



Province of the
EASTERN CAPE

**COOPERATIVE GOVERNANCE
& TRADITIONAL AFFAIRS**

**Guidelines on the Involvement of Traditional Leaders in Rural
Community Development Programmes
and
their Participation in Governance Forums**

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SIGN OFF:

1. Head of Department

These Guidelines on the Involvement of Traditional Leaders in Rural Community Development Programmes and their Participation in Governance Forums are recommended by **A.A. Fani** in my capacity as the Head of the Department of Cooperative Governance and Traditional Affairs.

I am satisfied and concur with the content of the guidelines.

The development of these guidelines will ensure that the Department is able to exercise its powers in compliance with the law and guide decision-making in the organisation.

Signed at:	EAST LONDON
Designation:	Head of Department (A.A. Fani)
Signature:	
Date:	10/03/2022

SIGN OFF:

2. Executive Authority

The Department of Cooperative Governance and Traditional Affairs has unprecedented opportunity to improve the lives of the people by effectively rendering services that it is expected to provide. We have envisaged a Department that has the required capacity to respond adequately to challenges of its people.

I therefore trust that these Guidelines on the Involvement of Traditional Leaders in Rural Community Development Programmes and their Participation in Governance Forums will contribute towards the Department's endeavour to improving the living standards for our people, especially those who live in the rural areas of our Province.

Signed at:	EAST LONDON
Designation:	MEC: Honourable Xolile Nqatha Department of Cooperative Governance and Traditional Affairs
Signature:	
Date:	18/03/21

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1. INTRODUCTION

This policy document provides guidelines on the involvement of traditional leaders in rural community development programmes. It builds on the commitment of the department (Rural Development Facilitation Directorate) to facilitate traditional community development initiatives through traditional leadership institution. The Department has a long-standing view that, a strong institution of traditional leadership is a key factor and a guarantor in creating a better life for all our people, especially those who live in the rural part of the Province.

However, there is a great deal of uncertainty on the role of Traditional Leaders in community development initiatives and service delivery programmes due to the lack or absence of a clear policy guide on Traditional Leader's role in local development initiatives and service delivery.

It is on the basis of the above that the Department seeks to determine these guidelines so as to provide guidance on the involvement of Traditional Leaders in community development initiatives and service delivery programmes within their respective communities.

It is common cause also that municipalities are central to the broad notion of the involving Traditional Leaders in local development programmes. And as such, the Department will take the necessary steps in ensuring that municipalities embrace the idea of consulting and involving Traditional Leaders in municipal programmes which directly affect rural communities.

2. PURPOSE

The purpose of these guidelines is among others to—

- 2.1. Provide appropriate measures for the involvement of Traditional Leaders in rural community development and the delivery of services in rural communities;
- 2.2. Ensure that Traditional Leaders and traditional leadership institutions are among the key drivers of the Department's endeavour in creating a better life for all people, especially those in rural areas;

- 2.3. Guide the participation of Traditional Leaders in various government structures that are existing and operating within the boundaries of a Traditional Council;
- 2.4. Encourage and create a favourable condition for the effective involvement of traditional leadership institution within the governance system in respect of rural community programmes and service delivery;
- 2.5. Create a more effective and meaningful interaction and partnership between traditional leadership institutions and municipal councils;
- 2.6. Encourage cooperation among government structures, including traditional leadership and community-based organisations within the jurisdictional area of a Traditional Council; and
- 2.7. To encourage the participation of traditional leadership institution in the Intergovernmental Relations Fora;

3. GUIDING PRINCIPLES

The following principles apply as far as the involvement of Traditional Leaders and traditional leadership institutions in rural community development programmes and their participation in governance forums is concerned:

- 3.1. **Accountability:** Traditional leaders must be mindful of their statutory mandate individual and collectively and as such be willing to affectively participate in implementation government programmes in their respective arears and account to their communities on their roles and responsibilities.
- 3.2. **Capacity and responsibility:** Capacity building in this context refers to the active empowerment of community members and community leadership (including traditional leadership) to ensure that they clearly and fully understand government programmes and the objectives of having government structures operating in a community level. It is about building active community leadership from and within members of communities, to ensure that they take full responsibility for their own issues as far as service delivery is concerned. By taking responsibility people develop a sense that they are part of the solution to community problems.
- 3.3. **Community participation:** Members of communities should not just be treated and regarded as only the beneficiaries of government programmes and services but

should also be effective participants in the decision-making processes of programmes and projects that directly affect their communities. Traditional Leaders must make sure that members of the community play an active role in government programmes, to ensure community ownership of the projects and programmes and alignment of solutions to the concrete needs of the communities.

- 3.4. **Public relationships:** Good working relationships in rural community development programmes are essential. However, "good relationships" in this context is not defined in terms of familiarity or pleasant association, but rather in terms of the ability to work together to solve community problems even when people don't necessarily like each other or always agree with each other on certain issues.
- 3.5. **Keeping communication and consultation open:** An understanding between members of the community and community leadership is critical to finding effective solutions to community problems. People gain understanding and common ground through sharing information and dialogue, both of which require good listening skills and a willingness to be open to other people and ideas. Therefore, Traditional Leaders must ensure that members of the community are consulted and informed about government programmes and that information is shared among members of community structures.
- 3.6. **Trust, commitment, and respect:** Above all, trust is fundamental for the effective and efficient implementation of rural community development programmes and projects. Trust in this perspective refers to faith and confidence by members of the community in the integrity and ability of people who have been given responsibility to articulate the interest and aspirations communities with the relevant authorities. Therefore, Traditional Leaders must make sure that, the purpose of any development programme or project is adequately explained to members of the community as well as how such programmes or projects are going to be implemented

4. LEGISLATIVE AND REGULATORY FRAMEWORK

- 4.1. The Constitution of the Republic of South Africa.
- 4.2. White Paper on Local Government.
- 4.3. White Paper on Traditional on Traditional Leadership and Governance.
- 4.4. Traditional and Khoi-San Leadership Act, 2019.

- 4.5. Eastern Cape Traditional Leadership and Governance Act, 2017.
- 4.6. Local Government: Municipal Systems Act, 2000.
- 4.7. Local Government: Municipal Structures Act, 1998.
- 4.8. Disaster Management Act, 2002
- 4.9. Intergovernmental Relations Framework Act, 2005

5. SCOPE OF APPLICABILITY

These guidelines are applicable to-

- 5.1. All recognised Traditional Leaders;
- 5.2. Members of Traditional Councils and Houses of Traditional Leaders; and
- 5.3. Departmental Officials.

6. DEFINITION OF TERMS

In the guidelines any word or expression to which a meaning has been assigned in the Easter Cape Traditional Leadership and Governance Act, 2017 (Act No. 1 of 2017) shall have that meaning, unless the context indicates otherwise—

TERM	DEFINITION
"Community development"	means a process whereby members of the community come together to take collective action and generate solutions to common problems. It seeks to empower individuals and groups of people by providing them with the necessary skills they need to effect change within their respective communities.
"Community leadership"	means the working together of members of the community through community structures to achieve common goals.
"Constitution"	means the Constitution of the Republic of South Africa Act 108.
"Department"	means a Provincial Department responsible for Cooperative Governance and Traditional Affairs in the Eastern Cape.
"Institution"	means the institution of traditional leadership in the Province
"Jurisdiction"	means an area defined for a Traditional Council

“partnership”	means a working relationship between a traditional council and public or private sector, with the aim of promoting active participation in the delivery of services to communities
“Province”	means the Province of the Eastern Cape as recognised in terms of section 103 of the Constitution.
“traditional council”	means a traditional council established in terms of section 16 of the Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 2019)
“traditional leadership”	means customary institutions or structures or customary systems or procedure of governance, recognised, utilised, or practised by traditional communities
“traditional leader”	means any person, who in terms of customary law of the traditional community holds a traditional leadership position as a senior traditional leader, headmen or headwomen and is recognised in terms of the Act

ACCRONYMS

A/A	Administrative Area
CPF	Community Police Forum
DIMAFO	District Mayors Forum
ECRDA	Eastern Cape Rural Development Agency
IDP	Integrated development planning
MEC	Member of the Executive Council responsible for Cooperative Governance and Traditional Affairs.
MoU	Memorandum of Understanding
NPO	Non-Governmental Organisation
SGB	School Governing Body.
T/Cs	Traditional Councils
W/C	Ward Committee

7. THE NOTION AND BASIC ASSUMPTIONS UNDERLYING COMMUNITY DEVELOPMENT PROGRAMMES

Rural community development is one of the familiar words which recently find lots of expression in government's programme priorities. The government regards rural community development programmes as the cornerstone for its endeavours of creating a better life for all and improving the living conditions of people living in rural areas. Rural community development has been defined in various ways by different people and for a variety of reasons.

For example, community development is a process whereby those who were previously disadvantaged and excluded from government processes and programmes, are enabled to gain self-confidence, and effectively participate in government programmes. Thus, community work programme is concerned with the development and empowerment of communities through facilitating the active participation of members of the community in addressing issues that directly affect them collectively.

It is the Department's view that, the involvement of members of the community through relevant government structures (*including traditional leadership institutions*) will improve their ability to collectively make informed and better decision about the use of natural resources and others resources at their disposal as well as services provided by the Government.

7.1. A need for the Involvement of Traditional Leaders in Rural Community Development

Firstly, the establishment of the Department of Traditional Affairs is a clear demonstration on the part of the government for its commitment of recognising and acknowledging the important role to be played by Traditional Leaders in local development programmes and service, especially in rural areas.

Secondly, the for any rural community development programme to be successful, all affected stakeholders and community leaders (*including traditional leaders*) must be involved in the whole planning and implementation processes, as their exclusion might undermine or hinder the progress of such programmes.

Thirdly, effective implementation of rural community development programmes can only take place in a stable environment, and as such traditional leader (*traditional leadership Institution*) are in better position to create consensus around local development strategies and thus promote stability and social cohesion for the provision of basic services.

Lastly, Traditional Leaders are custodians of values and customs of relevant traditional communities they serve, and as such they should be involved in various aspects of developmental programmes to ensure the promotion of the social well-being and welfare of such communities.

7.2. Basic assumptions underlying the involvement of Traditional Leaders in rural community development programmes

The advocacy for the involvement of Traditional Leaders in government programmes is informed by the realisation on the part of the Department that–

- (a) Rural community development requires the ability on the part of community leaders, to reconcile competing public interests in order, to meet the needs of the broader community.
- (b) Any rural community development programme involves finding forums / platforms and processes wherein all stakeholders representing the aspirations of members of the community and public officials (departments), can make decisions based on the interests of the community.
- (c) Community development programmes requires effective involvement of all local leaders who can motivate and support others, foster "shared leadership", accept responsibilities and criticism and act as local champions for any developmental initiative.

8. MAKING THE INVOLVEMENT OF TRADITIONAL LEADERS IN RURAL COMMUNITY DEVELOPMENT PROGRAMMES A REALITY

It is generally accepted and acknowledged that Traditional Leaders are not directly responsible in terms of the existing regulatory frameworks for the provision of local government services in their respective areas. However, the discussion on the

involvement of traditional leadership (Traditional Leaders), in rural community development programmes is underpinned by the acceptance of the fact that, traditional leadership is an integral part of community leadership that exist and operate in some parts of the rural areas in the country and as such they should play an important role in local government programmes and service delivery particularly in their respective areas of jurisdiction.

It is against this background that the department seek to provide "guidelines on the involvement of the Traditional Leaders in programmes aimed at promoting community development and service delivery" in accordance with the provisions of the above cited regulatory frameworks. It is the Department's view that the involvement of Traditional Leaders can become meaningful and relevant in the democratic dispensation only if they can play an active role in but not limited to key focus areas as identified hereunder:

8.1. Earning trust for community development programmes

8.1.1. Key to effective and efficient implementation of any community development programme or project is the ability on the part of government or any non-governmental organisation, to obtain the buy-in of members of the community. However, members of the community can willingly and positively participate in community programmes or projects only if they have trust and confidence on the people or community leadership who are entrusted with the responsibility to lead the implementation of community programmes or projects.

8.1.2. It is a fact that members of the communities tend to listen to the people they look up to and trust, and in most cases those people are local community leaders. Traditional leadership (traditional leaders) is part of community leadership representing government at a community level, and as such they should play a key role in ensuring that community members have confidence in the integrity of government structures or officials to implement government programmes in rural areas by among others—

- (a)** Ensuring that the purpose of any government programme or project aimed at benefiting members of the community is communicated and adequately explained to all key and affected members of the relevant community.
- (b)** Creating a conducive environment for government structures / officials or non-governmental organisation to interact with members of the communities.
- (c)** Motivating members of the community to participate and take centre-stage in community development programmes and projects implemented by government and non-governmental organisations within the jurisdiction of a Traditional Council.
- (d)** Promoting community ownership of the programmes and projects implemented within traditional communities.

8.2. Establishing relationship and cooperation among community structures

8.2.1. Traditional leadership's role within rural communities is among others; to manage, observe and monitor not only the social behaviour, but also the relationship between community and government structures that exist and operate within the jurisdiction of a traditional council.

8.2.2. The idea of encouraging the establishment of good relationships and cooperation between community structures and government structures is based on the provisions of both National and Provincial legislation which require, on the part of Traditional Leaders and Traditional Councils, to promote the ideals of co-operative governance, integrated development planning, sustainable development and service delivery.

8.2.3. When promoting the ideals of working relations and co-operative governance, Traditional Leaders must be mindful of the following–

- (a)** Working relations between members of the community and government is not only practical, but rather essential to finding acceptable solutions to community problems;

- (b) Shifting from identifying “the enemy” to building collaborative ties is fundamental for effective and efficient implementation of community programmes and projects; and**
- (c) Joining diverse groups of community members to public relationships requires openness to different views held by members on community issues as well as finding ways of reconciling them.**

8.2.4. Therefore, Traditional Leaders must play a critical role in ensuring that, working relationships exist amongst government and community structures by—

- (a) Identifying and creating a data base of all government structures and community-based organisations that exist and operate within the boundaries of a Traditional Council.**
- (b) Monitoring the efficiency of projects and programmes within respective jurisdictions.**
- (c) Promoting favourable environment for cooperative governance; integrated development planning; sustainable rural development and service delivery.**
- (d) Ensuring cordial relationship among members of various stakeholders and communities within the jurisdiction of a traditional council, for their effective and efficient participation in all community development programmes.**
- (e) Facilitating the sharing of information between and among members of stakeholders on matters of mutual and community interest through official meetings and *imbizos*.**
- (f) Creating platforms and processes for community development networking between internal and external stakeholders.**
- (g) Maintaining stability and peace between members of local and external stakeholders as well as communities.**

8.2.5. It is worth mentioning that, the establishment of relationship and corporations among community structures can become a reality only if traditional leaders work hand in hand with ward councillors and the leadership of these government and community structures such as; ward committee, IDP forums, CPFs, SGBs, among others.

8.3. Promoting partnership between a Traditional Council and government Institutions (Including municipalities) and NPOs

8.3.1. A Traditional council may enter into partnership with each other and with municipalities, governmental departments, and any other person, body or institutions.

8.3.2. A partnership between a Traditional Council and other organs of state may focus on among others—

- (a) Improving the sustainable livelihoods of communities;
- (b) Allocation and utilization of land for the improvement of human settlement and business within rural communities;
- (c) Allocation of land for agriculture and grazing purpose; and
- (d) Development and maintenance of infrastructure necessary for socio-economic development.

8.3.3. Traditional Leaders must promote partnerships between Traditional Councils with any organ of state or private sector by—

- (a) Identifying relevant areas in which a Traditional Council can enter into partnership with government institutions and NPOs for improvement of service delivery;
- (b) Requesting assistance of departmental officials (COGTA) for the formalisation of partnership agreements between a traditional council and sector departments of an NPO;
- (c) Recommending appropriate interventions by a Traditional Council to all provincial and local government, which may contribute towards the implementation of government programmes and improve service delivery.

8.4. Traditional council-based development plans

8.4.1. A Traditional based development plan must include but not limited to the following—

- (a) The profile of traditional communities under the jurisdictional area of a traditional council.

- (b) An understanding of social diversity of all communities within the jurisdiction of a traditional council.
- (c) An analysis of the services available and natural resources that are at the disposal of these communities, as well as the spatial aspects of development and the strengths, weaknesses, opportunities and threats facing communities.
- (d) A consensus on priority outcome for the Traditional Council.
- (e) A collective action plan to address these outcomes, based on what the T/C will do, what support is needed from external and internal stakeholders **(including the government)**.
- (f) An action plan for a traditional council to ensure the effective implementation of activities as reflected in the plan and help communities to reach consensus on their needs.

8.4.2. It is worth mentioning that these development plans are not intended to replace the ward-based planning, but rather to complement the same to ensure that IDPs clearly reflect and address the priorities of the communities. In other words, these development plans seek to advocate for integrated planning between the Ward Committee and Traditional Council as well as other community-based organisations operating within the jurisdiction of a Traditional Council.

8.4.3. Based on the foregoing scenario, Traditional Leaders and Members of Traditional Councils collectively must play a critical role in ensuring that a T/C has a development plan by among others—

- (a) Facilitating and coordinating the development of a plan for a traditional council.
- (b) Cooperating with officials (*Traditional Leadership Rural Development Facilitation*) responsible for assisting traditional councils in the drafting these development plans.
- (c) Gathering and providing accurate and reliable information of all communities within the jurisdiction of a traditional council and provide the same to officials when so required.

- (d) Determining feasible community development programmes in consultation with members of community based on the needs, priorities and available resources.
- (e) Coordinating rural community development projects within the jurisdiction of a traditional council to ensure that intended results as reflected in the development plan are achieved.
- (f) Acting as liaison between government and non-governmental agencies and the Traditional Council / community for financial and technical assistance for the implementation of a development plan.
- (g) Facilitating the development of proposals for funding of all identified projects by government and non-governmental organisations.
- (h) Facilitate the raising of funds in consultation with members of the community through donations or contributions to finance community development projects.
- (i) Allocate appropriate land for the construction of infrastructural projects aimed at benefiting communities like community halls, schools, sports and recreation fields *e.t.c*,

8.5. Monitoring and Evaluating the Implementation of community development programmes and projects

8.5.1. The role of Traditional Leaders in the monitoring and evaluating the implementation of community programmes implemented in their relevant traditional communities, shall include but not limited to the following—

- (a) Monitoring and evaluating community projects and government programmes, to ensure proper implementation thereof.
- (b) Ensuring that government programmes and projects implanted by sector departments and non-governmental agencies reach intended and targeted beneficiaries within traditional communities.
- (c) Reporting any form of corruption, nepotism or favouritism on the allocation and rendering of government services such as housing to the relevant authority.

- (d) Reporting any uncompleted projects or shoddy work done by service providers or contractors to the relevant department or authority.
- (e) Facilitating and coordinating regular reporting and feedback on the progress made on the implementation of community projects by project leaders / managers.

9. GENERAL ROLES OF TRADITIONAL LEADERS IN COMMUNITY DEVELOPMENT PROGRAMMES

Based on the above identified focus areas in respect of the roles of Traditional Leaders and Members of T/Cs in rural community development programmes, the following are summary of the general roles expected from each individual Traditional Leader and Members of T/Cs collectively:

- (a) Determining feasible community development programmes based on the needs, priorities and available resources at the disposal of a T/C;
- (b) Mobilising members of the community to actively participate in any social and developmental programmes and projects implemented within their jurisdictional areas;
- (c) Enhancing unity and understanding among traditional communities on government's processes and procedure for implementing programmes and projects;
- (d) Disseminating and educating community members on the programmes and projects to be or being implemented by government;
- (e) Making decisions in consultation with members of community on different issues affecting the community that require an integrated approach;
- (f) Developing plans for community development programmes and projects;
- (g) Coordinating and actively participating in all community programmes and projects implemented within the boundaries of a Traditional Council;
- (h) Developing proposals to request funding of programmes and projects, from relevant communities, local businesses, government, private sector or NPOs;
- (i) Raising funds to finance community programmes and projects, through donations, rental of properties, launching events, natural resources *e.t.c*;
- (j) Ensuring that all factors such as land tenure, communication / consultation that may hinder developmental processes are addressed;

- (k) Ensuring that all assistance from government, finders / donors reaches the intended beneficiaries within the relevant community;
- (l) Acting as liaison between organs of state, private sector and communities for financial and technical assistance;
- (m) Ensuring cordial relationship among community members for their effective and efficient participation in community programmes and projects; (seems to be repeated from elsewhere)
- (n) Maintaining peace and harmony between Administrative Areas under the jurisdiction and authority of a T/C, in respect to equal access to resources and benefits generated out of natural resources at the disposal of a T/C; and
- (o) Monitoring and evaluation of programmes and projects to ensure proper implantation.

10. RELATIONSHIP BETWEEN A TRADITIONAL COUNCIL AND WARD COMMITTEE

In, order to achieve good working relationship and cooperation between members of the two institutions (traditional leadership: *T/Cs* and elected leadership: *Ward Committees*), the following must be done–

- (a) Acknowledgment and respect for the mandate and authority of the two institutions by the respective members individually and collectively;
- (b) Regular joint meetings between members of T/Cs and W/Cs to identify challenges and solutions to problems faced by communities;
- (c) Enhancing accountability and transparency between members of T/Cs and W/Cs
- (d) Effective and regular consultation between the two institutions on critical issues affecting communities;
- (e) Open and effective communication between headmen / headwomen and Ward Councillor / or Members at a Ward and A/A level;
- (f) Sharing of ideas on community matters / issues during community gatherings (*Imbizos*), in order for members to be on the same pace and level of understanding of such community matters;

- (g) Complementing each other on any developmental initiative aimed at empowering and developing communities and members of such communities, initiated by either a T/C or W/C; and
- (h) Joint and active participation by members of the two institutions in the planning, implementation, monitoring and evaluation of developmental programmes or projected initiated or facilitated by the two institutions.

11. PARTICIPATION OF TRADITIONAL LEADERSHIP INSTITUTION IN THE INTERGOVERNMENTAL RELATION FORA

Statutory structures are established in accordance with the provisions of Acts of Parliament to interface among each other at different levels and forums. In respect of traditional leadership there are T/Cs at local level, Local Houses at district level, Provincial House at the provincial level as well as National House at the national level.

Suffice to state that in the Eastern Cape Province, T/Cs, Local Houses and Provincial House of Traditional Leaders have been legally established to bolster the presence of traditional leadership institution at all levels of government. These structures are mandated to advise government at different level on issues of customs, customary practices and on the dealings of government with rural communities in relation to service delivery.

It is a fact that crucial decisions on government programmes are taken and adopted in the platform of intergovernmental relations fora. Therefore, the participation of traditional leadership institutions in the Intergovernmental Relations Fora can never be over emphasised and encouraged. The following are some of the IGR Fora's to which traditional leadership may be represented and participate through established relevant institutional structures.

11.1. Integrated Development Planning Forum (IDP Forum)

The Chairperson or any designated member of the Local House may represent traditional leadership during the meetings and sessions of the IDP Representative Forum.

The Chairperson or designated member of a Local House shall-

- (a) Obtain an IDP Process Plan as adopted by the municipality and present the same to the members of a Local House;**
- (b) Ensure that all necessary IDP documents are referred by the relevant office of the municipality to the Local House for comments and inputs;**
- (c) Ensure that members of the Local House consider the IDP Process Plan and make comments in all documents generated and issued by municipality in each phase of the IDP cycle;**
- (d) Compile input, formulate a position in relation to all IDP documents and present the negotiation mandate of the Local House during the meetings or sessions of the Forum;**
- (e) Attend all meetings or sessions of the Forum and meaningfully contribute during the identification of projects affecting rural communities during the discussion and prioritisation of community needs and projects to be implemented by the municipality;**
- (f) Report to the Local House on the identified projects, allocated budget for such projects, areas or communities where such projects will be implemented, timeframe for the implementation of projects, as well as reasons for the omission of other projects as identified by various communities during the consultation phase (public participation phase);**

A Local House of Traditional Leaders must–

- (a) Facilitate the identification of community needs by T/Cs under its jurisdiction prior to the public consultation by the municipality on the draft IDP;**
- (b) Receive and consider community needs as identified by T/Cs and put them in order of priority;**
- (c) Conduct impact analysis on the provision of service delivery in all communities under the jurisdiction of T/Cs, in order to advise and affectively make comments on the draft IDPs as and when they are referred to the Local House for comments and input;**
- (d) Upon receipts of the IDP roadshow (public consultation) programme, convene a meeting or session with all constituencies under its jurisdiction for the purpose of informing Traditional Leaders of such programme and encourage them to mobilise members of the community to attend and effectively participate during public consultation;**

- (e) Upon the adoption and approval of the IDP document, report back to the relevant constituencies on the projects that have found expression into the final document and the reasons for the omission of other projects as identified; and
- (f) Monitor the implementation of the IDP and forthwith raise concern with the relevant office for any unlawful or unnecessary deviation, in respect of implementing certain projects to the intended or targeted communities.

11.2. Provincial and Municipal Disaster Management Advisory Forums

11.2.1. Traditional Leaders in general within their respective communities must, in respect of disaster strikes and management, perform but not limited to the following functions-

- (a) Disseminate information on disaster management programmes to relevant communities;
- (b) Coordinate disaster preparedness at the community level through regular meetings with schools, faith-based organisations and any other community structure to ensure that everyone is involved during disaster response;
- (c) Educate communities on the indigenous knowledge and applicable cultural approaches used to reduce disaster incidents and impact;
- (d) Conduct regular awareness on the fight against deforestation and any other forms of environmental degradation within rural communities;
- (e) Advocate and facilitate community buy-in and support to climate change adaptation activities;
- (f) In times of disaster, Traditional Leaders must mobilise relevant disaster centre, departments and agents at local level to provide any disaster relief to the affected households;
- (g) Ensure that all relief items reach the intended beneficiaries; and
- (h) When invited or designated, participate in local disaster emergency centre's during the planning and implementation of disaster programmes in rural areas.

11.2.2. The Local House of Traditional Leaders is the ideal structure of the traditional leadership institution from which the executive mayor or mayor may, in consultation with members of the relevant Local House, designate a member of such Local House as a representative in the municipal disaster management advisory forum.

A member designated to represent a Local House in the Municipal Disaster Management Advisory Forum must–

- (a) Obtain annual schedule of the municipal disaster management forum;**
- (b) Attend all meetings and events of the relevant municipal disaster management forum as per invitation and deployment thereof;**
- (c) Participate in all activities of the forum when so requested or assigned by the relevant authority;**
- (d) Sponsor agenda items for discussion during meetings of the forum, particular those that relate to the role of Traditional Leaders and traditional communities on matters of disaster management;**
- (e) Report to the relevant Local House on any matter discussed and adopted by the forum with a bearing to traditional communities; and**
- (f) Through the relevant Local House, disseminate information and keep Traditional Leaders under the jurisdiction of such Local House well informed about the activities and programmes of the forum.**

11.2.3. A member of the Provincial House of Traditional Leaders may represent the Provincial House in the Provincial Disaster Management Advisory Forum, when designated as such by the MEC, in consultation of the Provincial House, in accordance with the provisions of section 37 (1) (e) of the Disaster Management Act, 2003 (Act No. 57 of 2003).

A designated member of the Provincial House must–

- (a) Obtain the meeting schedule of the provincial disaster management forum;**
- (b) Attend all meetings and events of the provincial disaster management advisory forum as per invitation;**
- (c) Lobby for the inclusion, designation and participation of representatives of the Local Houses of Traditional Leaders in the municipal disaster management forums;**
- (d) Participate in all activities of the forum when so requested or assigned by the relevant authority;**

- (e) Sponsor agenda items for discussion during the meetings of the forum and raise any issue that require the attention and consideration by the forum, whether emanating from the participation of representatives of the Local Houses at district municipality forums or the involvement of Traditional Leaders in disaster management activities within their areas; and**
- (f) Report to the Executive Committee of the Provincial House and the general membership of the Provincial House on any matter that require their attention or consideration as discussed and adopted by the forum.**

12. The role of the Department

12.1. The Department through these guidelines seek among others, to encourage and promote active involvement of Traditional Leaders and Members of T/Cs in initiating and managing the development of programmes and projects aimed at improving the living conditions of the communities they serve, as well as taking responsibility of facilitating and coordinating active involvement of communities in local government programmes like IDPs.

13.2. Therefore, the role of the department shall include but not limited to-

- (a) Strengthen the capacity of T/Cs (traditional leadership) through dialogue and interaction to enable them to identify community development needs.**
- (b) Recommend to the relevant directorate developmental needs for traditional leaders that will enable them to manage and implement programmes and community projects.**
- (c) Support and assist T/Cs in the development of traditional based-development plans.**
- (d) Support and encourage T/Cs to enter into partnership with municipalities and other government departments (e.g Home Affairs) as well as NPOs, for the provision of some basic services to communities, in line with the provisions of section 24 of the Traditional and Khoi-San leadership Act, 2019 (Act No. 3 of 2019).**
- (e) Facilitate stakeholder meetings / forums.**

- (f) Facilitate and coordinate forums for the sharing of information on matters of mutual interest between government departments (including municipalities) with communities.**
- (g) Facilitate and improve linkages and relations between T/Cs and municipalities through offices of municipal speakers.**
- (h) Encourage T/Cs / Leaders to have regular contact with municipal officials and Ward Councillor's / W/Cs to discuss issues of service delivery.**
- (i) Promote and encourage the participation of Traditional Leaders (T/Cs) in the development and reviewal of IDPs and other government programmes aimed at developing communities.**
- (j) Encourage and support T/Cs to enter and sign MoU with government institutions (including municipalities) for the provision and maintenance of certain services within communities.**
- (k) Facilitate and coordinate, in consultation with the Houses of Traditional Leaders, the participation of these Houses in the Intergovernmental Relations Fora (such as IDP Representative Forums, Disaster Management, DIMAFO, Speaker's Forums & MUNIMECs).**
- (l) Ensure the integration of programmes by departmental units in respect of IGR structures and activities as well as facilitate the participation of traditional leadership in IGR forums;**
- (m) Create and facilitate platforms for engagement and information sharing, between Local Houses and stakeholders.**
- (n) Assist and empower Local Houses on the development of business plans and funding proposals.**
- (o) Assist and support Local Houses to enter into partnerships with organs of state and private sector and facilitate the formalisation of such partnership agreements.**

13. APPROVAL OF THE GUIDELINES

These guidelines shall be approved by the Executive Authority on the recommendation of the Head of Department as per the updated departmental delegations.

14. ADMINISTRATION OF THE GUIDELINES

Responsibility and accountability for implementing the guidelines rests with the Head of Department and ultimately the Executive Authority.

15. EFFECTIVE DATE OF THE GUIDELINES

These guidelines shall become effective on the date it is signed by the Executive Authority (MEC) responsible for Cooperative Governance and Traditional Affairs.

16. PROCEDURE OF THE GUIDELINES

There is no separate procedure for the implementation of the guidelines as they will be incorporated into the daily activities of the management of all affected directorate's programmes. It is therefore critical that the management of affected programmes or directorates familiarise themselves with the contents of the guidelines.

17. COMMUNICATION OF THE GUIDELINES

These Guidelines shall be communicated to stakeholders by means of awareness sessions, workshops and copies of the guidelines shall also be circulated to all relevant and affected stakeholders (both internal and external).

18. FINANCIAL IMPLICATIONS

Financial implications of programmes, projects and activities that fall within line functions of the Rural Development Facilitation Directorate will be absorbed by the directorate's budget. The rest may be genuine cause for budget allocation motivation on the part of National, Provincial and Local government.

19. CAPACITY BUILDING FOR EFFECTIVE PARTICIPATION

For meaningful participation in the above fora, the respective persons active in the areas discussed in this document such persons must ideally and according be capacitated

20. REVIEW OF THE GUIDELINES

These Guidelines shall be reviewed in five years from the date of approval by the Executive Authority or when the need arises.