cogta

Department:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

IMPLEMENTATION EVALUATION OF THE PROVINCIALHOUSE OF TRADITIONAL LEADERS

EVALUATION REPORT

TSEPO PAKKIES
**DEPARTMENT OF COOPERATIVE GOVERNMENT AND TRADITIONAL
EVALUATION DIRECTORATE**

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1. INTRODUCTION

This report presents the findings of the evaluation conducted on the value chain of the Provincial House of traditional leaders

2. BACKGROUND

The Provincial House of Traditional Leaders in an Apex structure within the KwaZulu-Natal Institution of Traditional Leadership. The structure functions as per the prescripts of the KwaZulu-Natal Traditional Leadership and Governance Act No.5 of 2005.The Department commissioned an evaluation on the functionality of the Provincial House of Traditional Leaders, so as to understand what areas the structure needs for the Department to support in ensuring its functionality. The Evaluation Directorate is proposing that an Implementation Evaluation is conducted on the value chain of the Provincial House of Traditional Leaders.

3. SUMMARY OF THE TERMS OF REFERENCE

The Value Chain supported by a Support Office focus and is composed of seven elements which are as follows:

A.   The legsilative Framework of the PHTL

As an inistitution the estbalishment and functions of the PHTL are informed by a legislative framework, mainly being the KwaZulu-Natal Traditional Leadership and Governance Act No.5 of 2005.

B.   The PHTL

The PHTL is informed by section by section 33 of the Act.

C.   The Strategic Plan of the PHTL

In December 2017, the Department conducted a workshop with the PHTL, to develop a PHTL Strategic Plan. The Strategic Plan was adopted by the PHTL in March 2018.

D.   Business Plan of the Strategic Plan

To ensure organised implementation of the Strategic Plan, the PHTL would then develop a business plan, which provides specific targets to planned actions.

E.   Implementation of business plan activities

The PHTL with the support of the Provincial House support office would then implement the Strategic Plan, and would ensure that planned targets are met.

F.   Functions of the PHTL
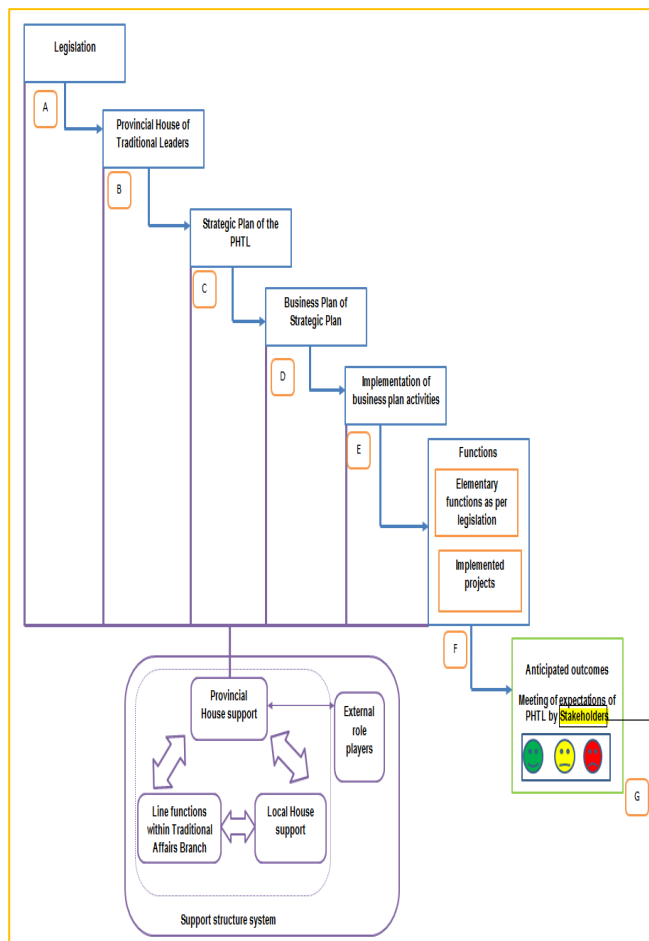
The PHTL would be able to provide two functions. The first being the elementary functions as per the legislation. The second being specifc projects informed by the PHTL strategic plan.

G. Anticipated outcomes: The meeting of expectations of the PHTL by stakeholders

It is anticipated that the delivery of the functions by the PHTL would meet the expectations of stakeholders.

The Support office focus

The value chain is supported by the a support structure system. The system which is led by the Provincial House support office provides support to the PHTL in implementing their value chain, to which their support is informed by section 27 of the KwaZulu-Natal Traditional Leadership and Governance Act No.5 of 2005. This is through providing administrative/ technical and coordination support in ensuring that the initiatives championed by the PHTL are implemented. The support structure system consists of the following role players:

- The Provincial House support: Provides support to the PHTL in implementin its strategy
- The Local House Suport: Provides support to the Local Houses of Traditional Leaders. They work with the Provincial House Support in areas that affects respective districts.
- Line Function units in Traditional Affairs Branch: These are specialist units that aim to support the Institution of Traditional leadership.
- External roleplayers: These are also specialist structures which are consulted on issues outside the function scope of the Department. These include sector departments and specialist function organisations.

Support structure system
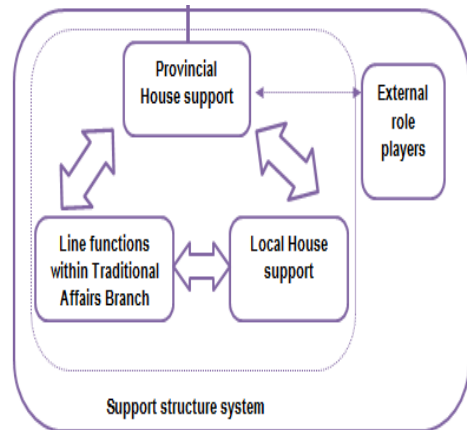
The feedback loop and evaluation focus

The value chain is also supported by a feedback loop which starts and the anticipated outcomes element and end legilsative element of the chain. It is expected that the anticipated outcomes correspond to the legislative mandate of the PHTL. The feedback loop is also supported by the support office feedabck system which is linked to the feedback loop and leads back to the support structure system, with the Provncial House Support as its lead.

The evaluation focus looks at all elements of the value chain. The diagram presents the evaluation focus areas within the value chain.

4. FINDINGS

4.1 Legislative prescripts

Performance of advisory structure vs Representative body vs Enabling Agent

In assessing the legislation, 3 core functions were noted to be performed by the Provincial House of Traditional Leaders. The core functions were being an Advisory Structure, the second being a representative body and the third being an enabling agent. Performance of core functions were noted as follows:

- Advisory body functions: 63% of the 16 legislated functions were that of an advisory body
- Representative body structure:25% of the 16 legislated functions were that of a representative body
- Enabling Agent activities: 12% of the legislative functions were that of an enabling agent

4.2 The Provincial House of traditional leaders

In terms of Composition all 10 local houses of traditional leaders are represented in the Provincial House of Traditional Leaders. The Provincial House has an Executive Committee in place that meets, and the full house meets on a quarterly basis.

While it is noted that the Provincial House structure is in place the following is noted in terms of the implementation of resolutions:

- Advisory body resolutions: 100% advisory body resolutions are implemented by the House.
- Representative body resolutions: 100% of representative body resolutions are implemented by the House.
- Enabling Agent Activities: 0% of the enabling agent resolutions are implemented

4.3 Functionality of support office of the Provincial House of Traditional Leaders

The Provincial House of Traditional Leaders has a dedicated support office which aims to provide the necessary resources to ensure the proper implementation of resolutions and projects of the structure. A comparison the structure if the support office was compared to that of the actual number of officials. Table 1 provides a summary of the analysis conducted.

Office Resources	Number as per organogram	Actual number of officials
Director	1	1
Deputy Director	1	0
Assistant Director	2	0
Administrative Officer	2	2
State Accountant	1	0
Administrative Clerk	2	0
Total	**9**	**3**

It was noted that the support office had 33% of the actual staff compared to what the structure needed. This supports the reason as to why the Provincial House did not implement enabling agent resolutions.

4.4 Implementation of the Strategic plan

It was noted that none of the 12 proposed actions within the Provincial House's Strategic Plan had been implemented and no relevant stakeholders had been mobilised for implementation. The actual number of officials to support is one of the main reasons behind the poor implementation status. The other reason relates to Amakhosi's lack of ownership of the strategic plan, to which they expect the support office to implement all the noted actions without their support.

4.5 Support structures

The Support structure system is in place relevant internal role players being the Traditional Affairs branch. There are no relevant external role players. The support office uses the Chief Directorate Manco, Branch Manco and informal structures to coordinate requests made from the Provincial House of Traditional Leaders.

4.6 Implementation of the Business Plan activities

- None of the projects were implemented in time and scope

Recommendations from the support office

- Mores staff is needed to support the Provincial House of Traditional Leaders and its projects
- There must be a willingness from Amakhosi to implement the strategic plan. Amakhosi must be even willing to donate their resources in achieving the necessary impact.