

First Public Draft

bafokeng vision 2035



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setswana terms used

Kgosi	Hereditary king
Kgosana (Dikgosana)	Hereditary clan leader(s)
Mofokeng	Resident who identify as having Bafokeng heritage
Morafe	Collective term for Nation – all the members of our 72 wards, each ward is led by a Kgosana
PTO	Permission to Occupy document or certificate
RBA	Royal Bafokeng Administration
RBH	Royal Bafokeng Holdings
RBI	Royal Bafokeng Institute
RBN	Royal Bafokeng Nation
RBNDT	The Royal Bafokeng Nation Development Trust
Village	A formalised settlement within the RBN boundaries

clarification on terms used

Develop	Contribute towards the creation or advancing of a certain cause
Enable	Work with partners to create a conducive environment for a certain objective to be achieved; help move a plan from theoretical to operational
Ensure	Use our resources to contribute to a desired outcome
Facilitate	Make an action or process easier
Monitor	Observe and check the progress or quality of an outcome over a period of time
Partner	Actively form agreements, or associate ourselves with other service providers
Preserve	Retain the current condition of an object or system
Support	Assist another service provider with information, logistics or otherwise
Strategise	Devise, formulate and consult on plans

foreword



The long and rewarding journey to developing Plan 35 is a process still unfolding today. It began in 2014 when we announced that the new Bafokeng Vision would be complemented by a clear and hands-on plan of action to lead the RBN and its employees and family of entities, organisations, and companies to a new future.

Because this process is first and foremost about the collective good of our people and the stewardship of our lands, we began the journey by consulting ordinary Bafokeng over a two-year period. Traveling the length and breadth of Bafokeng land and beyond, our team from the Royal Bafokeng Administration had the privilege of asking and learning about the needs, desires, and collective wisdom of our people.

To that end, in 2015 the team held a series of interactive workshops in each of the Bafokeng areas, allowing them to meet with youth groups and Bafokeng elders alike. They launched an art competition across Bafokeng primary schools and an essay competition across Bafokeng high schools, spurring thousands of our youngest learners to share visual imaginings of their ideal future of Bafokeng by 2035, and hundreds of older learners to submit written descriptions of the same.

They held workshop retreats for the Bafokeng Pastors Fraternal collective, and a year-long series of workshops with RBN Executives, wherein they discussed internal prioritisation, policy options, and reporting formats.

They kept the Traditional Council and the Council of Dikgosana constantly updated on the unfolding process. General RBA (Royal Bafokeng Administration) staff also received Plan 35 newsletters, General Staff Meeting updates, plus a regular stream of articles placed in our internal newsletters.

In addition to directly engaging with the people of RBN, the team conducted a meticulous study of the existing literature about the RBN – that is, every report and planning document submitted to the RBN from all sectors since 2006. This study spanned 104 reports and documents sourced from our own archives, government, non-government, and the private sector.

Some of the major documents included the South African National Development Plan, Provincial Development Plans and Frameworks, The RLM Integrated Development Plans, the North West Traditional Leadership and Governance Framework Act, The RBN-RLM Memorandum of Understanding, Vision 2020, The Spatial Masterplan, the Agricultural Masterplan, Treasury cash flow projections, and internal research reports (e.g., PULA, Ntshegetse, Puisano and Youth reports).

The team also scoured documents from NGOs, political parties, advocacy groups, industry collectives, corporates, and consultants, including those from the South African Chamber of Mining and Metals, the Benchmarks Foundation, and Mining 360. As part of their literature consultation, they also reviewed every service related project and programme, studying documentation created by the RBA's Organisational Performance and Project Management Office to ensure that Plan 35 considers every area of service.

To guarantee that the Plan is based on the most current information possible, the team went beyond reports, seeking expert advice from scholars and top planning practitioners on technical matters, such as regional soil

quality, social returns on investment for certain projects, and appropriate human resources spending, among others. This process included direct interviews with academics from the University of the Witwatersrand, the North West University, and GIBS business school, and an additional examination of reports from many more.

Finally, to best formulate Plan 35 in a simple manner that remained true both to our values and to the guidance we received on financial models, our team partnered with strategy consultants from SizweNtsalubaGobodo and VSolutions.

Having formulated the Plan in a user-friendly manner, the team again presented its findings to the Office of Kgosi, the Supreme Council, Bommadikgosana, and to various internal departments – in each instance soliciting feedback and improving the Plan based guidance received. I thank the team members for their commitment and perseverance.

This organic process continues today. The booklet in your hands not only shares the RBN's present Vision and Plan: it invites you to bring your perspective to our journey, and to help us by sharing your feedback (for information on how to get involved, go to page 54).

I look forward to building the future with you all.

Kgosi Leruo Molotlegi

**The vision and the
plan is everybody's
business.**

introducing the Royal Bafokeng



The Royal Bafokeng Nation is a traditionally governed community that has retained its unique cultural identity and developed world-class administrative and corporate institutions to enable the social development of its people.

Our governance fuses the hereditary leadership of a traditional community with a democratically elected council, both of which operate in accordance with the Constitution of South Africa. A community of around 130 000 people, we inhabit 29 villages and own 1200 km² of land in the North West Province of South Africa.

The RBN uses long-term and evidence-based planning to deliver sustainable services to its people and to facilitate the emergence of an innovative and prosperous community, overcoming the legacy of apartheid and underdevelopment in our region.

Situated on a large platinum reserve, the RBN has transformed the royalties it receives from mining into a diversified investment portfolio, managed by our community-based investment company, which aims to ensure the economic security of the community into our post-platinum future.

RBN governance structures combine hereditary leadership with elected village and regional representation, as well as direct community consultation at many levels. The RBN's regulatory environment – guiding its systems of governance, administration, justice, land ownership, and wealth management – integrates customary and corporate models, and is subject to the laws and structures of South African government.

Location: 29 Towns and villages in the Rustenburg Valley, Bokone Bophirima/ North West Province, South Africa

Population: ≈130 000

Area: 1200km²

Languages:
Setswana, English

The RBN values transparency, accountability, and professionalism. All RBN institutions have had unqualified audits since 2006.

This booklet is a shortened guide to the Plans and Vision of the Bafokeng.



Kgosi Leruo Molotlegi the 36th recorded monarch of the Bafokeng people

We are guided by:

Our Vision: The encapsulation of our identity, past and future

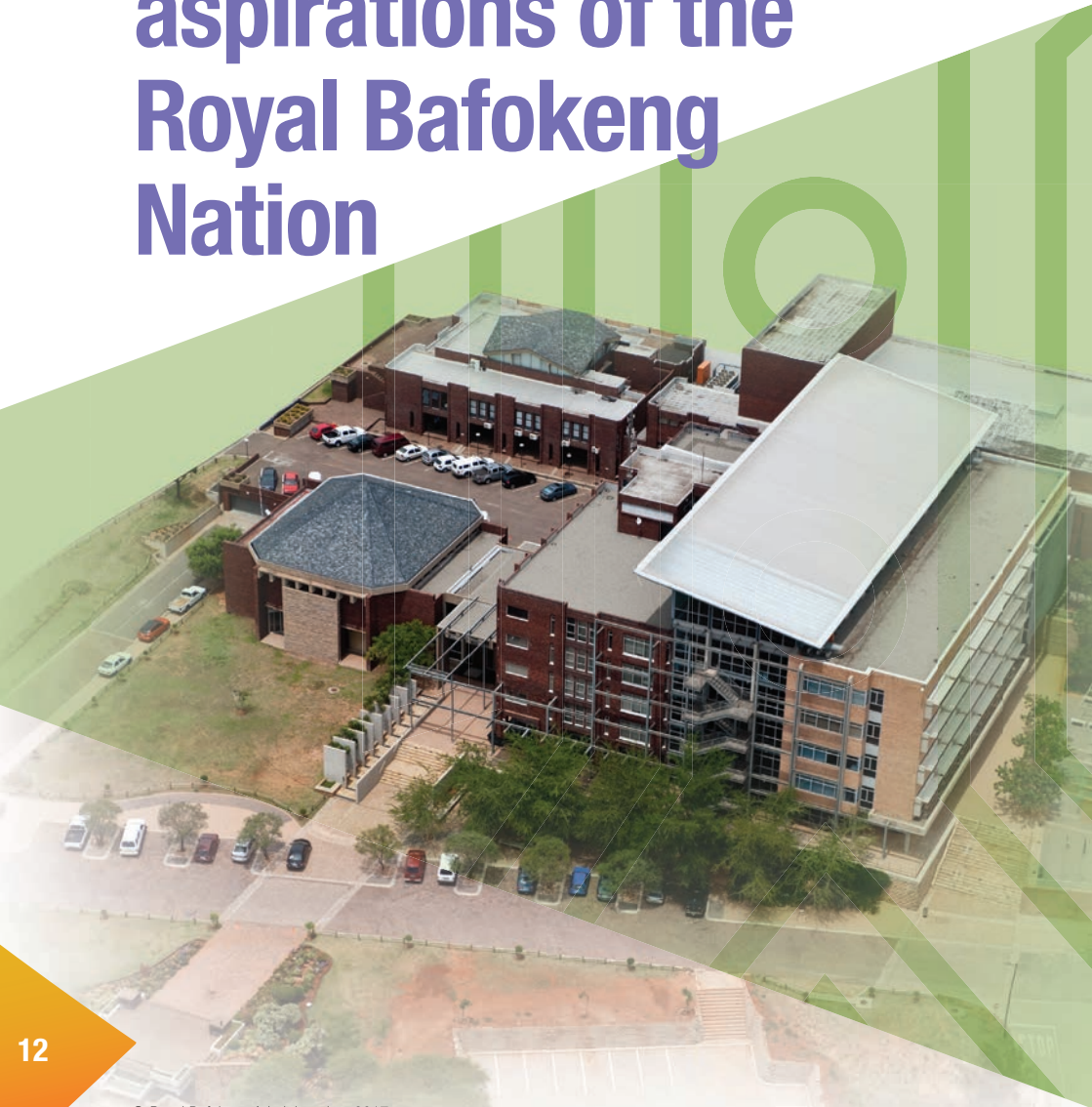
Our Mission: A statement capturing our core philosophy

Plan 35: Our developmental roadmap, with targets, policies, and initiatives to achieve our Vision

The Spatial Masterplan: A multidimensional blueprint of our region's physical development



the long-term aspirations of the Royal Bafokeng Nation



As Bafokeng, we have long been innovators, builders, and guardians of our traditions. In the words of Kgosi Leruo, “it is our tradition to innovate.”

“it is our tradition to innovate”

In the interest of a thriving and sustainable community, we are today guided by a Vision, Mission, and Plan 35.

Plan 35 is our nation’s strategic blueprint for its overall economic and social development, and includes a Spatial Masterplan for the built environment. Plan 35 aims to generate a socially, economically, and environmentally sustainable rural community that remains true to its African heritage and traditions.

The document you are reading explains our Vision, Mission, and Plan 35, while also making clear how these pieces fit together.

the vision, mission and plan



vision

The Bafokeng's Vision 2035 is to be

“a relevant and innovative traditional African community in a changing world”.

Three key concepts – relevant, innovative, and traditional – guide everything we do.



Relevant: We will contribute to the global body of knowledge, participating in global and local debates, and shaping policies at all levels. To assert a meaningful and relevant impact in the world, RBN systems should reflect both our times and our people's actual needs.



Innovative: We should orient our selves to constantly renew our ideas, methods, and services. Bafokeng should be known as a people who seek new solutions, who strive relentlessly for excellence, and who are never satisfied with the status quo. Our benchmark will be the best and brightest the world has to offer. “Innovation” will become our watchword.



Traditional: Our heritage shapes our core identity. We will never forget that our values and our land are what have helped – and will continue to help – us to withstand so many onslaughts. We will educate our future generation of Dikgosana, and our graduates will join the best institutions in the world. For Bafokeng, being traditional does not mean we cannot embrace change; instead, it empowers us to do so.

...we should orient ourselves to constantly renew our ideas, methods, and services.

mission

Our mission statement reads:

“We the Bafokeng, Kgosi, Supreme Council, and Makgotla, together with those who share our vision and values, will create an enabling environment for the prosperity of current and future generations by developing the people, the economy, and the land. Our strategy for excellence is realized through zero tolerance for corruption and through courageous, innovative leadership rooted in Bafokeng values.”

Our Mission thus extends to our Morafe, or members of our 72 wards. It also extends to Bafokeng living outside our land, and those living on our lands who are not Bafokeng, so long as they share our values and vision.



Kgosi Leruo Molotlegi the 36th recorded monarch of the Bafokeng people

plan

In 2011, Kgosi announced that our “Vision 2020”, which, until then, had been our guiding national strategy, would be replaced. Declaring that the Nation should set new baselines, create new plans, and ensure all our efforts were integrated, Kgosi challenged us to develop a new plan stretching to 2035.

The new plan came to be called “Plan 35”, and its strategic framework would come to contain all of our baselines, targets, and proposed interventions.

Plan 35 also includes a new Spatial Masterplan. A physical blueprint that allows us to strategically develop our land in a long-term and holistic manner, the Spatial Masterplan also shows us how we can most effectively integrate our land planning and development needs into the realities of the broader Rustenburg Local Municipality.

Plan 35 includes all our baselines, targets, and proposed interventions.

what is Plan 35?



3

areas of action

Plan 35 is the developmental roadmap that will guide all aspects of implementing our Vision. Its structure originates in our national Vision and Mission, which we used to derive the three themes around which Plan 35 is structured. Based on these three themes, we developed three “areas of action” that we need to address, each of which has its own goal. Such is the logic that guides how Plan 35 articulates our Vision and Mission, transforming them into a comprehensive and actionable framework to realize our aspirations.

Areas of action:

- 1: *Human Individual Development: working towards an adequate standard of living for our community.*
Goal: A better standard of living for all individuals by improving individual quality of life and social wellbeing.
- 2: *Development of the Collective: creating an enabling community environment.*
Goal: Collaboratively building an inclusive traditional community of which we are proud.
- 3: *Sustainability & Growth: emphasising durability and favourable economic conditions.*
Goal: Respecting our resources as treasured assets and achieving inclusive growth and full employment into the long-term.

areas and themes

In addition to a stated goal, we further expanded the three areas of action into eight areas of achievement.

Each achievement area includes its own top goal and a set of measurable yearly targets (from 2017 to 2035), the latter of which are in turn linked to activities developed in five-year phases. Those activities become our projects and programmes, each with a 5-year implementation budget. All of this is outlined in a policy framework for each of the eight areas of achievement.

Three action areas expanded into eight areas of achievement:



Individual Development

1. Healthy individuals
2. Individuals with dignity
3. Educated individuals

Community Development

4. A safe, healthy, and appealing environment
5. A valued identity and cultural heritage
6. Good governance and leadership

Sustainability & Growth

7. Stewardship of our resources
8. Economic opportunity

three themes, eight areas of achievement, and all our targets



Individual Development

1. Healthy individuals

Top Goal: Longer, healthier lives

Targets:

Reduce prevalence and impact of diseases

Prevent diseases and reduce disease burden by addressing the quadruple burden of diseases (HIV/AIDS epidemic alongside a high burden of Tuberculosis; high maternal and child mortality; high levels of violence and injuries; and a growing burden of non-communicable diseases)

Effective Response to the community's health needs

2. Individuals with dignity

Top Goal: Excellent public and municipal amenities

Targets:

Assist universal access to adequate housing

Assist maintenance of universal access to electricity

Assist universal access to safe water and improved sanitation

Empowerment of children and youth

Empowerment of people with disabilities

Social protection (direct & indirect) of victims of HIV and AIDS

Social protection to alleviate poverty

3. Educated individuals

Top Goal: Literate, equipped, and employable people

Targets:

Improving preschool quality and access

Increasing the Bafokeng literacy rate

Improving the matric pass rates – general and bachelor pass



Community Development

4. A safe, healthy, and appealing environment

Top Goal: A clean, safe, and beautiful urban, peri-urban, and natural environment

Targets:

A nonviolent place to live

Reduce mean air pollution to the national quality standard

Achieve a clean and litter-free environment

Creation of appealing green spaces in the community

5. A valued identity and cultural heritage

Top Goal: Protection and development of our art, living culture, and heritage assets

Targets:

A number of heritage assets formally recognised and preserved

Children and adults participating in on-going recreational sports

Cultural festivals and commemorations

Bafokeng-centric curriculum in our schools

6. Good governance and leadership

Top Goal: Relevant and just governance, supported by community participation

Targets:

Active community participation in governance

Preservation of cultural heritage

Ensure continued relevance of traditional governance and customary law



Sustainability & Growth

7. Stewardship of our resources

Top Goal: Protection and development of our financial and physical assets

Targets:

Effective utilisation of financial assets

Transparent stewardship processes

Maintain a financial balance between income and expenditure

Improve government service delivery coverage and efficiency

Optimized land utilisation

Innovate and protect land usage

8. Economic opportunity

Top Goal: Enhance opportunities for job creation and economic diversification on and around our land

Targets:

Increasing access to employment opportunities

Increasing average household income

Increasing non-mining and agricultural output

unpacking Plan 35's themes and targets



Healthy Individuals

A healthy society, underpinned by a functioning health system, is a fundamental driver of growth. We will be a place where good health and access to healthcare is an enabler of prosperity rather than a concern for our people.

We will form partnerships to reduce the prevalence and impact of diseases. We believe it is possible to halve the prevalence of hypertension, as well as drastically reduce the prevalence of priority communicable diseases such as HIV/AIDS and TB. This will be done through improved nutrition, better proactive medical screening, more complete access to chronic medication, and significant reductions in the transmission of communicable diseases. Targeting full immunisation will also meaningfully contribute to broader disease prevention.

We will form partnerships to achieve a better doctor-to-patient ratio on our land. The availability of quality care – whether to combat disease or provide trauma and emergency services – depends on the presence of quality medical professionals. A strong doctor-driven primary health system equipped to deal with social health issues delivers effective localised healthcare. The target ratio of doctors to patients in primary care facilities is 1.3 doctors for every 1,000 people in the community.

As 20% of our community consult both traditional healers and western doctors, we will also support efforts to regulate the traditional healing sector. Additional areas of focus will include childhood nutrition indicators, child mortality rates, and psychiatric care.

We will form partnerships to reduce malnutrition, placing specific emphasis on childhood malnutrition. Malnutrition can be measured against baseline BMI measurements of the population, and our target is a reduction in underweight individuals from 9% to 3%, and in overweight individuals from 26% to 15%.

Good health is a prerequisite for individuals to strive, grow, and be productive.

Basic services must be afforded to every household on Bafokeng land.

Individuals with dignity

All Bafokeng should enjoy an adequate standard of living that includes access to decent housing, fresh potable water, improved sanitation, and a life free from abject poverty. In addition, our most vulnerable citizens – specifically the elderly, the orphaned, victims of trauma, and the disabled – should have access to the specialised care they require.

While reliable shelter is an essential foundation of human dignity, more than one-third of our community live in temporary dwellings. It is critical for the wellbeing of our community that no one should be homeless, and that adequate housing is accessible to all. Thus we will strategize to support adequate housing that is accessible to all.

Another central part of our development strategy focuses on continuing to preserve the Bafokeng land tenure customary right, while working to reduce the incidence of poverty experienced by non-Bafokeng who do not benefit from the opportunities provided by that right.

Safe drinking water and adequate sanitation are fundamental needs. We will continue innovating to contribute to extending water reticulation and other dignity services to our community, and will form partnerships to support access to such services on every allocated stand on our land. Perhaps the biggest gap to fill lies with sanitation. Fifty-nine per cent of our community have to make use of an unventilated pit latrine, while only 19% have access to a flush or chemical toilet. We aim for 98% of households to have access to improved sanitation by 2035.

Food security is fundamental to a life of dignity. Some 50% of Bafokeng remain below the poverty line today, and the majority of those likely experience food insecurity at least some of the time. Our aim is to see all Bafokeng food-secure by 2035, and we will form partnerships to support this end. Our efforts to eliminate malnutrition among the Bafokeng will additionally assist in ensuring food security among RBN households.

Caring for the vulnerable is a sign of both, an important value in creating the systems and structures that provide safety nets for society's most vulnerable. As such, we will form partnerships to support social protection for the most vulnerable on our lands.

Educated Individuals

A quality education is both a critical tool for people to fulfil their potential, and a constitutionally guaranteed right. An educated community is essential to our nation's prosperity and to our vision of a better standard of living for all.

Early childhood is perhaps the most important stage of human development, and access to quality learning opportunities during this fundamental period is critical to our children's ability to flourish and prosper. We have therefore prioritised the need to improve access to quality preschool facilities, and will form partnerships to do so.

We will also form partnerships to increase the Bafokeng literacy rate. The ability to read and write is essential to individual wellbeing and the ability to function in today's society. All Bafokeng should be in possession of this set of tools, and we are therefore targeting universal literacy in the nation before 2035.

We will further strategize to improve the matric pass rate. Lebone College may be a beacon of what is possible, but the state schooling system is where progress needs to be made. South Africa's national target for learners completing the secondary school cycle by 2030 has been set at 80%. Given where we are today, this will require a significant improvement; but we believe it is possible, and have not only adopted the national target, but also have added a focus on raising matric pass rates to 90% by 2035.

We will also be closely monitoring primary school completion rates, the ratio of learners per teacher in schools, and the rate and nature of tertiary qualifications – specifically in vocational training – to ensure that an

Education in Bafokeng will be a true differentiator, something that provides our people with a genuine advantage in a competitive world.

end-to-end education system is functioning effectively.

We have specifically prioritised the above outcomes because of the cost-benefit associated with each, and the foundational impact that progress against these metrics will achieve.

A clean, safe, and healthy environment

We envisage a prosperous Bafokeng society inhabiting a clean and appealing community space, and achieving growth in a sustainable and environmentally sensitive manner. We will thus develop the pollution monitoring and control measures that are necessary to responding proactively to environmental preservation. The first step here will be establishing a consistent and independent monitoring system to measure airborne, water-based, and land-based pollution. The resulting datasets will enable credible analyses of both the extent of pollution and subsequent rates of change, which are fundamental to developing and refining informed positions on how the RBN can respond effectively to environmental threats.

The issue of mine liability for past and ongoing damages will need to be addressed. The RBN will act as a custodian of land for future generations, and at a minimum, will ensure that mines fulfil their legal obligations to restore degraded land.

We will also work together with the state to ensure that the state and mines fulfil their service responsibilities, specifically concerning waste removal and air quality, in order to maintain a clean and healthy environment.

We will form partnerships with the state to ensure a superior refuse removal service for our villages. Refuse removal services today rely on the RBN. As with other basic services such as electricity and water, we have a clear opportunity to improve government and parastatals' provision of basic levels of service delivery, and we will investigate the best options for our communities.



A well maintained natural environment is critical for the wellbeing and health of our people, and extends beyond managing negative environmental impacts to proactive preservation of our communities' green spaces.

Preserving places of natural beauty is critical both to a thriving community and to generating internal and external tourist interest in Lefatshe. Implementation of this intent will significantly increase the number of parks, green belts, and protected areas on our lands, contributing to greater interaction with our natural environment and improved quality of life. We will form partnerships to cultivate, maintain, and preserve green spaces and places of natural beauty. Among other things, our Spatial Masterplan (discussed further later in this document) provides for the cultivation and maintenance of a substantial portion of green space within our communities.

A flourishing culture and protection of our heritage

Though our recent history is defined by diverse events from ownership battles for our land and our landmark sporting achievements, our community's traditional values are what fundamentally underpin who we are. We will thus be a society that remains aware of its heritage, while also actively committing to innovating its practices to ensure continued relevance.

We will continue partnerships in heritage preservation projects. These include (1) Conducting a complete review of all traditional practices, ensuring that they perform a social function in line with our values and are aligned with the laws of the land. (2) Widening access to the online cultural heritage source and continually updating oral, documented, and material history. (3) Formally educating the Nation on its history and traditions by supporting Setswana as a first language and introducing a Bafokeng historical and cultural syllabus to primary school education.

In prioritising these activities, the heritage plan should focus on preservation, awareness, and commercialisation.



We will remain a culturally rich and vibrant nation that celebrates culture and tradition and the spirit of Botho among our community, by recognising and protecting traditions, preserving and celebrating positive practices, and encouraging the continuous development of cultural practices.

We will remain a community seeking active lifestyles, believing that a sporting population not only enjoys greater longevity, but also that, as a people, we gain from the values of healthy competition, fairness, and team spirit.

We will also expand protection of our heritage sites, and ensure our material culture is preserved. This includes investigations into an expanded tourism route and the establishment of a Bafokeng museum.

Sport and Recreation

We will partner with government Departments of Sport and Education and others to augment school sports programs and improve school and club facilities. Our aims will be to support private, NGO, and government programmes, and provide top-up expenditure to source additional coaches, train coaches, and assist with sports facilities, equipment, and kit. We aim to see adequate sports facilities across RBN Lefatshe, as heralded by the landmark infrastructure represented by the stadium and sports complex.



A Non-violent Community

Crime creates stress for individuals, weakens community cohesion, repels external investment, and impedes economic development.

While we know that alleviating poverty, inequality, discrimination, and cycles of violence are not “enforcement” issues, we also need to better understand these forces insofar as they can act as drivers of crime, particularly in relation to interpersonal violence against women and children. As such, we will partner with SAPS and other partners to improve our understanding of the root causes of crime.

We will partner with SAPS to jointly build our crime detection prevention and response capacity. Our joint policing and targeted crime reduction tactics will focus on removing motivations and reducing opportunities for criminal activity. We will also consider management and training processes to maximise our crime-solving efficiency in the field. We will further continue to augment the police with private security personnel, making policing more visible, and providing a broader scope for crime intelligence.

Other functions such as an air wing, narcotics division, close protection, and surveillance can all add to an agile and equipped service and assist in curtailing criminal activity, and as such we will implement these as needed.

A culture of respect for women and women’s wellbeing will be fostered. The prevention of violent crimes, especially against women, lies in recalibrating the community’s moral compass while also providing easy access to police and support. Women and children need to be encouraged to report domestic violence, in part by receiving education on the steps to take when an incident occurs. Also key is the creation of a safe



We will be a safe and attractive place to live and work, and will strive for a low crime rate. We will contribute to reducing the harmful effects of crime in our society.

environment for making those reports, together with the required support and counselling for both the victims and perpetrators of domestic and sexual violence. As such, we will partner with the state to establish a supportive environment to encourage such reporting.

Our youth face many challenges, especially in an economic climate offering few employment options and many opportunities for social unrest, criminal activity, and destructive behaviours and lifestyles. Apart from our general support to entrepreneurs and education, we will develop specific crime prevention strategies by working with social services personnel (in partnership with entities such as the National Youth Development Agency) to identify high-risk youth. We will support the state and other agencies to address these groups through targeted activities that can divert the most likely potential perpetrators from committing crimes, while also offering social benefits that detection, prosecution, and incarceration do not.

We will also support and monitor the criminal justice system to ensure justice is correctly served. Once offenders have entered the criminal justice system, RBN's role becomes primarily one of oversight. A few of the functions that may be supported within an end-to-end case management approach to safety and security are: ensuring that cases are processed and heard; that evidence is properly managed; and that victims have access to adequate legal support, protection, and counselling.

Relevant and growing participative traditional governance

Our governance will be efficient and transparent and in line with our traditional values. We will empower marginal voices, ensuring that decisions are made after proper consultations, and that such choices ensure collective benefits.

We will facilitate community participation in traditional practices. By encouraging involvement in the participative processes of governance, we will work to maintain a popular mandate to lead the Bafokeng that does not rest on succession alone. As such, we must invest in the continued development of our collective and individual leadership capacity through education, training, and exposure to national and global best practices. We will also drive community awareness and participation through the following key components: Kgotla membership, use of traditional justice, voting in traditional council elections, and Kgothakgothe attendance.

We will ensure that our Makgotla system evolves to support innovation and its continued relevance. This includes the consideration of a flexible virtualised participation model that is based on the traditional location of individuals and families within communities, but also can accommodate members' movements within and outside of RBN.

We will ensure preservation of our cultural heritage. Preservation and celebration of our cultural heritage is key to our way of life. Priority focus areas should include codifying customary law, providing stronger oversight of the traditional courts, codifying succession policy, strengthening Supreme Council eligibility criteria, widening community engagement, and developing a strategy to consider the participation of non-Bafokeng in the community.

We will be a place where all Bafokeng can be actively involved in governance and decision-making.

Recognising the need for a fair, transparent, and consistent legal framework within which our people can thrive, we will produce a clear and accessible collection of customary laws. Furthermore, we will develop a framework for the appointment and removal of traditional leaders as jurors, collate a collection of the rulings of past traditional courts, and institute an official appeal system for use in formal traditional courts.

We will ensure the continued relevance of our traditional governance, in part by making sure that our traditional governance upholds high legal standards. Key actions here will include normalising succession, property title, and inheritance rights.

A diversified development plan

We will work towards a state where any community member seeking work can find it, where the Bafokeng diaspora return to our land because of the range of opportunities available, and where Bafokeng entrepreneurs are able to effectively meet the community's varied needs. This implies a more diversified local economy that is less reliant on mining wages and more focused on creating new value chains, all supported by enabling infrastructure.

We will build partnerships to create a land dispensation beneficial to all. Legalizing and reforming the existing backyard rental economy, whereby a large proportion of households rely on income generated from renting housing to migrant labour, we anticipate that this market may contribute significantly to future Bafokeng prosperity.

Legalisation of the rental housing economy could maximise the economic benefit of this activity by helping the market operate more professionally, while also ensuring standards and fairness for renters and landlords alike. This may be achieved by:

- recognising backyard rentals as a worthy business and credible occupation
- setting basic standards of safety and wellbeing
- providing access to finance to improve amenities and compete for higher rents
- providing access to training in the management of such enterprises
- proactively attracting a more diverse array of businesses (and therefore people seeking rental housing options) into the region.

To further diversify our economy, we will seek to competitively draw businesses into the region by providing incentives and above-average safety and security, and creating a general perception of the RBN as an attractive place to invest. External investment has the potential to expand the local capital base and to bring much needed skills and entrepreneurial energy into the economy.

We have three clear material opportunities to pursue diversification policies: agricultural development of the nation's land holdings; targeting supply of goods and services to the Rustenburg market; and capturing a greater share of the mining value chain. We will actively build partnerships to advance diversification in agriculture and industry alike.





The realm of agriculture presents a clear opportunity for diversification. Significant land holdings both within and beyond RBN borders currently lie fallow. In the short-term, RBN will look to lease this land out to professional farmers to generate a revenue stream. These leasing arrangements should be tied to Bafokeng employment requirements, mentoring of emerging Bafokeng farmers, and clear succession planning.

Given current national uncertainty concerning agricultural land tenure and the pressure for progress on transformation, RBN could also look to build a scalable agricultural conglomerate, which would act as a dependable and hands-on empowerment partner to farmers in the region. This could lead to a profitable Bafokeng agriculture brand, agricultural skills development, greater Bafokeng employment, as well as up and downstream value chain development for Bafokeng entrepreneurs.

We will also seek partnerships to bring labour-intensive industry to Bafokeng. To achieve the targeted employment rates, our focus will be on attracting mass-employment enterprises. This may include light industry, tech start-ups, tourism, contact centres, and transport hubs.

We will form partnerships to make the most of our local geographical opportunities. Wherever possible, linkages with the rest of South Africa can be seen as potential avenues growing our economy. Our position adjacent to Rustenburg makes us a critical development node for the town, while the size of Rustenburg's market presents RBN entrepreneurs with a significant advantage.

We will build partnerships to incubate and continue supporting Bafokeng entrepreneurs, while also attracting external investments. Such internal support will focus on specific one-to-one mechanisms to stimulate the creation, sustainability, and growth of small enterprises. This entails financial support, both in

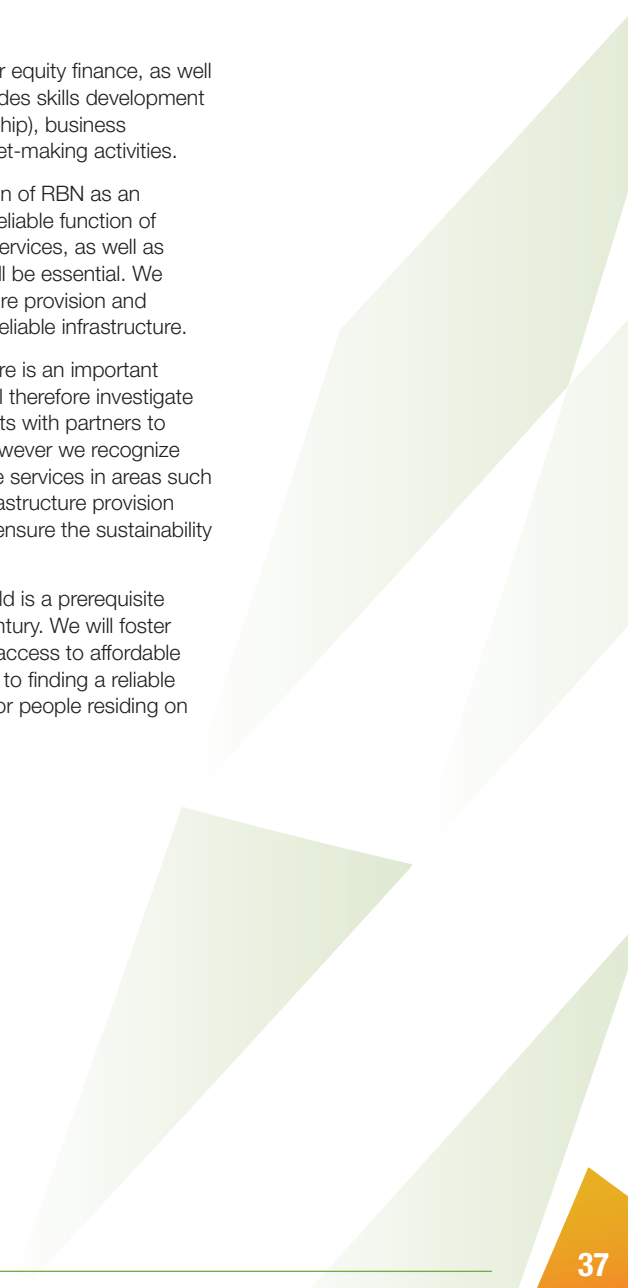


terms of grant capital and debt or equity finance, as well as technical support, which includes skills development (training, education, and mentorship), business development services, and market-making activities.

In order to cultivate the perception of RBN as an attractive place to do business, reliable function of electricity, water, and sanitation services, as well as a safe and secure community, will be essential. We will partner with the state to ensure provision and maintenance of functioning and reliable infrastructure.

Establishing enabling infrastructure is an important incentive to investors, and we will therefore investigate entering into infrastructure projects with partners to ensure financial sustainability. However we recognize that the RBN standing in for state services in areas such as utilities and transportation infrastructure provision must be avoided unless we can ensure the sustainability of such projects.

Reliable access to the digital world is a prerequisite to competitiveness in the 21st century. We will foster partnerships to ensure universal access to affordable mobile broadband, giving priority to finding a reliable service provider of data access for people residing on Bafokeng land.



Prosperity is linked to the availability of decent employment and opportunities for entrepreneurs.

Collective Prosperity

To ensure that we achieve collective prosperity, we must manage our assets prudently and in a manner that maximizes long-term value. This requires professional administration and sustainable, transparent financial management that prioritises social return on investment in all expenditure decisions.

We will ensure sound financial management in our companies, agencies, and organisations. To maintain financial stability, our resource allocation will be guided by the rest of Plan 35.

Our investment mandate will work to preserve and enhance the value of our financial assets. We will target total annual growth of inflation plus 3% as a minimum.

We will plan our own spending rigorously and prudently. We will collaboratively develop five-year revenue stream forecasts to inform short-term target setting, budgeting, and implementation plans, thereby establishing a predictable yet dynamic flow of funds to development activities.

The RBNDT and RBA will be the custodians of Plan 35 on behalf of the Nation. All allocations from investment revenue will be in accordance with Plan 35's strategic objectives. Priority will be given to achieving a minimum standard of living for all, after which funds will be allocated based on socio-economic return potential.

We will seek sustainable cost-structures in our organisations; that is, cost structures that are adequately flexible to accommodate the differing needs of the Plan over a 20-year horizon. We have envisaged the following parameters:

- Central administration overheads are maintained from 5-10% of expenditure.
- Staffing agreements are term-based contracts, aligned to the requirements and duration of specific programme objectives.

- Focus on cost efficiency and effectiveness is maintained to ensure that the community benefits from programmes.

We will develop and implement turnaround strategies for tourism and hospitality ventures.

The existing three nodes of Royal Marang, the sports stadium, and the Ananda Hotel Precinct should remain the focus until sustainability is achieved. We will also develop and implement turnaround strategies for sports assets to achieve commercial sustainability. Ultimately, these ventures should bring employment and ancillary value-generating opportunities to the community.

We will ensure we do not waste Morafe's money.

Non-performing assets of any type require explicit, time-based turnaround strategies aimed at achieving commercial sustainability. Assets operating at a loss that cannot be turned around to make a profit will be liquidated, as they represent an erosion of financial value invested for future generations.

Wherever possible, policy implementation will push government to resume and extend its mandated services, making use of partnerships where needed. However, to ensure financial sustainability of 'free' services like refuse removal and utilities, we will phase in a 'user-pays' model over time, making sure that indigent families are not excluded from services. Under this model, services will continue to be provided either by government or delivered through an outsourced contract model on behalf of government.

We will have zero tolerance for corruption and criminality. We will require all organisations to subject themselves to audits, and where necessary, instigate investigations and forensic audits. We will also create mechanisms for whistle-blowers to safely voice their concerns. We will vigorously seek to be a nation composed of a clean and legal family of organisations.



Develop and protect our human and physical assets

We will prioritise the empowerment of Bafokeng, focusing on skills development and active efforts to retain local Bafokeng in the area. Recognizing that education and training at all levels are critical to enhancing the development of Bafokeng human capital, we will form partnerships to establish high quality education and training programmes to develop skills internally, while also attracting better-skilled people from outside the RBN. In addition, we will welcome private and NGO-run programmes using entrepreneurial training and micro-business financing models.

We will support the continued diversification of our economy as we prepare for a post-mining future on our land. In order to extend the dignity of an income to people living on Bafokeng land, we will support large-scale industrialisation, as well as small-scale start-ups and SMMEs.

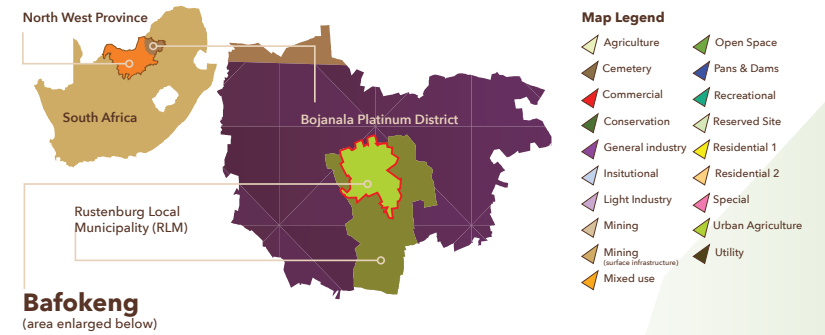
We will partner with globally leading agencies and employ best-in-class strategies to support the growth of employment opportunities. Agriculture, agro-processing, manufacturing and industry, plus tech-based start-ups are all areas that will be vigorously pursued, and we will seek partnerships to enable job creation in all these areas.

Our overriding focus is to empower our people to build our nation. As such, student loans will be tied to service commitments within RBN's borders, and commercial leasing of certain assets to non-Bafokeng may be tied to a local Bafokeng development or hiring component, as long as this guarantees collective benefit to Morafe.

Our land and its minerals are the natural endowment on which Bafokeng prosperity is built. Our people are the engines of that prosperity, and the beneficiaries of progress.

With our small population, it is critical to attract Bafokeng and skilled non-Bafokeng to participate in our development.

what is the spatial masterplan?



A vital part of Plan 35, the Spatial Masterplan is a land-use plan broken into phases from the present to beyond 2035. It proposes appropriate zoning for all RBN land, as well as for the rest of the Rustenburg Local Municipality. As such, it integrates Bafokeng into the Greater Rustenburg, and aligns our spatial development with that of the Municipality and Province.

The Spatial Masterplan emphasizes broad infrastructure and land-use zoning for the Rustenburg Local Municipality's sustainable growth. It will spatially coordinate residential areas, employment centres, public infrastructure, and community facilities (including schools, cultural centres, medical facilities, police stations, among many others).

It ensures:

- A smooth flow between various zones in the Greater Rustenburg
- Promotion of vibrant town centres outside the main city
- Connectivity of people throughout the region

how do all the parts fit together?

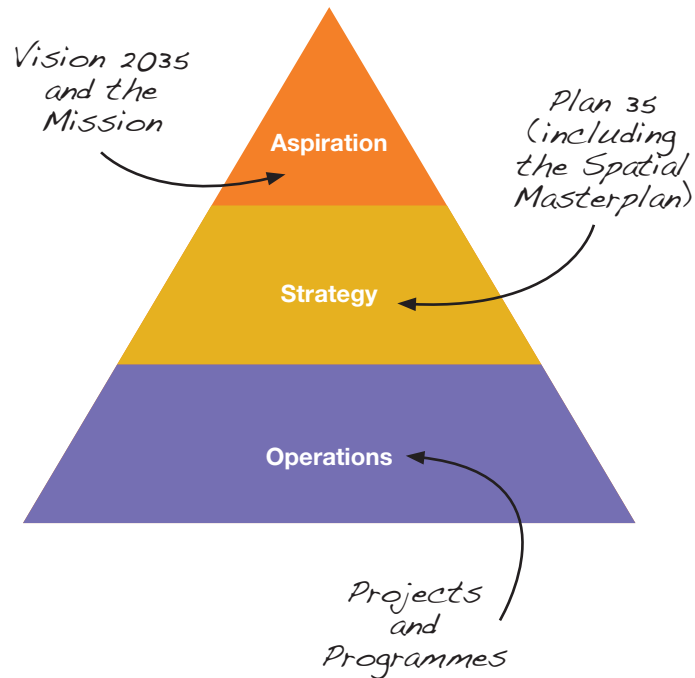


Vision 2035 is our heart: guiding why we do things.

Plan 35 is our mind: telling us how to do things.

Vision 2035 guides the implementation strategies that are Plan 35 and the Spatial Masterplan.

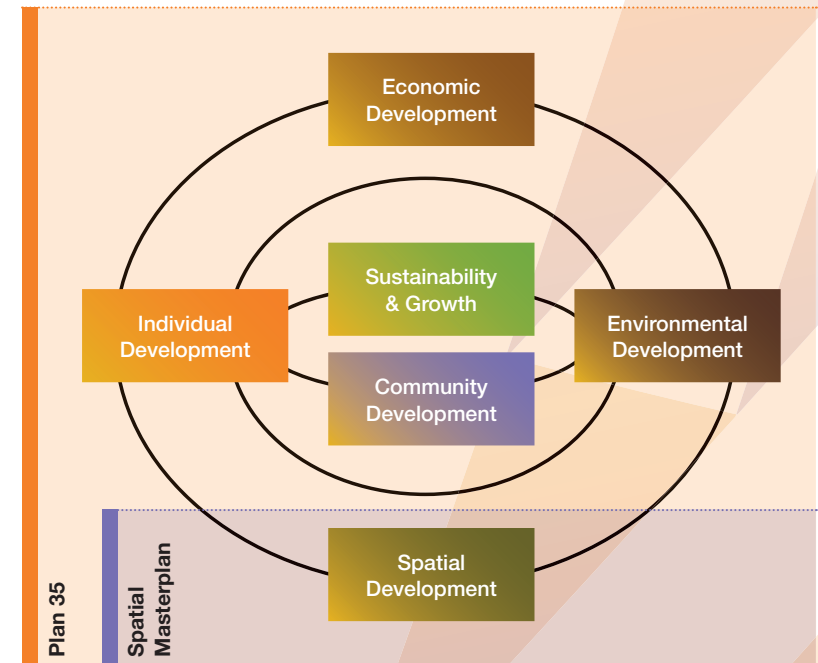
In turn, Plan 35 informs our operations and activities (projects and programmes), reaching all the way down to the nuts and bolts of deadlines, budgets, cost projections, and procurement lists.



A common question we are asked concerns the difference between Plan 35 and the Spatial Masterplan.

The answer is that Plan 35 encompasses all areas of implementation of our Vision, including spatial dimensions; thus the Spatial Masterplan is part of Plan 35.

Implementation Model



who will deliver Plan 35?



For each of our three areas of action, we have areas of achievement, goals and, finally, measurable targets to be achieved.

The chart below shows how all targets are linked to specified agencies (our companies, non-profit organisations, and departments within the RBA) mandated to implement the projects and programmes to enable the achievement of each area.

Areas of Action	Targets	Implementing Agencies
<p>Individual Development: Better standard of living for all individuals by improving individual quality of life and social well-being</p>	<p>Improve Life Expectancy (3 Targets)</p> <p>Improve Assistance to the Vulnerable (3 Targets)</p> <p>Improve Literacy and Numeracy (3 Targets)</p> <p>Ensure Provision of Basic Amenities (3 targets)</p>	<p>RBI</p> <p>HSDS</p> <p>Municipal Services (Masterplan)</p>
<p>Community Development: Collaboratively building an inclusive traditional community of which we are proud</p>	<p>Ensure a safe, healthy and appealing natural environment (4 Targets)</p> <p>Protect and nurture our identity and cultural heritage (4 Targets)</p> <p>Ensure good governance and leadership in our traditional, service-delivery and commercial structures (3 Targets)</p>	<p>Protective Services</p> <p>Land Unit (Masterplan)</p> <p>Governance</p> <p>Arts and Culture</p> <p>RBS</p>
<p>Sustainability and Growth: Respecting our resources as treasured assets and achieving inclusive growth and full employment into the long-term</p>	<p>Stewardship of our communal and corporate resources (12 Targets)</p> <p>Contributing to local economic development, job creation and income diversification (3 Targets)</p>	<p>RBH</p> <p>GCOO</p> <p>RBED</p> <p>Moumo</p>

how do we ensure funds into the future to enable Plan 35?



To achieve our Vision, Mission, and Plan 35, we will partner with government, corporates, and non-profit organisations, but we also need to have our own resources.

As Bafokeng, we are fortunate to have an intergenerational investment fund, controlled by a company called Royal Bafokeng Holdings. Our investment strategy is simple: first, our fund must be maintained so that it can continue to generate income for our community after the depletion of platinum in our land. Second, this fund must finance current developmental expenditures in infrastructure, education, health, security, sports, and the governance systems to manage these assets. On average, our annual expenditure is 2% of the fund's total value each year.

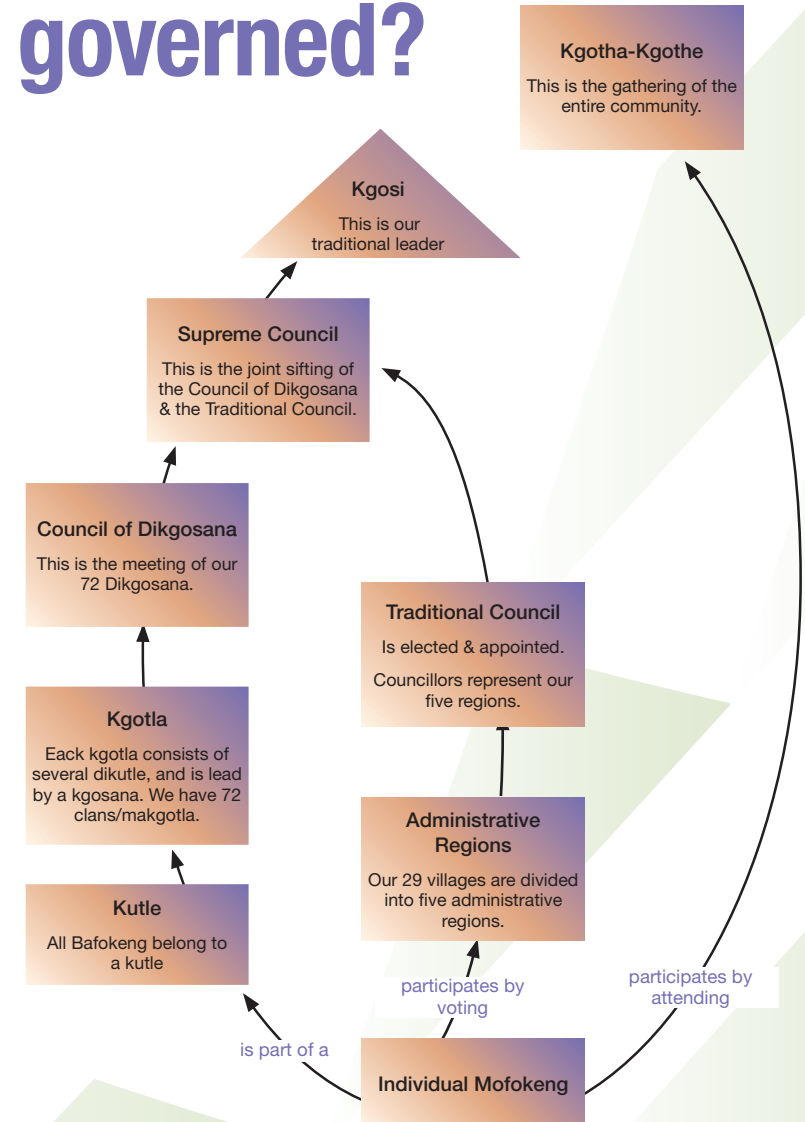
... our annual expenditure is 2% of the fund's total value each year



In 2004 we established the Royal Bafokeng Nation Development Trust as the vehicle through which all our resources would be managed. In 2006 we formed the professional investment company Royal Bafokeng Holdings (RBH). A wholly owned subsidiary of the trust and run by investment bankers, RBH is mandated to invest, diversify, and thereby grow our asset base. Within this institutional framework, in 2007 we converted the rest of our royalty rights from Impala into shares, resulting in RBN owning some 13,5% equity stake in Impala Platinum mines.

Since that time, RBH has diversified its investment portfolio from a 90% exposure to mining, to a portfolio with only a 30% stake in the mining sector and significant holdings in countercyclical or non-mining areas including financial services, telecommunications, property, transport, and manufacturing. An example is the acquisition in 2012 of a 15% stake in Rand Merchant Bank Holdings, a financial services company that currently comprises 60% of our portfolio. The wisdom of this financial diversification has been shown in the past year, as platinum sector volatility has significantly affected income.

how are we governed?



my role in our future



Our journey towards the development of individuals, the community, and sustainable growth will certainly not be easy. It is an ongoing process of developing better policies and stronger partnerships, and our plans will evolve to keep pace with both technological advances and our community's needs. To that end, we will comprehensively review all our plans in 2020, and every five years after that.

Labouring towards a truly innovative and relevant African society – one that seeks and fosters a higher quality of life for all – will require support and effort from all people on our land. The importance of this goal compels us as Bafokeng to forge partnerships with those – both within and beyond our borders – who share our values and can help us to advance Plan 35.

If you wish to contribute to this shared future and our plans to realise it, or to learn more, we encourage you to approach your Bafokeng councillor or kgosana, or to contact us directly at:
plan35@bafokeng.com or info@bafokengholdings.com

Phone:

Phokeng: 014 566 1200
Johannesburg: 011 530 8000

Websites:

The Royal Bafokeng Administration
www.bafokeng.com

Royal Bafokeng Holdings
www.bafokengholdings.com

Royal Bafokeng Operations Room
www.rbnoperationsroom.com

Royal Bafokeng Tourism
www.royalbafokengtourism.com

notes

Lined area for taking notes, consisting of 20 horizontal dotted lines.

a forward-thinking traditional community

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email: plan35@bafokeng.com or info@bafokengholdings.com

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