cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

EVALUATION OF ANTHROPOLOGICAL SERVICES PROVIDED BY KZN COGTA TO THE INSTITUTION OF TRADITIONAL LEADERSHIP IN KZN

Evaluation Report

Prepared by the Evaluation Unit

CONTENTS

1. EXECUTIVE SUMMARY

The Traditional Institutional Administration Chief Directorate aims to support and enhance the capacity of the Institution of Traditional Leaders, in the Province of KwaZulu-Natal. Amongst its support measures is the provision of anthropological services in which genealogical research is conducted to aid in the following issues:

- The recognition of Traditional communities ;
- The development of family trees of recognised traditional leaders;
- The recognition of Amakhosi;
- The resolution of succession disputes and;
- Attending to general enquires relating genealogy of Traditional communities

It has been noted that a large number of disputes brought to the Department result in the investigation of succession matters. This evaluation therefore aimed to assess if the Department is well equipped strategically and organisationally to serve the environment of the Institution of Traditional Leadership within KwaZulu-Natal in an efficient and effective manner.

Below is a summary of the findings of the Evaluation of Anthropological services provided by the Department in the Institution of Traditional Leadership.

1.1 To determine how the Department has strategized in meeting the demand for anthropological services
To what extent are the developed strategies aligned to what the current situation demands?

- No strategy was developed to meet what the current situation demands.
- The concept of the outcomes identified by the Senior Managers of improving service efficiency and digitalizing data was not incorporated in any of the three levelled Departmental plans being the Strategic Plan, the Annual Performance Plan and the Business Plans.
- Incorporating the outcomes in concept into a new strategy and Departmental plans would place the reduction of backlog demands of that would channel focus on the outcomes in concept.

1.2 To determine the current situation on the demand for anthropological services
How has the support provided by the anthropology unit impacted on the current demand for their services?

The clients of Anthropological services:

- The Unit has internal and external clients. The Internal clients consist of business units such as Legal Services, Dispute resolution and Traditional Council Land Administration. The external clients consist of Local Houses of Traditional leaders and their respective district offices.

- The majority of external client recommendations were process improvement recommendations, while internal client recommendations were a mix of process improvement, process innovation and resource allocation recommendations.

- Out of the nine (9) recommendations made by clients sixty seven percent (67%) were on process improvement followed by twenty three percent (23%) of the recommendations being on process innovation. 11% of the recommendations were on resource allocation.

Recommendations from clients on services provided

Recommendation
Process improvement
Involvement of Local Houses in processing enquiries: Especially in terms of the succession disputes, the Local House executive committees felt that in involving them in providing background information would assist the Unit is providing effective services where there would be no resultant conflicts.
Support in the updating of family trees and the identification of successions should be a continuous process and should not be driven by events such as retirements and deaths of Amakhosi. This would assist in preventing conflicts and disputes.
Enhance the service process to ensure that non-existent claims are detected early, so as to focus attention of relevant enquiries
Roles and functions in the provision of anthropological services need to be clear, to ensure enquiries processed with without confusion, such as enquiries of recognising traditional leaders and succession disputes.
There needs to be an improvement in the provision of records, as a report of the collected data would assist in Business Units in understanding the data collected.
Process Innovation
The publication of genealogy information such as family trees on the departmental website
Development of profiles per traditional community, which must include the customs of these Traditional communities and indigenous knowledge of these Traditional communities . This is to enable Business Units to provide customer specific support as per the customs of its clients being traditional institutions
List of existing Amakhosi should be updated every month.
Resource allocation
More qualified, experienced anthropologists are needed in the Unit as the number is too little to deal with the demand for the services.

Service processes in the handling of enquiries:

- Satisfactions levels indicate that even though the services were needs based, the approach used did not meet the needs of the external clients, as the service processes provided in succession disputes were not participatory ,where involving external clients to provide input into enquiries was crucial.

- There seems to be confusion as to the purpose of Local House portfolio committee, which Local Houses were requested to establish but did not have a role in supporting the resolution of succession disputes as Local Houses would have background knowledge of enquiries brought forward.

- Some business units did feel that the data provided by the Anthropological Unit was not in a form that beneficiary Business Units could use for background understanding of the enquiries they need to support.

- Services were not provided within time frames to most clients due to matters beyond the control Anthropology Unit that are attributed to delayed tasks from Imindeni Yamakhosi such as the submission of minutes, and the fact that the Unit is understaffed to process their requests in time.

- Local Houses noted that the approach used of not involving the Local Houses in providing inputs into succession disputes often results in Local Houses being asked to intervene in enquiries where conflicts have escalated, resulting in time being wasted.
- In the handling of succession disputes the roles and responsibilities of stakeholders needed to be clear, as external clients feel that as per legislation, they should be part and parcel of handling disputes by imparting their knowledge of the matter at hand.
- The bigger role anthropological services plays in being an indigenous knowledge repository is noted, in which it enables the Department to provide support according to its client's customs.

Rate of enquiry processing:

- In terms of enquiries brought forward, there are enquiries such as the recognition of Traditional communities which have not been processed since the year twenty eleven (2011). This is a concern as processing of such enquiries undertaken three (3) months after the receipt of applications as per section 2(5) of the Traditional Leadership and Governance Act No.5 of 2005.
- Out of the One hundred and one (101) enquiries only twenty seven (27) enquiries have been resolved; a strategy on how to address the demand backlog needs to be developed. This also raises the question on the number of Anthropologists needed to manage enquiries more efficiently.
- Figures indicate that the rates at which enquiries are processed are not sufficient to meet the demand due to the low amount of manpower. This indicates the need for more Anthropologists to ensure that enquiries are processed more efficiently. This also indicates the different levels of effort required on enquiries with, succession disputes, having an average of one (1) enquiry resolved per year.

1.3 To establish if the Department has adequate operational capacity to meet its strategies and demand for   anthropological service
To what extent is the Department resourced (financial and human resources) in implementing strategies and meeting demands relating to anthropological services?
Analysis of job description vs Actual staff contingent vs actual enquiries resolved:
- It is observed that with sixty seven (67%) of the staff contingent having to work with enquiries that focus on fifty five percent (55%) of their work in their job descriptions, achieve results focusing on twenty five percent (25%) of their functions that are within their job descriptions .
- With the Unit only resolving twenty seven percent (27%) of its enquiries based on the aforementioned figures, the matter of more capacity needs to be investigated. This indicates that the Unit needs two times its current structure size to handle enquiries more efficiently and intensely.

Underlying logic of Traditional Affairs structure of 2007:

- It was noted that nothing informed the design of the Anthropology structure of 2007, however the underlying theory of the Traditional Affairs structure, where District Managers play a central support function to the offices such as Anthropology, Dispute resolution and Land Administration correlates to what the external clients noted as bottlenecks in the provision of the services.
- The underlying logic of the Traditional Affairs structure of 2007 was design as an arrangement that would able to alleviate the intensity demand for enquiries brought forward.

1.4 To determine if the Department has sufficient human and financial resources to meet the demand for anthropological services and understand how the services can be strengthened
Has the Department adequately organised itself in effectively meeting the growing demand for anthropological services?

Conclusion

- The findings indicated that a Strategy needs to be developed to meet the demand for Anthropological services. This is in light of the backlog of enquiries, the needs of clients, the service processes and the capacity to handle the demand for anthropological services. The table below summarises the key findings of this study.
- The need to enhance the service processes raises the importance of deliberating on institutional arrangements in place to ensure that service processes are conducted efficiently and with clarity.
- The Department has not organised itself effectively to meet the growing demand for anthropological services, due to the fact that the structure, the approach used and the institutional arrangements in place do not commensurate the growing demand for the service.

Recommendations

The Development of a Strategy for the Anthropology Unit

The Anthropological services Unit needs to develop a strategy. The strategy should consist of the following elements:

- The Strategy should look beyond the processing of enquiries brought into the Department and should shift the Unit's approach from being reactive to being proactive in its business.
- The strategy should illustrate the full utilization of the services the Unit provides and should illustrate its plans in the short, medium and long terms.
- The Strategy should be accompanied by a Programme of Action which addresses the gaps in the processing of enquiries and the reduction of the demand backlog.

The development of a procedure manual on the processing of enquiries

A procedure manual on the processing of enquiries needs to be developed. The manual needs to contain the following elements:

- It should illustrate the steps that are followed in the processing of an enquiry.
- It should also illustrate the timeframes of processing enquiries.

Review of internal arrangements and systems currently in place on the referral of enquiries

The Traditional Governance and Finance Chief Directorate needs to review the internal arrangements and systems in place on enquiries referred for processing. This review will assist in preventing the duplication of the processing of enquiries and would assist in the enquiries referred to the Chief Directorate being processed more efficiently. The review should consist of the following elements:

• The establishment of one central post office structure which receives enquiries and refers them to relevant Units to be processed within the prescripts of the procedure manual.

2. INTRODUCTION

The KwaZulu-Natal Traditional Leadership and Governance Act No. 5 of 2005 aims to recognise, protect, transform and provide an enabling environment for the development of Traditional communities , traditional institutions, customary laws and customs. It is on this premise that the importance of the need of anthropological services is based, as it serves as an important information source of indigenous knowledge which contributes to the aforementioned purpose.

In light of this, the Traditional Institutional Administration Chief Directorate aims to support and enhance the capacity of the Institution of Traditional Leaders, in the Province of KwaZulu-Natal. Amongst its support measures is the provision of anthropological services in which genealogical research is conducted to aid in the following issues:

- The recognition of Traditional communities ;
- The development of family trees of recognised traditional leaders;
- The recognition of Amakhosi;
- The resolution of succession disputes and;
- Attending to general enquires relating genealogy of Traditional communities

It was noted that amongst the enquiries that had been brought to the Department a majority of the enquiries related to succession disputes. In light of the increasing demand from clients for anthropological services, the

evaluation aimed to assess if the Department is well equipped in addressing the ever growing demand for efficient and effective anthropological services. The Evaluation also aimed to assess through its findings and recommendations, the lessons learnt and areas of improvement

3. SUMMARY OF THE EVALUATION PLAN

3.1 Problem statement

The Department has over the years provided anthropological services as one of its support measures to recognise Traditional communities , Amakhosi and to resolve succession disputes. It has been noted that a large number of disputes brought to the Department result in the investigation of succession matters. The aforementioned matter creates the following issues

- Increases the demand for anthropological services from internal and external Departmental clients
- Varying priorities and unpredicted entry of enquiries affect the intended approach to deal with the demand for anthropological services in an efficient and effective manner and result in work related expectations being unmet.

This evaluation therefore aims to assess if the Department is well equipped strategically and organisationally to serve the environment of the Institution of Traditional Leadership within KwaZulu-Natal in an efficient and effective manner.

3.2 Purpose of the evaluation

The purpose of this evaluation study was:
To determine if the Department has sufficient human and financial resources to meet the demand for anthropological services and understand how the services can be strengthened.
The key evaluation question for the purpose of the evaluation :
Has the Department adequately organised itself in effectively meeting the growing demand for anthropological services?

3.3 Objectives of the evaluation

The objectives of the evaluation were as follows:
- To determine how the Department has strategized in meeting the demand for anthropological services
- To determine the current situation on the demand for anthropological services
- To establish if the Department has adequate operational capacity to meet its strategies and demand for anthropological service

3.4 Key evaluation questions of each objective

The objectives and their key evaluation questions will test three areas, which are as follows:

Objective 1: To determine how the Department has strategized in meeting the demand for anthropological services:

- To what extent are the developed strategies aligned to what the current situation demands?
- What theories of change informed the development of these strategies?
- How have these developed strategies developed been operationalized?
- What systems are in place to ensure that the services provided are effective?

Objective 2: To determine the current situation on the demand for anthropological services:

- How has the support provided by the anthropology unit impacted on the current demand for their services?

Objective 3: To establish if the Department has adequate operational capacity to meet its strategies and demand for anthropological service:

To what extent is the Department resourced (financial and human resources) in implementing strategies and meeting demands relating to anthropological services.

3.4 Methodology

The evaluation used both qualitative and quantitative methods. In depth interviews, focus groups and desktop reviews will be the tools that were used for this evaluation.

The findings of the three objectives were used to analyse the alignment of the issues found amongst each phase and to identify alignments and misalignments. This was used to determine the purpose of the evaluation and its key evaluation question.

Below is a diagram which summarises the evaluation process
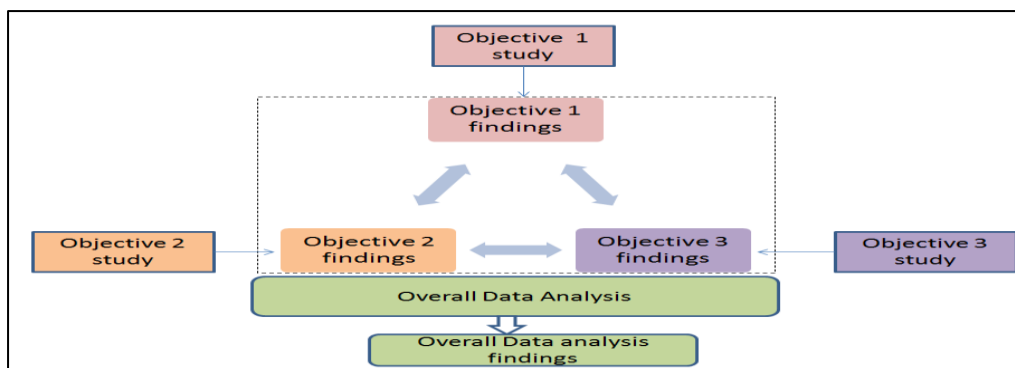
4. ANTHROPOLOGY AND ITS SIGNIFICANCE IN THE INSTITUTION OF TRADITIONAL LEADERSHIP

The Areas this section covers:		
4.1	What is Anthropology?	
4.2	Importance of Anthropology in Traditional Affairs	
References		
Web sources	UNISA Anthropology	http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=154
	Wikipedia: Anthropology	https://en.wikipedia.org/wiki/Anthropology
	American Anthropology Association	http://www.americananthro.org/
	Department of Traditional Affairs	http://www.dta.gov.za/index.php/branches/49-research-policy-and-legislation.html
Legislation	Constitution	The Constitution of the Republic of South Africa. No 108 of 1996
	Traditional Leadership and Governance Act	The KwaZulu-Natal Traditional Leadership and Governance Act. No.5 of 2005

4.2 What is Anthropology?

Anthropology is the study of humanity, in both past to present to understand how knowledge through culture and custom is applied as solutions to human problems. The University of South Africa define anthropology as study of the culture of living people with particular focus on:

- How people adapt to their environments
- How they organise their societies
- Shared systems of meaning and beliefs they develop

There are different types of Anthropological fields, one of them being socio-cultural Anthropology which is aligned to this evaluation study. This type of Anthropology aims to describe the working of societies around the world.

The important area of Anthropology is the understanding of how knowledge within societies is used to solve human problems.

4.2 Importance of Anthropology in Traditional Affairs

Legislative mandate of the Department

The legislative mandate of the Department is informed by the Constitution and the KwaZulu-Natal Traditional Leadership and Governance Act No.5 of 2005 to which Anthropological services plays a central role:

- ***The Constitution:*** Section two eleven (211) of the Constitution of the Republic of South Africa No.108 of 1996 recognises the institution, status and role of traditional leadership according to customary law.

- ***The Traditional Leadership and Governance Act:*** The preamble of the KwaZulu-Natal Traditional Leadership and Governance Act No.5 of 2005 mandates the Department to recognise, protect, transform, and provide an enabling environment for the development of Traditional communities, traditional institutions, customary law and customs. Furthermore Section twenty eight (28) of the Act mandates the Department to support Traditional communities, traditional councils and the institution of Traditional leadership as recognised in the Act, in skills development, administration or any other areas in which support is required. The aforementioned areas are important as the Traditional communities and traditional leaders operate under customary law, to which support needs to be provided.

Role played by Governance Institutions in meeting mandate

The National Department of Traditional Affairs: The National Department of Traditional Affairs has a Branch known as the Research, Policy and Legislation Branch. Amongst the purposes of this branch is to promote traditional knowledge by establishing databases and Establish profiles of all Traditional communities in South Africa.

The KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs: In alignment to the purpose of the National Department of Traditional Affairs, the Department has an Anthropological Services Unit to which its main functions are to:
- Conduct genealogical research through the development and updating of family trees of Ubukhosi
- Maintain database of Amakhosi
- Provide support during recognition and installations
- Provide guidance to Amakhosi

In light of the above, it is noted that Anthropological services play the role of being a knowledge repository for
- Genealogies of Imindeni Yamakhosi
- Customary laws and customs of Traditional communities
- Profiles of Traditional communities

5. HOW THE DEPARTMENT STRATEGIZED TO MEET THE DEMAND FOR ANTHROPOLOGICAL SERVICES

The Areas this section covers:	
5.1	The extent to which a developed strategy is aligned to what the current situation demands
5.2	The theories of change which informed the development of the strategy
5.3	The systems in place to ensure that the services provided are effective
5.4	Evaluator's Observations
Participants interviewed for this section	
Senior Management	The General Manager Traditional Governance and Finance
	Senior Manager: Traditional Governance

5.1 The extent to which a developed strategy is aligned to what the current situation demands

In examining this area, the evaluation aimed to establish if a strategy was developed to meet the demand for anthropological services and the intended outcomes of the strategy. The evaluation also aimed to establish at what level being the strategic plan, Annual Performance Plan and Business had a strategy been developed. Below are the findings of the engagements held with Senior Management.

The development of the strategy

Both Senior Managers noted that no specific strategy had been developed to meet the demand for anthropological services, since the function of Anthropological services is mostly an administrative function where enquiries cannot be measured and specific targets cannot be set on processing enquiries. Moreover enquires are processed as they come in.

Intended outcomes

Both Managers noted that even though no strategy has been developed; they did intend to achieve the following conceptual outcomes:

- To improve efficiency in the processing of anthropological enquiries
- To transform the forms of Anthropological files from physical form to electronic form

Level of the Strategy (Strategic Plan, Annual Performance Plan)

Both Managers noted that even though no specific strategy had been developed to meet the services demand, the services are essential to the broader Goals of the Department's support to the Institution of Traditional Leadership, to which strategies of other Units in the branch should be developed in cognisance of the need for anthropological services.

If the strategy used has reduced the demand backlog

Both Managers noted that the approach used has not reduced the demand backlog due to the fact that the Unit providing the Anthropological services does not have enough manpower to process enquiries more efficiently.

5.2 The theories of change which informed the development of the strategy

Even though both Senior Managers noted that there was no strategy developed, the analysis of the theory of change could not be conducted.

However in analysing the Strategic Plan, Annual Performance Plans and business plans the following observations were made.

Initiative	Short Term Goal	Intermediate Goal	Long Term Goal	Vision
Project	**Objective Statement**	**Strategic Objective**	**Strategic Goal**	**Vision**
Installation of Amakhosi Recognition of Amakhosi	To enhance traditional institutional governance by supporting 300 traditional institutions in the application of appropriate legislation, policies and frameworks	Effective support to Local Government and Traditional Institutions for strengthened governance	Sustained performance of institutions of local governance (municipalities and traditional institutions)	"People centered sustainable co-operative governance, which focuses on effective service delivery responsive to the needs of the community"
uBukhosi and Izinduna databases developed and maintained	To develop a database and maintain of uBukhosi and Izinduna in terms of the Provincial Directive			

Anthropological services are support services that assist traditional institutions in applying legislation, policies and frameworks. In light of this there is a logical linkage between the vision and an element to the objective statements. In light of the functions of the aforementioned services as per the organogram, an objective statement and project of a database of Amakhosi and izinduna was developed.

A question arises of how the installation and recognition of Amakhosi enhances traditional institutional governance, as the recognition and installation of senior traditional leaders, would only assist in the functionality of traditional institutions. This makes the linkage between the objective statement and the higher measures unclear.

It is also observed that the initiatives found within the theory of change do not encompass all the functions of anthropological services. This was noted that there are projects that are at business plan level, such as the Umzikhulu Summit, investigations into history of traditional leaders, legally recognised traditional leaders. Moreover not publishing these projects at Annual Performance Plan level does place priority on the backlog that the unit faces

.

5.3 The systems in place to ensure that the services provided are effective

In examining this area, the evaluation aimed to establish what operational systems were in place to ensure that the demand is for anthropological services is managed effectively and to establish how the systems used ensure that information from the support provided is of quality and of integrity.

Both Managers noted the process of the receipt of enquiries being that an enquiry comes to the General Manager who forwards the enquiry to the Senior manager who then forwards the enquiry to Anthropological services. The relevance of the enquiry is then checked against the anthropology files before the enquiry is further investigated. Both Senior Managers also noted that enquiries received by Anthropological Services, are processed by the Assistant Managers according to the region the enquiry falls. The Unit's three Assistant managers would process enquiries in terms of their allocated regions being the Northern, Coastal and Inland regions.

In terms of the quality and integrity of information the Senior Managers noted that the Anthropology files contain all information on the family of Ubukhosi, including family trees, minutes of succession declarations by the Imindeni Yamakhosi and the history of the Imindeni Yamakhosi including its customs. These files are updated with the latest decisions and latest events of each royal family. The Senior Managers further added that access to files is restricted to only two members of the Unit.

5.4 Evaluator's observations on how the Department has strategized in meeting the demand for anthropological services.

It is observed that no set strategy was developed to address the demand of the anthropological services. It is however noted that the conceptual outcomes identified by the Senior Managers of improving service efficiency and digitalizing data were not incorporated in any of the three levelled Departmental plans being the Strategic Plan, the Annual Performance Plan and the Business Plans. Incorporating the conceptual outcomes into a new strategy and Departmental plans would place the reduction of backlog demands and would channel focus on the conceptual outcomes.

6 THE CURRENT SITUATION ON THE DEMAND FOR ANTHROPOLOGICAL SERVICES

The Areas this section covers:	
6.1	Desktop analysis of the current situation on the demand for anthropological services
6.2	How the anthropological support provided has impacted on the current situation of its demand
6.3	Evaluator's observations
Participants interviewed for this section	
External Clients	Ugu Local House Executive Committee
	Uthukela Executive Committee- Claims and Disputes Executive Committee
	Uthungulu Local House Executive Committee
	Umkhanyakude Local House did not participate
	District Offices of Ugu, Uthukela, Uthungulu and Umkhanyakude Local Houses of Traditional Leaders
Internal Clients	Dispute Resolution
	Traditional Council Land Administration
	Legal Services

6.1 Findings of the desk top analysis of the current situation on the demand for Anthropological services

A desktop review was conducted, in which databases of enquiries brought to the Department were used. The databases received were from the year twenty eleven (2011) to twenty fifteen (2015). The following was found.

Enquiries brought to the Department

According to database provided by the Anthropology Unit on the enquiries handled since the year twenty eleven (2011) till years twenty fifteen (2015), a total of one hundred and one (101) enquiries were brought to the Department through Ministerial enquires. Tabled below is the constituency of the enquiries brought forward.

Types of enquiries	Number	Percentage
Succession disputes	35	34%
Recognition of Traditional leaders	30	30%
Recognition of Traditional communities	26	26%
Code of conduct: Discipline	4	4%
Installation	3	3%
Genealogical research	2	2%
Unclear enquiries, where clarity from the client is awaited	1	1%
Total enquiries	101	

Ministerial enquires brought to the Department
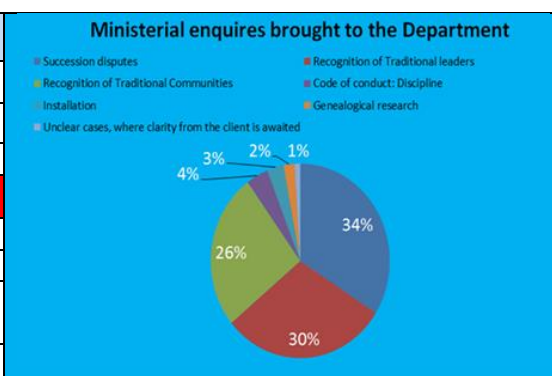
It is noted that the majority of the enquiries brought forward to the Department through Ministerial enquires were succession dispute enquiries at thirty four percent (34%) and the recognition of traditional leaders at thirty percent (30%).

Enquiries resolved by the Department

It is noted that out of the one hundred and one (101) Ministerial enquiries brought in five (5) years only twenty seven (27) enquiries have been resolved. The highest number enquiries resolved were enquiries of recognising traditional leaders followed by succession disputes and installations.

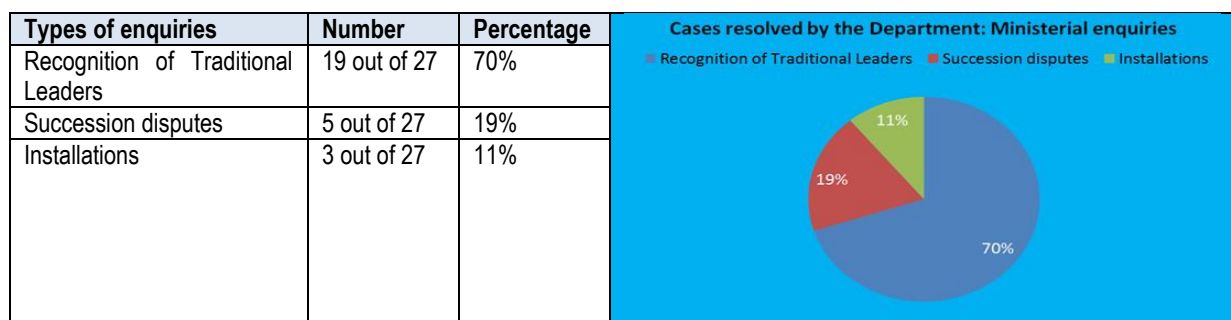Tabled below are components of resolved enquiries

Types of enquiries	Number	Percentage
Recognition of Traditional Leaders	19 out of 27	70%
Succession disputes	5 out of 27	19%
Installations	3 out of 27	11%

Cases resolved by the Department: Ministerial enquiries
Recognition of Traditional Leaders Succession disputes Installations
11%
19%
70%

The backlog of enquiries

It is noted that out of the seventy four (74) enquiries in backlog, the highest percentage of enquiries were succession dispute enquiries at thirty eight percent (38%), followed by enquiries of recognition of traditional leaders at twenty four percent (24%) and enquiries relating to the recognition of Traditional communities .

Tabled below is the constituency of backlog of enquiries

Types of enquiries	Number	Percentage
Succession disputes	28 out of 74	38%
Recognition of traditional leaders	18 out of 74	24%
Recognition of Traditional communities	17 out of 74	23%
Unclear case, where clarity from the client is needed	5 out of 74	7%
Code of conduct: Discipline	4 out of 74	5%
General genealogy requests	2 out of 74	3%

Backlog of demand for services: Ministerial enquiries
Succession disputes Recognition of traditional leaders
Recognition of traditional communities Unclear case, where clarity from the client is needed
Discipline General genealogy requests
5% 3%
7%
38%
23%
24%

It is noted that as part of the list of enquiries, there are enquiries relating to the code of conduct, which are functions that do not form part of the functions of Anthropological services.

6.2 How the anthropological support provided has impacted on the current situation of its demand

<u>**EXTERNAL CLIENT PERSPECTIVE**</u>

Local Houses of Traditional Leaders

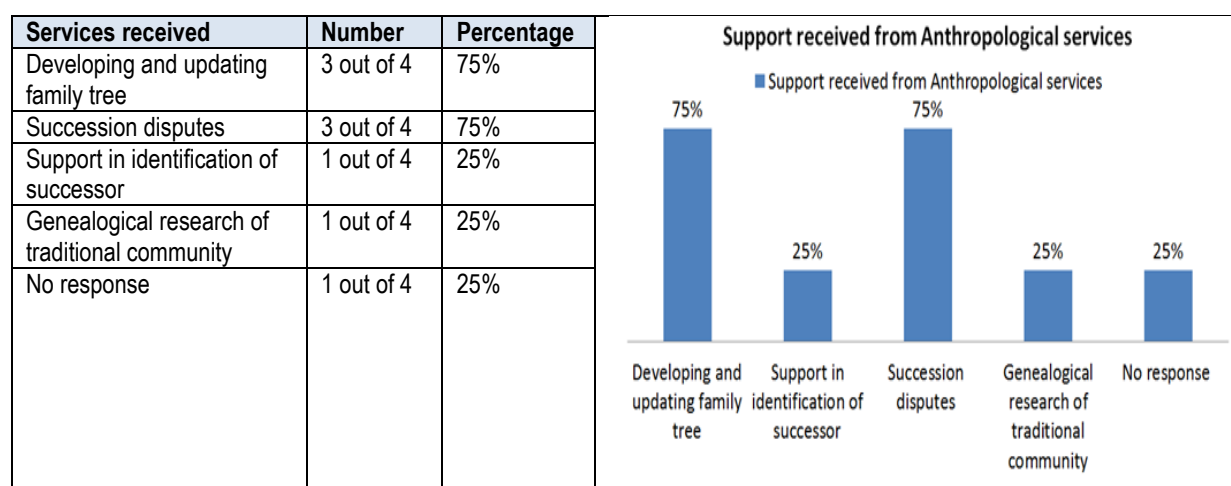Three (3) out of the four (4) Local Houses of Traditional Leaders were visited, where two executive committees and one portfolio committee on claims and disputes were met. A visit could not be secured with Umkhanyakude Local House, in which the house felt that the approach used for the study was not feasible and recommended an approach which would have affected the deadlines of this study. The Local Houses visited were the Ugu, Uthukela and Uthungulu Local Houses. The aforementioned committees had been met to establish their experience in the support provided by Anthropological Services.

<u>Specific services received from the Anthropology Unit</u>

The Local Houses noted that they had received a variety of support initiatives from anthropological services being the following:

- The development and updating of the family trees of Ubukhosi
- Engagements with Imindeni Yamakhosi in the identification of a successor to Ubukhosi
- Provision of genealogical information on Ubukhosi in the resolution of succession disputes
- Genealogical research into boundaries of Traditional communities

Tabled below is the support received from the perspective of Local Houses of Traditional Leaders

Services received	Number	Percentage
Developing and updating family tree	3 out of 4	75%
Succession disputes	3 out of 4	75%
Support in identification of successor	1 out of 4	25%
Genealogical research of traditional community	1 out of 4	25%
No response	1 out of 4	25%

<u>The services being needs based</u>

All the Local Houses visited felt that the support was needs based as the recognition of the relevant traditional leaders ensures that the Traditional communities are stable in terms of peace.

<u>Processes followed to obtain services</u>

All Local Houses noted that enquiries for services would go via the Local House District Office. However Fifty percent (50%) of the Local House Executive Committees noted that Special portfolio committee were established as per the request of the Department to assist in providing background knowledge on the enquiries brought to the Anthropology Unit on succession disputes. The remaining twenty five percent (25%) of the Local House executive committees noted no processes were followed by the Local House to obtain services in succession dispute matters

Tabled below are the perspectives of the Local Houses on the processes followed to obtain the services

Processes followed to obtain services on succession disputes	Number	Percentage
Portfolio Committees established to assist in processing of enquiries	2 out of 4	50%
No structures formed to assist in the processing of enquiries	1 out of 4	25%
No response	1 out of 4	25%

Processes followed to obtain services on succession disputes
- Portfolio Committees established to assist in processing of enquiries
- No structures formed to assist in the processing of enquiries
- No response

<u>Processes followed in the provision of the service</u>

All the Local House Executive Committees noted that after referring the case to the Head Office where Anthropological services are based, the process continues without the involvement of the Local House.

<u>If the services provided were within the legislated timeframes</u>

All Local Houses noted that the enquiries were not provided in the legislated timeframes noting that in enquiries of succession issues, the Department made decisions that resulted in the prolonging of conflicts, in which the Department would then request the Local Houses to intervene. Local Houses also noted that the service processes were too porous to the attention of non- existent claims, which result in time being wasted on relevant claim enquiries.

<u>If the services provided met the needs of its beneficiaries</u>

All Local Houses felt that the services did not meet the needs of the Local Houses as they felt the approach used to provide the service was cumbersome for the Local Houses. This was in light as the approach does not involve the Local House in the first instance and then calling the Local House to intervene when conflicts escalate questions the relevance of the structure, the very same department asked Local Houses to create.

If the services provided aided the Local House Executive Committee to meet their legislative functions

All the Local Houses felt that the services especially in succession disputes did not assist them in meeting their legislative functions as they cited that in terms section 49 of the KwaZulu-Natal Traditional Leadership and Governance Act No.5 of 2005, traditional institutions such as the Local House are to be given an opportunity to assist in resolving disputes according to customs. Moreover it is the Local House that has the relevant background knowledge to the enquiries brought to the Department.

What could be improved in the provision of anthropological services

The Local Houses recommended that the following areas be improved:

- Involvement of Local Houses in processing enquiries: Especially in terms of the succession disputes, the Local House executive committees felt that in involving them in providing background information would assist the Unit is providing effective services where there would be no resultant conflicts.
- Services should not be events based: Support in the updating of family trees and the identification of successors should be a continuous process and should not be driven by events such as retirements and deaths of Amakhosi. This would assist in preventing conflicts and disputes.
- Enhance the service process to ensure that non-existent claims are detected early, so as to focus attention on relevant enquiries

District Offices supporting Local Houses of Traditional Leaders

District Managers, Acting District Managers and support staff for Local Houses were interviewed. The following was established from the interviews held.

Specific services received from the Anthropology Unit

All Local Houses noted support was provided for Amakhosi and Imindeni Yamakhosi in the development of the family trees. All the District Offices also noted that support was provided on succession disputes.

Tabled below is the support received from the perspective of District Offices

Services received	Number	Percentage
Support for Amakhosi and imindeni wenkosi in development of the family tree	3 out of 4	75%
Provision of support in succession disputes	3 out of 4	75 %
Recognition of Traditional Leaders	3 out of 4	75 %
No response	1 out of 4	25%

SERVICES RECEIVED FROM ANTHROPOLOGICAL SERVICES

<u>The services being needs based</u>

Just like the Local Houses, the District Office's visited noted that the services are needs based, because the recognition of the relevant traditional leaders ensures that the Traditional communities exist with no conflicts and their traditional councils can be easily supported.

<u>Processes followed to obtain services</u>

All District Offices noted that the Local House through the District Office would forward the enquiries to the Anthropology Unit to be processed.

<u>Processes followed in the provision of the service</u>

All the District offices noted that in terms of the succession enquiries, Anthropological services process these enquiries without involving the District offices. Even though the District Offices would have background knowledge of the enquiry dealt with.

<u>If the services provided were within the legislated timeframes</u>

All the District Offices noted that services were not provided within the legislated timeframes as delays were usually beyond the Department's control. This is because the Imindeni Yamakhosi who would cause the delay, by submitting minutes late.

Fifty percent (50%) also noted that the gazetting process was too slow, affected the processing time period.

<u>If the services provided met the needs of its beneficiaries</u>

All District Offices noted that the services especially in succession disputes did not meet the needs of its beneficiaries, citing that Anthropological services do not work closely with the District Offices. The approach used by Anthropological services results in irrelevant enquiries being entertained resulting in the creation of a backlog of enquiries and having to ask the Local House to intervene.

<u>If the services provided aided the Local House in meeting its legislative functions</u>

Similar to the view of the Local Houses, all District Offices noted that the services provided did not aid them in meeting their legislative functions. The District Offices cited that in terms of section 49 of the Kwazulu-Natal Traditional Leadership and Governance Act No.5 of 2005, as an institution the Local House should be given an opportunity to assist in dealing succession disputes with imparting background information.

What could be improved in the provision of anthropological services

The District Offices made the following recommendations:

Inputs from Local Houses and District Offices: Processes such as succession disputes need input from the Local Houses and District Offices as they have background knowledge of the issues at hand. This would assist the Anthropology Unit in not dealing with irrelevant enquiries.

Clearly set roles and responsibilities of role players: Roles and functions in the provision of anthropological services need to be clear, to ensure enquiries processed with without confusion, such as enquiries of recognising traditional leaders and succession disputes.

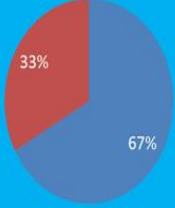## INTERNAL CLIENTS PERSPECTIVE

Departmental Business Units

Specific services received from the Anthropology Unit

Sixty seven percent (67%) of the business Units noted that they receive services through Requesting genealogy information on Ubukhosi to assist in court enquiries and Departmental engagement relating to succession disputes.

Thirty Three percent (33%) of the Business Units noted that they receive services through requesting of genealogy information to assist in the processing of traditional council land administration enquiries.

Tabled below is the support received from the perspective of District Offices

Services received	Number	Percentage	Services received from Anthropological Services
			■ Request for genealogical information to handle court cases and succession disputes ■ Genealogical information for Land Administration support
Request for genealogical information to handle court enquiries and succession disputes	2 out of 3	67%	
Provision of support in succession disputes	1 out of 3	33%	

The services being needs based

All Business Units noted that the services provided are needs based as the information kept by the Anthropological Unit is critical to the other business units performing their functions.
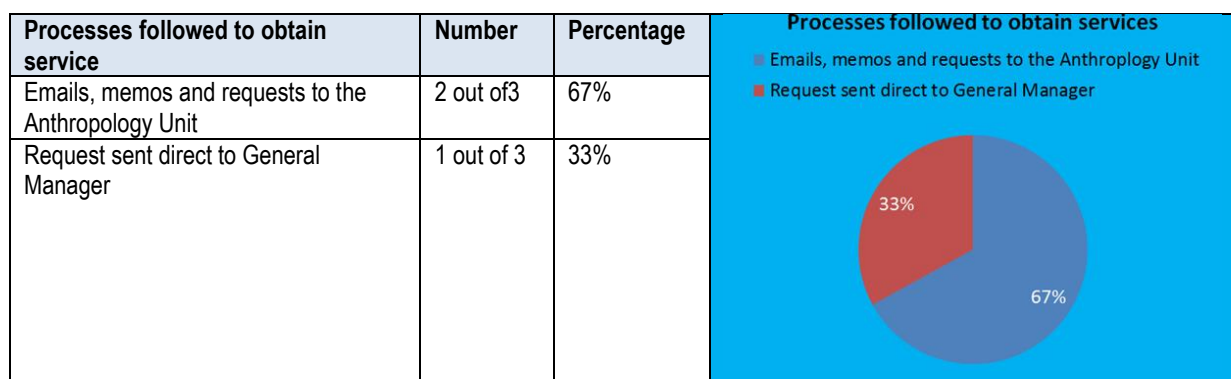
Business Units such as Legal Services and Dispute resolution are highly reliant on the Anthropology Unit to perform their functions such as addressing succession dispute enquiries in court and resolving disputes. This is because evidence is needed of family trees, as the Department cannot rely on information of other sources such as claims commissions. It was also noted that Business Units are reliant on information provided by Anthropological services, to ensure that the Business Units meet with the right people when handling conflicts and disputes.

One Business Unit noted that genealogy information is needed to ensure that the Department provides services in accordance to the customs of that particular traditional community.

Processes followed to obtain services

Most of the business units at sixty seven percent (67%) noted that requests were made through emails, memos and direct requests to the Anthropology Unit. The remaining thirty three percent (33%) noted that requests made via the General Manager: Traditional Governance and Finance.

Tabled below illustrates the processes followed by Business Units to obtain services of Anthropological services.

Processes followed to obtain service	Number	Percentage	
Emails, memos and requests to the Anthropology Unit	2 out of3	67%	
Request sent direct to General Manager	1 out of 3	33%	

Processes followed in the provision of the service

All the Business Units noted that documents found in files, records and archives were provided to them to process the handling of succession disputes and land administration support.

If the services provided were within the legislated timeframes

Thirty three percent (33%) of the Business Units noted that the services were provided within the legislated timeframes.

The remaining sixty seven percent (67%) noted that services were not provided within the legislated timeframes citing that delays were because of capacity issues and issues beyond the Department's control. It was also noted that the Anthropologists were overwhelmed with tasks such as meetings with the MEC and Imindeni Yamakhosi. This results in anthropologists not having a chance to get back to the office to deal with requests from the legal

services unit. It was also noted that delays in the processing of succession disputes were beyond the powers of the Department such and enquiries pending due to the Imindeni Yamakhosi delaying in undertaking tasks such as submitting minutes.

Tabled below are Business Unit perspectives on the services provided within the legislated time frames

Services provided within the legislated time frames	Number	Percentage
Services provided within timeframes	1 out 3	33%
Services not provided within timeframes	2 out 3	67%

Services provided within legsilated timeframes
- Services provided within timeframes
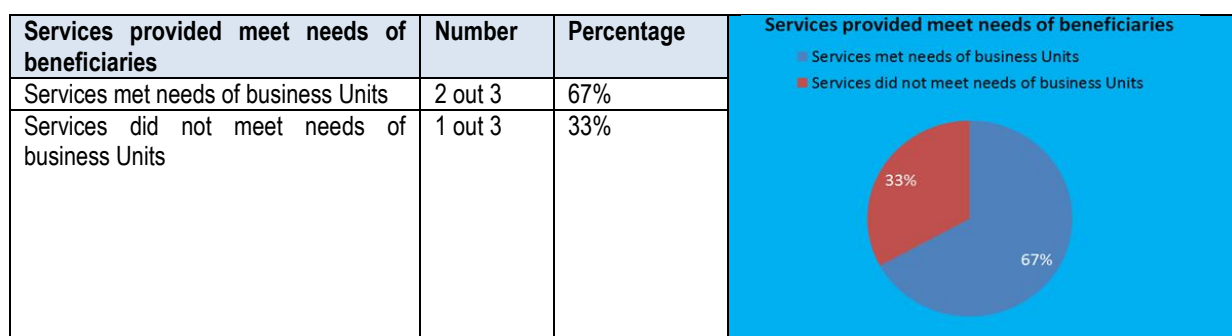- Services not provided within timeframes

33%
67%
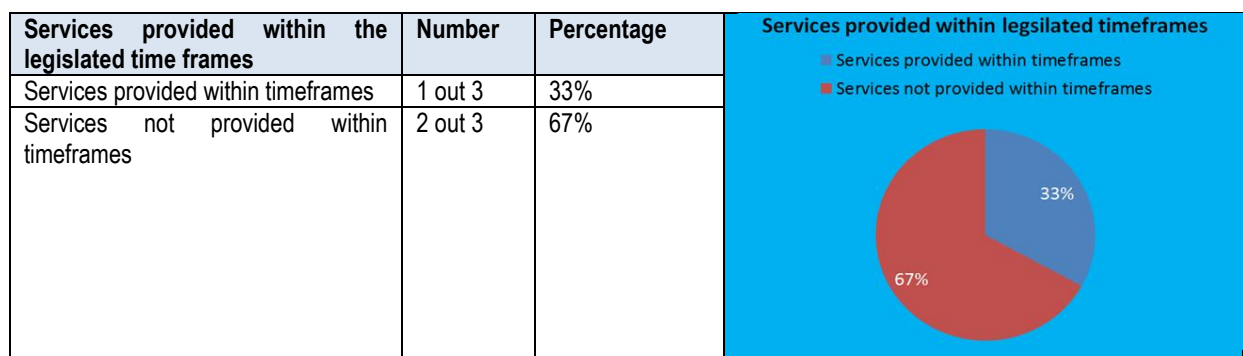
If the services provided met the needs of its beneficiaries

Sixty seven percent (67%) of the Business Units noted that the services provided met their needs. As a result of the service the Department has not lost a case, and assisted in handling conflicts more effectively.

Thirty three percent (33%) of the Business Units noted that the services provided did not mee their needs, citing that documents were provided but not with enough data, that would assist in meeting their objectives of supporting Traditional communities according to their customs. It was also noted that data provided by Anthropological services was not interpreted to develop a profile per Traditional community. It was further noted that certain restrictions to certain levels of information made their work rather cumbersome.

Tabled below are the perspectives of business units on the services meeting their needs.

Services provided meet needs of beneficiaries	Number	Percentage
Services met needs of business Units	2 out 3	67%
Services did not meet needs of business Units	1 out 3	33%

Services provided meet needs of beneficiaries
- Services met needs of business Units
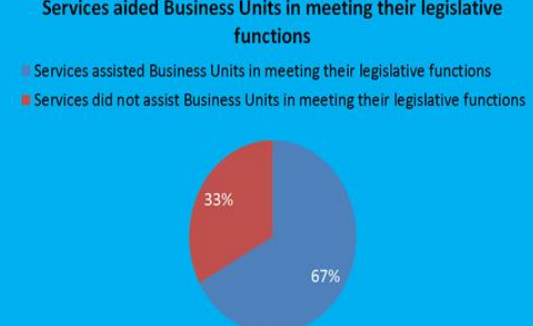- Services did not meet needs of business Units

33%
67%

If the services provided aided the Business Units in meeting their legislative functions

Most of the Business Units at sixty seven (67%) noted that the services provided aided them in meeting their legislative functions as the Department is mandated to support the Institution of Traditional leadership as per the KwaZulu-Natal Traditional Leadership and Governance Act No.5 of 2005.

The remaining thirty three percent (33%) of the Business Units noted that the services provided did not aid them in meeting their legislative mandate citing that the manner in which the services were provided could have negative consequences on the Department providing support in accordance to their respective customs.

Tabled below are the perspectives of Business Units on the services aiding in meeting their legislative functions

Services aided Business Units in meeting their legislative functions	Number	Percentage	
Services assisted Business Units in meeting their legislative functions	2 out of 3	67%	**Services aided Business Units in meeting their legislative functions**
Services did not assist Business Units in meeting their legislative functions	1 out of 3	33%	

Recommendations from beneficiary Business Units

The beneficiary Business Units made the following recommendations:

- More qualified, experienced anthropologists are needed in the Unit as the number is too little to deal with the demand for the services.
- There needs to be an improvement in the provision of records, as a report of the collected data would assist Business Units in understanding the data collected.
- The publication of genealogy information such as family trees on the departmental website.
- Development of profiles per traditional community, which must include the customs of these Traditional communities and indigenous knowledge of these Traditional communities. This is to enable Business Units to provide customer specific support as per the customs of its clients being traditional institutions
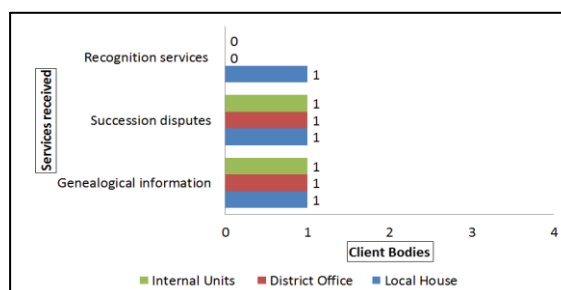- List of existing Amakhosi should be updated every month.

6.2 Evaluator's observations how the support provided by Anthropological services has impact on the current situation of its demand

Categories of Services received by clients

In analysing the clients perspective on the services received the following observations were made**.**

The internal and external clients of the Anthropology Unit were divided into three bodies being the following:

Services received by clients by Anthropological services

- Body 1: Local House of Traditional Leaders
- Body 2: The District Offices of Traditional Affairs
- Body 3: Internal Departmental Business Units, being Legal Services, Dispute resolution and Traditional Council Land Administration

Engagements with the aforementioned three bodies identified that three clusters of services were received, which were as follows:

- Genealogical information: Family trees, information of Traditional communities
- Succession disputes
- Recognition services

While all three (3) bodies indicated that they have received services in genealogical information and support in addressing succession disputes, it was only the Local House which identified the recognition services as one of the services received.

Recommendations from clients of services provided

In analysing the recommendations made by the bodies of clients, three recommendation categories were identified being the following:

- Process improvement recommendations
- Resource allocation recommendations
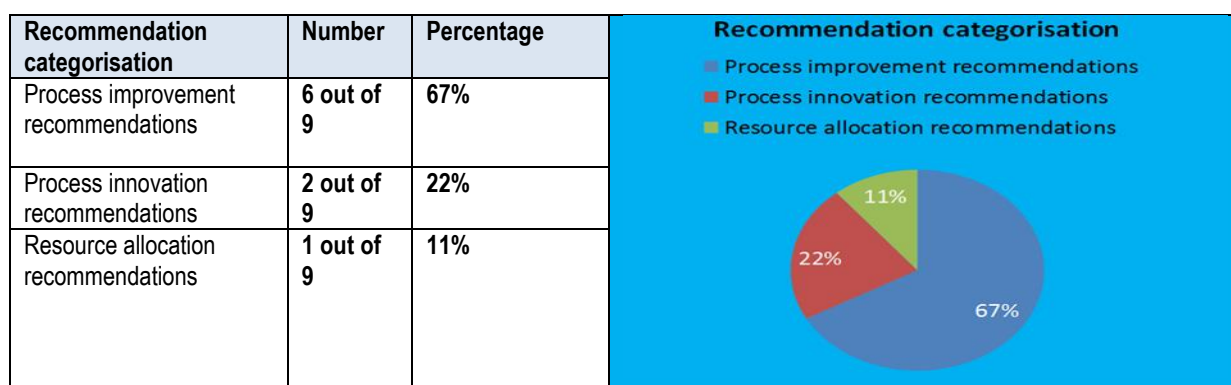- Process Innovation recommendations

The table below indicates the types of recommendations made by internal and external clients

External clients		Internal clients	
Recommendation	Recommendation categorisation	Recommendation	Recommendation categorisation
Involvement of Local Houses in processing enquiries: Especially in terms of the succession disputes, the Local House executive committees felt that in involving them in providing background information would assist the Unit is providing effective services where there would be no resultant conflicts.	Process improvement	More qualified, experienced anthropologists are needed in the Unit as the number is too little to deal with the demand for the services.	Resource allocation
		There needs to be an improvement in the provision of records, as a report of the collected data would assist in Business Units in understanding the data collected. Dispute resolution also drafts reports providing an analysis of the data collected.	Process improvement
Support in the updating of family trees and the identification of successions should be a continuous process and should not be driven by events such as retirements and deaths of Amakhosi. This would assist in preventing conflicts and disputes.	Process improvement	The publication of genealogy information such as family trees on the departmental website	Process Innovation
Enhance the service process to ensure that non-existent claims are detected early, so as to focus attention of relevant enquiries	Process improvement	Development of profiles per traditional community, which must include the customs of these Traditional communities and indigenous knowledge of these Traditional communities . This is to enable Business Units to provide customer specific support as per the customs of its clients being traditional institutions	Process Innovation
Roles and functions in the provision of anthropological services need to be clear, to ensure enquiries processed with without confusion, such as enquiries of recognising traditional leaders and succession disputes.	Process improvement	List of existing Amakhosi should be updated every month.	Process improvement

It is observed that the majority of external client recommendations were process improvement recommendations, while internal client recommendations were a mix of process improvement, process innovation and resource allocation.

Out of the nine (9) recommendations made by clients sixty seven percent (67%) were on process improvement followed by twenty five percent (23%) of the recommendations being on process innovation. 11% of the recommendations were on resource allocation.

The table below indicates the constituency of recommendation categories

Recommendation categorisation	Number	Percentage	
Process improvement recommendations	6 out of 9	67%	
Process innovation recommendations	2 out of 9	22%	
Resource allocation recommendations	1 out of 9	11%	

Service processes

Satisfactions levels indicate that even though the services were needs based, the approach used did not meet the needs of the external clients as the Anthropological Unit did not involve them throughout the succession dispute enquiries. Moreover there seems to be confusion as to the purpose of the Local House portfolio committees, which Local Houses were requested to be established but do not have a role in supporting
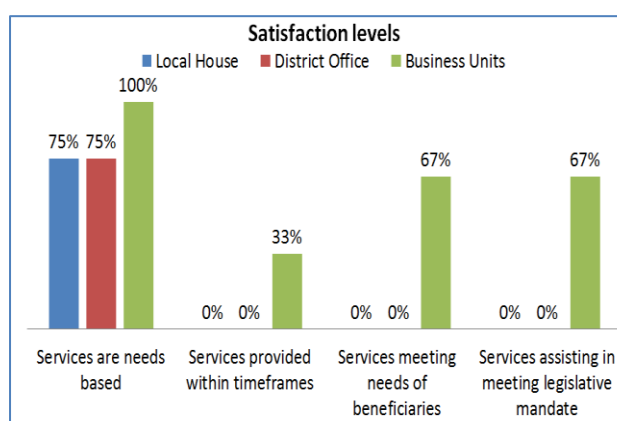
the resolution of succession disputes. Moreover it is noted that some business units do feel that the data provided by the Anthropological Unit is not in a form that beneficiary Business Units can have a background understanding of the enquiries they need to support.

It is also noted that services were not provided within time frames to most clients due matters beyond the control Anthropology Unit and the fact that the Unit is understaffed to process their requests in time. Local Houses noted that the approach used of not involving them in providing inputs into succession disputes often results in Local Houses being asked to intervene in enquiries where conflicts have escalated, resulting in time being wasted.

It is observed that in the handling of succession disputes, roles and responsibilities of stakeholders needed to be clear, as external clients feel that as per legislation, they should be part and parcel of handling disputes by imparting their knowledge of the matter at hand. The bigger role anthropological services plays in being an indigenous knowledge repository is noted, in which it enables the Department to provide support according to its client's customs.

The rate of processing enquiries

In terms of enquiries brought forward, there are enquiries such as the recognition of Traditional communities which have not been processed since the year twenty eleven (2011). This is a concern as processing of such enquiries undertaken three (3) months after the receipt of applications as per section 2(5) of the Traditional Leadership and Governance Act No.5 of 2005. Furthermore in light of enquiries brought in being One hundred and one (101) enquiries only twenty seven (27) enquiries have been resolved, a strategy on how to address the demand backlog needs to be developed . This also raises the question on the number of Anthropologists needed to manage enquiries more efficiently. The table below depicts the constituency of resolved enquiries and the processing rate per year.

Enquiries resolved	Brought to the Department	Resolved	% Resolved	Enquiries that need to be resolved per year to meet backlog	Average enquiries resolved per year
Recognition enquiries of Traditional leaders	30	19	63%	6	4
Succession disputes	35	5	14%	7	1
Installations	3	3	100%		

Figures indicate that the rates at which enquiries are processed are not sufficient to meet the demand due to the low amount of manpower. This indicates the need for more Anthropologists to ensure that enquiries are processed more efficiently. This also indicates the different levels of effort required on enquiries with, succession disputes, having an average of one (1) enquiry resolved per year.

7 IF THE DEPARTMENT IS WELL EQUIPPED TO MEET THE DEMAND FOR ANTHROPLOGICAL SERVICES

The Areas this section covers:	
7.1	Analysis of Design of the organisation
7.2	To what extent is the Department resourced in implementing strategies and meeting demands relating to anthropological services?
7.3	Improving implementation
7.4	Evaluator's observations
Participants interviewed for this section	
Organisational development	Senior Manager: Organisational Development & Efficiency Services
Senior Management	The General Manager Traditional Governance and Finance
	Senior Manager: Traditional Governance
Anthropological services	The Anthropology team

7.1 Analysis of Design of the organisation

The Unit and its functions

The Business Unit is known as Traditional Recognition Support Services, which is purpose is to provide genealogical services in the recognition of traditional leadership. The existence of the Unit is informed by the KwaZulu-Natal Traditional Leadership and Governance Act No.5 of 2005. The structure of the business Unit consists of one (1) Deputy Manager, three (3) Assistant Managers, two (2) Administration officers and one (10 Administrative clerk

Functions of the Anthropological Services Unit

In establishing the functions of the Unit, the job descriptions of the Unit members were used. Tabled below are the functions the Business Unit was designed to perform in meeting the purpose of providing genealogical services in the recognition of traditional leadership.

Key Result Area	Activities	Weight as per job description
Manage research on genealogical processes for the recognition of Amakhosi and Amabambabukhosi	Design and review the anthropological questionnaire	30%
	Conduct genealogical research	
	Meet with family to facilitate process of formulating family genealogical tree	
	Safeguard and update family trees as when required	
	Ensure database of genealogy of traditional leaders is kept and updates	
Ensure that research is undertaken on customs and traditional rituals of various clans	Attend traditional ceremonies in order to observe traditional customs and rituals	25%
	Visit traditional leaders in order to obtain more information on areas that are unclear during observations	
	Conduct research of each clan to determine their customs and traditions	
	Assist and guide families to reach consensus on their customs	
	Record traditional customs and rituals for various clans	
	Compile narrative of customs and rituals for various clans for archives	
	Keep a genealogical database for each clan	

Key Result Area	Activities	Weight as per job description
Provide support during recognition and installation of Amakhosi and Amabambabukhosi	Develop framework for each clan as record for cabinet decision on succession	25%
	Undertake investigations on succession disputes/claims	
	Provide results of investigation on succession disputes/claims	
	Advise and render guidance on succession matters including the formulation of the last testament on succession	
Provide support during recognition and installation of Amakhosi and Amabambabukhosi	Provide assistance in the preparation of Cabinet submissions and provincial gazettes for the recognition of Amakhosi	25%
	Prepare and submit recognition cabinet mentions	
	Present cabinet resolution to clans and process the appointment of Amakhosi	
	Provide assistance in informing all relevant stakeholders of the recognised Amakhosi	
Provide advice and guidance to Amakhosi	Promote efficient communication between Traditional communities in order to preserve their customs and rituals	15%
	Provide Families of traditional leaders with relevant information to resolve disputes on succession matters/claim	
	Communicate available information on customs and rituals to each clan	
	Ensure that information on customs and rituals is communicated to each clan	
	visit clans on request to assist with information and advice to resolve disputes and claims	

The Design of the Anthropology Unit from the perspective of Organisational Design

The Senior Manager: Organisational Design and Efficiency was visited to obtain a perspective on the design of the Anthropological services Unit. The following was found.

The Structure prior of the Unit prior to 2007 and the conceptualisation of the structure

The Departmental structure which is currently used was developed in 2007. The Senior Manager noted that the structure before the year 2007 was the same, with one 1 less Assistant Manager in the structure.

The table below indicates the aforementioned structures

	Anthropology Structure as of 2007	Anthropology Structure prior to 2007
Deputy Manager	1	1
Assistant Manager	3	2
Administrative Officer	2	2
Administration Clerk	1	1

It was also noted that even though the existence of the Unit was informed by the KwaZulu-Natal Traditional Governance and Leadership Act No.5 of 2005, nothing informed the design of the Anthropology structure of 2007.

The Senior Manager noted that the Traditional Affairs structures placed the District Managers functions as a central support function to the offices such as Anthropology, Dispute resolution and Land Administration. The District offices were meant to refer enquiries and provide background information to the enquiries referred.

This arrangement would have made the work for units like Anthropology easier, as data in conducting genealogical research would be easily accessible and support would be readily available to provide services to traditional institutions.
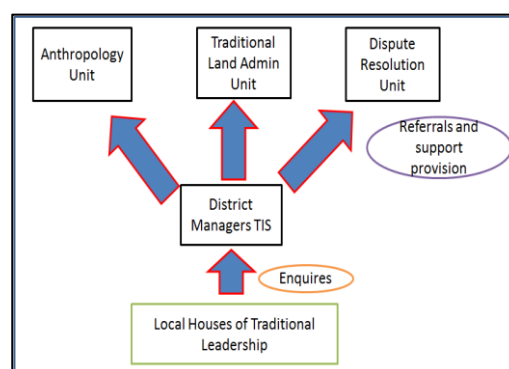
Planned structure vs Actual Capacity

The structure of the Anthropological Unit was compared to the actual members of the Anthropological services team. It was noted that there was no Deputy Manager, as the Deputy Manager transferred to another Unit. It was also noted that the there was only one (1) Administrative Officer as compared to the planned two (2).

Designation	Planned	Actual
Deputy Manager	1	0
Assistant Manager	3	3
Administrative Officer	2	1
Administration clerk	1	0

7.2 Understanding of the working environment from the Anthropological Unit

The Senior Management consisting of the General Manager: Traditional Governance & Finance and the Senior Manager: Traditional Governance was visited to obtain an understanding of the working environment at a strategic level. The Anthropological Services were also visited to obtain an understanding of the working environment at an operational level. The following was found:

The External and Internal Environment the Anthropological Services Unit is working on a daily basis.

External Environment: All interviewed noted that Anthropology is a scarce skill and the team has to work in areas that are of long distances and in areas where there their safety is sometimes compromised. In some enquiries the team members have to be accompanied by the police in dealing with succession dispute enquiries. The enquiries that are dealt with can absorb the time of the Anthropology team, as there are many meetings to resolve one enquiry. The challenge is not the volume of the enquiries brought forward but the intensity and severity of the enquiries brought forward. It is also noted that the Unit has to sometimes process enquiries which

resolved years ago as enquirers would wait for the terms of MEC's to end to resubmit enquiries.

Internal environment: All interviewed noted that the Anthropological services team is required to attend to enquiries, in areas of long distance affecting the two thousand five hundred (2500) kilometre allowance and them not being paid for additional kilometres. Some enquiries raised are not cascaded down to the team in time, and are dealt with under pressure. It was also noted that there were areas of political interference. There are some enquiries where enquiries are sent to two Business Units and are dealt with by two different Units being duplication.

<u>If the Unit is well resourced to work within the set environment</u>

All interviewed noted that the Unit is not well resourced to work within the set environment citing that the Unit needs more manpower to handle enquiries more intensely.

<u>If the staff capacity is adequate to meet the demand for Anthropological Services</u>

All interviewed felt that the staff capacity was not adequate to meet the demand for Anthropological services citing that in terms of the background to the Unit, the Unit was of a small number to protect and restrict access to files. However in terms of the current demand, the Unit needs more team members to handle enquiries more efficiently.

<u>If the staff has the necessary skills to meet the demand for Anthropological Services</u>

Sixty seven percent (67%) of those interviewed felt that the Unit does have the necessary skills to meet the demand for Anthropological services. The remaining thirty three percent (33%) noted that they needed a qualified person to assist them in conducting genealogical enquiries. Aforementioned respondents did note that there was a need Software packages to draw family trees instead of the drawing family trees manually.

Moreover all interviewed felt that having affiliations with Anthropology Societies and having relation with other provinces would assist. As the Anthropology skill is a highly specialised skill.

7.3 Improving implementation

All interviewed made the following recommendations:

- More funds are needed to obtain more manpower to meet the demand for Anthropological services.
- More technology is needed to ensure efficiency in providing quality services such as software and equipment such as cameras.
- The system of the brining in of all enquiries, cannot have urgent requests, team members need to be informed in time to deal with enquiries effectively.

7.4 Evaluator's observations on the extent to which the Department is well resourced in implementing its strategies and meeting demands relating to anthropological services

In understanding if the department is well resourced to meet its demand a comparison of the Anthropology Unit's structure was compared to the environmental results found in the previous section

Comparison of the Anthropology Unit's   Structure, with the actual environment

 The organisation's design was compared to the enquiries brought forward, the enquiries resolved, the backlog demand and the client's perspective of the services received from the Unit. The comparison is seen in the table below.

Anthropological Services					
Designation	**Planned Number**			**Actual number**	
Deputy Managers	1			0	
Assistant Managers	3			3	
Administration Officers	2			1	
% of staff contingent	100%			67%	
Key Result Area	**Weight as per Job description**	**Enquiries brought forward and percentages**	**Enquiries resolved**	**Backlog demand**	**Types of enquiries received from clients**
Manage research on genealogical processes for the recognition of Amakhosi and Amabambabukhosi	30%	Recognition of Traditional communities — 26% / Genealogical research — 2%		Recognition of Traditional communities — 23% / Genealogical research — 3%	Genealogical information: Family trees, information of Traditional communities
Ensure that research is undertaken on customs and traditional rituals of various clans	25%				
Provide support during recognition and installation of Amakhosi and Amabambabukhosi	25%	Succession disputes — 34% / Recognition of Traditional leaders — 30% / Installation — 3%	Succession disputes — 19% / Recognition of Traditional leaders — 70% / Installation — 11%	Succession disputes — 38% / Recognition of Traditional leaders — 27%	Succession disputes / Recognition services
Provide advise and guidance to Amakhosi	15%				
% Functions aligned to enquiries		55%	25%	55%	55%

Analysis of job description vs Actual staff contingent vs actual enquiries resolved:

It is observed that the enquiries brought in and resolved are more aligned to two functions being genealogical research and support during recognitions and installations, which forms fifty five (55%) percent of the Unit's work as per the Unit's job descriptions. Yet the Unit has been able to resolve enquiries relating to twenty five percent

(25%) of their affiliated functions within their job descriptions. It is also noted that the backlog and the services received also are aligned to the fifty five percent (55%) of the Unit's work as per their job descriptions.

Even though enquiries on remaining job description functions such as researching customs and advising Amakhosi are not apparent, the Unit received four enquiries relating to the enforcement of the code of conduct which were not the function of the Unit.

In light of the sixty seven percent (67%) staff contingent having been able to resolve twenty seven (27%) percent of Ministerial enquiries brought in, the matter of more capacity needs to be investigated. This indicates that the Unit needs two times its current structure size to handle enquiries more efficiently and intensely.

Underlying logic of Traditional Affairs structure of 2007:

Even though it was noted that nothing informed the design of the Anthropology structure of 2007, the underlying theory of the Traditional Affairs structure, correlates to what the external clients noted as bottlenecks in the provision of the services, more being an arrangement that is able to alleviate the intensity demand for enquiries brought forward.

8 IF THE DEPARTMENT HAS ADEQUATELY ORGANISED ITSELF IN EFFECTIVELY MEETING THE GROWING DEMAND FOR ANTHROPOLOGICAL SERVICES

The Areas this section covers:	
8.1	Conclusion
8.2	Recommendations

8.1 Conclusion

It is important to emphasize that the scope of work of Anthropological services is larger than what is understood. The previous sections noted the following:

- That the Anthropological services Unit currently has two sets of clients. One being external clients consisting of the public, Local Houses, close to more than two hundred Imindeni Yamakhosi and District Offices. Internal clients consisting business units such as Legal Services, Dispute resolution and Traditional Council Land Administration. Both clients have different demands and the working environments are different.

- That the legislative mandate requires a service unit that acts as a repository of information of all existent Traditional communities, traditional leaders, customary laws and customs in the Province of KwaZulu-Natal.

- That Anthropological service has a bigger Departmental role where the knowledge it stores can serve as a base of understanding for business units which would like to support traditional institutions, through customised approaches that incorporate customs. It can also be an input in the development of policies, legislation and strategic interventions within the Province.

The findings indicated that a Strategy needs to be developed to meet the demand for Anthropological services. This is in light of the backlog of enquiries, the needs of clients, the service processes and the capacity to handle the demand for anthropological services.

The table below summarises the key findings of this study.

Area of Evaluation	Findings
Strategy to meet the demand	No strategy was developed to meet the demand for Anthropological services
Service provision	That out of the one hundred and one enquiries brought to the Department in the last five years, only twenty seven of them were resolved with sixty seven percent of its capacity
	That majority of the recommendations made related to the improvement of service processes
	That services were not provided within the legislated timeframes due to issues of capacity and approach to enquiries
The structure of the Unit and its environment	That there was no base which informed the structure Anthropological Services Unit
	That the enquiries brought forward focus on only fifty five percent what is within the Anthropological team's job descriptions and the enquires resolved only relate to twenty five percent of the team's job descriptions
	That the Anthropological Services Unit sometimes had to handle code of conduct enquiries which were not within the job descriptions of the Anthropological services team.
	That the underlying logic of the Traditional Affairs structure, is not resonating in provision of services to external clients, resulting in role players being unclear as to what role needs to be played in enquiries such as succession disputes.

The need to enhance the service processes raises the importance of deliberating on institutional arrangements in place to ensure that service processes are conducted efficiently and with clarity.

In conclusion, the Department has not organised itself effectively to meet the growing demand for anthropological services, due to the fact that the structure, the approach used and the institutional arrangements in place do not commensurate the growing demand for the service.

8.2 Recommendations

8.2.1 The Development of a Strategy for the Anthropology Unit

The Anthropological services Unit needs to develop a strategy. The strategy should consist of the following elements:

•The Strategy should look beyond the processing of enquiries brought into the Department and should shift the Unit's approach from being reactive to being proactive in its business.

• The strategy should illustrate the full utilization of the services the Unit provides and should illustrate its plans in the short, medium and long terms.
• The Strategy should be accompanied by a Programme of Action which addresses the gaps in the processing of enquiries and the reduction of the demand backlog.

8.2.2 The development of a procedure manual on the processing of enquiries

A procedure manual on the processing of enquiries needs to be developed. The manual needs to contain the following elements:

- It should illustrate the steps that are followed in the processing of an enquiry.
- It should also illustrate the timeframes of processing enquiries.

8.2.3 Review of internal arrangements and systems currently in place on the referral of enquiries

The Traditional Governance and Finance Chief Directorate needs to review the internal arrangements and systems in place on enquiries referred for processing. This review will assist in preventing the duplication of the processing of enquiries and would assist in the enquiries referred to the Chief Directorate being processed more efficiently. The review should consist of the following elements:

• The establishment of one central post office structure which receives enquiries and refers them to relevant Units to be processed within the prescripts of the procedure manual.