

DISASTER MANAGEMENT PLAN



Updated Final version

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ABBREVIATIONS AND ACRONYMS

CBO	Community based organisation
CALM	Chief Albert Luthuli Municipality
DMA	Disaster Management Act, 2002 (Act No 57 of 2002)
DMIS	Disaster Management Information System
DOC	Disaster Operations Centre
DRMAF	Disaster Risk Management Advisory Forum
DRMP	Disaster Risk Management Plan
FOG	Field Operations Guide
FPA	Fire Protection Association
GIS	Geographical Information Systems
MPPDMC	Mpumalanga Province Provincial Disaster Management Centre
MPDMF	Mpumalanga Province Provincial Disaster Management Framework
GPS	Geographical Positioning System
IDP	Integrated Development Plan
JOC	Joint Operations Centre
KPA	Key Performance Area
MDMC	Municipal Disaster Management Centre
MFMA	Local Government: Municipal Financial Management Act, 2003 (Act 56 of 2003)
MMC	Member of the Mayoral Committee
NDMC	National Disaster Management Centre
NDMF	National Disaster Management Framework
NGO	Non-governmental organisation
PDMC	Provincial Disaster Management Centre
PDMF	Provincial Disaster Risk Management Framework
PFMA	Public Financial Management Act, 1999 (Act No 1 of 1999)
SOP	Standard Operating Procedure

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CHIEF ALBERT LUTHULI MUNICIPALITY

DISASTER RISK MANAGEMENT PLAN

EXECUTIVE SUMMARY

The Constitution of the Republic of South Africa (1996) places a legal obligation on the Government of South Africa to ensure the health (personal and environment) and safety of its citizens. In terms of section 41(1)(b) of the Constitution, all spheres of Government are required to “*secure the well-being of the people of the Republic*”. Section 152(1)(d) also requires that local government “*ensures a safe and healthy environment*”. In the light of the above, and the established understanding of disaster management, the primary responsibility for disaster risk management in South Africa rests with Government.

Section 26(g) of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) as well as sections 52 and 53 of the Disaster Management Act, 2000 (Act No 57 of 2002) compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans. This plan establishes the arrangements for disaster risk management within the Chief Albert Luthuli Municipality (CALM) and has been prepared in accordance with the requirements of the Disaster Management Act, 2002 (the Act) and section 26(g) of the Municipal Systems Act, 2000.

The Disaster Risk Management Plan applies to national or provincial organs of state or municipal entities that have not previously developed a coherent Disaster Risk Management Plan. It focuses primarily on establishing foundation institutional arrangements for DRM, putting in place contingency plans for responding to known priority risks as identified in the initial stage of the DRA, identifying key governmental and other stakeholders, and developing the capability to generate other plans

The purpose of the CALM Disaster Risk Management Plan (DRMP) is to document the institutional arrangements for disaster risk management planning which includes the assignment of primary and secondary responsibilities for priority disaster risks posing a threat in the CALM. It further provides the broad framework within which the disaster risk management planning requirements of the Act will be implemented by the departments and other entities included in the organisational structure of the CALM. It establishes the operational procedures for disaster risk reduction planning as well as the emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in municipal area. It aims to facilitate an integrated and coordinated approach to disaster risk management in the CALM which will ensure that the CALM achieves its vision for disaster risk management which is to build a resilient people in the CALM who are alert, informed and self-reliant by establishing risk reduction and resilience building as core principles, and developing adequate capabilities for readiness; and effective and rapid, response and recovery. Lastly the plan establishes contingency measures in the form of specific and generic contingency plans in line with the indicative risk profile of the CALM and to ensure a coordinated approach to disaster response.

This plan aims to familiarise key role-players in the CALM with the mainstream concepts of disaster risk reduction. It provides a brief background study of the CALM in line with its current Integrated Development Plan (IDP). The CALM Disaster Risk Management Plan (DRMP) contains a macro disaster risk assessment based on field research, observation, primary and secondary data sources. The CALM DRMP has as far as possible been imbedded in the current reality of the CALM. The macro disaster risk assessment provides the foundation towards risk reduction planning based on the identified and prioritised disaster risks and vulnerabilities of the CALM. This CALM DRMP furthermore provides *the CALM* with a guiding framework for

future disaster risk management planning by the CALM as a whole as required by the Disaster Management Act (2000), the National as well as CALM Disaster Management Framework, and the Municipal Systems Act (2000). This plan also gives guidance in relation to the declaration of a local state of disaster, disaster classification and the institutional arrangement necessary for the successful implementation of the Act.

1. INTRODUCTION

This CALM Disaster Risk Management Plan has as much as possible been embedded in the current local reality of the CALM. Therefore, this brief description of the most salient features of the CALM is added to sketch this current local reality. This CALM DRMP has been structured in such a way as to address the requirements of a Level 1 Disaster Management Plan as per the guidance of the National Disaster Management Framework (NDMF). This document aims to be a practical and implementable work plan which will ensure an integrated approach to disaster risk management for the CALM. Each section contains relevant information necessary for disaster risk management to become a functional reality in the CALM through a multi-sectoral and multi-disciplinary approach. At the beginning of each section reference is made to the corresponding section in other documents, e.g. the CALM Disaster Risk Management Framework (DRMF), the NDMF, the Disaster Management Act (2002), or any other document as the case may be. It is therefore necessary to read the different sections in conjunction with the indicated documents in order to fully understand the disaster risk management environment in the CALM.

EXAMPLES

<i>Referral section in the CALM DRMF</i>	<i>4.1.1</i>
<i>Referral IDP project:</i>	<i>710564</i>

At the end of each section, where necessary, action steps towards the successful implementation of specific requirements are indicated. These actions are linked to a performance indicator, time frame, budget (where applicable) and responsible entity. This brief work breakdown aims to guide the Municipal Disaster Management Centre (MDMC) in the steps required for the CALM to develop a Level 2 Disaster Risk Management Plan as per the NDMF.

A full summary of all action steps can also be found in Annexure A to this plan

No.	Action	Performance Indicator	Time frame	Budget	Responsible department
1.	Action 1	Performance indicator 1	1 month	R1.00	A. Person

2. THE CUSTODIAN OF THE PLAN

The Head of the CALM Municipal Disaster Management Centre (MDMC) is the custodian of the Disaster Risk Management Plan for the CALM and is responsible to ensure the regular review and updating of the plan.

The Head of the Centre will ensure that copies of the completed plan as well as any amendments to the plan are submitted to:

- The Disaster Management Centre of the Mpumalanga Province;
- The National Disaster Management Centre (NDMC);
- The CALM's ward disaster management structures; and
- Each of the municipalities neighbouring the CALM; and
- The Disaster Management Centre of Gert Sibande District Municipality

In terms of section 52 of the Disaster Management Act, 2002 each municipal and organ of state operating within council's organisational structure is responsible for the development and maintenance of a disaster

risk management plan for its functional area. Departmental plans are an integral part of council's comprehensive disaster management plan and therefore the head of each department and of each entity must ensure that copies of the plan and any amendments to the plan are submitted to the CALM MDMC.

No.	Action	Performance	Time frame	Budget	Responsible Department
2.1	Copies of the final plan to be submitted to the MP PDMC, NDMC, CALM ward structures and neighbouring municipalities	Copies of this DRMP have been submitted to all relevant role	Once approved	None	Municipal Disaster Management Centre

3. THE PURPOSE OF THE PLAN

The purpose of the CALM's Disaster Risk Management Level 1 Plan is to document the institutional arrangements for disaster risk management planning which includes the assignment of primary and secondary responsibilities for priority disaster risks posing a threat in the CALM. It further provides the broad framework within which the disaster risk management planning requirements of the Act will be implemented by the departments and other entities included in the organisational structure of the CALM. It establishes the operational procedures for disaster risk reduction planning as well as the emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in council's area. It aims to facilitate an integrated and co-ordinated approach to disaster risk management in its area of jurisdiction, which will ensure that the CALM achieves its vision for disaster risk management which is to build a resilient people in the CALM municipal area who are alert, informed and self-reliant by establishing risk reduction and resilience building as our core principles, and developing adequate capabilities for readiness; and effective and rapid, response and recovery

4. OVERVIEW OF THE CALM

The municipal area of jurisdiction stretches roughly from Diepdale and Ekulindeni along the Swaziland and South African border in the east towards Hendrina to the west and then roughly from Nootgedacht and Vygeboom Dams in the North to Warburton in the South.

The area is transversed by three prominent east-west and north-south provincial routes, namely the R33, R36 and R38, which pass through Carolina and serve as an important road network and backbone of the region providing access to different social and economic opportunities within the Mpumalanga Province.

The municipal area is traversed by mainly gravel roads having a combined length of some 649 kilometers. The towns in the region are linked by tarred roads stretching over considerable distances. These are mainly high order Provincial roads which are a responsibility of the Department of Public Works, Roads and Transport. The deteriorating road network, Provincial proclaimed roads and access roads are the most significant infrastructural problem.

Road access is of critical importance for the economy of the region, social fabric, safety and security and tourism. Carolina is located on the main route to Swaziland and carries a high flow of regional traffic. It also carries a high volume of coal transporting and other trucks that causes a lot of damage to the road surface.

The CALM is well services with National, Provincial and Municipal roads.

The arterial route (R38) forms an important link with the N11 to the west, which in turn links with the N4 (Maputo Corridor) to Johannesburg, Nelspruit and Mozambique and again forms a link with the R40 north of Ekulindeni, which in turn also links with the Maputo Corridor and Swaziland.

The arterial routes (R33 and R39) serve as an important link between the Highveld and Gert Sibande regions as it forms links with N17 West of Warburton, which in turn links with the N11 and the N2 to the South and the capital city of Swaziland to the East. The village clusters around the N17 and South of the N17 do not feature any significant concentration of business which should create a potential for economic development.

All three provincial routes play a tremendous role in serving as transport and economic linkages linking all areas not only within the Chief Albert Luthuli Municipal area but also with other important areas in the Highveld, Lowveld and Gert Sibande regions.

4.1 Geographical location

The CALM's population of 187 935 (20.88%) of which the majority is from the Swazi tribe, is centrally situated in the Mpumalanga Province of South Africa - by far the largest province in South Africa. The province consists of agricultural, forest and mining areas with exceptions of natural and cultural attractions. However, it is one of the smallest provinces with a population of 7.8% (StatsSA 2011), thus low densities. It also has the smallest local economy in the country, in which agriculture, mining, local commerce and tourism count as the most significant economic sectors. Only 25% of the population in the CALM is economically active - mostly in the agricultural, forest, mining and tourism sectors.

The income distribution remains skewed, with socio-economic pressures such as poverty, poor skills, unemployment, and HIV/AIDS.

4.2 Demographic Profile

The *StatsSA 2001 Census* divides the CALM into the following main places:

Place	Code	Area (km ²)	Population
Badplaas (Emanzana)	80102	0.86	276
Bhevula	80103	11.91	4,092
Carolina	80104	18.69	2,952
Diepgezet	80105	4.89	229
Duma	80106	28.80	1,760
Eerstehoek	80107	638.65	41,780
Ekulundeni	80108	1.49	4,490
Embhuleni	80109	63.37	45,249
Emfumbeni	80110	24.29	1,314
Emjindini	80111	12.41	1,202
Empuluzi	80112	0.28	3
Enikakuyengwa	80113	73.34	9,235
Lukwatini	80114	4.86	5,181
Mandlamakhulu	80115	17.87	1,067
Mpisikazi	80116	49.57	19,415
Mpuluzi	80117	7.84	11,855
Ndlela	80118	14.56	3,012
Sandleni	80119	27.06	544

Place	Code	Area (km ²)	Population
Silobela	80120	1.97	9,167
Steynsdorp	80121	1.14	585
Tshabalala	80122	2.32	3,296

Demographic Indicators	StatsSA Census 2001	StatsSA Census 2011	StatsSA Community Survey 2016 / SERO Report
Population	187 751	186 010	187 630
Households	41 209	47 705	53 480
Area (km ²)	-	5 559km ²	5 559km ²
Population per km ²	-	35	35

The CALM's population represents 17.83% of the Gert Sibande District population.

4.3 Development Profile

The CALM has the mission to provide a transparent and accountable government by:

- rendering affordable and sustainable services; and
- encouraging economic and social development through community participation.

Spatially the CALM has developed around various nodes, for example Elukwatini and part of Emanzana. While the seat of the CALM's CBD is not predictable in the last five years, it has shown signs of decline, however currently it is starting to develop.

4.4 Economic Profile

According to *StatsSA 2011* 16% of the population is employed; 58% is in the economic productive years (15-64 years); and 34% are discouraged work seekers or not economically active. The percentage of employment in formal sector was 65.6%, and 21.9% in the informal sector.

The proportion of the population in low-skilled employment is 44%.

The average household income is R4 000 per month; 19% of households earn less than R800 per month. The low average household income is directly linked to the low employment rate (*StatsSA 2011*). The portion of households with no income is 15%. The average income inequality of the poorest 40% of the population is 10% (2011).

The unemployment rate in the CALM was 35.4% in 2011 and the CALM registered an unemployment rate of about 32.7% in 2015/16, meaning there was a slight improvement. The CALM would, however, have to improve the unemployment rate for youth which is at 45%. The poverty rate in the CALM is high at 51.7%.

The dependency ratio in the CALM is around 70%.

Key Issues relating to Human Capital Development are *inter alia* the following:

- Improving levels of skills development and literacy;
- Skilled individuals leaving municipal area in search of jobs in other areas;
- Municipal personnel with scarce skills in short supply.

The key issues listed for each sector above would inform and guide the strategic direction that the CALM should take in addressing the challenges that are faced by its communities.

4.5 Infrastructure

Though the CALM's infrastructure has some impressive features, there is a need for extensive upgrades. This need relates to both physical infrastructure, such as roads and rail (Carolina part). The CALM has done well in supplying its community with water and sanitation. Specific strategic improvements are required for continued and equitable basic needs supply for rural communities, moreover those who are dwellers on farms.

4.5.1 Transport

The CALM has a concentric road and rail system (for goods only) around the Carolina CBD. This transportation system is however in need of upgrading. The slow economic growth in the CALM over the last few years has translated into slow increases in private car usage. Carolina roads become crowded in the peak hours and at month end. The Elukwatini CBD is too crowded and needs more lanes.

4.5.2 Basic services

Access to Water

In relation to water services, the national target is to, by 2030, achieve access to adequate and equitable sanitation and hygiene for all; improve water quality; substantially increase water use efficiency; implement integrated water resource management; protect and restore water-related eco-systems; expand co-operation and support to developing countries; and support and strengthen public participation in improvement of water and sanitation management.

According to the Statistics SA Community Survey 2016, some areas such as household electricity connections in the CALM have improved between 2011 and 2016; however, there are challenges in terms of informal dwellings and access to piped water and sanitation.

- The number of informal dwellings increased from 2,857 in 2011 to 5,206 in 2016 - an increase of 2,349 households and almost 10% of the households in informal dwellings.
- The number of households with access to piped water is 43,656 with a share of 81.6% of households having access to water. This is slightly lower than the 81.8% access in 2011. A number of 9,824 or 18.4% of households are still without access to piped water in 2016, which is not a good figure at all.
- The number of households with access to flush/chemical toilets improved in the relevant period – 12,559 households or 23.5% have access to toilet facilities, whereas 1,801 households have no toilets.
- Households with connection to electricity were 51,383 in 2016 - the share of households connected to electricity improved to a level of more than 96% in 2016; however, 1,902 households do not have electricity.
- The average performance in terms of the latest published Blue Drop Report and high risk in terms of the latest published Green Drop Report are improving - the importance, however, is that the CALM are addressing the challenges.
- In general, the CALM is not performing well compared to our household services index, but is improving.

Access to Sanitation

According to Statistics SA 2011, there was a backlog of 19,712 households in the provision of basic sanitation services.

The CALM provided ventilated pit latrines (VIP toilets) to approximately 32,800 households during the last 5 years to eradicate the sanitation backlog. However, the Province directed municipalities to cease this sanitation technology especially in rural areas where there is no infrastructure, and to look at alternatives, preferably waterborne sanitation. This will require a huge financial injection to address this challenge.

The types of sanitation provided by the CALM are –

- a) waterborne sanitation in urban settlements, with the challenge of sewer blockages due to inadequate or rationing of water; and
- b) ventilated toilets system (VIP), which has a short lifespan; about 23% of households receive this service in an acceptable standard, but over 65% receive it at a minimal level. Even though there is a challenge with the definition of what a standard was, it can be loosely accepted that any person who uses any other system than waterborne sewer is below the standard.

The CALM faces budget constraints in relation to the sanitation service - the fact that less than 30% of households are receiving decent sanitation is a serious concern, given the fact that in terms of water supply, more than 77% of households receive water through piped water. If the CALM were to convert the 77% of households receiving water to sanitation, it would have been in a position to increase its revenue base, because this is trading service.

4.6 Critical facilities

The CALM contains certain critical facilities such as Forever Resort, Nkomazi Game Lodge, Songimvelo Natural Game Reserve, several coal mines in Carolina, Nkomati Mine, Sasol pipelines and government buildings. The safety of this infrastructure and high profile delegates needs to be insured. In addition the provision of basic services, the CALM is contingent on the operation of certain critical facilities. In particular there are two important dams in the area. Nooitgedach Dam is situated in Carolina (Ward 21) and Vygeboom Dam which is situated between the Emanzana and Barberton roads. It can therefore be expected that all of many of the buildings referred to above would be a priority with regards to basic service provision in an emergency or disaster. These critical facilities will also require specific contingency plans for their continued operation.

5. THE CALM DISASTER RISK MANAGEMENT INSTITUTIONAL CAPACITY

The following section provides clarity on the disaster risk management institutional capacity present, and necessary, for the the CALM. This is in line with the requirements of a Level 1 Disaster Risk Management Plan as per section 3.1.1.2 of the National Disaster Management Framework.

5.1 Management Committee

The Management Committee of the CALM is used as the managerial coordinating body for inter-departmental liaison and coordination. In order for this plan to be implemented successfully it is imperative for the Management Committee to adopt disaster risk management as a standing agenda point of the meeting. This will ensure that disaster risk management is addressed on a regular and ongoing basis.

Though the Management Committee, high-level decision-making will inform the tasks of the different disaster risk management focal points in the respective department.

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
5.1	Include disaster risk management as a standing agenda point on the Management Committee agenda	The Management Committee accepts disaster risk management as a standing agenda point and discusses related issues on an ongoing basis	Quarterly	None	Community and Safety

5.2 Disaster Risk Management Advisory Forum

In order for all relevant role-players in disaster risk management in the municipal area to co-ordinate their actions on matters relating to disaster risk management as prescribed in Section 4.1.3 of the CALM DRMF and Section 44 of the Act, Council has to establish a Disaster Risk Management Advisory Forum as provided for in Section 51 of the Disaster Management Act (2002). The Forum comprises of the following relevant stakeholders and role-players including NGOs and CBOs; individuals or groups with special technical expertise:

- CALM Social Development (Transversal Unit)
- CALM Water and Sanitation
- CALM Communication Centre
- CALM Office of the Speaker
- CALM Office of the Executive Mayor
- CALM Legal Services
- CALM Roads and Storm water
- CALM Economic Development
- CALM Unit Managers
- CALM Governance Operations Support Development
- CALM Fire Services
- Mpumalanga Department of Health
- Department of Education
- MP PDMC
- SAPS: Operational Coordination (Chief Albert Luthuli Cluster)
- SAMWU
- IMATU
- SAFA
- NGO
- Local Ambulance Services
- Religious Leaders (Pastors Forum)
- Local Medical Doctors
- Department of Minerals and Energy
- Local Mines
- Gert Sibance FET
- Gert Sibande District Municipality

No.	Action	Performance indicator	Time frame	Budget	Responsible department
5.2	The MDMC to arrange a	A meeting of the DRMAF	Quarterly	Operational	Municipal

No.	Action	Performance indicator	Time frame	Budget	Responsible department
	meeting of the DRMAF and invite all the relevant role-players as per the relevant sections of the DMA and CALM DRMF	is arranged			Disaster Centre

5.3.1 NGO Forum

The NGO Forum as a sub-committee of the CALM DRMF is responsible for the development and alignment of their own terms of reference with this DRMP and the CALM DRMF, and for the development of a social disaster relief contingency plan. Such a plan must be developed according to *Template MDMC 2: Contingency Plan Development* as contained in the CALM DRMF.

According to the Terms of Reference of the NGO Forum it is responsible for:

- Relief resources mobilisation;
- Assist in relief distribution;
- Damage and needs assessment;
- Hazard identification;
- Assistance during response;
- Coordination of relief efforts from various NGOs and CBOs;
- Participate in DRM activities in the CALM such as awareness campaigns; and
- Provision of first aid services (especially during events in the community).

The NGO Forum consists of the following regions or units of the CALM:

- Carolina
- Elukwatini
- Emanzana
- Ekulindeni
- Mpuluzi.

5.3.2 Other sub-forums

Due to the dynamic nature of disaster risk management, the DRMAF must from time to time consider the establishment of other sub-forums should the need arise. These sub-forums, as is the case of the NGO Forum, will be responsible for the development of their own Terms of Reference for the fulfilment of a specific disaster risk management task assigned to them by the Head of the CALM MDMC.

No.	Action	Performance indicator	Time frame	Budget	Responsible department
5.13	The MDMC to identify the need for additional sub-forums linked to the DRMAF	Additional sub-forums are established to address a specific disaster risk management need	Annually	Operational	Community Safety.

5.4 Municipal Disaster Management Centre (MDMC)

The MDMC must function according to strict requirements of the DMA, NDMF, MPDMF as well as the CALM DRMF. The approved organisational structures of the Disaster Management Division (referred to as the MDMC in this Plan) consist of the following sections:

<i>Referral section in the DMA</i>	43
<i>Referral section in the NDMF</i>	1.2.5.1
<i>Referral section in the CALM DRMF:</i>	4.2.1; 4.2.2

- Planning coordination and integration.
- Community Preparedness.
- Municipal Disaster Management Information.

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
5.14	Establish and maintain institutional arrangement that will enable implementation	The MDMC has ensured the establishment of institutional arrangement (as per above section 5.2, 5.3 and 5.5)	On going	None	Community and Safety
5.15	Communicate the indicate disaster risk profile of the CALM to all planning departments in the CALM in order to inform developmental planning	The indicate risk profile of the CALM has been communicated to all stakeholders	On going	None	Municipal Disaster Management Centre
5.16	Provide disaster risk management input to the IDP process	The HOC is a member of the IDP planning committee and provides disaster risk management input to development planning	On going	None	HOC
5.17	Monitor the integration of disaster risk reduction initiatives into development plans.	The MDMC monitors the integration of disaster risk reduction initiatives into development plans on an ongoing basis and provides planning departments with advice and input	On going	Operational	Municipal Disaster Management Centre
5.18	Establish communication links	The MDMC has established communication links with all relevant disaster risk management focal points in the CALM	On going	Operational	Municipal Disaster Management Centre
5.19	Facilitate the development of response and recovery plans	Contingency plans for prioritised risks have been developed by all departments under the guidance of the MDMC	On going	Operational	Municipal Disaster Management Centre

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
		and in line with the CALM DRMF.			
5.20	Maintain public awareness mechanisms	The MDMC implements regular public awareness strategies in line with its indicative disaster risk profile.	On going	Operational	Municipal Disaster Management Centre
5.21	Facilitate and promote disaster risk management education, training and research in the CALM	The MDMC has established mechanisms to facilitate and promote disaster risk management education, training and research	On going	None	Municipal Disaster Management Centre
5.22	Implement and maintain dynamic disaster risk management monitoring, evaluation and improvement programmes	The MDMC has developed programmes for monitoring, evaluating and improve disaster risk management in the CALM	Annual	None	Municipal Disaster Management Centre
5.23	Regular reporting of disaster risk management activities	The MDMC submits an annual report on its disaster risk management activities to the NDMC, PDMC and neighbouring MDMCs as per the requirements of the DMA and NDMF	Annual	Operational	Municipal Disaster Management Centre
5.24	Make recommendations regarding the funding of disaster risk management in the municipal area and the initiation and facilitation of efforts to make such funding available	The HOC has made recommendations regarding disaster risk management funding in the CALM to the relevant departments/divisions	On going	Operational	HOC

5.4.1 Sub-structures of the MDMC

The Section: Community Preparedness is the only section within the MDMC which functions on a regionalised basis. For this purpose the CALM is divided into two sections, namely -

- Carolina
- Elukwatini (satellite station)

Each of these sub-sections has full responsibility for community preparedness by ensuring community participation through the ward structures as well as the involvement of the public and private sector.

No.	Action	Performance indicator	Time	Budget	Responsible
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			frame		Department
5.25	The MDMC sub-structures to establish appropriate community preparedness and participation mechanisms	Community disaster risk reduction programmes and strategies are developed in line with the indicative risk profile of specific wards	Quarterly	None	Municipal Disaster Management Centre

5.5 Divisional Disaster Risk Management Focal Points

In order to comply with the requirements of a Level 1 Disaster Risk Management Plan each section /department must complete the following actions:

<i>Referral section in the CALM DRMF:</i>	<i>1.7.1; 1.7.2; Annexure 2; Template MDMC 1; Template MDMC 3</i>
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No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA 1: Institutional capacity for disaster risk management					
5.26	Identify one person in the administration of the department to serve as the disaster risk management focal point	A disaster risk management focal point for the department has been identified and includes disaster risk management responsibilities on the scorecard /performance agreement of the individual	On going	None	Office the Municipal Manager
5.27	Assess the department institutional capacity for disaster risk management	Each department has undertaken an assessment of their own capacity to engage in disaster risk management and have submitted a report to the MDMC (such a report can contain training and capacity building requirements or infrastructure requirements)	Quarterly	Operational	Office the Municipal Manager
5.28	In consultation with the disaster risk management structures of the MDMC, take ownership (primary, secondary or tertiary responsibility) of an indicated risk in line with the core functions of the section/department	The department is actively planning towards the reduction of the disaster risk as per the agreement with the MDMC	Quarterly	Operational	Office the Municipal Manager
5.29	Conduct an annual	Annual resource analysis	Annual	Operational	Office the

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
	resource analysis of critical resources and communicate such analysis with MDMC	is communicated with MDMC in written and agreed format			Municipal Manager
KPA 2 : Disaster risk assessment					
5.30	Conduct a scientific risk assessment of agreed sections / department risks	Each section/ department with primary responsibility has conducted a scientific risk assessment as per MDMC guidelines	Annual	Operational	Office the Municipal Manager
5.31	Determine acceptable levels of risk and possible thresholds for action	An acceptable and measurable level of risk is identified and a threshold for action has been allocated	On going	Operational	Office the Municipal Manager
5.32	Identify a section / department / municipal entity specific developmental projects with directly reduces the disaster risk in the CALM	An updated list of developmental projects which contributes to disaster risk reduction has been submitted to the MDMC	Quarterly	Operational	Office the Municipal Manager
KPA 3 : Disaster risk reduction					
5.33	Develop a disaster risk management plan for the section / department	A sectional / departmental / municipal disaster risk management plan is developed, submitted to the MDMC and incorporated into the Level 3 Disaster Risk Management Plan of the CALM	Within the next financial year	Operational	Municipal Disaster Management Centre
5.34	Integrate disaster risk reduction activities into the day-to-day planning and operations of the section/department	Reduced risk in the CALM is evidence of the integration of disaster risk reduction activities into all sections /departments	Within the next financial year	Operational	Municipal Disaster Management Centre
5.35	Identify and implement projects annually in line with departmental mandate which will reduce risk in vulnerable communities	Developmental projects are identified, planned and executed with reduced disaster risk in the CALM	Within the next financial year	Operational	Municipal Disaster Management Centre
5.36	Develop contingency plans in line with primary, secondary or tertiary responsibility of the division / department / municipal entity and unacceptable thresholds	Contingency plans for all prioritised risks in the CALM	Within the next financial year	Operational	Municipal Disaster Management Centre

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
5.37	Submit an annual report on the risk reduction activities of the section / department / to the MDMC for inclusion in the annual municipal disaster risk reduction report to be submitted to the NDMC as per the DMA	Annual reports of all sections /departments are timely submitted to the MDMC for inclusion in the CALM's annual report on Disaster Risk Reduction	Within the next financial year	Operational	Municipal Disaster Management Centre
KPA :Response and recovery					
5.38	Compile standard operating procedures (SOPs) and field operations guides (FOGs) in line with the requirements of the section /department specific contingency plan and the guidelines of the CALM DRMF	Sectional /departmental SOPs and FOGs have been developed	Within the next financial year	Operational	Municipal Disaster Management Centre
5.39	Adhere to the standard for incident management of the CALM and ensure that all response personnel are trained in the standard	The standard for incident management in the CALM is implemented	Within the next financial year	Operational	Municipal Disaster Management Centre
5.40	Ensure that rehabilitation and reconstruction plans relating to the primary activities of the specific division / department / municipal entity are developed in line with disaster risk management plans.	Rehabilitation and reconstruction plans are develop in line with sections /department disaster risk management plans	Within the next financial year	Operational	Municipal Disaster Management Centre
5.41	Ensure that rehabilitation and reconstruction plans are based on developmental challenges and are development oriented	Rehabilitation and reconstruction plans are based on developmental challenges	Within the next financial year	Operational	Municipal Disaster Management Centre
Enabler 1: Information management and communication					
5.42	Communicate disaster risk management data and information to all relevant sections /departments	Sections /departments are communicating disaster risk management data and information on an ongoing basis with written evidence	On going	Operational	Municipal Disaster Management Centre
5.43	Draft standard warning messages to be	Standard warning messages for specific	Within the next financial	Operational	Municipal Disaster

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
	disseminated in the media for specific risks pertaining to the core function of the section/department	primary, secondary or tertiary responsibility risks is drafted	year		Management Centre
5.44	Diligently record all incidents, hazardous impacts and disasters in order to establish a historical record for forward planning	Historical records of hazardous impacts and incidents pertaining to section/department/ responsibility are maintained	On going	Operational	Municipal Disaster Management Centre
Enabler 2: Education, training, public awareness and research					
5.45	Conduct a disaster risk management training needs analysis for the section/department	A disaster risk management training needs analysis is compiled and forwarded to the MDMC	Quarterly	Operational	Municipal Disaster Management Centre
5.46	Identify specific target groups for awareness campaigns and coordinate such campaigns with the MDMC (eg early warning communication)	Target groups are identified	Quarterly	Operational	Municipal Disaster Management Centre
5.47	Encourage research in disaster risk management related to the department's main responsibility	Research relating to section/department specific disaster risk focus is commissioned and/or undertaken	Quarterly	Operational	Municipal Disaster Management Centre
Enabler 3: Funding arrangements					
5.48	Budget adequately for departmental disaster risk management activities	Disaster risk management is budgeted for through the normal budgeting process of the CALM	Annual	Operational	Finance
5.49	Allocate a percentage of the annual budget to implement developmental projects focussing on disaster risk management (capital as well as operational)	A percentage of section /department budgets are allocated for developmental projects focussing specifically on reducing disaster risk	Annual	Operational	Finance
5.50	Co-finance disaster risk reduction projects with other sections/ departments/ in line with the IDP of the CALM	Disaster risk reduction projects are co-funded by CALM sections /departments	Annual	Operational	All Departments
5.51	Promote insurance and reinsurance of public assets	Municipal public assets are insured and reinsured where necessary	Annual	Operational	Municipal Disaster Management Centre

In order to comply with the requirements of a Level 1 Disaster Risk Management Plan the different municipal sections /departments have the following specific responsibilities:

5.5.1 Office of the Executive Mayor

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA1 Institutional capacity for disaster risk management					
5.52	Identify and implement mechanisms to ensure the application of the principles of cooperative governance in disaster risk management as per Chapter 3 of the Constitution (1996)	The principles of cooperative governance for disaster risk management has been identified and implemented	On-going	Operational	Office Of Mayor
5.53	Establish appropriate decision support systems for this office relating to multi-sectoral disaster risk management in the CALM	An appropriate decision support system is established for multi-sectoral disaster risk management	On-going	Operational	Disaster Management Centre
5.54	Establish and ensure the functioning of the Disaster Risk Management Advisory Forum (DRMAF)	A Disaster Risk Advisory Forum is established	Quarterly	Operational	Disaster Management Centre
5.55	Ensure the establishment and necessary capacity (human resource and infrastructural) for the MDMC	The MDMC is operating with adequate staff infrastructure	Annual	Operational	Community and Safety
5.56	Ensure the appropriate placement of the MDMC within the CALM as per the recommendations of the NDRMF (see section 1.2.1 of the NDRMF)	The MDMC is located in the Office of the Executive Mayor	Strategic planning	Operational	Office of the Mayor
5.57	Ensure the identification of disaster risk management focal points in each municipal department and the participation of the focal points in matters relating to disaster risk management	Disaster risk management focal points are identified in each department and is participating in matters relating to disaster risk management	Annual	Operational	Office of the Municipal Manager
KPA 2: Disaster risk assessment					

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
5.58	Declaring a local state of disaster should circumstances and recommendations from the HOC of the MDMC necessitate such actions	The declaration of a state of disaster when recommended by the HOC of the MDMC	When it happens	Operational	Office of the Mayor
KPA 3: Disaster risk reduction					
5.59	Compile standard warning messages to distribute in the media in the languages of the area	Standard warning messages have been compiled in all of the languages of the area	When it happens	Operational	Office of the Mayor
KPA 4: Response and recovery					
5.60	Assume responsibility for the overall response and recovery operations during a disaster	Management structures and processes for response and recovery operations are in place	When it happens	Operational	Office of the Mayor
5.61	Identify, by position, individuals assigned to work in the MDMC during large-scale emergencies / disasters	Individuals have been identified to work in MDMC during large scale emergencies	When it happens	Operational	Office of the Municipal Manager
5.62	Compile and apply pro forma and procedure for the classification and declaration of a (state of) disaster	Pro forma and procedures for the classification and declaration of a state of disaster have been compiled	When it happens	Emergency funds	Council
5.63	Handle all media enquiries during significant events	All media enquiries are handled during significant events	When it happens	Operational	Office of Mayor
Enabler 1: Information management and communication					
5.64	Compile a crisis communication plan for localised incidents and disasters through the Marketing and Communication Unit	A crisis communication plan for localised events has been compiled	Annual	Operational	Office of the Mayor
5.65	Compile a media strategy for disaster risk management	A media strategy for disaster risk management has been compiled	Annual	Operational	Office of the Mayor
5.66	Compile media statements on response of the CALM to disasters	Media statements on responses of the CALM to disasters have been compiled	Annual	Operational	Office of the Mayor

5.5.2 Office of the Municipal Manager

No.	Action	Performance indicator	Time frame	Budget	Responsible department
KPA 1: Institutional capacity for disaster risk management					
5.67	Appoint the Head of the MDMC	A head of the MDMC has been appointed	Annual	GSDM	Office of the Municipal Manager
5.68	Ensuring all departmental involvement in disaster risk management matters by identifying senior officials to serve on the disaster risk management structures of the CALM	Senior officials to serve on the disaster risk management structures of the CALM have been identified	Annual	Operational	Office of the Municipal Manager
5.69	Assign specific disaster risk management responsibilities to each municipal department and ensure the inclusion of measurable disaster risk management criteria in the scorecard of each focal point	Specific DRM responsibilities have been assigned to each municipal department and measurable DRM criteria have been included in the scorecard of each focal point	Annual	Operational	Office of the Municipal Manager
5.70	Enforce the implementation of any national, provincial and Municipal guidelines pertaining to disaster risk reduction	The implementation of national, provincial and Municipal guidelines pertaining to disaster risk reduction is enforced	Annual	Operational	Office of the Municipal Manager
KPA 3: Disaster risk reduction					
5.71	Ensure the effective integration of the disaster risk management plan within the municipal IDP	The disaster risk management plan has been integrated in the municipal IDP	Annual	Operational	Office of the Municipal Manager
5.72	Implement sustainable livelihoods strategies as an integral part of the IDP process	Sustainable livelihoods strategies are implemented in the IDP process	Annual	Operational	Office of the Municipal Manager
5.73	Encourage gender sensitivity in risk reduction and development planning	Risk reduction and development planning processes are gender sensitive	Annual	Operational	Office of the Municipal Manager
5.74	Enforce an IDP focus on poverty reduction strategies	The IDP focuses on poverty reduction strategies	Annual	Operational	Office of the Municipal Manager

No.	Action	Performance indicator	Time frame	Budget	Responsible department
5.75	Ensure land reform takes place and that access to resources by the most vulnerable communities is enhanced	Land reform takes place and the most vulnerable communities' access to resources improves	Annual	None	Office of the Municipal Manager
KPA 4: Response and recovery					
5.76	Ensure emergency funds and stocks (through MAOs with product providers)	Emergency funds and stocks are available	Annual	Operational	Office of the Municipal Manager

5.5.3 Corporate Services Department

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA 1: Institutional capacity for disaster risk management					
5.77	Ensure that procedures are in place to appoint temporary staff on short notice if necessary to execute disaster risk responsibilities	Procedures to appoint temporary staff on short notice are in place	When it happens	Operational	Corporate Services Department
5.78	Ensure that the Conditions of Service make provision for the utilisation of municipal staff to assist with the mitigation of a disaster	Conditions of service includes a clause to the effect that staff may be used to assist with disaster mitigation	Quarterly	Operational	Corporate Services Department
KPA 4: Response and recovery					
5.79	Coordinate operations in respect of matters related to business continuity and human resource management in order to ensure limited duplication with disaster risk management	Formal agreements exist regarding the units of labour regarding DRM	Quarterly	None	Corporate Services Department
Enabler 1: Information management and communication					
5.80	Ensure adequate continuity planning and structures are in place for information management	Adequate continuity planning and structures are in place for information management	No plans	None	Corporate Services Department
5.81	Develop, implement and update the IT Disaster Recovery plan for the	An IT Disaster Recovery plan for the CALM information systems and	No plans	None	Corporate Services Department

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
	CALM information systems and data	data has been implemented and procedures are in place for updating			

5.5.4 Economic Development Department

No.	Action	Performance indicator	Time frame	Budget	Responsible department
KPA 2: Disaster risk assessment					
5.82	Integrate the indicative disaster risk profile of the CALM with all economic development programmes and projects in order to ensure no or minimal disruption of natural and anthropogenic hazards on the economic development of the CALM	Procedures to appoint temporary staff on short notice are in place	Through IDP planning	None	Economic Development Department
5.83	Identify areas of vulnerability related to different economic activities	Areas of vulnerability related to the most prevalent economic activities have been identified	Quarterly	none	Economic Development Department
KPA 3: Disaster risk reduction					
5.84	Ensure that economic growth contributes to vulnerability reduction and disaster risk avoidance within the CALM	Economic growth and development has a specific focus on vulnerability reduction	Annual	None	Economic Development Department
KPA 4: Response and recovery					
5.85	Making arrangements for providing transport for affected families	An emergency transportation contingency plan is developed	As per the Need	Operational	Economic Development Department
5.86	Plan for mass transport during emergencies and disasters	Contingency plans for mass transport during emergencies are in place	As per the need	Operational	Economic Development Department

5.5.5 Financial Services Department

No.	Action	Performance indicator	Time frame	Budget	Responsible department
KPA 1: Institutional capacity for disaster risk management					
5.87	Establish a disaster management task team for finances under the guidance of the Chief Financial Officer	A disaster management task team for finances under the guidance of the chief financial officer has been established	Annual	Operational	Financial Services Department
KPA 3: Disaster risk reduction					
5.88	Enforce disaster risk management measures as pre-requisites for project funding	Project funding is only allocated when DRM measures are in place	Annual	None	Financial Services Department
KPA 4: Response and recovery					
5.89	Implement disaster risk management spending guidelines and mechanisms for resource mobilisation	Resource mobilisation takes place in accordance with DRM spending guidelines and measures	Annual	None	Financial Services Department
Enabler 3: Funding arrangements					
5.90	Ensure adequate disaster risk management funding in line with the requirements of the Disaster Management Act 57 of 2002 and the NDRMF (see Table 71 and 7.2 of the NDRMF) and the Municipal Finance Management Act for: Disaster risk management ongoing activities; Disaster risk reduction; Mitigation and preparedness measures; Contingency reserve; Disaster response, recovery and rehabilitation; and Education, training, capacity building programmes and research	Disaster risk management is adequately funded for: Disaster risk management ongoing activities; Disaster risk reduction; Mitigation and preparedness measures; Contingency reserve; Disaster response, recovery and rehabilitation; and Education, training, capacity building programmes and research.	Annual	None	Financial Services Department

5.5.6 Fire and Rescue Section

No.	Action	Performance indicator	Time frame	Budget	Responsible department
KPA 1: Institutional capacity for disaster risk management					
5.91	House and equip the MDMC as per legislation and national policy requirements.	Contingency plans and operating procedures for fire fighting is developed.	Yearly	Operational	Community and Safety
KPA 4: Response and recovery					
5.92	The Fire and Rescue section must attend to all fire fighting and rescue functions (rescue of people and animals).	Economic growth and development has a specific focus on vulnerability reduction.	Yearly	Operational	Community and Safety
5.93	The Fire and Rescue and EMS must execute patient care and transport patients to hospitals and clinics. They must have a plan in place for handling mass casualties	Contingency plan for the handling mass casualties is developed	Yearly	Operational	Community and Safety
5.94	Operational Support must coordinate emergency communication and have procedures in place to deal with same. They must provide adequate communication links with relevant stakeholders	Operational Support has procedures in place for emergency communication	Yearly	Operational	Community and Safety

5.5.7 Housing, Town and Regional Planning and Environment Management sections

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA 2: Disaster risk assessment					
5.95	Adequately plan for emergency housing	Contingency plans for emergency housing are in place	Quarterly	Sector Department	DOH
5.96	Apply various forms of environmental protection and management (e.g. reforestation, river-basin planning, agricultural practices, soil conservation and natural hazard control techniques) and enforce the adherence to the above through the Management Meeting	Areas of vulnerability related to the most prevalent economic activities have been identified.	Yearly	Sector Department	DEA

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA 3: Disaster risk reduction					
5.97	Integrate risk management within all project management activities	All management activities include an element of disaster risk management	IDP Planning	None	PED
5.98	Include DRM principles in spatial development frameworks	Spatial and development frameworks include DRM principles	IDP Planning	None	PED
KPA 4: Response and recovery					
5.99	Compile a strategy and plan to provide for alternative housing, temporary shelter in case of emergencies	A strategy and contingency plan to provide for alternative housing, temporary shelter in case of emergencies is in place	As when required	Operational	DMC
5.100	Compile a contingency plan to provide for alternative housing during localised events and disasters. This should include criteria of the circumstances when alternative housing will be provided	A contingency plan to provide for alternative housing during localised events and disasters, including criteria of the circumstances when alternative housing will be provided should be in place	Annual	Emergency funds	DMC
5.101	Compile a response strategy to deal with informal settlements at various levels. (including illegal squatting)	A response strategy to deal with informal settlements is in place	Annual	None	PED
5.102	Relocation procedures as prevention measure and during emergencies	Relocation procedures are in place	As it when required	None	DMC
5.103	Prepare a plan for mass burials (cemeteries, social development)	A contingency plan for mass burials is in place	As it when required	Operational	Community and Safety
5.104	Plan for and provide transport to move affected people to temporary shelter in cooperation with Local Economic Development	A contingency plan to move affected people to temporary shelter in cooperation with local economic development is in place	Annual	Operational	DMC
Enabler 1: Information management and communication					
5.105	Communicate development related information to the MDMC especially information on high risk developments	MDMC is always aware of high risk developments	On going	Operational	Cooperate Services

5.5.8 Legal and Secretarial Services Section

No.	Action	Performance Indicator	Time frame	Budget	Responsible department
KPA 4: Response and recovery					
5.106	Ensure a legal framework for response and recovery in terms of CALM liability to identified risks	A legal framework for response and recovery in terms of CALM liability to identified risks is in place	Annual	Operational	Cooperate Services

5.5.9 Safety and Security Section

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
KPA 4: Response and recovery					
5.107	Provide security in response to disasters and emergencies, if needed	Contingency plans for the provision of security in response to disasters and emergencies are in place	As in when required	Operational	Community and Safety

5.5.10 Technical Service Department (Roads and Public Works)

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA 2: Disaster risk assessment					
5.108	Conduct regular flood assessment	Up to date flood assessment is available	On going	None	PMDC
5.109	Ensure a continuous of water supply to the CALM	Maintenance records of water supply infrastructure are available	On going	Operational	Technical Service
5.110	Monitor and maintain flow meters in rivers in the CALM	Records of flow meter inspections are available	On going	Operational	DWA
KPA 3: Disaster risk reduction					
5.111	Create adequate supportive infrastructure to enhance sustainable livelihoods	Adequate supportive infrastructure to enhance sustainable livelihoods is created	On going	Operational	Technical Service
5.112	Develop and maintain storm water infrastructure	Maintenance records of storm water infrastructure are available	On going	Operational	Technical Service
5.113	Maintain maximum water discharge capacity in storm water infrastructure	Procedures/guidelines are in place for maintenance of storm water infrastructure and are enforced.	On going	EPWP Grants	Technical Service
5.114	Compile a flood management plan	A flood management plan is available	On going	EPWP Grants	Technical Service

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
5.115	Strive to maintain a healthy balance between flood prevention and environmental conservation	Proper guidelines to ensure a balance between flood prevention and environmental conservation are in available and enforced	On going	Operational	Technical Service
KPA 4: Response and recovery					
5.116	Provide water tankers in emergency and disaster situations	Plans/procedures are in place for the deployment of water tankers in emergency and disaster situations	As in when required	Operational	Technical Service
5.117	Provide for the pumping of water from flooded houses and areas	The necessary equipment for pumping water from flooded houses is available and working	As in when required	Operational	Technical Service
5.118	Repair/reconstruct road damage caused by hazards	Roads are always in good order	As in when required	Operational	Technical Service
5.119	Initiatives to support awareness of flooding and being water wise in general	Water awareness projects are launched	Quarterly	Operational	Community and Safety
Enabler 3: Funding arrangements					
5.120	Funding all activities related to flood management	Sufficient funding for all flood management has been sourced and is available when needed	Annual	Operational	PDMC/ COGTA

5.5.11 Technical Service Department (Electricity Section)

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
KPA 2: Disaster risk assessment					
5.121	Identify areas of risk in terms of electricity provision	A list of areas at risk in terms of electricity provision exists and is available	Daily	Operational	Technical Services
5.122	Identify critical facilities for priority electricity provision (e.g. hospitals, national key points, CALM systems)	A list of critical facilities for priority electricity provision exists and is available	Daily	Operational	Technical Service
KPA 3: Disaster risk reduction					
5.123	Develop and implement an effective infrastructure maintenance programme	An infrastructure maintenance programme is implemented	On going	Operational	Technical Service
5.124	Conduct contingency	Contingency plans for	Annual	Operational	Technical

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
	planning for prolonged electricity failures	prolonged electricity failure exist and are available			Service
KPA 4: Response and recovery					
5.125	Provide generators in the case of electricity crises during emergencies and disasters	Working generators are available	As in when required	Operational	Technical Service
5.126	Establish communication links with Disaster Operations Centre	Relevant lists of telephone/cell phone numbers and e-mail addresses are available	As in when required	Operational	Technical Service

5.5.12 Transversal Sections

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
KPA 2: Disaster risk assessment					
5.127	Identify socially vulnerable communities	Records of socially vulnerable communities and the reason(s) they are deemed vulnerable (vulnerability assessments) are available	On going	Operational	DSD, SASSA
KPA 3: Disaster risk reduction					
5.129	Ensure that communities at risk have access to basic services in line with the developmental focus and strategic objectives of the CALM in order to reduce vulnerabilities	Universal provision of basic services such as, water, sanitation and electricity	On going	Operational	Technical Services
KPA 4: Response and recovery					
5.130	Compile an in-depth response and relief plan for all eventualities with specific emphasis on the human element. Response and relief plan for all eventualities with specific emphasis on the human element	An in-depth response and recovery plan for all eventualities is available	On going	Operational	Community and Safety, DSD, SASSA
5.131	Develop and implement procedures for provision of emergency food, blankets and shelter (in coordination with the	Procedures for the provision of emergency food are on record	On going	None	Community and Safety , DSD, SASSA.

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
	Housing, Planning and Environmental Management Section)				
Enabler 1: Information management and communication					
5.132	Maintain an indigent register which will contribute to vulnerability identification	An indigent register is available	On going	Operational	Finance
5.134	Provide information on child headed families	Information relating to the amount of and locations of child headed households are available	On going	Operational	DSD,SASSA

6. THE DISASTER RISK MANAGEMENT PLANNING FRAMEWORK

<i>Referral section in the CALM DRMF:</i>	1.7; 6.1
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The following diagram provides an overview of the structure for disaster risk management planning for the CALM for compiling its disaster risk management plans and must be read in conjunction with the disaster risk management framework for the CALM. It is applicable to disaster risk management planning by the sections and departments of the CALM. Two main components to the planning framework for disaster risk management is the integration of disaster risk assessment and developmental practices. This is evident in the emphasis this planning framework places on disaster risk assessment and the Integrated Development Plan. In essence the planning framework aims to introduce the need for mainstreaming disaster risk management actions into development planning. The rationale behind this is the fact that in the South African context, disaster risk is rooted in community vulnerability and poverty. Thus, a logical and most appropriate manner in which to address the above is through development planning.

Furthermore, the planning framework is divided into two sections: risk reduction planning and contingency planning. In both instances the CALM MDMC as well as all municipal departments/sections has certain planning responsibilities. These planning responsibilities are directly related to the inherent function of the municipal departments/sections in question. Section 1.7 of the CALM DRMF provides information in the specific and general responsibilities of the different municipal departments/sections.

6.1 Risk Reduction Planning

In terms of disaster risk reduction planning, each municipal departments/sections as well as the CALM MDMC must compile a disaster risk management plan (see section 6.1 of the CALM DRMF). Risk reduction planning consists of two components. Firstly, the disaster risk management plans of the MDMC as well as the different municipal departments/sections must engage in vulnerability reduction planning. Such planning involves addressing the root causes on social, economic, physical, ecological and political vulnerabilities. Each of these can already be addressed by the existing development projects in the CALM. Secondly, municipal departments/sections must make provision for disaster risk management planning in their respective developmental projects. Special emphasis should be placed on high risk developments as well as in communities in which multiple vulnerabilities have been identified.

6.2 Contingency Planning

The Disaster Management Act mandates each municipal entity and organ of state to prepare a disaster risk management plan which must include contingency *strategies* and emergency procedures to be implemented in the event of a disaster. It mandates all municipalities within an applicable municipal disaster risk management framework to develop disaster risk management plans which must include contingency *plans* and emergency procedures to be applied in the event of a disaster.

Contingency planning is referred to as 'a forward planning process in a state of uncertainty' because although the findings of the disaster risk assessment for the CALM provides a risk profile from which the hazards which pose the greatest threat (priority risks) have been identified, there is no certainty of:

- When it will strike?
- Where it will strike?
- What the magnitude and extent will be?
- What impact it will have?

Despite the fact that planning must focus on those hazards that pose the greatest threat, planning must also take into account other threats which are less likely to occur, or those which may not occur at all but cannot be ignored.

Contingency planning is therefore a matter of creating scenarios and making assumptions, asking the question 'What if?', and then planning to deal with the possible consequences. Disaster risk-based planning means that although plans must address

The specific hazards which have been identified as a priority for a given area they must also be flexible enough to cater for all eventualities (hazards). All of these factors will have a direct influence on how contingency plans are structured.

Contingency planning therefore related to the mitigation, prevention and response plans for all prioritised hazards in the CALM. These contingency plans is risk specific and aims to ensure that in the event of a hazard exploiting vulnerability, a response and mitigation mechanism is in place. As is the case in disaster risk reduction planning, the MDMC and all other municipal departments/sections must be involved in the development of contingency plans (see section 11 below).

The second aspect to contingency planning is the development of generic contingency plans. These generic plans aims to ensure contingency measures for the activities normally associated with any event. It therefore means that these generic plans can be applied in any given instance which will limit the amount of planning which will be repeated in the hazard specific contingency plans.

Cognisance should be taken of the fact that a number of contingency plans already exist in the CALM. These plans must be incorporated into the planning process of the MDMC and aligned with this DRMP.

In the interim, and in the absence of detailed contingency plans, Annexure B contains an All Hazard Contingency Plan which would be able to cater for any eventuality. This all hazard contingency plan should not be regarded as a final contingency plan but it only intended to ensure some form of contingency measures in the absence of detailed planning to follow.

As far as possible the above planning framework was used in the development of this Level 1 Disaster Risk Management Plan.

7. DISASTER RISK ASSESSMENT FOR THE CALM

Phase one of the projects included a literature and document study in order to ensure that all known and relevant information in the CALM is taken into consideration. Part of this phase was meetings with the staff of the MDMC in order to conduct a macro disaster risk assessment based on the experience and perceptions of the MDMC staff.

Phase two of the project included data and information sourcing from various internal as well as external sources. The sources obtained enabled the consultant to ground truth the macro risk assessment of phase one and also to add to the existing knowledge base of disaster risk in the CALM. Through the geo-referencing of historical incidents an accurate profile of hazardous events could be recorded and probability analysis could be conducted. This allowed ensure a better and verified macro-risk assessment. By making use of the macro-risk assessment, a prioritised list of disaster risks in the CALM could be identified which in turn provided the impetus to phase three of the project.

The third phase included the identification of disaster risk management planning priorities for the CALM. In this phase the current developmental (IDP) projects of the CALM was assessed in terms of their contribution to disaster risk reduction in the CALM and in doing so their disaster risk reduction factor in relation to the indicative disaster risk profile of the CALM could be determined. This allowed for the adaptation of the macro-risk profile of the CALM to take into consideration the developmental initiatives by various CALM divisions and departments to reduce disaster risk.

In addition to the above, the fourth phase of the project identified special disaster risk reduction projects which different departments and divisions should consider which will lead to the further reduction of disaster risk.

The fifth phase of the project related to the requirements for the development of generic and specific contingency plans for the prioritised risks of the CALM. Institutional arrangement for the development of contingency plans was specified. The contingency plans must be developed in accordance with the specified template of the CALM DRMF

The final phase in the project established (as an integrated component to the whole DRMP) action steps towards the development of a Level 2 Disaster Risk Management Plan.

8. THE DISASTER RISK PROFILE OF THE CALM

The research found the following risks to be of greatest priority in the CALM. This priority was determined by taking into consideration the frequency and magnitude of the event as well as the associated vulnerabilities and the mandate of the MDMC to manage such risks (as an example, the risk of floods and tornados were taken into consideration but due to the sensitive nature of this hazard and the mandate of other government departments e.g. environmental affairs , water and sanitation department this was not placed on the prioritised list but the MDMC are compelled to coordinate with these relevant departments in order to ensure appropriate disaster risk management plans and contingency measures are in place).

Disaster Risk Priority	Risk Type
1	Fires (shack)
2	Fires (veld and forest)
3	Flooding
4	Severe weather conditions

Disaster Risk Priority	Risk Type
5	Hazardous materials (storage, transportation and usage)
6	Sinkholes /Donga Erosion
7	Special events (mayoral imbizo, football, music festivals and other)
8	Mission Critical Systems Failure (MCFS)
9	Transportation accidents
10	Building collapse

Table 5: Priority Disaster Risks of the CALM

The assessment indicated the areas most at risk to a variety of hazardous impacts in the CALM are those located through the SASOL pipeline. Particularly the following areas were identified as the most at-risk areas:

- Emanzana (Badplaas)
- Carolina

8.1 Macro hazard assessment

The following table contains a macro hazard assessment for the CALM in order to prioritise disaster risks. A three-point scale was used for the standardisation of the assessment. Scale used: **High; Medium; Low**

HAZARD	GEOGRAPHICAL LOCATION	PROBABILITY	FREQUENCY	INTENSITY	PREDICTABILITY/FOREWARNING	EXPOSE	IMPACT	KNOCK-ON EFFECT
1.Fires (shack)	Informal Settlements e.g. 1) Silobela 2) Kroomkrans 3) Emanzana	High	High	High	Low	Properties and communities	Medium	Veld fires
2.Fires (veld)	1) Carolina 2) Emanzana 3) Vegboom 4) Dondonald 5) Mpuluzi unit 6) Nhlazatshe 7)Ekulindeni	High but seasonal	High	High	High	Environment, properties	High	
3.Floods	All wards	High but seasonal	High	High	Low	Properties, livelihoods and infrastructure	High	
4.Severe weather conditions	All wards	High but seasonal	Medium	Medium	Low	Properties, livelihoods and infrastructure	Medium	Damaged infrastructure
5.Hazardous materials	Along the major routes, e.g. N17, R38, R36, R38, Sasol Pipeline	Medium	Medium	Medium	Low	Environment Community	Low	Pollution
6.Sinkholes /Donga Erosion	Lochiel Dundonald Fernie Tjakastad Nhlazatshe Carolina	Medium	Medium	Medium	Low	Communities and infrastructure	Medium	

HAZARD	GEOGRAPHICAL LOCATION	PROBABILITY	FREQUENCY	INTENSITY	PREDICTABILITY/ FOREWARNING	EXPOSE	IMPACT	KNOCK-ON EFFECT
7.Special events (music and football matches)	All facilities handling events such as sports, large gathering, e.g. 1) Silobela Stadium 2) Elukwatini Stadium 3) Mayflower Stadium 4) Carolina Academy 5) Forever Resorts 6) Manzana Cultural Centre	Medium	Medium	Medium	Medium	People attending the gatherings	Medium	
8.Mission Critical Systems Failure (MCFS)	All facilities Nooitgedacht Dam	Low	Low	Low	Low	All infrastructure and facilities	High	
9.Transportation accidents	Carolina /Sliding side stations, on major routes (R38,R36,N17 and other)	Medium	Medium	Medium	Low	Commuters and infrastructure	High	
10.Building collapse	All wards	Medium	Medium	Medium	Medium	Buildings and people	High	

8.2 Macro Vulnerability Assessment

The macro vulnerability assessment considered the elements which are vulnerable due to the possible impact of a hazard on the indicated geographical areas. The table below contains a breakdown of the social, physical, economic, environmental and political/institutional vulnerability factors which contributes to the increase in disaster risks.

COMMUNITY: CHIEF ALBERT LUTHULI MUNICIPALITY	Vulnerable elements exacerbating the possible impact of the hazard				
HAZARD	SOCIAL	PHYSICAL	ECONOMIC	ENVIRONMENTAL	POLITICAL/ INSTITUTIONAL
1. Fire (shack)	1.Lack of knowledge on fire prevention 2.Incorrect risk perception 3.Unemployment 4.Child headed households 5.Domestic disputes 6.Social behaviour e.g. substance abuse 7.Lack of natural conservation 8.Need for self-preservation	1.Building methods Type of structures, use of combustible materials 2.Incorrect use of fuels for heating 3.No access to fire protection/ equipment 4.Lack of electricity services 5.Shacks build too close to each other 6.Displacement 7.Unsafe/old equipment 8.Unsafe practices e.g. placement of cooking utensils 9. Storage of bulk fuels used generally for heating close to shacks 10. Incorrect farming techniques	1.Poverty 2.Lack of awareness and education 3.Conflict between various “classes” in communities 4.Lack of safety nets	1. Settlement in fire prone area. 2. Weather conditions, seasonal factors e.g. windy season, dry season etc. 3. Presence of high trees next to settlement especially alien vegetation	Faction fighting 1.Inadequate enforcement of building codes 2. Inadequate development 3. Land redistribution 4. Political expectations 5. Inadequate planning 6. Exclusivity 7. Unchecked urbanisation and urban sprawl 8. Unchecked land invasion
2.Fires (veld)	1. Lack of knowledge on fire prevention 2. Arson 3. Environmental ignorance 4. Social behaviour e.g.	1. Absence of fire breaks 2. Illegal dumping of combustible material 3. Unavailability of fire protection equipment	1. Uncontrolled might lead to burning of feedlots, loss of farming equipment, tools etc	1. Overgrowth of alien vegetation 2. Maintenance of road reserves 3. Negative impact on	1.Lack of information 2. Influencing people to settle in specific areas for political gain 3. Insufficient resources to

COMMUNITY: CHIEF ALBERT LUTHULI MUNICIPALITY	Vulnerable elements exacerbating the possible impact of the hazard				
HAZARD	SOCIAL	PHYSICAL	ECONOMIC	ENVIRONMENTAL	POLITICAL/ INSTITUTIONAL
	smoking, unchecked open fires. 5. Incorrect agricultural practices 6. Lack of access to early warning messages through IT/media	4. Grazing fields destroyed 5. Fire breaks getting out of control		ozone layers 4. Air and land pollution 5. Wild animals attracted to suburbs in search of food / running from fires 6. Pest control problems 7. Damage to sensitive environmental species	combat veld fires. 4. Unchecked land invasion
3. Floods	1. Settling in flood prone areas 2. Settling too close to riverbanks 3. Settling in pathway of storm water 4. Illegal dumping in storm water drains 5. Dumping in rivers and streams blocking water runways 6. Acts to deforest immediate environment	1. Improper household drainage systems 2. Absence of storm water drainage systems 3. Effective urban storm water drainage systems might cause floods in receiving end areas and suburbs 4. Soil type and structure 5. Unplanned developments 6. Plane areas	1. Lack of education 2. Lack of safety nets 3. Availability of budget for maintenance of storm water management 4. Lack of access to early warning messages through IT/media	1. Improper management and or development in wetlands 2. Deforestation 3. Seasonal factors	1. Poor development planning 2. Poor storm water planning 3. Poor maintenance of dam wall structures 4. Maintenance of storm water systems
4. Severe weather conditions	1. Lack of awareness/ training 2. Non-compliance to building codes 3. Settling in illegal areas 4. Types of housing structures and materials used 5. Dangerous social behaviour 6. Ignorance of early	1. Soil type (drainage) 2. Geographic location 3. Storage of hazardous material 4. Insufficient lightning protection 5. Poor building structures 6. Abuse of natural water resources 7. Poor maintenance of farming and other	1. Lack of access to early warning 2. Messages through IT/media 3. Poor farming practices 4. Urbanisation 5. Lack of development and implementation of early warning systems	1. Abuse of natural resources 2. Poor farming practices 3. Research / advanced technological interference with nature processes	1. Poor urban planning 2. Lack of integrated development planning

COMMUNITY: CHIEF ALBERT LUTHULI MUNICIPALITY	Vulnerable elements exacerbating the possible impact of the hazard				
HAZARD	SOCIAL	PHYSICAL	ECONOMIC	ENVIRONMENTAL	POLITICAL/ INSTITUTIONAL
	warning signals	equipment, storm water manholes			
5. HAZMAT	1. Social behaviour e.g. smoking in prohibited areas, drunk driving etc. 2. Non-compliance to legal requirements 3. Continuous training of HAZMAT workers	1.Storage facilities compliant with regulations, location etc 2. Transporting vehicles compliant with legislation	1. Clean-up costs 2. Maintenance of roads mainly used for HAZMAT transport 3. Protective clothing provision and maintenance	1. Spillages impact 2. Pollution 3. Early warnings in place for extreme weather conditions 4. Environmental impact assessment	1. Building regulations 2. Enforcement of legislation and regulations 3. Keeping of HAZMAT registers 4. Monitoring and planning of transport routes
6. Donga Erosion	1.Settling on specific soil types prone to sinkholes 2.Lack of information and education 3. Unsafe practices e.g. lack of repair of water leakages 4. Uncontrolled watering of gardens 5. Ignorance 6. Misinterpretation of Councils responsibility relating to repair of private property damage 7.Overgrazing	1. Building structures 2. Maintenance of water pipes and taps 3. Control over mining activities 4.rehabilitation plan Control de-forestation	1. Lack of safety nets 2. Poverty 3. Delays in informal settlement relocations 4. Geological survey funding 5. Insurance coverage for dolomite areas	1.Soil type 2. Lack of drainage 3. Geological surveys prior to development 4. Environmental impact assessments	1. Building codes enforcement 2. Aggressive awareness programs 3. Strict development and settlement control mechanisms
7. Special events	1. Risky social behaviour 2. Large gatherings 3.Uninvited attendees 4. Cultural clashes 5. Lack of crowd control 6. Substance abuse 8. Unusual emotional states 9. Type of event	1.Specific location 2. Venue capacity 3. Permanent / temporary structures present 4. Adequate facilities/amenities 5. Security at adjacent premises	1.Public entry fees 2.Emergency resources and costs for stand-by	1. Extreme weather conditions 2.Environmental analysis	1. Sufficient security 2. Event planning 3. Safety and security regulations compliance 4. No disaster prevention plans

COMMUNITY: CHIEF ALBERT LUTHULI MUNICIPALITY	Vulnerable elements exacerbating the possible impact of the hazard				
HAZARD	SOCIAL	PHYSICAL	ECONOMIC	ENVIRONMENTAL	POLITICAL/ INSTITUTIONAL
	10. Crowd expectations 11.VIP presence	6. Lack of knowledge of access and evacuation routes			
8. Mission critical systems failure	1. Sabotage 2. Irresponsible care for equipment 3. Improper usage 4. Crime e.g. theft 5. Bypass of meters/ equipment 6. Illegal connections 7. Abuse of natural resources 8. Rage 9 Despondent council employees	1.Illegal connections overloading systems 2. Planning and maintenance of systems	1. Non-payment for services rendered 2. Maintenance of systems 3. Non-compliance to control measure over resources e.g. watering outside restriction times	1.Pollution 2.Extreme weather conditions	1. Accurate accounting systems 2. Alternative sourcing options available 3. Disaster risk management plans 4. Safety and environmental regulations enforcement 5. Compliance to national and provincial regulations
9. Transportation incidents	1. Social behaviour e.g tiredness, substance abuse 2.Road rage 3. Crime e.g. hi-jackings , vandalism 4. Adherence to road regulations 5. Overloading of vehicles 6. Rubbernecking at incidents	1.Lack of clear road 2.names/maps/signs Poor road conditions 3. Poor vehicle condition 4. Lack of appropriate lighting after hours 5. Overloaded vehicles 6. Vehicles not roadworthy 7. Lack of SOS communication assistance 8. Insufficient trained and effective SAPS and EMS personnel in incident management	1. Road maintenance 2. Emergency service provision and costing 3. Policing costs 4. Safety nets 5. 3rd party insurance 6. Availability of alternative routes	1.Extreme weather conditions	1. License renewals 2. Enforcement of traffic regulations 3. Integrated infrastructure planning

COMMUNITY: CHIEF ALBERT LUTHULI MUNICIPALITY	Vulnerable elements exacerbating the possible impact of the hazard				
HAZARD	SOCIAL	PHYSICAL	ECONOMIC	ENVIRONMENTAL	POLITICAL/ INSTITUTIONAL
10. Building collapse	1. Exceeding max people capacity 2. Vandalism 3. Crowd and spectator control 4. Terrorism 5. Poor workmanship	1. Building structure 2. Building maintenance 3. Location	1. Reconstruction costs 2. Insurance costs 3. Search and rescue costs 4. Law suits	1. Environmental impact assessment prior to development 2. Geological analysis prior to development (soil analysis) 3. Early warning systems in place	1. Lack of compliance to building and safety regulations 2. Lack of emergency planning

9. FORMAL CONSULTATIVE MECHANISM FOR DISASTER RISK REDUCTION PROJECTS

<i>Referral section in the CALM DRMF:</i>	4.1.1; 4.1.3
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The appropriate mechanisms for consultation for disaster risk reduction projects are indicated in the CALM DRMF. These mechanisms must be established or enhanced according to section 5.2 and 5.3 above. Though these forums and in partnership with the activities of the IDP structures of the CALM, disaster risk reduction projects must be identified and planned for in line with the disaster risk priorities in section 8 above. The rationale is that disaster risk can largely be addressed through developmental initiatives and projects. The IDP process is therefore ideally suited for such actions. In order to ensure the continuous incorporation of disaster risk related information into the IDP planning process and projects it is important that the MDMC have access to the IDP planning structures and become an active member of its meetings. Although cognisance is taken of the fact that disaster risk management will not be incorporated into all developmental projects in the short-term, it remains imperative that current IDP projects are aligned with the disaster risk profile of the CALM.

9.1 IDP projects contributing to vulnerability and hazard reduction

<i>Referral section in the CALM IDP:</i>	
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An assessment of the current IDP projects indicated that a number of developmental project are already contributing to disaster risk reduction in the CALM so some extent. Although these projects form part of the normal line function responsibilities, it already indicate that a vast number of projects are inherently taking issues of disaster risk reduction into account. It remains impetrative to conduct a detailed analysis of these as well as all future planned projects and align these with the disaster risk priorities as alluded to earlier in this plan.

The following IDP projects are linked to the disaster risk priorities. Note that some projects are repeated as they address more than one priority risk.

9.1.1 Fire (Shack)

Project name	Project Location/ Ward	Department	Type of vulnerability
MP301_TEC_COM_Construction of Elukwatini Fire Station	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	Physical
MP301_TEC_COM_Construction of Elukwatini Management Centre	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	Physical
Construction of Fire Station	Elukwatini	Community and Safety	

9.1.2 Fire (Veld)

Project name	Project Location/ Ward	Department	Type of vulnerability
Procurement of Fire Fighting Equipment	Carolina Elukwatini	Community and Safety	Physical
Acquisition Fire fighting vehicles	Carolina Elukwatini	Community and Safety	Physical

9.1.3 Flooding

Project name	Project Location/ Ward	Department	Type of vulnerability
MP301_TEC_RDS_Construction of Diepdale Ring Road	1	Technical Services	Physical
MP301_TEC_RDS_Construction of Ekulindeni Ring Road	12	Technical Services	Physical
MP301_TEC_RDS_Construction of Mayflower Ring Road	4, 9	Technical Services	Physical
MP301_TEC_RDS_Construction of Mahoxo Ring Road	2	Technical Services	Physical
MP301_TEC_RDS_Construction of Mooiplaas Ring Road		Technical Services	Physical
MP301_TEC_RDS_Construction of Paving Road - Tjakastad	19	Technical Services	Physical

9.1.4 Severe weather conditions

No specific project

9.1.5 Hazardous materials (storage, transportation and usage)

Project Name	Project Code	Department	Type of Vulnerability
MP301_TEC_COM_Construction of Ekulindeni Transfer Station	12	Community and Safety	Physical
MP301_TEC_COM_Construction of Empuluzi Transfer Station	4, 5, 7, 9, 11	Community and Safety	Physical
MP301_TEC_COM_Construction of Emanzana Transfer Station	17, 23	Technical Services	Physical

9.1.6 Sinkholes/Donga Erosion

No specific development projects

9.1.7 Special events

Project Name	Project Location/Ward	Department	Type of Vulnerability
Construction of Silobela Sport Fields	15, 21, 22	Community and Safety	Physical

9.1.8 Mission Critical Systems Failure (MCFs)

Project Name	Project Location/Ward	Department	Type of Vulnerability
MP301_TEC_RDS_Upgrading of Silobela Substation	15, 21, 22	Technical Services	Physical
MP301_TEC_COM_Construction of Elukwatini Management	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	Physical

Project Name	Project Location/Ward	Department	Type of Vulnerability
Centre			
MP301_TEC_RDS_Upgrading of Emanzana Substation	17, 23	Technical Services	Physical
MP301_TEC_ELE_Construction of High mast lights	All Wards	Technical Services	Physical

9.1.9 Transportation accidents

No specific development projects

9.1.10 Building collapse

No specific development projects

10. DISASTER RISK MANAGEMENT PLANNING PRIORITIES FOR THE CALM

Although the CALM disaster risk profile has identified a wide range of risks posing a potential threat to its area, it is not practical nor is it financially achievable to address all the risks simultaneously. Effective and focused disaster risk management planning by all municipal organs of state can only be achieved through the identification of priority disaster risks and by the identification of the areas, communities and households most at risk to disaster in council's area. It is therefore necessary to adopt a carefully considered process which will enable this prioritisation. Part of the prioritisation process will also be to adopt a three - phased approach to disaster risk management planning. This does not however imply that once the third phase is completed that the planning process is over. It must be clearly understood that disaster risk management planning is not a stop/start activity or project but a continuous process which of necessity must produce dynamic, real time plans which remain current in a continuously changing environment.

The process of prioritization for disaster risk planning is critically informed by the disaster risk assessment findings for the CALM. The CALM must focus on the development of plans and the implementation of explicit programs, projects and practices which give priority to building resilience and reducing the impact of a wide range of different disaster risks in areas, communities and households known to be to risk

The CALM priorities must therefore focus on preventing or limiting the impact of the following disaster risks:

Wide scale events that due to their magnitude are likely to affect the CALM as a whole. These include widespread floods and other severe weather events such as severe storms; veld fires; and hazardous materials (storage, transportation and usage).

- Recurrent high and medium impact events that may require CALM intervention or the mobilization of resources and infrastructure such as sinkholes, special events, floods and other severe weather events, large informal settlement fires, veld and urban fringe fires.
- Low frequency high and medium magnitude disaster risks with potential for severe loss and which require specialist support possibly not available in the CALM such as nuclear accidents, major transport accidents, Mission Critical Systems Failure and building collapse.
- Disaster risks that affect neighboring authorities which may have consequences for the CALM.

In the above regard it is the responsibility of each department and any other sections included in the organizational structure of the CALM to identify and priorities those disaster risks relevant to their functional area and prepare their departmental disaster risk management plan accordingly.

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
10.1	Disaster risks must be prioritised by different municipal departments and departments in line with the key functions	All CALM departments and entities have prioritised the CALM disaster risks in line with their specific function and include this in their planning	Annually	Operational	CALM

11. INSTITUTIONAL ARRANGEMENTS FOR DISASTER RISK MANAGEMENT CONTINGENCY PLANNING

The alignment of the emergency planning of the CALM with the requirements of the DMA and CALM DRMF has a profound impact on the current contingency arrangements

11.1 Planning clusters for specific and known priority risks

11.1.1 Planning cluster for veld and urban fires

Objective

The objective of the planning cluster for veld and urban fires is to allow for the detection and suppression of rural, and urban fires which may result from or occur simultaneously with a disaster. The fire brigade manages and coordinates fire-fighting activities and provides personnel, equipment, and supplies in support of provincial government and local agencies involved in rural and urban fire-fighting operations.

Primary responsibility

Fire Brigade Services, Community and Public Safety Department

Secondary responsibility

Environmental Management (Agriculture & Environmental Management Department), Urban Fires: Planning and Regional Services Department (GSDM AND Mpumalanga Provincial government departments

Supporting agencies

- Department of Human Settlement
- Department of Social Development
- Disaster Management, Community and Public Safety Department.
- FPAs (Fire Protection Associations)
- NGO Forum
- CSIR
- MP PDMC

11.1.2 Planning cluster for floods (urban and riverine)

Objective

The planning cluster for floods plan for and co-ordinate flood prevention and response activities. Urban and riverine water capacity is monitored and remedied, for example, by increasing infrastructure, such as storm water systems. In addition structures for effective flood response are put in place.

Primary Responsibility

Roads and Storm Water, Public Works (Technical Department)

Secondary Responsibility

Disaster Management, Community and Public Safety Department

Supporting Agencies

- Fire Brigade Services, Community and Public Safety Department
- Department of Human Settlement
- Department of Social Development
- Weather Services
- Environmental management
- Town Planning section
- NGO Forum
- GSDM MDMC
- Mpumalanga Provincial Government (PDMC)

11.1.3 Planning cluster for severe weather conditions

Objective

This cluster develops contingency plans for various extreme weather conditions, such as excessive wind and rainfall. Procedures are devised for each of these various types of weather conditions.

Primary Responsibility

Disaster Management, Community and Public Safety Department

Secondary Responsibility

Public Works and Infrastructure Development (Technical Department)

Supporting Agencies

- Fire Brigade Services, Community and Public Safety Department
- Department of Human Settlement
- Department of Social Development
- Weather Services
- Environmental management

- Town Planning section
- NGO Forum
- GSDM MDMC
- Mpumalanga Provincial Government (PDMC)

11.1.4 Planning cluster for hazardous materials

Objective

This cluster plans for the provision of support in response to a discharge and/or uncontrolled release of hazardous materials. Hazardous materials include chemical, biological, and radiological substances, whether accidentally or intentionally released. These include certain chemical, biological, and radiological substances which can also be considered weapons of mass destruction (WMD).

Primary Responsibility

Fire Brigade Services, Community and Public Safety Department

Secondary Responsibility

Waste Management, Agriculture and Environmental Management Department

Supporting Agencies

- Health and Social Development Department
- Disaster Management, Community and Public Safety Department
- Private Hazardous waste management Companies
- GSDM MDMC
- Mpumalanga Provincial Government (PDMC)

11.1.5 Planning cluster for Donga erosion

Objective

The planning cluster for donga erosion is responsible for the development of contingency measures for donga formation. This is done by way of monitoring the stability of dolomite in the CALM and planning development accordingly.

Primary Responsibility

Public Works and Infrastructure Development (Technical Department)

Secondary Responsibility

Town Planning and Regional Section

Supporting Agencies

- Mpumalanga Provincial Government (PDMC)
- Council for Geoscience

- Disaster Management, Community and Public Safety Department
- Legal Section, Corporate services department.
- Housing Section

1.1.6 Planning cluster for special events (including football matches)

Objective

The planning cluster for special events responsible for the development of contingency measures for special events. Planning includes devising structures such as safety measures to be employed during special events.

Primary Responsibility

Disaster Management, Community and Public Safety Department

Secondary Responsibility

Metro Police, Community and Public Safety Department

Supporting Agencies

- Event organisers
- Fire Brigade Services, Community and Public Safety Department
- EMS and Department Health
- Sports and Recreation Department
- SAPS
- Customer Care Unit income section
- City Planning and Regional section
- Mpumalanga Provincial Government (PDMC)
- SAFA
- Stadium Owners

11.1.7 Planning cluster for Mission Critical Systems Failure (MCFS)

Objective

This cluster's objective is to insure that basic service provision, for example water, sanitation, electricity and public transport continue to operate, including during emergencies and disasters. Planning in this regard includes contingency planning, placing procedures/systems in place to reinstate and/or replace critical systems when they fail.

Primary Responsibility

Electricity Section and Public Works and Infrastructure Development (Technical Department)

Secondary Responsibility

Water and Sanitation, Public Works and Infrastructure Development (Technical Department)

Supporting Agencies

- Town Planning and Regional section
- Fire Brigade Services, Community and Public Safety Department
- Department of Human Settlement
- Department of Social Development
- Weather Services
- Eskom
- Agriculture and Environmental Management Department
- NGO Forum
- Information Technology section
- Financial Services Department
- SANDF
- Mpumalanga Provincial Government (PDMC)

11.2 Planning clusters for generic contingency plans

11.2.1 Public Information

Objective

The objective of the public information planning cluster is to develop a public information contingency plan for the communication of information of various hazards in the CALM

Primary Responsibility

Integrated Communications, Communication Unit /section in the office the mayor

Secondary Responsibility

Customer Care Unit

Supporting Agencies

- Disaster Management, Community and Public Safety Department
- All departments with primary and secondary responsibilities

11.2.2 Emergency Communication

Objective

The emergency communications cluster ensures the provision of communications support to provincial, local and private-sector response efforts during disaster. It coordinates provincial actions to provide the required temporary emergency telecommunications, and the restoration of the telecommunications infrastructure. It supports all provincial departments and agencies in the procurement and coordination of all emergency telecommunications services from the telecommunications and information technology (IT) industry during a disaster response.

Primary Responsibility

Information Technology Unit

Secondary Responsibility

Public Works and Infrastructure Development (Technical Department)

Supporting Agencies

- Disaster Management, Fire Brigade Services, (Community and Public Safety Department)
- Town Planning and Regional Section
- Mpumalanga Provincial Government (PDMC)
- Telkom
- SAPS
- SANDF

11.2.3 Identification, Access Control and Security

Objective

The objective of this planning cluster is to develop contingency measures for the identification of relevant role-players in disastrous situations, access control to disaster areas and security. This cluster coordinates its planning with that of all other response agencies and acts in support to the primary objectives of the response agencies.

Primary Responsibility

Community and Public Safety Department

Secondary Responsibility

Corporate Services Department

Supporting Agencies

- Mpumalanga Provincial Government (PDMC)
- SAPS
- GSDM MDMC

11.2.4 Transport

Objective

This cluster supports sections/organisations requiring transport in a disaster situation. Bus services and the local economic development and Provincial Economic Development Department , assume responsibility for the emergency management of the transportation system in the prevention/mitigation, preparedness, recovery, infrastructure restoration, safety, and security of the province and its transportation system.

Primary Responsibility

PED/LED, Economic Development Department and Fleet management section

Secondary Responsibility

Fleet Management, Corporate Services Department

Supporting Agencies

- Public Works & Infrastructure Development Department
- Community and Public Safety Department
- Disaster Management, Community and Public Safety Department
- Mpumalanga Provincial Government (PDMC)

11.2.5 Health and Medical

Objective

This cluster assists communities in identifying and meeting the public health and medical needs of victims of disasters, including the assessment of public health and medical needs, the provision of personnel, public health surveillance, medical equipment and supplies.

Primary Responsibility

Department of Health

Secondary Responsibility

Town Planning and Regional section

Supporting Agencies

- Mpumalanga Provincial Government (PDMC)
- Mpumalanga Health
- Hospital Forum
- Private Ambulances
- Disaster Management, Community and Public Safety Department
- EMS
- GSDM MDMC

11.2.6 Logistics, Relief and Supplies

Objective

The cluster on the planning of logistics, relief and supplies has as its objective the efficient and timely distribution of relief supplies in an emergency or disaster. Planning includes insuring the necessary structures and procedures are in place for the sourcing and distribution of supplies.

Primary Responsibility

Integrated Community Development, Department of Health

Secondary Responsibility

Housing Section

Supporting Agencies

- NGO Forum
- Disaster Management, Community and Public Safety Department.
- Town Planning and Regional Services department
- Financial Services Department
- Mpumalanga Provincial Government (PDMC)

11.2.7 Fire, Search and Rescue

Objective

The Fire, Search and Rescue planning cluster has the objective to ensure generic planning for coordinated firefighting; search and rescue among all response agencies are prevalent.

Primary Responsibility

Fire Brigade Services, Community and Public Safety Department

Secondary Responsibility

Community and Public Safety Department.

Supporting Agencies

- SAPS
- SANDF
- GSDM Disaster Management
- Mpumalanga Provincial Government (PDMC)

11.2.8 Evacuation

Objective

This cluster has as its objective the provision of plans and procedures for the evacuation of key facilities, personnel and communities if required, during emergencies and disasters.

Primary Responsibility

SAPS, Community and Public Safety Department

Secondary Responsibility

Fire Brigade Services, Community and Public Safety Department

Supporting Agencies

- GSDM Disaster Management, Community and Public Safety Department.
- SANDF
- Mpumalanga Provincial Government (PDMC)

11.2.9 Emergency finances

Objective

The objective of this cluster is to plan for financial arrangements in the event of a disaster in line with the requirements of the DMA, PFMA and MFMA. Its planning brief includes emergency financial procedures and release of funds in the case of a local state of disaster. This cluster must coordinate its actions with the planning cluster for Procurement of Essential Goods and Services.

Primary Responsibility

Financial Services Department

Secondary Responsibility

Information Technology Unit

Supporting Agencies

- GSDM Disaster Management
- Mpumalanga Provincial Government (PDMC)

11.2.10 Relief arrangements

Objective

The Relief Arrangement planning cluster must develop contingency measures for the prompt and effective provision of disaster relief to survivors.

Primary Responsibility

Integrated Community Development, Department of Social Development

Secondary Responsibility

Housing Section.

Supporting Agencies

- Disaster Management, Community and Public Safety Department
- Mpumalanga Provincial Government (PDMC)
- Town Planning and Regional Section

11.2.11 Procurement of essential goods and services

Objective

This planning cluster has as its objective the timely arrangement for the procurement of essential goods and services in the case of a disaster. This cluster must consider the provision in the DMA, PFMA and MFMA and must coordinate its planning with the Emergency Finance cluster.

Primary Responsibility

Supply Chain Management, Financial Services Department

Secondary Responsibility

Office of the Executive Mayor and Municipal Manager

Supporting Agencies

- Mpumalanga Provincial Government (PDMC)
- Disaster Management, Community and Public Safety Department

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
11.1	All planning clusters must be convened as part of the DRMAF and planning for contingency measures must commence	All planning clusters are convened and a planning schedule of all contingency measures are adopted by the MDMC	On going	Operational	DMC

12. INCENTIVE SYSTEM FOR THE PROMOTION OF DISASTER RISK MANAGEMENT IN THE CALM

<i>Referral section in the DMA</i>	<i>44(1); 44(2)</i>
<i>Referral section in the CALM DRMF:</i>	<i>1.7.2.5; 6.4.2; 9.4.1</i>

Involvement of all role-players in disaster risk management in the CALM remains an important element which must be achieved in the next 5 years. Although this is not a requirement of a Level 1 Disaster Risk Management Plan, the process to involve all stakeholders and to obtain their buy-in is long term. For this reason the CALM MDMC must already develop an incentive system for the promotion of disaster risk management in the CALM.

Such an incentive system can take on various formats from tax rebates, to local/ward competitions, schools projects and community imbizos. The development of an incentive system for the CALM must form part of the deliberations of the CALM DRMAF.

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
12.1	Develop a phased incentive system for the promotion of disaster risk management in the CALM among different role-players.	A phased incentive system has been developed through the assistance of the DRMAF.	On going	Operational	Community and Safety

13. DISASTER RISK MANAGEMENT INFORMATION SYSTEM

The Disaster Management Information System (DMIS) for the CALM should be development. It should be developed in a web base environment and it should be database driven to make it accessible from anywhere and to make it more user friendly. The system relies on data and different databases for disaster risk assessment. Spatial and attribute data is joined to provide a complete picture of disaster risk or what to expect whenever a disaster occurs.

The DMIS should be enabled to do hazard identification, vulnerability assessments, risk assessments, disaster risk reduction as well as planning for an incident. In order to conduct the above a vast amount of GIS information is required which ranges from baseline information (such as infrastructure, land use, topography, hydrology) to stakeholder contact detail for contingency planning.

A functional element of the DMIS is the integration of various checklists which allows the MDMC to track tasks and responsibilities of all role-players. These checklists guide the used through a planning process which ensures that all information requirements are supplied by the various municipal departments and sections . Furthermore, all Standard Operation Procedures, legislation, policies and bylaw documentation are incorporated in the system for ease of use and reference.

The DMIS has a SMS and e-mail facility to communicate between all role players. All actions on the system are captured in an electronic "Occurrence Book" for record keeping.

The GIS system is an integrated and essential part of the system in order to display generic datasets. The overlay functionality of the GIS allows various databases and datasets to be overlaid in order to provide a valuable and powerful decision-making tool for the MDMC and all other municipal stakeholders. Vulnerability and hazard maps is a key output of the system as this can provide politicians with a better understanding of the dynamics of a specific ward.

Reporting to the NDMC is also done by exporting data from an incident to a MS Excel worksheet. Status screens assist in keeping top management up to date will all actions of all role-players through a web-enabled environment.

It remains imperative for the MDMC to obtain full functionality of the DMIS in order to fully utilise its components for development planning and disaster risk reduction purposes.

14. EMERGENCY COMMUNICATION SYSTEM

The CALM is divided into 5 units and one Emergency communication station/Centre. Further they receive their calls from the Gert Sibande Incident management , in addition also uses the cellphone to communicate between person and their Elukwatini satellite.

For CALM to respond effectively and to be able to urgently activate other responsive unity or urgency it needs to have a proper operational call center.

15. AREAS FOR FOCUSED DISASTER RISK ASSESSMENTS

In order to process towards a Level 2 Disaster Risk Management Plan for the CALM, and in line with the findings of the macro disaster risk assessment, it is imperative that all wards enjoy immediate attention in terms of focussed, community based disaster risk assessments

The assessments must be conducted in accordance with acceptable community based disaster risk assessment methodologies, taking into account the specific requirements of the MDMC GIS.

16. IMPLEMENTATION STRATEGY FOR THE DRM PLAN

In order to successfully implement this plan the MDMC is responsible for all action as contained in Annexure A. Through the successful implementation of the actions as set out in Annexure A, the CALM MDMC will have achieved a Level 1 Plan status for the CALM.

SUMMARY OF ACTION STEPS

2. THE CUSTODIAN OF THE PLAN

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
2.1	Copies of the final plan to be submitted to the MP PDMC, NDMC, CALM ward structures and neighbouring municipalities	Copies of this DRMP have been submitted to all relevant role-players.	Once off	Operational	Community and Safety

5. THE COT DISASTER RISK MANAGEMENT INSTITUTIONAL CAPACITY

5.2 Management Committee

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
5.1	Include disaster risk management as a standing agenda point on the Management Committee agenda	The Management Committee accepts disaster risk management as a standing agenda point and discusses related issues on an ongoing basis	On going	Operational	Community and Safety

5.3 Disaster Risk Management Advisory Forum

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
5.2	The MDMC to arrange a meeting of the DRMAF and invite all the relevant role-players as per the relevant sections of the DMA and CALM DRMF.	A meeting of the DRMAF is arranged.	Quarterly	Operational	Community and Safety
5.3	The DRMAF to establish permanent membership and establish a terms of reference.	All relevant role-players who will enjoy permanent membership on the DMAF are recorded and a terms of reference is developed and adopted.	Quarterly	Operational	Community and Safety
5.4	The DRMAF to consider the content of the CALM DRMF and DRMP and to provide input and advice in this regard	Advice and input from the DRMAF has been noted and incorporated into the relevant documents where needed	Annually	Operational	Community and Safety
5.5	The DRMAF to consider the indicative disaster risk profile of the CALM and provide input to the MDMC	The indicative risk profile of the CALM is assessed by the DRMAF with written advice and comments to the MDMC	Quarterly	Operational	Community and Safety
5.6	The DRMAF to consider the different sub-committees to function under the DRMAF (in relation to the indicative disaster risk profile)	Different permanent and ad hoc sub-committees for the DRMAF have been established	Bi-monthly	Operational	Community and Safety

5.3.2. Other sub-forums

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
5.13	The MDMC to identify the need for additional sub-forums linked to the DRMAF	Additional sub-forums is established to address a specific disaster risk management need	Annually	Operational	Community and Safety.

5.4 Municipal Disaster Management Centre (MDMC)

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
5.14	Establish and maintain institutional arrangements that will enable the implementation of the DMA	The MDMC has ensured the establishment of institutional arrangements (as per above sections 5.2, 5.3 and 5.5)	Annually	Operational	Community and Safety
5.15	Communicate the indicate disaster risk profile of the CALM to all planning departments in the CALM in order to inform developmental planning	The indicate risk profile of the CALM has been communicated to all stakeholders	Annually	Operational	Community and Safety
5.16	Provide disaster risk management input to the IDP process	HOC is member of IDP planning committee and provides disaster risk management input to development planning	Annually	Operational	Community and Safety
5.17	Monitor the integration of disaster risk reduction initiatives into development plans	The MDMC monitors the integration of disaster risk reduction initiatives into development plans on an ongoing basis and provides planning departments with advice and input.	Annually	Operational	Community and Safety
5.18	Establish communication links	The MDMC has established communication links with all relevant disaster risk management focal points in the CALM.	Annually	Operational	Community and Safety
5.19	Facilitate the development of response and recovery plans	Contingency plans for prioritised risks have been developed by all departments under the guidance of the MDMC and in line with the CALM DRMF.	Annually	Operational	Community and Safety
5.20	Maintain public awareness mechanisms.	The MDMC implements regular public awareness strategies in line with its indicative disaster risk profile.	Quarterly	Operational	Community and Safety
5.21	Facilitate and promote disaster risk management education, training and research	The MDMC has established mechanisms to facilitate and promote disaster risk	Quarterly	Operational	Community and Safety

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
	in the CALM	management education, training and research			
5.22	Implement and maintain dynamic disaster risk management monitoring, evaluation and improvement programmes	The MDMC has developed programmes for monitoring, evaluating and improve disaster risk management in the CALM	Quarterly	Operational	Community and Safety
5.23	Regular reporting of disaster risk management activities.	The MDMC submits an annual report on its disaster risk management activities to the NDMC, PDMC and neighbouring MDMCs as per the requirements of the DMA and NDMF.	Annually	Operational	Community and Safety
5.24	Make recommendations regarding the funding of disaster risk management in the municipal area and the initiation and facilitation of efforts to make such funding available.	The HOC has made recommendations regarding disaster risk management funding in the CALM to the relevant departments/sections	Annually	Operational	Community and Safety

KPA 4: Response and recovery					
5.38	Compile standard operating procedures (SOPs) and field operations guides (FOGs) in line with the requirements of the department specific contingency plan and the guidelines of the CALM DRMF	Departmental SOPs and FOGs have been developed	Annually	Operational	Community and Safety
5.39	Adhere to the standard for incident management of the CALM and ensure that all response personnel are trained in the standard (See Annexure 2 of the CALM DRMF)	The standard for incident management in the CALM is implemented	Annually	Operational	Community and Safety
5.40	Ensure that rehabilitation and reconstruction plans relating to the primary activities of the specific department are developed in line with disaster risk management plans	Rehabilitation and reconstruction plans are develop in line with department disaster risk management plans	Annually	Operational	Community and Safety
5.41	Ensure that rehabilitation and reconstruction plans are based on developmental challenges and are development oriented	Rehabilitation and reconstruction plans are based on developmental challenges	Annually	Operational	Community and Safety
Enabler 1: Information management and communication					
5.42	Communicate disaster risk management data and information to all relevant departments	Departments are communicating disaster risk management data and information on an ongoing basis with written evidence	Annually	Operational	Community and Safety
5.43	Draft standard warning messages to be disseminated in the media for specific risks pertaining to the core function of the department	Standard warning messages for specific primary, secondary or tertiary responsibility risks is drafted	Annually	Operational	Community and Safety
5.44	Diligently record all incidents, hazardous impacts and disasters in order to establish a historical record for forward planning	Historical records of hazardous impacts and incidents pertaining to department responsibility are maintained	Annually	Operational	Community and Safety
Enabler 2: Education, training, public awareness and research					
5.45	Conduct a disaster risk management training needs analysis for the department	A disaster risk management training needs analysis is compiled and forwarded to the	Annually	Operational	Community and Safety

		MDMC.			
5.46	Identify specific target groups for awareness campaigns and coordinate such campaigns with the MDMC (e.g. early warning communication)	Target groups are identified	Annually	Operational	Community and Safety
5.47	Encourage research in disaster risk management related to the department's main responsibility	Research relating to department specific disaster risk focus is commissioned and/or undertaken	Annually	Operational	Community and Safety
Enabler 3: Funding arrangements					
5.48	Budget adequately for departmental disaster risk management activities	Disaster risk management is budgeted for through the normal budgeting process of the CALM	Annually	Operational	Community and Safety
5.49	Allocate a percentage of the annual budget to implement developmental projects focussing on disaster risk management (capital as well as operational)	A percentage of department budget is allocated for developmental projects focussing specifically on reducing disaster risk	Annually	Operational	Community and Safety
5.50	Co-finance disaster risk reduction projects with other departments in line with the IDP of the CALM	Disaster risk reduction projects are co-funded by CALM departments	Annually	Operational	Community and Safety
5.51	Promote insurance and reinsurance of public assets	CALM public assets are insured and reinsured where necessary	Annually	Operational	Community and Safety

5.5.1 Office of the Executive Mayor

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA1 Institutional capacity for disaster risk management					
5.52	Identify and implement mechanisms to ensure the application of the principles of cooperative governance in disaster risk management as per Chapter 3 of the Constitution (1996)	The principles of cooperative governance for disaster risk management has been identified and implemented	On-going	Operational	Office Of Mayor
5.53	Establish appropriate decision support systems for this office relating to multi-	An appropriate decision support system is established for multi-sectoral	On-going	Operational	Community and Safety

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
	sectoral disaster risk management in the CALM	disaster risk management			
5.54	Establish and ensure the functioning of the Disaster Risk Management Advisory Forum (DRMAF)	A Disaster Risk Advisory Forum is established	Quarterly	None	Community and Safety
5.55	Ensure the establishment and necessary capacity (human resource and infrastructural) for the MDMC	The MDMC is operating with adequate staff infrastructure	Annual	Make provision	Community and Safety
5.56	Ensure the identification of disaster risk management focal points in each municipal department and the participation of the focal points in matters relating to disaster risk management	Disaster risk management focal points are identified in each department and is participating in matters relating to disaster risk management	Annual	Departmental budget	Office of the Municipal Manager
KPA 2: Disaster risk assessment					
5.58	Declaring a local state of disaster should circumstances and recommendations from the HOC of the MDMC necessitate such actions	The declaration of a state of disaster when recommended by the HOC of the MDMC	When it happens	Operational	Office of the Mayor
KPA 3: Disaster risk reduction					
5.59	Compile standard warning messages to distribute in the media in the languages of the area	Standard warning messages have been compiled in all of the languages of the area	When it happens	Operational	Office of the Mayor
KPA 4: Response and recovery					
5.60	Assume responsibility for the overall response and recovery operations during a disaster	Management structures and processes for response and recovery operations are in place	When it happens	Operational	Office of the Mayor
5.61	Identify, by position, individuals assigned to work in the MDMC during	Individuals have been identified to work in MDMC during large scale	When it happens	Operational	Office of the Municipal Manager

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
	large-scale emergencies / disasters	emergencies			
5.62	Compile and apply pro forma and procedure for the classification and declaration of a (state of) disaster	Pro forma and procedures for the classification and declaration of a state of disaster have been compiled	When it happens	Operational	CALM
5.63	Handle all media enquiries during significant events	All media enquiries are handled during significant events	When it happens	Operational	Office of Mayor
Enabler 1: Information management and communication					
5.64	Compile a crisis communication plan for localised incidents and disasters through the Marketing and Communication Unit	A crisis communication plan for localised events has been compiled	Annual	Operational	Office of the Mayor
5.65	Compile a media strategy for disaster risk management	A media strategy for disaster risk management has been compiled	Annual	Operational	Office of the Mayor
5.66	Compile media statements on response of the CALM to disasters	Media statements on responses of the CALM to disasters have been compiled	Annual	Operational	Office of the Mayor

5.5.2 Office of the Municipal Manager

No.	Action	Performance indicator	Time frame	Budget	Responsible department
KPA 1: Institutional capacity for disaster risk management					
5.68	Ensuring all departmental involvement in disaster risk management matters by identifying senior officials to serve on the disaster risk management structures of the CALM	Senior officials to serve on the disaster risk management structures of the CALM have been identified	Annual	Operational	Office of the Municipal Manager
5.69	Assign specific disaster risk management responsibilities to each municipal department and ensure the	Specific DRM responsibilities have been assigned to each municipal department and measurable DRM	Annual	Operational	Office of the Municipal Manager

No.	Action	Performance indicator	Time frame	Budget	Responsible department
	inclusion of measurable disaster risk management criteria in the scorecard of each focal point	criteria have been included in the scorecard of each focal point			
5.70	Enforce the implementation of any national, provincial and Municipal guidelines pertaining to disaster risk reduction	The implementation of national, provincial and Municipal guidelines pertaining to disaster risk reduction is enforced	Annual	Operational	Office of the Municipal Manager
KPA 3: Disaster risk reduction					
5.71	Ensure the effective integration of the disaster risk management plan within the municipal IDP	The disaster risk management plan has been integrated in the municipal IDP	Annual	Operational	Office of the Municipal Manager
5.72	Implement sustainable livelihoods strategies as an integral part of the IDP process	Sustainable livelihoods strategies are implemented in the IDP process	Annual	Operational	Office of the Municipal Manager
5.73	Encourage gender sensitivity in risk reduction and development planning	Risk reduction and development planning processes are gender sensitive	Annual	Operational	Office of the Municipal Manager
5.74	Enforce an IDP focus on poverty reduction strategies	The IDP focuses on poverty reduction strategies	Annual	Operational	Office of the Municipal Manager
5.75	Ensure land reform takes place and that access to resources by the most vulnerable communities is enhanced	Land reform takes place and the most vulnerable communities' access to resources improves	Annual	Operational	Office of the Municipal Manager
KPA 4: Response and recovery					
5.76	Ensure emergency funds and stocks (through MAOs with product providers)	Emergency funds and stocks are available	Annual	Operational	Office of the Municipal Manager

5.5.3 Corporate Services Department

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
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No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA 1: Institutional capacity for disaster risk management					
5.77	Ensure that procedures are in place to appoint temporary staff on short notice if necessary to execute disaster risk responsibilities	Procedures to appoint temporary staff on short notice are in place	When it happens	Operational	Corporate Services Department
5.78	Ensure that the Conditions of Service make provision for the utilisation of municipal staff to assist with the mitigation of a disaster	Conditions of service includes a clause to the effect that staff may be used to assist with disaster mitigation	Quarterly	Operational	Corporate Services Department
KPA 4: Response and recovery					
5.79	Coordinate operations in respect of matters related to business continuity and human resource management in order to ensure limited duplication with disaster risk management	Formal agreements exist regarding the units of labour regarding DRM	Quarterly	Operational	Corporate Services Department
Enabler 1: Information management and communication					
5.80	Ensure adequate continuity planning and structures are in place for information management	Adequate continuity planning and structures are in place for information management	No plans	Operational	Corporate Services Department
5.81	Develop, implement and update the IT Disaster Recovery plan for the CALM information systems and data	An IT Disaster Recovery plan for the CALM information systems and data has been implemented and procedures are in place for updating	No plans	Operational	Corporate Services Department

5.5.4 Economic Development Department

No.	Action	Performance indicator	Time frame	Budget	Responsible department
KPA 2: Disaster risk assessment					
5.82	Integrate the indicative disaster risk	Procedures to appoint temporary	Through IDP planning	Operational	Economic

No.	Action	Performance indicator	Time frame	Budget	Responsible department
	profile of the CALM with all economic development programmes and projects in order to ensure no or minimal disruption of natural and anthropogenic hazards on the economic development of the CALM	staff on short notice are in place			Development Department
5.83	Identify areas of vulnerability related to different economic activities	Areas of vulnerability related to the most prevalent economic activities have been identified	Quarterly	Operational	Economic Development Department
KPA 3: Disaster risk reduction					
5.84	Ensure that economic growth contributes to vulnerability reduction and disaster risk avoidance within the CALM	Economic growth and development has a specific focus on vulnerability reduction	Annual	Operational	Economic Development Department
KPA 4: Response and recovery					
5.85	Making arrangements for providing transport for affected families	An emergency transportation contingency plan is developed	As per the Need	Operational	Economic Development Department
5.86	Plan for mass transport during emergencies and disasters	Contingency plans for mass transport during emergencies are in place	As per the need	Operational	Economic Development Department

5.5.5 Financial Services Department

No.	Action	Performance indicator	Time frame	Budget	Responsible department
KPA 1: Institutional capacity for disaster risk management					
5.87	Establish a disaster management task team for finances under the guidance of the Chief Financial Officer	A disaster management task team for finances under the guidance of the chief financial officer has been established	Annual	Operational	Financial Services Department

No.	Action	Performance indicator	Time frame	Budget	Responsible department
KPA 3: Disaster risk reduction					
5.88	Enforce disaster risk management measures as pre-requisites for project funding	Project funding is only allocated when DRM measures are in place	Annual	Operational	Financial Services Department
KPA 4: Response and recovery					
5.89	Implement disaster risk management spending guidelines and mechanisms for resource mobilisation	Resource mobilisation takes place in accordance with DRM spending guidelines and measures	Annual	Operational	Financial Services Department
Enabler 3: Funding arrangements					
5.90	Ensure adequate disaster risk management funding in line with the requirements of the Disaster Management Act 57 of 2002 and the NDRMF (see Table 71 and 7.2 of the NDRMF) and the Municipal Finance Management Act for: Disaster risk management ongoing activities; Disaster risk reduction; Mitigation and preparedness measures; Contingency reserve; Disaster response, recovery and rehabilitation; and Education, training, capacity building programmes and research	Disaster risk management is adequately funded for: Disaster risk management ongoing activities; Disaster risk reduction; Mitigation and preparedness measures; Contingency reserve; Disaster response, recovery and rehabilitation; and Education, training, capacity building programmes and research.	Annual	Operational	Financial Services Department

5.5.6 Emergency Management Services (Fire and Rescue section)

No.	Action	Performance indicator	Time	Budget	Responsible
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			frame		department
KPA 1: Institutional capacity for disaster risk management					
5.91	House and equip the MDMC as per legislation and national policy requirements.	Contingency plans and operating procedures for fire fighting is developed.	Yearly	Operational	Community and Safety
KPA 4: Response and recovery					
5.92	The Fire and Rescue section must attend to all fire fighting and rescue functions (rescue of people and animals).	Economic growth and development has a specific focus on vulnerability reduction.	Yearly	Operational	Community and Safety
5.93	The Fire and Rescue and EMS must execute patient care and transport patients to hospitals and clinics. They must have a plan in place for handling mass casualties	Contingency plan for the handling mass casualties is developed	Yearly	Operational	Community and Safety
5.94	Operational Support must coordinate emergency communication and have procedures in place to deal with same. They must provide adequate communication links with relevant stakeholders	Operational Support has procedures in place for emergency communication	Yearly	Operational	Community and Safety

5.5.7 Housing, Town and Regional Planning and Environment Management sections

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA 2: Disaster risk assessment					
5.95	Adequately plan for emergency housing	Contingency plans for emergency housing are in place	Quarterly	Sector Department	DOH
5.96	Apply various forms of environmental protection and management (e.g. reforestation, river-basin planning, agricultural practices, soil conservation and natural hazard control techniques) and enforce the adherence to the above through the Management Meeting	Areas of vulnerability related to the most prevalent economic activities have been identified.	Yearly	Sector Department	DEA
KPA 3: Disaster risk reduction					
5.97	Integrate risk management within all project management activities	All management activities include an element of disaster risk management	IDP Planning	Operational	PED
5.98	Include DRM principles in spatial development frameworks	Spatial and development frameworks include DRM principles	IDP Planning	Operational	IDP Unit
KPA 4: Response and recovery					
5.99	Compile a strategy and plan to provide for alternative housing, temporary shelter in case of emergencies	A strategy and contingency plan to provide for alternative housing, temporary shelter in case of emergencies is in place	As when required	Operational	DMC
5.100	Compile a contingency plan to provide for alternative housing during localised events and disasters. This should include criteria of the circumstances when alternative housing will be provided	A contingency plan to provide for alternative housing during localised events and disasters, including criteria of the circumstances when alternative housing will be provided should be in place	Annual	Operational	DMC
5.101	Compile a response strategy to deal with informal settlements at various levels. (including illegal squatting)	A response strategy to deal with informal settlements is in place	Annual	Operational	PED

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
5.102	Relocation procedures as prevention measure and during emergencies	Relocation procedures are in place	As it when required	Operational	DMC
5.103	Prepare a plan for mass burials (cemeteries, social development)	A contingency plan for mass burials is in place	As it when required	Operational	Community and Safety , DSD,
5.104	Plan for and provide transport to move affected people to temporary shelter in cooperation with Local Economic Development	A contingency plan to move affected people to temporary shelter in cooperation with local economic development is in place	Annual	Operational	DMC
Enabler 1: Information management and communication					
5.105	Communicate development related information to the MDMC especially information on high risk developments	MDMC is always aware of high risk developments	On going	Operational	Community and Safety

5.5.8 Legal and Secretarial Services section

No.	Action	Performance Indicator	Time frame	Budget	Responsible department
KPA 4: Response and recovery					
5.106	Ensure a legal framework for response and recovery in terms of CALM liability to identified risks	A legal framework for response and recovery in terms of CALM liability to identified risks is in place	Annual	Operational	Corporate Services

5.5.9 Safety and Security Sections

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
KPA 4: Response and recovery					
5.107	Provide security in response to disasters and emergencies, if needed	Contingency plans for the provision of security in response to disasters and emergencies are in place	As in when required	None	Community and Safety

5.5.10 Technical Service Department (Roads and Public Works)

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
KPA 2: Disaster risk assessment					
5.108	Conduct regular flood assessment	Up to date flood assessment is available	On going	Operational	Technical Service
5.109	Ensure a continuous of water supply to the CALM	Maintenance records of water supply infrastructure are available	On going	Operational	Technical Service
5.110	Monitor and maintain flow meters in rivers in the CALM	Records of flow meter inspections are available	On going	Sector Department	DWA
KPA 3: Disaster risk reduction					
5.111	Create adequate supportive infrastructure to enhance sustainable livelihoods	Adequate supportive infrastructure to enhance sustainable livelihoods is created	On going	Operational	Technical Service
5.112	Develop and maintain storm water infrastructure	Maintenance records of storm water infrastructure are available	On going	EPWP Grants	Technical Service
5.113	Maintain maximum water discharge capacity in storm water infrastructure	Procedures/guidelines are in place for maintenance of storm water infrastructure and are enforced.	On going	EPWP Grants	Technical Service
5.114	Compile a flood management plan	A flood management plan is available	On going	EPWP Grants	Technical Service
5.115	Strive to maintain a healthy balance between flood prevention and environmental conservation	Proper guidelines to ensure a balance between flood prevention and environmental conservation are in available and enforced	On going	Operational	Technical Service
KPA 4: Response and recovery					
5.116	Provide water tankers in emergency and disaster situations	Plans/procedures are In place for the deployment of water tankers in emergency and disaster situations	As in when required	Operational	Technical Service
5.117	Provide for the pumping of water from flooded houses and areas	The necessary equipment for pumping water form flooded houses is available and working	As in when required	Operational	Technical Service

No.	Action	Performance indicator	Time frame	Budget	Responsible Department
5.118	Repair/reconstruct road damage caused by hazards	Roads are always in good order	As in when required	Operational	Technical Service
5.119	Initiatives to support awareness of flooding and being water wise in general	Water awareness projects are launched	Quarterly	Operational	DMC
Enabler 3: Funding arrangements					
5.120	Funding all activities related to flood management	Sufficient funding for all flood management has been sourced and is available when needed	Annual	Operational	Technical Service

5.5.11 Electricity Section

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
KPA 2: Disaster risk assessment					
5.121	Identify areas of risk in terms of electricity provision	A list of areas at risk in terms of electricity provision exists and is available	Daily	Operational	Finance
5.122	Identify critical facilities for priority electricity provision (e.g. hospitals, national key points, CALM systems)	A list of critical facilities for priority electricity provision exists and is available	Daily	Operational	Technical Service
KPA 3: Disaster risk reduction					
5.123	Develop and implement an effective infrastructure maintenance programme	An infrastructure maintenance programme is implemented	On going	Operational	Technical Service
5.124	Conduct contingency planning for prolonged electricity failures	Contingency plans for prolonged electricity failure exist and are available	Annual	Operational	Technical Service
KPA 4: Response and recovery					
5.125	Provide generators in the case of electricity crises during emergencies	Working generators are available	As in when required	Operational	Technical Service

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
	and disasters				
5.126	Establish communication links with Disaster Operations Centre	Relevant lists of telephone/cell phone numbers and e-mail addresses are available	As in when required	Operational	Technical Service

5.5.12 Social Development and Transversals section

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
KPA 2: Disaster risk assessment					
5.127	Identify socially vulnerable communities	Records of socially vulnerable communities and the reason(s) they are deemed vulnerable (vulnerability assessments) are available	On going	Operational	Executive Office Mayor
KPA 3: Disaster risk reduction					
5.129	Ensure that communities at risk have access to basic services in line with the developmental focus and strategic objectives of the CALM in order to reduce vulnerabilities	Universal provision of basic services such as, water, sanitation and electricity	On going	Operational	Technical Services
KPA 4: Response and recovery					
5.130	Compile an in-depth response and relief plan for all eventualities with specific emphasis on the human element. Response and relief plan for all eventualities with specific emphasis on the human element	An in-depth response and recovery plan for all eventualities is available	On going	Operational	Community and Safety
5.131	Develop and implement procedures for provision of emergency food, blankets and shelter (in coordination with the	Procedures for the provision of emergency food are on record	On going	Operational	Community and Safety

No.	Action	Performance Indicator	Time frame	Budget	Responsible Department
	Housing, Planning and Environmental Management Section)				
Enabler 1: Information management and communication					
5.132	Maintain an indigent register which will contribute to vulnerability identification	An indigent register is available	On going	Operational	Finance
5.133	Provide information on “poverty pockets”	A list of “poverty pockets” and the relevant details of each pocket (e.g. location and extent and nature of poverty) is on record	On going	Operational	Finance Community and Safety
5.134	Provide information on child headed families	Information relating to the amount of and locations of child headed households are available	On going	Operational	Finance

10. DISASTER RISK MANAGEMENT PLANNING PRIORITIES FOR THE CALM

No	Action	Performance indicator	Time frame	Budget	Responsible department
10.1	Disaster risks must be prioritised by different municipal departments in line with the key functions.	All CALM departments have prioritised the CALM disaster risks in line with their specific function and include this in their planning.	On going	Operational	Office of the Municipal Manager

11. INSTITUTIONAL ARRANGEMENTS FOR DISASTER RISK MANAGEMENT CONTINGENCY PLANNING

No	Action	Performance indicator	Time frame	Budget	Responsible department
11.1	All planning clusters must be convened as part of the DRMAF and planning for contingency measures must commence.	All planning clusters are convened and a planning schedule of all contingency measures are adopted by the MDMC.	Quarterly	Operational	Municipal Disaster Management Centre

12. INCENTIVE SYSTEM FOR THE PROMOTION OF DISASTER RISK MANAGEMENT IN THE CALM

No	Action	Performance indicator	Time frame	Budget	Responsible department
12.1	Develop a phased incentive system for the promotion of disaster risk management in the CALM among different role-players.	A phased incentive system has been developed through the assistance of the DRMAF.	On going	Operational	Community and Safety

13. DISASTER RISK MANAGEMENT INFORMATION SYSTEM

No	Action	Performance indicator	Time frame	Budget	Responsible department
13.1	Ensure the establishment of the DMIS.	DMIS is completed and operational.	On going	Operational	Community and Safety

14. EMERGENCY COMMUNICATION SYSTEM

No.	Action	Performance indicator	Time frame	Budget	Responsible department
14.1	Align the current emergency communication flow with the new requirements of the CALM DRMF and Disaster Risk Management Plan	Emergency communication flow plan.	On going	Operational	Community and Safety

15. AREAS FOR FOCUSED DISASTER RISK ASSESSMENTS

No.	Action	Performance indicator	Time frame	Budget	Responsible department
15.1	Determine and agree on a community based disaster risk assessment methodology for the high-risk wards in the CALM	A robust community based disaster risk assessment is developed.	On going	Operational	Community and Safety
15.2	Conduct detailed community based disaster risk assessments in	Comparative and robust results of the community based disaster risk assessments.	On going	Operational	Community and Safety

ALL HAZARD CONTINGENCY PLAN

EMERGENCY PROCEDURES FOR THE TACTICAL AND STRATEGIC MANAGEMENT OF DISASTER RESPONSE AND RECOVERY OPERATOR

LEGISLATIVE MANDATE

In terms of section 49 of the Disaster Management Act 2002, when a disastrous event occurs or is threatening to occur in Council's area, the Disaster Management Centre (Head of Centre) must determine whether the event should be regarded as a disaster in terms of the Act and must immediately:

- initiate efforts to assess the magnitude and severity or potential magnitude and severity of the event;
- alert relevant disaster risk management role players in the municipal area; and
- initiate the implementation of any contingency plans and emergency procedures that may be applicable in the circumstances.

Furthermore, in terms of section 54 of the Act, irrespective of whether a local state of disaster has been declared in terms of section 55 of the Act, Council is primarily responsible for the ***coordination and management*** of local disaster that occur in its area.

The CALM DRMF sets the parameters for response and recovery planning and specifying the requirements for the development of a disaster response and recovery plan.

When a significant event or disaster occurs or is threatening to occur in Council's jurisdiction, there must be no uncertainty as to the procedures to be followed. Rapid and effective disaster response and fast tracking the delivery of relief to affected areas requires integrated and coordinated direction, control and command. This will not be achieved unless there is clear allocation of roles and responsibilities.

REPORTING OF SIGNIFICANT EVENTS AND/OR DISASTERS

Inevitably when a disaster occurs extraordinary measures are required which includes the mobilizations of scarce resources. This requires prudent judgment and strategic decision making particularly from the point of view of prioritizations. Disasters can occur suddenly without any warning. On the other hand a situation may arise where multiple significant events occur simultaneously in different areas within Council's jurisdiction. Whilst each of these events may not in themselves necessarily constitute a disaster but the sheer sum of which may require extraordinary measures and may need to draw on scarce resources. Obviously in the absence of central reporting holistic assessments and strategic prioritization would be impossible. Clearly this type of situation leads to confusion and ultimately slows down responses and delivery of relief to affected areas which in turn will lead to unnecessary losses and hardships. The routine monitoring and tracking of significant events by disaster management centers is in any event a requirement of the NDMF as it can serve to provide early warnings.

In this regard it is therefore essential to identify and implement protocols to ensure that no misunderstanding occurs in recognizing the escalation from what constitutes a routine incident normally dealt with within the line function of the emergency or essential services to that of a significant event or a disaster

The following protocols have been prepared in terms of the legislative and policy requirements to ensure integration and coordination in the activation and mobilisation of resources for the purposes of ***strategic*** disaster response and recovery operations. They serve to allocate clear roles and responsibilities in this regard to the relevant key personnel and must therefore be applied with diligence and dedication.

REPORTING PROTOCOL

Origin, the following protocols shall apply:

1. Immediately three or more response agencies are present at the scene of an event (or in the case of a widespread event, are operating in the area) the lead response agency which has been allocated primary responsibility for events occurring as a result of a specific hazard, must establish a Joint Operations Centre (JOC) for the **tactical management** of disaster response operations. The JOC must be established in accordance with the Standard Operating Protocol for the establishment of a JOC (see SOP 8).
2. The Control Centre at Central Fire Station must immediately be notified and provided with an initial assessment of the magnitude and severity or potential magnitude and severity of the event/disaster. The assessment must be conveyed in a prescribed format.
3. The Control Centre will immediately notify the Head of the Centre (HOC).
4. The HOC or his/her nominee will, if deemed necessary, immediately proceed to the scene to assess the significance of the event in order to determine whether it should be regarded as a disaster or has the potential to escalate into a disaster. If the situation warrants it or if there is an indication of a potentially deteriorating situation, the HOC will delegate the disaster management officer responsible for operations to report to the JOC.
5. The HOC will ensure that the Executive Mayor and Municipal Manager are fully informed of the proportions and progress of the incident.
6. Immediately the proportions of the incident have the potential magnitude and severity *or are* of such magnitude and severity that the event should be regarded as a local disaster in terms of the Section 23 of the Act, the HOC will classify the event as a local disaster and will implement the appropriate alert protocols from the Standard Alert Procedures - SOP 7).
7. The HOC will instruct the Control Centre to activate key personnel according to the Standard Alert Procedure (SOP 1) for the **strategic management** of the disaster response and recovery efforts.

ALERTING PROCEDURES FOR THE ACTIVATION OF THE STRATEGIC MANAGEMENT OF DISASTER RESPONSE AND RECOVERY OPERATIONS

SOP 1

THE CONTROL CENTRE AT THE CENTRAL FIRE STATION

1. On receipt of a report of an early warning or significant event immediately notify the HOC.
2. If communication has not yet been established with the JOC in the affected area establish contact and maintain continuous communication with the JOC.
3. Ensure that continuous communication is maintained with the HOC and that the HOC is kept fully informed at all times of any subsequent reports regarding the progress of the event.
4. On receipt of an instruction from the HOC prepare a message for communication to the relevant communities at risk.

5. On receipt of an instruction from the HOC prepare a message for communication to key council personnel and other role players involved in the *strategic management* of response and recovery operations as follows:
6. Communicate the message as prepared under 5 above to all key personnel in accordance with the standard emergency procedures.

STANDARD OPERATING PROTOCOLS FOR KEY BPDM PERSONNEL INVOLVED IN THE STRATEGIC MANAGEMENT OF DISASTER RESPONSE AND RECOVERY OPERATIONS

SOP 2 HEAD OF THE CENTRE (HOC)

IN THE EVENT OF A SIGNIFICANT EVENT THE HOC (or delegate) SHALL IMMEDIATELY:

1. Proceed to the affected area to assess the situation.
2. Instruct the Disaster Management Officer from the relevant region to proceed to the area and report to the JOC.
3. Initiate the establishment of a JOC if such has not already been established.
4. Remain in the JOC and ensure that the Standard Operating Protocol is implemented (SOP 8).

IN THE EVENT OF A DISASTER OR THREATENING DISASTER THE HOC SHALL IMMEDIATELY:

1. Notify the Executive Mayor and Municipal Manager, and decide on the level of alert to be issued i.e. *Alpha/Bravo/Charlie* Alert (See SOP 7).
2. Instruct the Control Centre to implement Standard Operating Protocol SOP 1.
3. Instruct a Disaster Management Officer to initiate the Standard Operating Protocol SOP 3 and then to proceed to the JOC (to be joined by the disaster management officer for the relevant region).
4. Assess the situation.
5. Initiate the establishment of the JOC if such has not already been established.
6. Conduct assessment and immediately thereafter return to the Disaster Management Centre (DMC) to convene the establishment of the DOC.
7. On arrival at the DMC implement Standard Operating Protocol SOP 10

SOP 3 DISASTER MANAGEMENT OFFICER
--

IN THE EVENT OF A DISASTER OR THREATENING DISASTER, THE MANAGER: COMMUNITY PREPAREDNESS SHALL IMMEDIATELY:

1. Alert all other Disaster Management Centre Personnel as per the flowchart.
2. Proceed to the Joint Operations Centre and in liaison with the Disaster Managers of the regions, implement the Standard Operating Protocol SOP 8

SOP 4 REMAINING DISASTER MANAGEMENT CENTRE PERSONNEL

IN THE EVENT OF A DISASTER OR THREATENING DISASTER ALL REMAINING DISASTER MANAGEMENT CENTRE PERSONNEL SHALL IMMEDIATELY:

1. Proceed to the Disaster Management Centre.
2. Continuously maintain contact with the HOC.
3. Upon arrival summons all available help to assist in the configuration and preparation to bring the Disaster Operations Centre into operation.
4. Issue the appropriate alert SOP 4a to ensure all available help to assist with emergency communications.
5. Instate the Disaster Operations Centre SOP 4b.
6. Establish the Information/Media Liaison Centre SOP 4c.

SOP 5 REMAINING OTHER DISASTER MANAGEMENT PERSONNEL
--

IN THE EVENT OF A DISASTER OR THREATENING DISASTER, ALL REMAINING REGIONAL DISASTER MANAGEMENT PERSONNEL SHALL IMMEDIATELY:

1. Proceed to the Disaster Management Office and await further instructions.
2. Continuously maintain contact with the CALM MDMC.

SOP 6 DEPARTMENTAL HEADS

IN THE EVENT OF A DISASTER OR THREATENING DISASTER ALL DEPARTMENTAL HEADS SHALL IMMEDIATELY ACTIVATE THEIR DEPARTMENTAL RESPONSE OPERATIONS BY:

1. Alerting designated key personnel according to the flowchart.
2. Placing additional personnel on alert as per the departmental planning.

3. Proceed to the Disaster Management Centre and implement your Standard Operating Protocol (SOP).

SOP 7 KEY PERSONNEL DEPARTMENTS
--

IN THE EVENT OF A DISASTER OR THREATENING DISASTER ALL DESIGNATED KEY DEPARTMENTAL PERSONNEL WILL IMMEDIATELY RESPOND AS FOLLOWS:

1. IN THE EVENT OF AN *ALPHA* ALERT:

1. All services and designated key personnel are placed on standby as per departmental organograms.
2. Other relevant members of the Management Meeting and Disaster Risk Management Advisory Forum are informed.

2. IN THE EVENT OF A *BRAVO* ALERT:

1. All Disaster Management Centre designated key personnel, as per the flowchart are to report to the Centre and take up their places in the Centre.
2. Other relevant members of the Management Meeting and Disaster Risk Management Advisory Forum are informed.

3. IN THE EVENT OF A *CHARLIE* ALERT:

1. All Disaster Management Centre key personnel, as per the flowchart are to report to the Centre and take up their places in the Centre.
2. Other relevant members of the Management Meeting and Disaster Risk Management Advisory Forum are informed.

SOP 8 STANDARD OPERATING PROTOCOL FOR THE ESTABLISHMENT AND OPERATION OF A JOINT OPERATIONS CENTRE (JOC)

Immediately three or more agencies respond to an incident the lead agency must:

1. Immediately assess the magnitude and severity of the situation.
2. Establish priorities.
3. Provide an immediate situation report to the Control Centre.
4. Maintain continuous contact with the HOC via the Control Centre.
5. Alert Safety and security, local SAPS if not already alerted and request for a representative serve in the JOC.
6. Decide on the most suitable location for the establishment of the JOC to ensure the efficient tactical management of the event.
7. Ensure that the relevant role players including the Control Centre are advised of JOC location including the coordinates.

8. Ensure the appointment of an Incident Commander e.g. most senior officer of primary agency - ensure that the Commander never leaves the JOC except to pull back and re-establish JOC.
9. Ensure that JOC is clearly identifiable.
10. Ensure that a working area is defined and secured.
 1. In liaison with municipal security and SAPS ensure that a control perimeter is established and that access control is implemented.
 2. Ensure that the area is secured for investigation.
 3. Ensure that hazards are eliminated from damaged utilities.
 4. Identify Response Agency Commanders on site.
 5. Ensure representation in the JOC of Commanders of applicable response agencies, senior representatives of key essential service departments and other relevant role players and stakeholders.
 6. Ensure that communication lines are established with:
 - i. Response Agency Operational Commanders on the Scene.
 - ii. The Control Centre.
 7. List/Confirm Call Signs.
 8. Obtain continuous situation reports from response agency commanders.
 9. Ensure that crowd control is effected.
 10. Ensure that traffic flow is controlled.
 11. Where relevant ensure that alternate routes are identified and broadcast.
 12. Ensure that a casualty despatch point is identified and controlled.
 13. Establish a temporary morgue if required.
 14. Obtain continuous situation reports of hospital bed states and progress with the dispatch of casualties from the scene accordingly.
 15. Arrange for alternate power/lighting.
 16. Provide immediate and regular situation reports relating to the situation and the nature and numbers of resource help that will be needed to the HOC at the DOC.
 17. Maintain an incident log.
 18. Ensure the co-ordination and administration of incoming aid and that a reporting protocol is established.
 19. Ensure that continuous weather and wind direction reports are obtained.
 20. Identify suitable helicopter LZs in the vicinity.
 21. Obtain co-ordinates of suitable LZs and convey same to the operations rooms of the SAAF, SAPS Airwing and the Control Centre.
 22. Identify suitable water reservoirs for Bambi bucket if necessary and obtain clearance from owner.
 23. Convey co-ordinates of water reservoirs to SAAF.
 24. Implement and maintain follow up log.
 25. Record and process all incoming and outgoing communication and take appropriate action.
 26. Plot progress of incident on maps/GIS to identify communities at risk and ensure timeous and early warning and evacuation as appropriate.
 27. Coordinate evacuation plans and logistics in terms of:
 - warnings
 - transport
 - accommodation
 - security
 28. Establish an Information Centre contact on site.

29. Ensure that all media liaison, appeals for donations and assistance and the release of information to the public is channeled to the CALM MDMC in accordance with council's policy.
30. Arrange with the CALM MDMC for refreshment and subsistence requirements for personnel.
31. Co-ordinate the acquisition and distribution of additional human and equipment resources from the CALM MDMC and maintain a register of
32. Identify fuel depots and arrange logistics and control mechanisms.

STRATEGIC MANAGEMENT OF DISASTER RESPONSE AND RECOVERY OPERATIONS

SOP 9

THE HEAD OF THE DISASTER MANAGEMENT CENTRE

1. Decide on the magnitude and severity or potential magnitude and severity of the situation and issue the appropriate *Alpha*, *Bravo* or *Charlie* alert accordingly.
2. Decide on whether to proceed to the area personally for reconnaissance purposes in order to conduct a first-hand initial assessment of the situation before retuning immediately to the Disaster Operations Centre (DOC) at the MDMC or whether to immediately proceed to the MDMC.
3. Direct a disaster risk management representative to serve in the Joint Operations Centre.
4. Contact the Control Centre and issue the following instructions:
 1. Activate disaster management operations in terms of protocol SOP 1.
 2. Issue an *Alpha/Bravo/Charlie* alert.
 3. Issue instructions for the bringing the Disaster Operations Centre (DOC) into operational mode and ensure the immediate implementation of security and access control.
 4. Ensure that all communication systems/channels are checked and operational.
 5. Issue instructions to the Control Centre to immediately implement mechanisms to establish contact/communication with regional offices who must ensure that each municipal ward is contacted to assess any impacts.
 6. Immediately establish and maintain contact with the joint operations centre on site and obtain regular situation reports.
 7. Immediately proceed directly to the MDMC.
 8. Convene an emergency Management Meeting and initiate any contingency plans and emergency procedures that may be applicable in the circumstances.
 9. Establish whether the event can be determined as a local disaster or a local state of disaster and if so classify as such.
 10. If existing legislation and contingency arrangements do not adequately provide for council to deal effectively with the disaster or other circumstances warrant it recommend to Council that a local state of disaster be declared.
 11. Ensure that the Executive Mayor is kept fully informed at all times and consider recommending that an emergency Mayoral Committee meeting be convened.
 12. Notify the national and provincial disaster management centres.
 13. Notify any neighbouring DMCs of potential threats.
 14. Immediately issue a situation report in accordance with the prescribed format and transmit it to the NDMC and PDMC and ensure continuous updates of situation reports to the centres.
 15. Ensure that contact with relevant regional disaster management offices functionaries is established and maintained.

16. Establish a plan of action and issue instructions to personnel via the heads of departments who will execute the tasks.
17. Establish a plan of action and issue instructions to personnel via the heads of department who will execute the tasks.
18. Set up a duty roster.
19. Liaise with neighbouring local authorities and private organisations regarding additional resources.
20. Process all incoming information and take appropriate action.
21. Maintain communication with the Provincial Disaster Management Centre, SAPS, SANDF and all relevant role players e.g. Water Affairs, Weather Service, Department of Social Development, Environmental Affairs and Tourism etc.
22. Establish priorities and co-ordinate all rescue and relief actions.
23. Instruct the establishment of an information centre and continuously hold press conferences and issue press releases in accordance with the disaster risk management media policy.
24. Convene order groups and check that heads of departments attend order groups for the necessary briefings.
25. Issue official appeals for donations in accordance with Council's disaster relief policy.
26. Respond to immediate arrival of donations and urgent requests for financial assistance.
27. Authorise the maintenance of essential records relevant to the disaster.
28. Consider briefing meetings for Councillors/Council.
29. Prepare for VIP visits.

SOP 9

MUNICIPAL MANAGER

1. On receipt of a *Bravo* or *Charlie* alert issued on the instructions of the Head of the Centre activate key personnel of the department and proceed directly to the MDMC.
2. Convene emergency Council and other committee meetings as may be required.
3. Issue instructions to ensure the continuation of municipal services.

SOP 9

CHIEF FINANCIAL OFFICER

1. On receipt of a *Bravo* or *Charlie* alert issued on the instructions of Head of the Centre activate key personnel of the department and proceed directly to the disaster management centre.
2. Co-ordinate all the functions of the department during a disaster.
3. Organise and control all professional and supportive personnel of the department.
4. Identify sources of additional equipment and supplies for the provision of financial services.
5. Arrange for all emergency funding requirements.
6. Ensure the safety of all financial records and archives.
7. Delegate the following duties to department personnel:
 - i. The procurement of all stores and supplies required throughout the duration of the disaster.

- ii. The maintenance of a complete record of all costs incurred throughout the duration of the disaster (wages, hire of plant and transport, compensation, payments to other authorities etc).

SOP 9

HEAD: CORPORATE SERVICES DEPARTMENT

1. On receipt of a *Bravo* or *Charlie* alert issued on the instructions of the Head of the Centre activate key personnel of the department and proceed directly to the disaster management centre.
2. Co-ordinate all the functions of the department during a disaster.
3. Organise and control all professional and supportive personnel of the department.
4. Identify sources of additional equipment and supplies for the provision of administrative, transport and human resources services, including arrangements for employing temporary staff.
5. Ensure the safekeeping of all council records and archives.
6. Provide secretarial and administrative services to ensure that accurate documentation and records are maintained.
7. Ensure that all actions taken remain within the disaster management and council's legal mandate.
8. Deploy personnel to the disaster site for the purpose of documentation.
9. Ensure accurate records are kept of dead, injured and missing persons.

Group	Number of People	Percentage of Population	Most Spoken Language
African group	181 546	97.6%	Swazi / Zulu
Coloured group	372	0.2%	Afrikaans
Asian/Indian group	744	0.4%	English
White group	2 976	6.6%	Afrikaans / English

Sector	Activities	Contribution to Employment	Contribution to Economy
Community Services	Public administration, defence, government departments/ agencies, education, health and social work; sewage/ refuse disposal, sanitation; membership organisations; recreation/culture/sport; washing/dry-cleaning of textiles and fur products; hairdressing/beauty treatment; funeral and related activities	28,8%	37,1%
Trade	Wholesale and commission; retail trade; repair of personal household goods; sale/maintenance/repair of motor vehicles/motor cycles; hotels/restaurants/bars/canteens/ camping sites/ other provision of short-stay accommodation	21.4%	13.6%
Agriculture	Establishments primarily engaged in farming activities, including commercial hunting and game propagation, and forestry, logging and fishing. Types of primary production: Micro enterprise broiler producers; small holder vegetable producers; small scale fruit growers; dry land maize and sugar beans farming; cattle farming	16.8% (decreasing)	11.2%
Mining	Extracting, beneficiating of minerals occurring naturally, including solids, liquids, crude petroleum, gases; underground and surface mining, quarries, operation of oil and gas wells and all supplemental activities for dressing and beneficiating for ores and other crude materials	7.6%	7.9%
Construction	Site preparation, building of complete constructions or parts thereof, civil engineering, building installation, building completion, renting of construction or demolition equipment with operators	4.9%	2.9%

Figure 1.2: Nodes within Chief Albert Luthuli Municipality

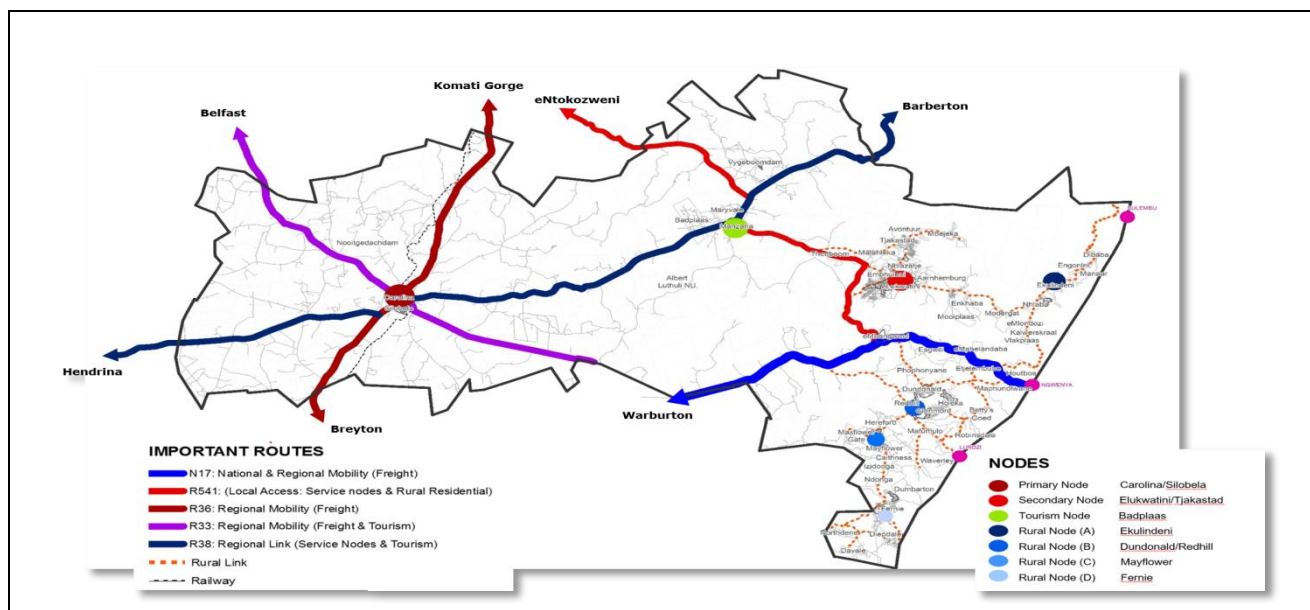


Table 1.4: Number of Households by Municipality (StatsSA 2011)

Demographic Indicators	Stats SA Census 2001	Stats SA Census 2011	Community survey 2016	Share of Gert Sibande District figure 2011	Share of Mpumalanga Province figure 2011	Ranking: highest (1) lowest (18)
Population number	187 936	186 010	187 630	17.8%	4.6%	9
Number of households	39 652	47 705	53480	17.4%	4.4%	9
Area size (km ²)	-	5 560	5 560	17.5%	7.3%	4
Population per km ²	-	33	33	-	-	-

Table 1.6: Population Statistics (StatsSA 2016)

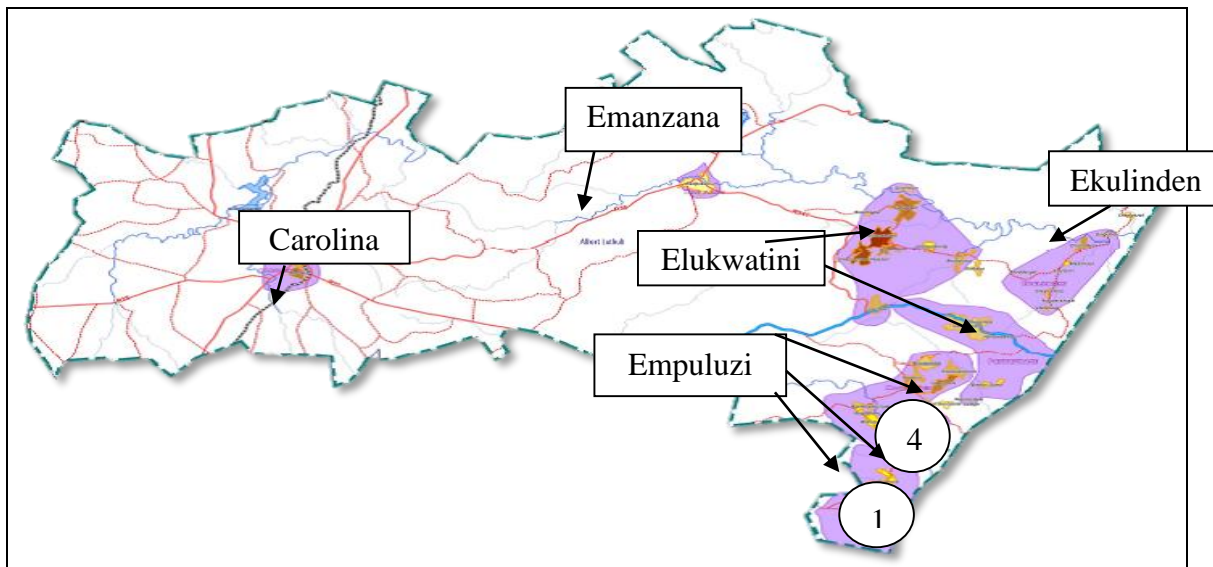
Population Statistics		
Total Population	Statistics	Source
194 088	2007	Community Survey
187 936	2001	Statistics South Africa
186 010	2011	Statistics South Africa
187 630	2016	Community Survey

Table 1.24b - Co-ordinates of Municipal Wards with Chief Albert Luthuli Municipality

List of Wards, including area names and co-ordinates within Chief Albert Luthuli Municipality			
WARDS	AREA NAME	CO-ORDINATES	
1	China 1, Part of China 2, Thembisa , Edukwini and Mfihlo	26°26'060" S	30°46'486" E
2	Mavimbela, Police Station area, Mandela, Mkhaba, Rank area	26°24'094" S	30°46'838" E
3	Dumbarton, Ndonga, Pitoli, Mkhumula, Steyn A, Steyn B, Super, White City, Extension 5	26°24'133" S	30°47'430" E
4	Ndonga, Mafufumbe, Goba	26°18'662" S	30°46'764" E

5	Mbalenhle, Emabaleni, kaVilakazi, Mtshali, Mabuza Store, Mandela	26°15'459" S	30°49'115" E
6	Mashonamini, Biskop (Hartebeeskop), Swallonest, Robinsdale, Bettysgoed, Swallusnest 6A	26°16'674" S	30°34'277" E
7	Mayflower Gate, Mafufumbe, Solomon, kaJimmy	26°17'350" S	30°43'079" E
8	Oshoek, Pampoen	26°12'803" S	30°59'251" E
9	Redhill, Esandleni, Sincobile, Waverly, Ngodini, Ntababomvu	26°16'674" S	30°47'277" E
10	Shiba Village, kaMaseko, Arnhemburg, Talukwatini, Santini, Emganwini, Gogo Mamba, Elukwatini B	26°02'904" S	30°47'088" E
11	Glenmore	26°15'904" S	30°49'820" E
12	eButsini, eNkanyini, eNgonini, Ekulindeni	26°04'861" S	30°59'674" E
13	Mabovini, eMmahlabathini, Top Sector, Khuzulwandle, RDP	26°00'521" S	30°48'965" E
14	Bantfwabetfu Farm, eNhlazatshe Farm, New Village, Nhlazatshe 3, eLukwatini	26°03'615" S	30°47'156" E
15	Silobela	26°05'278" S	30°06'378" E
16	Lochiel, Belvedere, kaShongwe, The Brook	26°04'035" S	30°46'078" E
17	Section A, Section B, Section C, Section E	25°57'565" S	30°35'182" E
18	Mbhejeka, Avontuur, Tjakastad (Macawuzela), Manyeveni, eKukhaneni, Mphelandaba, Phola	26°00'198" S	30°48'898" E
19	Steynsdorp, Vlakplaas, Manestant, Mletsane, Witklip	26°04'209" S 26°03'743" S	30°54'121" E 30°53'134" E
20	Nhlazatshe 4A	26°03'194" S	30°45'885" E
21	kaZuka, Groenvlei, Tevrede, Haarlem, Caro Farm, kaNeil, Onbekend, Vaalbank, Leliefontein, Jackalsfarm, Omnia , Helpmekaar, Kromkrans, Leeuwpoort, kaMahlabane, Welgemeent, Nooitgedacht	25°57'062" S	29°57'341" E
22	Silobela, Caropark	26°05'134" S	30°06'569" E
23	Honingklip, Steerboom, Diyane, Malahleka, Weergevonden, Mdumane, Madzeni, Madamini, Schoeman, Mantjolo, Vleiland, Mahlabathini, kaMusha, Magudu, Kalkkloof , Suncity	25°57'565" S	30°35'182" E
24	Nhlazatshe 6, Nhlazatshe 7	26°02'131" S	30°47'681" E
25	Nhlazatshe 2	26°04'035" S	30°46'078" E

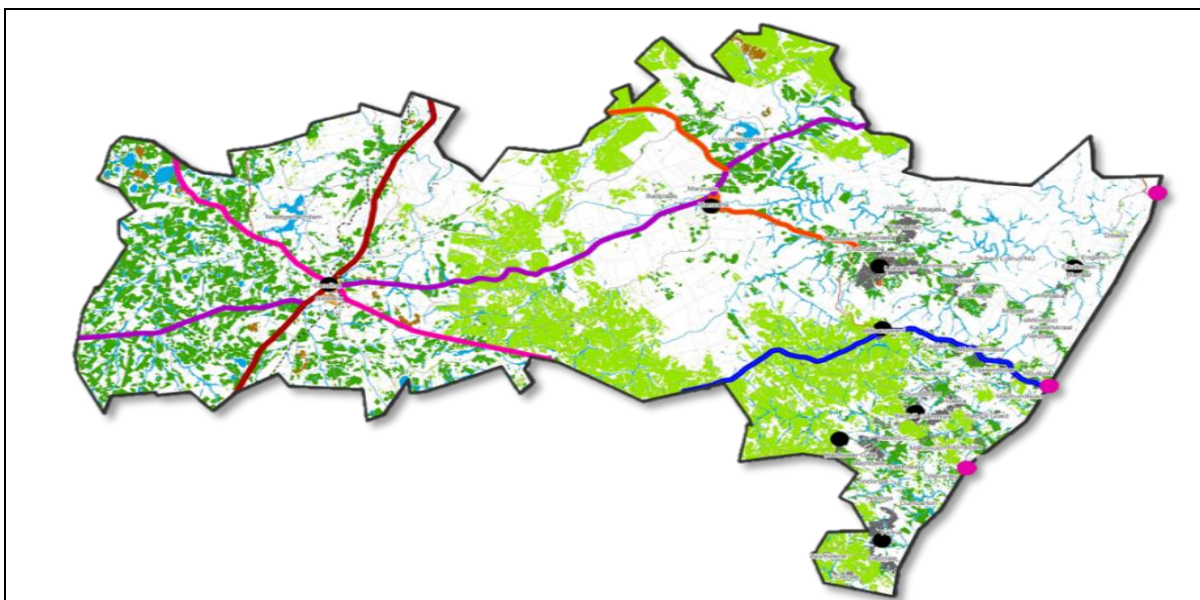
Figure 2.15 - Population Distribution



The CALM's 2011 Spatial Development Framework (SDF) identified seven settlement clusters which are:

1. Carolina / Silobela
2. Badplaas / Dlamini
3. Elukwatini / Tjakastad and surroundings – Avontuur, Malahleka, Nhlazatshe, Arnhemburg, Nhlazatshe Restant, Mooiplaas and Enkaba
4. Ekulinden and surrounding settlements – Engonini, Maanhaar, Ebutsini, Steynsdorp, Kalwerskraal and Vlakplaas.
5. Empuluzi / Mayflower and surrounding settlements – Mayflower, Mayflower Gate, Mafufumbe, Proposed Sincobile Village, Robinsdale, Bettys'goed, Glenmore, Redhill, Dundonald, Swallusnest and Waverley.
6. Fernie / Diepdal and surrounding settlements – Fernie A and B, Diepdal, Davale, Davidale, Northdene and Syde.
7. Settlements around the N17 - Lochiel, Aankomst, Hartebeeskop, Theekloof, Houtbosch, Pampoen, Smithfield and Oshoek.

Map 1 - Land Cover in Chief Albert Luthuli Municipality



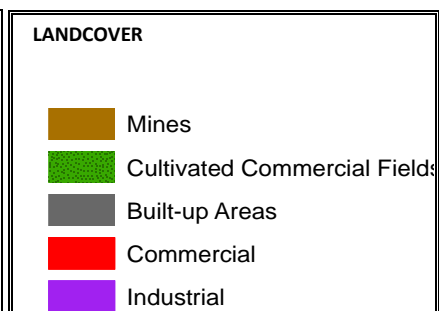
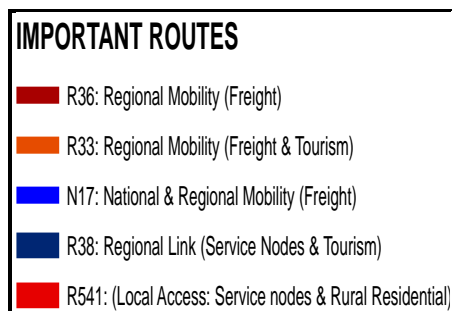
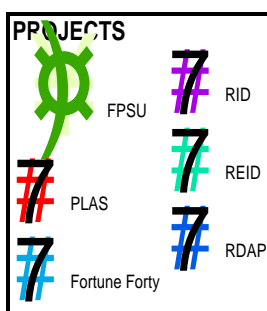
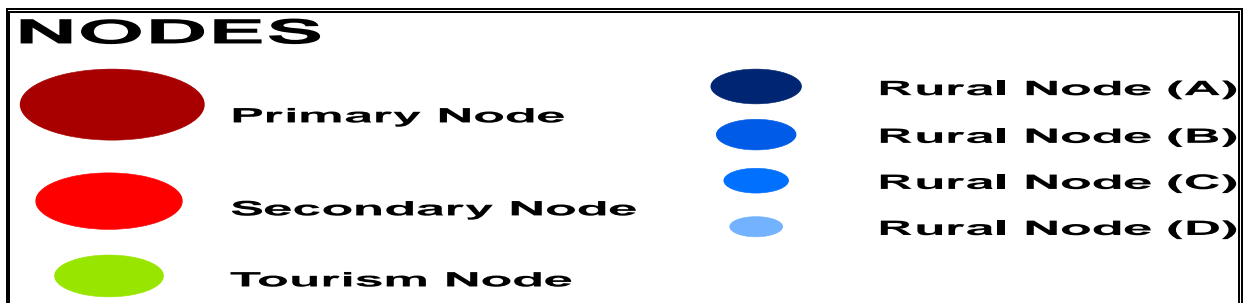
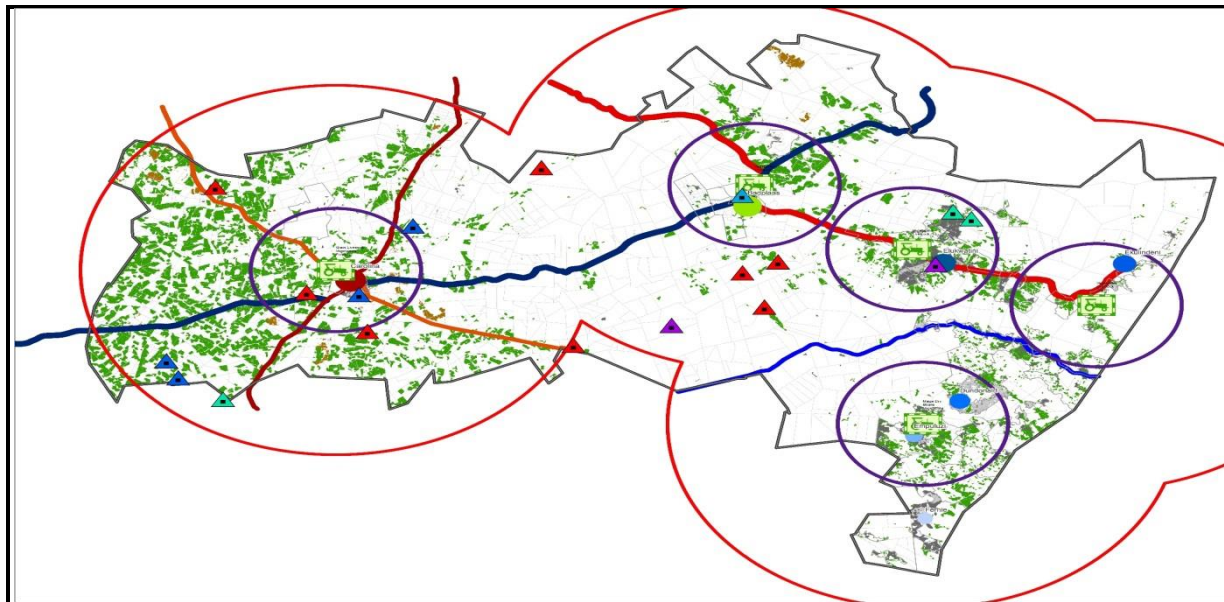
7.6 Spatial Development Framework (SDF)

The SDF and LUMS will guide the spatial distribution of current and future desirable land usage within the CALM. In this regard, the following aspects will be addressed:

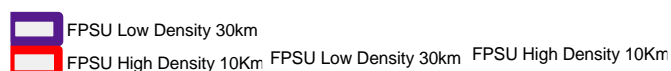
The direction of growth

- Priority areas
- Major movement routes
- Areas of development to redress imbalances
- Conservation of natural and built environment
- Areas which discourage specific land uses
- Areas where intensity of land development could be increased or reduced

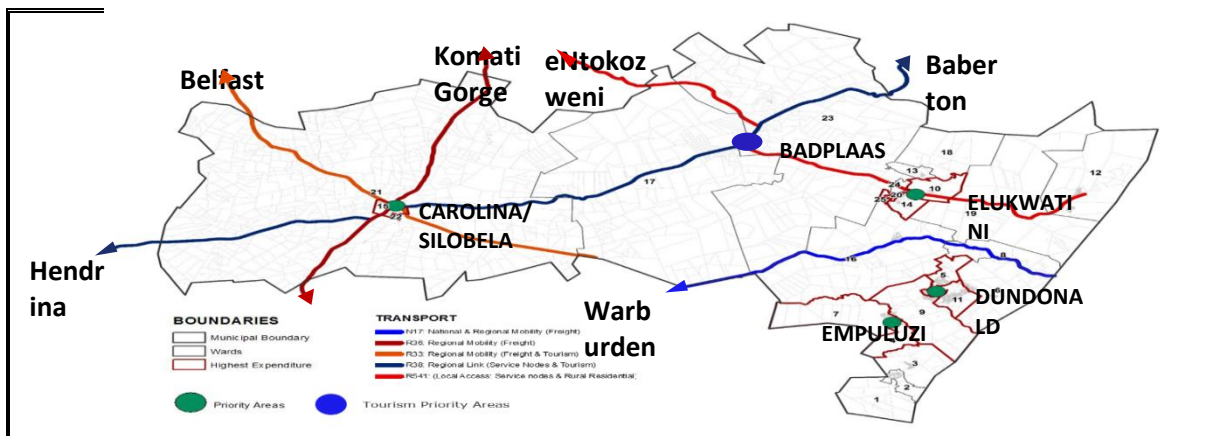
Map 2



STANDARDS



Priority areas



(e) Settlement Distribution

Carolina and Surrounding, including Silobela

Emanzana and Surrounding, including Dlamini

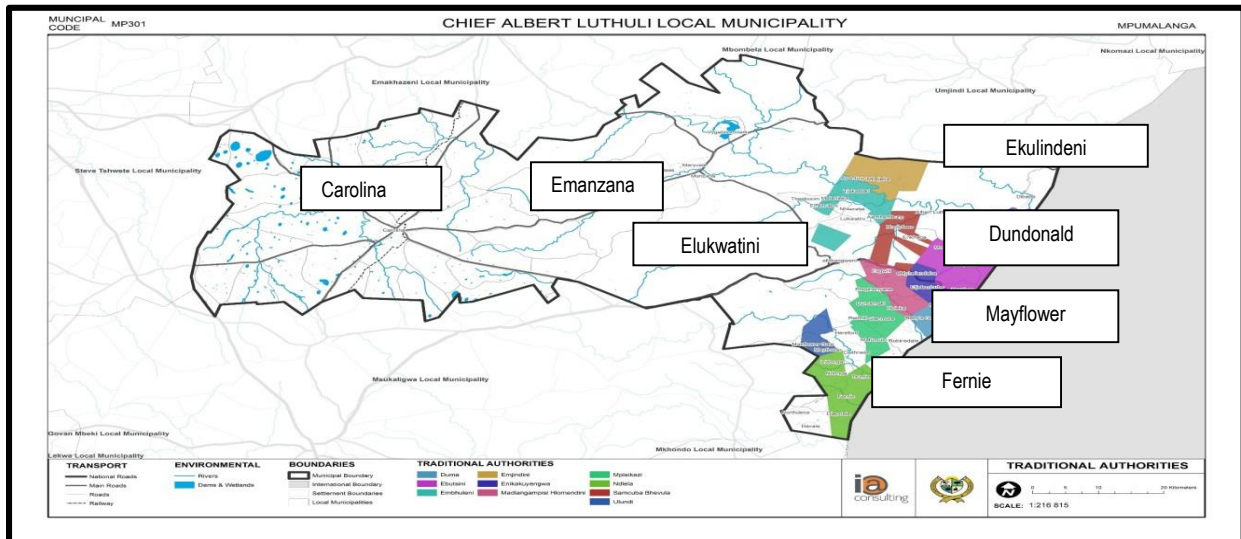
Elukwatini Surrounding, Tjakastad and surrounding settlements (Avontuur, Malahleka, Nhlazatshe, Arnheemburg, Nhlazatshe Restant, Mooiplaas and Enkaba)

Ekulindeni and surrounding settlements (Engonini, Maanhaar, Ebutsini, Steynsdorp, Kalwerskraal and Vlakplaas)

Empuluzi, Mayflower and surrounding settlements (Mayflower Gate, Mafufumbe, proposed Sincqobile Village, Robinsdale, Dundonald, Surrounding, including Bettysgoed, Glenmore, Redhill, Swallusnest)

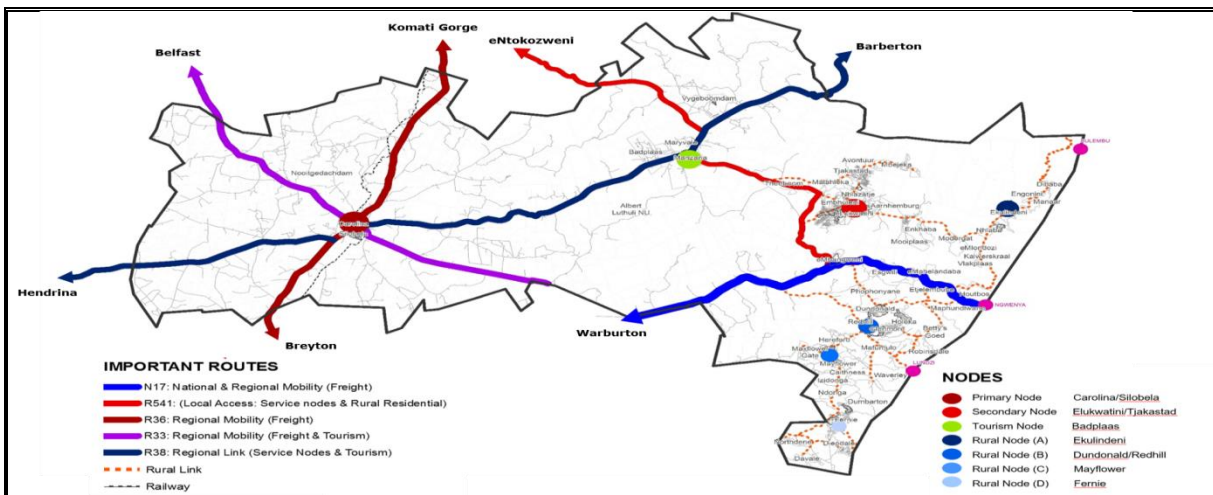
Fernie and surrounding settlements (Fernie A and B, Diepdale, Davale, Davidale, Nordene, Syde)

Settlements along the N17, including Lochiel, Aankomst, Hartebeeskop, Smithfield and Oshoek(foll



Together these settlement clusters house 94% of the CALM population and should thus be the focus areas for both strategic spatial planning and land use management mechanisms.

Major movement routes



Map 3

