post-school or university programmes.

Lebone II, College of the Royal Bafokeng, continues to pursue holistic educational excellence for a community of teachers and learners, extending beyond the school grounds, and continually reaching out to our 45 other schools. Once more, they attained a 100% matric pass rate in 2015, and more than 80% of learners received bachelor degree passes. 66% of the Lebone matrics achieved a distinction. Our top students are Kiara White with 6 distinctions; Jay-Dean Mitchell with 5 distinctions; Kearabilwe Ngoepe, Ratanang Petlele and Anja Wenhold each with 3 distinctions. We congratulate our Lebone class of 2015 and Lebone teachers for a sterling performance!

We have received mixed, but encouraging results from our other high schools – Mmanape's pass rate was 98%, Thethe had 91%, Charora achieved 90%, Keledi High's pass rate was 88%, Sekete had 82%, Tshukudu's passing percentage was 77 and Bafokeng High's pass rate was 75%.

In general, however, we need to cultivate the understanding that our schooling system can be far better than it is at present. While parents ought to expect higher standards from the schools, teachers need to show positive determination to improve their skills and improve their dedication.

For education, our key challenge is to create an enabling environment for education, given limited resources, and many historic and socio-economic challenges. Considering the effects of financial austerity – programmes that used to enjoy funding

from RBN, for example our School Feeding programme, that cannot be funded in 2016, will have an impact on conditions for learning at our schools. Our principals and their SGBs, together with the Department of Education, will need to work together to manage these changes.

Our 2016 plans include establishing a Teachers' Training Centre, to train around 100 educators annually (in partnership with the North West University) in order to send a supply of top-quality new teachers into the teaching profession for our schools by 2020. We are also investigating building a system of high-functioning ECD centres to set children on the path to success; for many ECD practitioners, this will require significant change and willingness to be trained.

10. Health

In the fields of health and social development, our focus has been to improve people's access to affordable, high quality healthcare and social development services. Our seven clinics have continued to form the core of our primary healthcare system. 2015 also saw us increase our partnership with National and Provincial Government to establish and operate the food-bank, a real good-news story of cooperation and learning-by-doing.

We also secured funding for the provincial food bank in 2016. Other highlights include the signing of a three year contract with Maseve mine to render EMRS services. We continued with our range of social services, allied services and community development projects – including the launch of a wound clinic, marriage counselling seminars and maintaining general community ambulance services.

However, our social picture is far from perfect. Entrenched poverty, which is rising, is felt acutely by our Health and Social team, with annually more people feeling more vulnerable and seeking more help from our programmes. In the present year we will extend our support to the needy, the hungry, orphans and vulnerable children, and the elderly; seeking to strengthen primary healthcare.

We are also negotiating with Government and other partners to establish a regional medical hub in the RBN – one that will hopefully support the medical referrals of the entire province. These discussions include cooperation with the NWU, and would require obtaining a hospital licence; matters we will vigorously pursue in 2016.

11. Services and Service Infrastructure

Some of our greatest needs include the provision of water, refuse removal and road maintenance, for which 2015 was a significant year.

The Public Service Management team spent much of 2015 in discussions around the Spatial Masterplan, which was expanded to include the entire RLM area, which took the RLM-RBA Memorandum of Understanding through to practical and implementable projects. Considering demographics, natural environment and economic opportunities, the Spatial Masterplan identified future development nodes in Bafokeng and beyond, and how these should be zoned, developed, serviced and linked with transport networks. This process has helped us set out an agenda of infrastructure needs over the next 30 years; it will rely on strong coordination and collaboration between ourselves and the municipality, but also with Provincial Government and the local mines to attract both foreign and local investors.

The challenges of a service unit range from cost recovery through to the intricacies of rolling out our extensive water plans. 2016 will see us focus on our relationship with the water boards, seeking to unlock the Pilanesburg South Scheme – a new pipeline of water to our region – which will be a long-term water solution for the RBN. It will also see new recycling and re-use innovations.

The plans to achieve community payment for services, linked to a Water Demand Management strategy – are also key goals for the year ahead.

Turning briefly to issues of environmental management and land use, the present heatwaves and drought, and increased talk of weather pattern changes (such as at last year's COP21 conference in Paris) constantly reminds us that environmental custodianship is a responsibility we should approach seriously and methodologically. We are presently considering the options of renewable resources, while ensuring mines on our land are held to strict environmental standards, including checking on all post-mining rehabilitation plans.

12. Economic Development and Investments

Economic growth is vital to our sustainability, not just as a community, but as a region. In terms of local economic development, we have maintained our support for Bafokeng-owned small and medium enterprises via RBED, and for large local commercial infrastructure planning, via Moumo. We have a total of 789 SMMEs on RBED's various programmes, covering areas as diverse as spazashops, agri-processing, catering, construction, refurbishment and light-industry. Last year, RBED supported 23 SMMEs on our individualised development programmes, and plan to give special attention to another 15 in 2016.

In terms of our investments and general financial stewardship, RBH continues to ensure sustainable dividend payments to the RBNDT, grow the portfolio in real terms and manage risk through the reduction of debt and by diversifying our portfolio – with a combined gross asset value of just over R32 billion – in order to improve resilience against sectoral and cyclical pressures. That said, we do not expect dividends from mining assets in 2016, owing to the severe financial pressures on the sector.

The present tough financial conditions have shown that the diversification and growing of our investments in industries such as oil and gas through Mining Oil and Gas Services (MOGS), and in the property sector, are sound long-term routes. MOGS subsidiaries now include Sunrise Energy, an infrastructure project aimed at addressing Liquefied Petroleum Gas shortages in the Western Cape region; and Black Rhino, an energy infrastructure company operating in East Africa. They are also in partnership with Oil Tanking Services, a leading global independent storage partner for oil, petroleum products, chemicals, biofuels and gases.

For RBH, other notable deals entered into in 2015 include two property investments with Zenprop UK and New European Property Investment Plc respectively; these will see RBH expand its footprint in the property sector. RBH's partnership with JCDcaux was also finalised during the period under review, allowing us to acquire a 70:30 stake in Continental Outdoor media, and which will allow Continental

Outdoor Media to grow into 13 new countries and accelerate its expansion across the African continent.

The challenging financial environment – typified by rand weakness, low commodity demands and prices, electricity supply issues, high public debt and a poor sovereign risk rating profile, among others – implies a need for austerity in 2016 and beyond, which means a modest yet effective spending trajectory for the rest of the RBN. RBH will continue to work to invest in new opportunities, building a resilient portfolio which will provide a reliable cash flow to the Nation.

13. Safety and Security

The mandate of our Protective Services unit is to ensure the safety, security and stability that is required for the development and prosperity of the Bafokeng community, by cooperating with the relevant partners and authorities in our area.

Our approach to community policing is based on the principles of positive interaction, partnerships and problem solving. Since 2012, we have managed to contain the levels of crime, which is good news, but we still receive around 450 call-outs from the community each month. Our major area of crime remains domestic violence and disputes, but persistent problem-areas include livestock theft, vandalism, assault and violent crimes, illegal possession of firearms and drugs, and illegal scrap metal dealing. Fences along our major roads are also disappearing, and we will rethink our approach to this type of enforcement.

We will continue working jointly with other law enforcement authorities in 2016, and hope to maintain our level of services despite financial pressures.

14. Arts and Culture

Our Arts and Culture department developed and unveiled the Bafokeng Heritage Trail, with a launch during Heritage month last year. They also launched a living culture programme. This department has done well to form partnerships with National and Provincial counterparts. We completed an archaeological site management plan, and continued the archiving and digitalisation of our material, written and oral heritage. This year's key project will be the investigation of a RBN Museum, the viability of which we will debate, and resolve on soon.

15. Sport

Sport embodies many values we as the RBN adhere to – fair play, commitment, passion, mutual respect, hard work, teamwork. We consolidated our sporting programmes in 2015, emphasising the extension of programmes outside the Capital Region.

Our challenges include a lack of commitment from some partners, funders, and schools – and of course the socio-economic condition of many of our youth.

As before, RBS did us proud in 2015. Sporting highlights include our Netball teams achieving 1st and 2nd places at National competitions; our Basketball teams winning league play-offs; RBS hosting 3 top schools athletics championships; and two top track and field athletes (Phemelo Matlhabe and Kearabetswe Molati) being invited to university on sports scholarships, among others. The year 2016 should be rather a continuation of this – finding ways to inspire and empower Morafe via our sporting codes, from mass participation, all the way to our professional teams.

16. Priority Areas for 2016

Before we conclude, let us briefly return to the beginning of this address. We have defined our Vision, Ponelepele ya Morafe wa Bafokeng, and we have explained how this is to remain constant. In contrast, we have also explained how our roadmap and actions – Plan 35, is not fixed: it is to be continually updated, innovated and improved.

Thus, we are going to see some changes. I have already announced the launch of Research and Development, which will be under my office's instruction. Other changes and priority areas for 2016 are delineated by our action areas of Plan 35. Recounting the 3:

1. We must prioritise human development.

We must solve our education conundrum. It is not yet solved, but we will ensure that 2016 sees a new way. We must strengthen healthcare. We seek to see 95% of patients attended inside the golden hour for emergencies, the door-to-doctor time average at 75 minutes for non-routine medical visits, and less than 3 hours for routine medical visits.

2. We must prioritise community.

We must keep protecting our unity, and our land. We will also keep protecting and supporting our vulnerable people. We will defend our land, work towards gender equity, and prioritise youth empowerment. We will launch a study into the best-functioning Dikotle and Makgotla, and capture lessons that can be transferred to our less-efficient ones.

We will also need to think hard about another type of innovation – land reform – and how we can utilise our land without weakening our communal position. Our land policy process will spearhead this development, along with PULA, our important Census, which as mentioned will be carried out in the winter of 2016.

3. We must prioritise sustainability.

We must maintain financial credibility, not just as a nation of investors, but as a place for investment. We want to see our own people, our diaspora, and also investors from outside invest their money into

Bafokeng Lefatshe. We should find ways to welcome outside capital, and invite and establish these here in the RBN. This means that 2016 will see us create an industrial policy for the nation, focussing on large-scale job-creation – not by the RBN, but by those whose share our values.

We must also ensure that our administration remains financially viable. This implies that we need to start paying for our services, and I am extending a strong mandate to our agencies and entities to make these changes in 2016, including cost recovery strategies in the areas of student loans, water and waste. We are all responsible for protecting our resources so that our children and the generations to come will also enjoy them, and that means not to exhaust these today.

17. Conclusion

In conclusion, as many of you know, one of our challenges as a traditional community is a chorus of people calling us irrelevant, unrepresentative and stifling to development. We believe these are borne of an ignorance of traditional values and practices, but sadly, also from real-world examples where traditional leaders have forsaken their values in favour of self-interest. Nevertheless, when we formulate our plans, as we have do today, we are reminded of how traditional communities are in fact built on social protection, participative governance and communal decision-making, accountable leadership, flexible customs and adaptable codes, and most importantly, the ability to innovate under evolving circumstances.

Plan 35 is the next phase of our culture, and our priorities are supported by a network of policies, projects and programmes, a municipal integration agenda, a bold regional spatial blueprint and a team of professional and competent staff – who carry the responsibility of delivering the plans to our people. We ask all of you to participate.

We will build our future with our own hands. We will draw up plans, blueprints, we will stack brick upon brick, we will teach our children, and we will support entrepreneurs with hopeful enterprises. We will move forward, we will innovate – because that is who we are.

Thank you, and good wishes to all.

ANC	African National Congress
DA	Democratic Alliance
COP21	The 21st Conference of Parties to the 1992 United Nations Framework Convention on Climate Change
EFF	Economic Freedom Fighters
EMRS	Emergency Medical Rescue Services
ECD	Early Childhood Development
FIFA	Fédération Internationale de Football Association / International Federation of Association Football
GCOO	Group Chief Operating Officer
HIV	Human Immuno-deficiency Virus
HSDS	Health & Social Development Services
RBED	Royal Bafokeng Economic Development
PULA	Population and Use of Land Audit
ISIS/IS	Islamic State of Iraq & Syria
MOGS	Mining, Oil and Gas Services
NASA	National Aeronautics and Space Administration
CEO	Chief Executive Officer
NWU	North West University
PGM	Platinum Group Metals
RBA	Royal Bafokeng Administration
RBH	Royal Bafokeng Holdings
RBI	Royal Bafokeng Institution
RBN	Royal Bafokeng Nation
RBNDT	Royal Bafokeng Nation Development Trust
RBS	Royal Bafokeng Sport
RLM	Rustenburg Local Municipality
SGB	School Governing Body
SMME	Small Micro and Medium Enterprises
USA/US	United States of America