

Department of Traditional Affairs

# ANNUAL PERFORMANCE PLAN 2022/23



**traditional affairs**

Department:  
Traditional Affairs  
REPUBLIC OF SOUTH AFRICA





**PUBLISHED BY THE DEPARTMENT OF TRADITIONAL AFFAIRS**

**CONTENT ENQUIRIES:**

**Chief Director:** Office of the Director-General

**Tel:** 012 334 4802

**Fax:** 086 615 1738

Directorate: Communications, Private Bag X 804, Pretoria 0001, South Africa

**Tel:** 012 334 5859

**Fax:** 086 204 6886

[www.cogta.gov.za](http://www.cogta.gov.za)

**RP:** 74/2022

**ISBN:** 978-0-621-50151-3

# TABLE OF CONTENTS

List of Abbreviations/Acronyms	2
Executive Authority Statement	4
Deputy Minister Statement	6
Accounting Officer Statement	7
Official Sign-Off	8
<hr/>	
<b>PART A: OUR MANDATE</b>	<b>9</b>
1. Constitutional Mandate	10
2. Updates to the Relevant Legislative and Policy Mandates	12
3. Updates to Institutional Policies and Strategies	14
4. Updates to Relevant Court Rulings	16
<hr/>	
<b>PART B: OUR STRATEGIC FOCUS</b>	<b>17</b>
5. Vision	18
6. Mission	18
7. Values	18
8. Updated Situational Analysis	18
8.1 External Environmental Analysis	29
8.2 Internal Environmental Analysis	35
9. Organisational Structure	38
<hr/>	
<b>PART C: MEASURING OUR PERFORMANCE</b>	<b>39</b>
10. Institutional Programme Performance Information	40
<b>Programme 1:</b> Administration	40
<b>Programme 2:</b> Research, Policy and Legislation	50
<b>Programme 3:</b> Institutional Support and Coordination	71

# LIST OF ABBREVIATIONS/ACRONYMS

<b>AG</b>	Auditor General	<b>NASP</b>	National Annual Strategic Plan
<b>CD: P&amp;L</b>	Chief Director Policy & Legislation	<b>NIOC</b>	National Initiation Oversight Committee
<b>CD: RIM</b>	Chief Director Research Information Management	<b>ODG</b>	Office of the Director-General
<b>CD: ID &amp; CB</b>	Chief Director Institutional Development and Capacity Building	<b>P&amp;IGR</b>	Partnerships and intergovernmental relations
<b>COE</b>	Compensation of Employees	<b>PAJA</b>	Promotion of Administrative Justice Act
<b>COVID-19</b>	Coronavirus Disease 2019	<b>PHTKL</b>	Provincial Houses of Traditional and Khoi-San Leaders
<b>CTLDC</b>	Commission on Traditional Leadership Disputes and Claims	<b>PICC</b>	Provincial Initiation Coordinating Committees
<b>DALRRD</b>	Department of Agriculture, Land Reform and Rural Development	<b>PWD</b>	Persons with Disabilities
<b>DELCC</b>	Departmental Executive Leadership Committee	<b>RPL</b>	Research Policy and Legislation
<b>D: M&amp;E</b>	Director Monitoring and Evaluation	<b>SABC</b>	South African Broadcasting Corporation
<b>DSAC</b>	Department of Sports, Arts and Culture	<b>SAHRC</b>	South African Human Rights Commission
<b>DWYPD</b>	Department of Women, Youth and Persons with Disabilities	<b>SAPS</b>	South African Police Services
<b>EE</b>	Employment Equity	<b>SMS</b>	Senior Management Service
<b>ERRP</b>	Economic Recovery and Reconstruction Plan	<b>SONA</b>	State of the Nation Address
<b>HOD</b>	Head of department	<b>SP</b>	Strategic Plan
<b>HR</b>	Human Resource	<b>SPLUMA</b>	Spatial Planning and Land Use Management Act
<b>HRM</b>	Human Resource Management	<b>SWOT</b>	Strengths Weakness Opportunities and Threats
<b>HSRC</b>	The Human Science Research Council	<b>TCB</b>	Traditional Courts Bill
<b>ICT</b>	Information and Communications Technology	<b>TID</b>	Technical Indicator Descriptions
<b>LGBTQI</b>	Lesbian, Gay, Bisexual, Transgender, Queer (Or Questioning), and Intersex	<b>TLGFA</b>	Traditional Leadership and Governance Framework Act
<b>MANCO</b>	Management Committee	<b>TOR</b>	Terms of Reference
<b>MOU</b>	Memorandum of Understanding	<b>UN</b>	United Nations
		<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization



# EXECUTIVE AUTHORITY STATEMENT



During the year previous year 2021, Parliament has passed the Traditional and Khoi-San Leadership Act, 2019 and the Customary Initiation Act, 2021. These two pieces of legislation came into operation on 1 April and 1 September 2021 respectively. The Department is seized with the implementation of these acts which have now shaped the work of the Department for the 2022/23 financial year going forward.

One of the first priorities in relation to implementation of the TKLA is to legally constitute the existing tribal authorities and traditional councils, and in terms of the Act, the legal constitution of traditional councils should be completed within two years from the date of commencement of the TKLA, i.e., by 31 March 2023. The formula for determining the number of members of traditional councils was therefore gazetted on 4 February 2022, giving way for the legal constitution of traditional councils. This is a very significant milestone as it is the beginning of addressing the concerns that were raised by Amakhosi regarding the legal status of traditional councils. Once reconstituted in line with the TKLA and the gazetted formula, traditional councils will operate legally.

The other milestone recorded is the establishment of the Commission on Khoi-San Matters (CKSM) whose term of

office commenced on 1 September 2021. The date for receiving applications for the recognition of Khoi-san leaders and communities has also been gazetted as 31 March 2022 and the CKSM will embark on a country-wide awareness raising campaign on the application processes.

The National House of Traditional and Khoi-San leaders (NHTKL) had a Special Sitting on 25 January 2022, in terms of the section 33(3) of the TKLA, to elect the Chairperson of the House following the untimely passing on of Ikosi S E Mahlangu. The proceedings were presided over by Deputy Minister Obed Bapela, with Acting Judge President A P Ledwaba administering the oath of office. These elections are regarded as one of the most historic moments as it was the first time ever that a woman is elected Chairperson of the House. We once again congratulate the first Woman Chairperson of the House, Inkosikazi N D Mhlauli, Ah Nosandi, who was elected unopposed. This is of great importance in so far as Women Empowerment and Gender Mainstreaming within the institution of traditional leadership.

We equally congratulate Kgosi TM Seatlholo, the new Deputy Chairperson of the House who was also elected to occupy the position that was left open by the election of Mma Mhlauli to the position of the Chairperson.

The Customary Initiation Act, 2021 (Act No 2. Of 2021) (CIA) was assented to by the President and commenced on 1 September 2021. This is a notable achievement since this is the first time the country has national legislation on the practice of cultural initiation. In terms of the Act, the Minister is required to convene and chair the first meeting of the National Initiation Oversight Committee. On 7 March 2022, the first meeting of the NIOC took place where the Chairperson and the Deputy Chairperson of the Committee were elected.

A number of provinces have also gone ahead and established their Provincial Initiation Coordinating Committees. The customary practice of initiation will now have an oversight structure that will be supported by the Department of Traditional Affairs to amongst others, address the deaths and associated challenges pertaining to the practice. It is hoped that this process will go a long way in dealing decisively with these challenges that have been experienced over time due to lack of legislation to regulate the practice.

This Department of Traditional Affairs (DTA) Annual Performance Plan (APP) has been prepared at the time when the country is still under the restricted conditions brought up by the Covid-19 pandemic. Despite these restrictions, we continued to engage with those whom we serve so that we can hear from them in order to ensure that our plans are informed by their needs and aspirations.

Our plans remain informed by the District Development Model (DDM), which we adopted as a catalytic model for development and delivery, recognising the district as a central location to concentrate all government plans and resources. The Invest Rural Master Plan of the House and the developmental monarchs approach, are the cornerstone of development and delivery in communities under traditional leadership. We expect that the focus on these approaches will gain momentum as we focus on the development and implementation on One Plans. We must work together to ensure that delivery is realised in line with the DDM for the greater benefit of the people in communities under traditional leadership.

We would like to encourage South Africans to remain vigilant as we continue with our prevention efforts of sanitisation, wearing of masks and maintaining of social distancing.

We particularly want to plead with the South Africans who have not yet vaccinated, to get their jabs so that we can eradicate Covid-19.

As a responsible government, we have been consulting with our stakeholders such as civil society, faith-based organisations, political parties and traditional leaderships, as we traversed this difficult task of managing the coronavirus pandemic. I must commend the institution of traditional leadership for having stood up from the onset to partner with government to contribute efforts towards defeating the pandemic. We indeed salute your immense contribution. We call upon you once again AmaKhosi, to still partner with us towards a coronavirus free society including people in traditional communities.

Working together, we shall all defeat the coronavirus pandemic.

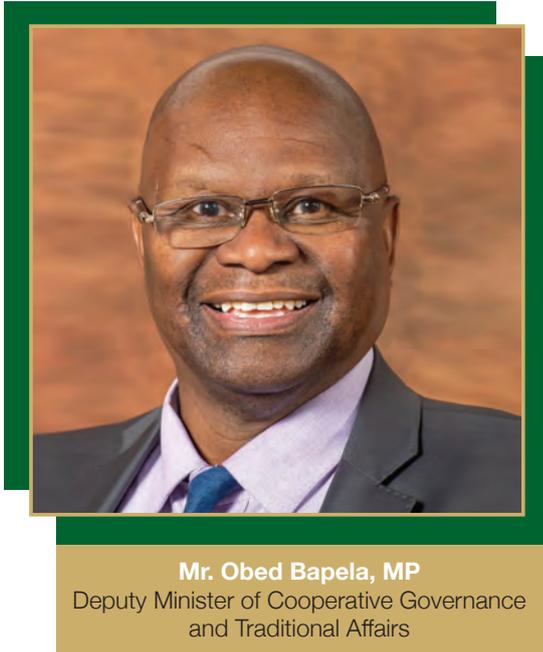
I thank you.



**Dr. Nkosazana Dlamini Zuma, MP**

Minister of Cooperative Governance and Traditional Affairs

# DEPUTY MINISTER STATEMENT



Fellow South Africans

The Department of Traditional Affairs, as a responsible government entity is bestowed with the responsibility of implementing, facilitating partnerships for and coordinating traditional affairs activities has put forward projects in this APP that contributes towards realising the following MTSF outcomes:

- Effective Governance of the Department.
- Safe Initiation Practices.
- Transformed Institution of Traditional and Khoi-San Leadership.
- Functional Institution of Traditional and Khoi-San Leadership
- Developed Communities under Traditional and Khoi-San Leadership.

We certainly hope that by the end of this MTSF, we shall have achieved the above outcomes in order to transform the

traditional and Khoi-San leadership sectors to occupy their rightful places in our democracy.

With the proclaimed Traditional and Khoi-San Leadership Act as well as the Customary Initiation Act, the Department is now better enabled to implement programmes and projects that respond to the needs of the sector. Amongst others, will be the constitution of traditional councils and the recognition of the Khoi-San communities and leaders.

The sector of traditional and Khoi-San leadership is yearning for a much-needed progress in this regard. It is also hoped that the two proclaimed pieces of legislation will resolve some of the challenges experienced over time such as the traditional councils without a locus standi and unregistered initiation schools.

We are indeed aspiring for a traditional and Khoi-San leadership sector that is developmental in posture. It is for this reason that the Invest Rural and the Developmental Monarchs approaches are and will remain our key drivers of development and delivery in traditional communities anchored through the DDM. We are determined to develop our communities and create a better live for our people.

I wish to take this opportunity to encourage all South African to go out in their numbers to get vaccinated for this is the opportunity for us to defeat Covid-19. Let us heed to the President's call and heal our nation of this pandemic.



**Mr. Obed Bapela, MP**

Deputy Minister of Cooperative Governance and  
Traditional Affairs

# ACCOUNTING OFFICER STATEMENT



**Mr. MJ Diphofa**

Director-General of Cooperative Governance  
and Traditional Affairs

We have developed this Annual Performance Plan (APP) for 2022/23, objectively to contribute towards achieving the outcomes as articulated in our Strategic Plan for 2020 – 2025 MTSF period. With the limited resources at our disposal, the Department remains determined to realise the targets set in our Strategic Plan and APP.

The Department has set the following as its outcomes that will be its focus over the MTSF period:

- a) Effective governance of the Department:** This is about maintaining and improving on the governance of the Department and effecting the necessary improvements on the control environment in order to maintain a clean audit. The Department continues to pay attention to the compliance matters in line with the compliance framework of Government, as a requirement.
- b) Safe initiation practices:** The commencement of the Customary Initiation Act (CIA) is one of the key instruments that will assist in curbing fatalities associated with cultural initiation practices. The Department has initiated programmes and projects that contributes towards the implementation of the CIA in this APP.
- c) Functional institution of traditional and Khoi-San leadership:** The Traditional and Khoi-San Leadership Act, 2019 (Act no 3 of 2019) commenced on 1 April

2021, paving the way for the reconstitution of traditional leadership structures and the recognition of the Khoi-San communities and Leaders, amongst others. Various projects will be implemented to ensure the functionality of traditional leadership institutions such as the constitution of structures of traditional leadership, induction of members of councils, etc. The Commission on Khoi-San matters has been appointed with effect from 1 September 2021 to facilitate the recognition process of Khoi-San communities and leaders.

- d) Developed communities in areas of traditional and Khoi-San leadership:** The focus will be on the implementation of the socio-economic development programme and the involvement of traditional leadership in the District Development Model. The Traditional and Khoi-San Leadership sectors are expected to play a meaningful role in development, economic growth and service delivery. The expectation here is that the potential of traditional and Khoi-San communities should be unlocked and opportunities tapped into to enable development, growth and service delivery for these communities.
- e) Transformed institution of traditional and Khoi-San leadership:** This relates to the transformation of the institution to conform to the Constitutional obligations, the capacitation of Houses and councils, the participation of traditional leadership in the social cohesion programmes as the custodians of culture and most importantly, women representation in traditional and Khoi-San leadership structures such as houses and traditional councils.

We have proposed indicators, outputs and targets for the 2022/2023 that will contribute towards the achievement of our outcomes over the remaining period of the MTSF. We have equally made effort to respond to the requirements of our assurance providers as a compliance function and as a requirement.

On behalf of the employees of the Department, we commit to the implementation of the programmes and projects articulated in this APP. As usual, we shall at the end of the financial year, through our annual reporting, give account of our delivery to these important commitments of Government.

I thank you.

A handwritten signature in black ink, appearing to read 'MJ Diphofa', written over a light grey background.

**Mr. MJ Diphofa**  
Director-General

# OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan 2022- 2023:

- Was developed by the management of the Department of Traditional Affairs (DTA) under the guidance of the Minister for Cooperative Governance and Traditional Affairs, Dr, Nkosazana Dlamini Zuma, MP.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Traditional Affairs is responsible.
- It accurately reflects performance targets which the Department of Traditional Affairs will endeavor to achieve, given the resources made available in the budget for 2022-2023.



**Ms. RS Mogaladi**

DDG: RPL



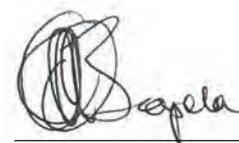
**Mr. MJ Diphofa**

Accounting Officer



**Ms. TZL Shandu**

DDG: ISC



**Mr. O Bapela, MP**

Deputy Minister



**Mr. O Aphane**

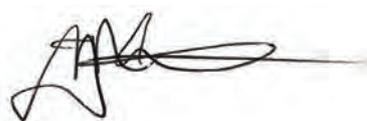
CD: CFS

**Approved by:**



**Dr. Nkosazana Dlamini Zuma, MP**

Executive Authority



**Mr. JM Mashishi**

Head Official responsible for Planning

# PART A

OUR MANDATE



## 1. Constitution of South Africa

NO	LEGISLATION	DESCRIPTION
1	<b>Constitution of South Africa</b>	<p>The Department's mandate includes overseeing a full range of tasks inherent in dealing with all issues of traditional affairs; and it is informed by the following legislative framework:</p> <p>The work of the Department is informed by <b>Chapter 1 of the Constitution dealing with the founding provisions as follows:</b></p> <p>"The official languages of the Republic are Sepedi, Sesotho, Setswana, siSwati, Tshivenda, Xitsonga, Afrikaans, English, isiNdebele, isiXhosa and isiZulu. Recognising the historically diminished use and status of the indigenous languages of our people, the state must take practical and positive measures to elevate the status and advance the use of these languages.</p> <p>3(a) Municipalities must take into account the language usage and preferences of their residents. (b) The national government and provincial governments may use any particular official languages for the purposes of government, taking into account usage, practicality, expense, regional circumstances and the balance of the needs and preferences of the population as a whole or in the province concerned; but the national government and each provincial government must use at least two official languages.</p> <p>4. The national government and provincial governments, by legislative and other measures, must regulate and monitor their use of official languages. Without detracting from the provisions of subsection (2), all official languages must enjoy parity of esteem and must be treated equitably.</p> <p>5. A Pan South African Language Board established by national legislation must (a) promote, and create conditions for, the development and use of (i) all official languages; (ii) the Khoi, Nama and San languages; and (iii). Sign language ; and (b) promote and ensure respect for (i) all languages commonly used by communities in South Africa, including German, Greek, Gujarati, Hindi, Portuguese, Tamil, Telegu and Urdu; and (ii) Arabic, Hebrew, Sanskrit and other languages used for religious purposes in South Africa.</p> <p><b>Chapter 2: Bill of Rights</b></p> <p><b>Section 15 (3)(a) Freedom of religion, belief and opinion</b></p> <p>3(a). This section does not prevent legislation recognizing (i). marriages concluded under any tradition, or a system of religious, personal or family law; or (ii) systems of personal and family law under any tradition, or adhered to by persons professing a particular religion. (b) Recognition in terms of paragraph (a) must be consistent with this section and the other provisions of the Constitution.</p> <p><b>Section 31 of the Constitution: Cultural, religious and linguistic communities</b></p> <p>1. Persons belonging to a cultural, religious or linguistic community may not be denied the right, with other members of that community (a) to enjoy their culture, practice their religion and use their language; and (b) to form, join and maintain cultural, religious and linguistic associations and other organs of civil society. 2. The rights in subsection (1) may not be exercised in a manner inconsistent with any provision of the Bill of Rights.</p>

NO	LEGISLATION	DESCRIPTION
		<p>The work of the Department is also informed by <b>Chapter 7 of the Constitution on Local Government, Section 151(3)</b> which stipulate that “a municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation as provided in the constitution”</p> <p><b>Chapter 8:</b> The courts are any other court established or recognised in terms of an Act of Parliament, including any court of a status similar to either the High Court of South Africa or the Magistrates’ Courts.</p> <p>The work of the Department is further informed by <b>Chapter 12 of the Constitution</b>, relevant policies, the legislation administered by the Department, national policies and laws relating to the public service as a whole, and those pieces of legislation that promote constitutional goals such as equality and accountability.</p> <p>The Department’s mandate is particularly derived from <b>Section 211 of the Constitution</b> of the Republic of South Africa, 1996, which states that “the institution, status and role of traditional leadership, according to customary law, are recognized, subject to the Constitution. A traditional authority that observes a system of customary law may function subject to any applicable legislation and customs, which includes amendments to, or repeal of, that legislation or those customs. The courts must apply customary law when that law is applicable, subject to the Constitution and any legislation that specifically deals with customary law”.</p> <p>The Department’s mandate is also derived <b>from Section 212 of the Constitution</b> which stipulates that “national legislation may provide for a role for traditional leadership as an institution at local level on matters affecting local communities. To deal with matters relating to traditional leadership, the role of traditional leaders, customary law and the customs of communities observing a system of customary law. National or provincial legislation may provide for the establishment of houses of traditional leaders; and national legislation may establish a council of traditional leaders”.</p> <p>The Department’s mandate is also informed by Part A of Schedule 4 of the Constitution, which states “indigenous law, customary law and traditional leadership are both functional areas of concurrent national and provincial legislative competence, subject to the provisions of Chapter 12 of the Constitution”.</p> <p>Furthermore, the Department’s mandate is informed by <b>Section 30 of the Constitution</b> - Language and Culture and it states that “everyone has the right to use the language and participate in the cultural life of their choice, but no-one exercising these rights may do so in a manner inconsistent with any provision of the Bill of Rights”.</p> <p>In addition, the Department’s mandate is informed by <b>Section 31 of the Constitution on Cultural, Religious and Linguistic Communities</b>, which states that “persons belonging to a cultural, religious or linguistic community may not be denied the right, with other members of that community to enjoy their culture, practice their religion and use their language; to form, join or maintain cultural, religious and linguistic associations and other organs of civil society. It further states that the rights in this section may not be exercised in a manner inconsistent with any provision of the Bill of Rights”.</p> <p><b>Schedule 4 of the Constitution:</b> Functional areas of concurrent national and provincial legislative competence: Traditional leadership, subject to Chapter 12 of the Constitution.</p>

## 2. Updates to the Relevant Legislative and Policy Mandates

NO	LEGISLATION	DESCRIPTION
1	<b>Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019) (TKLA)</b>	<p>The TKLA was assented to on 20 November 2019 and published in the Government Gazette on 28 November 2019 as Act No. 3 of 2019.</p> <p>The TKLA consolidates the existing legislation (the TLGFA and the National House Act) and subsequently will repeal those laws. It also addresses shortcomings that were identified during the implementation of those two pieces of legislation. Of historic value is that the TKLA, for the first time ever, makes provision for the statutory recognition of Khoi-San communities and leaders. For this purpose, a Commission on Khoi-San Matters must be established which Commission will operate at national level.</p> <p>The TKLA also provides an enabling provision for the Department to monitor the implementation of this new law.</p>
2	<b>Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act (Act 19 of 2002)</b>	This Act provides for the promotion and protection of the rights of cultural, religious and Linguistic Communities, inclusive of traditional communities, Khoi and San and Interfaith.
3	<b>Local Government: Municipal Structures Act (Act 117 of 1998)</b>	The Municipal Structures Act in section 81 lays down the procedure for the participation of traditional councils through their leaders in the proceedings of municipal councils.
4	<b>Local Government: Municipal Systems Act (Act 32 of 2000)</b>	<p>The Municipal Systems Act in sections 16, 17, 29, 42 and 76 provide a role for traditional councils and traditional leaders in development including consultation of traditional councils in the compilation of integrated development plans (IDPs). This includes consultation in development and service delivery initiatives in traditional areas. The specific sections provide as follows:</p> <p><b>Sections 4(2),16 and 17:</b> public participation to include traditional leaders and their councils.</p> <p><b>Section 29:</b> involvement of traditional councils in the compilation of integrated development plans.</p> <p><b>Section 42:</b> involvement of community to include traditional communities in the development, implementation and review of a municipality's performance management system.</p> <p><b>Section 76:</b> entering into service delivery agreements between municipalities and the traditional councils for the performance of certain services by the traditional councils.</p>
5	<b>Interim Protection of Land Rights Act (IPLRA) (Act 31 of 1996)</b>	Provides for the temporary protection of certain rights to and interests in land which are not otherwise adequately protected by law; and to other matters.
6	<b>Spatial Planning and Land Use Management Act (SPLUMA) (Act 16 of 2013).</b>	SPLUMA aims to develop a new framework to govern planning permissions and approvals, sets parameters for new developments and provides for different lawful land uses in South Africa. SPLUMA is a framework law, which means that the law provides broad principles for a set of provincial laws that will regulate planning. SPLUMA also provides clarity on how planning law interacts with other laws and policies.

NO	LEGISLATION	DESCRIPTION
7	<b>Extension of Security of Tenure Act, 1997 (Act No. 62 of 1997)</b>	To provide for measures with State assistance to facilitate long-term security of land tenure; to regulate the conditions of residence on certain land; to regulate the conditions on and circumstances under which the right of persons to reside on land may be terminated; and to regulate the conditions and circumstances under which persons, whose right of residence has been terminated, may be evicted from land; and to provide for matters connected therewith.
8	<b>Customary Initiation Act</b>	The objectives of the CIA are: (a) To protect, promote and regulate initiation and for this purpose to- (i) provide acceptable norms and standards; and (ii) provide for structures at national and provincial levels with a view to ensure that initiation takes place in a controlled and safe environment. (b) To provide for the protection of life and the prevention of any abuse. (c) To provide clarity on the various responsibilities, roles and functions of the key role-players in customary initiation. (d) To make provision for the effective regulation of initiation schools.
<b>PENDING LEGISLATION</b>		
9	<b>Traditional Courts Bill</b>	The Traditional Courts Bill was developed to replace Sections 12 and 20 of the Black Administration Act of 1927, colonial-era provisions that empower traditional leaders to determine civil disputes and try certain offences in traditional courts. The TCB's stated aim is to advance South Africans' access to justice by recognising the traditional justice system in a way that upholds the values in customary law and the Constitution.
<b>INTERNATIONAL, CONTINENTAL AND REGIONAL INSTRUMENTS</b>		
10	<b>UN Sustainable Development Goals</b>	<ul style="list-style-type: none"> <li>• Goal 1: End poverty in all its forms everywhere</li> <li>• Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</li> <li>• Goal 5: Achieve gender equality and empower all women and girls</li> <li>• Goal 10: Reduce inequality within and among countries</li> <li>• Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable</li> <li>• Goal 13: Take urgent action to combat climate change and its impacts</li> <li>• Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</li> <li>• Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development</li> </ul>
11	<b>African Union Agenda 2063</b>	<ul style="list-style-type: none"> <li>• A Prosperous Africa, based on Inclusive Growth and Sustainable Development</li> <li>• An integrated continent, politically united Africa</li> <li>• An Integrated Continent Politically united and based on the ideals of Pan Africanism and the vision of African Renaissance</li> <li>• A Peaceful and Secure Africa</li> <li>• Africa with a Strong Cultural Identity Common Heritage, Values and Ethics</li> <li>• An Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children</li> </ul>
<b>NATIONAL PLANS</b>		

NO	LEGISLATION	DESCRIPTION
12	<b>National Development Plan</b>	Chapter 6: An integrated and inclusive rural economy Chapter 13: Building a capable and developmental state Chapter 15: Transforming society and uniting the country Chapter 8: Transforming Human Settlements
13	<b>MTSF</b>	Priority 1: A capable, ethical and developmental state Priority 2: Economic transformation and job creation Priority 5: Spatial integration, human settlements and local government Priority 6: Social cohesion and safer communities

### 3. Institutional Policies and Strategies over the five-year planning period

The White Paper on Traditional Leadership and Governance, 2003, sets out a national framework, norms and standards that define the role and place of the institution of traditional leadership within the South African system of democratic governance. It seeks to support and transform the institution in accordance with constitutional imperatives and to restore the integrity and legitimacy of the institution in line with the African indigenous law and customs subject to the Constitution.

The following legislation and policy implementation initiatives are planned for the 2020 – 2025 MTSF year:

- Implementation of the Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019).
- Functional Commission on Khoi-San Matters in terms of the TKLA: This Commission is intended to deal with applications for the recognition of Khoi-San communities and leaders.
- Implementation of the Customary Initiation Act, 2021 (Act No. 2 of 2021) to regulate the cultural initiation practice.
- Legal constitution of kingship and queenship councils, principal traditional leadership councils and traditional councils [implementation of section 16 of the TKLA, read with section 63 thereof].



## 4. Relevant Court Rulings

There are litigation cases on traditional leadership disputes and claims, which have implications for the work of the Department and these are as follows:

NO	CASE No	DESCRIPTION
1	<b>Bakgatla Ba Kgafela Tribal Authority vs Bakgatla Ba Kgafela Tribal Community Property Association. Case no 939/2013</b>	<p>The Bakgatla Bakgafela Communal Property Association brought a successful land claim over various pieces of land in the North West Province. The claimants voted in favour of creating a Communal Property Association that would receive the successfully claimed land. The Traditional Council and the Senior Traditional Leader were not happy with the formation of the CPA and preferred a trust instead. The CPA was provisionally registered in terms of the CPA Act. The crux of the matter was the construction of a shopping centre on land that the CPA believed it legally owned. The argument of the Traditional Council which was the one constructing the shopping centre was that the CPA was provisionally registered and no longer existed in law.</p> <p>The argument was that if the CPA was no more a legal entity for the restituted land then government would have to take the land back. The CPA argued that if such action were to be taken, then government's intentions of returning land to the people shall have been defeated. On the other side, the Traditional Council insisted that it was the legitimate body to administer the land. The Court ruled in favour of CPA stating that the Department should have registered the CPA as a permanent structure.</p>
2	<b>Bakgaga Ba Mothapo Traditional Council v Tshepo Mathule Mothapo and others: case no 926/18 zasca</b>	<p>The matter involves Kgoshi of Bakgaga Ba Mothapo in Limpopo who restricted a person from occupying and selling land. The matter was heard by the Supreme Court to determine the <i>locus standi</i> of Kgoshigadi and the Traditional Council to claim relief. The Supreme Court found that Kgoshigadi had the requisite <i>locus standi</i>. It found, however, that the Traditional Council did not have the necessary <i>locus standi</i> to institute the claim because it had not been reconstituted in terms of the law.</p>
3	<b>R W Mkhari and others v Commission on Traditional Leadership Disputes and Claims and others (Case No 12543/2016: Gauteng High Court)</b>	<p>This case is commonly referred to as the Vatsonga judgement as it concerns an application for the recognition of the Vatsonga kingship. The judgement is of importance for the Department of Traditional Affairs since the Court addressed the involvement of the Department in the work of the Commission on Traditional Leadership Disputes and Claims (CTLDC). In terms of the repealed Traditional Leadership and Governance Framework Act, 2003, the Department had to provide administrative and financial support to the Commission. Although the CTLDC no longer exists, the principles raised by the Court will equally apply to the Commission on Khoi-San Matters (CKSM). In terms of the Traditional and Khoi-San Leadership Act, 2019, the Department has to provide administrative and financial support to the CKSM.</p> <p>In the Vatsonga case, the Court held that the nature of support to be provided to the Commission is indeed limited and the purpose is to enable the Commission to perform its functions but not for the Department to perform any such function on behalf of the Commission. In other words, the Department cannot perform a line-function responsibility of the Commission. The Court also held that the Department may not make any substantial inputs on submissions by the Commission to the Minister but was only allowed to convey the Commission's submissions to the Minister. Similarly, the Department may also not draft any correspondence on behalf of the Commission. For purposes of the CKSM, the Department's involvement will therefore be limited to providing it with administrative and financial support to enable the CKSM to perform its statutory duties.</p>



# PART B

OUR STRATEGIC FOCUS



## 5. Vision

A community development-oriented institution of traditional leadership.

## 6. Mission

To provide a national traditional affairs governance system in support of cooperative governance for an improved quality of life of South Africans.

## 7. Values

- Ethical
- Cooperative
- Gender equality
- Responsiveness
- Culturally sensitive
- Accountable
- Client focused
- Transformative

## 8. Situational Analysis

### (a) Analysis of emerging trends

#### Update on COVID-19 Pandemic

The Omicron has been identified as the coronavirus variant of concern. The virus has been detected in South Africa since the country has a surveillance network throughout to monitor the behaviour of Covid-19. The most powerful tool that the country has to fight the pandemic remains vaccination. Vaccination has drastically reduced severe illnesses, hospitalisation and deaths. Over 30 million people have been vaccinated and South Africa is now looking at booster vaccines for people who are at the greater risk and for whom a booster may be necessary. It is worth noting that the offering of booster vaccines has commenced to a staged introduction.

At this stage, it is notable that the country is winning the fight against the coronavirus pandemic. The joint efforts by all sectors to fight the pandemic have indeed yielded positive results. The country is now at the stage of the full-blown vaccination. AmaKhosi are assisting Government to get people in traditional communities to get their jabs.

Government has invested a considerable amount of effort to ensure the availability of vaccines to fight the coronavirus pandemic. The country is still confronted with a worrying

situation that the majority of South Africans are not availing themselves for vaccination. This is despite the fact that people who are vaccinated against Covid-19 are far less likely to die from the disease or to get ill.

Government has had to mobilise society using various means to reach out to encourage South Africans to get vaccinated. The situation is improving and encouraging though it could have been better. Government has undertaken to secure sufficient vaccines to vaccinate the entire population and the supply of vaccines is no longer a constraint and there is progress for booster vaccines. Government is equally spreading the message in all languages to ensure that people understand that the vaccines are now accessible, safe, effective and free. The sooner the majority of all people are vaccinated, the sooner the return will be to some sort of normality and the full operation of the economy and societal activities in general.

The announcements about the establishment of the Covid-19 vaccine manufacturing site in South Africa is a very progressive intervention that will help fight future pandemics, not only in South Africa but in Africa at large.

#### Trends relevant to Women, Youth and Persons with Disabilities

The constitution of structures of traditional leadership will be commencing as enabled by the commencement of the TKLA. The commencement of the TKLA will contribute towards the transformation of the sector to comply with the constitutional obligations, as it has been seen to be lacking. Discrimination on women, youth and persons with disabilities has often been attributed to cultures and traditions which are within the custodianship of traditional leadership. This implies that traditional leadership has a mammoth task of ensuring the transformation of the sector through implementing women empowerment and gender equality instruments. It is worth noting that, the induction programme for members of structures of traditional leaders will include Women Empowerment and Gender Equality (WEGE). This is to sensitise members of the new structures of the importance of implementing the transformation imperatives within the sector and will be followed by other programmes and projects over time.

The sector has played its part in so far as the contribution towards WEGE is concerned some of interventions that were implemented by the sector to transform the institution are;

- Establishment of the Gender and Women Committee of the NHTKL to oversee matters pertaining to WEGE.
- Implementation of Project Ndabezitha - Partnership between the NHTKL, Department of Justice and Constitutional

Development and the National Prosecuting Authority meant to fight GBVF.

- Participation as the friends of the Court during the Jezile Case on Ukuthwala.
- Implementation of the order of the Polokwane High Court on Male Primogeniture in relation to Mphephu v Masindi case.
- The recognition of Hosi Nwamitwa's successful court case through partnerships with Hosi Nwamitwa's Traditional Councils on benchmarking practices.
- Participation by the NHTKL at the first ever of its kind Presidential 2018 St. Georges Hotel Conference on GBVF.
- Domestic Violence Workshops held in Provinces such as Mpumalanga and Limpopo to sensitive traditional communities about the GBVF.

### **Persistent disputes and claims on traditional leadership and enquiries or claims of traditional leadership positions**

One of the realities of COVID-19 pandemic is the number of people who lost their lives. This includes the number of traditional leaders who have passed on thus far. The vacancies left by the passing on of these traditional leaders has opened a door for contestations to traditional leadership positions. There are pockets of disputes and claims already surfacing relating to some Kingship positions which will persist traditional leadership disputes and claims.

The manifestations of these disputes indicate the desire for opportunities presented by the traditional leadership positions and related benefits, legitimate disputes and claims, mineral resources and other economic opportunities. The reality is that the traditional leadership disputes and claims will continue to exist and characterise the traditional leadership sector over time. However, the Department of Traditional Affairs is seized with the matter and projects such as the capacitation of the institution of traditional leadership on resolution of disputes and claims are interventions meant to address the persistence of the disputes and claims.

These disputes and claims continue to impact negatively on the institution of traditional leadership by dislocating the important focus of the institution to governance, development and service delivery. The Department is inundated with disputes and claims for various traditional leadership positions and as a result, the Department will among others, document customary laws of succession and genealogies for all Kingships, Queenships and Principal Traditional Leadership positions. Other levels below will be dealt with at a provincial level. The Department will also ensure that Provinces are capacitated to respond to the persistent enquiries or claims of traditional leadership positions.

### **Defining roles and powers of traditional leaders**

The then NHTKL established a task team in 2018 to work on the powers and functions of traditional leaders, supported by the officials of the Department of Traditional Affairs. Following the completion of this exercise, the consultation process is expected to commence on the draft report. Once completed, this task is expected to inform the work of traditional leaders and the kind of support expected from the Department of Traditional Affairs and Government at large, if agreed to.

During his reply to the debate of his speech delivered during the annual official opening of the NHTKL on 27 February 2020, the President said, "This matter has remained unresolved for many years. However, I am certain that proceeding from a common understanding of our shared responsibility this issue can and will be resolved. The report of the task team provides a platform for our engagement on how we define, within a Constitutional context, the powers and functions of traditional leaders.

We should agree here that we will work together to finalise this matter without undue delay, ensuring that it is given sufficient time and attention and that the various principles and proposals are widely canvassed across society. We should look to have a national conversation so that whatever we resolve, like our Constitution, reflects the views and wishes of the South African people". The way forward outlined by the President will be implemented to address this matter.

The work that will be undertaken to define the powers and functions of traditional leaders will be used as an opportunity to attend to the concerns raised by traditional leaders pertaining to the Spatial Planning and Land Use Management Act (Act no. 16 of 2013). The consultations that will be undertaken in this regard, will provide a platform for engagement in order to address the concerns raised. The reality is that extensive consultations will have to be undertaken with traditional communities, civil society, political parties, traditional leaders and other stakeholders in order to come to an understanding that will pave the way for a workable arrangement to take the matter to its logical conclusion. This is work in progress.

### **Handbook for Traditional Leadership (Tools of Trade)**

In 2013, the Cooperative Governance and Traditional Affairs MINMEC approved the minimum norms and standards for the provision of resources to qualifying traditional leaders, members of houses of traditional leaders and for traditional councils. The intention was to ensure standardized support provided to the institution of traditional leadership, however, this was not the eventuality. The uneven provision of resources

continues to persist. The Department intends to introduce a handbook that will provide clarity on the provision of enabling resources to traditional leadership.

This issue of tools of trade was identified as one of the issues that has been a challenge for many years and that there is a need to have a frank discussion on how the matter should be resolved. At this stage, the revised Handbook has been consulted once again with MINMEC and National Treasury to reshape the document but also to assist with the determination of the estimated costs involved to ascertain affordability. Consultations will include Provincial Treasuries since Provinces will be required to provide enabling tools of trade ultimately.

The consultations will include the Budget Forum, which will make its determination on the matter, the outcomes of which will be taken back to CoGTA MINIMEC for final consideration and endorsement. This will then pave the way forward for further processing by the portfolio and the finalization and conclusion thereof.

### **Performance information gathered during the previous financial years**

The Department of Traditional Affairs has received unqualified audit outcomes for the past six financial years. The results of the audits are a confirmation of good governance and accountability by the Department. The Department will continue to work towards maintaining a clean administration and improve its impact in the sector.

### ***Diminishing official and indigenous languages***

Indigenous languages are increasingly facing the risk of being used less. Working with other partners such as the Department of Sport, Arts and Culture and the Pan South African Language Board (PanSALB), the Department will mobilise the institution of traditional leadership to contribute towards promoting and protecting the use of indigenous languages.

One of the principles for the national curriculum from grade R to 12 is about valuing indigenous knowledge systems by acknowledging the rich history and heritage of this country as important contributors to nurturing the values contained in the Constitution. The incremental introduction of African languages in South African schools is meant to promote and strengthen the use of African languages by all learners in the school system by introducing learners incrementally to

learning an African language from Grade 1 to 12 to ensure that all non-African home language speakers speak an African Language; (2) strengthen the use of African languages at Home Language level; (3) improve proficiency in and utility of the previously marginalized African languages (at First Additional Language level); (4) raise the confidence of parents to choose their own languages; (5) increase access to languages by all learners beyond English and Afrikaans; and (6) promote social cohesion by expanding opportunities for the development of African languages as a significant way of preserving heritage and cultures.

Section 36 (1) of the Traditional and Khoi-San Leadership Act, 2019 (Act no 3 of 2019) provides for the duties of the House which encompass the preservation of culture and traditions of communities. African languages are part and parcel of African culture and traditions. In realising this provision, the House will effectively contribute towards preserving African languages. The use of indigenous languages by the South African Broadcasting Corporation (SABC) is commendable for it contributes to the preservation by the development of African languages.

The Valley FM Community radio station broadcasts from the town of Worcester in the Western Cape in South Africa and broadcasts to listeners of the Breede Valley, Witzenberg, and Langeberg municipal areas on a wide range of perspectives, views, and opinions on issues of local public concern, stimulating critical thinking and engaging listeners to improve their quality of life and broadcast in Xhosa, Afrikaans and English. Colonialism and apartheid destroyed the culture and language of the Khoi-San people. The radio station was initiated to share information and education programs focusing on Khoi-San matters and provides platform for Khoi-San leaders to engage with listeners, for activists to promote language and culture, and for healers to transfer knowledge about traditional medicine.

The X-K FM, was launched in 2000 by the then Minister of Communications, Dr Matsepe Casaburri as the South Africa's first radio station to broadcast in the endangered San languages, and in Afrikaans to benefit the !XU and Khwe communities of Schmidtsdrif in Northern Cape. This was another initiative to preserve the language and culture of the San people living in Schmidtsdrif. The inclusion of the Khoi-San leaders in the Houses of Traditional Leaders will assist in ensuring that programmes related to the preservation of the culture and traditions of the Khoi-San people including languages are realised.

### The negative consequences of a weakened family structure in society in general

Society has over the years experienced changes in the foundations of family life and family structure. This is evident in trends such as the increasing number of female headed households as well as child headed households. This has implications for how young boys and girls are raised and poses a particular challenge for the Institution of Traditional leadership in terms of its role in social cohesion and nation building. The institution of traditional leadership therefore needs to be supported to ensure that through targeted training, traditional leaders are better empowered to ascend to their leadership positions.

The use of the customary way of capacitating or equipping young traditional leaders for their leadership positions should be considered as one of the methods to be applied in this regard. The wisdom of traditional leaders in terms of expert advice should also be pursued to complement Departmental programmes in this regard. This will also assist in the performance of their roles and functions as per the Traditional and Khoi-San Leadership Act, 2019.

### District Development Model

The District Development Model (DDM) as an approach adopted for implementation by the entire machinery of Government including the Department of Traditional Affairs, is on course despite the challenges experienced. This is about the approach that Government uses to fast track development at a district or metropolitan level as a geographical space. The DTA has during the first year of the implementation of the MTSF of the sixth administration, commenced with the implementation of the DDM and had incorporated targets specific to the DDM implementation in the Strategic Plan and the Annual Performance Plan of the Department, as well as for the subsequent financial years 2020/21 to 2021/22.

The Department will continue to ensure progress in the implementation of the DDM during the remaining course of the MTSF as a priority of Government that presents opportunities for development of traditional communities. During the 2020/2021 financial year, the Department has contributed to the development of the profiles for districts and metros, and jointly with traditional leadership, participated in the launch of DDM at various piloting districts/ metro. Subsequently, teams have been set up, led by DDM District Champions work towards realising the objectives of the DDM.

The Department has further developed guidelines on the participation of traditional leaders in the DDM which guides their participation and involvement. Part of the DTA's focus during the year 2022/2023 will be to facilitate the involvement and participation of traditional leadership in the development of One Plans for districts and metros for integration into the Integrated Development Plans (IDPs) of municipalities. This will see the views and aspirations of traditional communities reflected in the municipal plans and guaranteeing implementation.

### Alignment to the Medium-Term Strategic Framework (MTSF)

The Department contributes to priority 5 of the MTSF relating to Spatial Integration, Human Settlements and Local Government. The Department's MTSF target is 200 000 additional hectares of land availed for the agrarian revolution programme with the annual targets being 50 000 hectares of land availed for a period of five years of the MTSF. In 2018, DTA facilitated the pledging of land parcels by Traditional Leaders through the National House of Traditional Khoi-San Leaders for the agrarian revolution programme. A total of one million four hundred hectares of land have been availed by Traditional Leaders across Provinces and have been identified in terms of size per district or metropolitan area.

In 2020, traditional Leaders were further requested to identify five (5) hectares each for the implementation of the agricultural projects supported by Solidarity Fund, owing to the Covid-19 pandemic. Currently, there is a total of one million five hundred and sixty-nine thousand and fifty two (1,569 952 million) hectares of land that have been pledged by traditional leaders for the agrarian revolution programmes. Efforts are being pursued by relevant Departments to ensure the productive use of the pledged land.

It should be noted that the Department has met its MTSF target.

### Alignment to the National Annual Strategic Plan (NASP)

The Department does not have indicators in the NASP

### Alignment in the Economic Recovery and Reconstruction Plan (ERRP)

The Department does not have specific indicators to respond to in the ERRP.

## (b) SWOT Analysis

The Department conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and the results were that the Department should focus more on:

STRENGTHS	WEAKNESSES
<p><b>DTA COVID-19 Interventions and precautionary measures.</b></p> <p><b>Traditional affairs legislative framework</b></p> <ul style="list-style-type: none"> <li>• Enactment of the TKLA</li> <li>• Enactment of the CIA</li> <li>• Legislative framework development</li> <li>• Research / knowledge / information management creation</li> </ul> <p><b>Traditional leadership institution</b></p> <ul style="list-style-type: none"> <li>• Complaints / disputes / claims handling</li> </ul> <p><b>Stakeholder relations management</b></p> <ul style="list-style-type: none"> <li>• Inter / intra-governmental coordination</li> <li>• Partnership management</li> </ul> <p><b>Business management / leadership</b></p> <ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Business performance management</li> </ul> <p><b>Resource management</b></p> <ul style="list-style-type: none"> <li>• Financial management</li> </ul>	<p><b>Effect of COVID-19 pandemic on human resources capacity of the Department.</b></p> <p><b>Traditional affairs legislative framework</b></p> <ul style="list-style-type: none"> <li>• Monitoring</li> </ul> <p><b>Traditional leadership institution</b></p> <ul style="list-style-type: none"> <li>• Programme implementation facilitation</li> <li>• Institutional performance monitoring</li> </ul> <p><b>Business management / leadership</b></p> <ul style="list-style-type: none"> <li>• Strategic leveraging of management/ leadership at provincial level</li> <li>• Strategic positioning</li> </ul> <p><b>Resource management</b></p> <ul style="list-style-type: none"> <li>• Limited Human Resources</li> <li>• Dependency on ICT management</li> <li>• Infrastructure / facilities limitation and dependency</li> <li>• Budget constraints</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• COVID-19 Vaccination rollout programme</li> <li>• Funding for COVID-19 Interventions</li> <li>• Fighting gender-based violence and femicide including fighting for the rights of the LGBTQI+ society</li> <li>• Political support</li> <li>• Supportive constitution</li> <li>• Lessons from experience</li> <li>• Resilience of traditional leadership institution</li> <li>• Supportive stakeholders</li> <li>• Existing structures of traditional leadership</li> <li>• Traditional leadership institution transformation opportunities</li> <li>• Societal belief in the traditional leadership institution</li> <li>• Conducive partnerships on programmes and implementation</li> <li>• Alternative sources of funding</li> <li>• Supportiveness of traditional leadership institution</li> </ul>	<ul style="list-style-type: none"> <li>• Effects of COVID-19 Pandemic including (deaths, loss of income, poverty, etc)</li> <li>• Budget baseline reductions due to COVID-19</li> <li>• Gender Based Violence and Femicide</li> <li>• Financial constraints</li> <li>• Inadequate involvement of traditional leadership in socio-economic development</li> <li>• Harmful cultural practices</li> <li>• Capacity constraints within provinces</li> <li>• Modernisation requiring adaptation</li> <li>• Negative media reporting on traditional affairs</li> <li>• Perpetual litigation</li> <li>• Conflicts within royal families</li> <li>• Community protests</li> <li>• Cultural / religious intolerance</li> <li>• Societal distance with the traditional leadership system</li> <li>• Perpetual claims</li> <li>• Prolonged parliamentary processes</li> </ul>

## (c) Stakeholder analysis

### (i) Stakeholder identification

INTERNAL STAKEHOLDER ANALYSIS				
Stakeholder	Characteristics	Influence	Interest	Linkage with other stakeholders
<b>Political Leadership</b>	Executive Authority of the Department providing political direction	Political Head of the Cooperative Governance and Traditional Affairs (CoGTA) Ministry  Provides direction on the policies and programmes of the Department	High-level interest for achievement of Government Programme of Action and a better life for all	Linkage is through providing executive direction to senior management and employees
<b>Senior Management</b>	Qualified public servants responsible for converting political and policy objectives into measurable programmes and projects	High level of influence in the determination of goals for short, medium and long term attainment  Oversees the implementation of programmes and projects	High level of interest in shaping programmes and projects	Linkage is with the employees to convert policy into implementable programmes.
<b>Employees</b>	Qualified administrators with specialized fields who provide services to the public	Operational influence on services rendered.  High level influence as the face of development and service delivery	Interest is on availing skills and knowledge in return for remuneration.	Linkage is with the senior management to provide feedback on service provision
<b>Union representatives</b>	Union affiliated representatives promoting the interests of a particular union	Membership influence bargaining for the workplace rights of employees and an increase in union membership	Union interests	Linkage is with employees

## EXTERNAL STAKEHOLDER ANALYSIS

Stakeholder	Characteristics	Influence	Interest	Linkage with other stakeholders
<b>Political Leadership</b>	They are elected political representatives and leaders in society	Political influence through interface with stakeholders and society at large	High-level interest for realizing a better life for all	Linkage is through providing political direction to senior management and employees
<b>Traditional Leaders</b>	Represent the best interest of Traditional Councils and Communities	Cultural influence through engagements with key stakeholders  Influence is on community members	Aim for promoting livelihoods of traditional communities	Linkage is with the Community, Departments, political leadership, Parliament, Chapter 9 Institutions
<b>Community Members</b>	Belongs to a particular traditional community	Influence is through traditional leaders, councils, ward committees and direct engagements with the Department	Individual and group interest	Linkage is with traditional leaders, councils, ward committees and direct engagements with the Department
<b>Experts</b>	Formations such as Universities, Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs), Foundations, etc.	High level of influence owing to standing in society.	Purport to represent the best interest of society – social justice	Linkage is with traditional leaders, councils, ward committees and direct engagements with the Department
<b>Provincial Departments of Traditional Affairs</b>	Part of Provincial Governments and forms the basis for the concurrent function of traditional affairs to implement policies and legislation in a Province	High-level influence to effect implementation.	Provincial interests and dynamics	Linkage is with traditional leaders, political leadership, communities, experts and chapter 9 institutions
<b>Parliament Portfolio and Select Committees</b>	Oversight committees of the National Assembly and the National Council of Provinces (NCOP)	High level legislative influence	Best interest of society and country.	Linkage is with traditional leaders, councils, ward committees and direct engagements with the Department
<b>Chapter 9 Institutions</b>	Established in terms of the Constitutional provisions and vested with powers and functions for the protection of certain rights	High level legislative influence	Best interest of society and country.	Linkage is with traditional leaders, councils, ward committees and direct engagements with the Department
<b>Media</b>	Different media houses promoting different interests	High level of influence	Informing and influencing society, and improving ratings and sales	Linkage is with other media houses, traditional leaders, political leadership, communities, experts and chapter 9 institutions

## (ii) Narrative on Stakeholder Analysis

### Internal Stakeholders

#### *Political Leadership*

The interest of political leadership is about the implementation of the Government's Programme of Action, which has been converted into the Medium Terms Strategic Framework (MTSF), for implementation during the 5-year term of the current administration. The Department's programmes contribute to the implementation of the MTSF, for example, the release of land by traditional leaders for socio-economic development.

#### *Senior Management*

The primary task of senior management is to convert policies into programmes and to oversee the implementation of the programmes and projects. The Department's strategic plan and annual performance plan have been developed to implement policies, programmes and projects of the Department.

#### *Employees*

The task of employees relates to the implementation of programmes and projects. The Department's strategic plan and annual performance plan have been developed to implement policies, programmes and projects of the Department.

### External Stakeholders

#### *Political Leadership*

The interest of political leadership is in realising a better life for South Africans. The Department's programmes contribute to the implementation of the MTSF, which articulates the wishes and aspirations of South Africans.

#### *Traditional Leaders*

Traditional Leaders aim to promote livelihoods in communities under traditional leadership. The Department consults regularly with the National House of Traditional Leaders (NHTKL) as a representative body of traditional leaders at a national level, on policies and programmes of the Department. The Department's strategic plan and annual performance plan have been developed to implement policies, programmes and projects of the Department, in order to benefit communities under traditional leadership.

#### *Provincial Departments of Traditional Affairs*

The Provincial Departments of Traditional Affairs are an implementing arm of Government on traditional affairs matters. The national Department is bestowed with the responsibility to develop national legislation, guidelines

as well as norms and standards for traditional affairs matters, whilst the provincial Departments are charged with the responsibility to implement national legislation by customising national frameworks into provincial policies and programmes. The implementation of national frameworks by provinces gives effect to national legislation.

#### *Experts*

This group of stakeholders purport to represent the best interests of society for the attainment of social justice. Their views are expressed as inputs during the development of legislation that has a bearing on society at large and traditional communities in particular. The duty of the Department is to convert the said legislation into implementable programmes, for example, programmes related to the implementation of the TKLA have been developed and incorporated as part of the strategic and annual performance plans.

#### *Portfolio and Select Committees*

The mandate of these committees is to play oversight to the work of the Department and to also facilitate the development and passing of legislation for traditional leadership. The Department serves before these committees to give an account on the work of the Department and to provide technical assistance during the development of legislation.

#### *Chapter 9 Institutions*

The mandate of chapter 9 institutions extends to the work of the Department in so far as the rights of people in traditional communities are concerned. The inputs of chapter 9 institutions assist the Department to comply with the bill of rights as enshrined in the Constitution. These inputs culminate in policies that are developed for the Department in order to protect the rights of vulnerable people.

## **(d) The Department of Traditional Affairs' strategic focus over the five-year planning period encompass the following:**

### **Implementation of COVID-19 measures**

The DTA COVID-19 Projects that will be implemented in the thirty (30) Districts and Metros where there are Traditional Leaders within the context of District Development Model are as follows:

- Monitoring the implementation of COVID-19 Regulations in areas of jurisdiction of Traditional Leaders;
- Ensuring that Traditional Councils comply by monitoring the implementation of the COVID-19 Regulations through oversight, awareness campaigns, etc;

- Economic recovery intervention programmes for implementation by government (Agriculture and Agro-processing); and
- Traditional Councils serving as centres for information dissemination and payment of grants.

### **Socio economic development of traditional communities including the facilitation of the release of land by Traditional Leaders for development**

In line with the District Development Model (DDM), traditional leaders would be engaged to avail additional land for development and beneficiation in traditional communities. So far, about one million and five hundred thousand hectares of communal land was availed by traditional leaders since 2018 for the implementation of the agrarian revolution programme and other invest rural programmes. However, the task at hand is to increase the amount of communal land under cultivation, working jointly with other partners such as the DALRRD and the private sector.

Agriculture is one of the key programmes of the current MTSF. In rural areas, there is land that can be put to productive use, but this would require engagements with the institution of traditional leadership to make such land available. The setback that should be addressed is that communal land has been lying fallow and barren for years and the resuscitation of this land would require interventions such as soil testing to ascertain crop and farming suitability, de-bushing, infrastructure provision such as fencing, irrigation equipment, boreholes, etc.

The DTA has entered into an Memorandum of Understanding (MoU) with the DALRRD to ensure that the land that has been availed by traditional leaders is for agricultural or farming production to contribute towards food security, elimination of hunger, creation of employment and to provide sustainable livelihoods for communities under traditional leadership. Although the actual agricultural projects would not be the responsibility of DTA but the DALRRD, the mobilisation of traditional leaders behind this goal will be the responsibility of DTA. This will be through engaging with the different Houses of Traditional Leaders and ongoing engagements with traditional leaders within the auspices of the District Development Model.

### **Implementation of the Traditional and Khoi-San Leadership Act, 2019**

Section 51 of Traditional and Khoi-San Leadership Act requires the Minister to appoint a Commission on Khoi-San

Matters. The Commission will be responsible for considering applications for the recognition of Khoi-San communities and leaders, and the Minister has since appointed the Commission with effect from 1 September 2021. This would be a critical step towards the implementation of the Traditional and Khoi-San Leadership Act, 2019.

### **Developing and providing a programme for the Induction of Newly elected members of Traditional Councils**

Following the commencement of the Traditional and Khoi-San Leadership Act, it is expected that provinces will roll out the reconstitution of their over 800 Traditional Councils. For the effective functioning of these Councils, the newly elected members would need to receive targeted induction training, that would include gender equality and women empowerment in response to the fight against GBVF. Arrangements are being made with selected partners to ensure that such an induction programme is available for provinces that will have conducted the elections of new members of Traditional Councils.

### **Reduction in Initiation related deaths, injuries and amputations**

Cultural initiation practice takes place in all the provinces. The practice is faced with a few challenges that includes illegal initiation schools, abduction of young boys, deaths, injuries and amputations among others. There are, however, some provinces that are considered best practice on initiation matters, given the minimal challenges faced, such as Limpopo. These challenges inevitably warrant a dedicated response from Government, the Department and civil society. The recent commencement of the Customary Initiation Act will go a long way in addressing many initiation related challenges.

During the past years 2020 and 2021, initiation was suspended due to COVID-19 pandemic to avoid losing lives that may be caused as a result of the pandemic, however, some Provinces such as Eastern Cape submitted the risk adjusted strategy to conduct the practice of initiation. Notwithstanding this risk adjusted strategy, about 14 and 31 initiates died in the Eastern Cape Province during 2020 and 2021 respectively. The CIA provides for the National Initiation Oversight Committee (NIOC), a structure meant to assist Government to regulate and manage initiation in order to prevent fatalities associated with the practice but most important, to ensure that the practice conforms to acceptable norms and standard. The NIOC will be operational by 1 April 2022.

### Transformation of the institution of traditional leadership

Traditional leadership is an age long institution that survived various oppressive governance systems that dislocated the institution from its original state and thereby denying its evolution. The transformation of the sector is significant to conform to the Bill of Rights as enshrined in the Constitution. As a result, the Department will pay much attention to the constitution of traditional leadership structures, that is, Houses and Traditional Councils to comply with the one-third women representation as a legal requirement and to transform practices to adapt to the constitutional democratic requirements.

### Functional institution of traditional leadership

The functionality of the institution of traditional leadership is one of the key focus areas of the Department. The background to this was the assessment of the state of the traditional leadership, which revealed the need to strengthen structures of traditional leadership to transform into a state of relevance into today's environment. The Department will focus on supporting Provincial Departments of Traditional Affairs to ensure that the PHTKLs, LHTKLs and traditional councils perform their roles and functions in line with the TKLA.

The institution will also be supported to reduce the continuing traditional leadership disputes and claims that derails the institution from paying the much-needed attention to development. There is a need to professionalise traditional councils' governance and accountability and this has been brought up by the unfortunate experiences of mismanagement, resulting in some traditional councils being placed under administration. The Department will focus its attention on supporting Provinces to ensure that the PHTKLs, LHTKLs and traditional councils perform their roles and functions in line with the TKLA.

### (e) Recent statistics relevant to the institution and sector

Traditional Leadership exists in 30 of the 44 Districts and 8 metropolitan areas in South Africa. The majority of rural communities subscribe to the institution of traditional leadership. These areas are mostly underdeveloped, very poor and lack infrastructure and economic opportunities. There is therefore, a need to develop traditional communities for the benefit of people living in rural areas.

The functionality of traditional leadership structures is another area that warrants attention. There are about 857 traditional councils in the country, 7 Provincial Houses of Traditional and Khoi-San Leaders and about 30 Local Houses of Traditional and Khoi-San Leaders. There are 14 Kingships/Queenships/ Principal Traditional Leadership, about 829 Senior Traditional Leaders and more than 8000 headmen and headwomen in the country. These structures and levels require capacity to function optimally. Part of the programmes that the Department will embark upon during this MTSF is to capacitate these structures and levels so as to ensure improvement of their functionality.

One of the challenges continuously faced by rural areas pertains to the persisting deaths of initiates, which are prevalent in the Eastern Cape Province. During the past year (2020), initiation practice was suspended in winter due to COVID-19 pandemic. However, during the summer season initiation schools were opened in some parts of the Eastern Cape with strict adherence to health and COVID-19 Protocols, very few deaths were recorded, in contrast to previous years.

The Customary Initiation Act will regulate the initiation practice and contribute towards reducing or curbing deaths associated with the initiation and associated fatalities.

### (f) Reference to the medium and long-term policy environment

The Department's programmes contribute to a number of Chapters in the National Development Plan:

- **Chapter 6:** An integrated and inclusive rural economy
- **Chapter 13:** Building a capable and developmental state
- **Chapter 15:** Transforming society and uniting the country
- **Chapter 8:** Transforming human Settlements

In order to implement the NDP, Government has introduced the NDP Implementation plan and the MTSF 2020-2025. The Department contributes to the implementation of the following MTSF Priorities:

- **Priority 1:** A capable, ethical and developmental state
- **Priority 2:** Economic transformation and job creation
- **Priority 5:** Spatial integration, human settlements and local government
- **Priority 6:** Social cohesion and safer communities

The Department's programmes provide for the implementation of the NDP and the MTSF through the Strategic Plan and the

Annual Performance Plan for 2020-2025. The Department has revised the Strategic Plan and the revision is included in the 2020/21 APP as an addendum

### **(g) Information about the demand for services**

The Presidency addresses the Annual Official Opening of the National House of Traditional Leaders (NHTKL) after the State of the Nation Address (SONA), usually before the ensuing financial year. This year's address was on 24 February 2022. Consequentially, Members of the NHTKL are provided with the opportunity to debate the Speech. The content of the two ceremonies is about the demand for services articulated by traditional leaders on behalf of their communities.

The NHTKL, Provincial and Local Houses of Traditional and Khoi-San Leaders annually convene in the form of conferences, Lekgotla of Traditional Leaders and through the Chairpersons Forum of Traditional and Khoi-San Leaders to articulate the views and aspirations of the institution. Engagements with Kingships, Queenships and Principal Traditional Leadership also takes place to deliberate on matters of common interest. The information deduced from these forums is converted into programmes of the DTA and other Departments depending on their mandate. The latest pronouncement about the demand for services is well articulated in the NHTKL Action Plan which will be the focus of the House for the year 2022/2023 going forward.

### **(h) Emerging Priorities and opportunities which will be implemented during the planning period**

The DTA's focus of the Administration Branch for the planning period is to maximise compliance to the public sector legislation. The Compliance Framework has been developed and will be used as the basis for monitoring compliance.

The Research, Policy and Legislation Branch on the other hand, will focus of the following outputs for the year 2022/2023:

- a) Development of draft set of regulations on section 50 of TKLA
- b) Research on traditional and Khoi-San leadership councils' elections regarding the 40% component of such councils.
- c) Monitoring of Provinces on compliance with and implementation of the TKLA by all provincial role players.
- d) Implementation of the National Plan for legal constitution of traditional and Khoi-San leadership councils.
- e) Conducting research studies in the Traditional Affairs Research Agenda on transformation and human rights

related matters within the institution of traditional and Khoi-San leadership and communities.

- f) Monitoring of Kingships and Queenships on transformation and adaptation of their customary laws and customs to comply with the Bill of rights [section 2(1) of the TKLA].
- g) Monitoring Provinces on the development of principal and senior traditional leadership royal families' customary laws of succession and genealogies.
- h) Conducting research and investigations on applications for recognition of Khoi-San communities and leaders.
- i) Conducting research and investigations on Khoi-San communities and leaders' applications for recognition submitted to the Minister.
- j) Implementation of the three-Year CIA Implementation Plan.
- k) Monitoring Provinces on compliance with and implementation of the CIA by all provincial role players.

Lastly, the Institutional Support and Coordination Branch will for the year for this APP focus on the following as its priorities and opportunities:

- a) Workshopping Provinces on the implementation of section 24 of the TKLA.
- b) Development of Traditional Council plans from the identified impoverished Districts
- c) Monitoring Provinces on the participation of LHTKLs in government development programs in terms of the DDM
- d) Workshopping Provinces on the implementation of section 50 of the TKLA
- e) Monitoring Provincial Houses of Traditional and Khoi-San Leaders on their functionality.
- f) Development of guidelines on recruitment, selection and appointment of the Kingship/Queenship/Principal and Traditional Council Administrative Support Staff.
- g) Implementation of interventions in the integrated support programme.
- h) Monitoring Provinces on the implementation of Social Cohesion Programme.
- i) Review and implementation of the South African Indigenous Languages Promotion Plan.
- j) Change Management for structures of traditional leadership and traditional communities.

The Department will also ensure that the MoUs entered into with various partners are implementation in line with the implementation plans agreed to. The will also be a dedicated focus on the Invest Rural programme, developmental monarchs and the District Development Model as approaches or models supported by the institution of traditional and Khoi-San leadership.

## (i) Information about the Department's capacity to deliver on its mandate

The capacity of the Department remains a key challenge to ensure thorough implementation of programmes and projects for the institution of traditional leadership. There are about 104 employees employed by the Department in total for the entire sector of traditional leadership. During its establishment, the view was that the Department's capacity would be increased on a phased approach over time. This has not been the case and the Department has since been stagnated with the capacity it was provided with at the time of establishment. This situation should be addressed. Currently, the Department survives by prioritizing and with officials working overtime and constantly under pressure to deliver.

The process towards the review of the organisational structure has commenced and it is anticipated that this will relieve existing pressure from the existing staff once the process is finalised, approved, funded and posts filled. Unfortunately, this process takes time and has a lot of dependencies detrimental to its success.

### 8.1 External environmental analysis

Approximately 21 million people constitute rural and traditional communities in South Africa. Therefore, the strategic role of the DTA is to strengthen the institution of traditional leadership to discharge its role of promoting and contributing to service delivery, socio-economic development, nation building, moral

regeneration and preservation of customs and culture within their geographic areas.

The institution of traditional leadership encompasses traditional communities, kings/queens, principal/senior traditional leaders, and headmen/women. In addition, the Institution also includes various councils, for instance, kingship/queenship councils, principal traditional councils, traditional sub-councils, as well as, the national, provincial and local houses of traditional and Khoi-San leadership and traditional courts. The Khoi-San communities and leaders would also form part of the institution of traditional and Khoi-San leadership following the necessary processes of recognition.

The Department's key clients and stakeholders are traditional and Khoi-San communities as well as their leaders. The traditional and Khoi-San leadership positions are kingship/queenship/ principal traditional leaders, senior traditional leader, Khoi-San leader, headwomen/headmen and Khoi-San Branch leader. The structures of traditional and Khoi-San leadership constitute the kingship/queenship and principal traditional leadership councils, the National House of Traditional and Khoi-San Leaders, Provincial Houses of Traditional and Khoi-San leaders, Local Houses of Traditional and Khoi-San Leaders and traditional and Khoi-San councils.

The table below indicates a breakdown of the number of traditional leaders and traditional leadership structures per level in each province:

No.	Province	Senior Traditional Leaders/ Traditional Councils	Headmen / Women	Kings and queens (kingship and queenship councils)	Principal traditional leaders (principal traditional leadership councils)	Total
1	Eastern Cape	241	1 193	7	2	<b>1 414</b>
2	Northern Cape	9	25	0	0	<b>33</b>
3	Limpopo	185	2 118	3	0	<b>2 303</b>
4	Mpumalanga	60	522	2	0	<b>582</b>
5	Gauteng	2	14	0	0	<b>16</b>
6	KwaZulu Natal	303	3 372	1	0	<b>3 669</b>
7	North West	54	59	0	0	<b>113</b>
8	Free State	13	96	2	0	<b>111</b>
<b>Total</b>		<b>871</b>	<b>7 399</b>	<b>12</b>	<b>2</b>	<b>8 241</b>

The table below provides a number of women traditional leaders in the country according to rank against men in terms of traditional leadership levels per Province.

Province	Headmen/women		Senior Traditional leaders		Kings/queens		Total
	Male	Female	Male	Female	Kings	Queens	
Free State	88	21	12	1	2	0	<b>124</b>
Gauteng	2	-	2	0	0	0	<b>4</b>
Eastern Cape	1 193	-	125	46	5	1	<b>1 370</b>
Limpopo	2 118	-	147	40	2	0	<b>2 307</b>
Mpumalanga	494	28	50	4	2	0	<b>578</b>
Northern Cape	24	1	19	1	0	0	<b>45</b>
North West	81	3	54	4	-	-	<b>142</b>
KwaZulu Natal	3 372	-	272	26	1	0	<b>3 671</b>
<b>Total</b>	<b>7 372</b>	<b>53</b>	<b>681</b>	<b>122</b>	<b>12</b>	<b>1</b>	<b>8 241</b>

The following table presents gender breakdown of the number of women against men in the national and provincial houses of traditional leaders.

Houses	Members of Provincial and National Houses of Traditional Leaders		Total
	Male	Female	
National	17	6	23
Free State	10	2	12
Gauteng	2	-	2
Eastern Cape	27	11	38
Limpopo	29	7	36
Mpumalanga	17	4	21
Northern Cape	8	3	11
North West	20	4	24
KwaZulu Natal	48	6	54
<b>Total</b>	<b>178</b>	<b>43</b>	<b>221</b>

The table below depicts the positions in the National and Provincial Houses of Traditional and Khoi-San Leaders according to males and females.

National and Provincial Houses	Chairpersons		Deputy Chairpersons		Executive Committee members		Total
	Male	Female	Male	Female	Kings	Queens	
National	1	-	-	1	6	1	<b>9</b>
Free State	-	1	1	-	3	2	<b>7</b>
Gauteng	-	-	-	-	-	-	<b>-</b>
Eastern Cape	1	-	1	-	5	3	<b>10</b>
Limpopo	1	-	1	-	5	-	<b>7</b>
Mpumalanga	1	-	1	-	4	1	<b>7</b>
Northern Cape	-	1	1	-	4	1	<b>7</b>
North West	1	-	1	-	4	1	<b>7</b>
KwaZulu Natal	1	-	0	1	9	1	<b>12</b>
<b>Total</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>40</b>	<b>10</b>	<b>66</b>

The above statistics gives a synopsis of the traditional leadership spread throughout the country and will once again be collated immediately after the reconstitution process that is about to be conducted.

It is evident from the statistics presented above that the targets for women in traditional leadership are still low. The Department will work jointly with all other stakeholders and key partners to fast track the representivity status of Women in traditional leadership. The traditional leadership sector will also play a leading role in this regard.

### Data relating to women, youth and persons with disabilities

Historically, traditional leadership positions and structures were male dominated. The enactment of the 1996-Constitution however introduced new guiding principles, including one of equality. The Constitution also states that traditional leadership, including customs and customary law, is subject to the Constitutional principles. In compliance with the Constitutional principles, the Traditional Leadership and Governance Framework Act was promulgated in 2003. This Act makes provision for the various traditional leadership positions which can be filled by male or female traditional leaders.

The Framework Act required that at least one-third of the members of traditional leadership structures must be women. This applied to kingship and queenship councils, principal traditional councils, traditional councils and traditional sub-councils. This principle also applied to the various houses of traditional leadership. Through these provisions, the representation of women in traditional leadership structures was guaranteed. The Traditional and Khoi-San Leadership Act, 2019 which commenced on 1 April 2021 contains a similar provision and it includes the same requirement of one third representation of women in Khoi-San councils.

In so far as the adaptation of and transformation of customary laws of succession in relation to traditional leadership, the Traditional Leadership and Governance Framework Act provided that *“traditional communities must transform and adapt customary law and customs to comply with the relevant principles of the Bill of Rights, in particular by:*

- a) *Preventing unfair discrimination;*
- b) *Promoting equality; and*
- c) *Seeking to progressively advance gender representation in the succession to traditional leadership positions”.*

The TKLA has carried through the same provision from the Framework Act. Most of customary laws of succession for traditional communities and royal families are based on the principle of male primogeniture.

To implement the afore-mentioned legislative provision, in the current Medium Term Strategy Framework (MTSF), the project will entail documentation as well as supporting the kingships and queenships to adapt their customary laws of succession to progressively advance gender representation in the succession to traditional leadership. For those kingships and queenships that already have documented customary laws of succession, the focus will be to adapt and transform accordingly.

On the other hand, the CIA applies to both male and female customary initiation practices, schools and structures. The CIB makes provision for a National Initiation Oversight Committee (NIOC) and Provincial Initiation Coordinating Committees (PICC). The NIOC will consist of 9 members of which at least 3 must be females. Specific provision is also made for the Department of Women to be represented on the NIOC. The same principle applies to the PICCs. NIOC will convene in March 2022 to elect the Chairperson and to formally commence with its business.

### Additional External Performance Environment

The reality is that COVID-19 has had devastating effect on human lives and all health care systems in the world. All sectors of the economy and society have been negatively affected and so is the functioning of the institution of traditional leadership. The COVID-19 situation has been put under control and Government has succeeded in containing the virus. It is expected the vaccination rollout programme will bring the much needed relieve to society and contribute to further relaxation of the restrictions to enable economic recovery and return to business despite the effects that will last for longer. However, the effects of COVID-19, such as the loss of employment and income, increased poverty, shifting of resources, exacerbation of inequality and others, have taken the country backwards and will take a very long time to be addressed.

Traditional Leadership exists in 30 of the 44 districts and 8 metropolitan areas in South African. This implies that people in living in the 30 of the 44 districts and 8 metropolitan areas fall under traditional leadership. Therefore, the strategic role of the Department of Traditional Affairs (DTA) is to strengthen the institution of traditional and Khoi-San leadership to discharge its role of promoting and contributing towards socio-economic development, nation building, moral regeneration and

preservation of customs and culture within their geographic spaces of traditional leadership, amid this pandemic. The programmes of the Department, including the COVID-19 interventions responds to this ultimate end. The DDM is the vehicle to delivery on services and development and the districts and metros shall serve as centers for this purpose.

The Department's key clients are traditional, Khoi-San leadership and communities and the interfaith sector. The South African Constitution legislates traditional leadership as a concurrent function of national and provincial governments. The Department of Traditional Affairs as a National Department provides national legislation, policy and regulatory environment to provide direction to the sector and provincial government. It is a leader and a custodian of coordination of the traditional affairs sector across the spheres of government. The implementation partners of the Department are provincial departments of traditional affairs. The DTA's implementation role is mostly on monitoring and supporting provinces to implement national legislation, policies, and programmes and to ensure that there is alignment between national and provincial policies and legislation.

The institution of traditional leadership includes traditional leadership and Khoi-San leadership. The 'affairs' of the institution includes:

- Leadership;
- Governance of traditional leadership structures;
- Community development;
- Administration of justice;
- African culture, heritage and languages, traditional communities' customs, cultural practices and protocols; and
- Spirituality (interfaith).

Government has adopted a District Development Model (DDM) in terms of which the three spheres of government are required to work together with communities and other role players to bring about development. The model offers opportunities for DTA to have improved impact given that the roles, activities and resources of different institutions that will be better coordinated and synergized to address the development needs of communities. DTA has and will continue to mobilise the institution of traditional leadership to participate in the implementation of the District Development Model (DDM).

### PESTEL Analysis

The Department of Traditional Affairs operates within the following context:

## Political

The political dispensation of South Africa has embraced the institution of traditional leadership as a high moral ground leadership expected to rise above politics. This stand affirmed traditional leaders as being apolitical. However, the traditional leadership sector consists of a structure, the Congress of Traditional Leaders of South Africa (CONTRALESA) and possibly other formations, that has been occupying the space of advancing the rights of traditional leaders and communities under traditional leadership. This structure is non-statutory and has existed over time. This structure has been able to engage with various political structures or parties that had the best interest of traditional leaders and their communities as a common interest. Important to note is that some members of this structure are also members of Houses of Traditional and Khoi-San leaders.

The other political consideration that is fast arising is the continued disputes and claims on traditional leadership that come about by virtue of a range of opportunities surfacing and taken advantage of. These are economic opportunities for wealth, income and other interests. In response to these manifestations, the Department has proposed programmes that are intended to resolve these matters in order to contribute towards social cohesion, nation building, socio economic development and service delivery.

At the macro level, the District Development Model is at the centre of delivery and development of all Government programmes and projects. The sixth administration introduced the DDM to speed up development and delivery at a district or metropolitan area as geographical space. The proposed model seeks to utilise existing legal framework and implementation machinery, which includes the Intergovernmental Relations (IGR) Framework Act which provides for the Minister (and department) responsible for cooperative governance to provide “a framework for coordinating and aligning development priorities and objectives between the three spheres of government” as well as the development of “indicators for monitoring and evaluating” the implementation of the framework.

Thus the Model utilises and enhances these frameworks and the existing implementation machinery by facilitating for joint planning, implementation as well as monitoring and evaluation, between and amongst all spheres of governance wherein the term District is seen to refer to locality rather than the District Municipality, which no doubt forms an

important part of the planning, delivery as well as Monitoring and Evaluation architecture. The Department of Traditional Affairs' plans contributes to the implementation of the DDM and traditional leadership is a partner, an implementer and a facilitator towards the success of the DDM.

## Economic

According to the Economic Forecast Summary of May 2021, the economy is projected to rebound by 3.8% in 2021 and 2.5% in 2022. The strong rebound at the end of 2020 has slowed in the first half of 2021 due to a protracted second wave of the virus that has held back economic activity. However, growth is projected to pick up in the second half of the year, driven by domestic demand and commodity exports. Household consumption will contribute significantly to growth as the economy opens up and exceptional savings last year are spent at least partially. Private investment will progressively strengthen.

It has been said that inflation is increasing, but will remain below the Reserve Bank's target, allowing the monetary policy authorities to maintain current policy interest rates until the end of 2021. Fiscal policy will continue to be constrained to limit debt growth. However, implementing the government's infrastructure investment plan is essential to lift growth potential, requiring better prioritization of spending. However, there have been concerns raised around the lack of the role supposedly to be played by Government Departments to follow-up on their commitments in this regard. Unlocking electricity production will be key to lifting production bottlenecks and restoring confidence, especially investment confidence.

As a factual consideration, areas of traditional leadership are mostly rural, underdeveloped, poor and affected by a number of social ills. The Department of Traditional Affairs is responsible for supporting traditional leadership on socio economic development in order to benefit communities under traditional leadership. The dedicated focus on the implementation of the NDP and the MTSF is one of the key areas for economic growth stimulation and so is the District Development Model. The economic potential of rural areas is enabled by a number of untapped and under investment in potential economic sectors such as agriculture, tourism and blue economy amongst others. The Department's plans have been drawn from the broader plans of Government and do contribute to their realization, for instance, the release of land for development and agriculture as one of the key focus areas of the Department over the MTSF period.

It is hoped that the objectives of the MoU with the Department of Agriculture, Land Reform and Rural Development (DALRRD), the MoU entered into with the German partners to capacitate cooperatives in traditional and Khoi-San communities, the Invest Rural and developmental monarchs will contribute towards growing the economy that will uplift the plight of South Africans and those in traditional communities in particular.

## Social

The social conditions include wellness which is about health, shelter and sanitation. The conditions are also about equality, inclusion, sustainability, personal freedom and safety. It has been said that South Africa is the 23rd populous nation, with about 80% of the population being black African divided among a variety of ethnic groups and the difference being other race groups. The black African majority speak different ethnic languages and comprise wide range of cultures and religion. South Africa has the most UNESCO world heritage sites in Africa.

Since the end of apartheid, the quality of life has improved, but crime, poverty and inequality remain as serious challenges facing the country. The social condition of an ordinary South African is characterized by continuous competition for jobs, business opportunities, public services and housing leading to tensions between South Africans and foreign nationals. Nevertheless, Government has dedicated efforts anchored through various key plans such as the NDP, MTSF, DDM, ERRP and others to address the situation at hand.

The spread of the virus has slowed significantly since the peak of the third wave in mid-January 2021. In February, the first phase of the vaccination programme started, targeting over 1.5 million healthcare workers. By mid-May, around 400 thousand people, less than one per cent of the population, had been vaccinated. The rollout of the vaccination programme has started slowly and is now gaining momentum. Government has secured around 60 million doses of alternative vaccines, which should allow vaccination of the targeted 14 million adults between mid-May and October to take place.

Since 1 March, South Africa has been easing restrictions and returned to the lowest alert level, which establishes an overnight curfew, a closure of restaurants and recreation activities from 11 pm and mandatory face mask wearing in public. The special COVID-19 social relief of distress grants for low-income households and the temporary employment relief scheme have been extended for an additional three months. Finally, a

fast rollout of vaccination would lift business confidence and investment but failing to do so would harm the economy and worsen the social conditions of the majority of South Africans.

The social unrests experienced around July 2021 in KwaZulu Natal and Gauteng have not helped South Africa either, considering the conditions of Covid-19 and the slow economic growth. These have forced Government to redirect funds for relieve efforts in these Provinces. Unfortunately, these unrests have taken the country backwards and should be avoided in future. The security cluster played a role to contain the unrests, which have unfortunately caused loss of lives. Assessments are being made to the causes of these unrests, which will be learned from as we progress towards a socially conducive conditions of living.

## Technological

Global technological advancement has played a significant role in the fight against the Covid-19 pandemic and has also sustained the delivery of Government services, notwithstanding some disadvantages related to its use such as connectivity in remote rural areas. The Human Science Research Council (HSRC) puts it explicitly that technology has provided a solution to contact-tracing, which is an essential tool in curbing the spread of the disease. The use of cell phone location tracing enables officials to accurately identify where an infected person has been, and which cell phone numbers were in their proximity.

The holders of these cell phone numbers can then be contacted for testing to determine whether they contracted the disease through close proximity to the primary infected person. This innovation has solved the contact-tracing challenge in a reliable and scientific manner since cell-phone usage is widespread in South Africa, and almost everyone carries their cellphone wherever they go. Modern information technology has also allowed people to work from home, churches and artists to livestream their services and productions, and schools to conduct lessons remotely and even confer academic degrees. These practices have helped to ensure that people do not always have to gather and thereby increase the risk of the spread of the virus.

The institution of traditional leadership is concerned with the custodianship of culture, traditions and customs of traditional communities. The global technological changes bring about developments that should be embraced by the institution of traditional leadership. The key question is what are the technological developments and or innovations that are

likely to affect the institution. The fact of the matter is that South Africa has young people being in the majority and they are likely to grasp new technologies and developments. This therefore places traditional communities' spaces as a potential for untapped technological advancements that could bring about socio-economic development. The modern day agriculture that can be implemented through the agrarian revolution programme is one of the potential technologically driven programmes of traditional communities.

Again, technological advancements are used as opportunities within the vaccination programme to know who has been vaccinated and when. Technology also enables South Africans and authorities to download vaccination certificate within short space of time.

### Legal factors

In terms of the Departmental legislation, the Traditional and Khoi-San Leadership Act (TKLA) no 3. of 2019 repealed the Traditional Leadership and Governance Framework Act (TLGFA) no of 2003 and the National House of Traditional Leadership Act (NHTKL) no. 22 of 2009. The Act for the first time, guarantees the statutory recognition of the Kho-San communities and leadership. The national and provincial Departments of Traditional Affairs are charged with the responsibility to implement the TKLA. The implementation of the Act commenced on 1 April 2021.

The Customary Initiation Act (CIA), 2021 (Act no 2 of 2021) commenced on 1 September 2021. The Act provides for the effective regulation of customary initiation practices, establishment of the National Initiation Oversight Committee and Provincial Initiation Coordinating Committees and their functions, the responsibilities, roles and functions of the various role players involved in initiation practices such as or in the governance aspects, provides for effective regulation of initiation schools, regulatory powers of the Minister and Premiers, provides for monitoring of the implementation of the act amongst others.

Apart from the above two main legislative developments, the Department continue to be inundated with disputes and claims on traditional leadership. These causes rifts within the sector and contributes towards defocusing the sector to development and service delivery imperatives of traditional communities.

### Environmental factors

South Africa is a water-scarce country in which some communities lack access to clean water. In addition, sanitation

facilities are in a deplorable state in many townships, with many households often having to share highly deficient facilities. Moreover, littering is rife in some communities, coupled with poor waste pickup service, which creates unhygienic environments. In general, these poor sanitation conditions facilitate the spread of diseases. All of these factors taken together make practicing good hygiene, frequent washing of hands, and staying hydrated a significant challenge for those South Africans who have access only to contaminated or otherwise poor-quality water.

The environmental factors that should be considered in this regard relate to the environmental conditions in which traditional leadership areas exists. These areas are dry, lack enough rainfall at times, characterized by high pollution and with extreme conditions brought by changing climate conditions such as extreme heat conditions among others. These conditions are a cause of disasters in traditional communities and have negative impact on farming and agriculture as the sources of livelihoods in traditional communities.

The Department of Traditional Affairs and the traditional leadership and communities at large, would have to partner with the disaster management institutions for disaster relief to traditional communities. The DTA and the NHTKL are key stakeholders on matters pertaining to Disaster Management, in particular, including on directing relieve efforts. The Ministry participates actively in structures such as the Presidential Coordinating Council (PCC), the CoGTA MINMEC, Chairpersons Forum of Houses of Traditional Leaders, and many other structures set-up to fight the COVID-19 pandemic and the other unfavourable conditions that exists.

## 8.2 Internal environmental analysis

The summarized emerging issues from the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is as follows;

- COVID-19 Pandemic and its impact.
- GBVF and violence directed at the LGBTQ+ society.
- Effective institutional mechanisms within and across the spheres of government. For the effective support to be provided to the institution, the coordination function of the Department should be strengthened.
- The enactment of the TKLA and implementation thereof.
- Recognition of the Khoi-San leadership, communities and structures.
- The issue of traditional leadership disputes and claims also continues to be a challenge.
- In addition, the developmental role of traditional leadership which is at the heart of traditional communities' development was not given adequate attention.

## Institutional Capacity of the Department to Mainstream all issues of Women, Youth and Persons with Disabilities

The organisation population, comprising of a total of 104 employees as at end June 2021 is depicted on the table below as follows:

	Population		SMS		PWD	Youth
	Male	Female	Male	Female		
<b>National Target</b>	50%	50%	50%	50%	2%	30%
<b>Current Status</b>	45%	55%	50%	50%	2%	12%

- The Department has achieved the national target of 50% regarding the appointment of women at SMS level.
- The department has achieved a national target of PWD with 2%.
- Furthermore, the target of youth appointed in the department has a shortfall of 18%.

The following is a break-down of the departmental EE targets as at end June 2021:

	African	Coloureds	Whites	Indians
<b>Target</b>	75%	11%	9%	5%
<b>Current Status</b>	93%	1%	3%	3%

The following plan is in place to improve and achieve EE targets:

- Prioritise vacant and funded SMS positions for appointment of Women.
- HR Practitioners, among others presents EE targets during shortlisting/interviews and advice panels as well as ensuring compliance to achieve EE targets.

The Department also hosted a Women in SMS meeting with the Accounting Officer during Women's Month (August 2021) to take stock of progress on the HOD's 8 principle action plan and also to report back on progress made in this regard. The Department has also launched the Men's Forum to educate men on WEGE including fighting GBVF, including violence directed at the LGBTQ+ society.

The Department has in place the Employment Equity Policy and Disability Strategy as is required by the Employment Equity Act, 1998. The Department intends to review all its policies to ensure and guarantee alignment with national policies and implementation guidelines on women empowerment and gender equality

The Departmental Governance Structures are used as the platform for stakeholder engagements and consultations on strategies and mechanisms to mainstream Women, Youth and Persons with Disabilities. Branches have Branch Management Committees at which further consultations take place. The Department is further required to report on these matters to various assurance providers to demonstrate the commitments to comply with Government prescripts.

## Gender Responsive Policy, Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA) Framework

The Gender Responsive Policy, Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA) Framework was adopted by Cabinet on 27 March 2019 for implementation. In June 2020, the Department of Women, Youth and Persons with Disabilities (DWYPD) conducted an assessment of Strategic Plans (SP) and Annual Performance Plans (APP), which revealed that the vast majority of plans remained gender blind with limited elements of gender related targets, the cumbersome nature of multiple reforms to Departments for compliance, low levels of capacity on mainstreaming within government and significant advocacy on GRPBMEA that have been initiated at national and provincial levels, though training has not yet commenced.

In order to respond to the requirements for GRPBMEA, guidance was sought from the WYPD which advised that the Department should mainstream women, youth and persons with disabilities in planning, monitoring and evaluation, that the Strategic and Annual Performance Plans should be integrative of these aspects, for instance, the indicators should integrate these elements and that the Technical Indicator Descriptions (TIDs) should show gender, youth and persons with disabilities disaggregated data and that the programmes should amongst others, mainstream gender, youth and persons with disabilities through the Preferential Procurement of the Departments which could be effected by putting a percentage of 30% of procurement directed at women owned enterprises, as an example.

The Department will seek to progressively implement the GRPBMEA by among others, learning lessons from other Departments and government initiatives which successfully advanced women empowerment. In addition, the Department will consider the gender responsive evidence collected through the implementation of the women specific or targeted research agenda which will also contribute to the DTA's knowledge repository.

#### **Internal environmental capacity analysis**

The Department does not have entities reporting to the Minister, however, it makes a transfer payment to the CRL Rights Commission, a Chapter 9 Constitutional Body which reports directly to Parliament. Furthermore, the Department has the National House of Traditional and Khoi-San Leaders which is provided as a sub-programme of the Institutional Support and Coordination Branch. As highlighted above,

for the Department to make an impact in traditional and Khoi-San communities, there should be strong partnerships with and coordination of various government and private sector institutions.

The Department's processes for the implementation of these partnerships will be strengthened.

One other gap is that there is misalignment of national and provincial legislation in some provinces. This leads to inconsistencies in the manner in which national legislation is applied and exposes the state to possible litigation. Improved monitoring of how legislation is implemented across provinces, supported by an effective information management system for the sector are thus of paramount importance. There is also misalignment between the strategic plan, mandate and the organizational structure, whereby some of these critical functions are not included in the structure and do not have dedicated human resources. In order to address this gap, the Department is currently in the process of reviewing the organisational structure to include these functions.

As part of its COVID-19 risk management measures, the Department made arrangements to supply staff with Personal Protective Equipment (PPEs) in the form of masks and gloves as well as sanitisers. The Department further made arrangements for compliance with all the necessary COVID-19 protocols as prescribed by the Department of Labour, Public Service and Administration and other Departments which are responsible for COVID-19 regulations in line with the National Disaster Management Act. These arrangements are updated and employees of the Department are kept informed of developments.

# ORGANISATIONAL STRUCTURE



**Dr. Nkosazana Dlamini Zuma, MP**  
Minister of Cooperative Governance and Traditional Affairs



**Mr. O Bapela, MP**  
Deputy Minister of Cooperative Governance and Traditional Affairs



**Ms. RS Mogaladi**  
DDG: Research, Policy and Legislation



**Mr. MJ Diphofa**  
Director-General Department of Traditional Affairs



**Ms. TZL Shandu**  
DDG: Institutional Support and Coordination



**Dr. R Bester**  
Chief Director:  
Policy and Legislation



**Mr. K Walaza**  
Chief Director:  
Research and  
Information Management



**Mr. JM Mashishi**  
Chief Director:  
Office of the  
Director-General



**Mr. O Aphane**  
Chief Director:  
Corporate and  
Financial Services



**Mr. K Khasu**  
Chief Director:  
Capacity Building and  
Institutional Development



**Mr. A Sithole**  
Secretary of the NHTKL



**Mr. L Morule**  
Chief Director:  
Partnerships and IGR

# PART C

## MEASURING OUR PERFORMANCE



## 9. Institutional Programme Performance Information

### PROGRAMME 1: ADMINISTRATION

#### Purpose

The purpose of the Administration Programme is to provide strategic leadership, effective administration, executive support, monitoring and evaluation of Traditional Affairs' performance, corporate and financial services.

#### Description

The sub-programmes within the Administration Programme are:

- Department Management (Office of the Director-General): promotes effective strategic management and governance of the Department, corporate planning, integrated and aligned planning within traditional affairs, risk management, corporate secretariat, strategic communication and Parliament and Cabinet support services. The sub-programme's focus is to improve operational efficiency, and oversee the implementation of Departmental programmes and policies through monitoring and evaluation. It also ensures that adequate support is provided to Traditional Affairs entities.
- Corporate and Financial Services: This sub-programme provides human resource management and development, information and communication technologies, legal, records management, supply chain management and financial management support services to line function programmes within the Department.
- Internal Audit: This is an independent and objective appraisal function, which provides assurance to the Director-General and senior management concerning adequacy and efficiency of the Department's internal controls and governance system.

## PROGRAMME 1: ADMINISTRATION

### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Effective governance of the Department</b>	Performance against organisational performance information Compliance Management Plan	1	% of performance against organisational performance information Compliance Management Plan	100%	100%	80%	80%	85%	90%	95%
	Actions in the Corporate and Financial Management (CFM) Compliance Management Plan implemented	2	% of actions in the CFM compliance management plan implemented	100%	100%	100%	80%	85%	90%	95%
<b>Transformed institution of traditional and Khoi-San Leadership</b>	Review of policies to ascertain the level of mainstreaming of women, youth and persons with disabilities	3	Number of reviewed policies to ascertain the level of mainstreaming of women, youth and persons with disabilities	-	-	-	-	1	1	1
	Reports on anti GBVF Interventions within the Traditional Affairs sector developed	4	Number of reports on anti GBVF Interventions within the Traditional Affairs sector developed	-	-	-	-	2	1	1
	Procurement from Women, Youth and Persons with Disabilities (WYPD) owned enterprises by the Department	5	% of procurement from WYPD owned enterprises by the Department	-	-	-	-	40% 30% 7%	40% 30% 7%	40% 30% 7%

## INDICATORS, ANNUAL AND QUARTERLY TARGETS FOR 2022/23 FY

No	Output indicators	Annual target 2022/23	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1	% of performance against Organisational performance information Compliance Management Plan	85%	Organisational Performance Information Compliance Management Plan approved 85% of actions in the organisational performance information Compliance Management Plan for the quarter Implemented	85% of actions in the organisational performance information Compliance Management Plan for the quarter Implemented	85% of actions in the organisational performance information Compliance Management Plan for the quarter implemented	85% of actions in the organisational performance information Compliance Management Plan for the quarter implemented	Approved Organisational Performance Information Management Compliance Management Plan  Quarterly Organisational Performance Information compliance reports
2	% of actions in the CFM compliance management plan implemented	85%	CFM Compliance Management Plan approved 85% of actions in the CFM Compliance Management Plan for the quarter implemented	85% of actions in the CFM Compliance Management Plan for the quarter implemented	85% of actions in the CFM Compliance Management Plan for the quarter implemented	85% of actions in the CFM Compliance Management Plan for the quarter implemented	Approved CFM Compliance Management Plan  CFM Quarterly compliance management reports

No	Output indicators	Annual target 2022/23	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
3	Number of reviewed policies to ascertain the level of mainstreaming of women, youth and persons with disabilities	1	Concept Note developed for the review of policies.  Terms of Reference for the review developed, consulted upon and approved			Report of the Review Developed	<ul style="list-style-type: none"> <li>• Approved Concept Note</li> <li>• Consultation Report</li> <li>• Approved ToRs for the Review of policies.</li> <li>• Review Report</li> </ul>
4	Number of reports on anti GBVF Interventions within the Traditional Affairs sector developed	2	-	1	-	1	Report
5	% of procurement from WYPD owned enterprises by the Department	Women: 40% Youth: 30% PWD: 7%	40% 30% 7%	40% 30% 7%	40% 30% 7%	40% 30% 7%	Report

## TECHNICAL INDICATOR DESCRIPTION

Indicator title 1	% of performance against organisational performance information (OPIM) Compliance Management Plan
<b>Definition</b>	<ul style="list-style-type: none"> <li>• To identify and develop a compliance management plan of Organisational Performance Information Management indicators with timeframes from the Compliance Framework.</li> <li>• Obtain DG's approval of the Organisational Performance Information Management indicators that will be implemented and monitored.</li> <li>• Facilitate the implementation of actions in the Organisational Performance Information Management indicators Framework.</li> </ul>
<b>Source of data/Collection of data</b>	<p>Sources: DTA Compliance Framework, AG and Internal Audit Findings, DTA Policy on Managing Organisational Performance Information</p> <p>Collection: Review the above documents, identify and include compliance issues and dates in the compliance management plan</p>
<b>Method of calculation/assessment</b>	Number of compliance indicators in the compliance management plan achieved/ implemented divided by the total number of compliance indicators in the compliance management plan multiplied by 100.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved Organisational Performance Information Management Compliance Management Plan.</li> <li>• Quarterly Organisational Performance Information Management compliance reports.</li> </ul>
<b>Assumptions</b>	The department adhering to all timeframes with regard to organisational performance information reporting.
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	Not applicable.
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	100% compliance with government timeframes on organisational performance information.
<b>Indicator responsibility</b>	CD: ODG

Indicator title 2	% of actions in the CFM compliance management plan implemented
<b>Definition</b>	<ul style="list-style-type: none"> <li>• To identify and develop a compliance management plan on CFM indicators with time frames from the Compliance Framework</li> <li>• Obtain DG's approval of the CFM indicators that will be implemented and monitored.</li> <li>• Implement the CFM indicators in the compliance management plan and produce reports on a quarterly basis.</li> </ul>
<b>Source of data/Collection of data</b>	<p>Sources: DTA Compliance Framework, AG and Internal Audit Findings, DTA CFM policies</p> <p>Collection: Review the above documents, identify and include compliance issues and dates in the compliance management plan</p>
<b>Method of calculation/assessment</b>	Number of compliance indicators in the compliance management plan achieved/ implemented divided by the total number of compliance indicators in the compliance management plan multiplied by 100.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved Compliance Management Plan.</li> <li>• Quarterly CFM reports.</li> </ul>
<b>Assumptions</b>	The department adhering to all timeframes with regard to CFM reporting.
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	N/A
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	100% compliance with government timeframes on organisational performance information.
<b>Indicator responsibility</b>	CD: CFS

Indicator title 3	Number of reviewed policies to ascertain the level of mainstreaming of women, youth and persons with disabilities
<b>Definition</b>	To review policies to ascertain the level of mainstreaming of women, youth and persons with disabilities.  From the review, the department will seek to develop programmes to address gender, youth and disability gaps in the department.
<b>Source of data/Collection of data</b>	Departmental Policies
<b>Method of calculation/assessment</b>	Simple
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved Concept Note</li> <li>• Consultation Report</li> <li>• Approved ToRs for the Review of policies</li> <li>• Review Report</li> </ul>
<b>Assumptions</b>	The department prioritising the mainstreaming of women, youth and persons with disabilities
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	Data disaggregated in terms of gender, youth and persons with disabilities
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	The department successfully mainstreaming women, youth and persons with disabilities in Departmental policies
<b>Indicator responsibility</b>	D: HRM

Indicator title 4	Number of reports on anti GBVF Interventions within the Traditional Affairs sector developed
<b>Definition</b>	This refers to the initiatives for awareness raising relating to the fight against GBVF for and by Traditional Leaders
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Reports from Provinces and Provincial Houses of Traditional and Khoi-San Leaders</li> <li>• Reports from the National House of Traditional and Khoi-San Leaders</li> <li>• Reports from the DTA Capacity Building Unit</li> </ul>
<b>Method of Calculation/ Assessment</b>	Quantitative
<b>Means of Verification</b>	Reports
<b>Assumptions</b>	The Traditional and Khoi-San Leadership Institutions are open to challenging and transforming patriarchal attitudes and norms that feed GBVF. Traditional Communities are willing to harness their collective resources to stop GBVF. Men are open to participating in programmes that challenge the misconceptions about masculinity and violence against women.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (Where applicable)</b>	Districts with traditional leadership
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Bi-Annual
<b>Desired Performance</b>	A sustained implementation of anti-GBVF advocacy programmes aimed at changing attitudes, behaviours and social norms driving GBVF in traditional communities and creating awareness on the impact of GBVF on women, children and society as a whole.
<b>Indicator Responsibility</b>	D: M&E

Indicator title 5	% of procurement from Women, Youth and People with Disabilities owned enterprises by the Department
<b>Definition</b>	To ensure procurement of goods and services from enterprises owned by Women, Youth and People with Disabilities
<b>Source of data/Collection of data</b>	Central Supplier Database
<b>Method of calculation/assessment</b>	Number of Procurements from Women, Youth and People with Disabilities owned enterprises divided by the total number of procurements multiplied by 100
<b>Means of verification</b>	Reports
<b>Assumptions</b>	Procurement of Goods and Services from women owned enterprises
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	<ul style="list-style-type: none"> <li>• 40% Women</li> <li>• 30% Youth</li> <li>• 7% PWD</li> </ul>
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Goods and Services procured from Women, Youth and People with Disabilities owned enterprises
<b>Indicator responsibility</b>	CD: CFS

## EXPLANATION OF PLANNED PERFORMANCE

The planned performance of the Administration Branch contributes to the realization of the following Departmental outcomes:

### Effective governance of the Department

#### Output 1: Performance against organisational performance information Compliance Management Plan

This output is about identifying and developing a compliance management plan of Organisational Performance Information Management indicators with timeframes to be adhered to. The compliance plan will be implemented and monitored on a monthly, quarterly and annual basis to ensure all compliance requirements of the Department are met.

#### Output 2: Actions in the Corporate and Financial Management (CFM) Compliance Management Plan implemented

This output is about identifying and developing a compliance management plan of Corporate and Financial Management indicators with timeframes to be adhered to. The compliance plan will be implemented and monitored on a monthly, quarterly and annual basis to ensure all compliance requirements of the Department on corporate and financial services are met.

#### Output 3: Review of policies to ascertain the level of mainstreaming of women, youth and persons with disabilities

This output is concerned with the review Departmental policies to ascertain their level of mainstreaming of women, youth and persons with disabilities as vulnerable and disadvantaged groups. From the review, the department will seek to develop programmes and projects to address gender, youth and disability gaps in the department.

**Output 4: Report on Anti GBVF Interventions within the Traditional Affairs sector developed**

This refers to the consolidation of the Provincial reports of CoGTA Departments on the sector indicator submitted to the DPME relating to the fight against GBVF. The report will serve at DTA Governance structures for consideration and lessons learned.

**Output 5: Procurement from Women, Youth and Persons with Disabilities (WYPD) owned enterprises by the Department**

To ensure procurement of goods and services from enterprises owned by Women, Youth and People with Disabilities to meet the set targets of 40% women, 30% youth and 7% people with disabilities respectively.

The planned performance is about compliance with the Public Service prescripts governing performance information, risk management, internal audit, corporate and financial management including human resources. The Compliance Plans for the Office of the Director General and the Corporate and Financial Services have been developed for compliance by the Department covering the wide range of compliance obligation. The ultimate will be the Compliance Framework that would provide for the compliance universe of the Department, which will be monitored on a monthly, quarterly and annual basis. In future, the ODG will have to be capacitated fully regarding the Control and the Compliance units to operate optimally to guarantee full compliance by the Department.

**PROGRAMME RESOURCE CONSIDERATION**

R Thousand Programmes	Audited Outcome			2021-22 Adjusted Appropriation	MTEF Estimates		
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Ministry Management	8,509	11,249	8,818	11,528	10,571	10,653	R10,854
Corporate Services	11,991	13,298	11,710	14,529	14,265	14,388	15,390
Internal Audit	17,231	20,930	16,974	27,167	29,023	30,748	33,890
	3,567	3,793	3,599	4,419	4,606	4,148	4,749
<b>Total</b>	<b>41,298</b>	<b>49,270</b>	<b>41,101</b>	<b>57,643</b>	<b>58,465</b>	<b>59,937</b>	<b>64,883</b>
<b>Economic Classification</b>							
Compensation of Employees	28,486	33,337	33,449	36,522	35,567	36,890	40,788
Goods & Services	10,892	13,158	6,147	18,097	20,886	21,035	21,986
Transfers and Subsidies	33	138	80	12	12	12	12
Payments for Capital Assets	1,848	2,636	1,425	3,012	2,000	2,000	2,097
Payments for Financial Assets	39	1	-	-	-	-	-
<b>Total</b>	<b>41,298</b>	<b>49,270</b>	<b>41,101</b>	<b>57,643</b>	<b>58,465</b>	<b>59,937</b>	<b>64,883</b>

**Narrative on Planned Expenditure**

The bulk of the budget for the Administration Programme will be utilised for the following priorities of the Programme over the MTFS are:

- Organisational Performance Information Compliance Management Plan approved
- 85% of actions in the organisational performance information Compliance Management Plan for the quarter implemented.
- CFM Compliance Management Plan approved
- 85% of actions in the CFM compliance management plan implemented
- Reviews of policies programmes and practices ascertain the level of mainstreaming of women, youth and persons with disabilities
- Anti GBVF Interventions for Traditional Leaders by Provinces reported against
- Procurement from WYPD owned enterprises by the Department

The expenditure for the Administration Branch relates to the implementation of the compliance obligations in the Compliance Management Plans of the ODG and CFS. This relates to items such as transfers and subsidies, payment of capital assets of the Department and the honouring of the contractual obligations of the Department.

## PROGRAMME 2: RESEARCH, POLICY AND LEGISLATION

### Purpose

To develop, review, implement and monitor implementation of and compliance with traditional affairs policies and legislation. Furthermore, the Programme's purpose is to conduct research, establish systems for managing information on traditional and Khoi-San leaders, institutions and legislation implementation. The Programme is also responsible for providing support in respect of the processing of traditional and Khoi-San leadership disputes and claims. The programme also provides administrative and secretariat support to the Commission on Khoi-San Matters and National Initiation Oversight Committee.

### Description

The sub-programmes of the Research, Policy and Legislation Programme are:

- **RPL Management:** To provide leadership for the programme and manage the Secretariats of the Commission on Khoi-San Matters and National Initiation Oversight Committee.
- **Policy and Legislation:** To develop, review, facilitate and monitor implementation of and compliance with traditional affairs policies and legislation. The sub-programme is also responsible for supporting provincial governments on the development of provincial traditional affairs legislation and alignment thereof with national traditional affairs legislation.
- **Research and Information Management:** To conduct research, establish and implement information management systems for traditional affairs legislation implementation, traditional and Khoi-San leaders and institutions/structures. Furthermore, this sub-programme is responsible for the processing, management and legislation compliance monitoring in respect of traditional and Khoi-San leadership disputes and claims.
- **Commission on Khoi-San Matters:** To investigate and make recommendations to the Minister on the recognition of Khoi-San communities; hereditary senior Khoi-San leaders; elected senior Khoi-San leaders; and branches and branch heads.

## PROGRAMME 2: RESEARCH, POLICY AND LEGISLATION

### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Functional institution of traditional and Khoi-San Leadership</b>	Approved research reports	6	Number of research studies in the traditional affairs research agenda conducted per year	2	2	2	2	2 research studies in the traditional affairs research agenda conducted, namely:  a) Research on traditional and Khoi-San leadership councils' election processes b) Research on the effect of customs and culture in the socio-economic development of women within traditional communities	2	2

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Draft set of regulations on the Traditional and Khoi-San Leadership Act TKLA (2019)	7	Number of draft sets of regulations on the Traditional and Khoi-San Leadership Act TKLA (2019) developed per year	-	-	-	1	1 (Draft set of regulations on section 50 of TKLA- local houses)	1 (Draft set of regulations on traditional and Khoi-San leadership councils' election processes)	1
	Approved TKLA Three-Year Implementation Plan implemented	8	Number of 2022/23 projects in the Approved TKLA Three-Year Implementation Plan implemented	-	-	-	Five Year TKLA implementation Plan developed	5	5	5
<b>Transformed institution of traditional and Khoi-San leadership</b>	Kingships and Queenships monitored on transformation and adaptation of their customary laws and customs to comply with the Bill of rights [section 2(1) of the TKLA]	9	Number of kingships/ queenships monitored per year on the development of customary laws of succession and genealogies	-	-	-	-	8	8	8

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Provinces monitored on the development of principal and senior traditional leadership royal families' customary laws of succession and genealogies	10	Number of Provinces monitored per year on the development of principal and senior traditional leadership Royal families' customary laws of succession and genealogies	-	-	-	-	8	8	8
	Signed off research/ investigations reports on received Khoi-San communities and leaders' applications for recognition	11	% of research studies/ investigations on received Khoi-San communities and leaders' applications for recognition in the 2022/23 Plan of the Commission on Khoi-San Matters conducted	-	-	-	-	70%	75%	80%

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Recommendations on researched/ investigated applications submitted to the Minister	12	% of the researched and investigated applications in the 2022/23 Plan of the Commission on Khoi-San Matters submitted to the Minister with recommendations	-	-	-	-	70%	75%	80%
<b>Safe Initiation Practices</b>	Approved Three-Year CIA Implementation Plan implemented	13	Number of 2022/23 projects in the Approved CIA Three-Year Implementation Plan implemented	-	-	-	CIA Three-Year Implementation Schedule developed	4	3	3

## INDICATORS, ANNUAL AND QUARTERLY TARGETS FOR 2022/23 FY

No	Output indicators	Annual target 2022/23	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
6	Number of research studies in the traditional affairs research agenda conducted per year	2 research studies in the traditional affairs research agenda conducted, namely:  a) Research on traditional and Khoi-San leadership councils' election processes a) Research on the effect of customs and culture in the socio-economic development of women within traditional communities.	Research proposal on traditional and Khoi-San leadership council election processes developed	-	-	Research report on traditional and Khoi-San leadership council election processes developed	<ul style="list-style-type: none"> <li>• Research proposal (approved by DG)</li> <li>• Research report (approved by DG)</li> </ul>
			Research proposal on the effect of customs and culture in the socio-economic development of women within traditional communities developed	-	-	Research report on the effect of customs and culture in the socio-economic development of women within traditional communities developed	<ul style="list-style-type: none"> <li>• Research proposal (approved by DG)</li> <li>• Research report (approved by DG)</li> </ul>
7	Number of draft sets of regulations on the Traditional and Khoi-San Leadership Act TKLA (2019) developed per year	1 (Draft set of regulations on section 50 of TKLA- local houses)	-	First set of draft regulations on section 50 of the TKLA (local houses) developed	-	Final set of draft regulations on section 50 of the TKLA (local houses) developed	<ul style="list-style-type: none"> <li>• Draft set of regulations</li> <li>• Submission to DG</li> </ul>
8	Number of 2022/23 projects in the Approved TKLA Three-Year Implementation Plan implemented	5	TKLA Three-Year Implementation Plan approved	-	-	Five (5) 2022/23 projects in the Approved TKLA-Three Year implementation Plan implemented	<ul style="list-style-type: none"> <li>• Approved TKLA Three Year implementation Plan</li> <li>• Reports of the projects implemented approved by the DG</li> </ul>

No	Output indicators	Annual target 2022/23	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
9	Number of kingships/ queenships monitored per year on the development of customary laws of succession and genealogies	8	Traditional Leadership Royal Families Guidelines on the development of customary laws of succession and genealogies approved	-	-	8 Kingships/ Queenships monitored on transformation and adaptation of their customary laws and customs to comply with the Bill of rights [section 2(1) of the TKLA]	<ul style="list-style-type: none"> <li>• Invitations to kingships/ queenships for the monitoring meetings</li> <li>• Confirmations by kingships/ queenships to attend the meetings</li> <li>• Reports on the monitoring meetings</li> </ul>
10	Number of Provinces monitored per year on the development of principal and senior traditional leadership Royal families' customary laws of succession and genealogies	8	-	-	-	8 Provinces for which capacity was created on the application of Traditional Leadership Royal Families Guidelines on the development of customary laws of succession and genealogies	<ul style="list-style-type: none"> <li>• Approved Traditional Leadership Royal Families Guidelines on the development of customary laws of succession and genealogies</li> <li>• Invitations to and confirmations by provinces to attend sessions on Traditional Leadership Royal Families Guidelines on the development of customary laws of succession and genealogies</li> <li>• Attendance registers/ screenshots in case of MS Teams sessions</li> <li>• Approved reports of the sessions</li> </ul>

No	Output indicators	Annual target 2022/23	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
11	% of research studies/ investigations on received Khoi-San communities and leaders' applications for recognition in the 2022/23 Plan of the Commission on Khoi-San Matters conducted	70%	2022/23 Plan of the Commission on Khoi-San Matters developed	-	-	70% of research studies/investigations on received Khoi-San communities and leaders' applications for recognition in the 2022/23 Plan of the Commission on Khoi-San Matters conducted	<ul style="list-style-type: none"> <li>2022/23 Commission on Khoi-San Matters Plan signed off by all Commissioners and its submission to the Minister for noting</li> <li>Research/ investigations reports on received Khoi-San communities and leaders' applications for recognition in the 2022/23 Plan of the Commission on Khoi-San Matters signed off by all Commissioners of the CKSM</li> </ul>

No	Output indicators	Annual target 2022/23	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
12	% of the researched and investigated applications in the 2022/23 Plan of the Commission on Khoi-San Matters submitted to the Minister with recommendations	70%	-	-	-	70% of the researched and investigated applications in the 2022/23 Plan of the Commission on Khoi-San Matters submitted to the Minister with recommendations	<ul style="list-style-type: none"> <li>• CKSM submissions of signed off research/ investigations reports with recommendations to Minister</li> <li>• Register indicating evidence of submission of the signed off research/ investigations reports with recommendations to Ministry</li> </ul>
13	Number of 2022/23 projects in the Approved CIA Three-Year Implementation Plan implemented	4	2022/23 projects in the Approved CIA Three-Year implementation Plan approved	-	-	Four (4) 2022/23 projects in the Approved CIA-Three Year implementation Plan implemented	<ul style="list-style-type: none"> <li>• Approved CIA Three Year implementation Plan</li> <li>• Reports of the projects implemented approved by the DG</li> </ul>

## TECHNICAL INDICATORS DESCRIPTION

Indicator title 6	Number of research studies in the traditional affairs research agenda conducted per year
<b>Definition</b>	<p>To conduct two (2) research studies, namely, research on traditional and Khoi-San leadership councils' election processes and research on the effect of customs and culture in the socio-economic development of women within traditional communities developed as follows:</p> <p><b>a) Research on traditional and Khoi-San leadership councils' election processes:</b></p> <ul style="list-style-type: none"> <li>• To conduct research and develop a research report.</li> <li>• The research is related to the 40% elected component of the councils. The purpose of the research is to determine whether regulations will be needed to provide uniformity (which regulations will then also apply to Khoi-San leadership council elections in future).</li> <li>• A research proposal will be developed and submitted to the DG for consideration and approval. Upon approval by the DG, research will be conducted, and a research report will be developed.</li> <li>• The research report will be submitted to the DG for consideration and approval.</li> </ul> <p><b>a) Research on effect of customs and culture in the socio-economic development of women within traditional communities:</b></p> <ul style="list-style-type: none"> <li>• To conduct research and develop a research report.</li> <li>• The research's focus is on how customs and culture affect socio-economic development of women within traditional communities and make recommendations</li> <li>• A research proposal will be developed and submitted to the DG for consideration and approval. Upon approval by the DG, research will be conducted, and a research report will be developed.</li> <li>• The research report will be submitted to the DG for consideration and approval.</li> </ul>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>• TKLA</li> <li>• Statutory structures of traditional leadership</li> <li>• Academics and academic institutions</li> <li>• Relevant State institutions</li> </ul>
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	Approved Research proposals (approved by the DG) Approved Research reports (approved by the DG)
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• There is no uniformity in the manner in which traditional leadership council elections are done at present.</li> <li>• Some customs and cultures may be discriminatory against women and thus hinder socio-economic development of women within traditional communities</li> </ul>
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	Not applicable
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	<ul style="list-style-type: none"> <li>• Districts with recognised traditional leaders (in respect of the research on traditional and Khoi-San leadership councils' election processes)</li> <li>• Focus of the research on the effect of customs and culture in the socio-economic development of women within traditional communities will be on a sample of the poorest districts with recognised traditional leadership in the country.</li> </ul>
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Twice a year
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Approved research report that will guide the development of regulations.</li> <li>• Approved research report that will assist in the development of traditional communities women socio-economic empowerment programmes</li> </ul>
<b>Indicator responsibility</b>	CD:P&L and CD:RIM

Indicator title 7	Number of draft sets of regulations on the Traditional and Khoi-San Leadership Act TKLA (2019) developed per year
<b>Definition</b>	To develop a draft set of regulations on section 50 of the TKLA (local houses). The first draft set of regulations will be submitted to the DG for approval to consult within government. After the said consultations, a final draft set of regulations will be developed.
<b>Source of data/Collection of data</b>	TKLA
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Draft regulations</li> <li>• Submission</li> </ul>
<b>Assumptions</b>	Regulations for purposes of section 50 of the TKLA are necessary to provide uniformity.
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	N/A
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	Districts with recognised senior traditional and Khoi-San leaders
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Twice a year
<b>Desired performance</b>	Effective functioning of local houses of traditional and Khoi-San leaders in terms of section 50 of the TKLA.
<b>Indicator responsibility</b>	CD:P&L

Indicator title 8	Number of 2022/23 projects in the Approved TKLA Three-Year Implementation Plan implemented
<b>Definition</b>	<ul style="list-style-type: none"> <li>• To develop TKLA Three Year Implementation Plan and obtain approval of the National Plan from the DG. To develop reports on implementation of the five projects and submit them to the DG for approval.</li> <li>• To submit the reports of the implemented projects to the Minister twice a year for noting and intervention where necessary <b>OR</b> present the reports to the COGTA Ministry governance structures (i.e., Technical MINMEC, MINMEC, MANCO and DELC).</li> <li>• Some of the activities towards implementation of some of the projects may start during the development phase of the plan, i.e., before the plan is approved</li> </ul>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>• TKLA</li> <li>• Approved TKLA Three-Year Implementation Plan</li> </ul>
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved TKLA Three Year Implementation Plan (approved by the DG)</li> <li>• Reports and documents on implementation of the projects</li> <li>• Memos submitting the reports to the Minister or minutes and agendas of tabling of the reports to the COGTA governance structures</li> </ul>
<b>Assumptions</b>	Approval of the TKLA Three Year Implementation Plan
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	<ul style="list-style-type: none"> <li>• Some of the Projects to be implemented in this indicator are about formulas for determining the number of members of traditional and Khoi-San leadership councils prescribed by the Act. The Act prescribes that membership of the councils must have 1/3 of women. Though it is not a legislative requirement, when developing the formulas, the Department will make a provision in the formulas to encourage royal families to include 50% women within the 60% selected component of the formula, and a provision to encourage community members to elect women so that women within the 40% elected component of the formula.</li> <li>• One of the projects in the definition of this indicator is monitoring the constitution of the houses of traditional and Khoi-San leaders. The Act prescribes that 1/3 of the membership of these structures must be women.</li> <li>• The monitoring of the legal constitution of the houses and traditional and Khoi-San councils will be enforcing compliance with the 1/3 women representation by these statutory structures and encouraging 50% women membership.</li> </ul>
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	Districts where there are legally recognised traditional leaders
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Twice a year
<b>Desired performance</b>	Compliance with the TKLA by all role players
<b>Indicator responsibility</b>	Director: Policy

Indicator title 9	Number of kingships/queenships monitored per year on the development of customary laws of succession and genealogies
<b>Definition</b>	<ul style="list-style-type: none"> <li>• To develop and obtain approval of Traditional Leadership Royal Families Guidelines on the development of customary laws of succession and genealogies from the DG</li> <li>• To monitor the development of customary laws of succession and genealogies as well as implementation of section 2(1) of the TKLA by Kingships and Queenships by:               <ul style="list-style-type: none"> <li>» Convening workshops for kingships and queenship to empower them on the guidelines for development and transformation/adaptation of customary laws of succession and genealogies;</li> <li>» Communicating dates for submission of customary laws of succession and genealogies to the Minister by the kingships and queenships, and</li> <li>» Develop monitoring reports.</li> </ul> </li> <li>• From the monitoring, if there are instances of non-compliance there will be interventions which will be shared with the relevant kingships and queenships for implementation and there will be a follow up monitoring on implementation of the interventions, and subsequently a report.</li> <li>• The monitoring methodology will be similar to auditing of compliance and non-submission or non-response of a kingship/queenship will not constitute non-achievement of the indicator by the DTA but rather as non-compliance by the kingships and queenships concerned and will be reflected as such in the monitoring report with appropriate intervention thereof proposed.</li> </ul>
<b>Source of data/Collection of data</b>	TKLA
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Monitoring tool</li> <li>• Invitations, agendas and reports of monitoring sessions</li> <li>• Monitoring reports approved by the DG</li> </ul>
<b>Assumptions</b>	Availability of Kingships and Queenships
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	<ul style="list-style-type: none"> <li>• Among others, the workshops will include 50% of women within kingships/queenships on their views about section 2(1) of the TKLA and how best it can be implemented</li> <li>• Obtain opinions, experiences and views of women when it comes to customary laws of succession and their transformation and adaptation thereof to include women as successors/heirs to the throne.</li> </ul>
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	Districts with recognised kingships and queenships
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Twice a year
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• 4 kingships submitting their updated customary laws of succession and genealogies to the Minister</li> <li>• 4 Kingships and queenships with adapted and transformed customary laws and customs that conform to the Bill of Rights in compliance with section 2(1) of the TKLA</li> </ul>
<b>Indicator responsibility</b>	CD: RIM

Indicator title 10	Number of Provinces monitored per year on the development of principal and senior traditional leadership Royal families' customary laws of succession and genealogies
<b>Definition</b>	<ul style="list-style-type: none"> <li>• To develop Traditional Leadership Royal Families Guidelines on the development of customary laws of succession and genealogies and obtain approval from the DG.</li> <li>• To convene information sharing sessions with provincial government officials on the Guidelines for development of customary laws of succession and genealogies. The purpose of the information sharing sessions is to create capacity for provincial government to capacitate principal and senior traditional leadership royal families to apply the Guidelines and develop their customary laws of succession, customs and genealogies.</li> <li>• As part of creating capacity for provincial government in this regard, together with provincial government officials, the DTA will hold information sharing sessions on the Guidelines for one principal traditional leadership (in relevant provinces) and 2 senior traditional leadership royal families per relevant province.</li> <li>• To monitor 8 provinces on the development of customary laws of succession and subsequently develop reports on the monitoring and information sharing sessions <b>(NB: There are only 8 provinces with recognised traditional leaders, hence the target for the indicator is 8 and not 9 provinces)</b></li> <li>• Submit monitoring reports and required interventions to the DG for approval</li> <li>• The monitoring methodology will be similar to auditing and non-submission or non-response, or non-availability of a province will not constitute non-achievement of the indicator by the DTA but rather as non-submission of the required information/evidence by the province/s concerned and will be reflected as such in the monitoring report with appropriate interventions thereof proposed.</li> </ul>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>• Approved Guidelines for development of customary laws of succession, customs and genealogies</li> <li>• Provinces</li> <li>• Senior and Principal traditional leadership royal families</li> </ul>
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved reports on the sessions with provinces (approved by the DG)</li> <li>• Invitations and agendas of meetings with provinces</li> </ul>
<b>Assumptions</b>	Availability and cooperation by provinces to attend the sessions
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	<ul style="list-style-type: none"> <li>• The sample of principal and senior traditional leadership will prioritise the ones led by women principal and senior traditional leaders or where women are regents/acting leaders</li> <li>• Obtain opinions, experiences and views of women when it comes to customary laws of succession and their transformation and adaptation thereof to include women as successors/heirs to the throne.</li> </ul>
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	Not applicable
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Provinces empowering royal families of principal traditional leaders and senior traditional leaders to document their own customary laws and customs and genealogies
<b>Indicator responsibility</b>	CD: RIM

Indicator title 11	% of research studies/investigations on received Khoi-San communities and leaders' applications for recognition in the 2022/23 Plan of the Commission on Khoi-San Matters conducted
<b>Definition</b>	<ul style="list-style-type: none"> <li>• To develop the Commission's 2022/23 Plan and submit to the Minister for noting. The plan will include research studies/investigations in respect of the applications for the recognition of Khoi-San communities and leaders that to be undertaken during the financial year.</li> <li>• To conduct research studies/investigations in respect of the applications for the recognition of Khoi-San communities and leaders that are included in the 2022/23 Plan. The research may be conducted by the Commission and or researchers/experts appointed to the Commission.</li> <li>• To develop investigation/research reports for the applications researched/investigated</li> </ul>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• PAJA</li> <li>• TKLA and any other applicable legislation</li> <li>• Information received from, but not limited to, communities, experts, researchers</li> </ul>
<b>Method of calculation/assessment</b>	Number of research studies/investigations in the Commission's 2022/23 Plan conducted divided by the total number of research studies in the Plan multiplied by 100
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• CKSM 2022/23 Plan and submission/memo submitting it to the Minister</li> <li>• Report on research and investigations (including any community objections, where applicable) completed in respect of Khoi-San community and leader applications for recognition</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Applications for recognition are received from Khoi-San communities and leaders</li> <li>• Available administrative and financial support to the Commission</li> </ul>
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	N/A
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Twice a year
<b>Desired performance</b>	Research and investigations (including any community objections, where applicable) on Khoi-San community and leader applications for recognition conducted
<b>Indicator responsibility</b>	Commission on Khoi-San Matters

Indicator title 12	% of the researched and investigated applications in the 2022/23 Plan of the Commission on Khoi-San Matters submitted to the Minister with recommendations
<b>Definition</b>	<ul style="list-style-type: none"> <li>To make recommendations to the Minister in respect of the recognition of Khoi-San communities and leaders in respect of the applications for the recognition of Khoi-San communities and leaders that are included in the 2022/23 Plan.</li> <li>The recommendations will be made by the Commission on Khoi-San Matters in a format agreed on by the Commission.</li> </ul>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>Constitution</li> <li>PAJA</li> <li>TKLA and any other applicable legislation</li> <li>Information received from, but not limited to, communities, experts, researchers</li> </ul>
<b>Method of calculation/assessment</b>	Number of research studies/investigations in the Commission's 2022/23 Plan with recommendations submitted to the Minister divided by the total number of research studies in the Plan multiplied by 100
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>CKSM 2022/23 Plan</li> <li>CKSM submissions to the Minister.</li> </ul>
<b>Assumptions</b>	Applications for recognition received from Khoi-San communities and leaders have been researched and investigated and decided upon by the CKSM
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	N/A
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Statutory recognition of Khoi-San communities and leaders.
<b>Indicator responsibility</b>	Commission on Khoi-San Matters

Indicator title 13	Number of 2022/23 projects in the Approved CIA Three-Year Implementation Plan implemented
<b>Definition</b>	<ul style="list-style-type: none"> <li>• To develop CIA Three Year Implementation Plan and obtain approval of the National Plan from the DG</li> <li>• To implement four (4) 2022/23 projects in the Approved CIA Three Year Implementation Plan, develop reports thereof and submit them to the DG for approval.</li> <li>• To submit the reports of the implemented projects to the Minister for noting and intervention where necessary OR present the reports to the COGTA Ministry governance structures (i.e., Technical MINMEC, MINMEC, MANCO and DELC).</li> <li>• Some of the activities towards implementation of some of the projects may start during the development phase of the plan, i.e., before the plan is approved.</li> </ul>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>• CIA</li> <li>• Approved CIA Three-Year Implementation Plan</li> </ul>
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved CIA Three Year Implementation Plan (approved by the DG)</li> <li>• Reports and documents on implementation of the projects</li> <li>• Memos submitting the reports to the Minister or minutes and agendas of tabling of the reports to COGTA governance structures</li> </ul>
<b>Assumptions</b>	Approval of the CIA Three Year Implementation Plan
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	<ul style="list-style-type: none"> <li>• All Initiates (Male and female initiates and those with disabilities)</li> <li>• As part of the monitoring of CIA, this project will among others sample and engage women as role players in respect of their involvement in customary initiation of their children and their plight in this regard.</li> </ul>
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	Districts where there are legally recognised customary initiation schools
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Twice a year
<b>Desired performance</b>	Provinces complying with the CIA Three Year Implementation Plan
<b>Indicator responsibility</b>	Director: Policy

## EXPLANATION OF PLANNED PERFORMANCE

The planned performance of the RPL Programme will contribute towards the realisation of the following outcomes in the Department's Strategic Plan:

- Functional institution of traditional **and Khoi-San** leadership;
- Developed traditional **and Khoi-San** communities;
- Transformed institution of traditional **and Khoi-San** leadership; and
- Safer initiation practices.

The following section outlines how the outputs and indicators of the Branch contribute to each of the outcomes:

### Outcome: Functional institution of traditional and Khoi-San Leadership

#### Output 6: 2 research studies in the traditional affairs research agenda conducted, namely:

Research on traditional and Khoi-San leadership councils' election processes:

This is one of the research projects in this output. The purpose of the research is to establish whether there is a need for regulations for the 40% election component of traditional and Khoi-San Councils, and if so, the research is necessary to inform the content of the regulations. Elections of the 40% component by all traditional and Khoi-San leadership councils are needed to ensure that the structures are established so that the entire institution of traditional and Khoi-San leadership is functional. This research is thus critical in ensuring that the elections are conducted in a way that would result in the councils being effective and functional.

#### Output 7: Draft set of regulations on section 50 of TKLA

The purpose of drafting TKLA section 50 regulations is to provide norms and standards on how the local houses must operate. Therefore, the regulations will enhance the functionality of local houses of traditional and Khoi-San leaders as well as to bring uniformity across provinces.

#### Output 8: Five 2022/23 projects in the Approved TKLA Three-Year Implementation Plan implemented

The focus of this output is the development and implementation of the TKLA Three Year Implementation Plan. Some of the 5 Projects in the TKLA Three Year Implementation Plan are:

- 8 provinces monitored on implementation of the Traditional and Khoi-San Leadership Act (2019);
- Development of 2 formulas for determining the number of members of kingship/queenship and principal traditional councils and Khoi-San councils;
- Legal constitution of traditional councils and compliance with the TKLA and relevant formula thereof by provinces monitored; and
- Constitution of National and Provincial Houses of Traditional and Khoi-San Leadership monitored.

These four projects are contribute to the functionality and corporate governance of statutory structures of traditional leadership.

### Outcome: Developed traditional and Khoi-San communities

#### Output 6: Research on effect of customs and culture in the socio-economic development of women within traditional communities

This is one of the research projects in this output. The output commences with the review of the Traditional Affairs Research Agenda to include research projects aimed at advancing women socio-economic development and empowerment as well as addressing challenges of women within traditional and Khoi-San communities and the institution of traditional and Khoi-San leadership to ensure that the research conducted focuses on matters related to socio-economic development challenges faced by women within traditional communities and within the institution of traditional leadership.

The research is aimed at uncovering discriminatory cultural practices, customs and traditions within the institution of traditional and Khoi-San leadership and communities that have the potential to socio-economically disadvantage women and violate their rights.

### **Outcome: Transformed institution of Traditional and Khoi-San Leadership**

#### **Output 8: Five 2022/23 projects in the Approved TKLA Three-Year Implementation Plan implemented**

Though this output contributes to the Departmental outcome on Functional institution of traditional and Khoi-San Leadership, it also contributes to the outcome on transformed institution of traditional and khoi-San leadership. The focus of this output is the development and implementation of the TKLA Three Year Implementation Plan. Some of the 5 Projects to be implemented are:

- a) Development of 2 formulas for determining the number of members of kingship/queenship and principal traditional councils and Khoi-San councils;
- b) Legal constitution of traditional councils and compliance with the TKLA and relevant formula thereof by provinces monitored; and
- c) Constitution of National and Provincial Houses of Traditional and Khoi-San Leadership monitored.

These three projects contribute to the transformation of the institution of traditional and khoi-San leadership. In this regard, projects a) and b) are about formulas prescribed by the Act. The Act prescribes that membership of the councils must have 1/3 of women. Though it is not a legislative requirement, when developing the formulas, the Department will make a provision in the formulas to encourage royal families to include 50% women within the 60% selected component of the formula, and a provision to encourage community members to elect women so that women within the 40% elected component of the formula.

#### **Output 9: Kingships and Queenships monitored on the development of their customary laws of succession and genealogies**

The main purpose of this output is for royal families to develop their own customary laws of succession and genealogies and submit them to the department or COGTA Ministry. The development process must include the adaptation and transformation of customary laws of succession and customs of kingships and queenships by royal families to ensure that they comply with the Bill of rights [section 2(1) of the TKLA]. It is also envisaged that the adaptation and transformation of customary laws of succession and customs will increase the number of women ascending the throne as traditional leaders as well as ensuring that traditional leadership succession is not discriminatory towards women or violate the rights of women. The kingships and queenships will be supported in the development of the customary laws of succession and monitored on whether the customary laws and customs are not discriminatory in terms of gender in respect of succession. The output therefore contributes to the transformation of the sector.

The monitoring of the kingships/queenships will include engaging more women within kingships/queenships and communities to obtain their views about section 2(1) of the TKLA and how best it can be implemented.

#### **Output 10: Provinces monitored on the development of principal and senior traditional leadership royal families' customary laws of succession and genealogies**

Similar to the outputs above, this output is aimed at monitoring and supporting provinces for them to support principal and senior traditional leadership royal families in the development, adaptation and transformation of their customary laws and customs to comply with the Bill of rights. The output therefore contributes to the transformation of the sector. The main purpose of the target is royal families developing, adapting and transforming their customary laws of succession and customs of traditional communities and royal families to increase the number of women ascending the throne as traditional leaders as well as ensuring that traditional leadership succession is not discriminatory towards women or violate human rights of women.

In order to obtain opinions, experiences and views of women when it comes to development, transformation and adaptation of customary laws of succession and customs to include women as successors/heirs to the throne, the project will sample principal and senior traditional leadership led by women or where women are regents/acting leaders.

**Output 11: “Research studies/investigations reports on received Khoi-San communities and leaders’ applications for recognition**

In terms of the TKLA, a Commission on Khoi-San Matters must be established by the Minister to receive, research/investigate Khoi-San applications for recognition and make recommendations to the Minister. Therefore, these two outputs contribute to the legal recognition of the Khoi-San leaders and structures. Once the Khoi-San leaders are legally recognised they will participate in the houses and councils of traditional and Khoi-San leadership, and thereby transforming the institution.

**Output 12: Recommendations on researched/ investigated applications submitted to the Minister**

As indicated in output 8 above, the Commission must submit their recommendations on the researched applications and submit to the Minister for recognition of the Khoi-San leaders and communities. Therefore, this output also contributes to the legal recognition of the Khoi-San leaders and structures. Once the Khoi-San leaders are legally recognised they will participate in the houses and councils of traditional and Khoi-San leadership, and thereby transforming the institution.

**Outcome: Safe Initiation Practices****Output 13: Approved Three-Year CIA Implementation Plan implemented**

The Three-Year CIA Implementation Plan has a number of projects which are aimed at ensuring compliance with the Act and that all role players perform their roles to ensure that the customary initiation practice is without any fatalities. Therefore, this output contributes to the Departmental outcome on safe initiation practices.

One of the projects in the Three-Year CIA Implementation Plan is monitoring implementation of and compliance with the CIA by provincial governments, and other provincial role players. As part of the monitoring of the CIA, this project will among others sample and engage women as role players in respect of their involvement in customary initiation of their children and their plight in this regard, and identify the effective role they can play to ensure that there are safe Initiation Practices.

**PROGRAMME RESOURCE CONSIDERATION**

R Thousand Programmes	Audited Outcome			2021-22 Adjusted Appropriation	MTEF Estimates		
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Management	1,772	2,645	3,715	6,702	12,918	12,284	13,616
Policy & Legislation	3,868	4,016	3,478	5,227	6,657	6,728	6,805
Research and Information Management	11,500	9,944	7,807	9,732	8,415	8,710	8,793
<b>Total</b>	<b>17,077</b>	<b>16,605</b>	<b>15,000</b>	<b>21,661</b>	<b>27,990</b>	<b>28,722</b>	<b>29,214</b>
<b>Economic Classification</b>							
Compensation of Employees	13,012	13,005	11,831	14,609	21,453	22,122	22,322
Goods & Services	3,868	3,598	2,676	7,052	6,537	6,600	6,892
Transfers and Subsidies	197	-	493	-	-	-	-
Payments for Capital Assets	-	-	-	-	-	-	-
Payments for Financial Assets	-	2	-	-	-	-	-
<b>Total</b>	<b>17,077</b>	<b>16,605</b>	<b>15,000</b>	<b>21,661</b>	<b>27,990</b>	<b>28,722</b>	<b>29,214</b>

## Narrative on Planned Expenditure

The bulk of the 2022/23 budget of the Programme will be utilized for outputs towards implementation of Traditional and Khoi-San Leadership Act and the Customary Initiation Act. Most of the Programme's Compensation of Employees budget will be used for the appointment of human resources for implementation of these pieces of legislation. Furthermore, the current human resources of the programme will focus on outputs aimed at enhancing implementation of the two pieces of legislation and research. Both the human and financial resources of the Branch will be reprioritised to ensure that the outputs in the APP are allocated adequate resources.

The Programme will use the bulk of its 2022/23 CoE and goods and services budget towards the achievement of the APP targets and the following outputs aimed at implementation of the Traditional and Khoi-San Leadership Act:

- a) Commission on Khoi-San Matters' investigations and research on applications for recognition as Khoi-San leaders and communities;
- b) Facilitating and monitoring the legal constitution of traditional councils in terms of the TKLA;
- c) Monitoring implementation of and compliance with the TKLA;
- d) Processing and investigation of disputes and claims of traditional leadership and appointment of Ad-Hoc and Advisory Panels thereof in terms of the TKLA;
- e) Monitoring implementation of section 2(1) of the TKLA (i.e. transformation and adaptation of customary laws and customs to comply with the Bill of Rights) by kingships and queenships;
- f) Empowerment of Royal Families on the documentation of their customary laws and genealogies;
- g) Establishment and maintenance of databases for the Commission on Khoi-San Matters (section 51 of the TKLA);
- h) Collection of information and legal documents on implementation of the TKLA; and
- i) Regulations on the identified and prioritised provisions/sections of the TKLA.

Regarding implementation of the Customary Initiation Act, the Programme will utilise the bulk of its 2022/23 budget on the implementation of the CIA Three Year Implementation Plan (i.e., the APP target) and the following projects:

- a) Projects of the National Initiation Oversight Committee (NIOC);
- b) Provision of secretariat and administrative support for the NIOC;
- c) Monitoring implementation of and compliance with the Customary Initiation Act, 2021 (Act No. 2 of 2021);
- d) Establishment and maintenance of a Database for National Initiation Oversight Committee (section 9 of the CIA) and legislation implementation information i.e., information management system for the CIA; and
- e) Collection of information and legal documents on implementation of the Customary Initiation Act in support of the work of the NIOC.

Furthermore, some of the programme's budget will be utilised for the research projects aimed at transformation of the sector and for determining whether there is a need for certain sections of the legislation to have regulations and if so, to inform the content of such regulations.

## PROGRAMME 3: INSTITUTIONAL SUPPORT AND COORDINATION

### Purpose

To promote institutional development and capacity building for the institution of traditional leadership and facilitate partnerships between the institution of traditional leadership and all spheres of government, civil society and private sector.

### Description

The sub-programmes of the Institutional Support and Coordination Programme are:

- **Secretariat of the NHTKL:** To provide secretariat, administrative and research support to the NHTKL. In collaboration with the NHTKL and the Department, the Secretariat provides planning, performance reporting services to the House and assists the House to implement the House Strategic Plans and APPs. The Secretariat also supports the House to comply with financial, planning, performance reporting and corporate governance prescripts.
- **Institutional Development and Capacity Building:** To ensure that structures of traditional leadership are empowered by reviewing, developing, implementing and monitoring national institutional support programmes.
- **Partnerships:** To promote and integrate the role and place of the institution of traditional leadership, including Khoi-San leadership and structures in the South African governance system by establishing collaborative relations between the institution and other governance structures across the three spheres of government.

## PROGRAMME 3: INSTITUTIONAL SUPPORT AND COORDINATION

### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Developed communities in areas of traditional and Khoi-San leadership</b>	Provinces workshopped on the implementation of section 24 of the TKLA	14	Number of provinces workshopped on the implementation of section 24 of the TKLA	-	-	8 provinces consulted on the implementation of section 24 of the TKLA	8 provinces workshopped on the implementation of section 24 of the TKLA	8 provinces workshopped on the implementation of section 24 of the TKLA	8 provinces monitored on the implementation of section 24 of the TKLA	8 provinces monitored on the implementation of section 24 of the TKLA
	LHTKL participating in DDM activities	15	Number of LHTKL co-ordinated to participate in DDM activities	-	-	Guidelines developed for traditional leaders on the participation of LHTKL in DDM processes	8 Provinces monitored on the participation of LHTKLs in government development programs in terms of the DDM	32 LHTKL co-ordinated to participate in DDM activities	32 LHTKL monitored on their participation in DDM activities	32 LHTKLs monitored on their participation in DDM activities

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Functional institution of traditional and Khoi-San leadership</b>	LHTKL capacitated to perform their legislated functions	16	Number of provinces coordinated to develop Intervention Plans for the functionality of LHTKL	-	-	-	8 provinces monitored on the functionality of Local Houses of Traditional and Khoi-San Leaders	8 Provinces coordinated to develop Intervention Plans for the functionality of Local Houses of Traditional and Khoi-San Leaders	8 Provinces monitored on the implementation of the Intervention Plans for the functionality of Local Houses of Traditional and Khoi-San Leaders	8 Provinces monitored on the implementation of the Intervention Plans for the functionality of Local Houses of Traditional and Khoi-San Leaders
<b>Functional institution of traditional and Khoi-San leadership</b>	Provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA	17	Number of Provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA	-	-	-	Promulgation of the TKLA	8 Provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA	8 Provinces monitored on the implementation of section 50 sub sections 6,7 and 9 of the TKLA	8 Provinces monitored on the implementation of section 50 sub sections 6,7 and 9 of the TKLA

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Traditional leadership structures capacitated in performing their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)	18	Number of traditional leadership structures capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)					32 traditional leadership structures capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)	32 traditional leadership structures capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)	32 traditional leadership structures capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)
<b>Transformed institution of traditional and Khoi-San leadership</b>	Social cohesion dialogues on tribalism and foreign nationals' (xenophobia) in traditional and Khoi-San communities convened	19	Number of social cohesion dialogues convened on tribalism and foreign nationals (xenophobia) in traditional and Khoi-San communities	-	-	Social Cohesion Strategy	Approved Social Cohesion Programme	4 social cohesion dialogues convened on tribalism and foreign nationals (xenophobia) in Traditional and Khoi-San communities	4 social cohesion dialogues convened	4 social cohesion dialogues convened

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Monitor participation of Traditional and Khoi-San leaderships in the National Days Programme of government	20	Number of National Days Programme of government monitored at which traditional and Khoi-San leadership participate	-	-	-	-	6 National Days programme of government monitored at which traditional and Khoi-San leadership participate	6 National Days programme of government monitored at which traditional and Khoi-San leadership participate	6 National Days programme of government monitored at which traditional and Khoi-San leadership participate
	Monitor provinces on the implementation of social cohesion programme	21	Number of provinces monitored on the implementation of social cohesion programme				Approved Social Cohesion Programme  Social cohesion implementation plan	8 Provinces monitored on the implementation of social cohesion programme	8 Provinces monitored on the implementation of social cohesion programme	8 Provinces monitored on the implementation of social cohesion programme
	Provincial Houses of Traditional Leaders monitored per year on their functionality	22	Number of Provincial Houses of Traditional Leaders monitored per year on their functionality	-	-	-	-	7 provincial houses monitored on their functionality	7 provincial houses monitored on their functionality	7 provincial houses monitored on their functionality

## INDICATORS, ANNUAL AND QUARTERLY TARGETS FOR 2022/23 FY

No	Output indicators	Annual target 2022/23	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
14	Number of provinces workshopped on the implementation of section 24 of the TKLA	8 provinces workshopped on the implementation of section 24 of the TKLA	2 provinces workshopped on the implementation of section 24 of the TKLA	2 provinces workshopped on the implementation of section 24 of the TKLA	2 provinces workshopped on the implementation of section 24 of the TKLA	2 provinces workshopped on the implementation of section 24 of the TKLA	Workshop reports, invitation correspondences, Attendance registers
15	Number of LHTKLs co-ordinated to participate in DDM activities.	32	6	10	10	6	Reports
16	Number of provinces coordinated to develop Intervention Plans for the functionality of LHTKLs	8 provinces coordinated to develop Intervention Plans for the functionality of LHTKLs	2 provinces coordinated to develop Intervention Plans for the functionality of LHTKLs	2 provinces coordinated to develop Intervention Plans for the functionality of LHTKLs	2 provinces coordinated to develop Intervention Plans for the functionality of LHTKLs	2 provinces coordinated to develop Intervention Plans for the functionality of LHTKLs	8 Intervention Plans for 32 Local Houses
17	Number of Provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA	8 Provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA	2 Provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA	2 Provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA	2 Provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA	2 Provinces workshopped on the implementation of section sub sections 6,7 and 9 50 of the TKLA	Workshop reports, invitation correspondences, Attendance registers

No	Output indicators	Annual target 2022/23	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
18	Number of Traditional leadership structures capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)	32 traditional leadership structures capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)	6 traditional leadership structures capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)	10 capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)	10 capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)	6 capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)	Reports Training manuals Attendance registers
19	Number of dialogues convened on tribalism and foreign nationals (xenophobia) in traditional and Khoi-San communities	4 social cohesion dialogues convened on tribalism and foreign nationals (xenophobia) in Traditional and Khoi-San communities	Concept note on a dialogues on tribalism and foreign nationals (xenophobia) developed and approved by DG  Project implementation plan developed and approved by DG	1 dialogue on tribalism and foreign nationals (Xenophobia) convened in Traditional and Khoi-San communities	2 dialogues on tribalism and foreign nationals (xenophobia) convened in traditional and Khoi-San communities	1 dialogue on tribalism and foreign nationals (Xenophobia) convened in Traditional and Khoi-San communities	Concept note developed and approved by DG  Project implementation plan developed and approved by DG  Report on the dialogues convened

No	Output indicators	Annual target 2022/23	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
20	Number of National Day's Programme of government monitored at which traditional and Khoi-San leadership participate	6 National Day's programme of government monitored at which traditional leadership participate	2 National Day's programme of government monitored	2 National Day's programme of government monitored	1 National Day's programme of government monitored	1 National Day's programme of government monitored	Participation Reports  Programme on the National Day
21	Number of provinces monitored on the implementation of social cohesion programme	8 Provinces monitored on the implementation of social cohesion programme	2 Provinces monitored on the implementation of social cohesion programme	2 Provinces monitored on the implementation of social cohesion programme	2 Provinces monitored on the implementation of social cohesion programme	2 Provinces monitored on the implementation of social cohesion programme	Reports
22	Number of Provincial Houses of Traditional Leaders monitored per year on their functionality	7	Monitoring tool developed	7 provincial houses consulted on the monitoring tool	4 provincial houses monitored on their functionality	3 provincial houses monitored on their functionality	Reports on the functionality of 7 Provincial Houses of Traditional Leaders  1 Consolidated Report on the functionality of Provincial Houses of Traditional Leaders

## TECHNICAL INDICATORS DESCRIPTION

Indicator title 14	Number of provinces workshopped on the implementation of section 24 of the TKLA
<b>Definition</b>	<p>Provinces workshopped on the approved guidelines on the implementation of section 24 of the TKLA.</p> <p>Only 8 provinces will be workshopped on the implementation of section 24 of the TKLA. One province, that is, the Western Cape does not have recognised traditional leaders yet.</p>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>• The Traditional and Khoisan Leadership Act, No 3 of 2019</li> <li>• Provincial Departments responsible for traditional affairs</li> <li>• Provincial Houses of Traditional and Khoi-San leaders</li> </ul>
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	Workshop reports with provincial departments responsible for traditional affairs and Provincial Houses of Traditional and Khoi-San leaders
<b>Assumptions</b>	Provincial departments responsible for traditional affairs will be available in platforms and the Provincial Houses of Traditional and Khoi-San leaders and virtual meetings.
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	Not applicable
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	Not applicable
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Workshop reports
<b>Indicator responsibility</b>	Chief Director: Partnerships and IGR

Indicator title 15	Number of LHTKL co-ordinated to participate in DDM activities
<b>Definition</b>	<p>This indicator refers to the co-ordination and facilitation by the Department, supported by the DDM role players (NHTKL, Provincial departments of CoGTA, PHTKL, other Departments etc) to ensure that LHTKL participate in DDM activities.</p> <p>Interventions related to the LHTKL's participation in the DDM includes Invest Rural project such as Agrarian Revolution projects and or Community Works Programme, coordination of support to co-operatives in traditional communities etc.</p>
<b>Source of data</b>	DCoG, Provincial CoGTA, Houses of Traditional and Khoi-San Leaders, etc
<b>Method of calculation/ assessment</b>	Simple count
<b>Means of verification</b>	Reports on 32 LHTKL in 8 provinces participating in DDM activities
<b>Assumptions</b>	All LHTKL have embraced the DDM as a model for delivery and development
<b>Disaggregation of beneficiaries</b>	Reports to be disaggregated into gender, youth and persons with disabilities, participating in government development programmes in terms of the DDM.
<b>Spatial transformation (where applicable)</b>	Districts and Metropolitan areas with traditional leadership
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All LHTKL will actively participate in the DDM for the development and servicing of traditional communities
<b>Indicator responsibility</b>	CD: P& IGR

Indicator title 16	Number of provinces coordinated to develop Intervention Plans for the functionality of the LHTKLs
<b>Definition</b>	<p>The indicator intends to increase the number of functional structures of traditional leadership by working with the provincial COGTAs in developing Intervention Plans for the functionality of LHTKLs.</p> <p>The Interventions Plans shall give guidance on resource allocation and support programmes to the LHTKLs</p> <p>Only 8 Provinces instead of 9 will be coordinated to develop Intervention Plans for the functionality of Local Houses of Traditional and Khoi-San Leaders. One province, that is, the Western Cape does not have recognised traditional leaders yet.</p>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>• Provincial Traditional Affairs Departments</li> <li>• NHTKL</li> </ul>
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	Intervention Plans
<b>Assumptions</b>	Functional LHTKL that perform legislated functions and contribute to the development of communities in district and metropolitan spaces.
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	<p>Traditional leaders</p> <p>Communities</p>
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increase in the number of functional structures of traditional leadership.
<b>Indicator responsibility</b>	CD: P & IGR

Indicator title 17	Number of provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA
<b>Definition</b>	<p>The indicator intends to workshop provincial traditional affairs officials on section 50 sub sections 6, 7 and 9 of the TKLA to improve knowledge and awareness for better implementation.</p> <p>Only 8 Provinces instead of 9 will be workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA. One province, that is, the Western Cape does not have recognised traditional leaders yet.</p>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>• Provincial Traditional Affairs Departments</li> <li>• NHTKL</li> <li>• TKLA</li> </ul>
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	Workshop reports
<b>Assumptions</b>	Cooperation between traditional leadership and local government
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	<ul style="list-style-type: none"> <li>• Traditional leaders</li> <li>• Communities</li> <li>• Provinces</li> </ul>
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improving knowledge and awareness on the provisions of section 50 sub sections 6, 7 and 9 of the TKLA for better implementation.
<b>Indicator responsibility</b>	CD: P&IGR

Indicator title 18	Number of Traditional leadership structures capacitated to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)
<b>Definition</b>	<p>This entails capacitating traditional leadership structures on the content of the Customary Initiation Act (CIA) as well as Gender Based Violence and Femicide (GBVF). This include but not limited to:</p> <ul style="list-style-type: none"> <li>a) National House of Traditional and Khoi-San Leaders</li> <li>b) Provincial Houses of Traditional and Khoi-San Leaders</li> <li>c) Local Houses of Traditional and Khoi-San Leaders</li> <li>d) Traditional councils</li> </ul> <p>Capacitation of structures will also include other interventions that will incorporate women empowerment programmes, to enable them to perform their functions effectively and efficiently.</p> <p>Furthermore, this will ensure that it takes into consideration members of the newly reconstituted traditional councils, as stipulated in the legislation. Training will continue in the ensuing years for reconstituted traditional councils.</p>
<b>Source of data/Collection of data</b>	<ul style="list-style-type: none"> <li>• CIA</li> <li>• Documents on Gender Based Violence and Femicide (GBVF)</li> <li>• Other government departments</li> <li>• Other stakeholders eg (NGOs and CBOs)</li> <li>• Other relevant documentation</li> </ul>
<b>Method of calculation/assessment</b>	<p>Simple count</p>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Invitations</li> <li>• Agendas</li> <li>• Attendance registers of the sessions held</li> <li>• Training reports</li> </ul>
<b>Assumptions</b>	<p>Structures of Traditional and Khoi-San Leadership are functional.</p>
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	<p>Traditional leadership structures will take into consideration women, youth and persons with disabilities.</p>
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	<p>All Districts with recognised traditional leadership who participate in customary initiation practices</p>
<b>Calculation Type</b>	<p>Cumulative</p>
<b>Reporting cycle</b>	<p>Quarterly</p>
<b>Desired performance</b>	<p>Increased understanding and compliance with the CIA to assist traditional communities to practice safer initiation. Furthermore, traditional leadership structures will be equipped with knowledge and understanding on GBVF, to assist their respective communities.</p>
<b>Indicator responsibility</b>	<p>CD: CD&amp; ID</p>

Indicator title 19	Number of dialogues convened on tribalism and foreign nationals (xenophobia) in Traditional and Khoi-San communities
<b>Definition</b>	<p>The indicator entails convening dialogues on tribalism and foreign nationals (xenophobia) in traditional and khoi-san communities. This will be done in conjunction with provinces through the National and Provincial Houses of Traditional and Khoi-San Leaders.</p> <p>The target forms part of the implementation plan developed from the Memorandum of Understanding (MoU) entered into between DTA and the then Department of Sports, Arts and Culture (DSAC). Furthermore the Department of Traditional Affairs (DTA) developed a Social Cohesion Programme, for the institution of Traditional leadership, which was consulted on with provinces during 2021/22 financial year.</p>
<b>Source of data</b>	<p><b>Primary sources:</b> Committee of Heritage and Culture of the National House of Traditional Leaders (NHTKL), Houses of Traditional Leaders; Provincial departments responsible for Traditional Affairs as well as other relevant stakeholders.</p> <p><b>Secondary sources:</b> Memorandum of Understanding between Department of Traditional Affairs, Department of Sports, Arts and Culture (DSAC), NGOs and CBOs.</p>
<b>Method of calculation</b>	Simple count
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Concept document on dialogues, focusing <b>on tribalism and foreign nationals (xenophobia) in traditional and Khoi-San communities</b></li> <li>• Project implementation Plan for the Dialogue</li> <li>• Reports</li> </ul>
<b>Assumptions</b>	All role players will participate actively in the dialogue
<b>Disaggregation of beneficiaries</b>	The dialogue will target all sectors of , and will be s to be disaggregated in terms of Women, Youth and Persons with Disabilities
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Promote social cohesiveness and tolerance in traditional and Khoi-San communities to ensure that all the inhabitant in those communities are living in harmony and not victims of tribalism and xenophobic attacks.
<b>Indicator responsibility</b>	Director: Social Cohesion

Indicator title 20	Number of National Days Programme of government monitored at which traditional and Khoi-San leadership participate
<b>Definition</b>	<p>The role of the Institution of Traditional and Khoi-San leadership is recognised by the Constitution and is an integral part of government machinery, in the implementation of government's programme.</p> <p>The project participating in the commemoration of National Days. This entails traditional leaders participating not only in the commemoration but also in the celebrations that takes place throughout the country.</p> <p>The National Days on government programmes at which Traditional and Khoi-San Leadership participate, include but not limited to the following:</p> <ul style="list-style-type: none"> <li>a) Human Rights Day</li> <li>b) Freedom Day</li> <li>c) Children's day</li> <li>d) Youth Day</li> <li>e) Women's Day</li> <li>f) Heritage Day</li> <li>g) Day of Reconciliation</li> </ul>
<b>Source of data</b>	<p><b>Primary sources:</b></p> <p>The Presidency (Department of Women, Youth and Persons with disabilities); Department of Sport, Arts and Culture; Department of Social Development and South African Police Services (SAPS)</p>
<b>Method of calculation</b>	Simple count
<b>Means of verification</b>	Participation Reports
<b>Assumptions</b>	All traditional leaders participating actively in the commemoration and celebration of national days programmes
<b>Disaggregation of beneficiaries</b>	Beneficiaries to be disaggregated in terms of Gender, Youth and Persons with Disabilities
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Traditional leaders actively participating in all national day's programmes
<b>Indicator responsibility</b>	Director: Social Cohesion

Indicator title 21	Number of provinces monitored on the implementation of social cohesion programme
<b>Definition</b>	<p>Social Cohesion is one of the programmes implemented by the Institution of Traditional and Khoi-San Leadership. As such the Department of Traditional Affairs (DTA) developed a Social Cohesion Programme.</p> <p>The implementation of Social Cohesion programmes will also include programmes targeting women, children, youth and persons with disabilities. The social cohesion programmes will focus on amongst others, addressing social ills within the society such as human trafficking, sexual assault, substance and alcohol abuse, brutal killing of people living with albinism and abuse LGBTQI and condemning cultural and religious practices that are harmful and unconstitutional.</p> <p>The indicator therefore entails monitoring provinces in the implementation of the programme in line with the Memorandum of Understanding entered between DTA and the then Department of Sports, Arts and Culture (DSAC) as well as the implementation plan.</p> <p>Only 8 Provinces instead of 9 will be monitored on the implementation of the social cohesion programme. One province, that is, the Western Cape does not have recognised traditional leaders yet.</p>
<b>Source of data</b>	<p><b>Primary sources:</b> Department of Sport, Arts and Culture</p>
<b>Method of calculation</b>	Simple count
<b>Means of verification</b>	Reports on the implementation of social cohesion programmes in traditional and khoi-san communities.
<b>Assumptions</b>	Social cohesion is undertaken in all traditional and khoi-san communities.
<b>Disaggregation of beneficiaries</b>	Social Cohesion programmes will benefit Women, Men, Youth and Persons with Disabilities
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Traditional and Khoi-San leaders actively participating in social cohesion programmes in their respective areas.
<b>Indicator responsibility</b>	Director: Social Cohesion

Indicator title 22	Number of Provincial Houses of Traditional Leaders monitored per year on their functionality
<b>Definition</b>	To monitor the functionality of Provincial Houses of Traditional Leaders to ensure that they operate in line with their establishing legislation. The assessment tool for the functionality of Provincial Houses will be developed and used to test their functionality.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• PHTLs</li> <li>• National and Provincial Departments responsible for Traditional Affairs</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• 7 Provincial Houses Reports</li> <li>• 1 Consolidated Report</li> </ul>
<b>Assumptions</b>	Assuming that PHTL will cooperate with the functionality assessment process coordinated by the Department
<b>Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)</b>	N/A
<b>Spatial transformation (where applicable, reflecting which Districts/ Metros as per DDM)</b>	Provinces with Traditional Leadership
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Bi-Annual
<b>Desired performance</b>	Optimal functioning of Houses of Traditional Leaders
<b>Indicator responsibility</b>	CD: IGR & P

## EXPLANATION OF PLANNED PERFORMANCE

The performance of the ISC branch programme will contribute towards the achievement of the departmental outcomes focusing on:

- a) Developed communities in areas of traditional and Khoi-San Leadership
- b) Functional Institution of traditional and Khoi-San Leadership
- c) Transformed institution of traditional and Khoi-San leadership

### Outcome: Developed communities in areas of traditional and Khoi-San Leadership

#### Output 14: Provinces workshopped on the implementation of section 24 of the TKLA

The legislation makes provision for the National and provincial government to regulate partnerships and agreements for traditional leadership councils to enter into with government and any other institution. As such the Department of Traditional Affairs developed guidelines and will be engage provinces on the implementation of Section 24 as contemplated in the TKLA.

#### Output 15: LHTKL participating in government development programmes in terms of the DDM

The purpose of the participation of Local Houses of Traditional and Khoi-San leaders in the DDM processes is to ensure alignment and sustainability of programmes and projects in areas under the jurisdiction of traditional leadership. This will further ensure that such programmes form part of One Plans in each district.

### Outcome: Functional Institution of traditional and Khoi-San Leadership

#### Output 16: LHTKL capacitated to perform their legislated functions

Local Houses of Traditional and Khoi-San Houses must perform their functions as prescribed in the legislation. Based on the assessment undertaken, the department needs to co-ordinate various provinces to develop intervention plans, in ensuring that structures are functional.

#### Output 17: Provinces workshopped on the implementation of section 50 sub sections 6,7 and 9 of the TKLA

The output intends to improve knowledge and awareness on the implementation section 50, sub sections 6, 7 and 9 of the TKLA. This will be achieved through workshops with provincial officials responsible for Traditional Affairs.

#### Output 18: Traditional leadership structures capacitated in performing their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF)

The intent of this output is to capacitate traditional leadership structures on the content of the Customary Initiation Act (CIA) as well as Gender Based Violence and Femicide (GBVF). This will assist them with information and knowledge to assist their respective communities address issues pertaining to customary initiation and gender-based violence and femicide.

### Outcome: Transformed institution of traditional and Khoi-San leadership

#### Output 19: Social cohesion dialogue on tribalism and foreign nationals (xenophobia) in traditional communities convened

Traditional leaders have a responsibility to promote cohesiveness in their respective communities. This output entails convening dialogues on tribalism and foreign nationals (xenophobia) in traditional and khoi-san communities. This will ensure that the communities under the jurisdiction of traditional leadership are living in harmony and thus ensuring social inclusivity.

#### Output 20: Monitor participation of Traditional and Khoi-San leadership in the National Days Programme of government

The Constitution recognises the role of the Institution of Traditional and Khoi-San leadership as it is an integral part of government machinery. One of the mechanisms used by government is through commemoration of National Days, where government promotes implementation of government's programmes. Traditional leaders play an active role in ensuring that messages on government programmes and service delivery is communicated to their communities, through these engagements.

**Output 21: Monitor provinces on the implementation of social cohesion programmes**

Social Cohesion is one of the programmes implemented by the Institution of Traditional and Khoi-San Leadership. The purpose is to promote and address the concept of Ubuntu in traditional communities. Social Cohesion programmes are targeted at addressing social ills within their communities such as human trafficking, sexual assault, substance and alcohol abuse, brutal killing of people living with albinism and abuse LGBTQI and condemning harmful and unconstitutional cultural and religious practices, women, men, children, youth and persons with disabilities.

**Output 22: Number of Provincial Houses of Traditional Leaders monitored per year on their functionality**

This outputs relates to the monitoring of the functionality of Provincial Houses of Traditional Leaders to ensure that they operate in line with their establishing legislation. The assessment tool for the functionality of Provincial Houses will be developed and used to test their functionality and reports will therefore be generated in this regard.

**PROGRAMME RESOURCE CONSIDERATIONS**

R Thousand Programmes	Audited Outcome			2021-22 Adjusted Appropriation	MTEF Estimates		
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Management	2,348	5,375	4,088	9,317	5,095	5,164	5,275
Institutional Development & Capacity Building	6,553	6,320	5,885	7,445	7,714	7,951	8,086
Intergovernmental Relations & Partnership	6,914	7,667	6,805	8,197	8,321	8,411	8,510
National House	22,338	24,101	16,976	22,395	22,779	22,779	22,967
CRL Commission	48,793	45,189	46,046	46,032	46,998	46,998	49,101
CTLDC	8,942	6,189	1,622	-	-	-	-
<b>Total</b>	<b>95,888</b>	<b>94,841</b>	<b>81,422</b>	<b>93,386</b>	<b>90,576</b>	<b>91,303</b>	<b>93,947</b>
<b>Economic Classification</b>							
Compensation of Employees	24,129	26,546	27,477	33,138	29,541	30,008	29,908
Goods & Services	22,966	23,000	6,864	14,216	14,217	14,297	14,930
Transfers and Subsidies	48,793	45,290	47,081	46,032	46,818	46,998	49,109
Payments for Capital Assets	-	-	-	-	-	-	-
Payments for Financial Assets	-	5	-	-	-	-	-
<b>Total</b>	<b>95,888</b>	<b>94,841</b>	<b>81,422</b>	<b>93,386</b>	<b>90,576</b>	<b>91,303</b>	<b>93,947</b>

The bulk of the budget for the Institutional Support and Co-ordination (ISC) branch will be utilised for the following priorities over the MTSF period:

- Monitor the participation of Local Houses of traditional leadership in government development programmes in terms of the DDM.
- Undertake awareness campaigns on customary initiation practices as part of social cohesion programme.
- Monitoring Provincial Houses of Traditional Leaders on their functionality to perform their functions in a more effective and efficient manner.
- Coordinate provinces in the development of intervention plans to improve functionality of Local Houses of Traditional and Khoi-San Leaders.
- Monitor implementation of social cohesion programmes by provinces.
- Engage and workshop provinces on guidelines on the implementation of section 24 of the TKLA.
- Capacitation of Provincial Houses of Traditional Leaders on Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF).

## NARRATIVE ON PLANNED EXPENDITURE

For 2022/23 financial year the bulk of the budget for the Institutional Support and Coordination Branch will be utilized for the following programmes and projects:

- a) Provinces workshopped on the implementation of section 24 of the TKLA.
- b) LHTKL participating in DDM activities.
- c) Provinces workshopped on the implementation of section 50 of the TKLA.
- d) Provincial Houses of Traditional Leaders monitored on their functionality.
- e) Implementation of guidelines on recruitment, selection and appointment of the Kingship/Queenship/Principal traditional leadership and Traditional Councils Administrative Support Staff by Provinces monitored.
- f) Interventions in the Integrated traditional and Khoi-San Leadership support programme implemented.
- g) Social cohesion dialogue on tribalism and foreign nationals in traditional communities convened.
- h) Traditional and Khoi-San leadership's participation in the National Days Programme of government.

## UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

OUTCOME	KEY RISK	RISK MITIGATION
<b>Effective governance of the Department</b>	Ineffective system to monitoring compliance to ensure good governance.	Monitor compliance to compliance indicators framework
	Lack of compliance to representivity targets for WYPD	Monitor the implementation of the EE plan of the Department
<b>Safe initiation practices</b>	Inability to regulate customary initiation practice.	Monitor the implementation of various sections of the CIA
	Lack of inclusion of Women in the Customary Initiation structures to achieve gender equity and equality	Monitor the establishment of the CIA structures to achieve gender equity and equality
<b>Functional institution of traditional and Khoi-San leadership.</b>	Inadequate implementation of the Traditional and Khoi-San Leadership Act provision on the functionality and representivity of the traditional and Khoi-San leadership	Monitor the implementation of the TKLA on the provisions for the functionality and representivity of traditional leadership.
<b>Developed communities in the areas of traditional leadership.</b>	Ineffective development within Traditional and Khoi-San communities.	Empower traditional communities, through facilitating development and implementation of partnerships
	Lack of targeted beneficiation for WYPD	Monitor the implementation of socio-economic development programmes targeted at WYPD
<b>Transformed institution of traditional leadership</b>	Lack of a willingness by the institution to transform.	Develop and implement the transformation empowerment plan for the institution of traditional leadership, working with key partners (SAHRC, Gender Commission, CRL Commission, etc).  Monitor the implementation of the transformation empowerment plan.



## DEPARTMENT OF TRADITIONAL AFFAIRS

Communications, Private Bag X 804, Pretoria 0001, South Africa

**Tel:** 012 334 5859

**Fax:** 086 204 6886

[www.cogta.gov.za](http://www.cogta.gov.za)

**RP:** 74/2022

**ISBN:** 978-0-621-50151-3

