

**Department of Traditional Affairs
Strategic Plan
For The Fiscal Years 2011 – 2014**

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Content enquiries:

Executive Manager: Office of the Director-General

Tel: 012 334 4972

Fax: 086 274 9000

Directorate: Communications

Private Bag X 804 Pretoria

0001

South Africa

Tel : 012 334 0550

Fax : 086 274 9000

www.cogta.gov.za

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ABBREVIATIONS AND ACRONYMS

APP	Annual Performance Plan
APPs	Annual Performance Plans
CD: TLI	Traditional Leadership and Institutions Chief Directorate
CEO	Chief Executive Officer
CRLRC	Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities
CTLDC	Commission on Traditional Leadership Disputes and Claims
CoGTA	Cooperative Governance and Traditional Affairs
DCoG	Department of Cooperative Governance
DDG	Deputy Director-General
DDGs	Deputy Directors-General
DG	Director-General
DoJ & CD	Department of Justice and Constitutional Development
DPLG	Department of Provincial and Local Government
DTA	Department of Traditional Affairs
DPSA	Department of Public Service and Administration
ENE	Estimates of National Expenditure
GIS	Geographic Information System
ISC	Institutional Support and Coordination
MoU	Memorandum of Understanding
MEC	Member of the Executive Council
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NT	National Treasury
NHTL	National House of Traditional Leaders
ODG	Office of the Director-General
PMDS	Performance Management Development System
RPL	Research, Policy and Legislation
SALGA	South African Local Government Association
SMS	Senior Management Service
TC	Traditional Council
TCs	Traditional Councils

PART A STRATEGIC OVERVIEW

Foreword by the Acting Minister



On 5 March 2008, history was indeed made for both the Cooperative and Governance and Traditional Affairs (CoGTA) as well as the country as a whole. Cabinet approved the establishment of the Department of Traditional Affairs. The mandate being to focus on the development of the institution of traditional leadership, and to also incorporate broad traditional issues into the South African socio-economic and political fabric. In addition, the DTA is responsible for coordinating the traditional affairs activities of this and other government departments at the national, provincial and local government levels. The objective is to ensure that the needs of traditional leaders and communities are met. This will include issues of development, service delivery, governance, access to indigenous knowledge systems, traditional courts and indigenous laws, traditional healing and medicine, as well as protocols. This Strategic Plan for 2011- 2014 is part of our journey towards ensuring that the initiatives and commitments are indeed met within the set Medium Term Strategic Framework period.

The Constitution, Policy and Legislative frameworks accord a place and role of the institution of traditional leadership within the broader system of governance and require that the institution be fully integrated into the democratic governance system as well as being integrated within the development and service delivery processes.

The following focus areas were identified and confirmed for the Department of Traditional Affairs:

- To build and strengthen the organizational capacity of the Department to deliver on its mandate
- To develop, review, monitor and implement legislation and policies relevant to traditional leadership nationally and to coordinate and monitor the review and implementation of legislation relevant to traditional affairs by national and provincial departments
- To adopt a broader perspective on the concept of traditional affairs, beyond traditional leadership
- To build the capacity and capability of the institution to play a meaningful role in development and service delivery; and to also preserve customary laws and traditions, while also discouraging harmful traditional practices.
- To support the following entities and ensure that their visions and programmes are aligned to those of the department:

- National House of Traditional Leaders,
- Commission on the Traditional Disputes and Claims,
- The Commission on the Protection of the Rights of the Cultural, Religious and Linguistic Communities.

The entrenchment of Chapter 12 of the Constitution and the White Paper on Traditional Leadership and Governance and the enactment of national and provincial legislation heralded a new era which added a new dimension in the evolution of the governance systems in South Africa.

To ensure the attainment of the objectives set out in the Local Government Turn Around Strategy as well as the recommendations of the Nhlapo Commission as well as other policy and programmatic postulates of CoGTA, early in 2011, the DTA embarked on a process of assessing the state of governance within traditional affairs in South Africa to establish baseline information. To this end, the DTA has concluded a series of these consultative workshops covering six provinces. There has been overwhelming support received from the provinces during the assessment process. The results of the assessments will lead to the development of a state of governance report, the partnership strategy, the capacity building strategy and where necessary, a review of legislation and policies. Furthermore, the findings will support Outcome 9 whose objective is to achieve a **responsive, accountable, effective and efficient Local Governance** system by coordinating amendments of section 81 of the Local Government: Municipal Structures Act 117 of 1998. The findings will also help the DTA in supporting outcome 12 which focuses on an **efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship** by establishing effective partnership models at Local Government level, promoting collaboration and constructive dialogue and protocols between elected officials and traditional leaders.

The following six strategic objectives will inform the work of the DTA during the 2011-14 Medium Term Strategic Framework (MTSF) period:

- To ensure the functionality of the Department of Traditional Affairs by establishing its capacity and capability to deliver on its Mandate;
- To enhance alignment and standardization in the regulatory, institutional and support framework for traditional affairs across provinces and municipalities;
- To ensure that traditional communities are empowered by reviewing and developing the national support programme and governance structures;
- To promote and integrate the role and place of traditional affairs and the institution of traditional leadership in the South African governance system by establishing synergetic relations with the governance structures across the three spheres of

government;

- To support DTA entities, by ensuring that they play a central role towards development and service delivery; and
- To enhance knowledge management within traditional affairs.

Indeed, there has been significant progress made in the overall restructuring process of the DTA. To accommodate the new changes, I am proud to announce that the newly established DTA is now operational and the following achievements have been recorded.

- The Deputy Directors-General and the Director-General were appointed in August and September 2010 respectively
- The senior management and support staff have been appointed since November last year, and
- Three main programmes namely: Administration, Research, Policy and Legislation and Institutional Support and Coordination have been established.

The establishment phase of the Department is expected to be concluded by the 2013/14 financial year with a fully functional department.

I take this opportunity to call upon all the business, labour, civil society, the religious fraternity, and all stakeholders and partners, particularly the traditional leaders and communities as well as all spheres of government to work closely with the CoGTA and specifically the DTA in ensuring that this Strategic Plan 2011-2014 is turned into a practical implementation document that will take us closer to our cherished goal of a better life for all. It is only when we Work Together that We Can Do More!!



MR EN MTHETHWA, MP

Acting Minister for Cooperative Governance and Traditional Affairs

Overview by the Director-General



It gives me pleasure to submit the first Strategic Plan of the Department of Traditional Affairs for 2011 – 2014.

The evolution of the Department of Traditional Affairs is underpinned by government transformation as well as the strategic repositioning process began by Government in 2009. The Department has evolved from being a Chief Directorate within the Department of Cooperative Governance and Traditional Affairs in 2009/2010 to being a fully fledged department in 2010/11 financial year.

The department has a multifaceted mandate. It fulfills a role of an implementer, coordinator and a partner to other government departments and entities. Therefore, it is important that the roles and responsibilities of other departments and entities are clarified including overlapping areas which constitute the opportunity for collaboration and partnerships. We are committed to deliver in all these roles, and we invite all our partners, traditional structures and communities in South Africa to join us in pursuit of effective and efficient traditional affairs that promote and support sustainable development.

Subsequent to the approval of the organizational structure, the department embarked on a process of filling senior management service and the other posts in 2010/2011 in order to improve its capacity to deliver on its mandate.

It further focused on setting up governance systems to improve its effectiveness and efficiency and to support the institution of traditional leadership to play a central role in sustainable development of traditional communities and socio-economic development. The focus during the 2010-2011 financial year was on recruiting staff at all levels and mapping out the strategic focus of the department as well as establishing strong relations with our key stakeholders.

The department took into account environmental factors that have a bearing on its performance. Any effort to diagnose and enhance its performance requires an

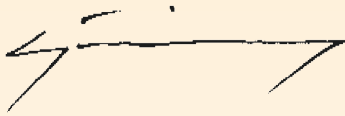
understanding of the forces inside and outside the department that can facilitate or inhibit performance. It is important to create a suitable internal environment for employees to perform effectively. This drives home the fact that organizational performance is not merely the sum total of individual staff performance. A lot depends on how individual performances draw from and support each other in achieving organizational objectives. Collective effort and the quality of leadership are crucial for organizational performance.

The newly established department has gone through a SWOT analysis exercise. One of the current prominent threats is that the DTA does not have corporate support services. This support is provided by our sister department, Cooperative Governance. There is however consensus that there are more opportunities than threats and weaknesses. A joint steering committee has been appointed to make the MoU effective as a tool to ensure that the Department receives maximum corporate services support.

Despite enabling environmental challenges and the department being fairly new, there have been major achievements. The department has been established in the last few months, sound working relations have been established with its entities, namely, the National House of Traditional Leaders (NHTL), the 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 department spent some time focusing on supporting and strengthening the capacity of the entities to deliver on their mandates. Key among these is the stabilization of the leadership of the NHTL, the appointment of commissioners for the CTLDC and the enhancement of the administrative arm of this entity through the appointment of the CEO and the rest of the support staff. The department established good working relations with the CRLRC. This intervention was strategic for the department since these partners are critical for the seamless implementation of government programs.

In 2011/2012 to 2013/2014 the DTA will contribute largely to the achievement of outcomes 9 and 12 objectives, and the job creation targets which are set for each sector. We will continue to strengthen coordination of traditional affairs and forge partnerships with our key partners to ensure that traditional leaders play a central role in the development of traditional communities. To achieve this we will work towards strengthening the interface and collaboration between traditional affairs and local government structures.

I believe that the dedication, commitment and capabilities of all the key players will enable us to rise above the current challenges and to enable us to move to where we ought to be. Together we will achieve our vision of ***an effective and efficient institution of traditional leadership that enhances sustainable development and service delivery.***



Professor MC Nwaila

Director-General: Department of Traditional Affairs

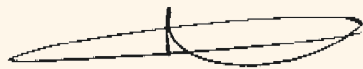
Official sign-off

It is hereby certified that this Strategic Plan 2011-2014:

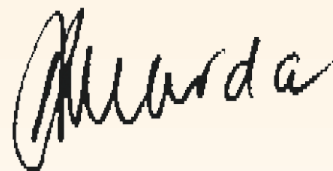
Was developed by the management of the Department of Traditional Affairs under the guidance of the Acting Minister for Cooperative Governance and Traditional Affairs, Mr E N Mthethwa.

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

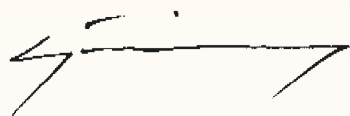
Accurately reflects the strategic outcome oriented goals and objectives which the Department of Traditional Affairs will endeavor to achieve over the period 2011/12-2013/14.



MS RS MOGALADI
Head Official responsible for Planning



MR M MTYHUDA
Chief Financial Officer

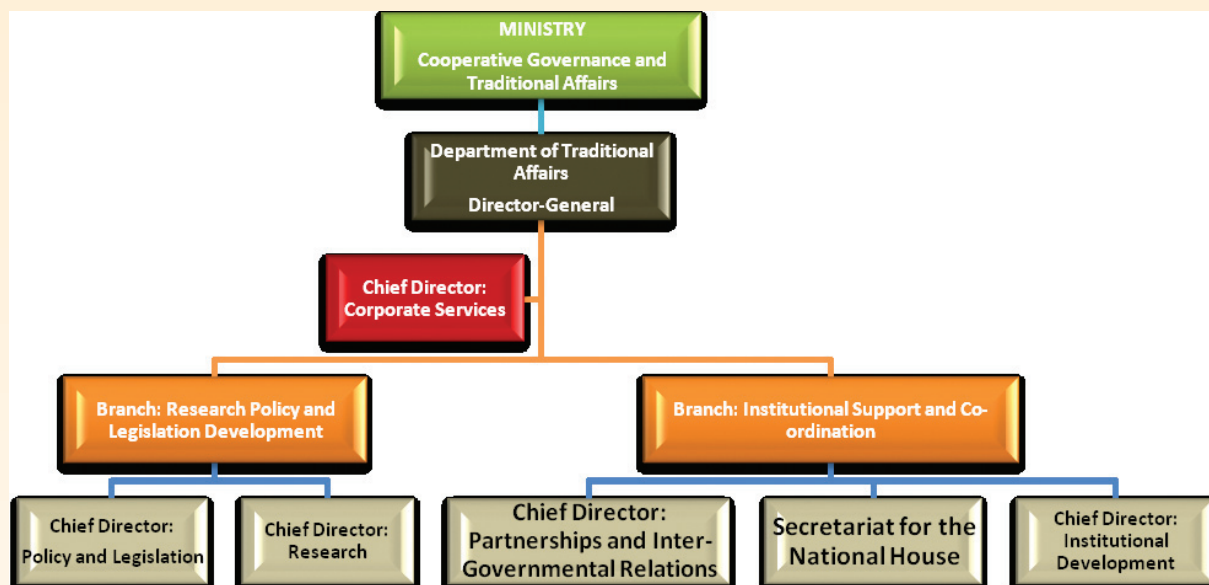


PROF MC NWAILA
Accounting Officer



ACTING MINISTER EN MTHETHWA, MP
Executive Authority

1. High Level Organizational Structure



All the due processes and procedures that must be followed with regard to the establishment of a new department have been adhered to. The decision to establish the DTA was taken by Cabinet in March 2008. The then DPLG appointed KPMG to configure the organizational structure and post establishment for the new department.

On the 11th of May 2009, the new Cabinet under Mr. Jacob Zuma, the President of the Republic of South Africa, was announced. The new government, embarked on the assessment of the effectiveness of the government programmes. It was found that there were several service delivery and development gaps. This impacted negatively on the communities. There was therefore a need to reorganize and align government programmes. As a result of this, some departments had to be split and others had to be created to improve service delivery. The then Department of Provincial and Local Government (DPLG) had to be changed to Cooperative Governance and Traditional Affairs (CoGTA). This change was effected to strengthen intergovernmental relations and to improve coordination. In addition, the Chief Directorate responsible for Traditional Leadership was elevated to a Department of Traditional Affairs consisting of three programmes; namely, Administration, Research, Policy and Legislation Development as well as Institutional Support and Coordination. The structure was approved by the Executive Authority.



DTA - STRATEGIC PLAN 2011-2014

2. Background of DTA Strategic Direction

The new Department has a multi-faceted mandate. The approach to traditional affairs has been broadened to not only traditional leadership, but to also incorporate the following:

- Developmental role of traditional leaders;
- Broadening the understanding of the concept of traditional affairs, to include issues that go beyond traditional leadership;
- Service delivery needs of rural communities;
- Developmental needs of Traditional communities;
- Review of governance within the National and Provincial houses;
- Indigenous knowledge systems;
- Integrating traditional courts and indigenous law into the broad government justice system; and
- Recognition of traditional healing and medicines.

Upon realization of these new imperatives, the Executive Leadership decided to review the 2009 – 2014 Strategic Plan and to incorporate this new mandate. This process provided an opportunity to review the vision, mission, and core values including the development of the new strategic objectives for the department.

3. Vision

An effective and efficient institution of traditional leadership that enhances sustainable development and service delivery.

4. Mission Statement

To coordinate traditional affairs activities across government through:

- 4.1. Development of appropriate policies, systems and regulatory framework governing Traditional Affairs;
- 4.2. Enhancement of organisational efficiency and effectiveness;
- 4.3. Establishment of capacity development systems and partnership models;
- 4.4. Undertaking periodic research and development on traditional affairs matters; and
- 4.5. Monitoring and evaluation of performance of the DTA and its entities.





DTA - STRATEGIC PLAN 2011-2014

5. Values

Guided by Principles of Batho Pele we adhere to the following values:

1. Honesty;
2. Integrity;
3. Respect;
4. Collegiality;
5. Commitment to service;
6. Activist Approach; and
7. Professionalism.

6. Legislative and Other Mandates

6.1. Constitutional Mandate

The work of the DTA in supporting the institution of traditional leadership, is informed by Chapter 12 of the Constitution, policies and all pieces of legislation administered by the department, national policies and laws relating to the public service as a whole, as well as those pieces of legislation that promote Constitutional goals such as equality and accountability.

The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)

The overarching mandate of the Department flows specifically from section 211 of the Constitution, which states that:

- (1) The institution, status and role of traditional leadership, according to customary law, are recognized, subject to the Constitution.
- (2) 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.
- (3) The courts must apply customary law when that law is applicable, subject to the Constitution and any legislation that specifically deals with customary law.

Furthermore, section 212 of the Constitution states as follows:

- (1) National legislation, may provide for a role for traditional leadership as an institution at local level on matters affecting local communities.



- (2) 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 –
- (a) national or provincial legislation may provide for the establishment of houses of traditional leaders; and
 - (b) National legislation may establish a council of traditional leaders.

The traditional leadership function is a functional area of concurrent national and provincial competence in terms of Part A of Schedule 4 of the Constitution.

6.2. Legislative Mandates

White Paper on Traditional Leadership and Governance, 2003

The White Paper sets out a national framework and norms and standards that define the role and place of the institution of traditional leadership within South Africa's 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.

Traditional Leadership and Governance Framework Act, 2003 (No. 41 of 2003) as amended and the National House of Traditional Leaders Act, 1997 (No. 10 of 1997) as amended.

The DTA has embarked on the process of consolidating all national legislation pertaining to traditional affairs (National House of Traditional Leaders Act and Traditional Leadership and Governance Framework Act) into a single consolidated Bill i.e. National Traditional Affairs Bill.

In 2004, Cabinet resolved that the department should attend to the issues of the recognition of the Khoi-San communities and leadership. The department developed a Draft White Paper on Khoi-San communities, leadership and structures which was submitted to Cabinet in March 2009.

The Cabinet directed that the Traditional Leadership and Governance Framework Act, be amended to include the following issues relating to the Khoi-San:

- Recognition of the Khoi-San communities, must comply with prescribed criteria;
- Establishment of Khoi-San councils; to be constituted in a similar manner to and with similar authority as traditional councils.

In 2009, the Department subsequently effected draft amendments to the Traditional Leadership and Governance Framework Act to address legal uncertainties and gaps as follows:

- Composition of kingship or queenship councils, principal traditional councils and traditional councils;
- Withdrawal of recognition of traditional leaders;
- Recognition of deputy traditional leaders;
- Dysfunctional councils;
- Location of local houses of traditional leaders;
- Participation of traditional leaders in municipal councils;
- Code of conduct

In 2010, the Deputy Minister subsequently directed that:

- The National House of Traditional Leaders Act and the Traditional Leadership and Governance Framework Act, be consolidated into a single Act in order to:
 - o Ensure an integrated approach in dealing with all matters involving traditional affairs;
 - o Ensure ease-of-use of the legislation affecting traditional affairs, which will capacitate practitioners, stakeholders and traditional institutions to understand and apply the legislation in an integrated manner; and
 - o Enhance the uniform manner in which traditional affairs matters are dealt with across provinces.
- The consolidated Bill includes the recognition of the Khoi-San leadership and structures and required amendments resulting from the legal uncertainties and gaps to the Traditional Leadership and Governance Framework Act and the National House of Traditional Leaders Act.

Provincial Legislation

- The following is a list of provincial legislation dealing with the institution of traditional leadership:
- Eastern Cape Traditional leadership and Governance Act, 2005 (Act No. 4 of 2005);
- Eastern Cape House of Traditional Leaders Act , 1995 (Act No. 1 of 1995);

- Free State Traditional leadership and Governance Act, 2005 (Act No. 8 of 2005);
- Free State House of Traditional Leaders Act, 1994 (Act No. 6 of 1994);
- KwaZulu-Natal Traditional leadership and Governance Act, 2005 (Act No. 5 of 2005);
- Limpopo Traditional leadership and Institutions Act, 2005 (Act No. 6 of 2005);
- Limpopo Houses of Traditional Leaders Act, 2005 (Act No. 5 of 2005);
- Mpumalanga Traditional leadership and Governance Act, 2006 (Act No. 3 of 2006);
- Mpumalanga Provincial House and Local Houses of Traditional Leaders Act, 2005 (Act No.5 of 2005);
- North West Traditional leadership and Governance Act, 2005 (Act No. 2 of 2005); and
- North West House of Traditional Leaders Act, 1994 (Act No. 12 of 1994) (as amended).

Other Public Service Legislation

The Department of Traditional Affairs is also guided by the following Acts, which all government departments must comply with:

- Municipal Structures Act, 1998 (Act No 117 of 1998);
- Municipal Systems Act, 2000 (Act No 32 of 2000);
- Disaster Management Act, 2002 (Act No 57 of 2002);
- Intergovernmental Relations Framework Act, 2005 (Act No 12 of 2005);
- Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act, 2002 (Act No 19 of 2002);
- Public Services Act, 1994 (Act No 103 of 1994);
- Public Finance Management Act, 1999 (Act No. 1 of 1999) and Treasury Regulations

6.3. Policy mandate

The strategic thrust of the DTA is to provide political, traditional and administrative leadership and management.

DTA has a multi-faceted mandate:

Its role as an **Implementer**: in discharging this role, the department will be leading government in implementing Act 41 of 2003, the White Paper on Traditional Leadership and Governance, and other existing or future national legislation relating to traditional affairs and will champion coherent and integrated planning, and the overall transformation and provision of support to the institution of traditional leadership.

DTA strategic role as a **Coordinator**: in discharging this role, the department will work closely with provincial departments, the national, provincial and local houses of traditional leaders, municipalities and traditional councils. In addition, DTA coordinates and monitors the work these stakeholders do, provides leadership and advice as well as supporting and evaluating their performance. The department also acts as a facilitator regarding the interaction between provincial and national departments, and it further ensures that an integrated approach towards traditional affairs is adopted by all spheres of government and key stakeholders.

Lastly, the DTA serves as a **Partner**: ensuring that traditional leadership becomes fully involved in the development of rural areas. In discharging this role, the department ensures that partnerships for the development of traditional community areas are advanced amongst organs of state and the private sector. This is done with the intention of promoting a coherent approach towards the transformation of the institution, and also to maximise the use of resources as well as donor aid.

6.4. Planned Policy Initiatives

The department is currently working on two important policies, namely the Initiation and Ukuthwala African cultural practices. The two policies will be developed and finalised during 2011/2012 financial year. It is anticipated that by September 2011 there will be a policy in place dealing with the regulation of the Initiation practice throughout the country. Parallel to this development, a draft Bill will be in place by 31 March 2012.



DTA - STRATEGIC PLAN 2011-2014

However, it must be noted that the present socio-political climate does not support the Ukuthwala African cultural practice, because the practice has been widely abused, thereby generating a negative attitude towards it.

Nevertheless a discussion document will be presented to the Acting Minister for record purposes towards the end of this financial year. The department is envisaging handing over this document to the Commission on the Rights of the Cultural, Religious and Linguistic Communities (CRL) for advocacy purposes.

Other policy initiatives contemplated for the remaining two years of the MTEF period will involve the following:

- Policy on traditional healing and medicine and the role of traditional leadership in this cultural practice;
- Policy on the mainstreaming of the Khoi-San indigenous knowledge systems;
- A discussion document on unity in diversity; and
- Useful guidelines on the definition of Royal family.

7. Situational Analysis

7.1. Performance and Organisational Environment

The following are five pertinent elements of enabling environment that can enhance the functioning of the department or they can be a barrier to the acceleration of service delivery:

- Policy and Legislation;
- Institutional Ethos;
- Organisational Capacity; and
- Human Competence Capacity.

Organisational capacity underlies an organisation's performance:

- A need to assess strengths and weaknesses of strategic leadership involving competencies;
- A need to assess strengths and weaknesses on financial management; and
- A need to assess strengths and weaknesses of the organisational structure

Human Competence Capacity constitutes a very serious threat to the organisation and there is a need for developing a human resource development strategy and programme to support and enhance DTA human resource capability.

During the third and the fourth quarters of 2010/11, the department focused mainly on the establishment related function to improve capacity and to accelerate service delivery. The Deputy Directors General and the Accounting Officer have been appointed during the second quarter in 2010. Soon after that, the Executive Leadership embarked on a recruitment drive to fill the vacant senior managers and middle management positions. The department was able to appoint a number of senior managers including CEOs of the two entities by the end of the financial year. Five commissioners for the Traditional Dispute and Claims Commission were also appointed in January 2011.

On the other hand, the Chairperson of the House of Traditional Leaders and his Deputy were removed from their positions through a motion of no confidence in September 2010. On 28 January 2011, a new Chairperson and his Deputy were duly elected. This brought stability to the House and the institution of traditional leadership.

Furthermore, the department together with its entities issued recognition certificates to some of the recognised and deemed kings.

DTA has embarked on a series of training for senior traditional leaders on legislation impacting on the institution of traditional leadership. In addition to the training of traditional councils, the department has started to develop a skills training program that will be carried out in the 2011/2012 financial year. There are 7,771 traditional leaders in South Africa as per the following categories:

- 12 Kings;
- 1 Principal traditional leader;
- 882 Senior traditional leaders; and
- 6876 Headmen/women

Draft National Norms and Standards on remunerative and other benefits and tools of trade relating to traditional leadership and draft framework on the allocation of roles and delegation of functions to traditional leaders and traditional councils have also been developed.

The department will develop an intervention strategy to assist provinces to make sure that the structures of traditional leaders are supported. The intervention will be needs based. This is a key element for transforming the institution of traditional leadership. The Department of Cooperative Governance will continue to provide corporate services support to the new department through defined Service Level Agreements until the DTA has built its own corporate services capacity in the next three years.

7.2. Description of Strategic Planning Process

The 2011-2014 Strategic Plan of DTA was informed by a series of provincial workshops and stakeholder engagement to assess the state of governance of traditional affairs nationally which took place from January – March 2011. There were two day workshops in each province. The provincial reports emanating from these engagements informed the DTA strategy and programme of action from 2011-2014. The assessment also assisted the department to confirm the roles and functions of traditional leaders and provided a basis for the development of a partnership model.

Participants in these workshops were Premiers, MECs, Provincial Heads of CoGTA Departments, and municipal managers, provincial and local houses of traditional leaders, traditional Councils, traditional leaders, CONTRALESA, National Heritage Council, and SALGA. Other participants in these workshops included national departments, namely, the departments of Rural Development and Land Reform, Home Affairs, Justice and Constitutional Development and Health.

The methodology followed in these engagements included focus groups, commissions and meetings. The content covered in these engagements, include among others, percentage of the provincial budget allocated to support traditional affairs in the province, main cost drivers of the traditional affairs allocation, legislation and its implementation and infrastructure and institutional arrangements for traditional affairs in provinces.

Subsequent to these engagements, the DTA started its strategic planning sessions. On the 14 – 15 March 2011, the Executive Leadership of the DTA which consists of the DG and two DDGs with the Strategic Planning Unit, convened a strategic review and planning session to reflect on departmental performance and to map out strategic direction for the Department for the 2011-2014 Medium Term Strategic Framework (MTSF) period. After extensive consultative processes with key stakeholders at the national, provincial and local levels and also with all SMS members, and the entities on 16-17 March 2011, the Executive Leadership mapped out the strategic direction of the department. In addition, the SMS members of the department adopted the revised vision, mission and core values.

The following were the results of the four day strategic session:

- Draft DTA MTSF plan (2011/12- 2013/14);
- Draft entities MTSF plans aligned to the DTA MTSF plan;
- Revised vision, mission, values and (6) strategic objectives for DTA



DTA - STRATEGIC PLAN 2011-2014

Subsequent to the above processes, the department and entities convened planning sessions to develop and finalise the Annual Performance Plan and branch operational plans. On 25 March 2011, a strategic planning session was convened with all DTA SMS members and entities to confirm the DTA APP. This session resulted in draft DTA and entities' APPs which served as a basis for development of operational plans by branches and entities. The APPs and the Operational Plans were signed-off by the Executive Leadership at the end of April 2011. Subsequent to finalization of operational plans and APPs, all staff members signed their performance agreements for 2011/12 financial year which were aligned to the operational plans, APP and the Strategic Plan.

8. DTA Strategic Outcome Oriented Goals

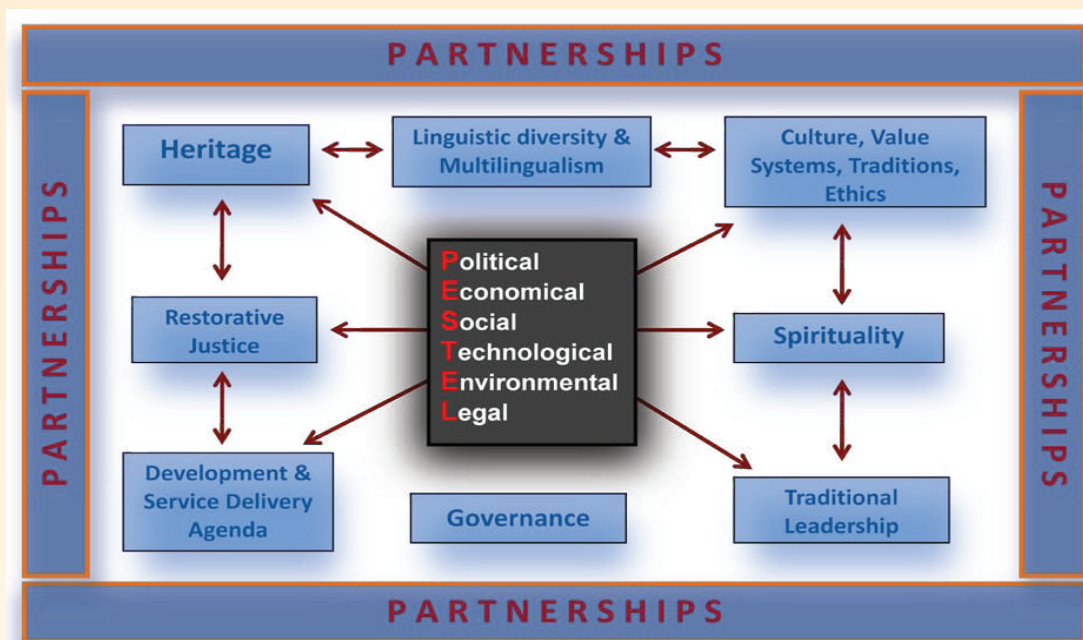
DTA has developed three strategic outcome oriented goals for the institution and has aligned them with the six strategic objectives.

Strategic outcome Oriented Goal 1	Effective Department of Traditional Affairs
Goal Statement	Developed DTA to be a learning organisation by 2014

Strategic outcome Oriented Goal 2	Effective governance systems for traditional affairs
Goal Statement	Improved Developmental and Governance Capacity and Capability of Traditional Affairs, the Institution of Traditional Leadership

Strategic outcome Oriented Goal 3	Sustainable partnerships and collaboration for service delivery
Goal Statement	Enhanced interface between local government and traditional leadership through fostering partnerships, social cohesion and developed traditional communities.

9. Structural and Functional Configuration Model



The Department identified the 'mandate of traditional affairs' as articulated by the Presidential Proclamation and various public statements by the Minister as comprised of the following functional components:

- Traditions, Customs, Culture and Heritage;
- Traditional Systems, Structures and Leadership;
- Customary rules, laws and practices; and
- Protection and promotion of diversity of languages and linguistics
- Development and service delivery

The logic of this structural and functional configuration model is that any transformation on the traditional, customs, systems, structures and leadership has to capture the realisation of the culture, traditional, social, economic and political needs of communities within the various geographical locations across the conventional urban and rural divide of South Africa.

Secondly, any of the envisaged reforms articulated by the department and the South African Government as a whole, has to find a healthy coalesce with the transformation programmes of local government, rural development and land restitution and economic and social infrastructure development.

It is with the above in mind that 'traditional affairs' as a key and a new department within the Ministry of Co-operative Governance and Traditional Affairs contribute through a 'traditional affairs window' to various outcome-based priorities.

PART B STRATEGIC OBJECTIVES



DTA - STRATEGIC PLAN 2011-2014

10. Programmes

10.1. Administration Programme

Purpose

To provide strategic management, corporate services and administrative support to the entire Department.

Programme Description

The main focus of the programme is to establish governance systems for the effective functioning of the department and to ensure that it complies with all government prescripts. As part of the establishment of the department, the programme will develop internal control systems, policies, processes and procedures. Currently, all the posts in the corporate services unit of the programme are not filled and it is envisaged that all the funded positions in the unit will be filled in this MTSF period.

Strategic Objectives

Strategic Objective 1	Functional and effective department
Objective statement	To ensure the functionality of the Department of Traditional Affairs by establishing its capacity and capability to deliver on its Mandate
Baseline	Approved departmental structure, most critical posts filled

Resource Considerations

The administration programme, has a staff complement of 44 of which only 4 posts are filled. In 2010/11 financial year, the programme was allocated a budget of R 4.6 million. Over the medium term, the programme is allocated R 8.8 million, and it will focus on establishing corporate services unit and setting up all internal controls and governance systems for the effective and efficient functioning of the department.

Risk Management

- The DTA dependency on DCoG to provide corporate services support, and DCoG's capacity challenges may negatively affect the quality of services it offers to DTA which will in turn adversely affect DTA internal control systems and the establishment of effective systems to make it fully functional and effective in the following key areas:
 - o Financial Management
 - o Supply chain management
 - o Asset Management
 - o Human Resources Management
 - o Organisational Development

10.2. Research, Policy & Legislation

Purpose

The purpose of the programme is to:

- Ensure that traditional communities are empowered by reviewing and developing the national support programme for traditional communities and their governance structures;
- Promote and integrate the role and place of the institution of traditional leadership in the South African governance system by establishing synergetic relations with other governance structures across the three spheres of government; and to
- Promote traditional knowledge by establishing a comprehensive, user friendly database.
- Establish profiles of all traditional communities in SA

Programme Description

The Research, Policy and Legislation Programme focuses on research into the various aspects of traditional affairs, including the institution of traditional leadership and ensures that proper policies, legislation and frameworks are developed and implemented to govern the coordination of the issues pertaining to traditional affairs and the functioning of traditional leadership. Furthermore, this programme deals with the development, refinement or amendment of policies and legislation related to traditional affairs, including the institution of traditional leadership. It has two sub-programmes:

- (a) The Research and Information management sub-programme focuses on research and management of information in order to inform policy and legislation development, provision of input into the mediation of disputes and claims and the establishment of a government-wide information system regarding traditional affairs issues; and
- (b) The Policy and Legislation sub-programme focuses on the development and review of policy and legislative framework on traditional affairs.

This programme ensures that the institution of traditional leadership plays a central role, amongst other things, in development and service delivery, rural development, local economic development, alternative energy, indigenous knowledge systems, fighting poverty and promoting peace.

In order to promote and coordinate research, information management and development of policies and legislation on traditional affairs, three priority areas for the branch for the next MTSF period were identified as follows:

- Development and implementation of a consolidated Act on traditional leadership that integrates the Khoi-San communities leadership and authority structures in the processes of governance;
- Enhance traditional and indigenous knowledge and information systems; and
- Research, develop policy and legislation on African cultural practices.

Strategic Objectives

Strategic Objective 2	Intergovernmental relations and governance
Objective statement	To enhance alignment and standardization in the regulatory, institutional and support framework for traditional affairs across provinces and municipalities
Baseline	Framework Act, 41 of 2003 and applicable policies and legislation
Strategic Objective 6	Information and knowledge management
Objective statement	To enhance knowledge management within traditional affairs
Baseline	Framework Act, 41 of 2003 and applicable policies and legislation

Resource Considerations

The programme has a staff complement of 14. In 2010/2011 financial year, a budget of R10.7 million had been allocated. Over the medium term, at a total cost of R10.2 million, the focus will be on finalising policies on traditional cultural practices with a view of regulating them.

Risk management

The following risks are associated with the Strategic Objectives 2 and 6 for the branch, namely:

- In so far as policy and legislative programmes are concerned, the consultative process can slow down due to the non-availability of the people to be consulted;
- The euphoria prior and post-elections. Municipal elections may negatively affect the envisaged time-frame for introducing the Bill into Parliamentary processes;
- Development of provincial profiles may be affected by the non-cooperation of relevant stakeholders resulting from lack of understanding of government programmes as well as competing priorities; and
- The information management system may be affected by lack of funds.

10.3. Institutional Support and Coordination

Purpose

Ensure better alignment and standardisation in the regulatory, institutional and support framework for traditional affairs across government.

Programme Description

The programme Institutional Support and Coordination is a newly established programme in the department which started in August 2010 following the appointment of the Programme Head, whilst the rest of other staff members started in January 2011. The core functions of the programme are to provide systems and programmes for capacity building and the coordination of partnerships within the institution. These functions require cooperation, collaboration and coordination with all DTA partners and other interested stakeholders.

Good progress has been achieved despite the limited human resource capacity, and this was due to the general support from other units as enabled by the adoption of the project management approach in the department.

The branch coordinated the project on the assessment of the state of governance within the area of traditional affairs, wherein a concept document was developed to inform the assessment process, a stakeholder analysis was undertaken through analysis of different pieces of legislation in order to determine the traditional affairs related functions performed by other departments and entities, and a methodology which informed the overall but customized approach for all provinces. This was followed by pre-engagements sessions with national departments, provinces and other public entities. It can be reported that eight provincial departments of COGTA and offices of Premiers were engaged prior to the assessment process, and all were unanimous on the need for such a process.

To date, six provincial assessments were conducted in Northern Cape, Mpumalanga, Free State, Eastern Cape, Gauteng and Limpopo, whilst the North West and Kwa-Zulu Natal provinces will be assessed at a later date. The process is currently underway to analyse data from provinces and develop province specific and one composite national report. The general analysis revealed the following cross- cutting issues:

- Support to the institution of traditional leadership minimal in most provinces,
- Limited resources to support the institution,
- Poor relations between elected local government councilors and traditional leaders among others.
- The national composite report will inform a number of DTA projects for the next MTEF, including a sector-wide partnership strategy.



DTA - STRATEGIC PLAN 2011-2014

Furthermore, the programme developed draft capacity building strategy which aims to coordinate the development of institutional systems, and individual personal development plans in a structured and well coordinated approach. Existing capacity building structures will be an option for the coordination of the implementation of this strategy in the next financial year, and to date interactions with some stakeholders such as the Local Government Sector Education and Training Authority already commenced.

Strategic Objectives

Strategic Objective 3	Governance systems and structures
Objective statement	To ensure that traditional communities are empowered by reviewing and developing their national support programme and governance structures.
Baseline	National support programme (NSP), Local Government Sector Education & Training Authority (LGSETA) training reports, DTA training reports
Strategic Objective 4	Transformed governance system
Objective statement	To promote and integrate the role and place of traditional affairs and the institution of traditional leadership in the South African governance system by establishing synergetic relations with other governance structures across the three spheres of government.
Baseline	Consolidated provincial assessment reports and consolidated national assessment report
Strategic Objective 5	DTA entities management and support
Objective statement	To support DTA entities, by ensuring that they play a central role towards development and service delivery
Baseline	Entities' strategic plans



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Resource considerations

The programme has a staff complement of 10. In 2010/11 financial year, a budget of R7.8 million was allocated. In 2011/12, at a total cost of R11.1 million, the programme will focus on developing an assessment instrument for the evaluation of the state of traditional affairs and governance for all provinces.

Risk management

- The current human resource base is insufficient; and
- The DTA ability to market, campaign and sell the vision to key stakeholders; and
- Incompetent personnel
- Mobilising funding/aid and support from institutions of higher learning, donor communities, embassies, etc.

11. DTA 2011- 2014 MTSF PLAN

This section provides a detailed strategic plan of deliverables of the Department of Traditional Affairs (DTA) over the 2011– 2014 MTSF period. It should be noted that the second year of the establishment phase for the DTA will be mostly characterised by more stability with regard to various administrative systems developed to improve service delivery. The strategic plan 2011 – 2014 to a large extent is derived from the key strategic objectives and is aligned to both the measurable objectives and the strategy; and it is also aligned to the MTSF period and it provides a summary of outputs, projects, performance indicators and targets.

Strategic objective 1: To ensure the functionality of the Department of Traditional Affairs by establishing its capacity and capability to deliver on its Mandate

Outputs	Project	Performance indicator	2011/12 Targets	2012/13 Targets	2013/14 Targets
Approved: DTA 2011-2014 Strategic Plan; 2011-2012 APP; 2012- 2013 APP; and 2013-2014 APP	Development, implementation, monitoring of Departmental Strategic Plan for 2011-2014 and APPs	DTA 2011- 2014 Strategic Plan and Annual Performance Plans developed, tabled to Parliament and implemented	Develop, table and implement DTA 2011- 2014 Strategic and Plan Annual Performance Plan for 2011-2012	Develop, table and implement Annual Performance Plan 2012-2013	Develop, table and implement Annual Performance Plan 2013-2014
	Review of DTA strategic focus	DTA Strategic Focus reviewed			Review the Vision and strategic focus
Approved DTA Planning and Reporting Guidelines aligned to Treasury Regulations	Development, implementation, monitoring and Review DTA Planning and Reporting Guidelines	DTA Planning and Reporting Guidelines developed, implemented and reviewed	Develop and implement DTA Planning and Reporting Guidelines developed and implemented	Implementation of DTA Planning and Reporting Guidelines implemented and updated	Implementation and Review of DTA Planning and Reporting Guidelines implemented and reviewed
DTA Change Management Strategy and reports on the implementation of the strategy	Development, implementation, monitoring and review Change management processes	Change Management Strategy developed, implemented and reviewed	Develop and implement change management strategy	Implement and monitor change management strategy	Review change management strategy

DTA Communication and Marketing Strategy and reports on the implementation of the strategy	Development, Implementation and Review of DTA Communication and Marketing Strategy	Sector wide Communication structures established and plans developed	Implement and monitor DTA Marketing and Communication Strategy	Implement and monitor DTA Marketing and Communication Strategy	Review and implement DTA Marketing and Communication Strategy
Fully functional DTA Corporate Governance Systems	Establishment and implementation of DTA Corporate Governance Systems	DTA corporate governance systems established and implemented	Internal Audit Policy and HR Policy developed	Risk Management, Supply Chain Management, Asset Management Policies and ICT Plan developed and implemented	Review of Good governance systems
	Capacitating DTA Corporate Service	DTA Corporate Services capacitated and fully functional by 2014	Capacitate Finance and Internal Audit Units	Capacitate HR, Legal, IT and Supply Chain Management Units	Capacitate Asset Management and Facilities Management Units

Strategic objective 2: To enhance alignment and standardization in the regulatory, institutional and support framework for traditional affairs across provinces and municipalities

Outputs	Project	Performance indicator	2011/12 Targets	2012/13 Targets	2013/14 Targets
Compliance with National Legislative Requirements	Implementation of the Framework Act	Guidelines on Determination of the Number of Members of Traditional Councils developed, implemented and reviewed	Develop Guidelines on Determination of the Number of Members of Traditional Councils	Implement and monitor the Guidelines on Determination of the Number of Members of Traditional Councils	Implement and review the Guidelines on Determination of the Number of Members of Traditional Councils
		Number of Members of Kingship/Queen-Ship Councils Determined	3 Members of Kingship/Queen-Ship Councils Determined	2 Members of Kingship/Queen-Ship Councils Determined	2 Members of Kingship/Queen-Ship Councils Determined
National Traditional Affairs Act	Enacted & Implementation of National Traditional Affairs Bill	National Traditional Affairs Act developed, implemented and reviewed	Develop, implement National Traditional Affairs Act	Implement National Traditional Affairs Act	Implement and review the National Traditional Affairs Act implemented
Framework Act on Initiation	Enactment of Initiation Framework Bill	Development of Legislation on Initiation	Approve Policy on Initiation	Develop Bill on Initiation	Develop Initiation Act

Strategic objective 3: To ensure that traditional communities are empowered by reviewing and developing the national support programme for traditional communities and their governance structures.

Outputs	Project	Performance indicator	2011/12 Targets	2012/13 Targets	2013/14 Targets
Advisory Committee on Khoi-San Matters established	Establishment of an Advisory Committee on Khoi-San Matters	Effective and Functional Advisory Committee in all spheres	Establish Committee	Khoi-San participating in Traditional Councils and local government	Khoi- San participating in all spheres (houses)
Capacity Building Strategy	Development of a Capacity Building Strategy	Partnership strategy approved, implemented and reviewed	Approve Capacity Building Strategy	Implement Capacity Building Strategy	Implement and review Capacity Building Strategy
Institutional Support Systems for houses and TCs	Development of Support Systems for houses and TCs	Support Systems for houses and TCs developed at all levels	Develop, implement and monitor Support Systems for houses and TCs at all levels	Develop, implement and monitor Support Systems for houses and TCs at all levels	Review the support systems at all levels
DTA Partnership Strategy	Development of a Partnership Strategy	Partnership Strategy approved, implemented and reviewed	Approval of Draft Partnership Strategy	Implement Partnership Strategy	Implement and review Partnership Strategy
	Establishment of National, Provincial and local Structures for partnerships and institutional support	National, Provincial and Local structures for partnerships and institutional support established (and functional)	Establish National Structures for partnerships and institutional support	Establish Provincial Structures for partnerships and institutional support	Establish local structures for partnerships and institutional support

Strategy for mobilising development support	Development of the Strategy	The strategy approved and implemented	Approval of the Draft Strategy	Implementation of the Strategy	Implement and monitor the Strategy
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Strategic objective 4: To promote and integrate the role and place of traditional affairs and the institution of traditional leadership in the South African governance system by establishing synergetic relations with other governance structures across the three spheres of government.

Outputs	Project	Performance indicator	2011/12 Targets	2012/13 Targets	2013/14 Targets
Assessment Report on the state of Governance in the area of Traditional Affairs	Provincial and National Assessment Reports developed.	6 Provincial Assessment Report.	Adopt 6 Provincial Assessments Reports. Adopt the Consolidated National Report on the Assessment of the state of Governance on Traditional Affairs.	Implement the Findings of the Assessment Report	Implement the Findings of the Assessment Report
Partnership Model for the Institution	Develop a Partnership Model	DTA Partnership Model developed, implemented and reviewed	Develop DTA Partnership Model	Implement the Partnership Strategy	Implement and review the Partnership Strategy

Strategic Objective 5: To support DTA entities, by ensuring that they play a central role towards development and service delivery.

Outputs	Project	Performance indicator	2011/12 Targets	2012/13 Targets	2013/14 Targets
Well coordinated and aligned strategic planning processes for entities	Coordination and alignment of the entities' strategic planning processes	Quarterly Review and Planning Reports	Coordinate the development of Annual Performance Plans for entities	Coordinate the development of Annual Performance Plans for entities	Coordinate the review of the strategic planning processes for entities.
Monitoring and reporting system	Develop entities' monitoring and reporting system	Monitoring and reporting system developed and reviewed	Develop Monitoring and reporting system for the entities	Implement monitoring and reporting system	Implement and reviewing monitoring and reporting system

Strategic objective 6: To enhance knowledge management within traditional affairs

Outputs	Project	Performance indicator	2011/12 Targets	2012/13 Targets	2013/14 Targets
Research Agenda for Traditional Affairs	Development of a research agenda within traditional affairs	Percentage research agenda implemented and reviewed	Implement % of research Agenda	Implement % of research Agenda	Implement % of research Agenda implemented Review Research Agenda
Profiling of Traditional Affairs in provinces	Development of traditional affairs profiles in provinces (socio-economic, demographic etc.)	Provincial profiles developed, updated and reviewed	Develop Provincial Profiles	Update and review Provincial Profiles	Update and review Provincial Profiles
Traditional Leadership Information Management System (IMS)	Establishment of a information management system (IMS)	Information Management System designed, developed and piloted	Design IMS	Develop IMS system	Pilot IMS system (in how many provinces, or state the name of the province you want to pilot).
Genealogies for Traditional Communities	Development of genealogical tool for traditional communities.	Genealogical tool designed, developed and implemented	Design Genealogical Tool	Develop Genealogical tool	Implement Genealogical tool
Knowledge management within traditional affairs.	Development of knowledge management strategy for traditional affairs	Knowledge Management strategy for traditional affairs developed, implemented and reviewed.	Conduct knowledge management needs analysis. Develop Knowledge Management Strategy.	Implement Knowledge Management Strategy.	Implement and review the Knowledge Management Strategy.

PART C

LINKS TO OTHER PLANS

12. 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 community and advise government	Improved capacity and capability of traditional leaders Effective involvement of traditional leadership on matters of service delivery and rural development Effective policies and legislation on matters of traditional leadership Preservation and promotion of culture, customs, traditions, language and values and policies on cultural practices Communication and Marketing Strategy	R 20 701 million	2012
Commission on Traditional Leadership Disputes and Claims (CTLDC)	To investigate claims and disputes on traditional leadership	Claims and Disputes finalized Effective Functioning of the Commission Traditional Leadership Dispute Resolution Guideline	R 10 850 million	2012
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.	The commission plans to: investigate 390 cases, develop and publish 63 research reports, host 420 dialogues and round table discussions, and roll out the establishment of community councils	R 22 150 million	2012

13. Entity Management and Support

DTA has the following responsibilities towards supporting the entities:

13.1. Commission on Traditional Leadership Disputes and Claims

- Facilitate the implementation of the recommendations of the Commission on Traditional Leadership Disputes and Claims;
- Appointment of members of the Commission on Traditional leadership Disputes and Claims and the establishment of Provincial Committees; and
- Support the entity in developing Strategic Plans, Quarterly and Annual Reports;
- The Commission has set for itself a target of ensuring that by April 2011 all the five Provincial Committees namely, Eastern Cape, Kwa-Zulu Natal, Mpumalanga, Limpopo and North West must be fully established and functional
- In order for the provincial committees to function effectively and efficiently, the department needs to provide financial and human resources.

Expected Deliverables by the Commission:

- The Commission will operate nationally and each member will chair a provincial committee / committees and will be responsible for investigating and making recommendations on any traditional leadership disputes and claims contemplated in Section 25 (2) of the Act.
- The member, together with the rest of the Members, undertook to do everything reasonably possible to finalise all disputes and claims presented to the Commission before the expiry of the five year term.
- The Member, together with other Members, shall develop an annual Business Plan for the approval by the employer which shall be used as a performance agreement, linked to a specific financial year.
- The member, together with other members, shall on a quarterly basis submit a progress report based on the implementation of the Business Plan;
- Ensuring the full establishment of the five provincial committees by April 2011

13.2. National House of Traditional Leaders(NHTL)

DTA provides support to the NHTL in the following way:

- By providing institutional and capacity building support to the NHTL staff and the institution of traditional leadership through the DTA Capacity Building Strategy;
- By providing both financial, physical and human resources; and
- Support the entity in developing its strategic plans, quarterly and annual reports.

Expected deliverables by the National House:

The main deliverable for the House during the MTSF period will be the development of policies and legislation on traditional leadership and governance and other customary obligations. This will be done in collaboration with DTA.

13.3. CRL Rights Commission

The Commission for the Promotion and Protection of the Rights of Cultural ,Religious and Linguistic Communities promotes and protects cultural, religious and linguistic rights. It is mandated by the Cultural, Religious and Linguistic Communities Act (2002) and the Constitution. It is a Chapter 9 institution. The department provides strategic and financial support to the Commission. The DTA further monitors the Commission's performance on regular basis.

Expected Deliverables by the CRL Rights Commission for the MTSF period are:

- To recover diminished heritages through research, disseminating its findings, education, and advocacy; and
- To facilitate the resolution of conflicts between individuals, groups and communities; and in the process engage communities in dialogue over critical areas of their cultural, religious and linguistic rights; and
- To protect and develop peace, friendship, humanity, tolerance and national unity among and within cultural, religious and linguistic communities, on the basis of nondiscriminatory and free association. To give effect to this deliverable, the commission plans to investigate 390 cases, develop and publish 63 research reports, host 420 dialogues and round table discussions, and roll out the establishment of community councils.

14. Departmental Contribution Towards Achieving Activities for Outcome 9

The DTA has a further responsibility to pursue supportive actions for outcome 9 at a sub-output level.

The department will contribute towards outcome 9 in three ways. Firstly, an amendment to Section 81 of Local Government: Municipal Structures Act is already underway to provide for substantive and meaningful participation of traditional leaders in Municipal Councils. Secondly, the department through consultation with the National, Provincial and Local Houses of Traditional Leaders, will facilitate communication leading to the release of well placed land to Municipalities for housing, burial and other development purposes. Thirdly, the Department will support outcome 9 by strengthening partnerships at the local level.

15. Key Stakeholders and Associated Institutions

An assessment of the state of governance in the area of Traditional Affairs requires a consultative process with all key Stakeholders, and the following Stakeholders and their functions have been identified:

- Indigenous knowledge systems in collaboration with the Department of Arts and Culture, Science and Technology and relevant Provincial Departments and Entities;
- Traditional courts and indigenous law in collaboration with Department of Justice and Constitutional Development and relevant Provincial Departments;
- Traditional community land and its administration by traditional leadership in collaboration with the Department of Rural Development and Land Reform and relevant Provincial Departments;
- Traditional healers and medicines in collaboration with the Department of Health, and relevant Provincial Departments;
- The development and promotion of cultural tourism in collaboration with the Department of Tourism;
- The provision of water and the promotion of environmental awareness and sensitisation of the usage of water as a scarce commodity in collaboration with the Department of Water and Environmental Affairs;
- Linguistic diversity and multilingualism in collaboration with the Department of Arts and Culture, CRL Rights Commission, Pan South African Language Board and relevant Departments at provincial level
- Relationship between traditional communities and municipal structures in collaboration with the Department of Cooperative Governance and the relevant Provincial Departments; and
- The establishment of partnerships between the traditional leaders, traditional councils and municipalities to improve rural development and service delivery (all Sector Departments responsible for services).

16. Implementation and Review of the MTSF Plan

The MTSF Plan is a primary guiding document to other planning process within the Department of Traditional Affairs and therefore it must inform the:

- Strategic Objectives;
- Annual Performance Plan;
- Operational Plans;
- Annual Budget of the department;
- Annual performance agreement of all senior management service (SMS) members; and
- Work plans of staff below SMS (posts levels 1 – 12).

This MTSF Plan will be reviewed annually to ensure that the performance targets are refined and relevant to the work of the department. Any changes on policy imperatives will inform the review of the MTSF Plan.

17. Monitoring and Evaluation

Reporting within the department is done with a purpose of improving performance and complying with statutory requirements in government. The department relies on an integrated reporting process that provides quantitative, qualitative and results-based and explanatory information on the activities of the department. This information provides the basis for assessing whether the department is achieving the strategic objectives that is set for itself during each financial year.

In terms of the applicable policies and legislation, the Department of Traditional Affairs is required to submit to the Minister, monthly, quarterly, mid- yearly and annual reports containing financial and non-financial information regarding the implementation of the strategic plan for the department. The quarterly performance reports will be reviewed during the quarterly review meeting chaired by the DG. For a successful implementation, the department has adopted the project management approach whereby projects are identified and linked to annual targets and serve as a basis for the development of the Annual Performance Plan for the 2011/12 financial year.

PART D

RESOURCE CONSIDERATIONS

18. Allocation of Financial Resources over the MTEF Period

According to the Budget Vote 3 of Cooperative Governance and Traditional Affairs Ministry, the issues pertaining to traditional affairs were part of a Chief Directorate listed under programme seven of the vote; with a purpose of promoting and coordinating research and information management and the development of policies and legislation on traditional leadership. Furthermore, the Chief Directorate evolved and became a fully-fledged Department of Traditional Affairs with effect from 2010/2011 financial year. Currently, the department has identified the following key strategic programme areas aligned to the purpose of establishment, namely:

- *Management: Head of Traditional Affairs;*
- *Research Policy and Legislation; and*
- *Institutional Support and Coordination* provides institutional and capacity building

DTA transfers funds to the National House of Traditional Leaders, which was established by legislation to represent the interests of the traditional communities and to make input and advise government on policies and programmes that have a bearing on traditional communities. The Programme has a staff complement of 22, and a 2010/11 budget of R19 million, of which 59.3 per cent was spent for compensation of employees. Over the medium term, the focus will be on the development of policies and legislation on traditional leadership and governance, communal land rights, property rates and other customary obligations.

The DTA has an obligation to support its three entities strategically and financially. The DTA makes financial transfers to the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities, the Commission on Traditional Leadership Disputes and Claim, which focuses on solving the claims and disputes of traditional leadership.

The Disputes and Claims sub-programme, has a staff complement of 12. In 2010/11 financial year, a budget of R10.6 million has been put aside to support the Traditional Disputes and Claims Commission. Only 61.2 per cent is used for compensation of employees for 2010/11.

Objectives and measures

- Ensure the functionality of the Department of Traditional Affairs by establishing its corporate capacity and capability by recruiting suitably skilled staff and training them.
- Ensure better alignment and standardisation in the regulatory, institutional and support framework for traditional affairs across provinces and municipalities.
- Ensure that traditional communities are empowered by reviewing and developing the national support programme for traditional communities and their governance structures
- Promote and integrate the role and place of traditional affairs and the institution of traditional leadership in the South African governance system by establishing synergetic relations with other governance structures across the three spheres of government.
- Promote traditional knowledge by establishing a comprehensive, user friendly database

19 Expenditure estimates

Table 19.1 Traditional Affairs

Sub programme	Audited Outcome			Adjusted Appropriation	Medium-Term Expenditure Estimate		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
R million							
Management: Head of Traditional Affairs	–	–	–	5 714	8 809	9 771	11 721
Policy and Legislation for Traditional Affairs	6 552	9 875	9 634	10 728	10 166	11 245	12 087
Institutional Support and Coordination	–	–	–	7 770	11 093	12 663	13 295
National House of Traditional Leaders Fiscal Transfers	13 169	14 926	13 755	19 046	20 701	22 135	23 351
Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities	15 447	19 996	20 250	21 401	22 150	23 227	24 503
Commission on Traditional Leadership Disputes and Claims	10 573	11 496	12 604	10 561	10 850	11 378	12 003
Total	45 741	56 293	56 243	74 077	83 769	90 419	96 960
Change to 2010 Budget estimate	–	–	–	3 214	2 976	4 698	6 524

Details of selected transfers and subsidies									
Departmental agencies and accounts									
Departmental agencies (non-business entities)									
Current	15 447	19 996	20 250	21 401	22 150	23 227	24 503		
Commission for the Promotion & Protection of the Rights of Cultural, Religious & Linguistic Communities	15 447	19 996	20 250	40 121	22 150	23 227	24 503		
Households									
Household social benefits									
Current	-	198	-	-	-	-	-		
Severance package	-	198	-	-	-	-	-		
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Current	-	-	-	143	-	-	-		
Vehicle licences	-	-	-	143	-	-	-		
Households									
Households other transfers									
Current	-	-	1 720	-	-	-	-		
Traditional leaders act of grace	-	-	1 720	-	-	-	-		

19.3. Expenditure Trends

Over the MTEF period, spending will focus on establishing the programme as a stand-alone department. Between 2007/08 and 2010/11, expenditure increased from R45.7 million to R74.1 million, at an average annual rate of 17.4 per cent. The growth was due to an additional allocation to build capacity and to fund the National House of Traditional Leaders.

Expenditure is expected to increase to R97 million in 2013/14, at an average annual rate of 9.4 per cent. This growth is the result of building capacity over the medium term for the programme to establish itself as a standalone department. The bulk of the increase is reflected in spending in compensation of employees, which is expected to grow by R13.7 million over the medium term.