25 May 2026

In Touch Bulletin

WALKING TOGETHER: A Weekly Reflection from the Office of the A-CEO

Unity as a catalyst of our excellence

THOUGHT OF THE WEEK

"No one ever tells you that bravery feels like fear."

OPENING REFLECTION AND MOTIVATION

This past week reminded me that excellence is rarely an individual achievement. True excellence, especially black excellence, emerges when people move together with shared purpose, shared belief and shared responsibility toward something greater than themselves.

As employees of the Ingonyama Trust, but also as communities connected through a shared historical experience, we must begin rediscovering the power of unity, collective purpose and institutional coherence.

Throughout history, great African civilisations such as Kush, Mali, Benin and Great Zimbabwe did not become symbols of greatness by accident. They were built through organisation, knowledge, systems, culture, discipline and collective vision. Their greatness reminds us that our people have always possessed the ability to build, govern, innovate and lead at the highest levels of human civilisation.

Perhaps what institutions such as the Trust are truly trying to recover is not merely administrative efficiency, but the memory of our collective capability.

This means our work here cannot simply become about jobs, files, meetings and procedures. It must also become about rebuilding confidence in our ability to organise ourselves, govern ourselves, develop ourselves and contribute meaningfully to the advancement of our communities.

Unity therefore is not merely a social concept. It is a developmental force. It is the catalyst through which excellence becomes possible.

And institutions become exceptional when their people stop functioning as isolated individuals and begin moving as a coherent whole.

REFLECTION ON THE PAST WEEK

This past week Executive Management undertook an important strategic alignment engagement focused on the future direction of the institution, organisational coherence and the practical realities of institutional transition.

One of the clearest outcomes from the engagement was recognition that the organisation is currently operating within a transitional phase. There was broad consensus that while the institution carries an important mandate, significant work still remains in building

the systems, structures, skills and institutional maturity required for the Trust to fully realise its developmental potential.

The engagement reinforced the importance of ensuring that employees understand:

• why the institution exists,
• what it is becoming,
• and how their individual work contributes to that broader transition.

Several important institutional priorities emerged from the session, including:

• improving administrative discipline and coordination,
• strengthening accountability and reporting systems,
• investing in strategic capacity building,
• improving stakeholder engagement,
• and repositioning the institution toward measurable developmental impact.

There was also strong recognition that one of the institution's greatest challenges is not unwillingness to work, but the need to continuously strengthen technical capacity, institutional maturity and strategic coordination across all levels of the organisation.

As a result, Executive Management agreed on several practical interventions intended to improve organisational coherence, including improved executive coordination, structured reporting systems, stronger workflow management, enhanced planning systems, and more deliberate organisational communication.

The engagement further highlighted that the institution must increasingly evolve from a purely land administration environment (lease management) into a developmental institution capable of enabling economic activity, supporting traditional leadership, improving community welfare, facilitating investment, and creating sustainable developmental outcomes on Trust land.

A particularly important shift emerging from the discussions was the repositioning of community development from being viewed as merely a support function into becoming a strategic developmental and capacity-building mechanism focused on community governance support, educational development, economic participation, youth empowerment, monitoring community impact, and strengthening Traditional Councils and community structures.

There was also strong emphasis on the importance of improving institutional intelligence and understanding conditions on the ground more effectively. This means the organisation must increasingly strengthen data collection, record management, beneficiary information systems, monitoring mechanisms, and direct engagement with communities.

The expectation moving forward is therefore that all employees begin taking ownership of the institutional transition underway so that the organisation becomes more responsive, coherent, accountable and development-oriented.

Transformation cannot rest only with Executive Management. It requires collective participation from the entire institutional value chain.

UPCOMING ACTIVITIES & INSTITUTIONAL AWARENESS

The Audit Committee will convene this week to consider the Annual Performance Report (APR) and Annual Financial Statements (AFS) for the year ended 31 March 2026.

These documents are important because they reflect how the organisation has performed both financially and operationally against the targets and commitments that the institution is publicly measured against.

Employees are encouraged to familiarise themselves with these reports because institutional maturity is reflected partly in how employees relate to organisational performance, accountability and governance processes.

The Audit Committee itself plays a critical governance role within the organisation. Its responsibility is to provide independent oversight, strengthen accountability and ensure that reporting, controls and governance processes are functioning appropriately.

At the Trust, we must continue building a culture that embraces scrutiny, review and oversight because these processes help strengthen institutional credibility and performance.

The Board will also present Quarter 3 and Quarter 4 performance reports to the Parliamentary Portfolio Committee. Significant progress has been made in improving institutional performance, governance alignment and operational coordination, and this improvement is increasingly becoming visible within the

organisation's reporting environment.

However, performance reflected on paper must ultimately translate into visible improvements in service delivery, governance support and developmental outcomes within communities. Institutional performance and community experience cannot be divorced from one another.

The Board will further convene on 28 May 2026 to consider the AFS and APR for audit approval purposes.

Employees are reminded that all audit-related requests must receive priority attention. Requests for information, supporting documentation and responses to auditors must be attended to timeously and professionally. General staff availability and cooperation during audit processes is equally important.

Audit is not merely a compliance exercise. It is an important institutional process that allows the organisation to evaluate itself honestly, strengthen controls and improve accountability.

EXTERNAL ENVIRONMENT & CURRENT AFFAIRS

In the 3rd session of the 7th Parliament held on 15 May 2026, Parliamentary reflections on the Trust indicate growing recognition that the institution is transitioning from a traditional land administration environment toward a more development-oriented entity focused on beneficiary impact, community welfare and developmental outcomes.

Parliamentary discussions have increasingly emphasised transparency, measurable developmental impact, stronger oversight, improved reporting, and linking institutional performance directly to community outcomes.
There is also increasing recognition that the Trust's future sustainability will require stronger developmental planning and clearer beneficiary-focused programmes.

For the us as the institution, this reflects an important shift in tone and understanding around the role the Trust must play within broader rural development and economic transformation.
At the same time, increased recognition also means increased scrutiny and oversight. This means the organisation must continue strengthening internal controls, systems, reporting discipline, accountability mechanisms, and operational maturity.

One of the clearest future organisational priorities emerging from this transition is the importance of information and data management.

As the institution increasingly moves toward beneficiary-centred development, there will be greater need for accurate record keeping, stronger community intelligence, beneficiary profiling, and reliable developmental information systems.

This reinforces the importance of administration, reporting, compliance and information management across every level of the organisation.

BUILDING COMMUNITY

Congratulations are extended to Dumisani on his acting appointment.

Acting opportunities should be viewed not merely as temporary placements, but as developmental opportunities that allow employees to test themselves, grow professionally and gain exposure to higher levels of responsibility and leadership.

These opportunities often provide important insight into future career paths and professional potential.

Employees are encouraged to take personal development seriously. Career growth requires intentional effort, continuous learning, discipline and willingness to develop beyond current comfort zones.

For many professionals, particularly those pursuing long-term institutional careers, personal development is not optional — it is necessary.

The organisation also acknowledges all employees who continue contributing toward institutional improvement, often under demanding and high-pressure conditions.

Your efforts are appreciated.