



traditional affairs

Department:
Traditional Affairs
REPUBLIC OF SOUTH AFRICA



Department of Traditional Affairs

ANNUAL PERFORMANCE PLAN

2024/25



DEPARTMENT OF TRADITIONAL AFFAIRS

ANNUAL PERFORMANCE PLAN

2024/2025

March 2024



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TRADITIONAL AFFAIRS**



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LIST OF ABBREVIATIONS/ACRONYMS

APP	Annual Performance Plan
CBOs	Community Based Organizations
CBS	Capacity Building Strategy
CD	Chief Director
CFO	Chief Financial Officer
CFS	Corporate and Financial Services
CIA	Customary Initiation Act
CIB	Customary Initiation Bill
CoGTA	Cooperative Governance and Traditional Affairs
CONTRALESA	Congress of Traditional Leaders of South Africa
CPA	Communal Property Association
CRDP	Comprehensive Rural Development Programme
CRLRC	Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities
CWP	Community Works Programme
DCoG	Department of Cooperative Governance
DDG	Deputy Director-General
DG	Director-General
DDM	District Development Model
DPSA	Department of Public Service and Administration
DTA	Department of Traditional Affairs
FY	Financial Year
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
ISC	Institutional Support and Coordination
ISRDP	Integrated Sustainable Rural Development Programme
LGSETA	Local Government Sector Education and Training Authority
LHTKL	Local House of Traditional and Khoi-San Leaders
MEC	Member of the Executive Council
MINMEC	Minister and Members of Executive Councils Committee

MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NARYSEC	National Rural Youth Services Cooperative
NCOP	National Council of Provinces
NDP	National Development Plan
NGOs	Non-Governmental Organisations
NHTKL	National House of Traditional and Khoi-San Leaders
PanSALB	Pan South African Language Board
PESTEL	Political, Economic, Social, Technological, Environment, Legal
PFMA	Public Finance Management Act
PHTKL	Provincial House of Traditional and Khoi-San Leaders
PSC	Public Service Commission
RIM	Research and Information Management
RPL	Research, Policy and Legislation
SAHRC	South African Human Rights Commission
SALGA	South African Local Government Association
SETA	Sector Education Training Authority
SONA	State of the Nation Address
SPLUMA	Spatial Planning and Land Use Management Act
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities & Threats
TC	Traditional Council
TCs	Traditional Councils
TCos	Traditional Courts
TLGFA	Traditional Leadership and Governance Framework Act
TKLA	Traditional and Khoi-San Leadership Act
ToR	Terms of Reference
UN	United Nations

EXECUTIVE AUTHORITY STATEMENT



Ms Thembi Nkadimeng, MP

**Minister of Cooperative Governance
and Traditional Affairs**

We are presenting this 2024/25 Annual Performance Plan at a point when we are nearing the end of the current administration, ushering in the seventh (7th) administration. The 2024/25 financial year straddles the sixth and the seventh administrations and related medium terms plans and also represents the last year of the current planning cycle, which runs from 2020 to 2025. At this point, we are, coincidentally, also celebrating our 30 years of democracy. On 29 May 2024, South Africa will host her national and provincial elections, affording her citizens the constitutional democratic right to vote for the government of their choice.

President Cyril Ramaphosa has, in accordance with section 49(2) of the Constitution of the Republic of South Africa, read with section 17 of the Electoral act of 1998, determined 29 May 2024 as the date for the 2024 General National and Provincial Elections.

The 2024 elections coincide with South Africa's celebration of 30 years of freedom and democracy. Therefore, we call on all eligible voters to fully participate in this important and historic milestone of our democratic calendar. I wish to echo the words of the President when he said, "beyond the fulfilment of our constitutional obligation, these upcoming elections are also a celebration of our democratic journey and a determination of the future that we all desire. I call on all South Africans to exercise their democratic right to vote and for those who will be campaigning to do so peacefully, within the full

observance of the law. We also urge unregistered voters to use the online registration platform to register,"

We continue to be resolute in implementing priorities of the current Medium Term Strategic Framework (MTSF) 2019/20 to 2024/25, which contributes to the realisation of the National Development Plan (NDP) 2030 blueprint. We remain undeterred in our efforts to oversee the successful implementation of the District Development Model (DDM). The DDM is an integrated planning model for cooperative governance which seeks to ensure integrated, district- based service delivery approach aimed at fast-tracking service delivery.

We have successfully commenced with the second round of the Presidential Izimbizo, to among others assess service delivery, the availability of enabling infrastructure and levels of coordination across all spheres of government as well as interacting with communities over the challenges they face. The President together with members of his cabinet engaged directly with the communities and stakeholders, addressing their concerns and mapping solutions that will enable integrated service delivery. Traditional Leaders have been part of these engagements and were afforded the opportunity to engage with the Ministers as part and parcel of build-up activities to the imbizos. The engagements with traditional leaders afforded Ministers an opportunity to reflect on progress made towards resolving issues

that have been raised by traditional leaders as well as appreciating the persistent challenges that needed to be addressed.

As we approach the close of the sixth administration, we are humbled that the institution of traditional and khoi-san leadership has remained a key a key partner in our efforts to promote sustainable community development. This Annual Performance Plan of the Department of Traditional Affairs seeks to further leverage and nurture this partnership to address matters of concern for the sector, government and communities. Key among these is strengthening our work on promoting safe initiation practices, working with the National Initiation Oversight Committee (NIOC) and the Provincial Initiation Coordinating Committees (PICCs). We will not rest until we achieve our objective of zero initiation deaths.

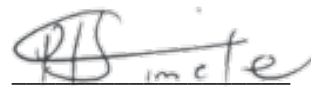
Similarly, the work of the Commission on Khoi-san Matters (CKSM) is also gaining momentum. We thus envisage that early in the seventh administration we should begin to see the consolidation of recommendations for the recognition of specific Khoi-san leaders and communities.

We are also taking forward the work initiated following the President's establishment of Inter-Ministerial Task Team (IMTT) on issues raised by traditional leaders. The IMTT has been established as an institutional

coordinating platform that brings together key players across government to provide leadership and technical assistance towards the resolution of challenges in rural communities. The programme of the IMTT is essentially a consolidation of all key issues traditional leaders have been raising with government over the years. Supporting the IMTT to realise as many of its commitments as possible is thus an important priority for us.

We believe that a sound foundation has been created for the seventh administration to build on. As we prepare for the historic occasion of the coming national and provincial elections, I would like to urge traditional leaders to continue to encourage all eligible voters to register and participate in these elections. Let us all promote free and fair elections and let us all guard our democracy.

I thank you.



Ms Thembu Nkadimeng

**Minister of Cooperative Governance and
Traditional Affairs**

DEPUTY MINISTER'S STATEMENT



**Prince: Zolile Burns-Ncamashe,
MP**

Deputy Minister

As the Deputy Minister for Cooperative Governance and Traditional Affairs, responsible for traditional affairs in the main, I am supporting the tabling of this 2024/25 APP, as it represents our intended trajectory that we seek to traverse from 1 April 2024 until 31 March 2025. I do so noting where we come from since our appointment on 6 March 2023. During the year under review, the Department, led by the Executive Authority continued to successfully honour all the Parliamentary and oversight structures' obligations of accountability. We have appeared before the Portfolio Committee as well as the Select Committee of Parliament to give account of the programmes and projects we are implementing as a portfolio.

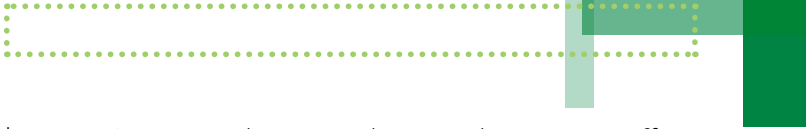
At the outset, I would like to bring an impetus to the establishment of the Kings/Queens Forum. Our efforts will be directed at the facilitation of the establishment of the forum for Kings/Queens to ensure that Their Majesties have a platform for a collective voice and are united for a common agenda. This is also for giving effect to the President's announcement during the annual official opening of the NHTKL advising on the establishment of the forum. The President cited the wisdom that the Kings/Queens would bring to the country through the forum, hence this priority.

One of the mandates of the Department of Traditional Affairs (DTA) is 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. In order to uplift the plight of the people living in areas of traditional and Khoi-San leadership, the institution of traditional leadership should amongst others form meaningful partnerships with other stakeholders for a common purpose of benefitting people in traditional communities, especially those in need of support.

The Department will in the next financial year be pursuing this work vigorously in order to reap the benefits that are brought by these partnership agreements. The institution has to play its role to ensure that hope is brought to the people and that sustainable livelihoods become the eventual outcome of these strides. Traditional Communities cannot afford to be located in the prism of poverty, unemployment and inequality. The partnership initiatives in this regard will include strengthening the existing partnerships and venturing into game changing new partnerships. The implementation of the invest rural master plan should begin to gain momentum and this is one part of its execution, so as to migrate the institution from the state of chronic over-dependence to a state of self-sustainability.

Tools of Trade for traditional leaders have now become a sore point to raise. This is now on every traditional leader's list for they are unable to carry out their mandates without the enabling resources. The 2013 approved Framework for Enabling Resources brought



hope to the institution only to be downgraded by the lack of implementation and customisation from Provinces, to a certain extent. In order to address these shortcomings, the Department revised the framework into a Handbook for Traditional Leaders. The Handbook has been endorsed and we are now at the final stages of consultations for approval.

The Ministry will continue to intervene, as a way of support in areas within the institution that requires attention. One such area is the issue of disputes and claims which continues to haunt the institution. We will attend to the issue of persisting disputes and claims at the level of Kingships and Queenships first and continue to support Provinces to attend to such at the level of Principal Traditional Leadership, Senior Traditional Leadership and below. Disputes and Claims take the institution backward as they shift the attention of traditional leadership from focusing on socio economic development of their communities.

Our task is not to interfere with the custom and traditions of our royalty, nor to interfere with the work of the royal and inner families in terms of succession to the Throne, but to support the expeditiousness of the process. We thus intend to invest in comprehensive engagements for a much clearer definition on the aspects of Royal Family members including the incumbents as traditional leaders. This will go a long way to circumvent the proliferation of avoidable claims and disputes including self-proclaiming leaders.

We will continue to shape the Young Royals Programme, where we aim to provide the necessary capacity, engaging with various institutions of learning in order to arrive at a programme that will suit the institution. We are learning lessons from the LGSETA capacity building programmes, programmes offered by the National School of Government, Tailored University Programmes and others. The capacity building unit of the Department will be seized with this work during the year of implementation of this plan.


We are concerned about the gruesome killings of Senior Traditional Leaders (Amakhosi) and Izinduna which have continued unabated in the province of KwaZulu-Natal. To this effect, the department has engaged with the Minister of Police and the

Security Advisor to the President, in an effort to address the matter. It is also, acknowledged that the Executive Council in the province has approved the establishment of the Community Safety Intervention Unit (CSIU) within the Department of Community Safety and Liaison to deal with these killings. Working together with Houses of Traditional and Khoi-San Leaders, it is envisaged that this issue will be given the attention it deserves. Due to the sensitivity of the matter, SAPS will continue with the plans on the prevention strategies in order to put an end to the merciless killings of traditional leaders.

I would like to take this opportunity to welcome the assentment of the Traditional Courts Act, as Act number no.9 of 2022. Making his announcement on the matter during the annual official opening of the NHTKL in Parliament on 22 February 2024, His Excellency the President said, "another matter that has been outstanding for some time in our programme is the Traditional Courts Act. I have now assented to the Act and will soon be proclaiming the date on which it comes into effect. In the meantime, the Department of Justice and Constitutional Development and the Department of Traditional Affairs have started with some of the preparatory work that will facilitate implementation. This includes visiting some of the traditional councils to further discuss their approaches to alternative dispute resolution and the resources they deploy in this regard. This is a matter on which we have finally made good progress".

Indeed the institution of traditional leadership has been waiting for this act for quite some time and will henceforth participate in all subsequent processes to ensure that the act is finally implemented and their courts recognised, bringing about the much needed relief to the majority of South Africans who have been desperately waiting for restorative justice on their matters.

Customary initiation practice continues to be harmful in certain areas of our country and we invite all relevant players to collaborate with government to put an end to these unnecessary and avoidable deaths and injuries of young men. Customary initiation practices hold a significant cultural, social, and psychological importance in many societies as it marks the transition from young age to adulthood, providing individuals with a sense of identity, belonging and responsibility



within their community. It is therefore important that in promoting this custom we also preserve lives.

On the issue of powers and functions, Traditional leaders requested amendment of Chapters 7 and 12 of the Constitution to allocate municipal functions to Traditional Leaders in areas where they exist. The matter is being handled by the Inter-Ministerial Task Team.

The Commission on Khoi-San Matters (CKSM) is tasked to receive applications for the recognition of Khoi-San communities, branches and leaders, investigate the applications received and make recommendations to the Minister on the possible recognition of Khoi-San communities, branches and leaders. Overall, recognizing the role of the Khoi-San in governance and development requires a commitment to inclusivity, equity, and respect for cultural diversity. By empowering Khoi-San communities to participate fully in decision-making processes and addressing their unique needs and aspirations, South Africa can foster a more just and prosperous society for all. Indeed we are looking forward in the ensuing year, some major pronouncements pertaining to the recognition process.

A working relationship, which is now an established practice, was initiated between “Department of International Relations and Cooperation” (DIRCO) and DTA wherein DIRCO was requested to provide the Kings and Queens with Diplomatic Passports when they travel abroad on official basis. Although these Passports were not issued, DIRCO undertook to issue them on an individual basis and per invitation by a hosting country. In addition, DIRCO permitted access to the country’s State Protocol Lounges whenever the Kings/Queens travel on domestic flights. This service is currently available to all of them, and they make use of it through DTA facilitation whenever they travel.

We also note the partnership initiated with the Motsepe Foundation and the Traditional Leadership Institution to support socio-economic development of traditional communities thereby eliminating the chronic dependency on the shrinking public purse.

The most notable and impactful partnerships that will undoubtedly serve as benchmarks to governance across the country pertain to the allocation of financial

resources by the following municipalities:

- Mhlontlo Local Municipality has allocated R2,3 million AmaMpondomise Kingship
- Buffalo City Metro has allocated R1 million to support the Kingship of AmaRharhabe
- Amathole District Municipality has allocated R2 million, to support AmaXhosa and AmaRharhabe with R1 million each.

In addition, the Office of the Speak of Mhlontlo municipality has a budgetary support for Senior Traditional Leaders and Headmen and Headwomen. This is certainly one of those considerable shift and indeed commendable developing practice within local government in terms of taking ownership to support the institution and in particular, the Kingships. Local Municipalities should also come on board to emulate their metros and districts.

We have taken note of the issue of our lack of human capacity as we deliver on our mandate for the institution of traditional leadership, which will now include the Khoi-San communities and leaders. We are in the process of the organisational review and in this regard, we are consulting the Department of Public Service and Administration (DPSA) to find finality to this process, which will assist us to be better positioned and capacitated to support the sector.

We will continue to support the NHTKL in all its initiatives for socio economic development including its partnerships with other Government Departments as one of its mode of delivery. Section 42 of the TKLA provides that the Department must support the National House to enable the National House to perform all the functions assigned to it. This extends to the relationship between the House and Kings/Queens as provided for by section 40 of the TKLA. In this regard, the Partnership between the House and the National Lotteries Commission (NLC), is but just one of the strides made possible to ensure that the Kingships/ Queenships can tap into the financial resources of the Commission for socio economic development. More work still needs to be done in this area of opportunities.

Other meaningful existing partnerships encompass the one with the Department of Correctional Services

(DCS) which is intended to create a cooperative and collaborative framework for both parties to manage the working relationship on the adoption of rehabilitation and reintegration of offenders as a social responsibility. In line with the signed MoU, infrastructure support has been requested from the Department of Correctional Services for the purpose of ensuring the functionality of traditional councils as a way of restoring the dignity of the institution of traditional leadership.

In 2018, His Excellency President Ramaphosa established the Inter-Ministerial Committee (IMC) on Land Reform presided over by the then Deputy President Mabuza and now Deputy President Mashatile. As part of the IMC, we are looking at expediting the work around tenure security to have a policy dispensation that affirms certainty and stability in communal areas. Traditional Leaders play a pivotal role in ensuring that households and traditional councils have access to land in ways that are anchored on ensuring security of tenure.

In terms of the participation of traditional leaders in municipalities, the representation of traditional leaders in councils is part of the TKLA Amendment Bill. We want to encourage traditional leaders to be more focused and pay attention to detail as we deal with the amendment of TKLA so that they are able to guide the Parliamentary process as it relates to this representation in municipalities.

We would also want to see the institution of traditional leadership taking part in the engagements with the multi-lateral institutions at the level of the Southern African Development Community (SADC), African Union (AU) and the United Nations (UN) including Pan African Festival of Arts and Culture (PANEFEST), which is a Pan African Historical Theatre Project meant to promote and enhance unity, Pan-Africanism, and the development of the continent of Africa itself. It is a renowned cultural event that celebrates diverse heritage, artistry, and narratives of the African continent.

I have been privileged to serve as a District Development Model (DDM) Champion of the Nelson Mandela Metropolitan, a Municipality which reached a political stability from its unfortunate turbulent past, leading to a reasonable speed in grant expenditure

levels. Within the Metro space, we also witnessed a significant rainfall with the combined dam levels increasing from 12% to about 78%. The Metro thus moved from day zero to a comfortable status that will stimulate local economies with ease, as we all know that water is life and affect most aspects of human activity and survival. We are continuing to coordinate service delivery successes through the DDM platforms in the Metro.

Lastly, the Invest Rural Master Plan, a blue print for the development of traditional communities serves as a lodestar guiding the development trajectory of the institution of traditional leadership. The mater plan guides the course for the upliftment of rural communities and should have the ability to unblock opportunities for inter and intra-trade through the use of the African Inter-Continental Free Trade Agreement.

In conclusion, I would like to thank the staff of the Department, led by the Director General for sterling work during the ending financial year 2023/24. The challenge lies in maintain this standard of good governance going forward and I have no doubt that we will indeed maintain this level of performance, as we strive to be more impactful to the institution of traditional and Khoi-San leadership whom we serve. With the courageous leadership of our Minister, we shall indeed achieve our outcomes and we shall change the lives of our rural communities to the better.

Let me take this opportunity to thank all our stakeholders, our partners and our oversight structures for supporting us and strengthening our course of transforming the institution of traditional and Khoi-San leadership to evolve towards socio economic development of traditional communities.

I thank you all.



PRINCE: ZOLILE BURNS-NCAMASHE, MP

DEPUTY MINISTER

ACCOUNTING OFFICER STATEMENT



Mr Mashwahle Diphofa

Accounting Officer

Department of Traditional Affairs

This 2024/25 Annual Performance Plan has been developed in line with and compliance to the Revised Framework for Strategic Plans and Annual Performance Plans. We have developed this Annual Performance Plan (APP) for 2024/25, objectively to contribute towards achieving the outcomes as articulated in our Strategic Plan for 2019/20 – 2024/25 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 2024/2025 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.



MR. M DIPHOFA

DIRECTOR-GENERAL

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan 2024- 2025:

Was developed by the management of the Department of Traditional Affairs (DTA) under the guidance of the Minister for Cooperative Governance and Traditional Affairs, Ms Thembi Nkadameng.

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 endeavour to achieve, given the resources made available in the budget for 2024-2025.

MS R MOGALADI

DDG: RPL



Signature:

MS TZL SHANDU

DDG: ISC



Signature:

MR O APHANE

CD: CFS



Signature:

MR JM MASHISHI

Head Official responsible for Planning



Signature:

MR MJ DIPHOFA

Accounting Officer



Signature:

PRINCE: ZOLILE BURNS NCAMASHE, MP

Deputy Minister



Signature:

Approved by:

MS THEMBI NKADIMENG, MP

Executive Authority



Signature:



PART A:

OUR MANDATE

NO	LEGISLATION	DESCRIPTION
1	Constitution of South Africa	<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 Chapter 1 of the Constitution dealing with the founding provisions as follows;</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>Chapter 2: Bill of Rights</p> <p>Section 15 (3)(a) Freedom of religion, belief and opinion</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>Section 31 of the Constitution: Cultural, religious and linguistic communities</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, practise 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> <p>The work of the Department is also informed by Chapter 7 of the Constitution on Local Government, Section 151(3) 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>Chapter 8: 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>



NO	LEGISLATION	DESCRIPTION
		<p>The work of the Department is further informed by Chapter 12 of the Constitution, 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 Section 211 of the Constitution 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 from Section 212 of the Constitution 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 Section 30 of the Constitution- 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 Section 31 of the Constitution on Cultural, Religious and Linguistic Communities, 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>
2	<p>Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019) (TKLA)</p>	<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 Traditional Leadership and Governance Framework Act (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> <p>Schedule 4 of the Constitution: Functional areas of concurrent national and provincial legislative competence: Traditional leadership, subject to Chapter 12 of the Constitution.</p>

NO	LEGISLATION	DESCRIPTION
3	Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act (Act 19 of 2002)	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.
4	Local Government: Municipal Structures Act (Act 117 of 1998)	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.
5	Local Government: Municipal Systems Act (Act 32 of 2000)	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: <ul style="list-style-type: none"> a) Sections 4(2)©, 16 and 17: public participation to include traditional leaders and their councils. b) Section 29: involvement of traditional councils in the compilation of integrated development plans. c) Section 42: involvement of community to include traditional communities in the development, implementation and review of a municipality's performance management system. d) Section 76: entering into service delivery agreements between municipalities and the traditional councils for the performance of certain services by the traditional councils.
6	Interim Protection of Land Rights Act (IPLRA) (Act 31 of 1996)	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.
7	Spatial Planning and Land Use Management Act (SPLUMA) (Act 16 of 2013).	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.
8	Extension of Security of Tenure Act, 1997 (Act No. 62 of 1997)	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.
9	Customary Initiation Act, 2021 (Act No. 2 of 2021)	The objectives of the CIA are: <ul style="list-style-type: none"> (a) To protect, promote and regulate initiation and for this purpose to- <ul style="list-style-type: none"> (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.

NO	LEGISLATION	DESCRIPTION
10	Traditional Courts Act, 2022 (Act No.9 of 2022)	To provide a uniform legislative framework for the structure and functioning of traditional courts, in line with constitutional imperatives and values; and to provide for matters connected therewith. The new Act is not yet in operation. The date of commencement must still be determined by the President by proclamation in the gazette.
PENDING LEGISLATION		
<p>Traditional and Khoi-San Leadership Bill, 2024</p> <p>On 30 May 2023, the Traditional and Khoi-San Leadership Act, 2019 was declared invalid by the Constitutional Court. The order was suspended for a period of 24 months to enable Parliament to re-enact the statute in a manner that is consistent with the Constitution or to pass another statute in a manner that is consistent with the Constitution. A new Bill will therefore be introduced to comply with the judgment. Government is currently preparing a Bill for this purpose. Technical aspects, such as Socio Economic Impact Assessment System (SEIAS), opinion, and briefing to Minister are being undertaken. The process is underway.</p>		
INTERNATIONAL, CONTINENTAL AND REGIONAL INSTRUMENTS		
11	UN Sustainable Development Goals	<ul style="list-style-type: none"> • Goal 1: End poverty in all its forms everywhere • Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture • Goal 5: Achieve gender equality and empower all women and girls • Goal 10: Reduce inequality within and among countries • Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable • Goal 13: Take urgent action to combat climate change and its impacts • 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 • Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development
12	African Union Agenda 2063	<ul style="list-style-type: none"> • A Prosperous Africa, based on Inclusive Growth and Sustainable Development • An integrated continent, politically united Africa • An Integrated Continent Politically united and based on the ideals of Pan Africanism and the vision of African Renaissance • A Peaceful and Secure Africa • Africa with a Strong Cultural Identity Common Heritage, Values and Ethics • An Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children.
NATIONAL PLANS		
13	National Development Plan	<p>Chapter 6: An integrated and inclusive rural economy</p> <p>Chapter 13: Building a capable and developmental state</p> <p>Chapter 15: Transforming society and uniting the country</p> <p>Chapter 8: Transforming Human Settlements</p>
14	MTSF	<p>Priority 1: A capable, ethical and developmental state</p> <p>Priority 2: Economic transformation and job creation</p> <p>Priority 5: Spatial integration, human settlements and local government</p> <p>Priority 6: Social cohesion and safer communities</p>

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.
- Functional National Initiation Oversight Committee (NIOC) and Provincial Initiation Coordinating Committees (PICCs) to manage and regulate the customary practice of initiation.
- 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	BRIEF SUMMARY
1.	Constance Mogale and Others v Speaker of the National Assembly and Others [CCT 73/2022]	<p>Traditional and Khoi-San Leadership Bill, 2024: The Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019) (TKLA), commenced on 1 April 2021. The act was challenged in the Constitutional Court in the case of Constance Mogale and Others v Speaker of the National Assembly and Others [CCT 73/2022], mainly on what the applicants regarded as insufficient Parliamentary public participation.</p> <p>On 30 May 2023, the Constitutional Court declared that Parliament has failed to comply with its constitutional obligation to facilitate public involvement before passing the Act. The Act was declared invalid. The order was suspended for a period of 24 months to enable Parliament to re-enact the statute in a manner that is consistent with the Constitution or to pass another statute in a manner that is consistent with the Constitution. A new Bill will therefore be introduced to comply with the judgment. The DTA is currently preparing a Bill for this purpose, before the end of this administration. Technical aspects, such as SEIAS, CSLA opinion, and briefing to Minister are being undertaken.</p>

NO	CASE	BRIEF SUMMARY
2.	Bakgatla Ba Kgafela Tribal Authority vs Bakgatla Ba Kgafela Tribal Community Property Association. Case no 939/2013	<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>
3.	Bakgaga Ba Mothapo Traditional Council v Tshupo Mathule Mothapo and others: case no 926/18 zasca	<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 locus standi of Kgoshigadi and the Traditional Council to claim relief. The Supreme Court found that Kgoshigadi had the requisite locus standi. It found, however, that the Traditional Council did not have the necessary locus standi to institute the claim because it had not been reconstituted in terms of the law.</p>
4	R W Mkhari and others v Commission on Traditional Leadership Disputes and Claims and others (Case No 12543/2016: Gauteng High Court)	<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:

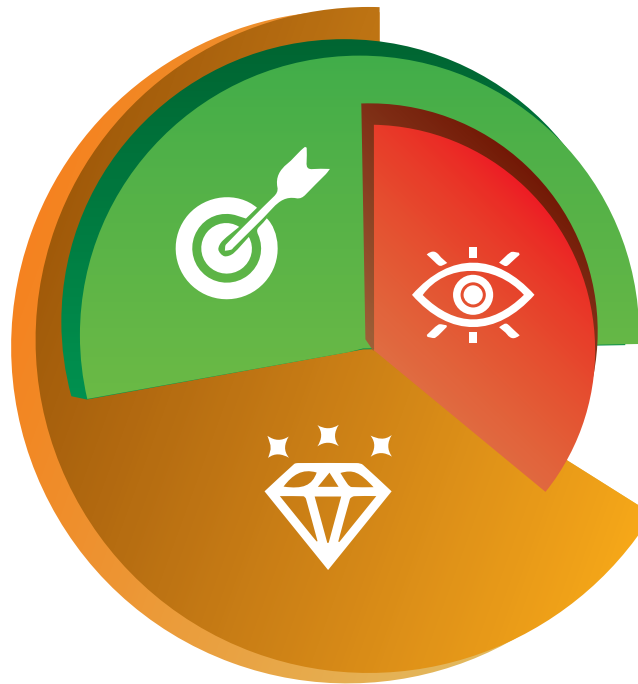
OUR STRATEGIC FOCUS

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

Inter-Ministerial Task Team on Traditional Leadership

On 02 February 2022, His Excellency President Ramaphosa took a decision to establish an Inter-Ministerial Task Team (IMTT) that will focus on the resolution of matters that traditional leaders have been raising with government over time. The work of the IMTT is focused on consolidating all existing efforts and unblocking issues that impede the resolution of matters that have been raised by traditional leaders to date. The IMTT is presided over by the Deputy President and comprises five Workstreams as follows:

- Workstream 1: Advancing land ownership, tenure rights and fast-tracking socio-economic development of rural communities.
- Workstream 2: Building institutional capacity and ensuring support to traditional leaders.

- Workstream 3: Promoting unity, social cohesion and nation building in rural communities.
- Workstream 4: Advancing infrastructure investment and skills development in rural communities.
- Workstream 5: Fast-tracking the finalisation of policy, legislative and constitutional matters.

Following the establishment of the IMTT, the then Deputy President of the Republic of South Africa, Mr. David Mabuza visited all provinces with recognized traditional leadership to understand the province-specific issues that traditional leaders needed to raise with government. Deputy President Mashatile took over the baton with a briefing on the IMTT work has undertaken to visit Provinces to follow up on the commitments. On 24 to 25 October 2023, Deputy President Mabuza presided over the Xivijo of the NHTKL to again follow-up on the work of all the IMTT Workstreams. This work will continue to be given a focused attention with emphasis on Provincial contributions to the resolution of issues raised by traditional leaders with Government over time.

Climate Change and Disaster Management

Climate change is a global phenomenon which always requires a swift response. As such the country has been plagued by disasters affecting various municipalities, among others, areas under the jurisdiction of traditional leadership. It is therefore important that if such occurs traditional communities understand on how to respond disasters. The National Disaster Management Centre, has engaged the Department of Traditional Affairs to collaborate with traditional leaders, through Houses of Traditional and Khoi-San Leaders, to play a role in responding to disasters in their respective communities. Through working with traditional leadership structures, will be able to provide an integrated response to affected communities. Continuous support and training will be undertaken to ensure that structures of traditional leadership are equipped with necessary information to respond to climate change and disasters.

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 enabling resources (tools of trade) 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 and Khoi-San leadership, however, this was not the case. The uneven provision of enabling resources continues to persist.

The Department therefore developed a draft Handbook that seeks to provide clarity on the provision of enabling resources to traditional leadership. Since the development of the first draft Handbook, it has been revised several times following consultations with a variety of stakeholders. Among others, the draft Handbook was consulted on with the MINMEC and National Treasury to reshape the document but also to assist with the determination of the estimated costs involved to ascertain affordability. The Handbook was endorsed by MINMEC for further consultations in the sector.

There will also be engagements with the Budget Council which will make its determination on the

matter, the outcomes of which will be taken back to CoGTA MINMEC for final consideration and endorsement. This will then pave the way forward for further processing by the portfolio and the finalization and conclusion thereof. This matter is also part of the Inter-Ministerial Task Team and is placed under the work of the Workstream dealing with providing support and enabling resources to traditional leadership led by the Minister of Finance.


Performance information gathered during the previous financial years

The Department obtained a clean audit (an unqualified audit opinion without matters of emphasis) on both performance information and financial management performance for the 2022/23 financial year and thus, has achieved the five-year target of the MTSF.

In terms of the Administration branch which comprises the Chief Directorate: Office of the Director General, the Chief Directorate: Corporate and Financial Services and the Internal Audit Unit, the Annual Performance Targets were about the compliance management plan that consolidated all the necessary compliance requirements in relation to performance information and corporate and financial services. The successful implementation of the compliance plans implied that the annual target has been achieved.

The Branch also had additional targets relating to the procurement from Women, Youth and Persons with Disabilities owned enterprises, monitoring of GBVF interventions by the institution of traditional leadership and the review of Departmental policies to determine the extent to which they mainstream Women, Youth and Persons with Disabilities.

The TKLA was enacted, and its implementation commenced during the 2021/2022 financial year. The commencement of this Act has paved a way for the legal constitution of statutory structures of traditional and Khoi-San leadership such as houses of traditional and Khoi-San leadership, traditional councils, kingship/queenship councils and principal traditional leadership councils. One of the significant achievements recorded by programme 2, Research, Policy and Legislation, in respect of implementation of the TKLA in the year under review was the reconstitution of the 2022-2027 local, provincial and



houses of traditional and Khoi-San leaders. In this regard all provincial houses and 29 of the 32 local houses of traditional and Khoi-San leaders were reconstituted for the 2022-2027 term.

The programme also recorded a major achievement in respect of implementation of the TKLA, facilitation of the legal constitution of kingship/queenship and principal traditional councils and the endorsement of the formula for determining the number of members of Kingship/Queenship by the COGTA MINMEC for publication and thereof by the Minister in a government gazette. This gave way to the constitution of Kingship, Queenship and Principal Traditional Councils. Similarly, to enable the legal constitution of Khoi-San councils once the Khoi-San leaders and communities are legally recognised, the Department developed a draft formula for determining the number of members of Khoi-San councils. It is envisaged that the two formulas will be published in the Gazette during the 2023/2024 financial year.

In addition, to achieving the implementation of the TKLA, the programme developed draft Regulations on Traditional and Khoi-San Leadership Identification and Recognition, to among others, manage leadership succession disputes. It is envisaged that the Regulations will be finalised and published in a Gazette during the 2023/24 for implementation from the 2024/2025 financial year. Furthermore, the programme was successful in facilitating the effective functioning of local houses of traditional and Khoi-San leaders by developing draft regulations on section 50 of the TKLA (Local Houses). It is envisaged that consultations on the draft Regulations will be completed and published in a Gazette during the 2023/2024 financial year for implementation from the 2024/2025 financial year.

As part of the Eastern Seaboard Development as well as putting the DDM in action, Programme 3, the Institutional Support and Coordination branch coordinated traditional leaders within the four identified districts, which are O.R Tambo, Alfred Nzo, Ugu and Harry Gwala, to participate in this initiative. This has enabled them to be part of the process where they will be identifying programmes and projects for their respective traditional communities in line with the Invest Rural Master Plan. As such,


traditional leaders, women, youth and People with disabilities in the identified traditional communities, participated in the skills development summit, as part of the implementation of the DDM. Participation of traditional leaders was also coordinated in other provinces. The department will continue to monitor the institution of traditional and Khoi-San leadership in such processes.

The country faced social ills and harmful cultural practices which amongst others included the Gender Based Violence and Femicide (GBVF). As part of capacity building programme, the programme was successful in capacitating forty-two (42) structures of traditional leadership to perform their legislative mandate in relation to Customary Initiation Act (CIA) and Gender Based Violence and Femicide (GBVF).

Recognition of the Khoi-San Communities and Leaders

The Commission on Khoi-San Matters (Commission) is a statutory body established in terms of section 51(1) of the Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019) (the Act) and commenced duty on 1 September 2021. The Commission's term of office is 5 years, which term may be extended by the Minister. The Commission is tasked to receive applications for the recognition of Khoi-San communities, branches and leaders, investigate the applications received and recommendations to the Minister on the possible recognition of Khoi-San communities, branches and leaders. The recognition of the Khoi-San communities, leaders and structures will contribute towards social cohesion and nation building as the Khoi-San has never enjoyed statutory recognition in the democratic South Africa.

To date, the Commission has received 107 applications. Most of the applications received are not compliant with the provisions of the TKLA. Subsequently, the Commission has commenced with investigations with the applicant members who have submitted applications to the Commission on behalf of their communities. These investigations are aimed at assisting applicants in understanding the applicant requirements and completing the application forms in full, immediately address any questions and enquiries related to the applications process and strengthen communication channels between the Khoi-San communities and the Commission,



Once applications have become compliant with the TKLA, the Commission will commence with field research and make necessary recommendations to the Minister.

District Development Model

Over the past two decades, cooperative governance in South Africa has been “evidently characterised by silo-based planning, disintegration and duplication” across national and provincial departments as well as municipalities – including poor use of resources in these three spheres. Consequently, this has been a key catalytic factor to development lagging behind especially in rural/traditional areas as well as countless service delivery protests.

Moreover, Traditional and Khoi-San leadership characteristically fall under areas which are predominantly rural or traditional in nature and one of the mandates of the Department of Traditional Affairs (DTA) is 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.

Thus, the South African Government’s 6th administration introduced and adopted the District Development Model (DDM) as an integrative approach during planning and implementation of development programmes in district spaces. The objective of the model was to improve collaboration by all relevant stakeholders to unblock service delivery bottlenecks thereby accelerating development. The adoption of the DDM affirmed the role of various spheres of government and key stakeholders such as Traditional and Khoi-San leadership in terms of development planning and coordination.

One of the objectives of the DDM seeks to “narrow the distance between people and government”. This objective presented an opportune situation for the institution of traditional leadership to be part of developmental processes which would influence development in traditional leadership areas of jurisdiction.

However, the participation of traditional leadership has thus far not been satisfactory due to reasons such as some of the Local Houses are dysfunctional, lack of interest from traditional leadership and the fact that provincial officials who support Local Houses have not been participating in DDM activities and therefore not providing adequate support to enable the traditional leaders to participate in the DDM activities.

Regarding those traditional leaders that have participated in the DDM approach and its activities, such participating is dependent on whether they get invited. However, invitations have not been forthcoming also because while there are DDM technical task teams, there hasn’t been much political task teams wherein traditional leaders can be invited to.

The existence of municipal councils run by coalition governments have contributed by compounding the challenges pertaining to traditional leadership’s participation in DDM activities. This is so to the extent that most municipalities under coalition governments neglected to promote the DDM approach. As such, most traditional leaders residing in municipalities run by coalition governments did not have opportunities to participate in DDM activities.

The DTA made a submission to the IGR Regulations developed by DCOG to frame the participation in IGR structures and institutionalise the DDM approach. The DTA’s submission served to integrate traditional leadership’s role and participation in the government machinery that deliberates on the development of the districts and metropolitan spaces wherein some of the traditional communities reside.

The DTA conducted workshops with provinces to discuss traditional leadership’s participation in DDM activities. The focus was on enhancing traditional leadership’s readiness to participate in the DDM approach by deliberating and conducting workshops on the role of traditional leaders in development broadly and the DDM in particular, as well as the potential benefits of such participation. The DTA acknowledges that it lacks the capacity and resources to address the dysfunctionality of some of the Local Houses, however, in the financial year 2024-2025, it shall continue with the concerted efforts to integrate

the role of traditional leadership in development through participation in DDM activities.

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.

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 agricultural programmes. Efforts are being pursued by relevant Departments to ensure the productive use of the pledged land.

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 in relation to 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>DTA COVID-19 Interventions and precautionary measures.</p> <p>Traditional affairs legislative framework</p> <ul style="list-style-type: none"> • Enactment of the TKLA • Enactment of the CIA • Legislative framework development • Research / knowledge / information management creation <p>Traditional leadership institution</p> <ul style="list-style-type: none"> • Complaints / disputes / claims handling <p>Stakeholder relations management</p> <ul style="list-style-type: none"> • Inter / intra-governmental coordination • Partnership management <p>Business management / leadership</p> <ul style="list-style-type: none"> • Corporate governance • Business performance management <p>Resource management</p> <ul style="list-style-type: none"> • Financial management 	<p>Effect of COVID-19 pandemic on human resources capacity of the Department.</p> <p>Traditional affairs legislative framework</p> <ul style="list-style-type: none"> • Monitoring <p>Traditional leadership institution</p> <ul style="list-style-type: none"> • Programme implementation facilitation • Institutional performance monitoring <p>Business management / leadership</p> <ul style="list-style-type: none"> • Strategic leveraging of management/leadership at provincial level • Strategic positioning <p>Resource management</p> <ul style="list-style-type: none"> • Limited Human Resources • Dependency on ICT management • Infrastructure / facilities limitation and dependency • Budget constraints



Opportunities	Threats
<ul style="list-style-type: none"> • COVID-19 Vaccination rollout programme • Funding for COVID-19 Interventions • Fighting gender-based violence and femicide including fighting for the rights of the LGBTQI+ society • Political support • Supportive constitution • Lessons from experience • Resilience of traditional leadership institution • Supportive stakeholders • Existing structures of traditional leadership • Traditional leadership institution transformation opportunities • Societal belief in the traditional leadership institution • Conducive partnerships on programmes and implementation • Alternative sources of funding • Supportiveness of traditional leadership institution 	<ul style="list-style-type: none"> • Effects of COVID-19 Pandemic including • (deaths, loss of income, poverty, etc) • Budget baseline reductions due to COVID-19 • Gender Based Violence and Femicide • Financial constraints • Inadequate involvement of traditional leadership in socio-economic development • Harmful cultural practices • Capacity constraints within provinces • Modernisation requiring adaptation • Negative media reporting on traditional affairs • Perpetual litigation • Conflicts within royal families • Community protests • Cultural / religious intolerance • Societal distance with the traditional leadership system • Perpetual claims • Prolonged parliamentary processes

(c) Stakeholder analysis

(i) Stakeholder identification

Internal Stakeholder Analysis				
Stakeholder	Characteristics	Influence	Interest	Linkage with other stakeholders
Political Leadership	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
Senior Management	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.

Internal Stakeholder Analysis

Stakeholder	Characteristics	Influence	Interest	Linkage with other stakeholders
Employees	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
Union representatives	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
Political Leadership	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
Traditional Leaders (Kings and Queens, Principal Traditional Leaders, Senior Traditional Leaders and Headmen and Headwomen)	Represent the best interest of Kings/ Queens Councils, Principal Traditional Councils, Traditional Councils, Traditional Sub-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
Community Members	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
Experts	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
Provincial Departments of Traditional Affairs	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



Internal Stakeholder Analysis				
Stakeholder	Characteristics	Influence	Interest	Linkage with other stakeholders
Parliament Portfolio and Select Committees	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
Chapter 9 Institutions	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
Media	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
Houses of Traditional and Khoi-San Leaders (NHTKL, PHTKL and LHTKL)	Represent the best interest of traditional leadership including traditional communities	High level influence on governance and socio economic development	Aim for promoting and improving livelihoods of traditional communities	Linkage is with the Legislatures, Community, Departments, political leadership, Chapter 9 Institutions and NGOs

(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 with specific reference to Kings and Queens, Principal Traditional Leaders, Senior Traditional Leaders, Headmen and Headwomen and their Councils, as well as traditional leaders in Houses (NHTKL, PHTKL & LHTKL) 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 the Traditional and Khoi-San Leadership Act, 2019 and the Customary Initiation Act, 2021

Several interventions towards the implementation of some of the provisions of the TKLA were implemented. To enable the legal constitution of traditional councils, one of the critical interventions was the publication of the formula for determining the number of members of traditional councils in a government gazette by the Minister in February 2022. Furthermore, the Minister published a formula for determining the number of members of kingship, queenship or principal traditional councils to enable the legal constitution of these councils, once the traditional councils are legally constituted.

Regarding implementation of the TKLA that relate to statutory recognition of Khoi-San communities and leaders, the Department established the Commission on Khoi-San Matters. Once the Khoi-San communities and leaders are recognised, the Khoi-San councils must be established. Prior to the establishment of the Khoi-San councils, the Act requires the Minister to publish a formula for determining the number of members of the Khoi-San councils. Therefore, one of the interventions in this regard, was the development of a draft formula for determining the number of members of Khoi-San Councils.

To regulate the governance of customary initiation, the Customary Initiation Act commenced on 1 September 2021. One of the key achievements in the implementation of the Act was the establishment of statutory structures at both the National and Provincial levels. In this regard, the National Initiation Oversight Committee (NIOC) and seven Provincial Initiation Coordinating Committees for the 2022-2027 term were established by the Minister and relevant Premiers, respectively.

Some of the statutory functions of the NIOC are to oversee, monitor and promote implementation of and compliance with the Act nationally, whilst some of the statutory functions of the PICCs are the registration of customary initiation schools and the monitoring of customary initiation in the respective provinces. Therefore, the establishment of these statutory structures is a major achievement on the implementation of the Act and for effective governance and regulation of the customary initiation practice.

Resourcing of the Institution of Traditional Leadership

a) Tools of Trade

The legislation recognising the Institution of Traditional and Khoi-San Leadership contains provisions relating to the functions of traditional leadership structures and roles that may be allocated to traditional leaders. Traditional leaders also perform the functions provided for in terms of customary law and customs of the traditional community concerned.

In order for a king or queen, principal traditional leader, senior traditional leader, headman or headwomen to carry out his or her functions, as may be provided for in accordance with the provisions of the TKLA, enabling resources are required, which are referred to as 'tools of trade'.

The National Department of Traditional Affairs is responsible for providing enabling resources to the chairperson and deputy chairperson of the National House of Traditional Leaders and for such enabling resources to other members of the National House as may be stipulated. The enabling resources for all other recognized traditional leaders are provided for by the relevant provincial departments.

The salaries, allowances and benefits of public office bearers (which includes traditional leaders), are recommended by the Independent Commission for Remuneration of Public Office Bearers (Remuneration Commission) annually after which the President, by means of a proclamation, has to determine.

The last determination of salaries and allowances of traditional leaders, members of National House and Provincial Houses of traditional and khoi-san leaders was under Proclamation No. 14 of 2020.

The Remuneration Commission's recommendations as contained in the Government Notice No. 693 as published in Government Gazette No. 34569 of 29 August 2011 deal with the following tools of trade:

- (i) Official and private accommodation;
- (ii) offices, office supplies and stationery;
- (iii) information technology and communication (ITC) equipment;
- (iv) adequate and professional support staff;
- (v) official and private travelling facilities;
- (vi) reimbursement allowances;
- (vii) security;
- (viii) study aids; and
- (ix) other facilities.

Challenges:

Some of the challenges that are encountered in some of the provinces are the non-provision of: security (static protection package) in light of the rampant killings of traditional leaders, state-owned residences for full-time members of Houses, wireless connectivity for traditional leadership, and support staff to assist the traditional leaders in performing their mandated duties, etc. Uniformity and standardisation in terms of treatment and provision of support to traditional leaders, insufficient budget for the functioning of traditional leadership structures add on the challenges faced by provinces.

Response:

Provision of enabling resources: The department has, in the 2023/24 fy, started with engagement of provincial COGTAs, with the exception of Gauteng and Western Cape, to establish what tools of trade they are currently providing members of the Provincial Houses of Traditional and Khoi-San Leaders (PHTKL).

The initiative seeks to make sure that all enabling resources that are due to members of the PHTKL are provided to enable them to perform their functions effectively and efficiently, and that the structures of traditional leadership are functional for the betterment of the livelihoods of communities under traditional leadership.

Relevant stakeholders like national and provincial DPWI, DCoG, etc. are continuously being engaged for their support in the provision of enabling resources for members of the Houses, including resources for those traditional leaders sitting in municipal council meetings.

Review of the administration organogram in TCs: To respond to the issue of support staff for the traditional and kingship/queenship councils the DTA is currently reviewing the organogram for TC administrative support staff in collaboration with DPSA, Office of the Premiers and provincial COGTAs. The work will culminate in the costing of the developed generic organizational structure and approval sought from Technical and Political MINMEC.

b) Refurbishment of Traditional and Khoi-San Councils, Kingship/Queenship Councils

The Department of Traditional Affairs (DTA) has a constitutional mandate to support and monitor the functionality of the institution of Traditional Leadership.

Infrastructure, in the form of public buildings, roads, water and sewerage systems, electricity and other services, supports quality of life in traditional leadership communities and is the foundation of a healthy economy.

Challenges:

Some of the challenges experienced in this area include inadequate funding for maintenance on new traditional and khoi-san Councils including kingship/queenship councils, poor maintenance of existing councils, non-provision of chambers for members of traditional leaders in many provincial houses and for the NHTKL, no access roads leading to, water supply in and perimeter fencing around Kingship/queenship palaces.

Response:

In terms of section 23 (1) (a) of the TKLA, the national government may adopt such legislative or other measures as may be necessary to support and strengthen the capacity of kingship or queenship councils, principal traditional councils, traditional councils, Khoi-San councils and traditional sub-councils to fulfil its functions.

Engagement with other stakeholders: To this end, the department is ensuring that engagements with relevant stakeholders like MISA, DCoG, etc. are ongoing to garner support for provinces so that Traditional and Khoi-San Councils can be refurbished.

Roads leading to Kings/Queens Palaces: The DTA and also provincial CoGTAs, should have engagements with DPW and local municipalities so that these roads can be prioritized.

Refurbishment of TCs – Although this is a responsibility of Provincial COGTA departments, the department is currently engaging with MISA to find a way of supporting the TCs in terms of refurbishment.

Social Cohesion and Nation Building

The National Development Plan (NDP) envisions a South African society in 2030 that will embrace its diversity rather than highlight observable differences along the contours of race, class, gender, religion, culture and other social constructions. Such a society will have a common set of values that it shares, an inclusive economy, increased interaction among South Africans of different social and racial groups, and a strong leadership cadre across society supported by a mobilised, active and responsible citizenry.

The social cohesion ideal seeks to rally all social actors to work towards transformation through a social compact. The Constitution, NDP and all policies and strategies for nation building and social cohesion call for a commitment to work together to eradicate the divisions and injustices of the past, to foster unity and to promote a countrywide consciousness of being proudly South African.

All human societies at both local and national level require sets of shared values, norms, visions, and goals to secure cooperation and foster bonds of belonging. Various initiatives, plans, and policies are being pursued in order to manifest a sense of belonging and affiliation to the community and larger South African society. These plans and policies are aimed at inclusion on an equal basis in all social activities and rights, and to have equal access to all life opportunities; participation and active involvement in civic activities; recognition; acknowledgment and value of differences without discrimination; and social legitimacy of public bodies and leaders representing the diverse society of South Africa.

The Department of Traditional Affairs (DTA) in support of the institution of Traditional and Khoi-San leadership, structures and communities, intends to contribute to this government priority focus area social cohesion and safe communities. In contributing towards the above government priority, the Department furthermore, envisage to have (impact) a socially cohesive and transformed institution of Traditional and Khoi-San Leadership, structures and community that embraces the values of uBuntu/botho towards nation building. These could be achieved through observing and implementing the following outcomes that are aimed at enhancing unity in diversity within the institution:


- Reduction on human rights violations and abuse;
- Reduce incidents of intolerances xenophobia, tribalism, cultural and religious intolerances amongst communities;
- Increase interaction across race, gender, religion, through commemoration of government national days, and institutionalization of community and national conversations

In order to achieve the above priority, the department will embark on implementing the following projects in the next MTSF cycle:

- a) Implementation of campaigns and national conversations on human rights promotion;
- b) Coordination of campaigns and awareness sessions on positive values;
- c) Promotion of unity in diversity through institutionalization of the indigenous knowledge systems
- d) Digitalization and documentation of history on Kingships/ Queenships and Senior and traditional leaders
- e) Resistance and Liberation through documenting the role of Traditional and Khoi-San leadership in the Heritage Route
- f) Repatriation and reburial of human remains (Identify and arrange for the repatriation of the remains of traditional leaders who resisted colonialism and participated in the struggle for freedom)

The participation of traditional leadership in the activities of the District Development Model -The Eastern Seaboard Development Initiative

The Eastern Seaboard, spanning a 600km stretch between Buffalo City and eThekweni Metro, has remained underdeveloped despite its abundant natural resources. This region, bridging the Eastern Cape and KwaZulu-Natal provinces, is closely connected to various districts and local municipalities. The current provincial and local planning approaches are too narrowly focused, thus inhibiting broader development prospects. The introduction of the Eastern Seaboard Coastal Development Regional Spatial Development Framework (ESCD RSDF) has opened avenues for integrated, cross-disciplinary planning, mainly centred around the iconic Wild Coast and the N2 Corridor. This area, stretching from Margate to Port St Johns, is revered for its breathtaking landscapes and rich cultural heritage. However, it attracts limited domestic tourism and investments. Alarmingly, amidst its population of over 3.6 million, districts such as Alfred Nzo and OR Tambo rank amongst South Africa's poorest.



Nevertheless, the young demographic of the Eastern Seaboard holds promise as potential future innovators and contributors to the economy, particularly in sectors like tourism, marine industries, agriculture, and the arts. The government identifies the Eastern Seaboard corridor as a strategic development zone incorporated within the national Strategic Integrated Project 3 (SIP-3). This project is geared towards propelling the economic progress of the Eastern Cape and KwaZulu-Natal. The District Development Model (DDM) is at the forefront of this initiative, underscoring the significance of collaborative planning. It focuses on harnessing local natural resources, notably the ocean's economy, tourism, and agriculture. The President's proposal to establish new post-apartheid urban areas provides an opportunity to redress historical spatial disparities. This could result in the inception of new urban centres, ensuring that pre-existing towns remain unaffected.

The Eastern Seaboard Development Programme aims to enhance both provinces' economic prosperity, infrastructural framework, and societal progression. Given the diverse communities it encompasses, the incorporation of Traditional Leaders is imperative. Their participation ensures that development resonates with the cultural intricacies of the province. Thus, devising strategies for open dialogue and partnership with these leaders is paramount. This is congruent with the Department of Traditional Affairs' objective for 2024/2025, which includes development in rural areas allocation. Traditional leaders play a multifaceted role in Eastern Seaboard Development, from conflict resolution and fostering community engagement to cultural preservation and significant governance contributions. Their influence, however, might differ across provinces. Hence, their involvement must balance development goals and cultural conservation.

Various structures of Traditional and Khoi-San Leaders, such as the National House of Traditional and Khoi-San Leaders, Provincial Houses of Traditional and Khoi-San Leaders, and the four houses of Local Houses of Traditional and Khoi-San Leaders, have been consulted regarding the Eastern Seaboard Development Programme. Their insights and guidance are instrumental in shaping a strategic and culturally attuned development pathway.

Impact and Outcomes of the Department

The Department of Traditional Affairs will continue to implement outputs that are intended to achieve the five outcomes of the Strategic Plan 2020–2025. The determination of the outputs has been through a repetitive consultative process with Branches and Units of the Department, informed by the theory of change, a process prescribed by the Framework for Strategic Plans and Annual Performance Plans, as well as lessons learned from previous performance. The following are the five outcomes of the Department:

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

The impact sought over time, is to realise improved livelihoods for traditional communities, which would require the whole sector approach towards the implementation of the outcomes as well as the implementation of sector indicators for traditional affairs.

(e) Statistics relevant to the institution and sector

Traditional Leadership exists in 32 of the 44 Districts and 8 metropolitan areas in South Africa. Most rural communities subscribe to the institution of traditional leadership. The following tables depicts the number of legally recognised traditional leaders and their statutory structures per province, levels and gender:

TABLE 1: NUMBER OF TRADITIONAL LEADERS IN TERMS OF PROVINCE, LEVELS AND GENDER.									
Province	Headmen/Women (positions)		Senior Traditional leaderships		Kingships/ Queenships		Principal Traditional Leadership		TOTAL
	Male	Female	Male	Female	Kings	Queens	Male	Female	
FS	106	11	7	4	0	0	2	0	130
Gauteng	2	1	2	0	0	0	0	0	5
EC	866	231	147	36	5	0	1	0	1288
Limpopo	1514	317	136	44	2	1	0	0	2014
Mpu	386	37	52	3	1	0	0	0	479
NC	21	2	7	1	0	0	0	0	31
NW	76	3	42	5	0	0	0	0	126
KZN	2560	302	257	20	1	0	0	0	3142
TOTAL	5531	904	650	113	9	1	3	0	7218

TABLE 2: 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	18	5	23
FS	10 (1 Vacant, (disputed))	2	13
Gauteng	-	-	2
EC	28	10	38
Limpopo	28	8	36
Mpu	18	3	21
NC	11	2	13
NW	22	2	24
KZN	45	3	48
TOTAL	180	35	218

TABLE 3: POSITIONS IN THE NATIONAL AND PROVINCIAL HOUSES OF TRADITIONAL LEADERS ACCORDING TO MALES AND FEMALES							
National and Provincial Houses	Chairpersons		Deputy Chairpersons		Executive Committee members		TOTAL
	Male	Female	Male	Female	Male	Female	
National	1	-	1	-	5	2	7
FS	-	1	-	1	3	2	5
Gauteng	-	-	-	-	-	-	-
EC	1	-	1	-	4	2	6
Limpopo	1	-	1	-	4	1	5
Mpumalanga	1	-	1	-	4	2	6
NC	-	1	1	-	2	2	4
NW	1	-	1	-	4	1	5
KZN	1	-	1	-	13	1	14
TOTAL	6	2	7	1	39	13	52

As illustrated with the statistics above, there is one National House of Traditional and Khoi-San Leaders operating at a national level, seven provincial houses of traditional and Khoi-San leaders and 29 local houses of traditional and Khoi-San leaders, legally constituted during the 2022/2023 Financial year. The provincial houses are in the Eastern Cape, Free State, KwaZulu-Natal, Limpopo, Mpumalanga, Northern Cape and North-West. All houses were constituted for the 2022-2027 term. As indicated above, the Western Cape does not have legally recognised traditional leaders and therefore it does not have Provincial and Local Houses at the moment. Gauteng only has two senior traditional leaders and therefore it does not have a provincial house and the two senior traditional leaders are members of the National House.

(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 contribute towards 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) Emerging Priorities and opportunities which will be implemented during the planning period

New Traditional and Khoi-San Leadership Bill:

The Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019) (TKLA), commenced on 1 April 2021. The constitutionality of the TKLA was challenged in the Constitutional Court in the case of Constance Mogale and Others v Speaker of the National Assembly and Others [CCT 73/2022], mainly on what the applicants regarded as insufficient Parliamentary public participation.

On 30 May 2023, the Constitutional Court delivered its judgement on the matter and declared that Parliament has failed to comply with its constitutional obligation to facilitate public involvement before passing the TKLA. The Act was, as a consequence, adopted in a manner that was inconsistent with the Constitution and was therefore declared invalid. The order declaring the Act invalid was suspended for a period of 24 months to enable Parliament to re-enact the statute in a manner that is consistent with the Constitution or to pass another statute in a manner that is consistent with the Constitution.

The Government has therefore prepared a new Bill which should be introduced in Parliament in the course of 2024. Once introduced, the Department will, upon request, support the Parliamentary committees during their processing of the Bill.

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

The Department is currently operating with an organization structure that was approved in 2010. The current organization structure is not aligned to the mandate of the department. Following the enactment of the Traditional & Khoi-San Act, 2019 and the Customary Initiation Act, 2021, the mandate of the department was extended which required additional capacity for implementation of the two (2) pieces of legislation.

The challenge the department is facing is the organization structure was never fully funded and thus not able to respond to the challenges of today. With the establishment of the Commission on Khoi-San

matters (CKSM) and the National Initiation Oversight Committee (NIOC), the department reprioritized its budget for appointment of the Commissioners including the appointment of support staff for both the CKSM and NIOC.

The unbudgeted wage settlement agreement in the 2023/2024 financial year also had an impact on the department's compensation of employees budget. This required re-prioritization of filling of some critical vacancies in the department's capacity to deliver on its mandate.

The department is in the process of reviewing its organization structure to align it to its mandate. However, without additional financial resources to capacitate structure, the department will still struggle to deliver on its mandate and to address challenges of today.

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 the recognised traditional and Khoi-San communities as well as their leaders. The traditional and Khoi-San leadership positions are kings, queens, principal traditional leaders, senior traditional leaders, senior Khoi-San leaders, headwomen/headmen and Khoi-

San branch heads. The structures of traditional and Khoi-San leadership include leadership councils and houses of traditional and Khoi-San leaders.

Additional External Performance Environment

Traditional Leadership exists in 32 of the 44 districts and 8 metropolitan areas in South African. This implies that people in living in the 32 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. The programmes of the Department respond 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 to the provincial government. It is a leader and a custodian of coordination of the traditional affairs sector across the spheres of government. The DTA's implementation role is minimal and mostly limited to 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 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 have 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. It is therefore important for the Department to note and put the interests of this structure on the radar of the interests of the sector of traditional leadership. 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 will continue with 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 as a partner, an implementer and a facilitator towards the success of the DDM.

Economic


The Department of Traditional Affairs (DTA) in South Africa operates within a unique nexus of cultural heritage and modern governance, which makes its economic considerations exceptionally multifaceted. Several economic factors can significantly influence the operations and decisions of the DTA:

- **Economic Growth and Development:** The overall health of South Africa's economy can impact the budgetary allocations to the DTA. In periods of economic growth, there might be increased funds for cultural preservation, infrastructure, and community initiatives. Conversely, during economic downturns, these allocations may be reduced.
- **Rural Development:** Given that many traditional communities are located in rural areas, the state of rural economies directly impacts the DTA's work. The viability of rural industries, like agriculture, livestock farming, and local crafts, affects the livelihoods of these communities.
- **Land Allocation and Utilisation:** Economic considerations related to land use, including agriculture, mining, and real estate development, can pose challenges. Conflicts can arise between economic development needs and the preservation of traditional lands. The DTA needs to mediate and find solutions that respect cultural heritage while enabling economic progress.
- **Tourism:** Cultural tourism is a potential source of income for many traditional communities. The DTA may collaborate with the tourism sector to promote cultural events, heritage sites, and traditional crafts, which can provide economic opportunities for communities while preserving their heritage.
- **Infrastructure Development:** Economic developments in infrastructure, such as roads, schools, and health facilities, in traditionally governed areas will require the DTA's involvement. These projects need to respect and integrate traditional values and structures.
- **Job Creation and Unemployment:** Employment opportunities in traditional areas are critical. High unemployment can lead to social issues, necessitating interventions and strategies by the DTA. The department may need to work on initiatives encouraging entrepreneurship and job creation in these regions.
- **Global Economic Factors:** International trade agreements, global commodity prices (especially for minerals found on traditional lands), and foreign investments in South Africa can influence decision-making within the DTA.
- **Public-Private Partnerships:** Collaborations with the private sector can open doors for economic development in traditionally governed areas. However, these need to be approached carefully to ensure that the rights and traditions of communities are not compromised.
- **Inflation and Cost of Living:** Rising prices can impact the quality of life in traditional areas, potentially leading to social unrest. The DTA might mediate disputes or initiatives aimed at economic relief.
- **Education and Skills Development:** Economic advancement is closely tied to education. The DTA's involvement in advocating for better educational facilities and skills development programmes in traditional areas can influence the economic trajectory of these provinces.
- **In conclusion,** while rooted in preserving cultural heritage, the Department of Traditional Affairs in South Africa must navigate a complex array of economic factors. Its success is crucial for the balanced development of traditional communities within a rapidly evolving economic landscape.

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.



With Covid-19 restrictions having been lifted, the social outlook does not have an indication of an immediate relieve for many South Africans as the majority have lost jobs and live in worsened conditions than before. As it was indicated before, these are the after effects of the covid-19 pandemic that plagued the world and South Africa for almost three years, effectively reversing the social gains that were achieved. Nevertheless, Government has dedicated efforts anchored through various key plans such as the NDP, MTSE, DDM, ERRP and others to address the situation at hand.

Technological

Technological advancement continues to sustain the delivery of Government services, notwithstanding some disadvantages related to its use such as connectivity in remote rural areas. The modern information technology has 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 adopting the new normal of delivery. The resources that were dedicated to the physical delivery and approach, have to be redirected towards the new normal and innovative ways of delivery with vigorous employment opportunities and for service delivery.

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 the technological developments are 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.

Legal factors

Mandate of legal services:

- To provide litigation management services, vetting contracts, general legal advice to the Department
- To ensure legal compliance by the Department with all relevant legislative frameworks.
- To increase adherence to the Rules of Court.
- Effective governance of the Department within its legal mandate.

Legal services risk management:

- Litigation risks are managed on a day-to-day basis by a case-by-case basis. As risks are identified, they are managed to suit a particular matter as each matter is governed by specific facts and merits.
- Legal Opinions regarding damages and losses are provided within the mandate of the Department and the PFMA.
- Legal Advice is provided in accordance with applicable legislation dealt with on a case-by-case basis.

Legal services monitoring:

- Litigation Court timeframes are in compliance with the prescribed Court Rules or as per agreement between the litigating parties or as per directives as issued by the court.
- Litigation updates are provided to the DG and the Minister as and when they occur.
- Legal Advice, vetting of contracts and legal opinions on damages and losses are in accordance with the agreed to timeframes with Line Function.

Environmental factors

The Department of Traditional Affairs (DTA) in South Africa is responsible for safeguarding cultural heritage and ensuring its compatibility with contemporary environmental challenges and considerations. Several environmental factors can significantly influence the operations and decisions of the DTA:

- **Land Degradation:** Traditional lands, especially those in rural areas, may face issues related to soil erosion, deforestation, and overgrazing. Addressing these challenges is crucial to sustaining the livelihoods of communities dependent on agriculture and livestock.
- **Biodiversity Loss:** Many traditional areas in South Africa are rich in biodiversity. Losing flora and fauna can adversely impact cultural practices, medicinal traditions, and local economies. The DTA is participating in initiatives to conserve these biodiverse areas in collaboration with the Department of Forestry, Fisheries and Environment.
- **Water Scarcity:** Access to clean and ample water is a significant challenge in parts of South Africa. Ensuring water availability and quality in traditional areas can influence the DTA's strategies and collaborations.
- **Climate Change:** Climate change can impact agriculture, increasing vulnerabilities of traditionally governed areas to droughts, floods, or pests. The DTA must be proactive in integrating climate adaptation strategies into its planning.
- **Mining and Extraction:** Traditional lands might be rich in minerals, leading to interest in mining. While this offers economic benefits, the environmental degradation associated can be substantial. Balancing these interests is a crucial challenge for the DTA.
- **Waste Management:** Proper waste disposal and management in traditional areas become crucial, especially with increasing urbanisation. The DTA might have to advocate for better waste management infrastructure and awareness campaigns.
- **Cultural Landscapes and Ecosystems:** Protecting areas of cultural significance might often mean protecting unique ecosystems. The DTA's role in preserving such landscapes directly contributes to environmental conservation.
- **Renewable Energy:** As South Africa moves towards more sustainable energy solutions, the DTA could facilitate introducing renewable energy projects in traditional areas, ensuring they align with community values.
- **Pollution:** Air and water pollution due to industrial activities or poor sanitation can affect the health and livelihoods of communities in traditional areas. Addressing these challenges requires the DTA to liaise with environmental and health departments.
- **Land Use Planning:** As traditional leaders significantly influence land allocation, the DTA can guide such allocations in an environmentally sustainable manner, considering factors like soil health, water sources, and conservation areas.
- **Indigenous Knowledge:** Traditional communities possess a wealth of indigenous knowledge related to local ecosystems. This knowledge can be instrumental in crafting environmental policies and practices. The DTA can play a role in integrating this wisdom into broader environmental strategies.
- In summary, the environmental challenges faced by South Africa are mirrored in its traditional areas. In its unique position, the Department of Traditional Affairs ensures that cultural preservation goes hand-in-hand with environmental sustainability. This requires a delicate balance that respects the land's cultural and ecological significance.

8.2 Internal environmental analysis

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

The staff establishment comprised of a total of 105 employees as at the end of June 2022. The following measures are in place to mainstream issues of women, youth and persons with disabilities:

- All departmental policies were reviewed and mainstreamed to address issues of women, youth and persons with disabilities.
- The accounting officer meets annually with women and youth in the department to address issues affecting them and to take stock of progress on the HoD's 8 principle action plan and make recommendation to improve their working conditions.

- In compliance with the JobACCESS Strategic Framework on the Recruitment, Employment and Retention of Persons with Disabilities in the Public Service, the department developed a policy to facilitate the implementation for the provision of reasonable accommodation measures which include the provision of amenities and assistive devices to employees with disabilities which will in turn enable such employees fully participate in the activities of the department.

- In addition, the department has an Employment Equity plan in place in compliance with Section 20 (1) and (2), and Section 42 of the Employment Equity Act, 55 of 1998, with the objective to achieve reasonable progress towards employment equity in the department.

The following is a break-down of the departmental EE targets as at end 30 June 2022:

	AFRICAN	COLOUREDS	WHITES	INDIANS
Target	75%	11%	9%	5%
Current Status	90.2%	3.9%	2.9%	2.9%

- The department achieved its target for appointment of women at Senior Management level and persons with disabilities. The organisation population comprise 58.2% of

women with 13.3% comprising of youth. The decline in the percentage of youth appointed in the department is due to officials graduating from the youth category.

The following is a break-down of the organisation population:

	POPULATION		SMS		PWD	YOUTH
	Male	Female	Male	Female		
National Target	50%	50%	50%	50%	2%	30%
Current Status	41.8%	58.2%	50%	50%	3%	13.3%

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

- Targeted recruitment for appointment of women, youth and persons with disabilities
- HR Practitioners ensures presentation of employment equity targets during shortlisting/ interviews and advice the panel accordingly as well as ensuring compliance to achieve employment targets.
- Advertisement outlines department's employment equity targets priority requirement of the department and encourages individuals from disadvantaged groups to apply.

Organisation development and change management (workforce analysis and availability)

The current organisational structure was last approved in 2010 with a total of 127 positions. The structure does not provide for several governance functions which a statutory requirement. This prompted to department to appoint persons additional to the establishment to ensure compliance with relevant legislative framework. The department has a high rate of employees appointed additional to the establishment comprising twenty (20%) percent of workforce resulting in a high turnover rate. In addition, the organisation structure is not aligned to the mandate of the department. Following the enactment of the TKLA and the CIA, the mandate of the department was extended and required additional capacity to implement its mandate. Based on the extended mandate, the department's strategies were revised to make provision for implementation of the new pieces

legislation. The extended mandate requires additional resources for effective implementation of the the two pieces of legislation.

To address the challenge, the department is in the process of reviewing its organisation structure to align it to its mandate.

Employee health and wellness (Employee wellbeing)

Section 3(1)(e) of the Public Service Act, 1994 as amended; Regulations 53-55 of the public Service Regulations 2016 as well as Ministerial Determination and Directives on the Implementation of the Employee Health and Wellness Strategic framework, 2019 and related reporting requirements affirms the principle of improvement of the working environment to ensure efficient service delivery to include among others employees' health, disability, HIV, TB and STIs and other diseases for the benefit of employees and dependants through mainstreaming of HIV & AIDS into core mandate of departments.

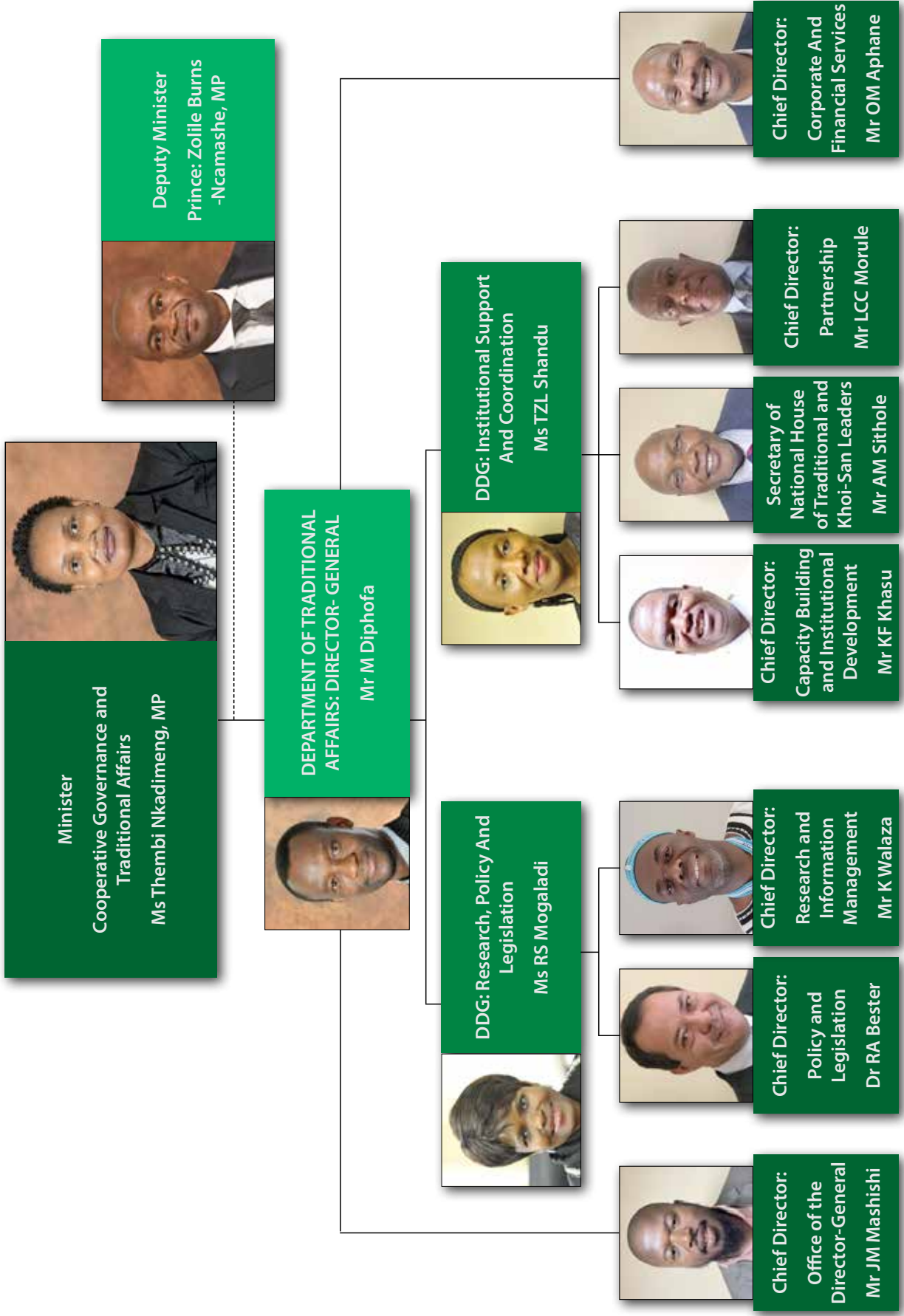
Due to limited resources, employees are required to perform beyond what is required to ensure that the department achieves on its plan. COVID-19 pandemic has also introduced additional challenges with employees expected to work abnormal working following the introduction of hybrid meetings. Too many demands and increase workload with too few resources can result in employee burn-out resulting from chronic workplace stress that has not been successfully managed.

The department currently does not have in-house wellness capacity to provide wellness support to employees. As an intervention a wellness service provider will be appointed for effective management of comprehensive health and wellness support to employees.

HR Utilisation and development (Workforce development) Analysis

Training and development in the is currently managed through the legislative and budgetary processes as expressed in the Skills Development Act, 1998 and Skills Development Levies Act, 1999, the PFMA and the Public Service Act, 1999. Training and development need to be focused on areas where the need has been identified including but not limited to junior/middle/senior management and identified scarce and critical skills. There is currently a mismatch of employee skills and abilities of employee skills and abilities in relation to job requirement and poor identification of training interventions aligned to business units objectives and job functions. The current training interventions in the department are not focused to addressing skill gaps necessary to address and impact challenges in the sector resulting in no return on investment on training interventions. To address the challenge the department should focus on reskilling employees to acquire skills related to their area of responsibility that will have an impact to address challenges faced by the sector. In addition, line managers must identify critical and scarce skills relevant to their line functions to address challenges faced in the sector.

Organisational structure





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		
			2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Effective governance of the Department	Organisational performance information compliance management plan implemented	No	% of compliance indicators in the approved Organisational performance information compliance management plan implemented	80%	80%	85%	85%	86%	87%	88%
	Actions in the Corporate and Financial Management (CFM) Compliance Management Plan implemented	2	% of actions in the approved CFM compliance management plan implemented	100%	80%	100%	85%	86%	87%	88%
	Improved competences of DTA employees	3	% of DTA employees trained through various interventions as per the approved Training Plan	-	-	-	60	65%	80%	85%
Transformed institution of traditional and Khoi-San Leadership	Provinces implementing anti-GBVF interventions for traditional leadership	4	Number of provinces implementing interventions for the reduction of GBVF in traditional leadership	-	-	2	1	8	8	8

INDICATORS, ANNUAL AND QUARTERLY TARGETS FOR 2024/25 FY

No	Output indicators	Annual target 2024/25	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1	% of compliance indicators in the approved Organisational performance information compliance management plan implemented	86% of compliance indicators in the approved Organisational performance information compliance management plan implemented	Organisational Performance Information Compliance Management Plan approved 86% of compliance indicators in the approved organisational performance information Compliance Management Plan for the quarter Implemented	86% of compliance indicators in the approved organisational performance information Compliance Management Plan for the quarter Implemented	86% of compliance indicators in the approved organisational performance information Compliance Management Plan for the quarter Implemented	86% of compliance indicators in the approved 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 approved CFM compliance management plan implemented	86% of actions in the approved CFM compliance management plan implemented	CFM Compliance Management Plan approved 86% of actions in the approved CFM Compliance Management Plan for the quarter implemented	86% of actions in the approved CFM Compliance Management Plan for the quarter implemented	86% of actions in the approved CFM Compliance Management Plan for the quarter implemented	86% of actions in the approved CFM Compliance Management Plan for the quarter implemented	Approved CFM Compliance Management Plan CFM Quarterly compliance management reports
3	% of DTA employees trained through various interventions as per the approved Training Plan	65%	Training Plan Approved	-	-	65%	Approved Training Plan Quarterly training report
4	Number of provinces implementing interventions for the reduction of GBVF in traditional leadership	8	-	4	-	4	Reports

TECHNICAL INDICATOR DESCRIPTION

Indicator title 1	% of compliance indicators in the approved Organisational performance information compliance management plan implemented
Definition	<ul style="list-style-type: none"> To identify and develop a compliance management plan of Organisational Performance Information Management indicators with timeframes from the Compliance Framework. Obtain DG's approval of the Organisational Performance Information Management indicators that will be implemented and monitored. Facilitate the implementation of actions in the Organisational Performance Information Management indicators Framework.
Source of data/ Collection of data	<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>
Method of calculation/ assessment	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 86.
Means of verification	<ul style="list-style-type: none"> Approved Organisational Performance Information Management Compliance Management Plan. Quarterly Organisational Performance Information Management compliance reports.
Assumptions	The department adhering to all timeframes with regard to organisational performance information reporting.
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	Not applicable.
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	Not applicable.
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly.
Desired performance	100% compliance with government timeframes on organisational performance information.
Indicator responsibility	CD: ODG

Indicator title 2	% of actions in the approved CFM compliance management plan implemented
Definition	<ul style="list-style-type: none"> To identify and develop a compliance management plan on CFM indicators with time frames from the Compliance Framework Obtain DG's approval of the CFM indicators that will be implemented and monitored. Implement the CFM indicators in the compliance management plan and produce reports on a quarterly basis.
Source of data/ Collection of data	<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>
Method of calculation/ assessment	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 86.
Means of verification	<ul style="list-style-type: none"> Approved Compliance Management Plan. Quarterly CFM reports.
Assumptions	The department adhering to all timeframes with regard to CFM reporting.
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	According to the targets as contemplated in the Preferential Procurement Policy Framework Act, 2000 (Act no 5 of 2000)
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	Not applicable.
Calculation Type	Non-Cumulative.
Reporting cycle	Quarterly.
Desired performance	100% compliance with government timeframes on organisational performance information.
Indicator responsibility	CD: CFS

Indicator title 3	% of DTA employees trained through various interventions as per the approved Training Plan
Definition	<p>To improve employee knowledge, skills and competency levels to achieve department's objectives.</p> <p>Obtain DG's approval of the Training Plan.</p>
Source of data/ Collection of data	<p>Workplace Skills Plan</p> <p>Personal development plans</p>
Method of calculation/ assessment	Number of DTA employees trained through various interventions divided by the total number of employees multiplied by 65.

Indicator title 3	% of DTA employees trained through various interventions as per the approved Training Plan
Means of verification	Approved Training Plan Quarterly training report
Assumptions	Sufficient training budget allocation for implementation of training interventions. Training needs identified to be in line with operational objectives for improvement of employee and organisation performance. Effective and efficient procurement processes for appointment of training providers.
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	Training of beneficiaries data to be segregated in terms of gender, youth, PWD's
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	N/A
Calculation Type	Cumulative
Reporting cycle	Twice a year
Desired performance	The Department functioning at maximum performance Skilled employees with requisite skills to ensure effective service delivery.
Indicator responsibility	D:HRM

Indicator title 4	Number of provinces implementing interventions for the reduction of GBVF in traditional leadership
Definition	This refers to the initiatives for awareness raising relating to the fight against GBVF for and by traditional leaders
Source of data/ Collection of data	<ul style="list-style-type: none"> • Reports from Provinces and Provincial Houses of Traditional and Khoi-San Leaders • Reports from the National House of Traditional and Khoi-San Leaders • Reports from the DTA Capacity Building Unit
Method of calculation/ assessment	Quantitative
Means of verification	Reports
Assumptions	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.

Indicator title 4	Number of provinces implementing interventions for the reduction of GBVF in traditional leadership
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	N/A
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	Districts with traditional leadership
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	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.
Indicator responsibility	D: M & E

EXPLANATION OF PLANNED PERFORMANCE

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

Outcome: Effective governance of the Department

Output: Organisational performance information compliance management plan implemented

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: Actions in the Corporate and Financial Management (CFM) Compliance Management Plan implemented.

To identify and develop a compliance management plan on CFM indicators with time frames from the Compliance Framework and to obtain DG's approval of the CFM indicators that will be implemented and monitored. This will enable the implementation of

the CFM indicators in the compliance management plan and reports produced on a quarterly basis.

Output: DTA employees trained through various interventions as per the approved Training Plan

To improve employee knowledge, skills and competency levels to achieve department's objectives.

Output: Number of provinces implementing interventions for the reduction of GBVF in traditional leadership

This refers to the initiatives for awareness raising relating to the fight against GBVF for and by traditional leaders. The planned performance of the administration branch is about compliance with the Public Service prescripts governing performance information including monitoring and evaluation, risk management, internal audit, corporate and financial management including human resources and development. The Compliance Plans for the Office of the Director General and the Corporate and Financial Services covers a considerable number of compliance obligations for the Department. 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.

In terms of training of employees, a new requirement was initiated by the Presidency for inclusion of human resources development in the plans of

the Department, hence an output that proposes a percentage of employees capacitated through various interventions.

The GBVF is the second pandemic faced by the country as announced by the President. In order to face this scourge head-on, Departments are required to include interventions meant to fight the pandemic in the plans for a more focused approach and results.

R Thousand Programmes	Audited Outcome			2023-24 Adjusted Appropriation	2024/25		
	2012/21	2021/22	2022/23		2024/25	2025/26	2026/27
Ministry	8,818	9,346	12,424	11,522	11,330	11,266	11,782
Management	11,710	13,157	13,514	16,240	16,066	16,896	17,670
Corporate Service	16,974	21,350	29,537	31,242	33,128	36,423	38,088
Internal Audit	3,599	3,792	3,981	4,867	4,618	4,704	4,921
Total	41,101	47,645	59,456	63,871	65,142	69,289	72,461
Economic Classification							
Compensation of Employees	33,449	34,188	37,015	40,324	44,053	47,724	49,910
Goods & Services	6,147	11,424	18,732	20,535	19,217	19,693	20,594
Transfers and Subsidies	80	82	62	12	12	12	12
Payments for Capital Assets	1,425	1,922	3,647	3,000	1,860	1,860	1,945
Payments for Financial Assets	-	29	-	-	-	-	-
Total	41,101	47,645	59,456	63,871	65,142	69,289	72,461

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 MTSF are:

- Organisational Performance Information Compliance Management Plan approved
- 86% of actions in the organisational performance information Compliance Management Plan for the quarter implemented.
- CFM Compliance Management Plan approved
- 86% of actions in the CFM compliance management plan implemented

- % of DTA employees trained through various interventions as per approved training plan
- Number of provinces implementing anti-GBVF interventions for traditional leadership

The expenditure for the Administration Branch relates to the implementation of the compliance obligations in the Compliance Management Plans of the ODG and CFS, as well as on training of employees, efforts to fight GBVF and lastly, the empowerment of WYPD through procurement. This also 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 the 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 the National Initiation Oversight Committee.

Policy and Legislation: To develop, review, facilitate and monitor the 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: RESEARCH, POLICY AND LEGISLATION

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance 2023/24	Medium-term targets		
		No		2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
Functional institution of traditional and Khoi-San Leadership	Customary laws of succession and genealogies for kingships/ queenships (KQs) and Principal Traditional Leaders (PTL) royal families documented	5	Number of customary laws of succession and genealogies documented for kingships/ queenships (KQs) and Principal Traditional Leaders (PTL) royal families	-	3 Kingships and Queensships Royal Families monitored on implementation of the TKLA and the Framework on Resolution of Traditional Leadership Disputes and Claims	8 kingships/ queensships supported per year on the development of customary laws of succession and genealogies	-	4	4	5
	Illegal customary initiation Schools closed	6	Number of PICCs closing illegal customary initiation schools	-	-	-	-	3	3	3
Safe Initiation Practices	Inspections in customary initiation schools in hotspot districts per season conducted	7	Number of traditional leaders/ traditional councils conducting inspections/ visits in customary initiation schools in hotspot districts per season	-	-	-	-	10	15	20

Outcomes	Outputs	Output indicators	Audited actual performance				Estimated performance	Medium-term targets		
			2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
	Customary Initiation Act awareness campaigns in hotspot districts conducted	Number of Customary Initiation Act awareness campaigns conducted in hotspot districts	-	-	-	1	3	4	4	
	Ministerial determinations on the fees paid for customary initiation practice to decommercialise initiation developed	Number of Ministerial determinations on the fees paid for customary initiation practice developed to decommercialise initiation.	-	-	-	-	1	Implementation of Ministerial determinations	Implementation of Ministerial determinations	

INDICATORS, ANNUAL AND QUARTERLY TARGETS FOR 2024/25 FY

No	Output indicators	Annual target	Quarterly targets				Means of Verification
			2024/25	Quarter 1	Quarter 2	Quarter 3	
5	Number of customary laws of succession and genealogies documented for kingships/queenships (KOs) and Principal Traditional Leaders (PTL) royal families	4	1	1	1	1	<ul style="list-style-type: none"> Letters/emails to relevant provinces and kingships/queenships and PTLs royal families Agendas, attendance registers and reports of royal family meetings to document their CLS and genealogies

No	Output indicators	Annual target 2024/25	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
6	Number of PICCs closing illegal customary initiation schools	3	3	-	3	-	<ul style="list-style-type: none"> Documented and updated customary laws of succession (CLS) and genealogies for kingships/queenships' and PTLs' royal families Monitoring reports Winter and summer initiation seasons reports
7	Number of traditional leaders/ traditional councils conducting inspections/ visits in customary initiation schools in hotspot districts per season	10	10	-	10	-	<ul style="list-style-type: none"> STLs CIA Intervention Programme/Plan for PICC Monitoring reports Winter and summer initiation seasons reports
8	Number of Customary Initiation Act awareness campaigns conducted in hotspot districts	3	1	1	1	-	<ul style="list-style-type: none"> CIA Awareness Campaign Plan CIA Awareness Campaigns Report
9	Number of Ministerial determinations on the fees paid for customary initiation practice developed to decommercialize initiation.	Ministerial Determinations on the fees paid for customary initiation to decommercialize the customary initiation practice submitted to the Minister by 31 March 2025	Draft Ministerial Determinations on the fees paid for customary initiation to decommercialize the customary initiation practice developed Consultations with PICCs, NIOC and DoH on the Draft Ministerial Determinations	Consultations with National and Provincial Houses of Traditional and Khoi-San Leaders on the Draft Ministerial Determinations	Consultations with relevant Provincial and National Departments on the Draft Ministerial Determinations	Ministerial Determinations on the fees paid for customary initiation to decommercialize the customary initiation practice submitted to the Minister	<ul style="list-style-type: none"> Draft Ministerial Determinations on the fees paid for customary initiation to decommercialize the customary initiation practice letters of consultations Consultation reports Government Notice for public comments on the draft Determinations Minister submission

TECHNICAL INDICATOR DESCRIPTIONS

Indicator title 5	Number of customary laws of succession and genealogies documented for kingships/queenships (KQs) and Principal Traditional Leaders (PTL) royal families
Definition	<ul style="list-style-type: none"> • To engage relevant provinces about the project • To convene sessions with kingships/queenships and PTLs royal families to facilitate the documentation and/or updating of their customary laws of succession and genealogies; • Document customary laws of succession and genealogies for 4 kingships/queenships; and • Submit the customary laws of succession and genealogies to the kingships/queenship and PTLs Royal families by 31 March 2024
Source of data/ Collection of data	<ul style="list-style-type: none"> • Approved Guidelines on documentation of customary laws of succession and genealogies • Kingships/queenships and PTLs royal families and engagement sessions with them • Provinces • Existing literature • TKLA
Method of calculation/ assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Letters/emails to relevant provinces and kingships/queenships and PTLs royal families • Agendas, attendance registers and reports of royal family meetings to document their CLS and genealogies • Documented and updated customary laws of succession (CLS) and genealogies for kingships/queenships' and PTLs' royal families
Assumptions	<ul style="list-style-type: none"> • Availability, cooperation and responsiveness of relevant kingships/queenships and PTLs royal families to provide information on their customary laws of succession and genealogies. • Cooperation of the relevant provinces
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	N/A
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	N/A
Calculation Type	Cumulative
Reporting cycle	Quarterly

Indicator title 5	Number of customary laws of succession and genealogies documented for kingships/queenships (KQs) and Principal Traditional Leaders (PTL) royal families
Desired performance	Documented customary laws of succession and genealogies by royal families of 4 Kingship/Queenship and PTLs royal families submitted to the relevant royal families
Indicator responsibility	Chief Director: RIM

Indicator title 6	Number of PICCs closing illegal customary initiation schools
Definition	To support 3 PICCs to: <ul style="list-style-type: none"> a) register customary initiation schools; and b) close illegal customary Initiation schools and other relevant critical functions on which the PICCs should be supported during 2024/2025, through: <ul style="list-style-type: none"> • drafting PICCs CIA Implementation and Compliance Support Plan based on the issues uncovered from the monitoring of each PICC; • implementing projects/activities/interventions in the Support Plan that fall within the DTA mandate in respect of registration of customary initiation schools and closing of illegal customary initiation schools and • engaging relevant other role players to implement actions/projects/interventions in the Plan that do not fall within the DTA mandate.
Source of data/ Collection of data	Customary Initiation Act (CIA) PICCs Relevant Provincial Departments NIOC
Method of calculation/ assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • PICCs CIA Intervention Programme/Plan • Monitoring reports • Winter and summer initiation seasons reports
Assumptions	PICCs willing, availing themselves and cooperating with the DTA for purposes of being monitored and supported
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	Initiates and relevant stakeholders (including women, youth and persons with disabilities) will benefit from PICCs implementing and complying with the CIA
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Biannual

Indicator title 6	Number of PICCs closing illegal customary initiation schools
Desired performance	PICCs effectively performing their statutory functions, complying with and implementing the CIA
Indicator responsibility	Director: Policy

Indicator title 7	Number of traditional leaders/ traditional councils conducting inspections/ visits in customary initiation schools in hotspot districts per season
Definition	<p>To support traditional leaders in hotspots districts to:</p> <ol style="list-style-type: none"> Conduct regular inspections in the customary initiation schools; and Screening of customary initiation schools' principal, traditional surgeons, care givers and traditional health practitioners and submitting reports thereof to the relevant PICC and perform their other critical functions, through: <ul style="list-style-type: none"> Monitoring and developing STLs CIA Implementation Support Plan based on the issues uncovered from the monitoring. Implementing projects/activities in the plan that fall within the DTA mandate in respect of traditional leaders conducting regular inspections in the initiation schools and screening of principals, traditional surgeons, care givers and traditional health practitioners and submitting reports thereof to the relevant PICC; and Engaging relevant role players to implement actions/ projects/ interventions in the STLs CIA Implementation Support Plan that do not fall within the DTA mandate in respect of regular inspections of customary initiation schools and screening of customary initiation schools' principal, traditional surgeons, care givers and traditional health practitioners and submitting reports thereof to the relevant PICC.
Source of data/ Collection of data	<p>Customary Initiation Act (CIA)</p> <p>PICCs</p> <p>NIOC</p> <p>Traditional Leaders</p> <p>Houses of Traditional and Khoi-San Leaders</p>
Method of calculation/ assessment	Simple count
Means of verification	<ul style="list-style-type: none"> STLs CIA Intervention Programme/Plan for PICC Monitoring reports Winter and summer initiation seasons reports
Assumptions	Traditional leaders in hotspots willing, availing themselves and cooperating with the DTA for purposes of being monitored and supported
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	Initiates and relevant stakeholders (including women, youth and persons with disabilities) will benefit from traditional leaders implementing and complying with the CIA and playing an active role in customary initiation

Indicator title 7	Number of traditional leaders/ traditional councils conducting inspections/ visits in customary initiation schools in hotspot districts per season
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Biannual
Desired performance	Traditional leaders in hotspot districts effectively performing their statutory functions, complying with and implementing the CIA
Indicator responsibility	Director: Policy and CD:RIM

Indicator title 8	Number of Customary Initiation Act awareness campaigns conducted in hotspot districts
Definition	<p>To educate parents/legal/customary guardians, care givers, potential initiates principals and traditional surgeons in 3 hotspots districts on their roles and responsibility in terms of Customary Initiation Act Awareness campaigns:</p> <ol style="list-style-type: none"> a) To not participate in illegal schools and criminal offense and sentencing thereof; b) for care givers in legal schools to immediately report any ill health of any initiate to the relevant principal, and if the principal is not available to arrange for the affected initiate to receive medical attention; and c) for principals to arrange for immediate medical attention for initiates that have ill health; through: <ul style="list-style-type: none"> • Developing and implementing the CIA Awareness Campaign Plan; and • Conduct 3 CIA awareness campaigns in 3 hotspots districts.
Source of data/ Collection of data	<p>Customary Initiation Act (CIA)</p> <p>PICCs</p> <p>NIOC</p> <p>Houses of Traditional Leaders</p> <p>Municipalities</p>
Method of calculation/ assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • CIA Awareness Campaign Plan • CIA Awareness Campaign Report
Assumptions	Willingness and availability of
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	Initiates and relevant stakeholders in the selected hotspot district (including women, youth and persons with disabilities) will benefit from the awareness campaign

Indicator title 8	Number of Customary Initiation Act awareness campaigns conducted in hotspot districts
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	N/A
Calculation Type	Cumulative
Reporting cycle	Three times a year
Desired performance	Initiates and residents in the selected customary initiation hotspot District aware of the Act, complying with the Act and promoting compliance with the Act by all role players
Indicator responsibility	Director: Policy

Indicator title 9	Number of Ministerial determinations on the fees paid for customary initiation practice developed to decommmercialize initiation.
Definition	<ul style="list-style-type: none"> • To develop draft CIA Fees Ministerial Determinations/Regulations to decommmercialize the customary initiation practice; • To consult relevant stakeholders (i.e., NIOC, PICCs, Minister of Health, NHTKL, Provincial Houses, Premiers, relevant Provincial Departments) on the Ministerial Determinations; • Publish proposed customary initiation fees by notice in a Government Gazette for public comments; and • Submit the proposed CIA section 18(3) Fees Ministerial Determination to the Minister for consideration
Source of data/ Collection of data	<ul style="list-style-type: none"> • Customary Initiation Act • Research Report on ministerial determination of CIA fees • DoH and Interim Traditional Health Practitioners Council • NIOC and PICCs • Houses of Traditional and Khoi-San Leaders • Relevant Provincial Departments • CRL Rights Commission
Method of calculation/ assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Draft Ministerial Determinations/ Regulations on the fees paid for customary initiation to decommmercialize the customary initiation practice • letters of consultations • Consultation reports • Government Notice for public comments on the draft Determinations • Minister submission

Indicator title 9	Number of Ministerial determinations on the fees paid for customary initiation practice developed to decommercialize initiation.
Assumptions	Availability of a Research Report with reliable information and clear proposals for the content of the ministerial determination of fees by 31 May 2024
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	Initiates and relevant stakeholders (including women, youth and persons with disabilities who practise the custom) will benefit from the ministerial determination of fees.
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	N/A
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	Ministerial Determinations/ Regulations on CIA section 18(3) Fees developed, consulted upon with relevant stakeholders, published for public comments and submitted to the Minister for consideration
Indicator responsibility	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; and
- Safe 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: Kingships'/ Queenships' (K/Qs) and PTL Royal Families with documented customary laws of succession and genealogies

The main contributing factor for dysfunctional kingship/queenship and principal traditional leadership are leadership succession disputes at this level. Due to non-documented customary laws of succession and genealogies, when the incumbents pass on, royal families are inundated with disputes in respect of the successor of the late king/queen or principal traditional leader. The project is

therefore aimed at establishing a system to reduce leadership succession disputes because the CLA and genealogies, if documented, will serve as a point of reference when identifying successors.

Outcome: Safe Initiation Practices

Output: Illegal customary initiation schools closed

The output and indicator entail conducting awareness campaigns to mobilise members of the public to report illegal customary initiation schools and other criminal activities performed in the name of customary initiation to the Provincial Initiation Coordinating Committees, traditional leaders and the South African Police Service. The indicator further entails facilitating and mobilising support to the PICCs by various stakeholders in respect of closing of illegal customary initiation schools. It also includes monitoring the PICCs on compliance with and implementation of the Customary Initiation Act in respect of the closing of illegal customary initiation schools during the winter and summer customary initiation seasons.

Output: Ministerial Determinations/Regulations on fees paid in terms of section 18(3) of the CIA

Most of the criminal activities within the customary initiation sector is due to the commercialisation of

the customary initiation practice as a result of no legal instrument to regulate the fees paid within the sector. This output will address this challenge by providing a legal instrument for regulating and standardising the fees within the sector.

PROGRAMME RESOURCE CONSIDERATION

R Thousand	Audited Outcome			2023-24 Adjusted Appropriation			
	2012/21	2021/22	2022/23		2024/25	2025/26	2026/27
Programmes							
Management	3,715	6,424	14,251	19,598	15,725	15,814	16,539
Policy and Legislation	3,478	5,033	6,849	6,883	6,821	6,948	7,266
Research and Info Management	7,807	8,841	8,591	8,103	7,502	8,091	8,461
Total	15,000	20,298	29,691	34,584	30,048	30,853	32,266
Economic Classification							
Compensation of Employees	11,831	15,092	22,154	24,084	23,976	24,238	25,349
Goods & Services	2,676	5,204	7,537	9,422	6,072	6,615	6,917
Transfers and Subsidies	493	-	-	78	-	-	-
Payments for Capital Assets	-	-	-	1,000	-	-	-
Payments for Financial Assets	-	2	-	-	-	-	-
Total	15,000	20,298	29,691	34,584	30,048	30,853	32,266

Narrative on Planned Expenditure

As per the outputs and indicators outlined above, the bulk of the 2024/25 budget of the Programme will be utilized for implementation of the Annual Performance Plan targets and other projects aimed at implementation of the Traditional and Khoi-San Leadership Act and the Customary Initiation Act. In this regard, the bulk of the Programme's budget will be utilised for the following priorities of the Programme for the financial year:

- a) Documentation of customary laws of succession and genealogies for kingships/queenships and principal traditional leadership royal families.
- a) Implementation of the relevant provisions of the CIA by the DTA, namely:-
 - conducting awareness campaigns on the Customary Initiation Act to reduce the customary initiation fatalities, closing of illegal customary initiation schools;
 - providing financial and administrative support to the National Initiation Oversight Committee

to perform its legislated roles and functions such as monitoring implementation of the Act by the PICCs; and

- Monitoring implementation of and compliance with the CIA by provincial governments and other role players specified in the Act.
- b) Monitoring implementation of and compliance with the TKLA by provincial governments and other role players specified in the Act.

Most of the Programme's Compensation of Employees budget is used for the remuneration of Commissioners and support staff of the CKSM, human resources for implementation of the TKLA and CIA as well as human resources for traditional affairs research and information management. Furthermore, the current human resources of the programme will focus on outputs aimed at supporting and facilitating implementation of these two pieces of legislation and research for the CKSM. Both the human and financial resources of the Branch will be reprioritised to ensure that the outputs in the APP are allocated adequate resources.

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 2023/24	Medium-term targets		
		No		2020/21	2021/22	2022/23	2024/25		2025/26	2026/27	
Developed communities in areas of traditional and Khoi-San Leadership	Hectares of land availed by Traditional Councils within the 4 Local Houses of traditional and Khoi-San leaders (OR Tambo, Alfred Nzo; Ugu and Harry Gwala) for the implementation of the Invest Rural Master Plan in the Eastern Seaboard Development Initiative.	10	Number of Hectares of land availed by Traditional Councils within the 4 Local Houses of traditional and Khoi-San leaders (OR Tambo, Alfred Nzo; Ugu and Harry Gwala) for the implementation of the Invest Rural Master Plan in the Eastern Seaboard Development Initiative.	10 Local Houses monitored on their participation in the DDM activities	8 Provinces monitored on the participation of Local Houses in government development programmes in terms of the DDM	32 LHHTKL coordinated to participate in DDM activities	50% of the Traditional Councils within the 4 Local Houses of traditional and Khoi-San leaders (OR Tambo, Alfred Nzo; Ugu and Harry Gwala) availing land parcels for the implementation of the Invest Rural Master Plan in the Eastern Seaboard Development Initiative	20 000	5 000	5 000	
	Social and Labour Plans' (SLP) socio economic development projects in 10 traditional communities implemented	11	% of SLP's socio economic development projects in 10 traditional communities implemented	-	-	-	10	5%	6%	7%	

Outcomes	Outputs	Output indicators		Audited actual performance				Estimated performance	Medium-term targets		
		No		2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
	Inter-Ministerial Task Team (IMTT) resolutions on the issues raised by traditional leaders with Government implemented	12	% of IMTT resolutions on the issues raised by traditional leaders with Government implemented	-	-	-	-	5%	6%	7%	
Functional Institution of Traditional and Khoi-San Leadership	Houses of Traditional and Khoi-San Leaders provided with tools of trade as provided for in the Framework for the Provision of Enabling Resources to qualifying Traditional Leaders (or Handbook for Traditional Leaders once approved).	13	Number of Houses of Traditional and Khoi-San Leaders provided with tools of trade as provided for in the Framework for the Provision of Enabling Resources to qualifying Traditional Leaders (or Handbook for Traditional Leaders once approved).	-	-	-	7	8	8	8	

Outcomes	Outputs	Output indicators		Audited actual performance			Estimated performance	Medium-term targets		
		No		2020/21	2021/22	2022/23		2023/24	2024/25	2025/26
	Traditional leadership structures capacitated	14	Number of traditional leadership structures capacitated on Gender Mainstreaming, on reducing Gender Based Violence and Femicide (GBVF) and Customary Initiation Act (CIA).	Training material in GBVF developed	8 Houses of Traditional and Khoi-san Leadership trained in GBVF.	32 Traditional and Khoisan leadership structures trained in GBVF	40	50	60	70
Transformed Institution of Traditional and Khoi-San Leaders	Houses of Traditional and Khoi-San Leaders workshoped to contribute to disaster prevention and relief in line with the disaster management act	15	Number of Houses of Traditional and Khoi-San Leaders workshoped to contribute to disaster prevention and relief in line with the disaster management act	-	-	-	-	8	8	8
Functional institution of Traditional and Khoi-San Leadership	Forum of Kings/ Queens constituted	16	% of recognised Kings/Queens constituting the Kings/Queens Forum	-	-	-	-	60%	60%	60%

INDICATORS, ANNUAL AND QUARTERLY TARGETS FOR 2024/25 FY

No	Output indicators	Annual target 2024/25	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
10	Number of Hectares of land availed by Traditional Councils within the 4 Local Houses of traditional and Khoi-San leaders and Khoi-San leaders (OR Tambo, Alfred Nzo; Ugu and Harry Gwala) for the implementation of the Invest Rural Master Plan in the Eastern Seaboard Development Initiative.	20 000	Consultations	Consultations	Consultations	20 000	Reports
11	% of SLP's socio economic development projects in 10 traditional communities implemented	5%	Consultation with stakeholders	Consultation with stakeholders	Consultation with stakeholders	5%	Reports
12	% of Inter-Ministerial Task Team (IMTT) resolutions on the issues raised by traditional leaders with Government implemented	5%	IMTT Dialogue convened IMTT Report	IMTT Report	IMTT Report	5%	Reports

No	Output indicators	Annual target 2024/25	Quarterly targets				Means of Verification
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
13	Number of Houses of Traditional and Khoi-San Leaders provided with tools of trade as provided for in the Framework for the Provision of Enabling Resources to qualifying Traditional Leaders (or Handbook for Traditional Leaders once approved).	8	Status Report on tools of trade provided to 8 Houses of Traditional and Khoi-San Leaders	Consultation with Provincial CoGTAs, Houses and other Stakeholders	Consultation with Provincial CoGTAs, Houses and other Stakeholders	8	Reports
14	Number of traditional leadership structures capacitated on Gender Mainstreaming, on reducing Gender Based Violence and Femicide (GBVF) and Customary Initiation Act (CIA).	50	10	15	15	10	Attendance registers and reports
15	Number of Houses of Traditional and Khoi-San Leaders workshopped to contribute to disaster prevention and relief in line with the disaster management act	8	Consultation with the NDMC	2	3	3	Reports
16	% of recognised Kings/Queens constituting the Kings/Queens Forum	60%	Consultations with Kings/Queens and other Stakeholders	Consultations with Kings/Queens and other Stakeholders	Consultations with Kings/Queens and other Stakeholders	Forum constituted with 60% of Kings/Queens	Reports

TECHNICAL INDICATORS DESCRIPTION

Indicator title 10	Number of Hectares of land availed by Traditional Councils within the 4 Local Houses of traditional and Khoi-San leaders (OR Tambo, Alfred Nzo; Ugu and Harry Gwala) for the implementation of the Invest Rural Master Plan in the Eastern Seaboard Development Initiative.
Definition	The project involves collaboration with the provinces of Eastern Cape and KwaZulu-Natal and their two Provincial Houses of Traditional and Khoi-San Leaders. The project will further focus on facilitating the involvement of the four Local Houses of traditional and Khoi San leaders in the Eastern Seaboard Development initiative as a contribution by Traditional Leaders in the District Development Model. Ultimately, traditional leaders through their traditional councils will participate and avail land parcels for development and ensure that communities in the ESD benefit from development projects, providing for job creation/ employment, business development, and other opportunities.
Source of data/ Collection of data	Four LHTKL in the ESD Traditional Councils in the four LHTKL of the ESD KwaZulu Natal and Eastern Cape Houses of Traditional and Khoi-San Leaders KwaZulu Natal and Eastern Cape Provinces MISA DCoG
Method of calculation/ assessment	Simple count
Means of verification	Reports
Assumptions	Willingness of Traditional Leaders and Councils in the ESD to avail land parcels for development
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	N/A
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	OR Tambo, Alfred Nzo; Ugu and Harry Gwala Districts
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	Traditional Communities participating and benefiting from the ESD
Indicator responsibility	Partnerships and IGR

Indicator Title 11	% of SLP's socio economic development projects in 10 traditional communities implemented
Definition	<p>The project entails engagements with DMRE, DCoG, DTA and other relevant stakeholders in ensuring the implementation of Social Labour Plans' socio economic development projects in 10 traditional communities wherein mining activities are taking place. This seeks to ensure that communities that are directly impacted by such operations benefit regarding amongst others employment/ job creation, bursaries, learnerships and procurement opportunities. This process is critical for fostering sustainable development and enhancing the social and economic well-being of traditional communities in mining communities.</p> <p>The initiative is a collaborative effort with the Department of Mineral Resources and Energy (DMRE), aiming to ensure that historically disadvantaged individuals are able to benefit from procurement opportunities, obtain bursaries/learnerships and employment. These SLPs are strategic documents mandated by mining legislation designed to promote the social and economic welfare of communities affected by mining activities.</p>
Source of data/ Collection of data	<ul style="list-style-type: none"> • DMRE • DCoG • Municipalities • Traditional Councils
Method of calculation/ assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Reports
Assumptions	Traditional communities are benefitting from the proceeds of mining activities
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	N/A
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	Districts/Metros with Traditional and Khoi-San Leaders
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	<ul style="list-style-type: none"> • Long-term, sustainable benefits to the traditional communities from the mining activities
Indicator responsibility	CD: Partnerships & IGR

Indicator title 12	% of Inter-Ministerial Task Team (IMTT) resolutions on the issues raised by traditional leaders with Government implemented
Definition	<p>This refers to the implementation of the IMTT resolutions. This will involve the coordination of the IMTT on Traditional Leadership and will amongst others, imply coordinating and participating in the meetings of the five (5) IMTT workstreams, facilitating the implementation of resolutions, receiving and analysing reports of the 5 Workstreams and preparing a consolidated report for the Minister and the Presidency regarding the status of the implementation of resolutions. The key area of focus here is on the resolution of issues that have been raised by traditional leaders with government over time and the target is 5% increase.</p> <p>The project entails:</p> <ol style="list-style-type: none"> attending and participating in the meetings of the five (5) IMTT workstreams. providing support to the five (5) IMTT Workstreams during meetings/engagements. receiving and analysing reports of the 5 Workstreams Preparing a consolidated report for the attention of the Minister and the Presidency regarding the implementation of resolutions on issues raised by the traditional leaders with Government.
Source of data/ Collection of data	The Presidency, National Departments (Workstream lead departments) and DTA.
Method of calculation/ assessment	Simple count
Means of verification	Reports
Assumptions	That there will be cooperation from all Workstreams and Stakeholders
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	Districts and Metros with Traditional Leadership
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	That the issues that traditional leaders raised with government will be resolved
Indicator responsibility	CD: Partnership and IGR

Indicator title 13	Number of Houses of Traditional and Khoi-San Leaders provided with tools of trade as provided for in the Framework for the Provision of Enabling Resources to qualifying Traditional Leaders (or Handbook for Traditional Leaders once approved)
Definition	<p>In order for traditional leaders and their structures to perform their functions and roles effectively and efficiently, enabling resources are necessary. The indicator entails the provision of tools of trade as provided for in the approved Framework for the Provision of Enabling Resources to qualifying Traditional Leaders that the DTA has developed in 2013/2014 financial year or the Handbook for Traditional Leaders.</p>

Indicator title 13	Number of Houses of Traditional and Khoi-San Leaders provided with tools of trade as provided for in the Framework for the Provision of Enabling Resources to qualifying Traditional Leaders (or Handbook for Traditional Leaders once approved)
Source of data/ Collection of data	Provincial CoGTA Departments
Method of calculation/ assessment	Simple count
Means of verification	Reports
Assumptions	Willingness from Provincial COGTAs to provide tools of trade for members of Provincial Houses.
Disaggregation of beneficiaries (where applicable, for Women, Youth and PWD)	N/A
Spatial transformation (where applicable, reflecting which Districts/Metros as per DDM)	Provinces, District and Metros with Traditional Leadership
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	NHTKL and PHTKL functional and perform their legislated functions effectively and efficiently
Indicator responsibility	CD: ID & CB

Indicator Title 14	Number of traditional leadership structures capacitated on Gender Mainstreaming, on reducing Gender Based Violence and Femicide (GBVF) and Customary Initiation Act (CIA).
Definition	<p>The output involves capacitating traditional leadership structures on their roles and responsibilities in relation to Gender Mainstreaming to achieve Gender Parity and Equality, GBVF and CIA. The Gender Mainstreaming capacity building is in response to the CGE's Commission's report that found Houses lacking on gender mainstreaming, hence this intervention. This and other interventions ensures that traditional leaders leads GBVF and initiation awareness campaigns in their communities, but also addressing gender discrimination and patriarchy that may exist in traditional leadership structures.</p> <p>Structures of traditional leadership include but not limited to Houses of Traditional and Khoi-San Leadership, traditional councils as well as PICCs and NIOC.</p>
Source of data	<p>NSP on GBVF</p> <p>Customary Initiation Act (Act 2 of 2021)</p> <p>DTA training manual on GBVF</p> <p>DTA training manual on CIA</p> <p>Reports on the implementation of the pillars of NSP</p>

Indicator Title 14	Number of traditional leadership structures capacitated on Gender Mainstreaming, on reducing Gender Based Violence and Femicide (GBVF) and Customary Initiation Act (CIA).
Method of Calculation / Assessment	Simple count
Means of verification	Attendance registers and reports
Assumptions	Traditional Leaders will participate to be capacitated on Gender Mainstreaming, anti GBVF interventions and on CIA
Disaggregation of Beneficiaries (where applicable)	Women, youth and people living with disabilities within traditional communities
Spatial Transformation (where applicable)	Provinces, District and Metros with Traditional Leadership
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Traditional leaders initiate and leads Gender Mainstreaming, GBVF and initiation awareness campaigns interventions for safer communities
Indicator Responsibility	CD: ID&CB

Indicator Title 15	Number of Houses of Traditional and Khoi-San Leaders workshopped to contribute to disaster prevention and relief in line with the disaster management act
Definition	<p>The output is about capacitating traditional leaders in Houses on disaster management, particularly in disaster prone areas, to comprehend their role in the disaster management forums/ structures and the administration of council work related to disaster management.</p> <p>The participation of traditional leaders in disaster management inter-governmental structures is critical to ensure that they form part of the management of disasters from prevention to relief.</p>
Source of data	<p>NDMC</p> <p>Provincial Disaster Management Centers</p> <p>DTA and Provincial CoGTAs</p>
Method of Calculation / Assessment	Simple count
Means of verification	Attendance registers and reports
Assumptions	That Traditional Leaders will avail themselves to be workshopped on disaster management
Disaggregation of Beneficiaries (where applicable)	Women, youth and people living with disabilities within Houses
Spatial Transformation (where applicable)	Provinces, Districts and Metros with traditional leadership
Calculation Type	Cumulative

Indicator Title 15	Number of Houses of Traditional and Khoi-San Leaders workshopped to contribute to disaster prevention and relief in line with the disaster management act
Reporting Cycle	Quarterly
Desired performance	Empowered institution of traditional leadership resilient to fight disasters in their areas of jurisdiction in partnership with the NDMC and Government at large
Indicator Responsibility	CD: ID&CB

Indicator Title 16	% of recognised Kings/Queens constituting the Kings/Queens Forum
Definition	The purpose of this output is to facilitate the establishment of the forum for Kings/Queens to ensure that they have a platform for a collective voice and unite them for a common agenda. This will be preceded by a number of consultation session to ensure that proper and sufficient arrangements are in place for the forum to be effective.
Source of data	DTA and Provincial CoGTAs The Presidency Kingships/ Queenships Houses of Traditional and Khoi-San Leaders
Method of Calculation / Assessment	Simple count
Means of verification	Attendance registers and reports
Assumptions	All Kings/Queen will agree to the Forum and not send representatives
Disaggregation of Beneficiaries (where applicable)	Women, youth and people living with disabilities
Spatial Transformation (where applicable)	Provinces, Districts and Metros with Traditional Leadership
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	All Kings/ Queens will partake in the Forum once established.
Indicator Responsibility	CD: Partnerships and IGR

EXPLANATION OF PLANNED PERFORMANCE

The budget allocated for 2024/25 financial year will assist the ISC branch contribute towards the achievement of the departmental outcomes focusing on but not limited to the following:

- a) Effective governance of the Department
- b) Safe initiation practices
- c) Developed communities in areas of traditional and Khoi-San Leadership
- d) Functional Institution of traditional and Khoi-San Leadership
- e) Transformed institution of traditional and Khoi-San leadership

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

Output: Traditional Councils within the 4 Local Houses of traditional and Khoi-San leaders (OR Tambo, Alfred Nzo; Ugu and Harry Gwala) availing 20 000 Hectares of land parcels for the implementation of the Invest Rural Master Plan in the Eastern Seaboard Development Initiative

The project entails engaging with provinces of Eastern Cape and KZN, and thereafter, coordinating the participation of Local Houses of traditional and Khoi San leaders in the Eastern Seaboard development initiative of the DDM. The project also entails coordinating Local Houses a) to participate in DDM IGR structures and in municipal councils in terms of Section 81, b) participation in any other FORA established to take forward the DDM approach.

The project will further entail MISA providing feedback/progress on the Eastern Seaboard development initiative, quarterly, during sittings of the Local Houses

Output: SLP commitments in 10 traditional mining communities implemented

The project entails engagements with DMRE, DCoG, DTA and other relevant stakeholders in the development and implementation of Social Labour Plans (SLPs) in traditional communities wherein mining activities are taking place. This seeks to ensure that communities that are directly impacted by such operations benefit regarding amongst others infrastructure and enterprise development.

Output: Inter-Ministerial Task Team (IMTT) resolutions/ action plans on the issues raised by traditional leaders with Government implemented

This refers to the coordination of the IMTT on Traditional Leadership entirely. This includes amongst others, attending and participating in the meetings of the five (5) IMTT workstreams, receiving and analysing reports of the 5 Workstreams and preparing a consolidated report for the attention of the Minister and the Presidency regarding the implementation of resolutions on issues raised by the traditional leaders with Government.

Outcome: Functional Institution of traditional and Khoi-San Leadership

Output: Houses of Traditional and Khoi-San leaders provided with tools of trade by CoGTAs as per the Framework for the Provision of Enabling Resources to qualifying Traditional Leaders

Provision of tools of trade for members of Houses of Traditional and Khoi-San Leaders, to enhance their functionality and to ensure that they perform their functions effectively and efficiently as outlined in the Framework for the Provision of Enabling Resources to qualifying Traditional Leaders.

Output: Traditional leadership structures capacitated

The output involves capacitating traditional leadership structures on their roles and responsibilities in relation to Gender Mainstreaming, Gender Based Violence and Femicide (GBVF) and Customary Initiation Act (CIA). This will result in traditional leaders initiating and leading GBVF and initiation awareness campaigns in their communities.

Output: Kings/ Queens Forum constituted

The output involves facilitating the establishment of the forum for Kings/ Queens to ensure that they have a platform for a collective voice and unite them for a common agenda. This is also for giving effect to the President's announcement during the annual official opening of the NHTKL advising on the establishment of the forum. The President cited the wisdom that the Kings/ Queens would bring to the country through the forum, hence this output.

Outcome: Transformed Institution of traditional and Khoi-San Leadership

Output: Houses of Traditional and Khoi-San Leaders workshopped on the role of traditional leaders in disaster management in line with the disaster management act for disaster prevention and relief

The output is about capacitating traditional leaders on disaster management, particularly in disaster prone areas, to comprehend their role in the disaster management forums/ structures and the administration of council work related to disaster management.

The participation of traditional leaders in disaster management inter-governmental structures is critical to ensure that they form part of the management of disasters from prevention to relief. Prevention will include influence on the issuing of Permission to Occupy (commonly referred to as PTOs) for residential sites that are prone to disasters which will contribute towards saving lives, resources and infrastructure.

Programme Resource Considerations

R Thousand	Audited Outcome			2023-24 Adjusted Appropriation			
	2012/21	2021/22	2022/23		2024/25	2025/26	2026/27
Programmes							
Management	4,088	7,419	5,237	5,356	5,217	5,344	5,588
Institutional Dev and Capacity Building	5,885	6,212	7,946	8,841	8,698	8,767	9,235
Intergovernmental Relations & Partnership	6,805	7,266	8,576	9,345	9,253	9,380	9,811
National House	16,976	19,785	23,110	24,126	23,254	23,300	24,706
CRL Commission	46,046	46,032	46,818	46,998	45,671	47,717	49,904
CTLDC	1,622	-	-	-	-	-	-
Total	81,422	86,714	91,687	94,666	92,093	94,508	99,244
Economic Classification							
Compensation of Employees	27,477	32,467	30,652	32,771	33,195	33,478	35,013
Goods & Services	6,864	7,985	14,217	14,747	13,227	13,313	14,327
Transfers and Subsidies	47,081	46,123	46,818	46,998	45,671	47,717	49,904
Payments for Capital Assets	-	-	-	150	-	-	-
Payments for Financial Assets	-	139	-	-	-	-	-
Total	81,422	86,714	91,687	94,666	92,093	94,508	99,244

NARRATIVE ON PLANNED EXPENDITURE

For 2024/25 financial year the bulk of the budget for the Institutional Support and Coordination Branch will be utilized for the following programmes and projects

- Traditional and Khoi-San Leadership availing land parcels for the implementation of the Invest Rural Master plans in the Eastern Seaboard Development initiatives.
- Traditional mining communities with Social Labour Plans (SLPs) that provide procurement, bursaries, learnerships and employment opportunities for historically disadvantaged individuals.
- Issues raised by traditional leaders resolved through the coordination Inter-Ministerial Task Team on Traditional Leaders implemented.
- Provision of tools of trade for members of Houses of Houses of Traditional and Khoi San Leaders, to enhance their functionality and to ensure that they perform their functions effectively and efficiently as outlined in Framework on tools of trade.
- Capacitation of traditional leaders to conduct awareness programmes on Gender Mainstreaming, Gender Based Violence and Femicide (GBVF) and CIA.
- Houses of Traditional and Khoi-San Leaders workshopped on the role of traditional leaders in disaster management in line with the disaster management act
- Forum of Kings and Queens constituted

UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

Outcome	Key Risks	Treatment Plan
Effective governance of the Department	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
Safe initiation practices	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
Functional institution of traditional and Khoi-San leadership.	Lack of enabling tools of trade to perform legislated functions	Build capacity to make use of technology.
	Illegal traditional councils in compliance with the TKLA provisions.	Engage/consult Provinces to enforce compliance with the TKLA
	Lack of financial resources for traditional leadership to perform legislated function	Consult National Treasury for allocation of resources to the institution of traditional leadership

Outcome	Key Risks	Treatment Plan
Developed communities in the areas of traditional leadership.	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
Developed communities in the areas of traditional leadership.	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.

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