

STRATEGIC PLAN 2015 - 2020

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traditional affairs

Department:
Traditional Affairs
REPUBLIC OF SOUTH AFRICA



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STRATEGIC PLAN

2015 – 2020

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Foreword by the Minister



The CoGTA Ministry is the key driver of the Back to Basics Approach at local government level. Though implementation of the B2B approach only started in 2014/15, the Ministry is proud to say it is already making strides in most of the municipalities; and there is improvement in different areas across its five themes; namely:

Putting people and their concerns first;

- Supporting the delivery of municipal services to the right quality and standard;
- Promoting good governance, transparency and accountability;
- Ensuring sound financial management and accounting; and
- Building institutional resilience and administrative capability.

To realize full benefits of this approach, the institution of traditional leadership is one of the key role players, particularly on the first and second themes. We therefore believe that defining the institution's role in the approach is imperative, particularly within rural municipalities. Municipalities and traditional leadership operate within the same space, good relations and cooperation between the two will potentially fast-track service delivery within jurisdictional areas of traditional leadership and complement implementation of the Back to Basics approach.

One of the priorities of the COGTA Ministry during the current medium term is harmonization of relations between the municipalities and the institution of traditional leadership as part of implementing the Back to Basics approach. In keeping with this approach, the municipal and traditional leadership structures should establish strong collaborative working relationships to create decent living conditions and improve delivery of services in traditional communities. In this regard, the Department of Traditional Affairs has assessed the functionality of traditional councils (TCs), and one of the key focus areas for assessment was the level and quality of participation of traditional leadership structures in municipal councils and their contribution in integrated development planning (IDP) processes. Notwithstanding that some of the TCs assessed were doing well, some were not doing well in this area. During the 2016/17 financial year, and throughout the remainder of the medium term strategic framework (MTSF), the Ministry will therefore focus on interventions and development of legislation aimed at supporting and strengthening Traditional Councils to participate meaningfully within ward committees and municipal councils as well as in the IDP processes.

In the past twenty two years of democracy, the main focus of government in relation to the institution of traditional leadership was that of restoration and supporting the institution to ensure that it has the required resources to deliver on its mandate; this was mainly about maintaining the institution. An important milestone in this regard has been the establishment and support of statutory structures; namely National House of Traditional Leaders, Provincial Houses of Traditional Leaders in seven provinces, Local Houses of Traditional Leaders and TCs as well as the Department of Traditional Affairs. In the current MTSF, COGTA Ministry will focus on reinforcing the developmental role of the institution and positioning it as a critical role player in moral regeneration and social cohesion.

It is evident that the institution of traditional leadership is necessary and has a vital role to play within the South African governance system and it is therefore impeccable that it is natured and equipped to play that role within modern society. However, there are some pertinent issues in relation to the existence, sustainability and the role of the institution of traditional leaders within modern society. Key amongst them, is urbanization and migration from rural areas to cities and modernized society. As society develops and urbanization advances, there must be adaptations to the operations of the institution of traditional leadership to be sustainable and

able to play a meaningful role within modern times. These issues also have a bearing on whether the institution is sustainable in the long run and need to be addressed in the coming years to maintain the relevance of the institution of traditional leadership. There is therefore, a need for a policy shift to focus more on community development rather than structures and benefits in relation to the institution. In this second decade of democracy, COGTA Ministry will embark on programmes to move the institution from the maintenance to transformation, progressive and developmental agenda to create an institution that will make the role and contribution of traditional leadership visible within their communities.

COGTA Ministry is disconcerted about the escalating fatalities and deaths of young men from the customary initiation practices; we continue to condemn all criminal activities within the practice. I call upon all levels of traditional leadership to join hands with government to address this calamity and be at the forefront of the campaign on zero tolerance to initiation deaths.

The following are policies and pieces of legislation are the centre of focus in this MTSF to strengthen the institution and address some of the institutional challenges, including issues of customary initiation practice:

- Traditional Affairs Bill which will address amongst others the recognition of the Khoi and San as well as gaps and inconsistencies in the implementation of the Traditional leadership and Governance Framework Act and National House of Traditional Leaders Act;
- National Initiation Bill;
- Establishment of Kingships, Queenships and Traditional Councils;
- Pronouncing policy directive on the issue of landless traditional leaders; and
- Disestablishment of community authorities.

These policy and legislative issues will be addressed during the medium term period and have been incorporated in the 2015-2020 strategic plan, and some in the Traditional Affairs 2016/17 Annual Performance Plan.



Des Van Rooyen, MP

Minister

Introduction by the Deputy Minister



The South African Constitution democratized the institution of traditional leadership and provided for its recognition in the modern dispensation and restored its dignity, legitimacy and identity. To this effect, several pieces of national and provincial legislation gave effect to this provision, establishing houses of traditional leaders, defining the relationship to local government and specifying powers and responsibilities for the respective authorities. The said policies and pieces of legislation fully integrate the institutions of traditional leadership into democratic governance, development and service delivery processes of a developmental and constitutional state. These pieces of legislation further reaffirm the role of the institution of traditional leadership in governance subject to the Constitution.

As we implement the Back to Basics approach, there is a need to concretise the role that traditional leadership should play in local governance and the kind of traditional leadership participation in municipal councils and other governance processes for enhanced service delivery within rural traditional communities. Collaborative working relations between the three spheres of government and the institution of traditional leadership will have far reaching benefits for traditional communities and rural development in general. The establishment of the Department of Traditional Affairs was intended among others, to facilitate this collaboration. It is against this background that the Department will, within the medium term onwards, strive to create, develop and strengthen partnerships and cooperative working relations and programmes with other organs of the state to advance delivery of services within traditional communities.

The Department of Traditional Affairs is founded on the following five pillars:

- Restoration, stabilisation and strengthening of traditional leadership institution;
- Development of policies, legislation and regulations towards transformation of the sector;
- Establishment of partnerships for revival and activation of economic activities and participation towards sustainable livelihoods in traditional communities, working in collaboration with other Sector Departments and private sector;
- Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles; and
- Coordination of interfaith to promote Social cohesion and nation building.

In the first three years of the Department's existence the focus has been more on the first two elements with regards to traditional leadership and governance. The 2015-2020 strategic plan has started to incorporate projects across all the five elements which have been aligned to the five thematic areas of the COGTA Back to Basics Approach.

A handwritten signature in black ink, appearing to read 'O Bapela'. The signature is stylized and includes a circular scribble at the beginning.

Mr O Bapela, MP

Deputy Minister: Cooperative Governance and Traditional Affairs

Overview by the Director-General



The Minister has set out the direction and vision for COGTA by outlining five themes that are enshrined within the Back to Basics Approach; namely “putting people and their concerns first, political stability, sound financial management and accounting, governance and building institutions and administrative capabilities. In line with the approach, the Department has in the 2015/16 financial year assessed the functionality of Traditional Councils in the country. Emanating from this exercise, TCs have been categorised into three; the functional, dysfunctional and those at risk. Furthermore, together with provincial traditional affairs components, the Traditional affairs indicators were developed and adopted. Working together with provinces within the intergovernmental framework and in the spirit of Back to Basics Approach, the Department will also focus on strengthening the administrative and technical capacity of traditional councils and improvement of those that are dysfunctional and at risk, whilst continuing to support those that are doing well.

Without the transformation of the institution from its current form, given the spread of urbanization and other changes in society, its sustainability and relevance within the modern society will be threatened. The 2015-2020 Strategic Plan, and this second annual performance plan within this MTSF therefore signals a shift from maintenance and support of the institution, which was the focus of the Department in the past five years towards a more balanced trajectory of a combination of government support and transformation of the institution towards a more sustainable and relevant institution which can support community development. It is therefore the duty of the Department in the current medium term to come up with programmes to assist the institution of traditional leadership to redefine its developmental role in a democratic state and how it is going to contribute to the building of “**vibrant, stable, self-reliant and sustainable traditional communities**”. I am confident that moving in the direction of transformation will serve the institution well.

Furthermore, the 2015-2020 Strategic Plan and the 2016/17 APP also reflect this part of the Department’s mandate which previously was not adequately prioritised. In this regard, the Department will during 2016/17 facilitate the development of interventions to deal with issues of interfaith coordination and its regulation as well as cultural and heritage promotion as part of its contribution to government outcome 14 of nation building and social cohesion within the country.

With the support of provinces and other key traditional affairs stakeholders, I trust that the direction that the 2016/17 Annual Performance Plan is taking will yield good results and improve the lives of communities.



Dr MC Nwaila

Director- General






Official sign-off

It is hereby certified that this Annual Performance Plan 2015- 2016:

Was developed by the management of the Department of Traditional Affairs (DTA) under the guidance of the Minister for Cooperative Governance and Traditional Affairs, Mr. Des Van Rooyen.

Takes into account all the relevant policies, legislation and other mandates for which the Department of Traditional Affairs is responsible.

It accurately reflects performance targets which the Department of Traditional Affairs will endeavor to achieve, given the resources made available in the budget for 2016-2017.

MS RS MOGALADI Head Official responsible for Planning	
MR O APHANE Executive Manager: Corporate and Financial Services (CFO)	
Dr MC NWAILA Accounting Officer	
MR O BAPELA, MP Deputy Minister	
Approved by: DES VAN ROOYEN, MP Executive Authority	





PART A
STRATEGIC OVERVIEW

1. Vision

Transformed, cohesive, developed and sustainable traditional and interfaith communities

2. Mission

Informed by the NDP, MTSF (government outcomes) and Back-to-Basics Approach, the Department's mission is to transform, develop and promote cohesiveness of traditional communities through:

- Monitoring and providing support to the institution in its administration of the affairs of traditional communities in accordance with customs and traditions;
- Developing mechanisms for structures of traditional leadership to support municipalities in the identification of community needs;
- Facilitating the involvement of traditional communities in the development or amendment of IDPs within their areas;
- Monitoring and providing support to the structures of traditional leadership in their participation and promotion of development and service delivery within their communities;
- Monitoring the participation of structures of traditional leadership in policy and legislation development;
- Monitoring the participation of structures of traditional leadership in the development programmes of municipalities, provincial and national spheres of government;
- Monitoring the promotion of the ideals of cooperative governance, integrated development planning, sustainable development and service delivery by structures of traditional leadership;
- Monitoring the promotion of indigenous knowledge systems by the institution of traditional leadership;
- Developing appropriate policies, legislation, norms, standards, systems and regulatory framework governing traditional affairs; and
- Coordinating the interfaith sector to promote social cohesion and nation building.

3. Values

- Community and development oriented
- Accountability
- Professionalism
- Integrity
- Excellence
- Respect
- Team work
- Information sharing and communication

4. Legislative and Other Mandates

The Department's mandate extends beyond traditional, Khoi and San leadership and communities and 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:

4.1 Constitutional Mandate

The work of the Department is derived from **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.

The Department's mandate is derived from the **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 recognised, 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".

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".

The Department's mandate is also informed by Part A of Schedule 4 of the Constitution, which states that "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".

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".

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".

4.2 Legislative Mandates

In addition, to the constitutional mandate, the Department's mandate is informed by the following three pieces of legislation that it administers:

Traditional Leadership and Governance Framework Act (TLGFA), 2003 (Act No. 41 of 2003)

The Department also derives its mandate from the TLGFA. Section 20 of the TLGFA places a responsibility for the Department or a provincial government, as the case may be, through legislative or other measures, to provide a role for traditional councils or traditional leaders in respect of arts and culture; land administration; agriculture; health; welfare; the administration of justice; safety and security; the registration of

births, deaths and customary marriages; economic development; environment; tourism; disaster management; the management of natural resources; the dissemination of information relating to government policies and programmes; and education. Section 20 of the TLGFA also outlines the responsibilities and conditions for allocation of the above mentioned roles to traditional leaders and traditional councils.

The TLGFA also provides for the recognition of traditional communities, the establishment and recognition of traditional councils, leadership positions within the institution of traditional leadership, the recognition of traditional leaders and the removal from office of traditional leaders. It also provides for houses of traditional leaders, the functions and roles of traditional leaders, dispute resolution and the establishment of the Commission on Traditional Leadership Disputes and Claims (CTLDC); which subsequently informs the Department's legislative mandate.

National House of Traditional Leaders (NHTL) Act, 2009 (Act No. 22 of 2009)

The NHTL Act provides for national legislation to establish the National House of Traditional Leaders and determines the powers, duties and responsibilities of the House. It furthermore provides for support to the House by national government, the relationship between the House and the Provincial Houses, and the accountability of the House. Therefore, the NHTL Act places a responsibility to the Department to provide support to the National House of Traditional Leaders.

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.

4.3 Policy Mandates

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.

4.4 Relevant Court Rulings

There are pending litigation cases on traditional leadership disputes and claims before the high court which could have significant implications for the work of the Department and the Commission on Traditional Leadership disputes and claims. The acceptance of the recommendation of the CTLDC by government on the recognised kingships resulted in dissatisfaction amongst some claimants or interested parties. Dissatisfied parties have approached the high court to seek relief or to overturn the decision of government.

To this extent, there are twelve (12) kingships high court cases, one (1) headmanship case, one (1) area of jurisdiction dispute and six (6) Senior Traditional Leadership court cases for the Department; therefore there is a total twenty (20) court cases that the Department and CTLDC are defending. The Traditional Leadership and Governance Framework Act requires that the kingship council must be established within a year after the President has recognised such Kingship and King. The litigation cases hamper the establishment of kingship councils as required by law. The non-establishment of the kingship councils results in kingships being dysfunctional and not being able to render services to their communities as required by law. These services include, among others, making information available to government, participating in the development agenda of government and the development of their own communities.

The following table outlines the litigations and cases that are before the courts:

CASES	TYPE OF CASE	DETAILS OF THE CASE	PROGRESS REPORT ON THE CASE
<p>1. Case No: 696/2010</p> <p>Nephawe Netshidzi-welele</p> <p>VS</p> <p>The President of SA and Others</p> <p>Ref No: 1/4/69</p>	Civil 2010	Mr Nephawe brought an application in the Venda High Court interdicting the President of the Republic of South Africa from recognizing Mr. Toni MphephuRamabulane as a King	<p>The matter was heard on 13-16 August 2012 at Thohoyandou High Court.</p> <p>Judgment was handed down on 6 September 2012. The application was dismissed with costs.</p> <p>Applicants then filed a notice of intention to appeal to the Supreme Court of Appeal on 21 September 2012. The application was dismissed with costs.</p> <p>Furthermore, Application for leave to appeal Rule 49(11) was dismissed with costs on the 24 June 2013.</p> <p>In addition, the applicant filed an interdict application against the President and 6 others. The application is being opposed at Supreme Court of Appeal by the Commission.</p>
<p>2. Case No.: 40404/2008</p> <p>Bapedi Marota Mamone</p> <p>VS</p> <p>The President of SA and Others</p> <p>Ref No.: 1/4/39</p>	Civil 2008	Kgoshi Mampuru brought an application in the High Court seeking the review and setting aside the decision of the Commission and the President of recognising Mr. Victor Thulare as the King of Bapedi.	<p>The matter was heard on 12 September 2012.</p> <p>Judgment was handed down on 21 September 2012. Application was dismissed with costs.</p> <p>The applicant filed for leave to appeal and it was dismissed with costs on 22 November 2012</p> <p>Applicants have advised that they intend appealing to the Supreme Court of Appeal.</p> <p>We have filed our papers with regard to the leave to appeal and awaiting a hearing date sometime during the first term of 2014</p>

CASES	TYPE OF CASE	DETAILS OF THE CASE	PROGRESS REPORT ON THE CASE
<p>3. Case No.: 68501/10</p> <p>Justice Mpondombini Sigcau</p> <p>VS</p> <p>The President of SA and Others</p> <p>Ref No.: 1/4/72</p>	Civil 2010	The late King Justice Mpondombini Sigcau brought an application in the High Court seeking the review and setting aside the decision of the Commission of recognising Tyelovuyo Sigcau as a King.	<p>The matter was set down for hearing on 22-23 February 2012.</p> <p>The matter was heard on both days and on 12 April 2012 judgment was handed down where Applicant's application was dismissed with costs.</p> <p>On 21 May 2012 an application for leave to Appeal was heard and dismissed.</p> <p>Applicant petitioned the Supreme Court of Appeal (SCA) in Bloemfontein.</p> <p>On 16 August 2012 the Supreme Court of Appeal dismissed the Applicant's application with costs.</p> <p>The Applicant further filed an intention to appeal to the Constitutional Court.</p> <p>We instructed our Counsels to oppose the said application and to prepare the opposing affidavit.</p> <p>The matter was down for hearing at the Constitutional Court on 21 February 2013.</p> <p>Judgment was passed in favour of appellants in that the First Respondent ought to have used the old act.</p> <p>Opinion on the implications of judgment was obtained from Adv Arendse SC, Adv D Borgstrom JC and Adv Lupuwana JC. Further engagements with regard to the interpretation of judgment are underway.</p> <p>CASE FINALIZED</p>
<p>4. Case No.: 23829/11</p> <p>Mpisane Eric Nxumalo</p> <p>VS</p> <p>The President of SA and Others</p> <p>Ref No.: 1/4/7</p>	Civil 2011	Hosi Mpisane Eric Nxumalo brought an application in the North Gauteng High Court seeking the review and setting aside of the decision of the Commission not to recognise him as a King of MaChangana.	<p>Record of proceedings was filed. Applicant's supplementary affidavit was filed. The Respondent also filed his answering affidavit.</p> <p>The matter was set down for hearing in the special motion court on 5 - 6 November 2012 in the Pretoria High Court.</p> <p>Judgment was handed down on 12 November 2012 and the application was dismissed with no order as to costs.</p> <p>The application for leave to appeal was set down for 11 February 2013. The application for leave to appeal was dismissed. The applicant indicated their intention to take the matter to the Supreme Court of Appeal.</p>

CASES	TYPE OF CASE	DETAILS OF THE CASE	PROGRESS REPORT ON THE CASE
<p>5. Case No.: 22654/11</p> <p>King Maxhobay-akhawuleza</p> <p>Bangilizwe Sandile</p> <p>VS</p> <p>The President of SA and Others</p> <p>Ref No.: 1/4/82</p>	Civil 2011	King Sandile brought an application in the North Gauteng High Court seeking the review of the decision of the Commission not to recognize amaRharhabe as a Kingship.	Record of proceedings has been filed. The applicant's supplementary affidavit also has been filed. The respondents have also filed their answering affidavit.
<p>6. Case No.: 23541/11</p> <p>Sebatshelwa Mahlangu</p> <p>(King Litho V)</p> <p>VS</p> <p>The President of SA and Others</p> <p>Ref No.: 1/4/83</p>	Civil 2011	Mr.Mahlangu brought an application in the North Gauteng High Court seeking the review and setting aside of the findings of the Commission that recognized Mr MbusiMabhoko III as a King of AmaNdebele of Ndzundza.	Record of proceedings has been filed. The applicant's supplementary affidavit also has been filed. The respondents have also filed their answering affidavit.
<p>7. Case No.: 2062/2011</p> <p>Luzuko Matiwane</p> <p>VS</p> <p>The President of SA and Others</p> <p>Ref No.: 1/4/86</p>	Civil 2011	Mr.Matiwane brought an application in the North Gauteng High Court seeking the review and setting aside of the findings of the Commission not to recognize AmaMpondomise as a Kingship.	<p>Records of proceedings were filed. Applicant's supplementary affidavits were filed. Answering affidavits were filed.</p> <p>The matter was set down for hearing on 26 October 2012 in the Eastern Cape High Court, Mthatha.</p> <p>On 26 October 2012 the matter was postponed to 14 – 15 February 2013 for hearing..</p> <p>On 14 February 2013 the matter was postponed to 4 - 5 April 2013. Matter was again postponed to 12 and 13 June 2013 for hearing.</p> <p>Judgment was handed down against the Commission on 12 December 2013.</p> <p>Commission is currently appealing against this judgment</p>

CASES	TYPE OF CASE	DETAILS OF THE CASE	PROGRESS REPORT ON THE CASE
<p>8. Case No.: 37875/2011</p> <p>Inkosi Muziwenkosi Johannes Radebe VS Commission on Traditional Leadership disputes and Claims and 6 others</p> <p>Ref No.: 1/4/89</p>	Civil 2011	<p>InkosiRadebe brought an application in the North Gauteng High Court seeking for, amongst others, the following orders:-</p> <ul style="list-style-type: none"> varying and extending the time period of 180 days referred to in section 7(1) of PAJA; review and setting aside of the findings of the Commission not to recognize Amahlubi as a kingship. 	<p>Record of proceedings was filed. Answering affidavit has been filed.</p> <p>Waiting for a trial date.</p>
<p>9. Case No.: 629/2011</p> <p>Mudau Muvhango Siaga Mundzhedzi & 2 others VS Ndivheni Abson Siaga & 4 others</p> <p>Ref No.: 1/4/90</p>	Civil 2011	<p>This is a headmanship application brought by Mr.Mudau in the Limpopo High Court, Thohoyandou where he seeks an order in the following terms:</p> <p>That the 1st defendant be relieved of his royal duties as headman of Luheni (Rambuda) on the basis that he was wrongfully identified, recognised and appointed; and / or</p> <p>That the 5th defendant (the Commission) be ordered to investigate the Plaintiff's claim and make a recommendation within a reasonable period of time on or before the expiry of the term of the 5th defendant.</p>	The State Attorney filed a notice to abide.
<p>10. Case No.: 45462/08</p> <p>Nyandeni Regional Authority and another</p> <p>vs</p> <p>Commission of Traditional Leadership Disputes & Claims</p> <p>Ref No.: 1/4/65</p>	Civil 2008	<p>Nyandeni Regional Authority brought an application in the High Court (Transvaal Provincial Division) in 2008 seeking amongst others an order on the following:</p> <ul style="list-style-type: none"> Reviewing and setting aside the decision of the Commission conveyed to the applicant on 30 April 2008 that Nyandeni is not a kingship; 	A notice to oppose was filed. The Nyandeni regional authority filed an application to include the President of RSA and the designated King (ZanozukoSigcau) in their opposing document.

CASES	TYPE OF CASE	DETAILS OF THE CASE	PROGRESS REPORT ON THE CASE
<p>11. Case No.: 41002/12</p> <p>Siyambonga Dalimvula Matanzima</p> <p>VS</p> <p>President of RSA & others</p> <p>Ref No.: 10/3/2/7</p>	Civil 2012	<p>The Acting Principal Traditional Leader Mr.DalimvulaMatanzima brought an application in the North Gauteng High Court, Pretoria where he sought among others, an order to review and set aside the decision of the following:-</p> <ul style="list-style-type: none"> • President in failing to recognise the Western Tembuland as kingship; and • The Chairperson of the Commission in rejecting applicant's claim and that of the people of Western Tembuland 	The application is opposed. Papers have been filed in this regard.
<p>12. Case No.: 1472/2012</p> <p>The Barolong Boo-Rapulana</p> <p>Traditional Council</p> <p>VS</p> <p>Commission & 2 others</p> <p>Ref No.: 10/3/2/9</p>	Civil 2012	<p>Barolong Boo Rapulane brought an application before the North West High Court, Mafikeng for, compelling the Commission to investigate the boundary dispute</p>	<p>Notice to abide filed by State Attorney, Mafikeng on behalf of the Respondents.</p> <p>Applicants have filed a notice of withdrawal of action.</p> <p>The matter can be regarded as finalised.</p>
<p>13. Case No.: 55035/12</p> <p>Kgoshigolo KK Sekhukhune and another</p> <p>VS</p> <p>The Commission & 3 others</p> <p>Ref No.: 10/3/2/10</p>	Civil 2012	<p>King KK Sekhukhune brought an application in the North Gauteng High Court, Pretoria where he sought among others,-</p> <ul style="list-style-type: none"> • Reviewing and setting aside the First Respondent's finding that the appointment of the First Applicant as acting <i>kgoshigolo</i> of Bapedi was irregular and not in line with the customs and customary laws of the Bapedi; • Reviewing and setting aside the First Respondent's finding that the Fourth Respondent is the rightful heir to the kingship of Bapedi; • An order declaring that the Fourth Respondent's claim in terms of section 25(2)(a) of the Traditional Leadership and Governance Framework Act, 41 of 2003 is invalid and that the investigation by the First Respondent of the claim is invalid in law; • An order directing the Second and Third Respondents to refrain from recognising and appointing the Fourth Respondent <i>kgoshigolo</i> of the Bapedi tribe pending the determination of this review application; and • An order declaring that the First Applicant is the acting <i>kgoshigolo</i> of the Bapedi tribe. 	The application is opposed. Papers are being prepared for filing

CASES	TYPE OF CASE	DETAILS OF THE CASE	PROGRESS REPORT ON THE CASE
<p>14. Case No.: 68630/12</p> <p>Mavis Elizabeth Mmamokete Kekana</p> <p>VS</p> <p>Cornelius Kgomotso Kekana and 7 others</p> <p>Ref No.: 10/3/2/11</p>	Civil 2012	<p>Ms Mavis Kekana brought an application on 29 November 2012 in the North Gauteng High Court for, amongst others, an order in the following terms:-</p> <p>That the forms and services provided for in the Rules be dispensed with and that this matter be heard as an urgent matter according to Rule 16 (12 (a) of the Court.</p> <ul style="list-style-type: none"> • That a rule nisi be issued calling upon Respondents or any interested party to show cause why an order in the following terms should not be confirmed: • That the 3rd Respondent, alternatively the 5th or any of the Respondents are restrained pending an application for review and setting aside of decision of the 3rd Respondent from inaugurating and/or been confirmed as a Senior Traditional Leader; • The Applicant is ordered to serve her application for review and setting aside the decision of the 3rd Respondent within 90 days from the date of this date of this order- failing which the order will lapse. 	<p>BhadrishDaya attorney was instructed to appear in court and make sure that the order of court stipulates the time frame that we proposed for filing of review application (on or before 15 January 2013).</p> <p>On 29 November 2012, the</p> <p>the court held that the applicants had not followed the proper procedures as stated in the Practice directive of the North Gauteng High court and had not proved urgency.</p> <p>The application was dismissed with costs and struck off the roll.</p>
<p>15. Case No.: 773/12</p> <p>Masindi Clementine Mphephu</p> <p>VS</p> <p>Regent Toni Mphephu- Ramabulana & Others</p> <p>Ref No.:</p>	Civil 2012	<p>Mr.MasindiMphephu brought an application to the High Court for an order amongst others in the following terms-</p> <p>a) Declaring that the Second Respondent's decision dated 14 September 2012 to recognise the First Respondent as a King of Vhavenda community is unconstitutional and invalid;</p> <p>b) Reviewing and setting aside the decision referred to in paragraph 1 above;</p> <p>c) Declaring the rule of male primogeniture as it applies in customary law to the succession to the position of traditional leader as in inconsistent with the Constitution and invalid to the extent that it precludes women from succeeding to the position of a traditional leader;</p> <p>d) Declaring that the word "progressively" in the Preamble and in sections 2(3)(c), and 2B(4)(c) of the Traditional Leadership and Governance Framework Act No. 41 of 2003 is inconsistent with the Constitution and invalid;</p> <p>e) Declaring that in terms of customary law-</p> <p>The first Applicant is the sole Queen of the Vhavenda Queenship; alternatively the second Respondnet is the sole King of the Vhavenda Kingship; and</p> <p>f) Substituting for the President's decision referred to in paragraph 1, a decision that –</p> <p>The First Applicant is recognised as the sole Queen of the Vhavenda Queenship, alternatively the Second Applicant is recognised as the sole King of the Vhavenda in terms of the Traditional Leadership Act.</p>	<p>A notice of intention to oppose has been filed.</p>

CASES	TYPE OF CASE	DETAILS OF THE CASE	PROGRESS REPORT ON THE CASE
<p>16. Case NO: 10313/13</p> <p>Samuel Sibusiso Khumalo</p> <p>Vs Premier of Mpumalanga, Mpumalanga PHTL, Sibhulo royal House</p> <p>Chief SiveKhumala of Cogta: Mpumalanga</p> <p>The CTLD</p>	civil	<p>Mr.SibusisoKhumalo approached the North Gauteng seeking an order to:</p> <ul style="list-style-type: none"> Withdraw the recognition certificate of the current Nkosi Publish the Notice in the Gazette of the particulars of the removed Nkosi or The Premier be ordered to refer the matter to the royal family of Gutshwa 	The application is opposed because the Provincial Committee has not issued a report in this regard.
<p>17. Case No.: 264/13</p> <p>Kgosi JJ Ramokoka</p> <p>vs</p> <p>Bosman N Ramokoka & others</p> <p>Ref No.: 10/3/2/1</p>		<p>Kgosi Ramokoka brought an urgent interdict application to the North West High Court, Mafikeng</p>	The application was opposed and was won by the Commission.
<p>18. Case No.: 9768/13</p> <p>JJ Mahlangu & another</p> <p>Vs MP Mahlangu & others</p> <p>Ref No.: 10/3/2/17</p>	Civil 2013	<p>Mr. JJ Mahlangu brought an application to the North Gauteng High Court, Pretoria for, amongst others, an order in the following terms:-</p> <p>PART A</p> <ol style="list-style-type: none"> That Part A of this application is heard at the earliest possible date and that the normal forms and rules of service be dispensed with in terms of rule 6(12); That pending the final determination of the relief sought in PART B, an interim interdict be issued restraining the 1st Respondent from carrying himself as Senior Traditional Leader of the Sokhulumi community; That the 2nd and 3rd Respondents' decision to recognise the 1st Respondent as Senior Traditional Leader is set aside pending the finalisation of the opposition. <p>PART B</p> <ol style="list-style-type: none"> That the Applicant be declared by this Honourable Court to have been correctly appointed as the Senior Traditional Leader of the Sokhulumi community; That the 2nd Respondent's decision to recognise the 1st Respondent is set aside and declared null and void; That the 1st Respondent is restrained from interfering with the administration of the Applicant. 	<p>A notice was filed to oppose, which notice was served on 19 February 2013.</p> <p>Interdict application was dismissed with costs.</p> <p>Applicant has filed notice of intention to amend his initial papers which is not opposed.</p>

CASES	TYPE OF CASE	DETAILS OF THE CASE	PROGRESS REPORT ON THE CASE
<p>19. Case No.: 13069/13</p> <p>Sipho Wilson Cebebhulu</p>	Civil 2013	1. Mr Cebebhulu ordered the Commission through the Court to provide documents pertaining to the restoration of his Traditional leaders that was lodged with the Commission.	<p>The Commission through its legal team is opposing the application.</p> <p>The legal team was instructed to brief the Correspondent Attorney to appear in court on the 15 January 2014.</p> <p>The applicant withdrew the application</p>
<p>20. Case No.:1863/2013</p> <p>Lehlomla Emmanuel Lion & others</p>	Civil 2013	1. Mr. Lion and others have lodged a case of review against the recommendations of the Commission that he is not a Senior Traditional Leader	The Commission is opposing the review application.

4.5 Planned Policy Initiatives

Enactment of the Traditional Affairs Bill (TAB)

The Traditional Affairs Bill is intended among others to bring into fruition recognition of the Khoi and San communities, leadership and structures.

The Bill was developed and extensive consultations on the Bill were conducted prior to its referral to Cabinet. In September 2013, Cabinet approved that the Bill be published in the Gazette for public comment. The extended closing date for comments was 31 December 2013. The analysis of the written comments has been finalised and the Bill is in the process of being refined where after it will be resubmitted to Cabinet for final consideration. It is envisaged that the Bill will be enacted during the 2014-2019 Medium Term Strategic Framework (MTSF) period.

Initiation Policy

The Cabinet considered a draft policy on male initiation. It was subsequently decided that the draft policy should be broadened to include female initiation as well as the initiation practices of the Khoi and San communities. Further research was therefore conducted and an all-inclusive draft policy was developed. The new draft policy is currently being consulted on with relevant national government departments, provincial government departments and the houses of traditional leadership where after it will be consulted on with certain Chapter 9 institutions and non-governmental institutions. The aim of the policy is to provide a uniform approach to the challenges being experienced with initiation practices. It is anticipated that the new policy will be resubmitted to the Cabinet before the end of the 2014/2015 financial year.

Regulation of the Interfaith Sector

Due to certain harmful practices within the interfaith sector there is a need for the regulation of the sector to ensure that it operates in line with Constitutional principles. In this regard, the Department developed a discussion document which was consulted upon with various stakeholders during the previous MTSF period. During this MTSF period, it has planned to develop regulatory framework for the interfaith sector.

5. Situational Analysis

In South Africa, the institution of traditional leadership exists alongside a democratic dispensation. The pertinent question that needs to be posed is about the location of the institution of traditional leadership in the context

of the modern governance system. Research conducted on political transformation worldwide has shown that modern societies and systems of governance are constantly changing. It is evident that traditional institutions and governance have not kept pace with political, economic and social transformation. There is, therefore, creative tension between democratic and indigenous governance structures.

It is important to note that in countries where functions and duties of elected representatives and traditional leaders are not harmonised, the conflicts and overlap of functions have become extremely detrimental to local traditional communities and development. Countries such as South Africa, Zimbabwe and Ghana opted to harmonise the role of traditional leaders and elected representatives. This was achieved because the roles and responsibilities of each authority are distinct and are supposed to complement each other.

In most African countries, despite challenges encountered, traditional rule has been persistent over the years. Analysts have given a wide range of possible explanations for this phenomenon, focusing on various sources of legitimacy, issues of performance or function, and leadership qualities. These analysts have drawn different conclusions, most notably with regard to whether they believe that traditional rule survives and thrives because of the support of civil society, or because of the state, contrary to the will of the rural communities themselves.

The challenge pertaining to the location and developmental role of traditional leaders continues to be elusive. Traditional leaders represent the remnants of the pre-colonial cultural features as defined in Article 1, No. 169 of Indigenous and Tribal Peoples Convention, which states that “tribal peoples in independent countries whose social, cultural and economic conditions distinguish them from other sections of the national community, and whose status is regulated wholly or partially by their own customs or traditions, or by special laws or regulations.”

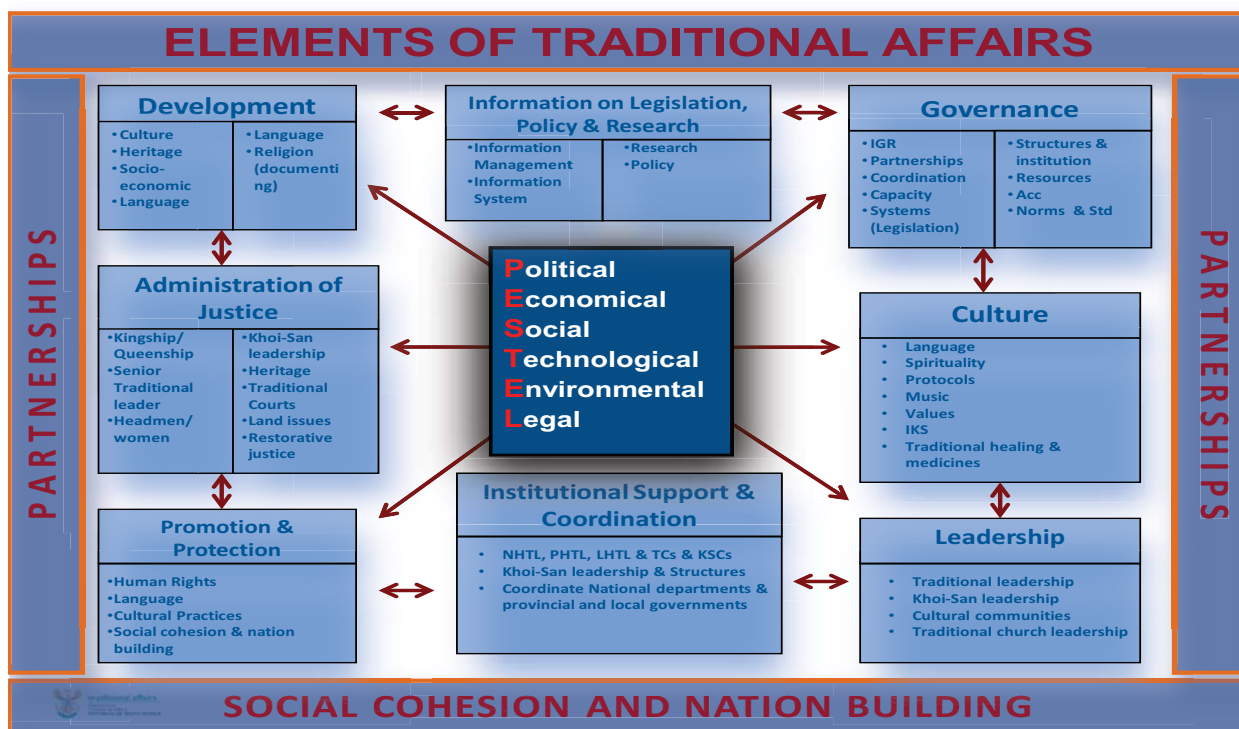
Almost 21 million people constitute rural and traditional communities in South Africa. Therefore, the strategic role of the Department of Traditional Affairs (DTA) is to strengthen this institution of traditional leadership to discharge its role of promoting and contributing to service delivery, socio-economic development, nation building, moral regeneration and preservation of customs and culture within their geographic areas.

5.1 Performance Environment

The Department of Traditional Affairs is a custodian of coordination of traditional affairs across the spheres of government. To this effect, the Department, through extensive consultation with key stakeholders, has developed the Traditional Affairs strategy informed by the needs of the traditional affairs sector. The strategy is aimed at ensuring alignment and integration of national traditional affairs plans with those of provinces, traditional affairs entities and government-wide outcomes and priorities.

The concept of “traditional affairs” includes, among others, the institution of traditional leadership, Khoi and San leadership, governance, administration of justice, spirituality (interfaith) and other valued community practices and protocols.

After the appointment of the Executive leadership in August and September 2010 respectively, the DTA further unpacked the notion of “expanded mandate” to include **other aspects of traditional affairs**, informed by the legislative framework and the outcome of the assessment of the state of governance of the established structures of traditional leadership conducted in 2011/12. The DTA developed the elements of traditional affairs as shown below:



The Department's key partners are traditional leaders, Khoi and San and the interfaith sector. There are 8241 recognised traditional leaders by the state and the Department's mandate is to ensure that they are supported to fulfil their roles within their communities. The following table indicates a break-down of traditional leaders per level and province:

No.	Province	Senior Traditional Leaders	Headmen / Women	Kings	Principal traditional leaders	TOTAL
1	Eastern Cape	215	1193	4	2	1414
2	Northern Cape	8	25	0	0	33
3	Limpopo	183	2118	1 (1Court interdict)	0	2303
4	Mpumalanga	58	522	2	0	582
5	Gauteng	2	14	0	0	16
6	KwaZulu Natal	296	3372	1	0	3669
7	North West	54	59	0	0	113
8	Free State	13	96	2	0	111
Total		829	7399	11	2	8241

South Africa has well established traditional leadership structures and institutions, few of which have been fairly effective in discharging their functions. There has been great success in establishing institutional mechanisms and legislative frameworks for traditional leadership. Legitimate structures of traditional leadership at National, Provincial and Local government levels are established. These structures include Houses of Traditional Leaders, the Commission on Traditional Leadership Disputes and Claims and its provincial committees. These structures have been successful in recognising and reaffirming the institution of traditional leadership as part of the South African governance system.

The Department of Traditional Affairs conducted a study on the institution of traditional leadership in Ghana, Namibia, Botswana, Kenya and Zimbabwe. The findings of this study show that in comparison to these countries, South Africa has made significant progress with regard to the recognition, reaffirmation and government support of traditional leadership institution and establishment of recognised and legitimate structures of the institution.

One of the pillars of the Department's mandate as derived from Section 185 (1) (b) of the Constitution is to ensure the promotion and protection of indigenous languages, heritage, customs, cultural and traditional practices, and interfaith. In line with this section, the Department should ensure that the heritage of traditional, interfaith, Khoi and San communities are promoted, restored and protected. Furthermore, the Department should ensure that there are harmonious relations between and within cultural, religious and linguistic communities. To this end, the Department has developed institutional mechanisms to support and promote interfaith formations, and has entered into a Memorandum of Understanding with the South African Heritage Resource Agency for the identification and restoration of traditional leadership, Khoi and San heritage sites for cultural tourism attraction and therefore contribution to socio-economic development in these communities. In addition, the Department succeeded in institutionalising its support to the Khoi and San structures and has established the National Khoi and San Council for engagement with government on Khoi and San issues.

The Department will continue to support and strengthen the National Interfaith Council of South Africa (NICSA). Together with NICSA, the Department established three interfaith structures at provincial level. These efforts, as well as the involvement of the Department in the NICSA planning processes and vice versa, are good opportunities for government to achieve national unity and social cohesion in the country. In addition, the Department will continue its support to the NHTL, CTLDC and CRL Rights Commission to ensure that they achieve their mandates.

Despite the highlighted successes, there are still challenges that require interventions to ensure that improved service delivery in communities under the jurisdiction of traditional leaders is not stumbled. Among others, the following key challenges will be addressed by the DTA 2014-2019 Strategic Plan and the 2015/16 Annual Performance Plan.

Moving the Dysfunctional Traditional Councils and those at risk to a functional state

The COGTA Ministry embarked on the Back to Basics Approach from 2014/15. The Back to Basics approach is centred on the following five pillars which will be utilized to monitor performance of municipalities to ensure that they perform basic responsibilities. Since Traditional councils (TCs) operate in the same space as municipalities it was critical that TCs are also monitored and supported to collaborate with municipalities for improved service delivery. To ensure that the collaboration is realised, during the 2014/15 financial year, as the first phase of implementing the Back to Basics Approach within the Traditional Affairs sector, the Department undertook an extensive exercise of assessing the functionality of all the 829 Traditional Councils to come up with appropriate interventions. The process was intended to categorise Traditional Councils in terms of their functionality and developing support plans for those TCs that are dysfunctional. The assessment was based on the following criteria:

- **Governance:**
- Whether a Traditional Council was constituted and transformed from tribal authority to traditional council in line with the TLGFA incorporating community engagement, 1/3 of women participants, 40% of community members, participation of the Traditional Council in integrated development planning processes, Holding of Traditional council meetings, if the TC has measures in place to fight fraud and corruption.
- **Financial Accountability:** Good financial record keeping of revenue collected within communities and other financial allocations, transparency and accountability in relation to the TC's finances
- **Community Stability:** Whether the TC is without conflict, disputes and claims and no litigations
- **Adequate resources:** competent staff, well-equipped offices
- **Management of Partnerships and relations:** TC having good understanding of government vision and programmes, competent enough to deal with royalties and involvement in the management of social labour plans, ensures compliance with the Mineral and Petroleum Resources Development Act (Act no. 28 of 2002), skilled to manage business relations

- **Culture and Heritage:** Preservation and promotion of culture and heritage that are in line with Bill of Rights; adaptation and modernisation of cultural practices that are harmful to ensure that they conform to the Bill of Rights (No casualties resulting from harmful cultural practices)
- **Administration of Justice:** Restoration of the dignity and integrity of the traditional leadership institution, traditional courts run effectively and ensure that the presiding officers are adequately skilled, the courts are run in line with the Bill of Rights
- **Land administration and management:** release of land for development and an integrated approach to land management and its use between TCs and municipalities

From the assessment, the TCs will be classified into the following three categories according as follows during 2015/16 FY:

- **Category A:** Good (functional) Traditional Councils
- **Category B:** Traditional Councils at Risk
- **Category C:** Dysfunctional Traditional Councils

Subsequent to the finalisation of the categorisation of the TCs, this strategic plan will over the medium term period develop and implement a support plan to reduce the number of dysfunctional TCs and those at risk and increase the number of functional TCs.

Participation of traditional leadership in government structures

Central to service delivery within traditional communities, is the capacity and functionality of traditional leadership structures to participate meaningfully in government planning and implementation of programmes, including effective participation in the integrated development planning (IDP) processes. This has been and remains a challenge that should be addressed within the principle of cooperative governance. In particular, effective and meaningful participation of traditional leadership structures in local government structures and the IDP processes can contribute to sustainable development within rural, traditional, Khoi and San communities.

In light of the above, there are limitations in the existing legislation that negatively affect the effectiveness, functionality and governance of the institution in relation to its effective participation within municipal councils. In this regard, the limitations of the Local Government Municipal Structures Act of 1998 and the processes provided for in Section 81 of the Act in respect of the participation of traditional leaders in municipal councils are inadequate.

To address this challenge, the Department has, in the 2013/14 financial year, developed an Interim Framework for the participation of traditional leaders in municipal councils. In the 2014/15 financial year, the Department will, among others, address this challenge by facilitating and monitoring the implementation of section 81 of the Framework.

Working relationships between the Institution of Traditional Leadership and Local Government Structures

The Framework referred to above intends to set out the roles of traditional leaders when participating in municipal council proceedings.

The establishment and maintenance of good relations between the institution and local government structures will go a long way in improving and sustaining service delivery within areas of jurisdiction of traditional leaders. The influential nature of traditional leadership in their communities presents an opportunity for government in relation to collaboration for rural development. It therefore requires that the institution of traditional leadership is capacitated to participate meaningfully in government programmes and to know its role. It is also imperative that there are harmonious relations between government and this sector to ensure improved service delivery in

rural communities. This can be achieved through the institution's active participation in government structures, particularly at local government level. The Department will, over the medium term period, implement interventions to address this matter.

Despite the above challenges, studies conducted by the Department indicated that there are pockets of excellence within the institution of traditional leadership regarding working relationships between the institution and local government structures. Furthermore, the findings of the assessment and profiling of traditional councils in 2013 indicated that there are best practices on working relations between traditional leaders and local government structures in some provinces, including successful traditional leadership projects for socio-economic and rural development at community level, effective participation of traditional leadership in municipal councils, best partnerships for community development between traditional leadership, private and government institutions. These are opportunities which the Department will leverage to create sustainable development within traditional communities and to advance rural development. In 2016/17, the Department will share these practices and look at how they can be replicated in other parts of the country.

Court litigation on traditional leadership claims and disputes

The acceptance of the recommendation of the CTLDC by government on the recognised kingships resulted in dissatisfactions amongst some claimants or interested parties. Dissatisfied parties have approached the high court to seek relief or to overturn the recommendations of the CTLDC and decision of government. This poses a challenge for the Department and could delay the establishment of kings' councils in areas where the kingship is still in court, as well as the performance of CTLDC. This challenge subsequently renders the affected kings ineffective because they cannot operate as kings. This issue also affects stability, leads to tensions and conflict within the affected communities and is therefore a threat to social cohesion in those areas.

The Department will in this MTSF period look at strategies to reduce the number of litigations by developing genealogies of each kingship, queenship and senior traditional leadership. These genealogies will be consulted upon and adopted by the royal families. It is envisaged that if the genealogies are adopted as valid by the royal family the probability of them being disputes later will be limited, and there will not be disputes and litigations against the person appointed by government at the rightful heir in future. The genealogies will also use the genealogies to avert the effect of litigations. Furthermore, the Department will also look at an option of settling out of court as it has successfully done in one of the cases.

Management of partnerships within the institution

Different levels of traditional leadership have established partnerships for rural development with the private and public sector institutions. The challenge is that there is no coordinated mechanism for these partnerships. Traditional leadership institutions are not adequately empowered to manage the contractual agreements and relationships resulting from these partnerships. The Department in the 2012/13 and 2013/14 financial years, as a coordinator of traditional affairs across the three spheres of government, developed a Partnership Model that provides a basis, framework and guidelines for effective management of future and current partnerships within the institution.

Inadequate capacity of the structures of traditional leadership to perform their roles and functions

One of the findings of the assessment of state of governance of traditional leadership structures indicated that the main factor that contributes to traditional leadership not being able to play their advisory and supportive role to government and governance is inadequate understanding of the mandate of the institution in the democratic dispensation. In addition, the institution does not have adequate skills, knowledge, resources and competencies to be at the centre of development and form an integral part of the South African governance system -- the core of its existence and functions. This challenge requires a long term strategy and approach that will result in well capacitated and sustainable institutions that are self-sustaining through community initiatives and private partnerships with limited dependence on government for support. The Department continues to implement the

Traditional Affairs Capacity Building Plan to address this matter and to ensure that the institution is empowered to sustain itself. In this regard, the Department has been successful in finalising and implementing both the Traditional Leadership Empowerment Programme and the Outreach Programme in 2011/12-2013/14. Part of implementing the two programmes was the development and adoption by all stakeholders of the Framework for tools of trade for traditional leadership. The Framework provides norms and standards for provision of resources to traditional leadership structures to deliver on their mandates and provides an opportunity for government to succeed in empowering the institution to perform its supportive role to government and be a key stakeholder in development and service delivery. Systems for government support to the institution of traditional leadership are now established and institutionalised through these frameworks and strategies. The Department will therefore, among others, focus on monitoring the implementation of these frameworks, strategies and programmes in 2014/15.

Formal recognition and affirmation of Khoi and San leadership, structures and communities

The other challenge within the traditional affairs sector is the absence of statutory recognition and affirmation of Khoi and San communities and leaders. This matter, if not addressed, may hamper service delivery in the Khoi and San communities and might pose a threat to nation building and social cohesion in the country. This matter is one of the priorities of the Department. The Department will work tirelessly to ensure that the Traditional Affairs Bill is taken through parliament.

The DTA 2015-2020 Strategic Plan and 2015/16 Annual Performance Plan play a critical role in addressing these challenges.

Progress in implementing 2011/12-2013/14 DTA Strategic Plan

The DTA 2011/12 to 2013/14 Strategic Plan identified the following strategic objectives:

- alignment and standardisation of legislation and support framework for traditional leadership across the three spheres of government;
- knowledge management within traditional affairs;
- empowerment of the institution of traditional leadership;
- promotion and integration of the role of traditional affairs within the South African governance system; and
- Promotion and coordination of heritage of traditional, Khoi, San and interfaith communities.

The following section provides progress in relation to the above strategic objectives as set out in the DTA 2011-2014 Strategic Plan.

Alignment and standardisation of legislation and support framework for traditional leadership across the three spheres of government

In terms of the policy and legislation review process, the Department has developed a Traditional Affairs Bill to close gaps in the existing traditional leadership legislation and to ensure that there is alignment and standardisation in the implementation of legislation on traditional leadership across all spheres of government. The Bill consolidated the Traditional Leadership and Governance Framework Act and the National House of Traditional Leaders Act into one piece of legislation. The Bill will, among others, address the Khoi and San issues and promote alignment of national and provincial legislation as well as consistent application and implementation of traditional affairs legislation. It is envisaged that the Bill will be enacted during the 2014-2019 MTSF period.

The Department has also developed a policy which is intended to address the challenges of initiation in the country and to ensure uniformity in the practice across all provinces. The policy addresses the whole spectrum of initiation, namely male, female, Khoi and San initiation. This policy may ultimately lead to initiation legislation at national level.

To facilitate alignment of provincial traditional affairs legislation with the Traditional Leadership Governance Framework Act and consistency in implementation of the Traditional Leadership and Governance Framework across provinces, the Department supported North West, Free State, Limpopo, Mpumalanga and Northern Cape provinces to reconstitute traditional councils to ensure that they are legal structures to perform their constitutional mandates.

Knowledge management within traditional affairs

The Department has developed an electronic information management system. Data on traditional communities, traditional councils in South Africa, and members of the national and provincial houses has been captured in the system.

The mushrooming of headmen and headwomen has been a challenge for the sector. There are also inconsistencies in the appointment and functions of headmen in provinces. Towards addressing this challenge, research was conducted on the norms and standards for the appointment of headmen and headwomen across provinces. The norms and standards will be developed and implemented in this medium term period to address issues of consistency across provinces.

Protocol guidelines for kingships, queenships and senior traditional leaders have been developed as part of enhancing knowledge on protocols within the whole government. They are intended, amongst others, to guide the relationship between traditional leaders and government, which includes the relationships between traditional leaders and public office bearers and other public representatives at national, provincial and local level; specifically to improve the working relations between the parties.

The Protocol Guidelines for kingships, queenships and senior traditional leadership were finalised in 2014/15 and the Department will facilitate their inclusion in the state protocol manual during the 2014-2019 MTSF period. During this financial year they will be shared with government institutions to assist government when it has projects that require its engagement with traditional leadership.

Empowerment of the institution of traditional leadership

A National Traditional Affairs Capacity Building Strategy and Plan have been developed and are currently implemented to attain this strategic objective. The purpose of these interventions is to empower the institution of traditional leadership to perform its functions. Implementation of the strategy and plan included the implementation of a Traditional Affairs Empowerment Programme. To this end, the Department trained houses of traditional leaders on the legislation impacting on their work and their roles and functions as stipulated in the different pieces of legislation as well as on other government programmes within communities.

In order to strengthen and monitor the implementation of the Empowerment programme, the Traditional Affairs Implementation Forum, which is comprised of DTA, provinces, traditional affairs entities and sectors, has been established and is fully functional. This structure has been successful in coordinating and aligning capacity building efforts for the institution and other traditional affairs imperatives across the three spheres of government.

Furthermore, a Framework on the Tools of Trade for Traditional Leadership intended to guide the provision of resources to traditional leadership structures to discharge their duties, has been finalised and its implementation started in 2014/15. The Department will in this financial year coordinate and monitor implementation of the framework by provinces.

Promotion and integration of the role of traditional affairs within the South African governance system

The Department developed a Partnership Model and is currently coordinating the implementation of the model in all provinces. The model makes provision for traditional leadership structures to form partnerships with government, private sector and civil society. It provides guidelines for effective management of these partnerships to ensure that they translate into economic benefits and development for traditional communities. In this financial year, the Department will start monitoring the implementation of the model.

Promotion and coordination of heritage of traditional, Khoi, San and interfaith communities

Together with SAHRA, the Department developed a programme to honour traditional and religious leaders who contributed during the struggle against colonialism and apartheid. Furthermore, as part of the implementation of the programme, the Department together with SAHRA unveiled the statue of Kgoshi Mampuru II and restored the grave of Manchi Masemola in 2014/15. The Department will continue its partnership with SAHRA, the Departments of Tourism and Arts and Culture to promote heritage sites and develop them into cultural tourist attraction sites to advance economic development in rural communities.

5.2 Organisational Environment

The Department conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis in June 2014. This indicated that the Department was not adequately focusing on other thrusts of its mandate, namely heritage development of traditional, interfaith, Khoi and San communities. These other thrusts and functions of the Department's mandate are also not included in the Department's approved organisational structure. In order to address this gap, the Department has reviewed its organisational structure to include these functions. The structure has been approved at Ministry level; and it will be submitted to the Ministry of Public Service and Administration as well as National Treasury for approval. Furthermore, the 2014-2019 Strategic Plan includes targets on heritage development of traditional, interfaith, Khoi and San leadership and communities to ensure that issues of heritage are addressed.

In addition, during the 2014/15 financial year, the Department through the Management Performance Assessment Tool (MPAT) of the Department of Performance Monitoring and Evaluation did self-assessment of its corporate governance systems. This exercise identified gaps within the Department, which were addressed by developing an MPAT Improvement Plan. The Administration Programme is responsible for the implementation of the Plan. Furthermore, the Department had developed a Post Audit Action plan to address all the gaps identified by the Auditor General and Internal Audit during the 2013/14 and 2014/15 financial years. Progress on implementation of the MPAT and PAAP is monitored quarterly as part of the Departmental Quarterly Performance Review, in addition to reviewing performance on the annual performance plan. The 2016/17 Annual Performance Plan also includes some of the projects in the MPAT Action Plan and PAAP to ensure that management and governance systems of the Department are improved to effectively support the sector and improve service delivery.

There are three traditional affairs entities that report and are accountable to the Minister of Cooperative Governance and Traditional Affairs. The three entities are National House of Traditional Leaders (NHTL), Commission on Traditional Leadership Disputes and Claims (CTLDC) and the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRLRC). The first two are part of the Department of Traditional Affairs and departmental human resources have been allocated to these two, whilst the latter is an independent Chapter 9 institution.

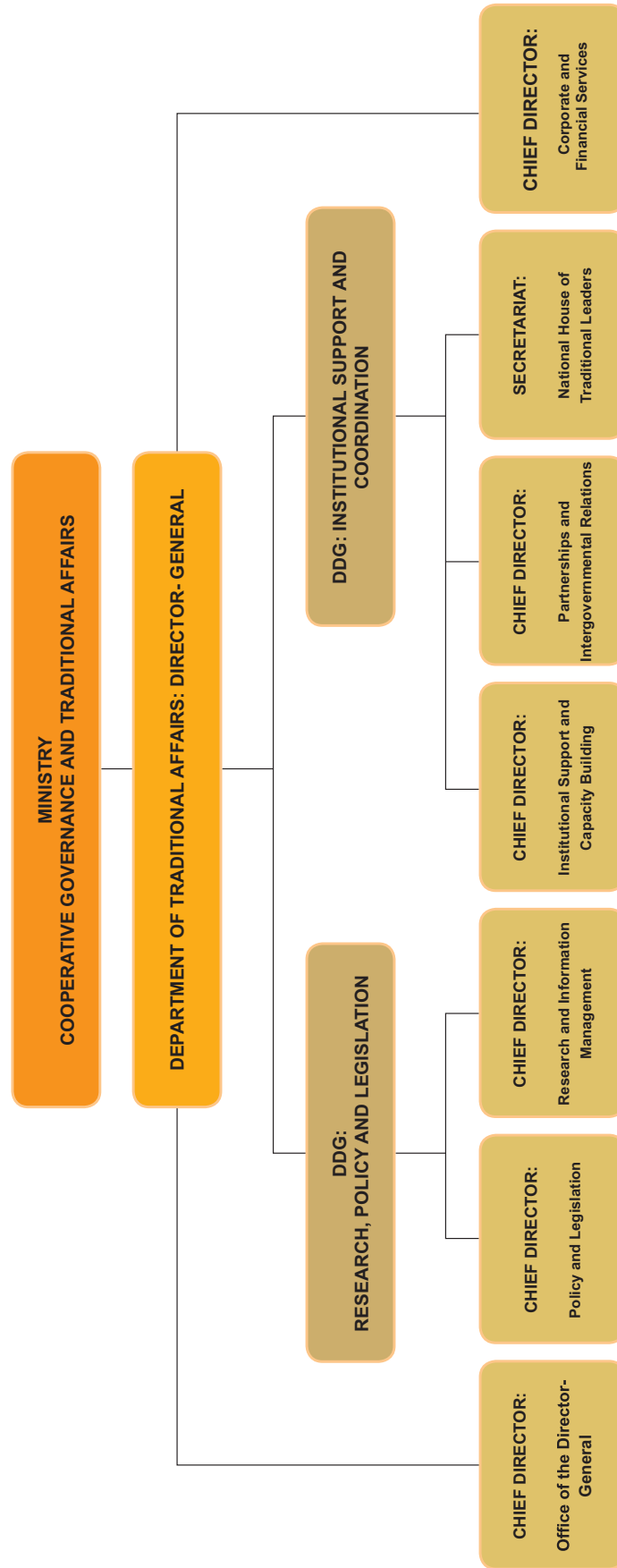
All three entities play a major role in the achievement of the Traditional Affairs sector priorities and in achieving the mandate of the Department. There is an operational link between the work of the CRLRC, NHTL, CTLDC and the Department's work; hence the three entities are all involved in the Departmental Planning to ensure alignment of their plans with the Departmental plans.

The Department has established several strategic partnerships with both the private sector and public institutions. In this regard, the Department has signed memoranda of understanding with the Departments of Home Affairs, Cooperative Governance, Science and Technology, Correctional Services as well as the South African Local Government Association. The following are some of the key partnerships that the Department has established and that have already yielded results and contributed to the achievement of the Department's strategic objectives and mandate for the benefit of communities:

- A memorandum of understanding with Anglo Platinum Limited for skills and economic development of traditional communities where Anglo Platinum has mining operations.
- A memorandum of understanding with the South African Heritage Resource Agency for the identification, restoration and development of traditional, Khoi, San and Interfaith sacred and heritage sites into cultural tourism attraction sites.
- A cooperation agreement with the South African Justice College for training of Traditional Leadership on indigenous/customary law and restorative justice.
- A cooperation agreement with the South African Police Services to provide security to kings and to facilitate participation of traditional leadership in the implementation of Rural Safety Strategy.
- A cooperation agreement with the National Lotteries Board to provide support to rural communities to access the Board funding for rural development projects.

Internally, the Department of Traditional Affairs has three programmes, as indicated in the organisational structure below. The three programmes are Administration; Research, Policy and Legislation; and Institutional Support and Coordination. The Administration programme is comprised of Internal Audit, Office of the Director-General and Corporate and Financial Services. It offers internal audit services, corporate, financial and strategic management and governance support to the two line function programmes and entities. The administration programme functions are performed by two Chief Directorates and the Internal Audit Directorate reporting to the Director-General, namely Chief Director: Corporate Services and Chief Director: Office of the Director-General and Senior Manager: Internal Audit. The Chief Directorate: Corporate and Financial Services sections started being operational during the 2014/15 financial year.

Organisational Structure



5.3 Description of Strategic Planning Process

COGTA Ministry adopted the Back to Basics (B2B) Approach to be implemented over the current MTSF period which informed the Department's 2015-2020 Strategic Plan and the 2015/16 Annual performance Plan. Therefore the Department's 2015-2020 is based on among others, the following five B2B Approach thematic areas:

- Putting people and their concerns first-listen and communicate;
- Delivering basic services to the right quality and standard;
- Good governance and sound administration;
- Sound financial management and accounting and fighting corruption; and
- Building institution and administrative capabilities.

The Ministry of Cooperative Governance and Traditional Affairs led by the Minister had a strategic Planning session in August 2014. Participants in the session included all Top Management officials of the Departments of Cooperative Governance and Traditional Affairs and Municipal Infrastructure State Agency (MISA). In this session, the alignment of the DTA plans with the National Development Plan (NDP) priorities, 14 government outcomes (Medium Term Strategic Framework), Minister's Delivery Agreement and the Back to Basics Approach was emphasized. Furthermore, the emphasis was that although the Department does not lead any of the 14 government outcomes and NDP chapters, it should identify the outcomes and sub-outcomes in the MTSF which are relevant to its mandate and where they can be a support department to the lead departments. In this session the priorities of the Department over the MTSF were identified, five year strategic objectives were developed and aligned to the government outcomes and relevant sub outcomes as well as the five thematic areas of the Back to Basics Approach. Furthermore, the Department identified the four outcomes and their related sub-outcomes that it can support in line with its mandate. The four outcomes identified are:

- Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all;
- Outcome 9: Responsive, accountable, effective and efficient developmental local government system;
- Outcome 12: An efficient, effective and development-oriented public service; and
- Outcome 14: Nation Building and Social Cohesion

Following this session, the Department held a strategic planning session in August where all the Senior Management Service (SMS) and Middle Management Service (MMS) officials including the officials from the National House of Traditional Leaders (NHTL) and the Commission on Traditional Leadership Disputes and Claims (CTLDC) participated to develop the 2015-2020 Strategic Plan and 2015/16 Annual Performance Plan. In this session the following documents were presented and analysed to inform the 1st draft strategic plan;

- National Development Plan (NDP) priorities;
- MTSF Document (Government 14 Outcomes);
- Minister's Delivery Agreement;
- Priorities identified by the President during the opening of the National House of Traditional Leaders (NHTL);
- Previous inputs and discussions from CoGTA Portfolio and Select Committees;
- Recommendations from the report on the assessment of the state of governance of traditional leadership structures;
- The Department's 2014 Management Performance Assessment Tool (MPAT) self-assessment.

During this session, the Department also identified the NDP chapters and MTSF (14 Government Outcomes) to which the Department will contribute; and subsequently aligned its strategic outcome oriented goals and objectives to the relevant chapters and outcomes.

In this session, the process of aligning the priorities and strategic objectives with the MTSF and the Back to Basics Approach continued. The Department identified strategic objectives and projects that the Department will include in its 2015-2020 Strategic Plan and 2015/16 Annual Performance Plan to support achievement of the identified government outcomes and sub-outcomes as a support Department. The strategic objectives and projects were then translated into targets that will be implemented over the 2014-2020 MTSF period. Furthermore, the session developed five year targets, indicators and identified strategic risks that may hamper achievement of the identified strategic objectives. The outcome of this session was the 1st drafts 2015-2020 Strategic and 2015/16 Annual Performance Plans.

The first draft 2015-2020 Strategic Plan and the 2015/16 Annual Performance Plan were then submitted to the Department of Planning, Monitoring and Evaluation on 30 August 2014 for inputs. In October 2014, the DPME analysed the Department's draft plans and provided inputs and recommendations to improve the plans and to strengthen the alignment of the plans with the MTSF. Following the DPME recommendations the Department held a strategic planning session with Heads of Traditional Affairs in Provinces and the Department's Entities. The purpose of the session was to discuss and agree on the Traditional Affairs MTSF priorities, develop joint Traditional Affairs indicators in order to align and integrate Traditional Affairs plans of national provinces, and entities. The result of this session was draft Traditional Affairs indicators which were subsequently presented to and adopted by provinces for inclusion in the provincial traditional affairs MTSF plans.

Following the adoption of the joint traditional affairs indicators by provinces and entities, the Department held the final strategic planning session in November 2014. The purpose of the session was to finalise the Strategic Plan and the Annual Performance Plan, including revising the plans and incorporating the recommendations of DPME and the sector indicators. In this session, the revised strategic plan and annual performance plan were discussed and adopted for submission to the Minister for approval.

6. DTA's 2015 – 2020 Medium Term Strategic Priorities

The above planning sessions adopted the following focus areas for its 2015-2020 strategic plan which will support the four Government Outcomes (MTSF Priorities).

- Harmonisation of relations between traditional leadership and government for improved service delivery within traditional (rural) communities;
- Restoration of the dignity and integrity of traditional leadership institution to promote nation building and social cohesion;
- Development of policies, legislation and regulations towards transformation and regulation of the traditional affairs (institution of traditional leadership, khoi and San and interfaith) sector;
- Establishment of partnerships for promotion of socio-economic activities in traditional communities, working in collaboration with sector departments and private sector;
- Promotion of culture and heritage that conform to the Bill of Rights, constitutional and democratic principles;
- Reduction in the number of fatalities emanating from cultural initiation practices;
- Establishment of governance systems for the Department to improve its effectiveness and efficiency to achieve its mandate and comply with legislation and the principles of good governance;
- Strengthening coordination of integrated planning, performance monitoring, reporting, evaluation and information management systems within the sector and the Department

7. The DTA Strategic Outcome Oriented Goals And Technical Indicator Descriptions

The Department has identified the following three strategic outcome oriented goals for the MTSF period:

- 7.1 Transformed, functional, accountable and sustainable institution of traditional leadership;
- 7.2 Stable and cohesive traditional and interfaith communities; and
- 7.3 Community focused, development-oriented, efficient and effective Department that complies with legislation and good corporate governance principles.

DTA Strategic Outcome Oriented Goal 7.1	Transformed, functional, accountable and sustainable institution of traditional leadership
<p>Goal Statement</p>	<p>This goal entails the following projects and activities for 2015-2020 MTSF:</p> <ul style="list-style-type: none"> • Development and implementation of the NHTL Programme for Socio-economic development of Traditional Communities by 31 Mar 2020 • Monitoring 8 provinces annually on promotion of partnerships for traditional communities until 31 March 2020 • Identification and engagement with 25 possible private and public sector partners on proposed areas of collaboration i.r.t. traditional affairs by 31 March 2020 • Assessment of the functionality of 166 TCs by 31 March 2020 • Development and monitoring of 8 Provincial support plans by 31 Mar 2020 • Monitoring of 158 Traditional courts on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts by 31 March 2020 • Implementation of National Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum and developing 4 implementation reports until end March 2020 • Monitoring 8 provinces on implementation of Framework for minimum tools of trade for the institution of traditional leadership on an annual basis until end March 2020
<p>Indicators</p>	<ul style="list-style-type: none"> • Number of Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020 • Number of provinces monitored annually on promotion of partnerships for traditional communities by 31 March 2020 • Number of possible private and public sector partners identified and engaged on proposed areas of collaboration i.r.t. traditional affairs by 31 March 2020 • Number of TCs assessed on their functionality by 31 March 2020 • Number of Provincial support plans developed and monitored by 31 Mar 2020 • Number of Traditional courts monitored on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts by 31 March 2020 • Number of reports on implementation of the National Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum • Number of provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership

DTA Strategic Outcome Oriented Goal 7.1	Transformed, functional, accountable and sustainable institution of traditional leadership
Outputs/Targets	<ul style="list-style-type: none"> • 10 Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020 • 8 provinces monitored annually on promotion of partnerships for traditional communities by 31 March 2020 • 25 possible private and public sector partners identified and engaged on proposed areas of collaboration i.r.t. traditional affairs by 31 March 2020 • 166 TCs assessed on their functionality by 31 March 2020 • 8 Provincial support plans developed and monitored by 31 Mar 2020 • 158 Traditional courts monitored on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts by 31 March 2020 • 4 reports on implementation of the National Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum • 8 provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership
Links with NDP Chapters	<p>Chapter 6: Inclusive Rural Economy</p> <p>Chapter 13: Building a capable and developmental state</p>
Links with MTSF/Government Outcomes	<p>Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all</p> <p>Outcome 9: Responsive, accountable, effective and efficient developmental local government system</p>

DTA Strategic Outcome Oriented Goal 7.2	Stable and cohesive traditional and interfaith communities
Goal Statement	<p>This goal includes:</p> <ul style="list-style-type: none"> • 16 awareness campaigns on customary initiation practice conducted • Provincial initiation teams and schools monitored quarterly and 20 monitoring reports developed • Deaths and injuries resulting from initiation cultural practice reduced from 91 to zero by 31 March 2020 • 253 traditional leadership claims and disputes researched by 31 March 2020 • Closeout report of the Commission on Traditional Leadership Disputes and Claims developed by 31 Mar 2020 • Traditional leadership protocols aligned with and included in the state protocol by 31 March 2020 • Customary laws of succession and genealogies for 10 Kingships/Queenships documented and endorsed by the royal families by 31 March 2020 • books on customary laws of succession and genealogies documented for 3 principal/traditional leadership/kingships developed by 31 Mar 2020 • 8 Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020 • 8 provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme by 31 Mar 2020

DTA Strategic Outcome Oriented Goal 7.2		Stable and cohesive traditional and interfaith communities
Indicators	<ul style="list-style-type: none"> • Number of awareness campaigns on customary initiation practice conducted • Provincial initiation teams and schools monitored and number of monitoring reports developed • Reduction in the number of deaths and injuries resulting from initiation customary practice by 31 March 2020 • Number of traditional leadership claims and disputes researched by 31 March 2020 • Closeout report of the Commission on Traditional Leadership Disputes and Claims • Traditional leadership protocols aligned with and included in the state protocol by 31 March 2020 • Number of customary laws of succession and genealogies for Kingships/Queenships documented and endorsed by the royal families by 31 March 2020 • Number of books on customary laws of succession and genealogies for principal traditional leadership/kingships/queenships developed by 31 March 2020 • Plan to harmonise relationships and role clarification between elected and traditional leadership at local level developed and endorsed by the institution of traditional leadership and local government by 31 Mar 2020 • Number of Provinces monitored on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020 • Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme endorsed by Interfaith, Local Government and the institution of Traditional Leadership by 31 March 2020 • Number of provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme 	
Outputs	<ul style="list-style-type: none"> • 16 awareness campaigns on customary initiation practice conducted • Provincial initiation teams and schools monitored quarterly and 20 monitoring reports developed • Deaths and injuries resulting from initiation cultural practice reduced from 91 to zero by 31 March 2020 • 253 traditional leadership claims and disputes researched by 31 March 2020 • Closeout report of the Commission on Traditional Leadership Disputes and Claims developed by 31 Mar 2020 • Traditional leadership protocols aligned with and included in the state protocol by 31 March 2020 • Customary laws of succession and genealogies for 10 Kingships/Queenships documented and endorsed by the royal families by 31 March 2020 • books on customary laws of succession and genealogies documented for 3 principal/traditional leadership/kingships developed by 31 Mar 2020 • 8 Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020 • 8 provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme by 31 Mar 2020 	
Links with NDP Chapters	Chapter 15: Nation Building and Social Cohesion	
Links with MTSF/Government Outcomes	Outcome 14: Nation Building and Social Cohesion	

DTA Strategic Outcome Oriented Goal 7.3	Community focused, development-oriented, efficient and effective Department that complies with legislation and good corporate governance principles
Goal Statement	This goal entails the following projects and activities for 2015-2020 MTSF: <ul style="list-style-type: none"> Gazetting of Traditional affairs sector indicators by 31 March 2020 Alignment of Strategic plans and APPs of DTA and Provincial Traditional Affairs and aligned to core sector indicators by 31 March 2020 Conducting 5 evaluations on traditional affairs policies and programs by 31 Mar 2020
Indicators	<ul style="list-style-type: none"> Gazette of Traditional affairs sector indicators by 31 Mar 2020 Aligned Strategic plans and APPs of DTA and Provincial Traditional Affairs reflecting core sector indicators by 31 March 2020 Number of evaluations on traditional affairs policies and programs conducted by 31 mar 2020
Outputs/Targets	<ul style="list-style-type: none"> Gazette of Traditional affairs sector indicators by 31 Mar 2020 Aligned Strategic plans and APPs of DTA and Provincial Traditional Affairs reflecting core sector indicators by 31 March 2020 5 evaluations on traditional affairs policies and programs conducted by 31 March 2020
Links with NDP Chapters	<p>Chapter 13: Building a capable and developmental state</p> <p>Chapter 14: Fighting Corruption</p>
Links with MTSF/Government Outcomes	Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship

TECHNICAL INDICATORS DESCRIPTIONS FOR EACH STRATEGIC OUTCOME ORIENTED GOAL

Strategic Outcome Oriented Goal: Community focused, development-oriented, efficient and effective Department that complies with legislation and good corporate governance principles

Indicator title	Availability of Traditional affairs sector indicators gazette by 31 March 2020
Short definition	Gazetting of Traditional Affairs Core sector indicators by 31 March 2020
Purpose/importance	To gazette traditional affairs indicators
Source/collection of data	Provincial Traditional Affairs Units, DPME and NT
Method of calculation	Qualitative
Data limitations	Dependency on HoDs to sign off the core sector indicators and dependency on DPME and NT to gazette the indicators
Type of indicator	Quantitative
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	DTA and Provincial Traditional Affairs Units having projects and indicators aligned to core sector indicators
Indicator responsibility	SM:M&E

Indicator title	Provincial and DTA 2016-2020 APPs aligned and reflect alignment to core sector indicators by 31 March 2020
Short definition	Provincial and DTA 2016-2020 APPs aligned and reflect alignment to core sector indicators by 31 March 2020
Purpose/importance	To align and integrate traditional affairs national and provincial strategic and annual performance plans
Source/collection of data	Provincial Traditional Affairs Units
Method of calculation	Qualitative
Data limitations	Dependency on provincial traditional affairs units to align their plans with core sector indicators and provide performance information of the indicators

Indicator title	Provincial and DTA 2016-2020 APPs aligned and reflect alignment to core sector indicators by 31 March 2020
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	Yes
Desired performance	Alignment of DTA and Provincial Traditional Affairs strategic and annual performance plans with the core sector indicators
Indicator responsibility	SM:M&E

Indicator title	Number of evaluations on traditional affairs policies and programs conducted by 31 Mar 2020
Short definition	1 evaluation on one of the Departmental programmes or policies conducted by 31 March 2017
Purpose/importance	To improve performance and effectiveness of the Traditional Affairs programmes in changing the socio-economic conditions and quality of lives of traditional communities
Source/collection of data	Literature review, interviews, provincial reports, analysis of the strategy and legislation, focused groups
Method of calculation	Qualitative and quantitative
Data limitations	Dependency on provincial reports Information may not be reliable and valid
Type of indicator	Output
Calculation type	Non- cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Implementation of Traditional affairs programmes and policies making visible impact in traditional communities
Indicator responsibility	SM:M&E

Strategic Outcome Oriented Goal: Transformed, functional, accountable and sustainable institution of traditional leadership

Indicator title	Number of pieces of legislation developed by 31 March 2020
Short definition	2 pieces of legislation (Traditional and KhoiSan Leadership Framework Act and National Initiation Act) developed by 31 March 2020
Purpose/importance	To provide a framework to regulate the institution of Traditional Leadership and recognise the KhoiSan and the Initiation Practice
Source/collection of data	KhoiSan, Traditional Leadership, Parliament, Civil Society
Method of calculation	Qualitative and quantitative
Data limitations	Dependency on Parliament for passing the two laws
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Passing of the Traditional and KhoiSan Leadership Framework Bill and the National Initiation Bill into law
Indicator responsibility	EM:P&L

Indicator title	Number of Kingships/queenships and principal traditional councils consulted to determine the number of members of their councils by 31 March
Short definition	7 Kingship/queenship and principal traditional councils consulted on the formula to determine number of members of kingship/queenship councils
Purpose/importance	To consult kingship/queenship and principal traditional leadership council on the formula determining the number of members of kingship councils by March 2020
Source/collection of data	7 kingships/queenship councils information, Government Notices, Consultation reports
Method of calculation	Simple % calculation
Data limitations	Accurate of reports and baseline information
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Monitor and support implementation of traditional affairs policies and legislation
Indicator responsibility	SM: Information Management

Indicator title	Number of Traditional Councils constituted by 31 March 2020
Short definition	829 traditional councils for the term 2017-2022 constituted
Purpose/importance	To have legally constituted Traditional Councils by March 2020
Source/collection of data	Provincial Records on 829 traditional councils, approved MINMEC proposal, Developed provincial action plans, Drafted and approved regulations , Monitoring reports on Provincial action plans
Method of calculation	Collection of baseline information from the 829 traditional councils.
Data limitations	Determination of the area of jurisdiction
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Monitor and support implementation of traditional affairs policies and legislation
Indicator responsibility	SM: Information Management

Indicator title	Number of provinces monitored annually on the promotion of partnerships for traditional communities
Short definition	8 provinces monitored annually on the promotion of partnerships for traditional communities until end of 2015-2020 MTSF
Purpose/importance	<p>The purpose of monitoring the implementation of the Partnership Framework Is to encourage good governance by:</p> <p>Improving collaborative relations between the DTA and stakeholders including community organisations, business, private sector, non-governmental organisations ,civil society and government;</p> <p>Creating a more effective and meaningful contribution by stakeholders who intend to work with DTA and traditional communities;</p> <p>Building and effective value add of the DTA by enhancing community relations with traditional structures;</p> <p>Creating the roles, diverse form and nature of partnerships; and</p> <p>Creating a platform to structure and formalise partnerships in the traditional affairs environment.</p>
Source/collection of data	Engagement with internal and external stakeholders, Provincial DTAs, Houses of Traditional Leaders, Traditional Councils and other entities.
Method of calculation	Analysis of reports from engagement with stakeholders.
Data limitations	Systems such as databases to record information on established partnerships and good practices of established partnerships.
Type of indicator	Activity
Calculation type	Non-cumulative

Indicator title	Number of provinces monitored annually on the promotion of partnerships for traditional communities
Reporting cycle	Quarterly
New indicator	No
Desired performance	Established partnerships with Government, Organs of State Business, and Civil Society and Development Partners.
Indicator responsibility	Directorate: Partnerships

Indicator title	Number of possible private and public sector partners identified and engaged on proposed areas of collaboration i.r.t. traditional affairs
Short definition	The project seeks to provide an approach for potential collaboration between a number of economic sector departments, private sector and civil society organisations.
Purpose/importance	To promote socio-economic development in traditional communities through: <ul style="list-style-type: none"> Improving collaborative relations between the DTA and economic sector departments, private sector, civil society and community based organisations; Creating a more effective and meaningful contribution by stakeholders who intend to work with DTA in support of traditional communities; Creating a platform to structure and formalize partnerships in the traditional affairs environment.
Source/collection of data	Collaboration document between the identified stakeholders.
Method of calculation	Qualitative
Data limitations	Commitment of identified potential partners in supporting the institution of traditional leadership through DTA.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Established partnerships with economic sector departments, private sector, and civil society and community based organizations.
Indicator responsibility	Director: Partnerships.

Indicator title	Number of TCs assessed on their functionality
Short definition	100 TCs assessed on their functionality
Purpose/importance	To promote good governance in traditional councils
Source/collection of data	Traditional Councils and Provincial Traditional Affairs offices
Method of calculation	Quantitative
Data limitations	Unavailability of and inaccurate information from the Traditional Councils
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	TCs improving in good governance matters and relationships management with government and other stakeholders
Indicator responsibility	Director: Intergovernmental Relations

Indicator title	Number of provincial support plans developed and monitored
Short definition	4 provincial support plans for dysfunctional and at risk traditional councils developed and implementation thereof coordinated and monitored
Purpose/importance	To promote good governance in traditional councils
Source/collection of data	Traditional Councils and Provincial Traditional Affairs offices
Method of calculation	Quantitative

Indicator title	Number of provincial support plans developed and monitored
Data limitations	Unavailability of and inaccurate information from the Traditional Councils
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	TCs improving in good governance matters and relationships management with government and other stakeholders
Indicator responsibility	Director: Intergovernmental Relations

Indicator title	Number of Traditional Courts monitored on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts
Short definition	Monitor and evaluate the documenting, recording and filing of traditional courts decisions to the Clerks of Magistrate Courts.
Purpose/importance	To ensure that Traditional Councils documents, record and file the outcome of traditional courts decisions.
Source/collection of data	A quarterly and annual report detailing the findings of the investigation, suggestions for strategies and actions which will improve the functionality of traditional courts.
Method of calculation	Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved functionality of the Traditional councils
Indicator responsibility	Director: Capacity Building

Indicator title	Number of reports on implementation and monitoring of the DTA- Anglo Platinum National Traditional Leadership Capacity Building Programme
Short definition	Coordination of the Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum.
Purpose/importance	To ensure that Traditional Leaders in Limpopo and North West Province, are capacitated on leadership programmes.
Source/collection of data	On a quarterly reports culminating into an annual report will be developed detailing on the programme and number of traditional leaders that has benefited on the programme.
Method of calculation	Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved functionality of the Traditional councils
Indicator responsibility	Director: Capacity Building

Indicator title	Number of provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership
Short definition	Monitoring of the Implementation of the Framework for minimum tools of trade for the institution of traditional leadership
Purpose/importance	To ensure that the framework for minimum tools of trade for the institution of traditional leadership are implemented
Source/collection of data	Provincial departments, PHTL, NHTL and TCs

Indicator title	Number of provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership
Method of calculation	Qualitative
Data limitations	Inaccurate data
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that the minimum tools of trade are implemented for the institution of traditional leadership
Indicator responsibility	SM:ID

Indicator title	Number of Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020
Short definition	2 projects in the NHTL programme for socio-economic development implemented by 31 March 2017
Purpose/importance	To improve socio-economic conditions of traditional communities
Source/collection of data	Reports from Provincial Houses of Traditional Leaders
Method of calculation	Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved living conditions of traditional communities
Indicator responsibility	Secretariat of NHTL

Strategic Outcome Oriented Goal: Stable and cohesive traditional and interfaith communities

Indicator title	Traditional leadership protocols included in the state protocol manual by 31 March 2020
Short definition	Protocol Guidelines of Traditional leadership endorsed by the leadership by 31 Mar 2017 and included in the state protocol manual by 31 Mar 2020
Purpose/importance	To create stability within traditional communities
Source/collection of data	9 Kingship/Queenship Royal families;
Method of calculation	Quantitative
Data limitations	None
Type of indicator	Output
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowering government institutions on traditional leadership protocols by 2020 to guide relations between the institution of traditional leadership and government
Indicator responsibility	SM: Research

Indicator title	Number of protocol guidelines for kingships/queenships endorsed by the Kingships/queenships endorsed by 31 March 2017
Short definition	Protocol Guidelines of Traditional leadership endorsed by the leadership by 31 March 2017
Purpose/importance	To create stability within traditional communities
Source/collection of data	Protocol guidelines for 9 kingships/queenships consulted on and endorsed by kingships/queenships Protocol guidelines for 2 principal traditional leaderships developed Protocol Guidelines for Senior Traditional Leaders in one Province developed

Indicator title	Number of protocol guidelines for kingships/queenships endorsed by the Kingships/queenships endorsed by 31 March 2017
Method of calculation	Simple count of the number of project in the Protocol implementation plan and % of those implemented as indicated in implementation reports
Data limitations	None
Type of indicator	Output
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowering government institutions on traditional leadership protocols by 2020 to guide relations between the institution of traditional leadership and government
Indicator responsibility	SM: Research

Indicator title	Number of Protocol Guidelines for Senior Traditional Leaders in 1 Province developed by 31 Mar 2020
Short definition	Protocol Guidelines of Traditional leadership endorsed by the leadership and included in the State Protocol by 31 March 2020
Purpose/importance	To create stability within traditional communities
Source/collection of data	Protocol guidelines for 9 kingships/queenships consulted on and endorsed by kingships/queenships Protocol guidelines for 2 principal traditional leaderships developed Senior Traditional leaders Protocol Guidelines for Senior Traditional Leaders in one Province developed
Method of calculation	Quantitative
Data limitations	None
Type of indicator	Output
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowering government institutions on traditional leadership protocols by 2020 to guide relations between the institution of traditional leadership and government
Indicator responsibility	SM: Research

Indicator title	Number of customary laws of succession and genealogies for Kingships/Queenships documented and endorsed by the royal families
Short definition	Customary laws of succession developed and genealogies updated for 10 kingships by 31 Mar 2020 and for 1 Kingship by the end of 2016/17
Purpose/importance	To bring stability and unity within traditional communities
Source/collection of data	Kingship/Queenships Royal Families Relevant legislation and relevant books on customary law
Method of calculation	Qualitative
Data limitations	Accuracy of the reports and baseline information
Type of indicator	Outcome
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Stability in traditional communities
Indicator responsibility	SM: Research

Indicator title	Number of books on customary laws of succession and genealogies for principal traditional leadership/kingships/queenships developed
Short definition	10 books on customary laws of succession and genealogies for principal traditional leadership/kingships/queenships developed by 31 Mar 2020 and 2 books by 31 Mar 2017
Purpose/importance	To create stability within traditional communities
Source/collection of data	Royal families
Method of calculation	Qualitative
Data limitations	Inaccurate or unavailability of information from Royal families
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Stability in traditional communities
Indicator responsibility	SM: Research

Indicator title	Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme endorsed by Interfaith, Local Government and the institution of Traditional Leadership by 31 March 2020
Short definition	The indicator is part of implementation of the Culture and Heritage Promotion Strategy and it entails development of a Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan, which includes hosting of provincial social cohesion dialogues which will lead to and are a build up towards the hosting of the National Social Cohesion Dialogue on culture and interfaith as well as engagements with 12 interfaith structures. The Plan will consist of a number of projects which will be informed by the resolutions and discussions from the dialogues and engagements with interfaith.
Purpose/importance	To promote cultural tolerance and social cohesion within the interfaith sector and traditional communities
Source/collection of data	Resolutions and discussions from the National Social Cohesion Dialogue on Culture and Interfaith
Method of calculation	Cumulative
Data limitations	Inadequate collaboration from interfaith sector and provinces
Type of indicator	Activity
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Cultural and Interfaith tolerance among traditional communities and interfaith
Indicator responsibility	EM:RIM

Indicator title	Number of provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme by 31 March 2020
Short definition	8 provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme by 31 March 2020
Purpose/importance	To promote cultural tolerance and social cohesion within the interfaith sector and traditional communities
Source/collection of data	Interfaith, Institution of traditional leadership and local government, SALGA
Method of calculation	Cumulative
Data limitations	Unavailability of and inaccurate information
Type of indicator	Activity
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Cultural and Interfaith tolerance among traditional communities and interfaith and harmonious relations between traditional leadership and elected leaders at local government level
Indicator responsibility	EM:RIM

Indicator title	Plan to harmonise relationships and role clarification between elected and traditional leadership at local level developed and endorsed by the institution of traditional leadership and local government by 31 Mar 2020
Short definition	The indicator entails development of a plan to harmonise relations and clarify roles between the elected and traditional leadership at local government level. It includes hosting of a harmonisation indaba between traditional leadership and elected leaders at local government level. The contents of the plan will be informed by the resolution of the indaba, and the plan will have a number of projects aimed at harmonisation of the two categories of leadership.
Purpose/importance	To harmonise relations between traditional leadership and elected local government leaders
Source/collection of data	Resolutions and discussions from the Traditional leadership Harmonisation Indaba
Method of calculation	Cumulative
Data limitations	Poor attendance of the Indaba from traditional leadership and elected leaders at local government level
Type of indicator	Output
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Roles of traditional leaders clarified and adopted by all at the Indaba and harmonised relations and collaboration between the institution of traditional leadership and elected leaders at local government level
Indicator responsibility	EM:RIM

Indicator title	Number of Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020
Short definition	8 Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020
Purpose/importance	To promote social cohesion, harmonise relations and strengthen collaboration between traditional leadership and elected local government leaders to enhance service delivery at local level
Source/collection of data	Municipalities, Provincial COGTA and the institution of Traditional Leadership
Method of calculation	Cumulative
Data limitations	Inadequate and inaccurate data
Type of indicator	Output
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Collaboration between traditional leadership and elected local government leaders for enhanced service delivery within traditional communities
Indicator responsibility	EM:RIM

Indicator title	Number of awareness campaigns on customary initiation practice conducted
Short definition	4 awareness campaigns on customary initiation practice conducted
Purpose/importance	To reduce the number of deaths and injuries resulting from botched cultural initiation practices
Source/collection of data	Heads of Provincial Traditional Affairs, Provincial Initiation Task Teams and DTA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Zero fatalities from cultural initiation
Indicator responsibility	Secretariat of NHTL

Indicator title	Reduction in the number of deaths and injuries resulting from initiation customary practice by 31 March 2020
Short definition	The indicator entails reduction of fatalities from initiation from 91 in 2015 to 0 by 31 March 2020
Purpose/importance	To reduce the number of deaths and injuries resulting from botched customary initiation practices
Source/collection of data	Heads of Provincial Traditional Affairs, DoH, SAPS, Provincial Initiation Task Teams and DTA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Zero fatalities from cultural initiation
Indicator responsibility	Secretariat of NHTL

Indicator title	Provincial initiation teams and schools monitored and number of monitoring reports developed
Short definition	9 Initiation Provincial Task Teams monitored and monitoring reports developed
Purpose/importance	To reduce the number of deaths and injuries resulting from botched customary initiation practices
Source/collection of data	Heads of Provincial Traditional Affairs, DoH, SAPS, Provincial Initiation Task Teams and DTA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Zero fatalities from cultural initiation
Indicator responsibility	Secretariat of NHTL

Indicator title	Number of claims and dispute researched
Short definition	160 traditional leadership disputes and claims researched and research report submitted to relevant authorities (to President in the case of Kingships/Queenships) and to Premiers in the case of other levels of traditional leadership
Purpose/importance	To direct the work of the CTLDC for its period of existence
Source/collection of data	Interviews with claimants, research reports and conducting public hearings
Method of calculation	Manual count of claims and disputes finalised per year
Data limitations	There is not enough literature review regarding the historical background of various communities. CTLDC cannot always rely on oral history.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	320 claims and disputes lodged with the Commission finalised by 30 March 2015.
Indicator responsibility	Secretary of the Commission on Traditional Leadership Disputes and Claims

7.4 DTA's Contribution to and Alignment with National Development Plan and MTSF (Government Outcomes)

The DTA will contribute to the implementation of the National Development Plan, specifically the following chapters:

- **Chapter 6:** Inclusive Rural Economy
- **Chapter 13:** Building a capable and developmental state
- **Chapter 15:** Nation Building and Social Cohesion

Aligned to the above NDP chapters, the Department identified the following four government outcomes that it will support during the 2014-2019 MTSF period.

- **Outcome 7:** Vibrant, equitable and sustainable rural communities and food security for all;
- **Outcome 9:** Responsive, accountable, effective and efficient developmental local government system; and
- **Outcome 12:** An efficient, effective and development-oriented public service
- **Outcome 14:** Nation Building and Social Cohesion

The following table illustrates the alignment of the Department's Strategic Plan with the NDP and MTSF:

8. Table 1: Links with the National Development Plan and MTSF (Government Outcomes)

NDP Chapter	2014-2019 MTSF (Government outcomes)	DTA Priorities	DTA outcome-oriented goals	Strategic objectives	DTA MTSF/STRATEGIC PLAN INDICATORS	DTA MTSF/STRATEGIC PLAN (5-Year/2019/20) Targets
Chapter 6: Inclusive Rural economy	Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all	<p>Establish partnerships for revival and activation of economic activities and participation towards sustainable livelihoods in traditional communities; working in collaboration with other sector departments and private sector</p> <p>Development of policies, legislation and regulations towards transformation of the sector (harmonisation of relations between the institution of traditional leadership and government)</p>	Transformed, functional, accountable and sustainable institution of traditional leadership	To promote socio-economic development within traditional communities by 31 March 2020	<p>Number of provinces monitored annually on promotion of partnerships for traditional communities by 31 March 2020</p> <p>Number of possible private and public sector partners identified and engaged on proposed areas of collaboration i.r.t. traditional affairs by 31 March 2020</p> <p>Number of Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020</p>	<p>8 provinces monitored annually on promotion of partnerships for traditional communities by 31 March 2020</p> <p>25 possible private and public sector partners identified and engaged on proposed areas of collaboration i.r.t. traditional affairs by 31 March 2020</p> <p>10 Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020</p>

NDP Chapter	2014-2019 MTSF (Government outcomes)	DTA Priorities	DTA outcome-oriented goals	Strategic objectives	DTA MTSF/STRATEGIC PLAN INDICATORS	DTA MTSF/STRATEGIC PLAN (5-Year/2019/20) Targets
Chapter 13: Building a capable and developmental state	Outcome 9: Responsive, accountable, effective and efficient developmental local government system	Development of policies, legislation and regulations towards transformation of the sector (harmonisation of relations between the institution of traditional leadership and government)	Transformed, functional, accountable and sustainable institution of traditional leadership	To increase the number of functional structures of traditional leadership by 31 March 2020	<p>Number of TCs assessed on their functionality by 31 March 2020</p> <p>Number of Provincial support plans developed and monitored by 31 Mar 2020</p> <p>Number of Traditional courts monitored on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts by 31 March 2020</p> <p>Number of reports on implementation of the National Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum</p> <p>Number of provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership</p>	<p>158 Traditional courts monitored on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts by 31 March 2020</p> <p>4 reports on implementation of the National Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum</p> <p>8 provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership</p>

NDP Chapter	2014-2019 MTSF (Government outcomes)	DTA Priorities	DTA outcome-oriented goals	Strategic objectives	DTA MTSF/STRATEGIC PLAN INDICATORS	DTA MTSF/STRATEGIC PLAN (5-Year/2019/20) Targets
				To develop, review, monitor and support implementation of traditional affairs policies and legislation for transformation of the institution of traditional leadership by 31 March 2020	Number of pieces of legislation developed - TKLF Act - National Initiation Act	2 pieces of legislation developed - TKLF Act - National Initiation Act
					Number of 829 Traditional Councils constituted by 31 March 2020	829 of 829 Traditional Councils constituted by 31 March 2020
					Number of Kingships/ queenships and principal traditional councils consulted to determine the number of members of their councils	12 of 12 Kingships/ queenships and principal traditional councils consulted to determine the number of members of their councils
	Outcome 12: An efficient, effective and development-oriented public service	-	Community focused, development-oriented, efficient and effective Department that complies with legislation and good corporate governance principles	To monitor and evaluate traditional affairs programmes and improve sector planning and departmental corporate governance systems by 31 March 2020	Gazette of Traditional affairs sector indicators by 31 Mar 2020 Aligned Strategic plans and APPs of DTA and Provincial Traditional Affairs reflecting core sector indicators by 31 March 2020	Traditional affairs sector indicators gazetted by 31 March 2020 Strategic plans and APPs of DTA and Provincial Traditional Affairs aligned and reflect core sector indicators by 31 March 2020
					Number of evaluations on traditional affairs policies and programs conducted	5 evaluations on traditional affairs policies and programs conducted

NDP Chapter	2014-2019 MTSF (Government outcomes)	DTA Priorities	DTA outcome-oriented goals	Strategic objectives	DTA MTSF/STRATEGIC PLAN INDICATORS	DTA MTSF/STRATEGIC PLAN (5-Year/2019/20) Targets
Chapter 15: Transforming society and uniting the country	Outcome 14: Nation Building and Social Cohesion	<p>Promotion of cultural and customary way of life which conforms to the Bill of Rights, constitutional and democratic principles</p> <p>Coordination of interfaith to promote social cohesion and nation building</p> <p>Restoration: Stabilisation and strengthening of traditional leadership institution</p> <p>Development of policies, legislation and regulations towards transformation of the sector (harmonisation of relations between the institution of traditional leadership and government)</p>	Stable and cohesive traditional and interfaith communities	To promote culture, heritage and cohesiveness of traditional and interfaith communities by 31 March 2020	<p>Number of traditional leadership claims and disputes researched by 31 March 2020</p> <p>Closeout report of the Commission on Traditional Leadership Disputes and Claims</p> <p>Traditional leadership protocols aligned with and included in the state protocol by 31 March 2020</p> <p>Number of customary laws of succession and genealogies for Kingships/ Queenships documented and endorsed by the royal families by 31 March 2020</p> <p>Number of books on customary laws of succession and genealogies for principal traditional leadership/kingships/ queenships developed by 31 March 2020</p>	<p>253 traditional leadership claims and disputes researched by 31 March 2020</p> <p>Closeout report of the Commission on Traditional Leadership Disputes and Claims developed</p> <p>Traditional leadership protocols aligned with and included in the state protocol by 31 March 2020</p>

NDP Chapter	2014-2019 MTSF (Government outcomes)	DTA Priorities	DTA outcome-oriented goals	Strategic objectives	DTA MTSF/STRATEGIC PLAN INDICATORS	DTA MTSF/STRATEGIC PLAN (5-Year/2019/20) Targets
					<p>Plan to harmonise relationships and role clarification between elected and traditional leadership at local level developed and endorsed by the institution of traditional leadership and local government by 31 Mar 2020</p> <p>Number of Provinces monitored on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020</p> <p>Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/ Programme endorsed by Interfaith, Local Government and the institution of Traditional Leadership by 31 March 2020</p> <p>Number of provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/ Programme</p>	<p>Customary laws of succession and genealogies for 10 Kingdoms/ Queenships documented and endorsed by the royal families by 31 March 2020</p> <p>10 books on customary laws of succession and genealogies documented for 3 principal/ traditional leadership/kingships developed</p> <p>8 Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020</p> <p>8 provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/ Programme</p>

NDP Chapter	2014-2019 MTSF (Government outcomes)	DTA Priorities	DTA outcome-oriented goals	Strategic objectives	DTA MTSF/STRATEGIC PLAN INDICATORS	DTA MTSF/STRATEGIC PLAN (5-Year/2019/20) Targets
Chapter 15: Transforming society and uniting the country	Outcome 14: Nation Building and Social Cohesion	Promotion of cultural and customary way of life which conforms to the Bill of Rights, constitutional and democratic principles	Stable and cohesive traditional and interfaith communities	To reduce the number of deaths resulting from cultural initiation practices by 31 March 2020	<p>Number of awareness campaigns on customary initiation practice conducted</p> <p>Provincial initiation teams and schools monitored and number of monitoring reports developed</p> <p>Reduction in the number of deaths and injuries resulting from initiation customary practice by 31 March 2020</p>	<p>16 awareness campaigns on customary initiation practice conducted</p> <p>Provincial initiation teams and schools monitored quarterly and 20 monitoring reports developed</p> <p>Deaths and injuries resulting from initiation cultural practice reduced from 91 to zero by 31 March 2020</p>



PART B
STRATEGIC OBJECTIVES

DTA Strategic Objectives

Informed by the above mentioned goals, the Department has the following six strategic objectives over the MTSF:

- 8.1 To monitor and evaluate traditional affairs programmes and improve sector planning and departmental corporate governance systems by 31 March 2020;
- 8.2 To reduce the number of deaths resulting from cultural initiation practices by 31 March 2020;
- 8.3 To promote socio-economic development within traditional communities by 31 March 2020;
- 8.4 To promote culture, heritage and cohesiveness of traditional and interfaith communities by 31 March 2020;
- 8.5 To increase the number of functional structures of traditional leadership by 31 March 2020; and
- 8.6 To develop, review, monitor and support implementation of traditional affairs policies and legislation for transformation of the institution of traditional leadership by 31 March 2020.

9. Programme 1: Administration

9.1 Purpose and Description

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 parliamentary services support. It improves operational efficiency, and oversees the implementation of Departmental programmes and policies through monitoring and evaluation. It also provides entities oversight and ensures that adequate support is provided to Traditional Affairs entities.
- **Corporate and Financial Services:** Provides human resource management and development, information and communication technologies, legal services, records management, supply chain management and financial management support to line function programmes within the Department. The sub-programme also plans and monitors departmental budget and expenditure, and manages the Department's accounting, asset and supply chain management systems and policies in relation to corporate services.
- **Internal Audit:** This is an independent and objective appraisal function which provides assurance to the Director-General and the Department's Senior Management with regards to adequacy and efficiency internal controls and governance systems of the Department.

9.2 Strategic Objectives: Administration

Strategic Objective	To monitor and evaluate traditional affairs programmes and improve sector planning and departmental corporate governance systems by 31 March 2020
Objective Statements	<p>The objectives entails the following projects and activities:</p> <ul style="list-style-type: none"> • Gazetting of Traditional affairs sector indicators by 31 March 2020 • Alignment of Strategic plans and APPs of DTA and Provincial Traditional Affairs and aligned to core sector indicators by 31 March 2020 • Conducting 5 evaluations on traditional affairs policies and programs by 31 Mar 2020
Indicators	<ul style="list-style-type: none"> • Gazette of Traditional affairs sector indicators by 31 Mar 2020 • Aligned Strategic plans and APPs of DTA and Provincial Traditional Affairs reflecting core sector indicators by 31 March 2020 • Number of evaluations on traditional affairs policies and programs conducted by 31 Mar 2020
Outputs	<ul style="list-style-type: none"> • Gazette of Traditional affairs sector indicators by 31 Mar 2020 • Aligned Strategic plans and APPs of DTA and Provincial Traditional Affairs reflecting core sector indicators by 31 March 2020 • 5 evaluations on traditional affairs policies and programs conducted by 31 March 2020

Strategic Objective	To monitor and evaluate traditional affairs programmes and improve sector planning and departmental corporate governance systems by 31 March 2020
Baseline	<ul style="list-style-type: none"> Draft core sector indicators developed and endorsed by Technical MINMEC and 7 provincial HoDs 1 evaluation conducted on traditional affairs policies and programs
Justification	To improve data management and alignment of plans across the three spheres of government
Links with NDP Goals	<p>Chapter 13: Building a capable and developmental state</p> <p>Chapter 14: Fighting Corruption</p>
Links with MTSF/Government Outcomes	Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship

9.3 Administration Technical Indicators Description

Indicator title	Availability of Traditional affairs sector indicators gazette by 31 March 2020
Short definition	Gazetting of Traditional Affairs Core sector indicators by 31 March 2020
Purpose/importance	To gazette traditional affairs indicators
Source/collection of data	Provincial Traditional Affairs Units, DPME and NT
Method of calculation	Qualitative
Data limitations	Dependency on HoDs to sign off the core sector indicators and dependency on DPME and NT to gazette the indicators
Type of indicator	Quantitative
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	DTA and Provincial Traditional Affairs Units having projects and indicators aligned to core sector indicators
Indicator responsibility	SM:M&E

Indicator title	Provincial and DTA 2016-2020 APPs aligned and reflect alignment to core sector indicators by 31 March 2020
Short definition	Provincial and DTA 2016-2020 APPs aligned and reflect alignment to core sector indicators by 31 March 2020
Purpose/importance	To align and integrate traditional affairs national and provincial strategic and annual performance plans
Source/collection of data	Provincial Traditional Affairs Units
Method of calculation	Qualitative
Data limitations	Dependency on provincial traditional affairs units to align their plans with core sector indicators and provide performance information of the indicators
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	Yes
Desired performance	Alignment of DTA and Provincial Traditional Affairs strategic and annual performance plans with the core sector indicators
Indicator responsibility	SM:M&E

Indicator title	Number of evaluations on traditional affairs policies and programs conducted by 31 Mar 2020
Short definition	5 evaluations on one of the Departmental programmes or policies conducted by 31 March 2020
Purpose/importance	To improve performance and effectiveness of the Traditional Affairs programmes in changing the socio-economic conditions and quality of lives of traditional communities
Source/collection of data	Literature review, interviews, provincial reports, analysis of the strategy and legislation, focused groups
Method of calculation	Qualitative and quantitative
Data limitations	Dependency on provincial reports Information may not be reliable and valid
Type of indicator	Output
Calculation type	Non- cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Implementation of Traditional affairs programmes and policies making visible impact in traditional communities
Indicator responsibility	SM:M&E

9.4 Resource Considerations

The administration programme budget allocation is as follows:

R Thousand	2010/11	2011/12	2012/13	2013/14 Adjusted Appropriation	2014/15	2015/16	2016/17	2017/18
Sub-Programmes								
Ministry	-	-	-	-	4,000	4,000	4,000	4,000
Management	4,571	11,240	12,687	17,276	9,732	6,612	6,788	7,386
Corporate Service	-	-	-	-	6,531	6,633	6,893	8,754
Internal Audit	-	-	-	-	1,281	4,440	4,640	4,944
Total	4,571	11,240	12,687	17,276	21,544	21,685	22,321	25,084
Economic Classification								
Compensation of Employees	3,285	6,316	5,520	6,984	13,923	14,483	14,934	17,081
Goods & Services	1,246	4,874	6,986	10,292	7,471	6,443	6,594	7,173
Transfers and Subsidies	-	-	-	-	-	-	-	-
Payments for Capital Assets	40	50	181	-	150	759	793	830
Total	4,571	11,240	12,687	17,276	21,544	21,685	22,321	25,084

9.5 Risk Management

Strategic Objectives	Sub-Programme	Strategic Risk	Cause	Risk Mitigation Plan	Timeframes
To monitor and evaluate traditional affairs programmes and improve sector planning and departmental corporate governance systems by 31 March 2020	Office of the Director-General (ODG)	Provinces may not align their strategic and annual performance plans with core sector indicators Department's performance on MPAT strategic management KPA may regress	Lack of legislative mandate to enforce alignment by provinces Lack of MPAT improvement plan and inadequate monitoring of implementation of the plan	Engage provinces to align their strategic and annual performance plans with core sector indicators Develop MPAT improvement Plan Monitor implementation of the MPAT Improvement Plan, develop monitoring reports and tabling the reports at DELC	Annually in July and Nov until 31 March 2020 Annually Quarterly
	Internal Audit	Inadequate internal control environment for the Department	Limited, ineffective and inefficient implementation of planning, performance information, reporting, corporate and financial management policies and procedures	Conducting audits as per the approved internal audit 3-Year Rolling Strategic and Annual Internal Audit Plans	Quarterly
	Corporate and Financial Services	Obtain qualified audit opinion	Inadequate financial and corporate services policies	Review and monitor implementation of Post Audit Action Plan	Quarterly

10. Programme Two: Research, Policy and Legislation

10.1 Purpose and Description

Purpose

To provide research, establish and maintain traditional affairs information systems. The programme's purpose is also to develop, review, coordinate and monitor implementation of traditional affairs policies, norms and standards by provincial government, supports traditional affairs entities to restore the integrity and dignity of traditional leadership

Description

The Sub-Programmes within the Research, Policy and Legislation Programme are:

- **Secretariat of the NHTL:** To provide secretariat, administrative and research support to the National House of Traditional Leaders. In collaboration with the House and the department the Secretariat provides planning, performance reporting services to the House and assist the House to implement the House Strategic Plans and Annual Performance Plans. It also supports the House to comply with financial, planning, performance reporting and corporate governance prescripts.
- **Policy and Legislation:** To develop, review and monitor implementation of Traditional Affairs policies, legislation, framework, norms and standards. The sub-programme also ensures alignment of provincial traditional affairs legislation and policies with national policies and legislation.
- **Research and Information management:** To provide anthropological research for the department and traditional entities, and research support for entities, as well as develop and maintain traditional affairs information management systems.
- **Khoi-San and Interfaith Affairs, Cultural and Heritage Promotion:** Provide and implement national frameworks and strategies for coordination of social cohesion within the sector, interfaith, Khoi and San Affairs and for the promotion of culture and heritage of Khoi, San and traditional communities.

10.2 Strategic Objectives

Strategic Objective	To promote culture, heritage and cohesiveness of traditional and interfaith communities by 31 March 2020
Objective Statements	<p>The objective entails the following projects and activities by end Mar 2020:</p> <ul style="list-style-type: none"> • 253 traditional leadership claims and disputes researched by 31 March 2020 • Closeout report of the Commission on Traditional Leadership Disputes and Claims developed by 31 Mar 2020 • Traditional leadership protocols aligned with and included in the state protocol by 31 March 2020 • Customary laws of succession and genealogies for 10 Kingships/Queenships documented and endorsed by the royal families by 31 March 2020 • Books on customary laws of succession and genealogies documented for 3 principal/ traditional leadership/kingships developed by 31 Mar 2020 • 8 Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020 • 8 provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme by 31 Mar 2020
Indicators	<ul style="list-style-type: none"> • Number of traditional leadership claims and disputes researched by 31 March 2020 • Closeout report of the Commission on Traditional Leadership Disputes and Claims • Traditional leadership protocols aligned with and included in the state protocol by 31 March 2020 • Number of customary laws of succession and genealogies for Kingships/ Queenships documented and endorsed by the royal families by 31 March 2020 • Number of books on customary laws of succession and genealogies for principal traditional leadership/kingships/queenships developed by 31 March 2020 • Plan to harmonise relationships and role clarification between elected and traditional leadership at local level developed and endorsed by the institution of traditional leadership and local government by 31 Mar 2020 • Number of Provinces monitored on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020 • Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/ Programme endorsed by Interfaith, Local Government and the institution of Traditional Leadership by 31 March 2020 • Number of provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme

Strategic Objective	To promote culture, heritage and cohesiveness of traditional and interfaith communities by 31 March 2020
Outputs	<ul style="list-style-type: none"> • 253 traditional leadership claims and disputes researched by 31 March 2020 • Closeout report of the Commission on Traditional Leadership Disputes and Claims developed by 31 Mar 2020 • Traditional leadership protocols aligned with and included in the state protocol by 31 March 2020 • Customary laws of succession and genealogies for 10 Kingships/Queenships documented and endorsed by the royal families by 31 March 2020 • 10 books on customary laws of succession and genealogies documented for 3 principal/ traditional leadership/kingships developed by 31 Mar 2020 • 8 Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020 • 8 provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme by 31 Mar 2020
Baseline	<ul style="list-style-type: none"> • 991 traditional leadership claims and disputes researched • 991 research reports of the Commission on Traditional Leadership Disputes and Claims submitted to relevant authorities • Traditional leadership protocols developed for 10 kingships • Customary laws of succession and genealogies for 6 Kingships/Queenships documented and endorsed by the royal families by 31 March 2020 • Culture and Heritage Promotion Strategy developed and 1 project in the strategy implemented
Justification	<ul style="list-style-type: none"> • To promote social cohesion within interfaith sector and cultural communities • To promote culture and heritage of interfaith and traditional communities and facilitate harmonious relations between traditional leadership and elected leaders at local government level to enhance service delivery
Links with NDP Chapters	Chapter 15: Nation Building and Social Cohesion
Links with MTSF/Government Outcomes	Government Outcome 14: Nation Building and Social Cohesion

Strategic Objective	To develop, review, monitor and support implementation of traditional affairs policies and legislation for transformation of the institution of traditional leadership
Objective Statements	<p>The objective entails the following projects by the end of the 2015-2020 MTSF:</p> <ul style="list-style-type: none"> • Development of 2 pieces of legislation (TKL Act and National Initiation Act) • Constitution of 829 Traditional Councils • Finalisation of consultations with 12 Kingships/queenships and principal traditional councils to determine the number of members of their councils
Indicators	<ul style="list-style-type: none"> • Number of pieces of legislation developed • Number of 829 Traditional Councils constituted by 31 March 2020 • Number of Kingships/queenships and principal traditional councils consulted to determine the number of members of their councils
Outputs	<ul style="list-style-type: none"> • TKL Act by 31 March 2020 • National Initiation Act by 31 March 2020 • 829 Traditional Councils constituted by 31 March 2020 by 31 March 2020 • 12 Kingships/queenships and principal traditional councils consulted to determine the number of members of their councils by 31 March 2020

Strategic Objective	To develop, review, monitor and support implementation of traditional affairs policies and legislation for transformation of the institution of traditional leadership
Baseline	<ul style="list-style-type: none"> • I Bill Policy drafted • Consultation on male initiation policy • TAB developed • Formula for the determination of the number of members of kingship councils developed and approved by MINMEC
Justification	<ul style="list-style-type: none"> • To recognise the KhoiSan leadership and communities. It is also critical that all structures of traditional leadership comply with the TKL Act and have effective governance, administrative, financial management and accountability systems • Development of the National Initiation Act is necessary To regulate initiation customary practice and reduce fatalities emanating from the practice
Links with NDP Chapters	<p>Chapter 6: Inclusive Rural Economy</p> <p>Chapter 15: Nation Building and Social Cohesion</p>
Links with MTSF/Government Outcomes	<p>Outcome 14: Nation Building and Social Cohesion</p> <p>Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all</p>

10.3 Technical Indicators Descriptions

Indicator title	Number of pieces of legislation developed by 31 March 2020
Short definition	2 pieces of legislation (Traditional and KhoiSan Leadership Framework Act and National Initiation Act) developed by 31 March 2020
Purpose/importance	To provide a framework to regulate the institution of Traditional Leadership and recognise the KhoiSan and the Initiation Practice
Source/collection of data	KhoiSan, Traditional Leadership, Parliament, Civil Society
Method of calculation	Qualitative and quantitative
Data limitations	Dependency on Parliament for passing the two laws
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Passing of the Traditional and KhoiSan Leadership Framework Bill and the National Initiation Bill into law
Indicator responsibility	EM:P&L

Indicator title	Number of Kingships/queenships and principal traditional councils consulted to determine the number of members of their councils by 31 March 2020
Short definition	7 Kingships/queenship and principal traditional councils consulted on the formula to determine number of members of kingship/queenship councils
Purpose/importance	To consult kingship/queenship and principal traditional leadership council on the formula determining the number of members of kingship councils by March 2020
Source/collection of data	7 Kingships/queenship councils information, Government Notices, Consultation reports
Method of calculation	Simple % calculation
Data limitations	Accurate of reports and baseline information
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Monitor and support implementation of traditional affairs policies and legislation
Indicator responsibility	SM: Information Management

Indicator title	Number of Traditional Councils constituted by 31 March 2020
Short definition	829 traditional councils for the term 2017-2022 constituted
Purpose/importance	To have legally constituted Traditional Councils by March 2020
Source/collection of data	Provincial Records on 829 traditional councils, approved MINMEC proposal, Developed provincial action plans, Drafted and approved regulations, Monitoring reports on Provincial action plans
Method of calculation	Collection of baseline information from the 829 traditional councils.
Data limitations	Determination of the area of jurisdiction
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Monitor and support implementation of traditional affairs policies and legislation
Indicator responsibility	SM: Information Management

Indicator title	Traditional leadership protocols included in the state protocol manual by 31 March 2020
Short definition	Protocol Guidelines of Traditional leadership endorsed by the leadership by 31 Mar 2017 and included in the state protocol manual by 31 Mar 2020
Purpose/importance	To create stability within traditional communities
Source/collection of data	9 Kingship/Queenship Royal families;
Method of calculation	Quantitative
Data limitations	None
Type of indicator	Output
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowering government institutions on traditional leadership protocols by 2020 to guide relations between the institution of traditional leadership and government
Indicator responsibility	SM: Research

Indicator title	Number of protocol guidelines for kingships/queenships endorsed by the Kingships/queenships endorsed by 31 March 2017
Short definition	Protocol Guidelines of Traditional leadership endorsed by the leadership by 31 March 2017 and induced in the state protocol by 31 March
Purpose/importance	To create stability within traditional communities
Source/collection of data	<ul style="list-style-type: none"> Protocol guidelines for 9 kingships/queenships consulted on and endorsed by kingships/queenships Protocol guidelines for 2 principal traditional leaderships developed Protocol Guidelines for Senior Traditional Leaders in one Province developed
Method of calculation	Simple count of the number of project in the Protocol implementation plan and % of those implemented as indicated in implementation reports
Data limitations	None
Type of indicator	Output
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowering government institutions on traditional leadership protocols by 2020 to guide relations between the institution of traditional leadership and government
Indicator responsibility	SM: Research

Indicator title	Number of Protocol Guidelines for Senior Traditional Leaders in 1 Province developed by 31 Mar 2020
Short definition	Protocol Guidelines of Traditional leadership endorsed by the leadership and included in the State Protocol by 31 March 2020
Purpose/importance	To create stability within traditional communities
Source/collection of data	<ul style="list-style-type: none"> Protocol guidelines for 9 kingships/queenships consulted on and endorsed by kingships/queenships Protocol guidelines for 2 principal traditional leaderships developed Senior Traditional leaders Protocol Guidelines for Senior Traditional Leaders in one Province developed
Method of calculation	Quantitative
Data limitations	None
Type of indicator	Output
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowering government institutions on traditional leadership protocols by 2020 to guide relations between the institution of traditional leadership and government
Indicator responsibility	SM: Research

Indicator title	Number of customary laws of succession and genealogies for Kingships/Queenships documented and endorsed by the royal families
Short definition	Customary laws of succession developed and genealogies updated for 10 kingships by 31 Mar 2020 and for 1 Kingship by the end of 2016/17
Purpose/importance	To bring stability and unity within traditional communities
Source/collection of data	<ul style="list-style-type: none"> Kingship/Queenships Royal Families Relevant legislation and relevant books on customary law
Method of calculation	Qualitative
Data limitations	Accuracy of the reports and baseline information
Type of indicator	Outcome

Indicator title	Number of customary laws of succession and genealogies for Kingships/ Queenships documented and endorsed by the royal families
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Stability in traditional communities
Indicator responsibility	SM: Research

Indicator title	Number of books on customary laws of succession and genealogies for principal traditional leadership/kingships/queenships developed
Short definition	10 books on customary laws of succession and genealogies for principal traditional leadership/kingships/queenships developed by 31 Mar 2020 and 2 books by 31 Mar 2017
Purpose/importance	To create stability within traditional communities
Source/collection of data	Royal families
Method of calculation	Qualitative
Data limitations	Inaccurate or unavailability of information from Royal families
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Stability in traditional communities
Indicator responsibility	SM: Research

Indicator title	Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/ Programme endorsed by Interfaith, Local Government and the institution of Traditional Leadership by 31 March 2020
Short definition	The indicator is part of implementation of the Culture and Heritage Promotion Strategy and it entails development of a Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan, which includes hosting of provincial social cohesion dialogues which will lead to and are a build up towards the hosting of the National Social Cohesion Dialogue on culture and interfaith as well as engagements with 12 interfaith structures. The Plan will consist of a number of projects which will be informed by the resolutions and discussions from the dialogues and engagements with interfaith.
Purpose/importance	To promote cultural tolerance and social cohesion within the interfaith sector and traditional communities
Source/collection of data	Resolutions and discussions from the National Social Cohesion Dialogue on Culture and Interfaith
Method of calculation	Cumulative
Data limitations	Inadequate collaboration from interfaith sector and provinces
Type of indicator	Activity
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Cultural and Interfaith tolerance among traditional communities and interfaith
Indicator responsibility	EM:RIM

Indicator title	Number of provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan by 31 March 2020
Short definition	8 provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme by 31 March 2020
Purpose/importance	To promote cultural tolerance and social cohesion within the interfaith sector and traditional communities
Source/collection of data	Interfaith, Institution of traditional leadership and local government, SALGA
Method of calculation	Cumulative
Data limitations	Unavailability of and inaccurate information
Type of indicator	Activity
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Cultural and Interfaith tolerance among traditional communities and interfaith and harmonious relations between traditional leadership and elected leaders at local government level
Indicator responsibility	EM:RIM

Indicator title	Plan to harmonise relationships and role clarification between elected and traditional leadership at local level developed and endorsed by the institution of traditional leadership and local government by 31 Mar 2020
Short definition	The indicator entails development of a plan to harmonise relations and clarify roles between the elected and traditional leadership at local government level. It includes hosting of a harmonisation indaba between traditional leadership and elected leaders at local government level. The contents of the plan will be informed by the resolution of the indaba, and the plan will have a number of projects aimed at harmonisation of the two categories of leadership.
Purpose/importance	To harmonise relations between traditional leadership and elected local government leaders
Source/collection of data	Resolutions and discussions from the Traditional leadership Harmonisation Indaba
Method of calculation	Cumulative
Data limitations	Poor attendance of the Indaba from traditional leadership and elected leaders at local government level
Type of indicator	Output
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Roles of traditional leaders clarified and adopted by all at the Indaba and harmonised relations and collaboration between the institution of traditional leadership and elected leaders at local government level
Indicator responsibility	EM:RIM

Indicator title	Number of Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020
Short definition	8 Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020
Purpose/importance	To promote social cohesion, harmonise relations and strengthen collaboration between traditional leadership and elected local government leaders to enhance service delivery at local level
Source/collection of data	Municipalities, Provincial COGTA and the institution of Traditional Leadership
Method of calculation	Cumulative
Data limitations	Inadequate and inaccurate data

Indicator title	Number of Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020
Type of indicator	Output
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Collaboration between traditional leadership and elected local government leaders for enhanced service delivery within traditional communities
Indicator responsibility	EM:RIM

10.4 Resource Considerations and Expenditure Trends

R Thousand	2010/11	2011/12	2012/13	2013/14 Adjusted Appropriation	2014/15	2015/16	2016/17	2017/18
Sub-Programmes								
Management	6,566	14,036	14,678	13,412	4,001	3,271	3,494	3,942
Policy and Legislation	-	-	-	-	4,931	3,289	3,483	3,760
Research and Info Management	-	-	-	-	4,941	7,199	7,572	8,050
Total	6,566	14,036	14,678	13,412	13,873	13,759	14,549	15,752
Economic Classification								
Compensation of Employees	70	8,427	11,452	11,546	11,884	12,369	13,039	13,921
Goods & Services	6,493	5,529	3,218	1,866	1,989	1,390	1,510	1,831
Transfers and Subsidies	-	-	-	-	-	-	-	-
Payments for Capital Assets	3	80	8	-	-	-	-	-
Total	6,566	14,036	14,678	13,412	13,873	13,759	14,549	15,752

10.5 Risk Management

Strategic Objectives	Risk	Cause	Risk Action Plan	Timeframes
To enhance research and collect data on traditional leadership through the establishment of traditional leadership central repository	Inability to verify jurisdictional areas of traditional councils	<ul style="list-style-type: none"> Some proclamation not located in a central repository Some proclamations not updated 	<ul style="list-style-type: none"> Conduct archival research Engage provinces on updating of proclamations 	31 March 2020
	Unavailability of data to update genealogies and customary laws of succession for kingships	<ul style="list-style-type: none"> Unavailability of relevant members of kingships/ queenships to provide data on genealogies and customary laws 	<ul style="list-style-type: none"> Issue timely invitations to king/queenships for purposes of engagement. Make follow-ups to confirm engagements. 	31 March 2020
	Unavailability of traditional leaders to be capacitated on protocol guidelines	<ul style="list-style-type: none"> Competing priorities Budgetary constraints 	<ul style="list-style-type: none"> Engage with relevant provinces that have budgetary constraints to remunerate traditional leaders for travelling expenses 	31 March 2020

Strategic Objectives	Risk	Cause	Risk Action Plan	Timeframes
To promote social cohesion through increased collaboration in Culture and Heritage across interfaith and traditional leadership by 2020.	Faith and religious intolerance	<ul style="list-style-type: none"> Lack of policy and legislation governing faith and religion within the Republic Lack of cooperation from other faith and religious organisations 	<ul style="list-style-type: none"> Development of policy and legislation to govern faith and religion Faith and Religion Policy Consultations with relevant stakeholders 	31 March 2020
	None implementation of the strategy for promotion of culture and heritage within traditional affairs	<ul style="list-style-type: none"> None approval of the strategy Inadequate funding for the programme Lack of cooperation from other stakeholders 	<ul style="list-style-type: none"> Engage National Treasury to secure adequate budget for heritage and cultural promotion Regular stakeholders engagements 	31 March 2020

11. Programme 3: Institutional Support and Coordination

11.1 Purpose and Description of the Programme

Purpose

To promote institutional development and capacity building within traditional affairs.

Description

The Sub-Programmes within the Institutional Support and Coordination Programme are:

- **Institutional Development and Capacity Building:** To ensure that traditional communities are empowered by reviewing and developing that national support programmes for traditional communities and their governance structures.
- **Partnerships and IGR:** To promote and integrate the role and place of traditional affairs and the institution of traditional leadership , including Khoi and San Leadership and structures in the South African governing system by establishing synergistic relations with other governance structures across the three spheres of government.

11.2 Strategic Objectives

Strategic Objective	To promote socio-economic development within traditional communities by 31 March 2020
Objective Statement	The objective entails the following projects and activities: <ul style="list-style-type: none"> • Monitoring 8 provinces annually on promotion of partnerships for traditional communities until 31 March 2020 • Identification and engagement with 25 possible private and public sector partners on proposed areas of collaboration i.r.t. traditional affairs by 31 March 2020
Indicators	<ul style="list-style-type: none"> • Number of provinces monitored annually on promotion of partnerships for traditional communities by 31 March 2020 • Number of possible private and public sector partners identified and engaged on proposed areas of collaboration i.r.t. traditional affairs by 31 March 2020
Outputs	<ul style="list-style-type: none"> • 8 provinces monitored annually on promotion of partnerships for traditional communities by 31 March 2020 • 25 possible private and public sector partners identified and engaged on proposed areas of collaboration i.r.t. traditional affairs by 31 March 2020
Baseline	<ul style="list-style-type: none"> • Partnership Framework and Guidelines • Implementation of the Partnership Framework and Guidelines • Six economic cluster departments engaged on economic programmes affecting traditional communities
Justification	To enhance socio-economic development of traditional communities
Links with NDP Chapters	Chapter 6: Inclusive Rural Economy
Links with MTSF/Government Outcomes	Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all Outcome 9: Responsive, accountable, effective and efficient developmental local government system

Strategic Objective	To increase the number of functional structures of traditional leadership by 31 March 2020
Objective Statement	<p>The objective entails the following projects and activities until the end of 2015-2020 MTSF::</p> <ul style="list-style-type: none"> • Assessment of the functionality of 166 TCs by 31 March 2020 • Development and monitoring of 8 Provincial support plans by 31 Mar 2020 • Monitoring of 158 Traditional courts on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts by 31 March 2020 • Implementation of National Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum and developing 4 implementation reports until end March 2020 • Monitoring 8 provinces on implementation of Framework for minimum tools of trade for the institution of traditional leadership on an annual basis until end March 2020
Indicators	<ul style="list-style-type: none"> • Number of TCs assessed on their functionality by 31 March 2020 • Number of Provincial support plans developed and monitored by 31 Mar 2020 • Number of Traditional courts monitored on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts by 31 March 2020 • Number of reports on implementation of the National Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum • Number of provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership
Outputs	<ul style="list-style-type: none"> • 166 TCs assessed on their functionality by 31 March 2020 • 8 Provincial support plans developed and monitored by 31 Mar 2020 • 158 Traditional courts monitored on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts by 31 March 2020 • 4 reports on implementation of the National Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum • 8 provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership
Baseline	<ul style="list-style-type: none"> • Capacity building programme for the institution of traditional leadership developed and implemented • Traditional courts intervention and support plan developed and implemented. • 8 traditional councils monitored in documenting , recording and filing traditional courts decisions with Clerk of the Courts • DTA-Anglo Platinum partnership concluded
Justification	To increase the number of functional traditional councils to enhance service delivery development within traditional communities
Links with NDP Chapters and Goals	Chapter 6: Inclusive Rural Economy
Links with MTSF/Government Outcomes	Outcome 9: responsive, accountable, effective and efficient local government system Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all

11.3 Technical Indicators Descriptions

Indicator title	Number of provinces monitored annually on the promotion of partnerships for traditional communities
Short definition	8 provinces monitored annually on the promotion of partnerships for traditional communities until end of 2015-2020 MTSF
Purpose/importance	<p>The purpose of monitoring the implementation of the Partnership Framework Is to encourage good governance by:</p> <p>Improving collaborative relations between the DTA and stakeholders including community organisations, business, private sector, non-governmental organisations ,civil society and government;</p> <p>Creating a more effective and meaningful contribution by stakeholders who intend to work with DTA and traditional communities;</p> <p>Building and effective value add of the DTA by enhancing community relations with traditional structures;</p> <p>Creating the roles, diverse form and nature of partnerships; and</p> <p>Creating a platform to structure and formalise partnerships in the traditional affairs environment.</p>
Source/collection of data	Engagement with internal and external stakeholders, Provincial DTAs, Houses of Traditional Leaders, Traditional Councils and other entities.
Method of calculation	Analysis of reports from engagement with stakeholders.
Data limitations	Systems such as databases to record information on established partnerships and good practices of established partnerships.
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Established partnerships with Government, Organs of State Business, and Civil Society and Development Partners.
Indicator responsibility	Directorate: Partnerships

Indicator title	Number of possible private and public sector partners identified and engaged on proposed areas of collaboration i.r.t. traditional affairs
Short definition	The project seeks to provide an approach for potential collaboration between a number of economic sector departments, private sector and civil society organisations.
Purpose/importance	<p>To promote socio-economic development in traditional communities through:</p> <ul style="list-style-type: none"> Improving collaborative relations between the DTA and economic sector departments, private sector, civil society and community based organisations; Creating a more effective and meaningful contribution by stakeholders who intend to work with DTA in support of traditional communities; Creating a platform to structure and formalize partnerships in the traditional affairs environment.
Source/collection of data	Collaboration document between the identified stakeholders.
Method of calculation	Qualitative
Data limitations	Commitment of identified potential partners in supporting the institution of traditional leadership through DTA.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Established partnerships with economic sector departments, private sector, and civil society and community based organizations.
Indicator responsibility	Director: Partnerships.

Indicator title	Number of TCs assessed on their functionality
Short definition	100 TCs assessed on their functionality
Purpose/importance	To promote good governance in traditional councils
Source/collection of data	Traditional Councils and Provincial Traditional Affairs offices
Method of calculation	Quantitative
Data limitations	Unavailability of and inaccurate information from the Traditional Councils
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	TCs improving in good governance matters and relationships management with government and other stakeholders
Indicator responsibility	Director: Intergovernmental Relations

Indicator title	Number of provincial support plans developed and monitored
Short definition	4 provincial support plans for dysfunctional and at risk traditional councils developed and implementation thereof coordinated and monitored
Purpose/importance	To promote good governance in traditional councils
Source/collection of data	Traditional Councils and Provincial Traditional Affairs offices
Method of calculation	Quantitative
Data limitations	Unavailability of and inaccurate information from the Traditional Councils
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	TCs improving in good governance matters and relationships management with government and other stakeholders
Indicator responsibility	Director: Intergovernmental Relations

Indicator title	Number of Traditional Courts monitored on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts
Short definition	Monitor and evaluate the documenting, recording and filing of traditional courts decisions to the Clerks of Magistrate Courts.
Purpose/importance	To ensure that Traditional Councils documents, record and file the outcome of traditional courts decisions.
Source/collection of data	A quarterly and annual report detailing the findings of the investigation, suggestions for strategies and actions which will improve the functionality of traditional courts.
Method of calculation	Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved functionality of the Traditional councils
Indicator responsibility	Director: Capacity Building

Indicator title	Number of reports on implementation and monitoring of the DTA- Anglo Platinum National Traditional Leadership Capacity Building Programme
Short definition	Coordination of the Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum.
Purpose/importance	To ensure that Traditional Leaders in Limpopo and North West Province, are capacitated on leadership programmes.
Source/collection of data	On a quarterly reports culminating into an annual report will be developed detailing on the programme and number of traditional leaders that has benefited on the programme.
Method of calculation	Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved functionality of the Traditional councils
Indicator responsibility	Director: Capacity Building

Indicator title	Number of provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership
Short definition	Monitoring of the Implementation of the Framework for minimum tools of trade for the institution of traditional leadership
Purpose/importance	To ensure that the framework for minimum tools of trade for the institution of traditional leadership are implemented
Source/collection of data	Provincial departments, PHTL, NHTL and TCs
Method of calculation	Qualitative
Data limitations	Inaccurate data
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that the minimum tools of trade are implemented for the institution of traditional leadership
Indicator responsibility	SM:ID

11.4 Resource Consideration

The following table indicates the MTEF budget allocation the Institutional Support and Coordination Programme

R Thousand	2010/11	2011/12	2012/13	2013/14 Adjusted Appropriation	2014/15	2015/16	2016/17	2017/18
Sub-Programmes								
Management	295	11,507	13,214	13,863	1,958	2,063	2,166	2,914
Institutional Dev and Capacity Building	-	-	-	-	6,020	6,040	6,292	7,222
Research and Info Management	-	-	-	-	6,146	6,492	6,580	7,106
National House		19,204	18,550	34,310	18,627	15,807	15,282	15,562
CRL Commission		22,378	34,227	32,503	34,973	36,582	40,446	42,468
CTLDC		10,212	11,695	11,467	12,723	13,019	13,197	13,809
Total	295	11,507	77,686	92,143	80,447	80,003	83,963	89,081
Economic Classification								
Compensation of Employees	-	21,624	24,301	25,527	23,780	25,123	26,420	28,826
Goods & Services	295	19,166	19,127	22,731	21,494	18,089	16,878	17,558
Transfers and Subsidies	-	22,378	34,227	32,503	34,973	36,582	40,446	42,468
Payments for Capital Assets	-	133	31	71	200	209	219	229
Total	295	63,301	77,686	80,832	80,447	80,003	83,963	89,081

11.5 Risk Management

Sub-Programme	Strategic Objectives	Risk	Cause	Risk Mitigation Plan	Timeframes
Capacity Building and Institutional Support	To empower the Houses of Traditional Leaders and TC's to perform their roles and functions through the development and implementation of the national capacity building programme	Inadequate impact of the capacity building plan on improving performance of traditional leadership structures	Misalignment between the capacity building plan and capacity building needs of traditional leadership as well as the roles and functions of traditional leadership structures as prescribed in legislation	Coordination of capacity building interventions / programmes	Quarterly
				Engage provinces to jointly implement the capacity building plan	Quarterly
				Information on the capacity building needs of traditional leadership collected through the technical governance forum, engagements with structures of traditional leadership and traditional leadership legislation	Quarterly

12. Entity: National House of Traditional Leaders

National House of Traditional Leaders is an entity within the Department and it is a sub-programme of the Institutional Support and Coordination Programme

12.1 Purpose and Description

Purpose

To enhance cooperation between government and the institution of traditional leadership, advise government on programmes, policies and legislation that impact on traditional communities; establish collaborative relations for the advancement of service delivery and socio-economic development in traditional communities; promote the preservation of African heritage, traditions and customs and peace, nation building and social cohesion within traditional communities; preserve moral fiber and regeneration within society

Description

The Sub-Programme's mandate is to ensure that the institution of traditional leadership collaborate with and support government for the advancement of socio-economic development and service delivery within traditional communities

12.2 Strategic Objectives

Strategic Objective	To reduce the number of deaths resulting from cultural initiation practices by 31 March 2020
Objective Statements	The objective entails the following projects and activities by end Mar 2020: <ul style="list-style-type: none"> 16 awareness campaigns on customary initiation practice conducted Provincial initiation teams and schools monitored quarterly and 20 monitoring reports developed Deaths and injuries resulting from initiation cultural practice reduced from 91 to zero by 31 March 2020
Indicators	<ul style="list-style-type: none"> Number of awareness campaigns on customary initiation practice conducted Provincial initiation teams and schools monitored and number of monitoring reports developed Reduction in the number of deaths and injuries resulting from initiation customary practice by 31 March 2020
Outputs	<ul style="list-style-type: none"> 16 awareness campaigns on customary initiation practice conducted Provincial initiation teams and schools monitored quarterly and 20 monitoring reports developed Deaths and injuries resulting from initiation cultural practice reduced from 91 to zero by 31 March 2020
Baseline	<ul style="list-style-type: none"> Initiation framework refined and an all-inclusive initiation policy developed NHTL Initiation Intervention plan developed 2014 report on number of fatalities and injuries from botched initiation cultural practice developed 2 initiation summits with the institution of Traditional leadership held Cultural Initiation Practice Indaba
Justification	To reduce the number of fatalities from customary initiation practice from 91 to zero
Links with NDP Chapters	NDP Chapter 15: Nation Building and Social Cohesion
Links with MTSF/Government Outcomes	Outcome 14: Nation Building and Social Cohesion

Strategic Objective	To promote socio-economic development within traditional communities by 31 March 2020
Objective Statement	The objective entails the development and implementation of the NHTL Programme for Socio-economic development of Traditional Communities by 31 Mar 2020
Indicators	<ul style="list-style-type: none"> Number of Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020
Outputs/Targets	<ul style="list-style-type: none"> 10 Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020
Baseline	<ul style="list-style-type: none"> NHTL Programme for Socio-economic developed NHTL HIV and AIDS Prevention Plan developed
Justification	To enhance socio-economic development of traditional communities through identification of traditional communities projects and linking them to support partners to enhance development within the communities
Links with NDP Chapters	<p>Chapter 6: Inclusive Rural Economy</p> <p>Chapter 13: Building a capable and developmental state</p>
Links with MTSF/Government Outcomes	<p>Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all</p> <p>Outcome 9: Responsive, accountable, effective and efficient developmental local government system</p>

12.3 Technical Indicators Descriptions

Indicator title	Number of awareness campaigns on customary initiation practice conducted
Short definition	4 awareness campaigns on customary initiation practice conducted
Purpose/importance	To reduce the number of deaths and injuries resulting from botched cultural initiation practices
Source/collection of data	Heads of Provincial Traditional Affairs, Provincial Initiation Task Teams and DTA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Zero fatalities from cultural initiation
Indicator responsibility	Secretariat of NHTL

Indicator title	Reduction in the number of deaths and injuries resulting from initiation customary practice by 31 March 2020
Short definition	The indicator entails reduction of fatalities from initiation from 91 in 2015 to 0 by 31 March 2020
Purpose/importance	To reduce the number of deaths and injuries resulting from botched customary initiation practices
Source/collection of data	Heads of Provincial Traditional Affairs, DoH, SAPS, Provincial Initiation Task Teams and DTA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Zero fatalities from cultural initiation
Indicator responsibility	Secretariat of NHTL

Indicator title	Provincial initiation teams and schools monitored and number of monitoring reports developed
Short definition	9 Initiation Provincial Task Teams monitored and monitoring reports developed
Purpose/importance	To reduce the number of deaths and injuries resulting from botched customary initiation practices
Source/collection of data	Heads of Provincial Traditional Affairs, DoH, SAPS, Provincial Initiation Task Teams and DTA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Zero fatalities from cultural initiation
Indicator responsibility	Secretariat of NHTL

Indicator title	Number of Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020
Short definition	2 projects in the NHTL programme for socio-economic development implemented by 31 March 2017
Purpose/importance	To improve socio-economic conditions of traditional communities
Source/collection of data	Reports from Provincial Houses of Traditional Leaders
Method of calculation	Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved living conditions of traditional communities
Indicator responsibility	Secretariat of NHTL

12.4 Resource Consideration

The following table indicates the MTEF budget allocation the NHTL as a sub-programme of the Institutional Support and Coordination Programme:

R Thousand Sub-Programmes	Audited Outcome				2015/16 Adjusted Appropriation	MTEF Estimates		
	2011/12	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
Management	11,507	13,214	4,403	1,958	2,062	2,195	2,742	2,901
Institutional Dev and Capacity Building		-	-	6,020	6,035	6,898	6,574	6,956
Intergovernmental Relations & Partnership	-	-	-	6,146	6,883	7,291	7,701	8,149
National House	19,204	18,550	10,552	18,627	16,607	15,185	15,269	16,154
CRL Commission	22,378	34,227	-	34,973	36,582	38,521	40,447	42,793
CTLDC	10,212	11,695	7,280	12,723	13,608	13,776	14,604	15,721
Total	63,301	77,686	22,235	80,447	81,777	83,866	87,337	92,674
Economic Classification								
Compensation of Employees	21,624	24,301	22,235	23,780	26,696	27,221	28,759	30,701
Goods & Services	19,166	19,127	-	21,494	16,499	18,124	18,131	19,180
Transfers and Subsidies	22,378	34,227	-	34,973	36,582	38,521	40,447	42,793
Payments for Capital Assets	133	31	-	200	2,000	-	-	-
Total	63,301	77,686	22,235	80,447	81,777	83,866	87,337	92,674

The focus of the National House of Traditional Leaders over the medium term period will be to reduce the number of deaths and fatalities resulting from the initiation cultural practice. It will also focus on promoting socio-economic development within traditional communities through the development and implementation of the NHTL Socio-economic Development Programme for Traditional Communities.

12.5 Risk Management

Strategic Objectives	Risk	Cause	Risk Mitigation Plan	Timeframes
To promote safe, healthy and legal initiation practices by 31 Mar 2020	Fatalities of initiates attending illegal initiation school	Lack of adequate legal instrument to prosecute owners of illegal initiation schools	Development of Initiation Policy and engagements with the Minister of Health to proclaim regulations in terms of the Health Act.	31 Mar 2020
To promote peace, socio-economic and cultural development within Traditional Communities by 31 March 2020	Lack of community development	Succession disputes	Capacitate Houses of Traditional Leaders to handle disputes and claims	31 Mar 2020

13. Entity: Commission On Traditional Leadership Disputes And Claims (CTLDC)

CTLDC is an entity within the Department and it is a sub-programme of the Institutional Support and Coordination Programme

13.1 Purpose and Description

Purpose

To restore the dignity of traditional leadership and communities through resolution of claims and disputes

Description

The Commission's main objective and mandate is to finalize all disputes and claims that are still outstanding in Limpopo. The finalization of the disputes and claims will be based on the number of commissioners and researchers deployed to fulfill the objectives.

13.2 Strategic Objectives

Strategic Objective	To promote culture, heritage and cohesiveness of traditional and interfaith communities by 31 March 2020
Objective Statements	The objective entails researching, investigating, and holding public hearings and processing of 253 outstanding claims and disputes by 31 Mar 2020
Indicators	Number of traditional leadership claims and disputes
Outputs	253 traditional leadership claims and disputes researched
Baseline	891 of 1244 claims finalised, and 253 claims outstanding
Justification	To bring stability and cohesion within traditional communities
Links with NDP Chapters	NDP Chapter 15: Nation Building and Social Cohesion
Links with MTSF/Government Outcomes	Outcome 14: Nation Building and Social Cohesion

13.3 CTLDC Technical Indicator Descriptions

Indicator title	Number of claims and dispute researched
Short definition	253 traditional leadership disputes and claims researched and research report submitted to relevant authorities (to President in the case of Kingships/Queenships) and to Premiers in the case of other levels of traditional leadership
Purpose/importance	To direct the work of the CTLDC for its period of existence
Source/collection of data	Interviews with claimants, research reports and conducting public hearings
Method of calculation	Manual count of claims and disputes finalised per year
Data limitations	There is not enough literature review regarding the historical background of various communities. CTLDC cannot always rely on oral history.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	320 claims and disputes lodged with the Commission finalised by 30 March 2015.
Indicator responsibility	Secretary of the Commission on Traditional Leadership Disputes and Claims

13.4 Resource Consideration

The following table indicates the MTEF budget allocation the CTLDC as a sub-programme of the Institutional Support and Coordination Programme:

R Thousand Sub-Programmes	Audited Outcome				2015/16 Adjusted Appropriation	MTEF Estimates		
	2011/12	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
Management	11,507	13,214	4,403	1,958	2,062	2,195	2,742	2,901
Institutional Dev and Capacity Building	-	-	-	6,020	6,035	6,898	6,574	6,956
Intergovernmental Relations & Partnership	-	-	-	6,146	6,883	7,291	7,701	8,149
National House	19,204	18,550	10,552	18,627	16,607	15,185	15,269	16,154
CRL Commission	22,378	34,227	-	34,973	36,582	38,521	40,447	42,793
CTLDC	10,212	11,695	7,280	12,723	13,608	13,776	14,604	15,721
Total	63,301	77,686	22,235	80,447	81,777	83,866	87,337	92,674
Economic Classification								
Compensation of Employees	21,624	24,301	22,235	23,780	26,696	27,221	28,759	30,701
Goods & Services	19,166	19,127	-	21,494	16,499	18,124	18,131	19,180
Transfers and Subsidies	22,378	34,227	-	34,973	36,582	38,521	40,447	42,793
Payments for Capital Assets	133	31	-	200	2,000	-	-	-
Total	63,301	77,686	22,235	80,447	81,777	83,866	87,337	92,674

The focus of CTLDC over the medium term period will be to finalise the remaining 253 of 1244 traditional leadership disputes and claims lodged with the Commission.

13.5 Risk Management

Strategic Objectives	Risk	Cause	Risk Mitigation Plan	Timeframes
To promote social cohesion within and culture and heritage of traditional and interfaith communities by 31 March 2020	The 253 outstanding disputes and claims may not be finalised by end of term of the Commission in March 2017	Limpopo not finalising Disputes and Claims committees timeously and on a full time basis.	The Commission to support other provincial committees to expedite the remaining cases. Engage provincial leadership to ensure that committees get support	31 Mar 2017
	Information on the finalised 1244 claims and disputes lost	Inadequate management of the information before the end of term of the Commission	CTLDC to draft closeout report	31 Dec 2017



PART C
LINKS TO OTHER PLANS

14. Links to long-term infrastructure and other capital plans

The Department does not have long term infrastructure and other capital plans.

15. Conditional Grants

The Department does not manage conditional grants.

16. Public Entities

Name of public entity	Mandate	Outputs	Current annual budget (R thousand)	Date of next evaluation
National House of Traditional Leaders (NHTL)	Established by legislation to represent the interests of the traditional leadership and communities and advise government	10 Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020 16 awareness campaigns on customary initiation practice conducted by 31 March 2020 Deaths and injuries resulting from initiation cultural practice reduced from 91 to zero by 31 March 2020	R15 185 000	2017
Commission on Traditional Leadership Disputes and Claims (CTLDC)	To investigate traditional leadership disputes and claims	253 traditional leadership disputes and claims finalized by 31 march 2020	R13 776 000	2017
Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRLRC)	The commission focuses on: Recovering diminished heritages through research, Disseminating its findings, Education and advocacy. Resolution of conflicts between individuals, groups and communities	Recognised local and district community councils Resolution of disputes in accordance with statutory requirements Conduct adhoc research Community youth dialogue and national consultative conference	R38 521	2017

17. Public Private Partnerships

The Department does not have public private partnerships.

ANNEXURE A: TECHNICAL INDICATOR DESCRIPTIONS

Indicator title	Availability of Traditional affairs sector indicators gazette by 31 March 2020
Short definition	Gazetting of Traditional Affairs Core sector indicators by 31 March 2020
Purpose/importance	To gazette traditional affairs indicators
Source/collection of data	Provincial Traditional Affairs Units, DPME and NT
Method of calculation	Qualitative
Data limitations	Dependency on HoDs to sign off the core sector indicators and dependency on DPME and NT to gazette the indicators
Type of indicator	Quantitative
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	DTA and Provincial Traditional Affairs Units having projects and indicators aligned to core sector indicators
Indicator responsibility	SM:M&E

Indicator title	Provincial and DTA 2016-2020 APPs aligned and reflect alignment to core sector indicators by 31 March 2020
Short definition	Provincial and DTA 2016-2020 APPs aligned and reflect alignment to core sector indicators by 31 March 2020
Purpose/importance	To align and integrate traditional affairs national and provincial strategic and annual performance plans
Source/collection of data	Provincial Traditional Affairs Units
Method of calculation	Qualitative
Data limitations	Dependency on provincial traditional affairs units to align their plans with core sector indicators and provide performance information of the indicators
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	Yes
Desired performance	Alignment of DTA and Provincial Traditional Affairs strategic and annual performance plans with the core sector indicators
Indicator responsibility	SM:M&E

Indicator title	Number of evaluations on traditional affairs policies and programs conducted by 31 Mar 2020
Short definition	5 evaluations on Departmental programmes or policies conducted by 31 March 2020
Purpose/importance	To improve performance and effectiveness of the Traditional Affairs programmes in changing the socio-economic conditions and quality of lives of traditional communities
Source/collection of data	Literature review, interviews, provincial reports, analysis of the strategy and legislation, focused groups
Method of calculation	Qualitative and quantitative
Data limitations	Dependency on provincial reports Information may not be reliable and valid
Type of indicator	Output
Calculation type	Non- cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Implementation of Traditional affairs programmes and policies making visible impact in traditional communities
Indicator responsibility	SM:M&E

Indicator title	Number of pieces of legislation developed by 31 March 2020
Short definition	2 pieces of legislation (Traditional and KhoiSan Leadership Framework Act and National Initiation Act) developed by 31 March 2020
Purpose/importance	To provide a framework to regulate the institution of Traditional Leadership and recognise the KhoiSan and the Initiation Practice
Source/collection of data	KhoiSan, Traditional Leadership, Parliament, Civil Society
Method of calculation	Qualitative and quantitative
Data limitations	Dependency on Parliament for passing the two laws
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Passing of the Traditional and KhoiSan Leadership Framework Bill and the National Initiation Bill into law
Indicator responsibility	EM:P&L

Indicator title	Number of Kingships/queenships and principal traditional councils consulted to determine the number of members of their councils by 31 March 2020
Short definition	7 Kingship/6/queenships and principal traditional councils consulted on the formula to determine number of members of kingship/queenship councils
Purpose/importance	To consult kingship/queenship and principal traditional leadership council on the formula determining the number of members of kingship councils by March 2020
Source/collection of data	7 kingships/queenship councils information, Government Notices, Consultation reports
Method of calculation	Simple % calculation
Data limitations	Accurate of reports and baseline information
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Monitor and support implementation of traditional affairs policies and legislation
Indicator responsibility	SM: Information Management

Indicator title	Number of Traditional Councils constituted by 31 March 2020
Short definition	829 traditional councils for the term 2017-2022 constituted
Purpose/importance	To have legally constituted Traditional Councils by March 2020
Source/collection of data	Provincial Records on 829 traditional councils, approved MINMEC proposal, Developed provincial action plans, Drafted and approved regulations, Monitoring reports on Provincial action plans
Method of calculation	Collection of baseline information from the 829 traditional councils.
Data limitations	Determination of the area of jurisdiction
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Monitor and support implementation of traditional affairs policies and legislation
Indicator responsibility	SM: Information Management

Indicator title	Number of provinces monitored annually on the promotion of partnerships for traditional communities by 31 March 2020
Short definition	8 provinces monitored annually on the promotion of partnerships for traditional communities until end of 2014-2019 MTSF
Purpose/importance	The purpose of monitoring the implementation of the Partnership Framework Is to encourage good governance by: Improving collaborative relations between the DTA and stakeholders including community organisations, business, private sector, non-governmental organisations ,civil society and government; Creating a more effective and meaningful contribution by stakeholders who intend to work with DTA and traditional communities; Building and effective value add of the DTA by enhancing community relations with traditional structures; Creating the roles, diverse form and nature of partnerships; and Creating a platform to structure and formalise partnerships in the traditional affairs environment.
Source/collection of data	Engagement with internal and external stakeholders, Provincial DTAs, Houses of Traditional Leaders, Traditional Councils and other entities.
Method of calculation	Analysis of reports from engagement with stakeholders.
Data limitations	Systems such as databases to record information on established partnerships and good practices of established partnerships.
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Established partnerships with Government, Organs of State Business, and Civil Society and Development Partners.
Indicator responsibility	Directorate: Partnerships

Indicator title	Number of possible private and public sector partners identified and engaged on proposed areas of collaboration i.r.t. traditional affairs by 31 March 2020
Short definition	25 partners engaged on proposed areas of collaborations by by 31 March 2020
Purpose/importance	To promote socio-economic development in traditional communities through: <ul style="list-style-type: none"> Improving collaborative relations between the DTA and economic sector departments, private sector, civil society and community based organisations; Creating a more effective and meaningful contribution by stakeholders who intend to work with DTA in support of traditional communities; Creating a platform to structure and formalize partnerships in the traditional affairs environment.
Source/collection of data	Collaboration document between the identified stakeholders.
Method of calculation	Qualitative
Data limitations	Commitment of identified potential partners in supporting the institution of traditional leadership through DTA.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Established partnerships with economic sector departments, private sector, and civil society and community based organizations.
Indicator responsibility	Director: Partnerships.

Indicator title	Number of TCs assessed on their functionality
Short definition	100 TCs assessed on their functionality
Purpose/importance	To promote good governance in traditional councils
Source/collection of data	Traditional Councils and Provincial Traditional Affairs offices
Method of calculation	Quantitative
Data limitations	Unavailability of and inaccurate information from the Traditional Councils
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	TCs improving in good governance matters and relationships management with government and other stakeholders
Indicator responsibility	Director: Intergovernmental Relations

Indicator title	Number of provincial support plans developed and monitored
Short definition	4 provincial support plans for dysfunctional and at risk traditional councils developed and implementation thereof coordinated and monitored
Purpose/importance	To promote good governance in traditional councils
Source/collection of data	Traditional Councils and Provincial Traditional Affairs offices
Method of calculation	Quantitative
Data limitations	Unavailability of and inaccurate information from the Traditional Councils
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	TCs improving in good governance matters and relationships management with government and other stakeholders
Indicator responsibility	Director: Intergovernmental Relations

Indicator title	Number of Traditional Courts monitored on documenting, recording and filing traditional courts decisions with the Clerks of Magistrate courts
Short definition	Monitor and evaluate the documenting, recording and filing of traditional courts decisions to the Clerks of Magistrate Courts.
Purpose/importance	To ensure that Traditional Councils documents, record and file the outcome of traditional courts decisions.
Source/collection of data	A quarterly and annual report detailing the findings of the investigation, suggestions for strategies and actions which will improve the functionality of traditional courts.
Method of calculation	Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved functionality of the Traditional councils
Indicator responsibility	Director: Capacity Building

Indicator title	Number of reports on implementation and monitoring of the DTA- Anglo Platinum National Traditional Leadership Capacity Building Programme
Short definition	Coordination of the Traditional Leadership Capacity Building Programme in partnership with Anglo American Platinum.
Purpose/importance	To ensure that Traditional Leaders in Limpopo and North West Province, are capacitated on leadership programmes.
Source/collection of data	On a quarterly reports culminating into an annual report will be developed detailing on the programme and number of traditional leaders that has benefited on the programme.
Method of calculation	Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved functionality of the Traditional councils
Indicator responsibility	Director: Capacity Building

Indicator title	Number of provinces monitored on implementation of Framework for minimum tools of trade for the institution of traditional leadership
Short definition	Monitoring of the Implementation of the Framework for minimum tools of trade for the institution of traditional leadership
Purpose/importance	To ensure that the framework for minimum tools of trade for the institution of traditional leadership are implemented
Source/collection of data	Provincial departments, PHTL, NHTL and TCs
Method of calculation	Qualitative
Data limitations	Inaccurate data
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that the minimum tools of trade are implemented for the institution of traditional leadership
Indicator responsibility	SM:ID

Indicator title	Number of Projects in the NHTL Programme for Socio-economic development of Traditional Communities implemented by 31 March 2020
Short definition	2 projects in the NHTL programme for socio-economic development implemented by 31 March 2017
Purpose/importance	To improve socio-economic conditions of traditional communities
Source/collection of data	Reports from Provincial Houses of Traditional Leaders
Method of calculation	Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved living conditions of traditional communities
Indicator responsibility	Secretariat of NHTL

Indicator title	Traditional leadership protocols included in the state protocol manual by 31 March 2020
Short definition	Protocol Guidelines of Traditional leadership endorsed by the leadership by 31 Mar 2017 and included in the state protocol manual by 31 Mar 2020
Purpose/importance	To create stability within traditional communities
Source/collection of data	9 Kingship/Queenship Royal families;
Method of calculation	Quantitative
Data limitations	None
Type of indicator	Output
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowering government institutions on traditional leadership protocols by 2020 to guide relations between the institution of traditional leadership and government
Indicator responsibility	SM: Research

Indicator title	Number of protocol guidelines for kingships/queenships endorsed by the Kingships/queenships endorsed by 31 March 2017
Short definition	Protocol Guidelines of Traditional leadership endorsed by the leadership by 31 March 2017
Purpose/importance	To create stability within traditional communities
Source/collection of data	<ul style="list-style-type: none"> Protocol guidelines for 9 kingships/queenships consulted on and endorsed by kingships/queenships Protocol guidelines for 2 principal traditional leaderships developed Protocol Guidelines for Senior Traditional Leaders in one Province developed
Method of calculation	Simple count of the number of project in the Protocol implementation plan and % of those implemented as indicated in implementation reports
Data limitations	None
Type of indicator	Output
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowering government institutions on traditional leadership protocols by 2020 to guide relations between the institution of traditional leadership and government
Indicator responsibility	SM: Research

Indicator title	Number of Protocol Guidelines for Senior Traditional Leaders in 1 Province developed by 31 Mar 2020
Short definition	Protocol Guidelines of Traditional leadership endorsed by the leadership and included in the State Protocol by 31 March 2020
Purpose/importance	To create stability within traditional communities
Source/collection of data	<ul style="list-style-type: none"> Protocol guidelines for 9 kingships/queenships consulted on and endorsed by kingships/queenships Protocol guidelines for 2 principal traditional leaderships developed Senior Traditional leaders Protocol Guidelines for Senior Traditional Leaders in one Province developed
Method of calculation	Quantitative
Data limitations	None
Type of indicator	Output
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowering government institutions on traditional leadership protocols by 2020 to guide relations between the institution of traditional leadership and government
Indicator responsibility	SM: Research

Indicator title	Number of customary laws of succession and genealogies for Kingships/Queenships documented and endorsed by the royal families
Short definition	Customary laws of succession developed and genealogies updated for 10 kingships by 31 Mar 2020 and for 1 Kingship by the end of 2016/17
Purpose/importance	To bring stability and unity within traditional communities
Source/collection of data	<ul style="list-style-type: none"> Kingship/Queenships Royal Families Relevant legislation and relevant books on customary law
Method of calculation	Qualitative
Data limitations	Accuracy of the reports and baseline information
Type of indicator	Outcome
Calculation type	Simple % calculation
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Stability in traditional communities
Indicator responsibility	SM: Research

Indicator title	Number of books on customary laws of succession and genealogies for principal traditional leadership/kingships/queenships developed
Short definition	10 books on customary laws of succession and genealogies for principal traditional leadership/kingships/queenships developed by 31 Mar 2020 and 2 books by 31 Mar 2017
Purpose/importance	To create stability within traditional communities
Source/collection of data	Royal families
Method of calculation	Qualitative
Data limitations	Inaccurate or unavailability of information from Royal families
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Stability in traditional communities
Indicator responsibility	SM: Research

Indicator title	Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme endorsed by Interfaith, Local Government and the institution of Traditional Leadership by 31 March 2020
Short definition	The indicator is part of implementation of the Culture and Heritage Promotion Strategy and it entails development of a Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan, which includes hosting of provincial social cohesion dialogues which will lead to and are a build up towards the hosting of the National Social Cohesion Dialogue on culture and interfaith as well as engagements with 12 interfaith structures. The Plan will consist of a number of projects which will be informed by the resolutions and discussions from the dialogues and engagements with interfaith.
Purpose/importance	To promote cultural tolerance and social cohesion within the interfaith sector and traditional communities
Source/collection of data	Resolutions and discussions from the National Social Cohesion Dialogue on Culture and Interfaith
Method of calculation	Cumulative
Data limitations	Inadequate collaboration from interfaith sector and provinces
Type of indicator	Activity
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Cultural and Interfaith tolerance among traditional communities and interfaith
Indicator responsibility	EM:RIM

Indicator title	Number of provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme by 31 March 2020
Short definition	8 provinces monitored annually on implementation of Traditional Affairs Social Cohesion, Culture and Heritage Promotion Plan/Programme by 31 March 2020
Purpose/importance	To promote cultural tolerance and social cohesion within the interfaith sector and traditional communities
Source/collection of data	Interfaith, Institution of traditional leadership and local government, SALGA
Method of calculation	Cumulative
Data limitations	Unavailability of and inaccurate information
Type of indicator	Activity
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Cultural and Interfaith tolerance among traditional communities and interfaith and harmonious relations between traditional leadership and elected leaders at local government level
Indicator responsibility	EM:RIM

Indicator title	Plan to harmonise relationships and role clarification between elected and traditional leadership at local level developed and endorsed by the institution of traditional leadership and local government by 31 Mar 2020
Short definition	The indicator entails development of a plan to harmonise relations and clarify roles between the elected and traditional leadership at local government level. It includes hosting of a harmonisation indaba between traditional leadership and elected leaders at local government level. The contents of the plan will be informed by the resolution of the indaba, and the plan will have a number of projects aimed at harmonisation of the two categories of leadership.
Purpose/importance	To harmonise relations between traditional leadership and elected local government leaders
Source/collection of data	Resolutions and discussions from the Traditional leadership Harmonisation Indaba
Method of calculation	Cumulative
Data limitations	Poor attendance of the Indaba from traditional leadership and elected leaders at local government level
Type of indicator	Output
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Roles of traditional leaders clarified and adopted by all at the Indaba and harmonised relations and collaboration between the institution of traditional leadership and elected leaders at local government level
Indicator responsibility	EM:RIM

Indicator title	Number of Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020
Short definition	8 Provinces monitored annually on implementation of the Plan to harmonise relationships and role clarification between elected and traditional leadership at local level by 31 Mar 2020
Purpose/importance	To promote social cohesion, harmonise relations and strengthen collaboration between traditional leadership and elected local government leaders to enhance service delivery at local level
Source/collection of data	Municipalities, Provincial COGTA and the institution of Traditional Leadership
Method of calculation	Cumulative
Data limitations	Inadequate and inaccurate data
Type of indicator	Output
Calculation type	Qualitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Collaboration between traditional leadership and elected local government leaders for enhanced service delivery within traditional communities
Indicator responsibility	EM:RIM

Indicator title	Number of awareness campaigns on customary initiation practice conducted
Short definition	4 awareness campaigns on customary initiation practice conducted
Purpose/importance	To reduce the number of deaths and injuries resulting from botched cultural initiation practices
Source/collection of data	Heads of Provincial Traditional Affairs, Provincial Initiation Task Teams and DTA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Zero fatalities from cultural initiation
Indicator responsibility	Secretariat of NHTL

Indicator title	Reduction in the number of deaths and injuries resulting from initiation customary practice by 31 March 2020
Short definition	The indicator entails reduction of fatalities from initiation from 91 in 2015 to 0 by 31 March 2020
Purpose/importance	To reduce the number of deaths and injuries resulting from botched customary initiation practices
Source/collection of data	Heads of Provincial Traditional Affairs, DoH, SAPS, Provincial Initiation Task Teams and DTA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Zero fatalities from cultural initiation
Indicator responsibility	Secretariat of NHTL

Indicator title	Provincial initiation teams and schools monitored and number of monitoring reports developed
Short definition	9 Initiation Provincial Task Teams monitored and monitoring reports developed
Purpose/importance	To reduce the number of deaths and injuries resulting from botched customary initiation practices
Source/collection of data	Heads of Provincial Traditional Affairs, DoH, SAPS, Provincial Initiation Task Teams and DTA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Zero fatalities from cultural initiation
Indicator responsibility	Secretariat of NHTL

Indicator title	Number of claims and dispute researched
Short definition	160 traditional leadership disputes and claims researched and research report submitted to relevant authorities (to President in the case of Kingships/Queenships) and to Premiers in the case of other levels of traditional leadership
Purpose/importance	To direct the work of the CTLDC for its period of existence
Source/collection of data	Interviews with claimants, research reports and conducting public hearings
Method of calculation	Manual count of claims and disputes finalised per year
Data limitations	There is not enough literature review regarding the historical background of various communities. CTLDC cannot always rely on oral history.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	320 claims and disputes lodged with the Commission finalised by 30 March 2015.
Indicator responsibility	Secretary of the Commission on Traditional Leadership Disputes and Claims

ANNEXURE B: ACRONYMS AND ABBREVIATIONS

Acronym	Full name
APP	Annual Performance Plan
B2B	Back to Basics approach
CBS	Capacity Building Strategy
CGE	Commission on Gender Equality
CGF	Corporate Governance Framework
CoGTA	Cooperative Governance and Traditional Affairs
CRLRC	Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities
CTLDC	Commission on Traditional Leadership Disputes and Claims
CONTRALESA	Congress of Traditional Leaders of South Africa
DBSA	Development Bank of Southern Africa
DCoG	Department of Cooperative Governance
DDG	Deputy Director-General
DELG	Departmental Executive Leadership Committee
DIO	Deputy Information Officer
DIRCO	Department of International and Cooperative Relations
DDG	Deputy Director-General
DG	Director-General
DPSA	Department of Public Service Administration
DTA	Department of Traditional Affairs
DELG	Departmental Executive Leadership Committee
ELC	Executive Leadership Committee
ENE	Estimates of National Expenditure
IDP	Integrated Development Plan
ISC	Institutional Support and Coordination
KICHP	KhoiSan and Interfaith Coordination, Culture and Heritage Promotion
KPI	Key Performance Indicator
LGTAS	Local Government Turnaround Strategy
LGSETA	Local Government Sector Education and Training Authority
MANCO	Departmental Management Committee
MoU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NKC	National Khoi-San Council
NICSA	National Interfaith Council of South Africa
National House	National House of Traditional Leaders
NHTL	National House of Traditional Leaders
PMEIMP	Performance Monitoring, Evaluation and Information Management Policy
PHTL	Provincial Houses of Traditional Leadership
PMDS	Performance Management and Development Systems
RPL	Research, Policy and Legislation
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government Association
SOP	Standard Operating Procedures
TAODP	Traditional Affairs Outreach Development Programme
TC	Traditional Councils
TLGFA	Traditional Leadership and Governance Framework
ToR	Terms of Reference
TAB	Traditional Affairs Bill



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