

# NEWCASTLE MUNICIPALITY



## DISASTER MANAGEMENT PLAN



## DISASTER MANAGEMENT IS OUR BUSINESS



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## VISION

**BY 2030 NEWCASTLE MUNICIPALITY WILL BE A SUSTAINABLE ECONOMICALLY VIBRANT CITY REGION THAT AFFORDS ITS CITIZENS A HIGH QUALITY OF LIFE**

Overall vision is to build informed and resilient communities and ensure a safe and healthy environment in the Newcastle Municipality.

## MISSION

**Newcastle Municipality commits to the following mission statement :**

- **Render sustainable services;**
- **Create an environment conducive to economic growth;**
- **Become the Regional Centre for Investment attraction for Northern KZN;**
- **Improve service delivery;**
- **Offer good governance and public participation.**

Overall mission is to develop and implement holistic and integrated planning and practice in a cost-effective and participatory manner to reduce vulnerabilities and build resilient communities through sustainable development and service delivery. Therefore this mission statement acknowledges the objects of local government as outlined in various local government legislation and given effect through the IDP and the associated sector plans. It also seeks to align the municipal strategic activities, structure and resource allocation with the powers and functions as prescribed in the Constitution.

## STRATEGIC GOAL

To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities.

Table 1

Activity/ Item Description	PMS Evaluation Report Findings	Comments		
		2012/13	2013/14	2015/2016
Disaster Management Plan/ Contingency Plan	Quarterly SDBIP	None	DM Forum established on 12/02/2014	<b>Newcastle should have its own Disaster Management Advisory Forum, Disaster Contingency Plans, Framework and Disaster Management Plan in place.</b>

# **PART 1 :**

# **INTRODUCTION**

## 1. OVERVIEW OF THE NEWCASTLE MUNICIPALITY : DISASTER MANAGEMENT PLAN

### 1.1 BACKGROUND

The Province of Kwa-Zulu Natal is prone to a wide range of natural and man-made risks and hazards. Newcastle Municipality being part of Kwa-Zulu Natal has experienced disasters such as floods and fire, in particular, occur in any month of the year and always end up with serious damages, costs, loss of life and property. Despite ongoing progress made by Council to extend essential services to urban and poor rural communities, large numbers of people at Bosworth Farm, Charlestown, Ingogo, Normandien and other part of the Eastern side (JBC) still live in conditions of chronic disaster vulnerability in underserved, ecological fragile or marginal areas where they face recurrent natural and other threats such as disease outbreaks, extreme cold, fires, flooding, lightning, severe storms, etcetera.

In the past, Newcastle Municipality employed through its Department : Community Services, Protection Services, a variety of strategies for responding to the adverse effects of disasters using the Civil Protections Act, Act 67 of 1977. Government recognized, however that the strategies under this act were inadequate to counter the effects of disasters due to emphasis on response which was seen to be reactive rather than proactive. As a result thereof, the new democratic government promulgated the Disaster Management Act, Act 57 of 2002 and its Policy Framework (Notice 654 of 2005) as an attempt to focus on the proactive measures for dealing with disasters or disaster threats with specific emphasis on hazard identification and disaster risk analysis, disaster risk reduction programs, as well as response and recovery phases also touching on information management, education, training, public awareness and research and funding arrangements for disaster risk management. The Disaster Management Act 57 of 2002 was found to have flaws in that it focused more on district level rather than local level. These flaws have been rectified through the Disaster Management Amendment Act, Act 16 of 2015. The Province of Kwa-Zulu Natal has also promulgated Policy Framework (Provincial Gazette 545 of 4 February 2011 as amended by Provincial Gazette 372 of 22 January 2010).

Therefore in line with specific provisions of the Act, its Policy Framework and Policy Framework for Disaster Risk Management in the Province of Kwa-Zulu Natal, Newcastle Municipality is mandated to develop and implement a Municipal Disaster Management Plan for dealing with the prevailing hazards within its area of jurisdiction. Thus, this document outlines the Newcastle Municipal Disaster Risk Management Plan that focuses on known risks, contingency plans as well as roles and responsibilities of all stakeholders. The draft sector plan, which was discussed by the Newcastle Disaster Management Advisory Forum, still has to be submitted to Council for perusal and adoption. **Target date is 2019.**

## **1.2 LEGAL FRAMEWORK**

### **1.2.1 The Constitution of the Republic of South Africa Act 108 of 1996**

The Constitution redefined local government as a sphere of government that is distinctive from, yet interdependent and inter-related district, provincial and national government. Importantly, the Constitution conferred developmental issues to local government.

### **1.2.2 Municipal Systems Act 32 of 2000**

The Act introduces changes towards the manner in which municipalities are organized internally, the way they plan and utilize resources, monitor and measure their performance, delegate authority, deliver services and manage their finances and revenue. Critically, the Act formalizes a range of alternative service delivery mechanisms that could be used to complement traditional service delivery mechanisms / arrangements used by municipalities.

### **1.2.3 Municipal Structures Act No. 117 of 1998 (As amended in 1999 and 2000)**

The Act defined new institutional arrangements and systems for local government. Importantly, the Act laid a foundation for local government performance management and ward committee systems.

### **1.2.4 Disaster Management Amendment Act 16 of 2015**

The Act streamlines and unifies disaster management and promotes a risk reduction approach particularly at municipal and provincial levels. It eliminates the confusion around disaster declaration and addresses current legislative gaps.

### **1.2.5 National Disaster Management Framework (Notice 654 of 2005)**

The framework provides guidelines for the development of the provincial and municipal disaster management frameworks. This also provides the key performance areas and enablers required for the implementation of the Disaster Management Act.

### **1.2.6 Policy Framework for Disaster Risk Management in the Province of Kwa-Zulu Natal (Provincial Gazette 545 of 4 February 2011 as amended by Provincial Gazette 372 of 22 January 2010).**

The framework provides guidelines for the development of the municipal disaster management frameworks. This also provides the key performance areas and enablers required for the implementation of the Disaster Management Act.

### **1.2.7 Amajuba District Disaster Management Policy Framework (October 2014)**

It is recommended that the Newcastle Municipality adopt this framework as it framework provides guidelines for the development of the municipal disaster management frameworks. This also provides the key performance areas and enablers required for the implementation of the Disaster Management Amendment Act, 2015.

### **1.2.8 Fire Brigade Services Act No 99 of 1987**

This Act forms an integral part of disaster risk management. Response to risks and disasters.

### **1.2.9 National Veld and Forest Fires Act No. 101 of 1998**

This Act emphasizes the formation of Fire Protection Associations for the purpose of predicting, preventing, managing and extinguishing veld fires.

### **1.2.10 The National Environmental Management Act of 1999**

This Act provides for environmental management strategies so as to prevent and mitigate environmental disasters.

## **1.3 THE CUSTODIAN OF THE NEWCASTLE MUNICIPALITY : DISASTER MANAGEMENT PLAN**

Currently the Head of the Newcastle Municipal Disaster Management Centre, is the Divisional Commander : Fire Safety and Disaster Management. The incumbent becomes custodian of this Disaster Management Plan on behalf of Council and is responsible for its regular review and updating. The Head of the Centre is also responsible for ensuring that a copy of the plan as well as any amendments to the plan is submitted to the:

- Newcastle Municipal Council via correct channels;
- Amajuba District Municipality; and
- Sector departments and other stakeholders as may be required.



## 2. A GUIDING FRAMEWORK FOR DEVELOPING NEWCASTLE MUNICIPALITY : DISASTER MANAGEMENT PLAN

### 2.1 CONCEPT OF OPERATIONS

It is recommended that the Newcastle Municipality adopt, modify and implement the Amajuba District's Disaster Management Framework, which is already in line with Chapter 5, Section 42 of the Disaster Management Amendment Act, 2015 in ensuring an integrated and uniform approach to disaster management in the Newcastle Municipal area by the municipality and statutory functionaries of the municipality, all municipal entities operating in its area, all non-governmental organizations (NGO's) involved in disaster management in the Newcastle Municipal area and by the private sector. Reason to recommend the adoption of this framework is to ensure uniformity and avoid duplication.

### 2.2 SCOPE AND CONTEXT OF THE PLAN

The scope of this Newcastle Municipality Disaster Management Plan provides a standardized multidisciplinary response framework to a variety of known hazards and risks in the Newcastle Municipal area of jurisdiction. It is accordance with the National, Provincial and District's frameworks in terms of establishing mechanisms for ensuring that integrated response efforts are achieved during the occurrence of major incidents and/or disasters.

The Plan encompasses the preparedness, response and relief actions that must be taken into account before, during and after the incident which has a potential to or may result in injuries, loss of life and/or damage to property. The Plan is intended to facilitate multiagency and multi-jurisdictional co-ordination in both proactive and reactive activities. In particular, the Plan seeks to provide a solid foundation that describes the managerial and administrative arrangements required to safeguard the public and minimize the consequences of any incident or event that may occur in the Newcastle Municipal area of jurisdiction.

The three levels of planning are broken up into a portfolio of ten manageable critical outcomes and a series of action steps for each one. Figure 1 shows the three disaster risk management planning levels, their critical outcomes and the action steps that need to be taken to achieve critical outcome. It also shows the role of the guidelines and other supporting documents in achieving the critical outcomes.

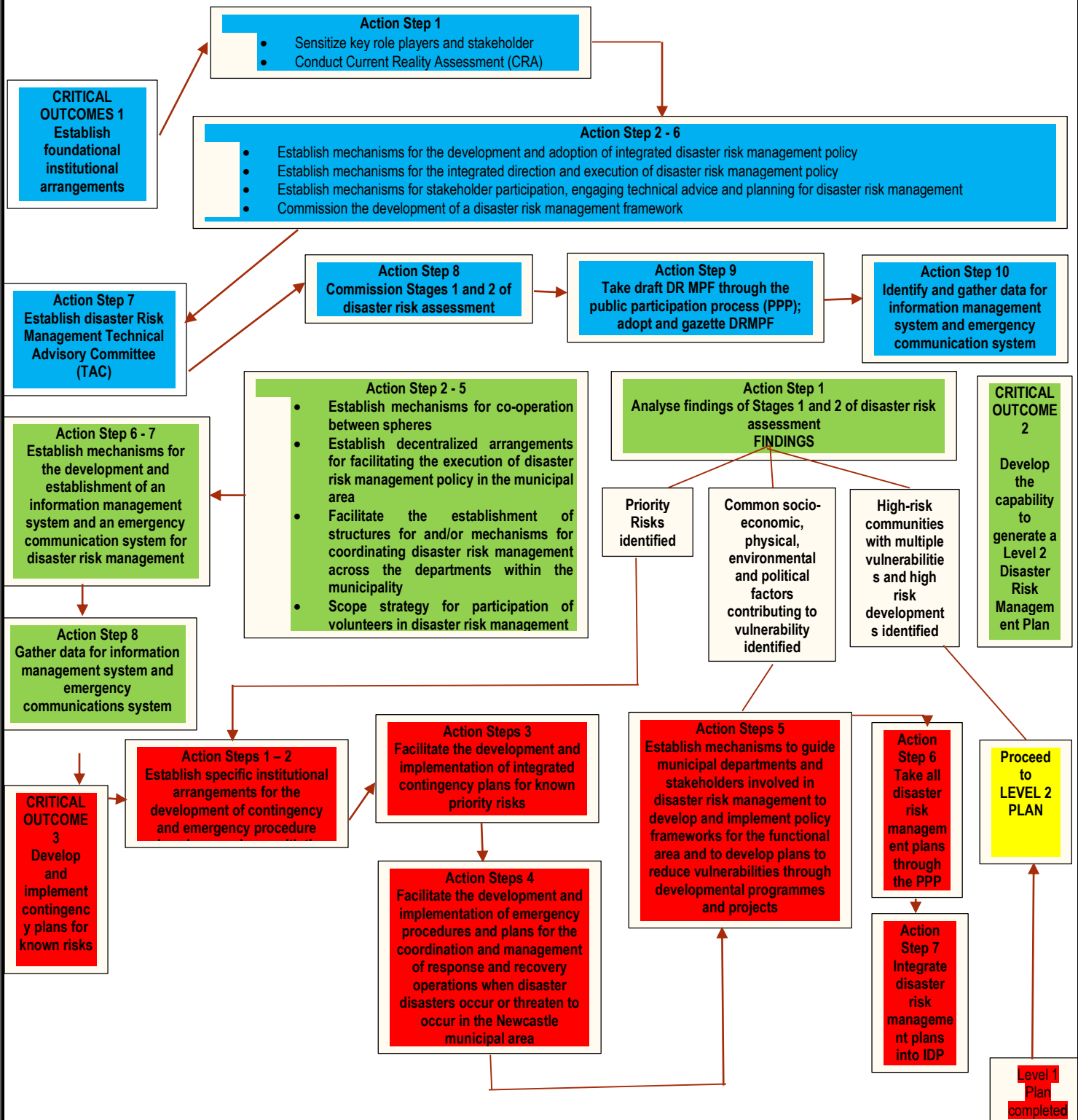
**Table 2 : Three levels of disaster risk management**

LEVEL OF PLAN	CRITICAL OUTCOMES	
1	1	Establish foundational institutional arrangements for disaster risk management
	2	Develop the capability to generate a Level 2 Disaster Risk Management Plan
	3	Develop and implement contingency plans for known priority risks
2	1	Establish processes for comprehensive disaster risk assessments
	2	Identify and establish consultative mechanisms for specific priority disaster risk reduction projects
	3	Develop supportive information management system
	4	Develop emergency communication capabilities
3	1	Establish specific institutional arrangements for coordinating and aligning disaster risk management plans
	2	Establish mechanisms to ensure informed and ongoing risk assessments
	3	Institute mechanisms to ensure ongoing relevance of disaster risk management policy frameworks and plans

It must be noted that the Newcastle Municipality, Department of Community Services has achieved some of the critical outcomes of level one. However, it is necessary to revisit and test some of the available outcomes whilst developing level one comprehensive municipal disaster management plan. Therefore critical outcomes of this comprehensive municipal disaster management plan are:

- Establish foundational institutional arrangements for disaster risk management;
- Develop the capability to generate a Level 2 Disaster Risk Management Plan; and
- Develop and implement contingency plans for known priority risks.

Diagram 1 illustrates critical steps that must be followed to complete a level 1 disaster risk management plan outlined in Handbook 1 of the NDMC.



### 3. CONSULTATIVE PROCESS

This draft document is a concerted effort by the Newcastle Municipality, Department : Community Services' Fire and Disaster Management Services in consultation with relevant stakeholders in the Newcastle Municipal area of jurisdiction. Experts and documentation were further consulted to provide inputs to identify and outline the following aspects of a Level 1 plan:

- Hazards and risks prevalent in Newcastle Municipality;
- Contingency plans for disaster risk reduction; and
- Stakeholder roles and responsibilities.

Existing contingency plans have been requested from all Newcastle Municipality Disaster Management Advisory Forum (NNDMAF) stakeholders. Stakeholders may also use templates (annexure A and B) to source data relating to prevalent hazards, risks, vulnerabilities and capacities, as well as roles and responsibilities in terms of prevention, mitigation and response strategies. Historical data on disaster incidents that have previously occurred in the Newcastle Municipal area was also sourced from official documents, especially the Emergency Call Centre and other records such as files 12/3/2 and 12/3/4.

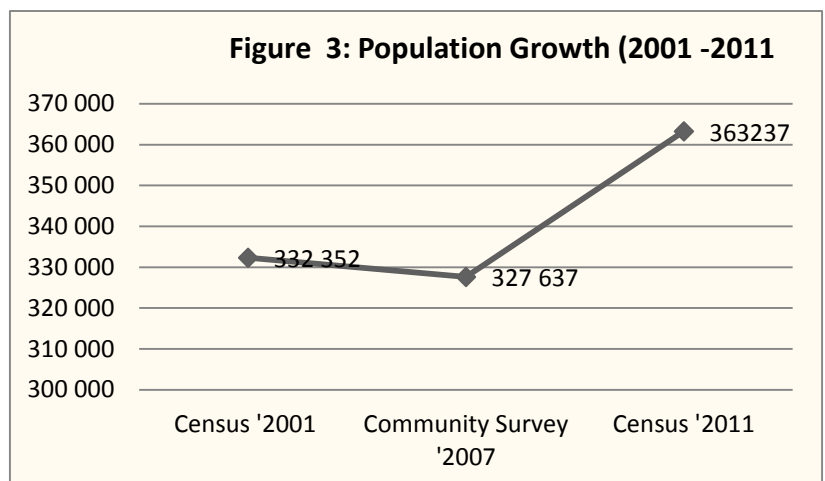
## 4. MUNICIPAL BACKGROUND AND PROFILE

### 4.1 GEOGRAPHICAL BACKGROUND

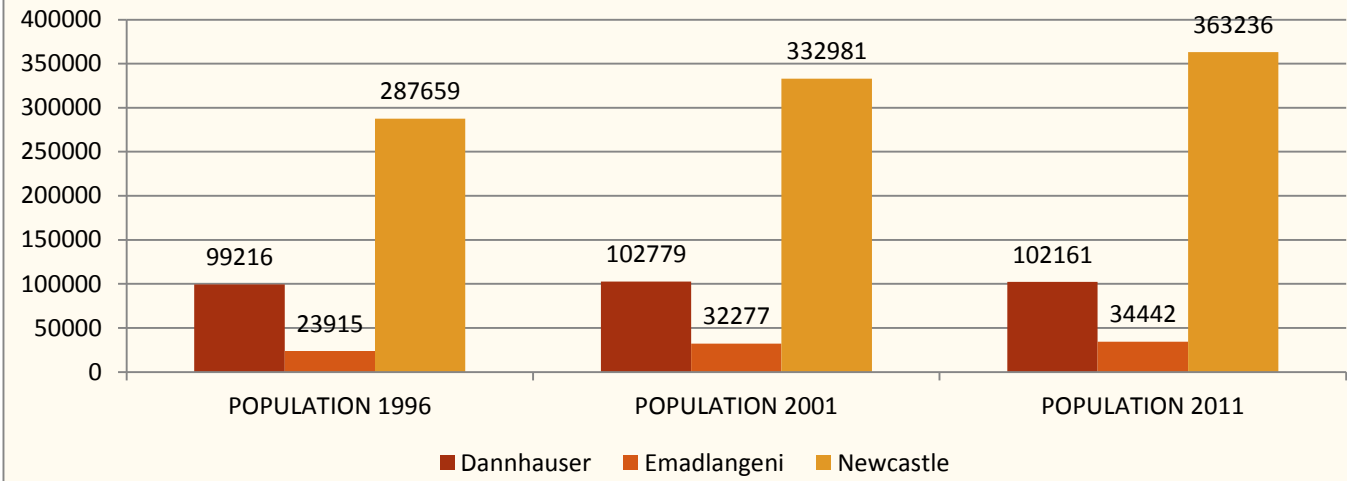
Amajuba District Municipality is geographically located in the North Western corner of KwaZulu Natal, about 350 km away from Durban and about 296 km away from Johannesburg. This district serves as a gateway to KZN province surrounded by Free State and Mpumalanga provinces. The district comprises of three Local Municipalities (LM), namely Newcastle (KZ252), eMadlangeni (KZ253) and Dannhauser (KZ254). The ADM is 6910 km<sup>2</sup> in size with eMadlangeni occupying the largest area of 3539 km<sup>2</sup>, Newcastle some 1855 km<sup>2</sup> and Dannhauser some 1516 km<sup>2</sup>. The Municipalities is predominantly urban with almost 72% of households located in urban areas. The largest concentration of the population is in the Newcastle, Madadeni and Osizweni area. The main transportation routes linking the District to its surrounds is the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior.

Size and growth of population are critical in determining factors on magnitude of a disaster.

<b>DEMOGRAPHICS OF NEWCASTLE MUNICIPALITY</b> (Table 3)	
Population	363 236
No. of Households	110 963
Area km <sup>2</sup>	6 910 km <sup>2</sup>
Number of Wards	46
Formal Dwellings	77,4%
Dependency Ratio	67,9%
Unemployment Rate	40,9%
Source: Statistics SA (Census 2011)	



**Table 4: Population Growth in the entire Amajuba District**



Source: Stats SA, 2011 Census Data

## **PART II :**

### **IMPLEMENTATION OF THE PLAN**

### **ALIGNED WITH THE DISASTER**

## **5. KEY PERFORMANCE AREA 1: INTEGRATED INSTITUTIONAL CAPACITY FOR DISASTER RISK MANAGEMENT**

### **5.1 OBJECTIVE**

To establish integrated institutional capacity within the local sphere to enable the effective implementation of disaster risk management policy and legislation.

### **5.2 CRITICAL DISASTER MANAGEMENT STRUCTURES RESPONSIBLE FOR THE IMPLEMENTATION AND MONITORING OF DISASTER MANAGEMENT POLICY AND LEGISLATION**

#### **5.2.1 Interdepartmental Committee on Disaster Management**

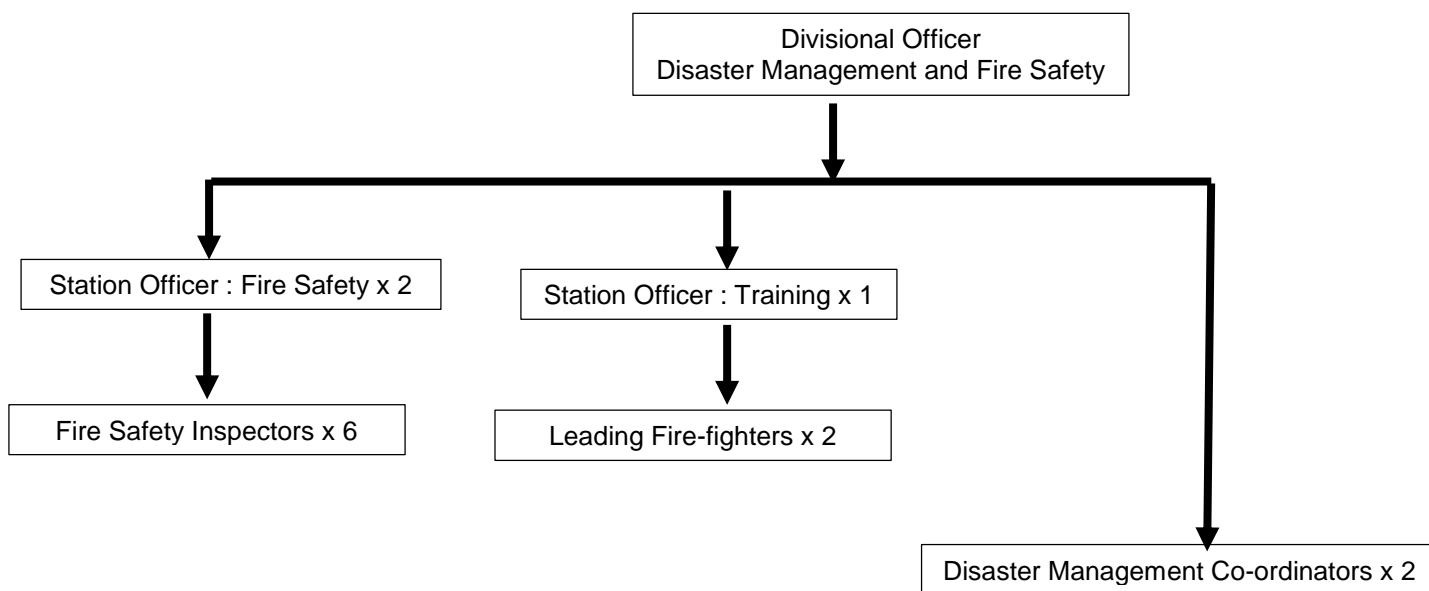
**The committee has not yet been established but once established, it will be chaired by the Strategic Executive Director : Community Services. It will be accountable for ensuring that appropriate mechanisms and institutional arrangements are in place to give effect to co-operative governance and coordinating disaster risk management by establishing joint standards of practice between the spheres of government as well as between a particular sphere of government and relevant role players.**

#### **5.2.2 Disaster Management and Fire Safety**

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Newcastle Municipality Disaster Management Plan  
Compiled by Mr MN Mpeko – 2014. Following **3 Aug 2016 LG elections**, it reviewed and amended amended accordingly.

The following organogram depicts the disaster risk management function in the Newcastle Municipality (Diagram 2):



### 5.3 NEWCASTLE DISASTER MANAGEMENT AND FIRE SAFETY

To optimally perform all statutory responsibilities for the direction and execution of the municipality’s disaster risk management policy framework, the Newcastle Disaster Management and Fire Safety must be adequately resourced in terms of personnel, systems and infrastructure. In this regard, it must comply with the minimum criteria for the employment of suitably skilled personnel, systems and infrastructure set out in the National Disaster Risk Management Guidelines (published in Handbook 2 of the *South African Disaster Risk Management Handbook Series*) and in any provincial guidelines, and must be approved and adopted by the municipal council.

#### 5.3.1 HEAD : NEWCASTLE MUNICIPALITY : DISASTER MANAGEMENT AND FIRE SAFETY

In terms of Section 45(1) of the Act, the Municipal Council must appoint a suitably qualified person as Head of the Municipal Disaster Management Centre (MDMC). The appointment is subject to the applicable provisions of the Local Government: Municipal Systems Act No. 32 of 2000 (known as the Systems Act). The head of the centre should be appointed/situated at senior management level.



In the Newcastle Municipality, role of the Head : Newcastle Fire Safety and Disaster Management is played by the Divisional Officer, who is responsible for the exercise by the centre of its powers and the performance of its duties. In this regard, the head takes all the decisions of the centre, except decisions taken by another person as a result of a delegation by the head of the centre. The head performs the functions of office in accordance with Section 44 of the Act.

The Head of the centre performs the functions of office:

- in accordance with the NDMF and the key responsibilities prescribed in the NDMF;
- in accordance with the disaster risk management policy framework of the Kwa-Zulu Natal Province;
- in accordance with the disaster risk management policy framework of the Newcastle Municipality as adopted from the Amajuba District Municipality;
- subject to the municipal council's IDP and other directions of the council; and
- in accordance with the administrative instructions of the municipal manager.

### **5.3.2 DELEGATION/ASSIGNMENT OF POWERS OF HEAD OF CENTRE**

The head of the centre may, in writing, delegate any of the powers or assign any of the duties entrusted to the municipal disaster management centre in terms of the Act to a member of staff of the municipal disaster management centre. The municipal manager must give effect to such delegation or assignment of powers. Such delegation is, however, subject to limitations or conditions that the head of the centre may impose. Such delegation or assignment does not divest the head of the municipal disaster management centre of the responsibility concerning the exercise of the delegated power or the performance of the assigned duty.

The head of the municipal disaster management centre may confirm, vary or revoke any decision taken in consequence of a delegation or assignment, but no such variation or revocation of a decision may detract from any rights that may have accrued as a result of such a decision.

### **5.3.3 DECENTRALISED ARRANGEMENTS FOR INTEGRATED EXECUTION OF DISASTER RISK MANAGEMENT POLICY IN NEWCASTLE MUNICIPALITY**

The head of the centre must establish mechanisms to ensure integration and joint standards of practice in the execution of disaster risk management policy throughout the Newcastle Municipality.

## **5.4 DISASTER MANAGEMENT ADVISORY FORUM AND OTHER COMMITTEES**

### **5.4.1 PURPOSE**

Section 44(1)(b) of the Act calls for an integrated and co-ordinated approach to disaster management in municipal areas. To make provision for the integration and coordination of disaster management activities and to give effect to the principle of co-operative governance in the Newcastle Municipality, the municipal council may establish a Disaster Management Advisory Forum (DMAF). Section 51 of the Act makes provision for the establishment of such a forum.

### **5.4.2 MANAGEMENT AND ADMINISTRATION**

The Disaster Management Advisory forum must be established by the Head : Municipal Disaster Management Centre via an Item to the Strategic Executive Director : Community Services, which will then serve before the Community Services Portfolio Standing Committee. The advisory forum must be chaired by the Head of the Newcastle Disaster Management and Fire Safety of the Municipality. The Newcastle Disaster Management Advisory Forum was therefore established on the 12 February 2014 and it is growing in leaps and bounds.

The disaster management centre must provide the secretariat for the advisory forum and must ensure that accurate records of the activities of the forum are maintained.

### **5.4.3 COMPOSITION OF THE DISASTER MANAGEMENT ADVISORY FORUM**

The advisory forum must comprise all the relevant stakeholders and role players in disaster management in the municipality, including all sector departments, organised business, faith

based, non-governmental and community-based organisations, individuals or groups with special technical expertise, representatives of the local municipalities in the district and representatives of neighbouring district municipalities.

## **5.5 LOCAL DISASTER MANAGEMENT COMMITTEES/FORUMS**

The local disaster management committees facilitates integrated and coordinated planning by providing a forum for collaboration on joint cross-departmental plans and programmes aimed at disaster risk reduction and other relevant activities associated with disaster risk management. It assists with supervising the preparation, coordination, monitoring and review of disaster management activities and their integration into IDP processes.

## **5.6 DISASTER MANAGEMENT VOLUNTEERS**

The Department : Community Services, through its Fire Safety and Disaster Management unit had planned to establish a disaster management volunteer unit in September 2014, however this plan fell flat as a result of insufficient funds to sustain a long-term initiative involving disaster management volunteers.

## **5.7 COMMUNITY PARTICIPATION**

The local community is the coalface of disaster risk management. It is from the conditions of risk that exist in communities that all other disaster risk management activities evolve. It is in the community where all operational activities related to disaster risk management take place. All disaster risk reduction planning, the development of projects and programmes and the allocation of responsibilities must be founded on the needs and priorities of communities. Disaster risk reduction is a community-driven process.

### **5.7.1 MECHANISMS FOR COMMUNITY PARTICIPATION**

In terms of the Integrated Development Plan (IDP), the Newcastle Municipality has thirty one (31) wards, and each ward has a Ward Committee. In line with the requirements of Outcome 9, all of these wards combined at a municipal wide level shall constitute a Region. The region shall be divided into three (3) zones, viz;

- Zone A which will have 10 wards.
- Zone B which will have 10 wards.
- Zone C which will have 11 wards.

The Ward Committee system shall be structured according to the following fora:

- Regional Ward Committee Fora,
- Zonal Ward Committee Fora,
- 31 Ward Committees.

A Public Participation unit established in the Office of the Municipal Manager and supports the Speaker, is responsible to ensure that the ward committees are functional in line with an approved Ward Committee policy.

Community participation is important to determine risks and hazards that could face them should a disaster strike. Attendance of public meetings and information gatherings is therefore critical. The Newcastle Municipality will be utilizing the following mechanisms for community participation when developing its Disaster Risk Management Plan:

- **IDP Representative Forum (IDP RF):** This forum represents all stakeholders and key interested and affected parties. This includes the Ward Committees, AmaKhosi, Non-Governmental Organizations (NGOs), Community Based Organisations (CBOs), Organized Business, Faith Organizations and organized agriculture.
- **Media:** Local newspapers will be used to inform the community of the progress of the Disaster Risk Management Plan and further due meetings' including the IDPRF and community road shows.
- **Radio Slots:** The Newcastle Community radio station will be used to make community or public announcements where necessary.

- **The Newcastle Website:** The Newcastle Municipality's website will also be utilized to communicate and inform the community. Copies of the Disaster Risk Management Plan will be placed on the website for communities, general stakeholders and service providers to download.
- **Ward Committees:** The Newcastle Municipality has adopted the Ward Committee policy which has resulted to the establishment of ward committees. The municipality considers ward committees as one of the institutional bodies to fast-track service delivery and deepen democracy. They will be used to disseminate the information about the Disaster Risk Reduction methodologies and strategies of the municipality.

## 5.8 TECHNICAL TASK TEAMS (TTT)

Individual Technical Task Teams (TTT) must be appointed by the municipal disaster management centre prior to commissioning any disaster risk management projects for the district municipality. The purpose of the TTT is to provide scientific and technical advice, to monitor the progress of disaster risk management projects and to assist with the validation and/or interpretation of the findings.

In addition, any municipal department and/or municipal entity in the district municipality or a department and/or municipal entity in any of the district's local municipalities intending to commission a disaster risk management projects for its functional area may appoint a TTT to provide scientific and technical advice, to monitor the progress of the disaster risk management project and to assist with the validation and/or interpretation of the findings.

A specific TTT must function and meet as required in accordance with predetermined terms of reference, which must be documented and submitted to the Newcastle Municipal Disaster Management Centre for approval before being formally adopted by the TTT.

The relevant departments and municipal entities in the district municipality as well as those in the local municipalities in the district must, in consultation with the municipal disaster management centre, determine the intervals at which disaster risk management implementation for their functional areas should be reviewed.

All proposed disaster risk management projects planned by departments and municipal entities in the Newcastle Municipality shall be submitted to the Newcastle Disaster Management and Fire Safety. These proposed assessments must also be sent to the Amajuba District Municipality, Head : Disaster Management Centre so that they can form part of the reporting at the Provincial Disaster Management Centre (PDMC) and ultimately the National Disaster Management Centre (NDMC) for technical review and approval before being commissioned.

Normally giving information through the Disaster Management Practitioner's meetings, held on a monthly basis is the best way to share information with the Amajuba District Municipality.

## **5.9 WARD-BASED DISASTER MANAGEMENT STRUCTURES/COMMITTEES**

The community is at the coalface of disaster risk management. It is from the conditions of risk that exist in communities that all other disaster risk management activities evolve. It is in the community where all the operational activities related to disaster risk management take place. All disaster risk reduction planning, the development of projects and programs and the allocation of responsibilities must be founded on the needs and priorities of communities. Disaster risk reduction is a community-driven process.

When disasters occur or are threatening to occur, the initial response to the event comes from those directly affected by it. It is only thereafter that their actions are supported by the various response and resource agencies responsible for dealing with the disaster. In this regard, broad

community participation in disaster risk management, as well as the enrolment of individuals as volunteers, must be actively promoted and encouraged, particularly in communities at risk.

The establishment of ward-based disaster management committees or forums is critical too. The existing ward structures and ward-committee meetings will be utilised for implementing disaster risk reduction at community level. These forums must provide leadership, ensure community ownership of and participation in disaster risk management and awareness programs, and facilitate preparedness in the local sphere.

### 5.10 SPECIFIC ROLES FOR OTHER SECTOR DEPARTMENTS

The following general responsibilities pertain to each and every municipal department of the Newcastle Municipality and each of its stakeholders in disaster risk management. These general responsibilities are the minimum requirements in order to give effect to the DMAF. It should however be noted that these lists are not exhausted and serve as a guide for departments to take their own initiatives.

The Newcastle Municipality's main stakeholders in disaster management and their primary responsibilities are summarised in the table 5 below:

STAKEHOLDER	PRIMARY ROLES AND RESPONSIBILITIES
The Mayor/Municipal Council	The Mayor/Municipal Council declares a state of disaster and receives and considers reports with regard to disaster risk management.
The Municipal Manager	The Municipal Manager is overall responsible for governance in the Municipality, including effective disaster risk management.

STAKEHOLDER	PRIMARY ROLES AND RESPONSIBILITIES
The Municipal Disaster Management Function	The Disaster Management Functions are overall disaster risk management and co-ordination, as per section 44 of the Disaster Management Act. Each Municipal Organ of State (which implies each Municipality Department and each Municipal Entity), will complete its own disaster management plans, to be incorporated into the Municipality's Municipal Disaster Management Plan.
Fire and Disaster Management Services	In terms of the Fire Brigade Act, Act 99 of 1987 (as amended), assist with humanitarian services, which is now called disaster risk management.
The Disaster Management Volunteers	The formal, trained volunteer unit assist Disaster Management in their functions.
The residents and communities affected	Assist with disaster risk reduction and co-operation.
The Ward Councillors	The Ward Councillors assist with community liaison.
The Community Leaders	The Community Leaders assist with community liaison.



STAKEHOLDER	PRIMARY ROLES AND RESPONSIBILITIES
Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs) and Faith-Based Organisations (FBOs)	The NGOs and CBOs assists with disaster risk reduction and co-operation.
Private sector and industry	Assist with disaster risk reduction and co-operation.
Health Care	Assisting with prevention/mitigation, response and recovery actions. Treating and transporting of patients.
Corporate, Financial and Legal Services	Assisting with administration, legal advice and funding.
Communication & Public Participation and Community Services	Assisting the disaster management function with communication and awareness.
Engineering, Development, Infrastructure & Technical Services and Community Services	Assisting with prevention/mitigation, response and recovery actions.

**5.11 MEMORANDUM OF UNDERSTANDING BETWEEN NEWCASTLE MUNICIPALITY : FIRE AND DISASTER MANAGEMENT AND OTHER STAKEHOLDERS ON DISASTER RISK MANAGEMENT PLANNING AND IMPLEMENTATION.**

The following principles will apply to all stakeholders in disaster risk management in the Newcastle Municipality:

- Detailed disaster risk management planning, prevention, mitigation, response and recovery-related actions will be executed by all relevant institutions and stakeholders/ role players in the Newcastle Municipality through applying the principles and requirements as foreseen by the Act, the NDMF, PDMF, DDMF and this Plan;
- Mutual Aid Agreements will be signed between relevant stakeholders;
- The principles of co-operation, effective communication and information management, reporting and alignment (joint standards of practice) of planning and implementation on disaster risk management will at all-time be adhered to by all institutions, stakeholders and role players;
- Disaster risk management information systems will be implemented in a co-ordinated and aligned fashion throughout the Newcastle Municipality to ensure effective information management;
- Training, capacity building and research on disaster risk management will continually be executed at all levels of government and for and by stakeholders in the Newcastle Municipality;
- The involvement and co-operation of non-governmental role players and historical information, to be *inter alia* gathered through indigenous knowledge, is of paramount importance. Traditional leaders in the local municipalities will be properly consulted and informed with regard to disaster risk management initiatives in their areas.
- The local disaster management function will execute detailed research; obtain all required technical advice and inputs required and guide and monitor disaster risk management implementation, co-operation, communication and information dissemination in the Newcastle Municipality.

## **5.12 CAPACITY ANALYSIS AND REQUIREMENTS**

Limited capacity currently exists in the Newcastle Municipality's Fire and Disaster Management Services and specifically in its local municipalities to fulfil all the functions required by the Act.

Capacity requirements are as follows:

- Qualified and skilled personnel in Disaster Risk Management;
- A Disaster Management Information System (DMIS);
- Disaster Management Vehicles (Newcastle and Osizweni should have one each);
- Additional funding / budget, especially to erect Disaster Management storage; and
- Training for Disaster Management Volunteers.

In terms of Section 1.4.3 of the PDMF and NDMF municipalities will establish whether they have the capacity to identify, plan and meet their responsibilities for risk reduction and disaster response and recovery in their functional area. Where necessary, they will enter into mutual aid / assistance agreements and memoranda of understanding with neighbouring authorities, authorities in other spheres, other organs of state, the private sector, NGOs and communities. Such mutual assistance agreements and memoranda of understanding are legal documents which will be in accordance with the national guidelines on mutual assistance agreements developed by the NDMC. These processes will be facilitated by the disaster management function.

The Newcastle Fire and Disaster Management Services have existing mutual assistance with ArcelorMittal Newcastle Works, Karbochem and Farmers Associations. These are legal documents which are reviewed on an annual basis. The Head of Newcastle Disaster Management Centre is currently in the process of formalising existing a "gentleman's agreement" between Newcastle and Volksrust Emergency Services. This initiative is led by the Newcastle Legal Department and it has also been spread towards Thabo Mofutsanyana, Uthukela and Umzinyathi districts in consultation with the Amajuba District Municipality.

## 6. KEY PERFORMANCE AREA 2: DISASTER RISK ASSESSMENT

## **6.1 OBJECTIVE**

To establish a uniform approach in identifying, assessing and monitoring disaster risks by organs of state and other role players.

## **6.2 DISASTER RISK ASSEMENT**

Newcastle Municipality lies within the Amajuba District Municipality, which faces many different types of risks on a daily basis, including health, environmental, financial and security risks. However, disaster risk specifically refers to the likelihood of harm or loss due to the action of natural and man-made hazards or other external threats on vulnerable structures, services, areas, communities and households.

Disaster risk assessment is the first step in planning an effective disaster risk reduction program (NDMF, 2005). Disaster risk assessment provides an objective and transparent information for making decisions on countermeasures to reduce disaster risk.

Disaster risk assessment examines the likelihood and outcomes of expected disaster events. Disaster risk assessment includes the investigation of related hazards and conditions of vulnerability that increase the chances of loss and also the capacity or resources to deal with such hazards and vulnerabilities.

### **6.3 DISASTER RISK ASSESSMENT METHODOLOGY**

The stages of a disaster assessment, as suggested in National, Provincial and District's Disaster Risk Management Policy Frameworks are the following (shown in the order in which they are normally conducted).

- Hazard identification to identify the nature, location, intensity and likelihood (probability or frequency) of a threat;
- Vulnerability analysis to determine the existence and degree of vulnerabilities and exposure to a threat(s);
- Capacity analysis to identify the capacities and resources available to reduce the level of risk, or the effects of a disaster;
- Risk analysis to determine levels of risk; and
- Risk evaluation to make decisions about which risks need countermeasures and priorities

### **6.4 DISASTER RISK ASSESSMENT MODEL**

The Disaster risk (hazard; vulnerability & capacity) assessments provides a piece of reality from a subjective perspective. No risk assessment model can be designed to be conducted once and the discarded. It must lead to action and must be followed by regular review and revision to allow continuous changes in the environment and continuous improvements.

The Newcastle Disaster Management Advisory Forum opted not to use any specific model however, it is beneficial for the sake of the plan to continue using the DMS Model, which is based on United States' National Oceanic and Atmospheric Administration (NOAA) model process with selected aspects of the Australian SMUG model and the logic of the Hazard Impact Risk Vulnerability (HIRV) model, as well as principles and participatory methodology of

the Community-wide Vulnerability and Capacity Assessment (CVCA) model. Basically the following sums up the three types of models:

## 6.5 HAZARD ANALYSIS

When performing the hazard analysis the following factors are vital in determining the nature of a hazard:

- Likelihood/probability;
- Frequency in which the hazard is occurring;
- Predictability : ability to the event; and
- Most likely magnitude of the event if it occur.

The hazard criteria are scored as per the table 6 below:

Likelihood/ Probability	Score	Frequency with which it can occur	Score	Predictability : ability to predict the event	Score	Most likely magnitude of the event if it occurs	Score
No chance	1	Once in 20years	1	100%	1	Always affect a very small area e.g. street/block	1
Slight possibility	2	Once every 5years	2	Fairly accurate to predict	2	Always affect an area like a Ward	2
50/50 chance	3	Once a year	3	50/50 chance to predict the event	3	Always affect an area like the entire Municipality	3
Very good chance	4	Once monthly	4	Slight chance to predict event	4	Always affect multiple municipalities	4
100% certain	5	Once weekly	5	Cannot predict the event	5	Always affect a large area e.g. Prov.	
<b>Probability</b>	<b>+</b>	<b>Frequency</b>	<b>+</b>	<b>Predictability</b>	<b>+</b>	<b>Magnitude</b>	<b>/4</b>
=							

## 6.6 VULNERABILITY ANALYSIS

When performing the vulnerability analysis the following factors are vital in determining the nature of a hazard:

- Political factors;
- Economic factors;
- Social factors;
- Technological factors; and
- Environmental factors.

The hazard criteria are scored as per the table 7 below:

Political	Score	Economical	Score	Social / Human	Score	Technological	Score	Environmental	Score
Very stable political situation	1	No financial impact	1	No social impact	1	No impact	1	No impact	
Limited cooperation between all political parties conducive to development	2	Very low financial and economical impact	2	Slight injuries and/or discomfort to individuals	2	Very little damage to equipment, buildings and infrastructure and/or no or little disruption to services.	2	Little impact on the environment	2
Limited political instability leads to uncertainty in local community	3	Limited financial & economical impact.. Job losses due to destruction of places of employment	3	Multiple injuries and/or displacement of a small number of families	3	Little damage to a number of buildings and/or limited disruption to a number of families	3	Limited impact on a small area or ecosystem	3
Disruptive political activities influencing community	4	Serious financial & economical impact on community. Ability to be self-sustainable seriously affected	4	Fatal injuries & multiple displacement of large number of families.	4	Serious damage to number of buildings & infrastructure and/or serious destruction of services to a number of families	4	Serious impact on a small	4
Dysfunctional political structures affect total	5	Very serious Catastrophic economical and	5	Multiple fatalities & multiple injuries and/or	5	Total destruction of a number of buildings, infrastructure and has	5	Serious impact on a large area or ecosystem	5

community. Uncertainty about the future. Uncontrolled outbursts/ civil unrest		financial impact. Total destruction of economical base and capability to support the community		permanent displacement of total community		an effect on total community and/or serious disruption of services to entire community			
<b>Political</b>	<b>+</b>	<b>Economical</b>	<b>+</b>	<b>Social</b>	<b>+</b>	<b>Technological</b>	<b>/4</b>	<b>Environmental</b>	<b>/5</b>
								<b>=</b>	

## 6.7 CAPACITY ASSESSMENT (Table 8)

The capacity assessment was conducted as early as March 2003 with the then Ms. S. Mokoena from the Amajuba District Municipality, was stopped but started again in September 2011 and was based on the following critical factors:

- Institutional and management capacity;
- Programme capacity;
- Physical capacity/resources;
- People capacity and competencies; and
- Support network.

<b>Institutional &amp; Management capacity</b>	<b>Score</b>	<b>Programme capacity</b>	<b>Score</b>	<b>Physical capacity/resources</b>	<b>Score</b>	<b>People capacity &amp; competencies</b>	<b>Score</b>	<b>Support network</b>	<b>Score</b>
Limited institutional arrangements with little/limited leadership directing the DM function	1	No/limited programme capacity	1	No/limited resources and budget for DM	1	No/limited training done for selected role-players	1	No/limited support, mainly verbal understandings impact	1
Established basic functional arrangements	2	Level 1 plan in place	2	Well-equipped and functional resources available	2	Well balanced training programme implemented	2	Some mutual aid agreements in place but not sufficient to cater for all eventualities	2
Well established institutional arrangement, Leadership take active role in DM	3	Level 2 plan in place	3	Well-equipped and functional resources available	3	Well-balanced training programme implemented	3	Well established MoU's.	3
Exceptional leadership, well balanced	4	Full compliance to the Act and	4	Well capacitated, tested and fully functional in	4	All role-players capacitated, fully trained and equipped	4	Comprehensive, fully formalised and dynamic support	4



management capacity exist; well- structured institutional capacity exist		Framework with a level 3 plan		accordance to identified risks		to managed the manage the DM programme and deal with disasters that may happen		network with signed and executed mutual aid agreements	
100% in place	5	100% demonstrated and tested plans in place with 100% support by all role-players	5	Resources 100% integrated and in place. No short comings	5	Integrated multi-disciplinary and multi-sectoral teams fully trained and operate 100%	5	100% network in place and tested to work as part of normal business	5
<b>Political</b>	<b>+</b>	<b>Economical</b>	<b>+</b>	<b>Social</b>	<b>+</b>	<b>Technological</b>	<b>/4</b>	<b>Environmental</b>	<b>/5</b>
=									

## 7. DISASTER RISK QUANTIFICATION

Using the definition of a “Disaster”, Disaster Risk can be subdivided into three distinct components:

- Hazard;
- Vulnerability; and
- Capacity

The levels of risk should be calculated using the disaster equation below and each of the risk variables (i.e. hazard, vulnerability and capacity) should also be calculated using a relevant criteria.

$$\mathbf{Disaster\ Risk = Hazard \times \frac{Vulnerability}{Capacity}}$$

### 7.1 DISASTER RISK DATA SOURCING AND MANIPULTION

With the assistance of a Service Provider (AfriCon) appointed by the Amajuba District Municipality, the disaster risk assessment template was compiled and administered to all local municipalities including Newcastle in 2004. Official scientific documents, Newcastle Emergency Call Centre, Indigenous knowledge and other statistics from both the Amajuba District Municipality and Provincial Disaster Management Centre were used to extract hazards and risk data; and a comprehensive list of priority hazards affecting the Newcastle Municipality within the Amajuba District Municipality was the compiled.

## 7.2 DISASTER RISK ASSEMENT RESULTS



### 7.2.1 Hazard Identification

Invalidating the data, additional sources such as Farmer’s Associations and Traditional Leaders as well as the analysis of weather patterns from the South African Weather Services (SAWS) were consulted in order to identify the prevalent hazards in the Amajuba District Municipality, focusing especially on Newcastle Municipality in the past 10 years, which was from 2004 – 2014. The table 9 below indicates the list of hazards identified together with the time of the year or season in which they tend to occur.

#### SEASONAL HAZARDS (Table 9)

The following hazards were identified as seasonal hazards for Newcastle as well as Amajuba District Municipality.

Hazard	Autum			Winter			Spring			Summer			
	March	April	May	June	July	August	September	October	November	December	January	February	
Veld Fires			→										
Structural/Informal Fires			→										
Heavy Rainfall									→				
Lightning	→							→					
Severe Winds						→							
Severe Storms			→										
Floods							→						

Disease : Animals	?	?	?	?	?	?	?	?	?	?	?	?
Drought												
Severe Storms (Snow)												
Hazmat												
Dam Failure	?	?	?	?	?	?	?	?	?	?	?	



Optimal



Average



Depends on rainfall

?

No records thereof

**7.2.2** Fire incidents are quite common in Newcastle Municipality, especially in rural areas and in semi-urban fringe area because of the following factors :

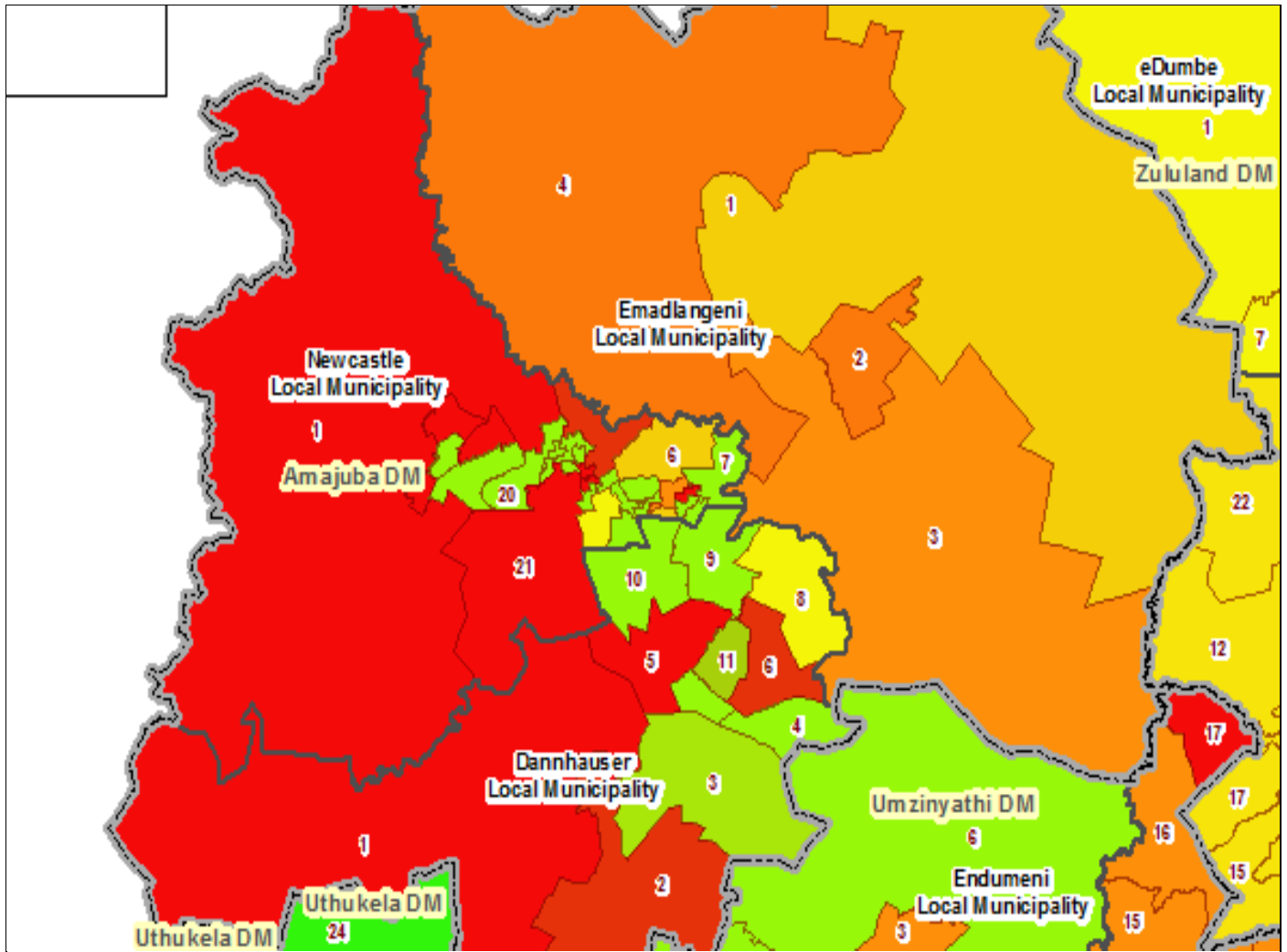
- Individual housing with roof of thatched/grass/corrugated iron sheets and timber in close proximity to each other;
- Lack of awareness of basic *do's* and *don't's* when people live in houses that use flammable materials;
- Lack of availability of adequate water and lack or poor equipment for fire-fighting especially in rural and informal settlements;
- Human error or carelessness; and
- Runaway veld fires.

Amajuba District Municipality lies within Kwa-Zulu Natal, which has the largest area of Extreme veld fires. According to the CSIR, 2010, this covers 84.1% of all district municipalities. It is noted that Newcastle Municipality lies within this district. Bosworth Farm, Charlestown, Ingogo, Normandied and many other part of the JBC are vulnerable to fires. In such areas of extreme fires, it is necessary to take precautions to safe guard lives, livelihoods, property and environment.

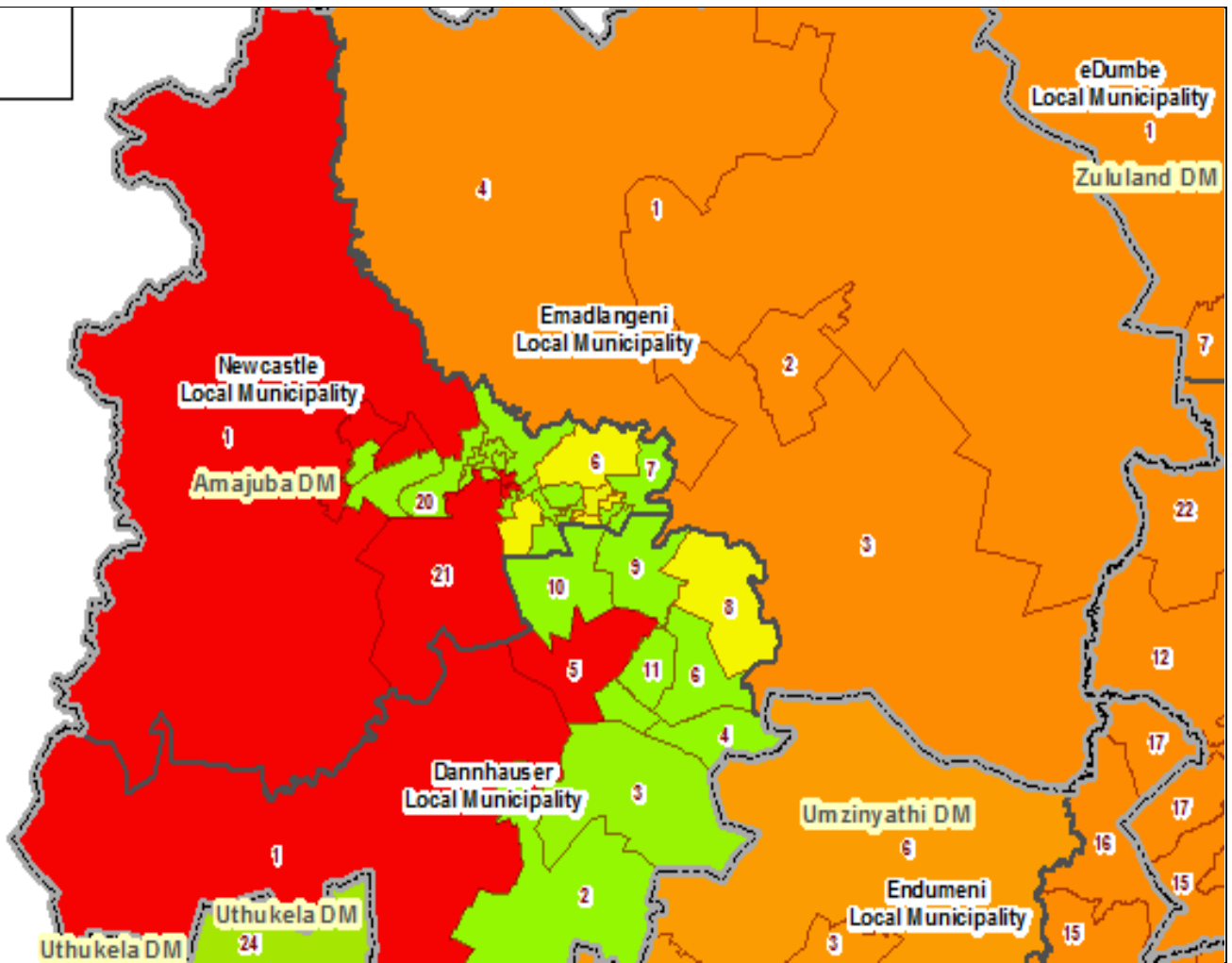
Therefore, the Risk Values for the Newcastle Municipality are shown in Table 10 below:

Main Category (Newcastle Municipality's Risk Rating)	Risk
Fire Hazards - Veld/Forest Fires	0.8

Fire Hazards - Informal Settlements / Urban Area	0.8
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall; Lightning; Wind)	0.7
Hydro-meteorological Hazards - Severe Storms (Hail)	0.7
Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)	0.6
Disease / Health - Disease: Animals	0.6
Hydro-meteorological – Drought	0.5
Hydro-meteorological Hazards - Severe Storms (Snow)	0.5
Hazardous Material - Hazmat: Spill/Release (Storage & Transportation)	0.4
Structural Failure – Collapse of illegal mining, Dam failure	0.01



**Figure 4: Veld and structural fires risk assessment in Newcastle and the district. It is imperative to note cross boundary veld fires hence the entire Amajuba District should also be take into account.**



**Figure 5: Severe Storms (Strong winds, lightning, hail, heavy rainfall and snow) risk assessment in Newcastle Municipality. Newcastle Fire and Disaster Management Services has more resources, which on permission from relevant superiors, may be called out to assist where necessary in terms of Inter-governmental Relations.**

- Floods:** Flood hazards in the district are caused by both flooding in the proximity of rivers and streams, as well as flooding in urban areas or settlements due to inadequate storm water management. Floods are also caused by communities residing on the flood plain zones especially in Newcastle LM Ward 21 (Bosworth Farm) and Ward 25 (Siyahlala la). This is shown on the map below:

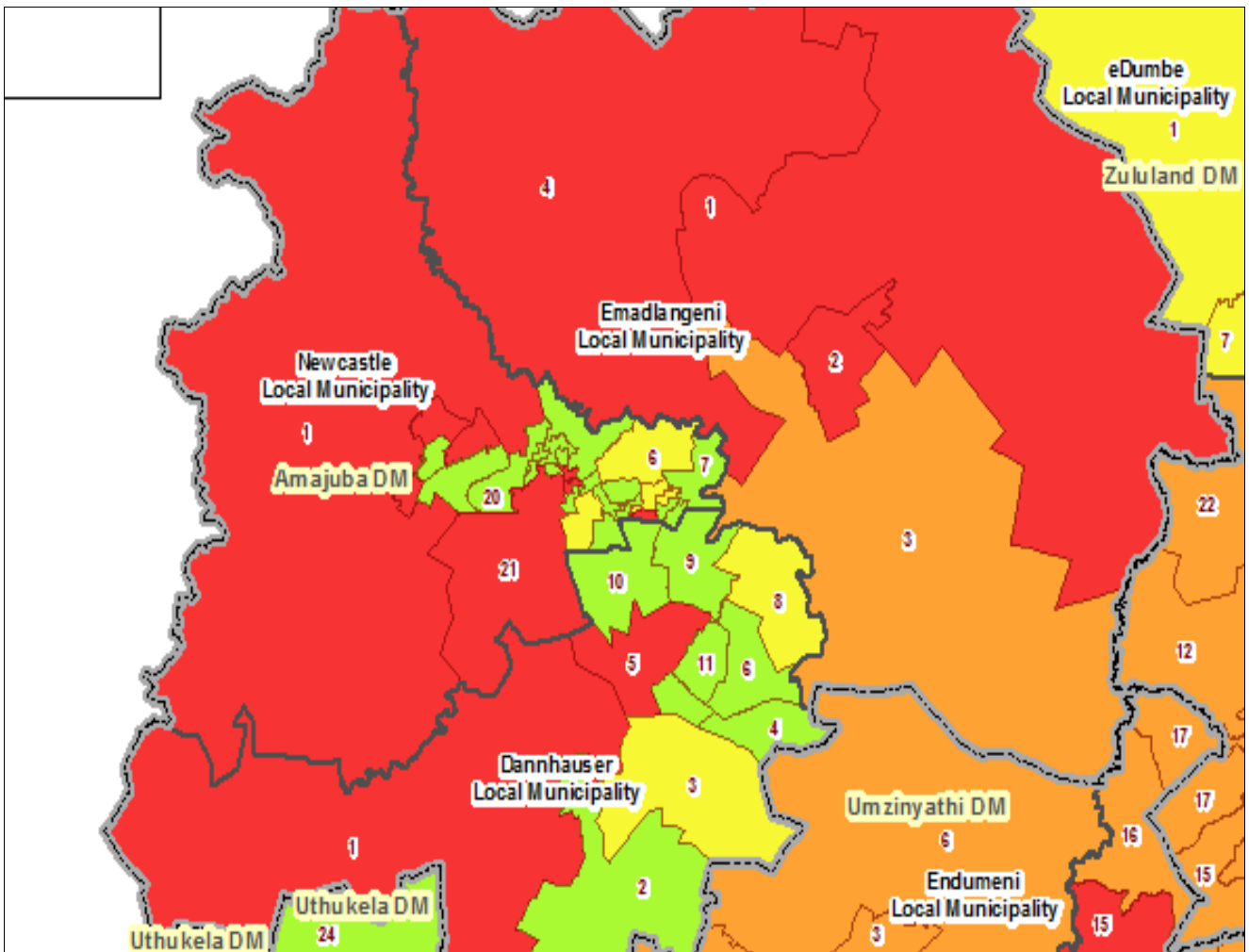


Figure 6: Floods risk assessment in Newcastle Municipality. Newcastle Fire and Disaster Management Services has more resources, which on permission from relevant superiors, may be called out to assist where necessary in terms of Inter-governmental Relations.

Note that in validating the data, additional sources such as provincial disaster statistics, Emergency Call Centre, Amajuba District Municipality’s Disaster Management, Normandien Farms, as well as the analysis of weather patterns from the South African Weather Services (SAWS) were consulted in order to identify the prevalent hazards in the Newcastle Municipality and the entire Amajuba District Municipality. Table 5 indicates list of hazards identified together with the time of year or season in which they occur.

- **Drought:** The Province of Kwa-Zulu Natal, which comprises of many districts and local municipalities including Amajuba and Newcastle, like many parts of the country, is prone to drought. The South African Weather Services (SAWS) predicted early in 2011 that climate change, especially intense heat-wave called “*El-Nino*” could possibly strike South Africa in less than three years. It came as no surprise as reports of dams around the province became dry.

In particular, a drought occurs when there is a deficiency in rainfall or other forms of precipitation for an extended period of time. This affects run-off, soil moisture levels, dam levels, food production and ultimately the ability to supply portable water and to maintain the natural ecology of a particular area. Depending on which of these are affected, a drought can typically be defined as being a meteorological, agricultural or hydrological drought.

- **Meteorological Drought** occurs when moisture supply i.e. rainfall or other forms of precipitation such as snow or mist, at a given place is consistently below a climatically appropriate level;
- **Agricultural Drought** occurs when moisture inadequate to meet the needs of a particular crop, livestock or other dry land agricultural operation and generally occurs during or after a meteorological drought; and
- **Hydrological Drought** occurs when deficiencies in surface and sub-surface water supplies occur and can be measured as stream flow, dam levels and ground levels and generally occurs after agricultural drought.

The impact of drought can be classified into 3 groups, as follows:

- **Economic Impact** relates to costs and losses to agricultural, livestock and timber producers, recreation and tourism, decline in food production and to water providers, revenue shortfalls, and increased cost of water transport and of supplemental water resource development;
- **Social Impact** relates to deterioration in health, increased conflicts over water, reduced quality of life, changes in life and re-evaluation of social values; and
- **Environmental Impact** relates to damage to animal species and hydrological effects such as low water levels in dams, reduced flow from boreholes, reduced stream flow, loss of



wetlands, estuarine impacts, land subsidence, reduced recharge, water quality effects ( water temperature, pH, dissolved oxygen, turbidity). (Kwa-Zulu Natal Drought Report 2004)

## 8. KEY PERFORMANCE AREA 3: DISASTER RISK REDUCTION

### 8.1 OBJECTIVE

To ensure that all disaster risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programs in accordance with the approved frameworks.

### 7.2 CORE DISASTER RISK REDUCTION PRINCIPLES

In this section, the focus is on disaster risk reduction strategies required for the identified common risks and hazards in KPA 2.

### 7.3 HAZARD AND RISK REDUCTION STRATEGIES (Table 11)

RISK	POTENTIAL RISK	RISK REDUCTION STRATEGIES	RESPONS.
Fires	Informal settlements and rural areas have an increased vulnerability to fire because of the close quarters and lack of access	<ul style="list-style-type: none"> <li>In addition to Newcastle, Madadeni and Osizweni Fire Stations, establish fire sub-station to cover Charlestown and Ingogo areas;</li> <li>Community Awareness campaigns on safer house-keeping measures, including the use of electrical equipment, use of cooking apparatus and storage of flammable liquid;</li> <li>Proper clearing of encroaching vegetation and disposal of refuse;</li> <li>Provide firefighting training for volunteers and basic equipment; and</li> <li>Plan alternative accommodation e.g. include development of housing as priority in the IDP</li> </ul>	<ul style="list-style-type: none"> <li>Fire Operations;</li> <li>Fire Safety and Disaster Management;</li> <li>IDP;</li> <li>Public Participation;</li> <li>Traffic Scholar Patrol;</li> <li>RTI'</li> <li>Dept of Trans;</li> <li>Farmer's Ass;</li> <li>FPA's</li> </ul>
	Loss of stock , crops, grazing land and game.	<ul style="list-style-type: none"> <li>Awareness programs: e.g. Agriculture to advise farmers on implementing fire breaks,</li> <li>Good farming and grazing practices e.g. Designated areas for grazing and crop rotation</li> </ul>	<ul style="list-style-type: none"> <li>Depart Agricult;</li> <li>FPA's;</li> <li>WoF;</li> <li>Fire Operations;</li> <li>Fire Safety</li> </ul>
	Destruction of industrial areas, job	<ul style="list-style-type: none"> <li>Maintenance of gas pipes;</li> <li>Awareness campaigns;</li> <li>Creation of fire breaks;</li> </ul>	<ul style="list-style-type: none"> <li>Depart Agricult;</li> <li>FPA's;</li> <li>WoF;</li> </ul>

	losses and economic losses.	<ul style="list-style-type: none"> <li>Contingencies plans for industries</li> </ul>	<ul style="list-style-type: none"> <li>Transnet;</li> <li>Fire Operations;</li> <li>Fire Safety</li> </ul>
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<b>Severe storms (Strong winds, lightning, hail and heavy rainfall)</b>	People being not able to evacuate the area	<ul style="list-style-type: none"> <li>Community awareness campaigns on severe storms;</li> <li>Identify vulnerable sectors informal/formal;</li> <li>Pro-active measures of mitigation eg planting of trees, installation of lightning conductors; Early warning systems; and Include in IDP for future development</li> </ul>	<ul style="list-style-type: none"> <li>MDMCs</li> <li>Depart. of Human Settlement</li> <li>SAWS</li> </ul>
<b>Floods</b>	People being not able to evacuate the area	<ul style="list-style-type: none"> <li>Community awareness campaigns on flooding;</li> <li>Identify vulnerable sectors informal/formal;</li> <li>Identified high ground shelter for accommodating displaced persons leave; Early warning systems</li> <li>Include in IDP for future development</li> </ul>	<ul style="list-style-type: none"> <li>MDMCs</li> <li>Department of Human Settle.</li> <li>SAWS</li> </ul>
	Areas cut off by washed out roads, bridges etc., preventing access by response agencies.	<ul style="list-style-type: none"> <li>Identify vulnerable sectors informal/formal;</li> <li>Awareness programs (proper drainage system);</li> <li>Identify alternative routes; Planning, positioning and quality of roads; Include IMS protocol in conjunction with department of transport; and Include IDP</li> </ul>	<ul style="list-style-type: none"> <li>MDMCs</li> <li>Department of transport</li> </ul>
	Buildings, informal settlements being destroyed, leaving large number of people homeless.	<ul style="list-style-type: none"> <li>Awareness in terms of building codes in rural areas. (Quality of homes) and (management of household possessions)</li> <li>Pre-identify alternative accommodation/Maintain database of resources.</li> <li>Include re-housing in development program. (IDP)</li> </ul>	<ul style="list-style-type: none"> <li>MDMCs</li> <li>Depart. of Human Settle.</li> </ul>
<b>Snow</b>	People being not able to evacuate the area	<ul style="list-style-type: none"> <li>Identify vulnerable sectors informal/formal</li> <li>Early warning systems</li> <li>Road closures and pre-identify alternative routes</li> <li>Provide graders for road clearance</li> <li>Include in IDP for future development</li> </ul>	<ul style="list-style-type: none"> <li>MDMCs</li> <li>Depart. of transport</li> <li>Department of Agriculture</li> </ul>
	Areas must be cut off preventing	<ul style="list-style-type: none"> <li>Identify vulnerable sectors informal/formal</li> <li>Awareness programs Identify alternative routes</li> </ul>	<ul style="list-style-type: none"> <li>MDMCs</li> </ul>

	access by response agencies.	<ul style="list-style-type: none"> <li>• Planning, positioning and quality of roads</li> <li>• Pre-identify alternative resources in terms of access Include IMS protocol in conjunction with department of transport</li> <li>• Include IDP</li> </ul>	<ul style="list-style-type: none"> <li>• Depart. of Transport</li> <li>• Department of Works</li> </ul>
<b>Drought</b>	Reduction or loss of natural or reticulated water for human and stock consumption	<ul style="list-style-type: none"> <li>• Awareness programs on drought; Protect springs.</li> <li>• Encourage rainwater harvesting and investment in water tanks</li> <li>• Planning (IDP) for alternative reliable water sources e.g. Dams, covered reservoirs, boreholes and springs</li> <li>• Continuous maintenance of natural and reticulated water sources</li> <li>• Dept of Agriculture and DWAF to have contingency plans in place</li> </ul>	<ul style="list-style-type: none"> <li>• MDMCS</li> <li>• Depart. of Agriculture</li> <li>• DWAF</li> </ul>
	Loss of crops, grazing and livestock	<ul style="list-style-type: none"> <li>• Awareness programs: Good farming practices, contour ploughing, fire breaks, crop rotation, prevention of soil erosion. Good grazing practice</li> <li>• Encourage planting drought resistant varieties.</li> <li>• Identify responsible agency and ensure to have contingency plans in place</li> <li>• Make provision in IDP for designated communal holding areas to supplement feed and water</li> <li>• Contaminated water supplies cause diseases such as cholera and dysentery.</li> </ul>	<ul style="list-style-type: none"> <li>• MDMCs</li> <li>• Depart. of Agric.</li> <li>• Technical Serv;</li> <li>• Dep. Work</li> <li>• DWAF</li> <li>• DoH.</li> <li>• D.A.E.A..</li> </ul>
	Shortage of potable water supplies aggravates the situation	<ul style="list-style-type: none"> <li>• Awareness campaigns on purification of alternatives water resources.</li> <li>• Encourage rain water harvesting.</li> <li>• Department of water affair/water authority to have contingency plans in place.</li> <li>• Identify alternative potential water resources e.g. boreholes, dams (database) spring protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Uthukela Water;</li> <li>• Dept. of Agric;</li> <li>• Technical Serv.</li> </ul>
	Strain on the District's health facilities	<ul style="list-style-type: none"> <li>• Department of Health to have contingency plans in place e.g. identify district health facilities and call support from other agencies</li> </ul>	<ul style="list-style-type: none"> <li>• DoH</li> </ul>

<b>Waterborne Diseases</b>	Contaminated water supplies cause diseases such as cholera and dysentery	<ul style="list-style-type: none"> <li>• Awareness programs on proper water management procedures, good hygiene and sanitation practices, household water treatment options e.g. bleach</li> <li>• Responsible agencies DWAF, department of environmental affairs and Health to have contingency plans in place.</li> <li>• Regular monitoring and surveillance.</li> </ul>	<ul style="list-style-type: none"> <li>• DWAF;</li> <li>• DAEA;</li> <li>• FPA's; and</li> <li>• DoH.</li> </ul>
	Shortage of potable water supplies aggravates the situation	<ul style="list-style-type: none"> <li>• Awareness campaigns on purification of alternatives water resources.</li> <li>• Encourage rain water harvesting.</li> <li>• Department of water affair/water authority to have contingency plans in place.</li> <li>• Identify alternative potential water resources e.g. boreholes, dams (database) spring protection.</li> </ul>	<ul style="list-style-type: none"> <li>• DWAF;</li> <li>• DAEA;</li> <li>• FPA's; and</li> <li>• DoH.</li> </ul>
	Subsequent epidemics places great strain on the District's health facilities	<ul style="list-style-type: none"> <li>• Department of Health to have contingency plans in place e.g. identify district health facilities and call support from other agencies</li> </ul>	<ul style="list-style-type: none"> <li>• DoH</li> </ul>
<b>Hazmat (Storage &amp; Transportation)</b>	Bad mechanical condition of vehicle traversing roads	<ul style="list-style-type: none"> <li>• Co-ordination /Implementation of law enforcement Road and vehicle safety principles to be adopted</li> <li>• Implement IMS protocol, including all emergency services</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Operation;</li> <li>• Fire and Disaster;</li> <li>• RTI;</li> <li>• DoT;</li> <li>• SANRAL.</li> </ul>
	Inappropriate driver behavior	<ul style="list-style-type: none"> <li>• Awareness programs: Road and vehicle safety principles to be adopted by drivers and passengers.</li> <li>• Co-ordination /Implementation of law enforcement</li> </ul>	
	Deteriorating road conditions	<ul style="list-style-type: none"> <li>• Awareness e.g. warning signage and information</li> <li>• Law enforcement to combat e.g. overloading</li> <li>• Planned Maintenance</li> </ul>	

<b>Major Events</b>	Stampede	<ul style="list-style-type: none"> <li>Plans designed and distributed well beforehand, Preparation and planning, and informing communities of events and disaster plans relating to it, Database indicating all possible venues and available evacuation and other plans for that venue, Event plans and pamphlets;</li> </ul>	<ul style="list-style-type: none"> <li>Fire Operations;</li> <li>Fire and Disaster;</li> <li>SAPS;</li> <li>EMRS;</li> <li>RTI;</li> <li>Technical Serv;</li> <li>Local Traffic.</li> </ul>
	Structural collapse e.g. Closed mines	<ul style="list-style-type: none"> <li>Early warning system</li> <li>Compliance with legislation</li> </ul>	<ul style="list-style-type: none"> <li>Fire Operations;</li> <li>Fire and Disaster;</li> <li>SAPS;</li> <li>EMRS;</li> <li>RTI;</li> <li>Technical Services;</li> <li>Town Planning;</li> <li>Local Traffic;</li> <li>Councillors;</li> <li>Dept : Mineral</li> </ul>
	Food poisoning	<ul style="list-style-type: none"> <li>Compliance with legislation</li> </ul>	<ul style="list-style-type: none"> <li>Municipal Health Services;</li> <li>DoH;</li> </ul>

			<ul style="list-style-type: none"> <li>Disaster Mngmt.</li> </ul>
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<b>Major road traffic accidents</b>	The bad mechanical condition of vehicles traversing Municipality roads cause road accidents.	<ul style="list-style-type: none"> <li>Awareness programmes : Road and vehicle safety principles to be adopted by drivers and passengers;</li> <li>Co-ordination/implementation of law enforcement: Road and vehicle safety principles to be adopted by drivers and passengers; and</li> <li>Implement IMS protocol, including all emergency services.</li> </ul>	<ul style="list-style-type: none"> <li>Fire Operations;</li> <li>Fire and Disaster;</li> <li>SAPS;</li> <li>EMRS;</li> <li>RTI;</li> <li>Local Traffic.</li> </ul>
	Inappropriate driver behaviour cause road accidents	<ul style="list-style-type: none"> <li>Awareness programmes : Road and vehicle safety principles to be adopted by drivers and passengers; and</li> <li>Co-ordination / Implementation of law enforcement.</li> </ul>	<ul style="list-style-type: none"> <li>Fire Operations;</li> <li>Fire and Disaster;</li> <li>SAPS;</li> <li>EMRS;</li> <li>RTI;</li> <li>Local Traffic.</li> </ul>
	Deteriorating road conditions cause road accidents.	<ul style="list-style-type: none"> <li>Awareness e.g. Warning signage and information;</li> <li>Law enforcement to combat e.g. overloading; and</li> <li>Planned maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>DoT;</li> <li>Fire and Disaster;</li> <li>SAPS;</li> <li>EMRS;</li> <li>RTI;</li> <li>Local Traffic; and</li> <li>SANRAL.</li> </ul>

## **7.4 INTEGRATION OF DISASTER REDUCTION INTO DEVELOPMENT PLANNING**

### **7.4.1. INTEGRATION OF DISASTER RISK REDUCTION WITH SPATIAL DEVELOPMENT PLANNING**

The Newcastle Municipality must establish mechanisms in association with spatial planners in both spheres to ensure that relevant spatial information is captured to inform disaster risk reduction planning on a regular basis.

### **7.4.2. INCORPORATION OF DISASTER RISK REDUCTION PLANNING INTO IDP**

Disaster risk reduction efforts are medium to long-term multi-sectoral efforts focused on vulnerability reduction and must be incorporated into ongoing IDP projects, processes, programs and structures. The Newcastle Municipality disaster management sector plan must be submitted and aligned to the municipal IDP requirements for incorporation into the municipal's IDP and Service Delivery Budget Implementation Plan. Disaster management sector plan, like all other sector plans, must be reviewed annually and informed by updated risk and hazard assessment which must be conducted at a local level.

## 8 KEY PERFORMANCE AREA 4: RESPONSE AND RECOVERY

### 8.1 OBJECTIVE

To ensure effective and appropriate disaster response and recovery by:

- Implementing a uniform approach to the dissemination of early warnings;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environment and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur; and
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

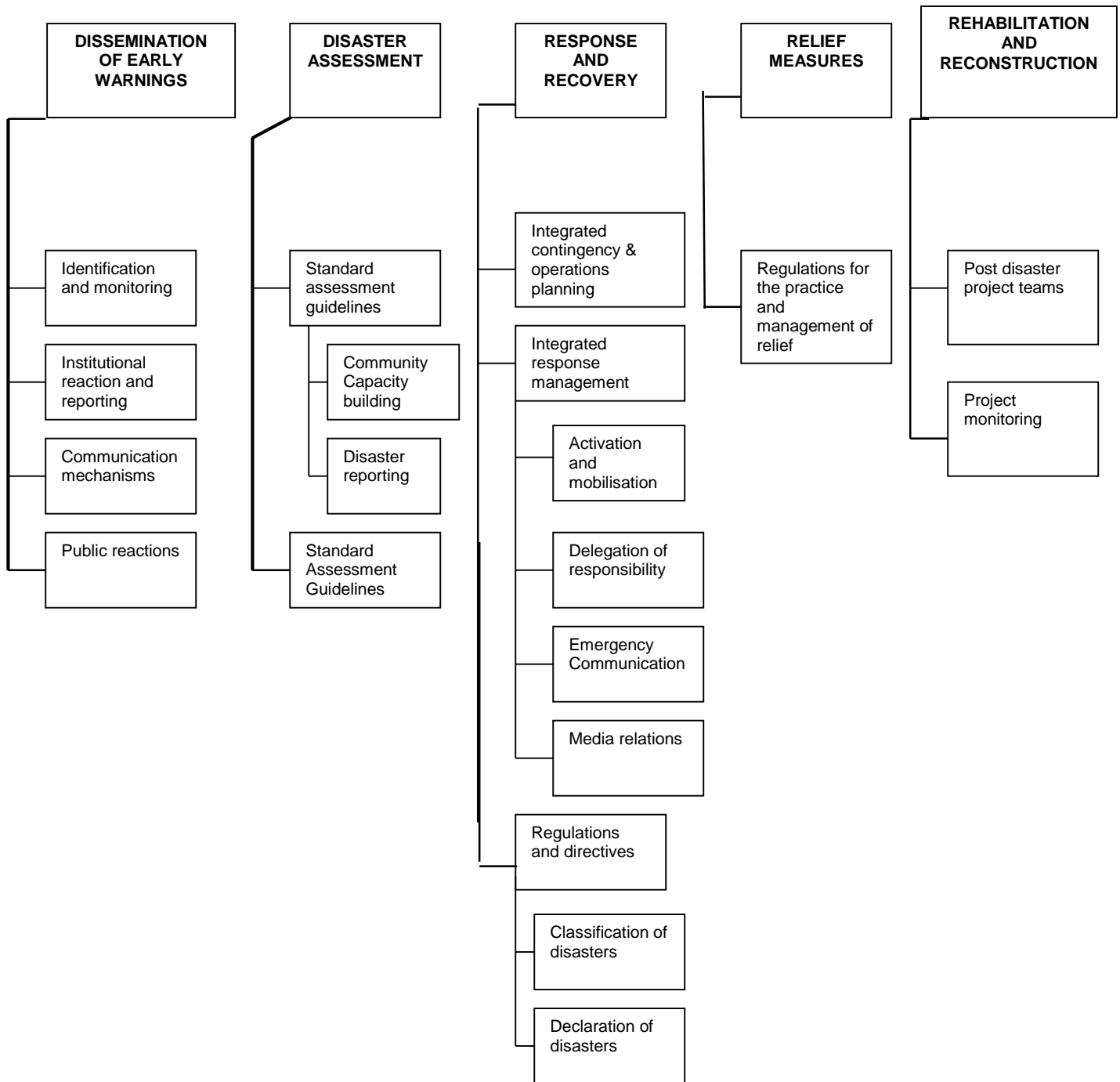
### 8.2. STRATEGIC IMPERATIVES FOR RESPONSE AND RECOVERY

Response and recovery consists of a series of interconnected steps in a continuum. It is imperative that disaster management practitioners and other related organizations observe and understand these steps as they provide a simplistic sequence for emergency preparedness.



These steps are generic and can be adjusted to suit any operational needs of every disaster related organization. Figure 7 presents a diagrammatical illustration of the response and recovery.

**Figure 7: DISASTER RESPONSE AND RECOVERY**



### **8.2.1. EARLY WARNINGS**

Early warnings are designed to alert areas, communities, households and individuals to an impending or imminent significant event or disaster so that they can take the necessary steps to avoid or reduce the risk and prepare for an effective response. Early warnings are issued by various organizations which are responsible for monitoring and evaluating specific risks and hazards. Disaster management must ensure that strategic links are established with those organizations or agencies that are responsible for disseminating the early warnings in order to develop emergency preparedness plans for responding to a threatening incident.

Major Role Players in integrated early warning:

- South African Weather Service - weather forecast, satellite information;
- Department of Water Affairs - flood warnings, dam and river levels, water supplies;
- Department of Agriculture - crop forecasts, staple food quality, forage availability, water irrigation and livestock;
- Department of Health – epidemics and diseases.

### **8.2.2. DISASTER ASSESSMENT**

On-site assessment includes establishing what resources are necessary to ensure the delivery of immediate, effective and appropriate response and relief measures to affected areas and communities and to facilitate business continuity.

### **8.2.3. RESPONSE AND RECOVERY**

The operational plans and guidelines of the various response agencies that contribute to field operations must be considered when allocating responsibilities for response and recovery. Primary and secondary responsibilities must be allocated for each of the operational activities associated with disaster response e.g. evacuation, shelter, search and rescue, emergency medical services and firefighting.

#### **8.2.4. RELIEF MEASURES**

Relief operations following significant and/or events classified as disasters must be coordinated. Relief assistance and donations must be equitably distributed. A Disaster Relief Strategy will be furthered, which will inter alia address the following matters:

- The link with SASSA and related legislation (see below\*\*)
- Database of resources
- Manpower & resources contingencies
- Effective needs assessments
- Education as part of relief provision and sustainable relief provision, linking to prevention/mitigation
- Relief protocols, including communication
- 'Emergency kits'
- Venues for relief
- Relief reporting
- Funding & procurement

#### **8.2.5 REHABILITATION AND RECONSTRUCTION**

The organ of Newcastle Municipality tasked with primary responsibility for known hazard must facilitate the establishment of projects.

### **8.2.6 ROLES AND RESPONSIBILITIES OF NEWCASTLE FIRE AND DISASTER MANAGEMENT**

The Head of the Newcastle Municipal Disaster Management Centre, Divisional Officer : Fire Safety and Disaster Management, is the custodian of this Disaster Management Plan and is responsible for its regular review and updating. The Head of the Centre is also responsible for ensuring that a copy of the plan as well as any amendments to the plan is submitted to the:

- Newcastle Municipal Council via correct channels;
- Amajuba District Municipality;
- Sector departments; and
- Other relevant stakeholders as per attendance register of the Advisory Forum.

**It should, however, be noted that during the implementation of the Act there are grey areas that have been identified in order for municipalities and other stakeholders to effectively play their role and comply with the provisions of the Act per se. These grey areas have been highlighted and echoed during the Newcastle Disaster Management Advisory Forum meetings as well as the Amajuba District Municipality Disaster Management Advisory Forum and Disaster Management Practitioner's meetings.**

### **9. BRAODER KEY RESPONSIBILITIES OF NEWCASTLE MUNICIPALITY**

- Establish and maintain institutional arrangements that must enable the implement of the plan as prescribed in the Act;
- Implement measures to develop progressive risk profiles to inform the IDP processes for the purpose of disaster risk reduction and to determine the effectiveness of specific disaster risk reduction programmes and projects undertaken;
- Facilitate the development, implementation and maintenance of disaster risk reduction strategies that must result in resilient areas, communities, households and individuals;
- Monitor the integration of disaster risk reduction initiatives with development plans; and
- Develop and implement a comprehensive information management and communication system that is consistent with arrangements established by the NDMC, PDMC and ADMDMC;
- Facilitate the development of response and recovery plans to ensure rapid and effective response to disasters that are occurring or threatening to occur and to mitigate the effects of those disasters that could not have been prevented or predicted;
- Develop and implement mechanisms for creating public awareness to inculcate a culture of risk avoidance;
- Facilitate and promote disaster risk management education, training and research in the municipality;

- Monitor compliance in the municipal area with key performance indicators outlined in the disaster management framework; and
- 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.

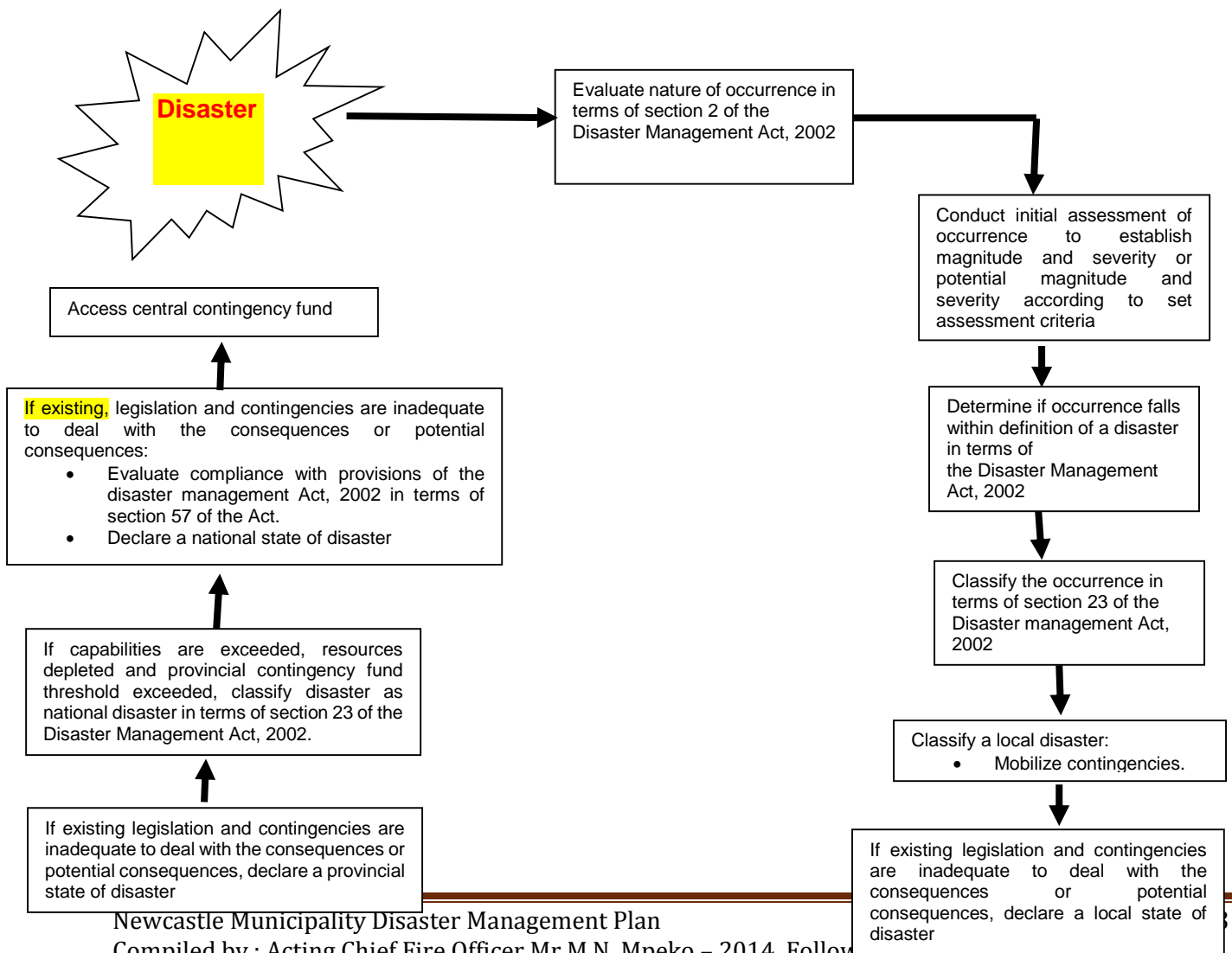
### 9.1 INTEGRATED DEVELOPMENT PLAN

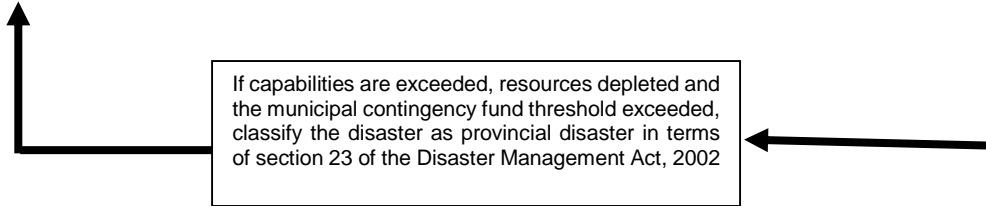
- In view of the inextricable relationship between disaster and development, it is imperative that the head of the Newcastle Municipal Disaster Management and those individuals assigned with the responsibility for disaster risk management serve on the relevant IDP structures;
- The Newcastle Municipality, Disaster Management must ensure the alignment of development, submission and review of a disaster management sector plans for incorporation into the Newcastle Municipal IDP.

### 9.2 ABRIDGED RESPONSIBILITIES IN THE EVENT OF MUNICIPAL DISASTER (Sect 54 of the DM Act)

Irrespective of whether a local state of disaster has been declared in terms of Section 55, the Council of Newcastle Municipality is primarily responsible for the co-ordination and management of local disasters.

**Figure 8 : Process for the Classification and Declaration of Municipal State of Disaster**





## 9. ENABLER 1: INFORMATION MANAGEMENT AND COMMUNICATION

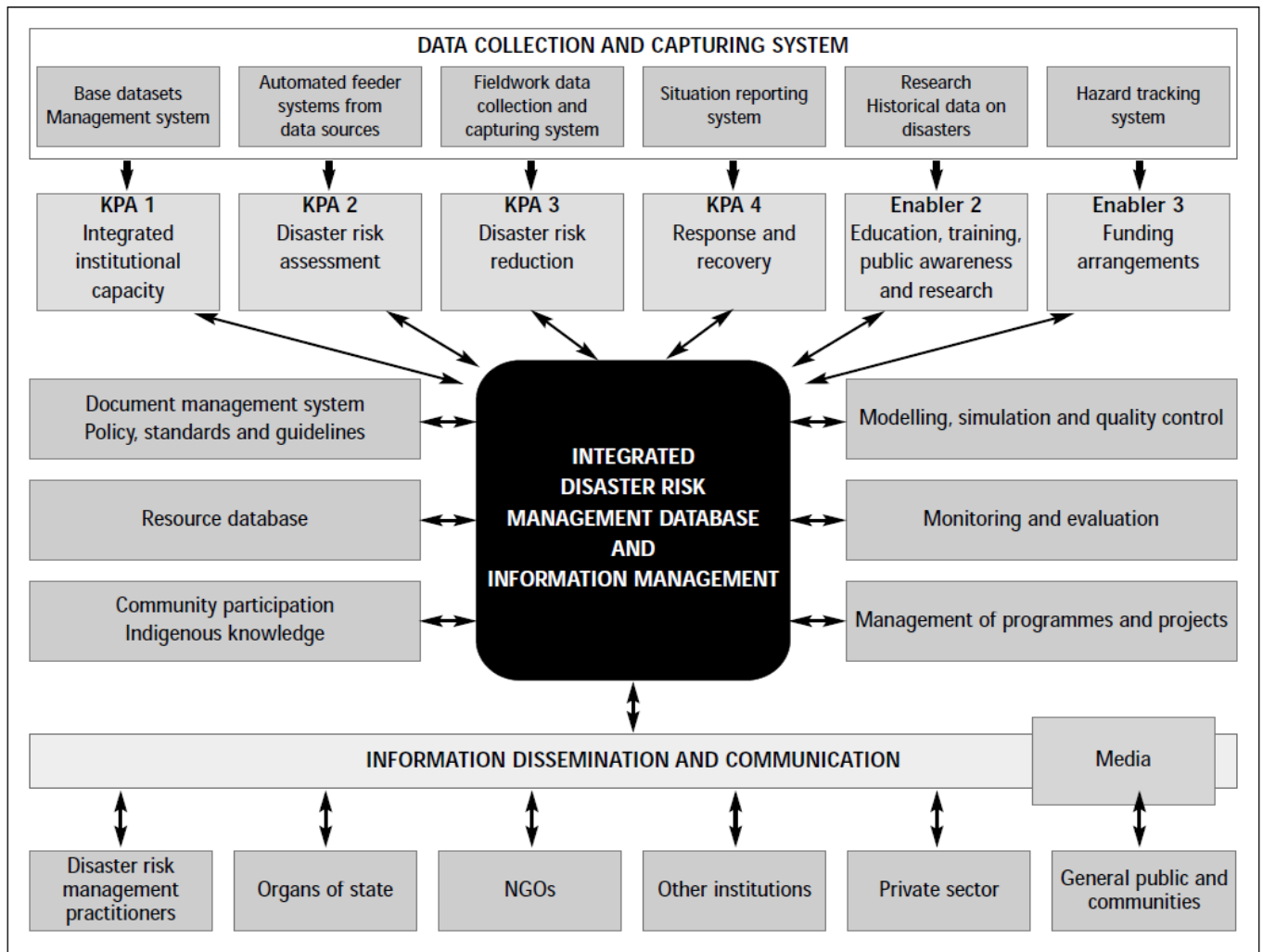
### 9.1 OBJECTIVE

To guide the development of a comprehensive information management and communication system and establish integrated communication links with all disaster risk management role players

### 9.2 INFORMATION MANAGEMENT AND COMMUNICATION

The Newcastle Municipality commits itself to this information management and communication and will strive to adhere to the integrated information management and communication model as contained in the NDMF, summarised below:

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**Figure 9 : Model of an integrated information management and communication system for disaster risk management**

An integrated information management and communication system must be established to establish achieve the objectives of the KPA's and enablers outlined in the national disaster management framework. Such a system must encompass the above-mentioned primary functionalities (Figure 9).

### 9.3 INFORMATION MANAGEMENT AND COMMUNICATION (Cont)

An integrated information management and communication system must be established to establish achieve the objectives of the KPA's and enablers outlined in the national disaster management framework. Such a system must encompass the above-mentioned primary functionalities (Figure 9).

Effective communication is paramount to effective disaster management planning and implementation. Each stakeholder's communication, dispatching and other procedural



arrangements are governed by its functional role and its related standard operating procedures. Details of specific disaster incident communication protocols are contained in the disaster contingency plans, where such details are required.

Communication during a disaster or major incident needs to be fast and require the provisioning of accurate information. Designated resources that would be favourably positioned to convey messages and collect information would be communications officers who would act as a communication and information coordinating hub and municipal representatives who would be in familiar with and trusted by local communities. The involvement of communities is becoming more prominent to ensure resilience and sustainability.

At the heart of participative strategies is the requirement for a sustainable municipal representative that communities will trust and allow should meetings be held for capacity building or information dissemination.

The nature of communication and information management before an incident is largely gathering and making information available regarding the incident. During the incident it is critical to maintain situational awareness and understanding. In order to fulfil this requirement speed of delivery, accessibility and accuracy is very important. SMSs, direct phone calls and even two-way radios are preferred mechanisms. After an incident the coordination of recovery incidents would need to take place. For this purpose emails and meetings would be sufficient.

A stakeholder contacts database has been developed and available (**see loose leaf file**). Specific stakeholder contact details are also contained in the disaster contingency plans.

## **10. ENABLER 2: EDUCATION, TRAINING, PUBLIC AWARENESS & RESEARCH**

### **10.1 OBJECTIVE**

To promote a culture of risk avoidance among stakeholders by capacitating role players through integrated education, training and public awareness programmes informed by scientific research

### **10.2 EDUCATION AND TRAINING**

#### **10.2.1 School Programmes**

The Newcastle Fire and Disaster must seek to establish links with existing awareness creation programmes in schools for the purpose of disseminating of information on disaster risk management and risk avoidance. The entire Newcastle Municipality must play part in engaging schools to ensure a practical approach to awareness programmes. School disaster risk management awareness programmes in the Newcastle Municipality will be conducted, assessed and adapted on an annual basis. Community resilience-building is crucial and a first capacity-building priority is the consultative development of a uniform approach to community-based risk assessment for municipalities and non-governmental and community-based organisations throughout the Newcastle Municipality. This will contribute considerably to closer links between disaster risk reduction and development planning in disaster-prone areas and communities.

### **10.2.2 Dissemination and Use of Indigenous Knowledge**

It is imperative that traditional leaders, as custodians of indigenous knowledge, play an active role in the Newcastle Municipality.

### **10.2.3 Training Programmes for Municipal Officials and Policy Makers**

Training programmes for municipal officials and policy makers must embrace the multi-disciplinary and inter-disciplinary dimensions of disaster risk reduction, which must include the following:

- Development planning;
- Hazard identification and assessment;
- Communicable diseases;
- Dry land agriculture;
- Participatory rural appraisal; and
- Applied climate science and GIS.

### **10.2.4 COMMUNITY TRAINING PROGRAMMES**

Training programmes for communities must focus on disaster risk awareness, disaster risk reduction, volunteerism and preparedness. Communities must be given the opportunity to modify and enhance training programmes through the inclusion of indigenous knowledge, practices and values, and the incorporation of local experience of disasters and disaster risk management.

## **11. PUBLIC AWARENESS**

### **11.1.1 Public Awareness Strategy**

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Newcastle Municipality Disaster Management Plan

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Compiled by : Acting Chief Fire Officer Mr M.N. Mpeko – 2014. Following **3 Aug 2016 LG elections**, it reviewed and amended accordingly.

To inculcate risk avoidance behaviour by all stakeholders, public awareness campaigns aimed at raising consciousness about disaster risks must provide information on how to reduce vulnerability and exposure to hazards. These campaigns must include:

- Organized and planned awareness programmes;
- Public gatherings such as imbizo;
- Annual recognition and celebration of World Disaster Risk Reduction Day;
- Rewards, incentives, competitions and recognition schemes to enhance awareness of and participation in risk activities; and
- Dissemination of information to all role players.

#### **11.1.2 Communication through the Media (Communication Unit)**

The role of the media in disaster risk management must be defined and managed through a consultative process involving the media, role players involved in response and recovery efforts, and communities routinely affected by disasters or impending disasters. The Newcastle Municipality must establish and manage ongoing relations with the local print and radio media.

### **12. RESEARCH**

The Newcastle Municipality, through a process of consultation, must develop a strategic disaster risk reduction research agenda to effectively inform disaster risk management planning and implementation in the Newcastle municipal area. Research initiatives must also be linked to the IDP processes.

## **13. ENABLER 3: FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT**

### **13.1 OBJECTIVE**

To establish funding mechanisms for disaster risk management in the district

### 13.2 RECOMMENDED FUNDING ARRANGEMENTS

The table below provides an overview of the recommended funding mechanisms for disaster risk management functions (Table 9)

Activity	Funding source	Funding mechanism
Start-Up activities (KPA1, Enabler 1)	Newcastle Municipality; Amajuba District Municipality; and Provincial Disaster Management Centre	Own budgets Conditional grant for local government; Conditional infrastructure grant (MIG).
DRM ongoing operations (KPAs 2 and 3)	Disaster Management and Fire Safety	Own unit's budgets Equitable share
Disaster risk reduction (KPAs 2 and 3)	Newcastle Municipality; Amajuba District Municipality; and Provincial Disaster Management Centre	Own budgets. Augmented as necessary. Own budgets but can be augmented by application to the ADM or directly the PDMC for special risk reduction projects.
Response, recovery and rehabilitation KPA 4)	Newcastle Municipality; Amajuba District Municipality; and Provincial Disaster Management Centre	Own Budget; Also access to central contingency funds; Conditional infrastructure grants (i.e. Municipal Infrastructure Grant (MIG)
Education, training and capacity-building programmes (Enabler 2)	Newcastle Municipality; Amajuba District Municipality; and Provincial Disaster Management Centre	Own Budget. Re-imburement through SETAs. Also funding through private sector, research foundations, NGOs and donors

*Source: A Policy Framework for Disaster Risk Management in South Africa (GN 654 of 2005)*

*Source: Framework for Disaster Risk Management in the Province of KwaZulu Natal*

## 14. INTERGRATED REPORTING, MONITORING AND EVALUATION

The Act requires that the Newcastle Fire and Disaster Management will monitor progress, prevention, mitigation and response and compliance with the Act and measure performance in this regard.

Taking into consideration the requirements of the ADMAF, PDMF and NDMF, the following approach will be followed in this regard:

- Taking cognisance of the KPIs defined in the DDMF, investigating requirements and creating a formal disaster risk management performance management process for the Newcastle Municipality. This will include development of a series of checklists to assist with future monitoring and evaluation processes and a procedures guideline document to be used by the Newcastle Municipality's Disaster Management personnel.
- Reviewing the results of disasters and major incidents in areas where these have occurred and developing contingency arrangements in the interim from lessons learned. This is a simplified example and does not aim to replace any formal reporting templates prescribed by the PDMC such as the Project Portfolio Office management mechanism.
- Conducting rehearsal and simulation exercises.
- Constant progress reporting to the PDMC, as may be required by these institutions and reports to the Newcastle Municipal Council as required by Council.

Disaster Incident Reporting will occur in the formats prescribed by the Amajuba District Municipality in line with the PDMC externally and in the formats required by the Newcastle Municipal Council internally.

## 15. ACTION PLAN FOR FURTHER IMPLEMENTATION

Refer to **APPENDIX A** : These actions will be included as projects into the Municipal IDP

## 16. CONCLUSION

The Promulgation of the Disaster Management Act, Act 16 of 2015, has left Newcastle Municipality with no option but to ensure that all key elements of the disaster management amendment act are taken into consideration, planned and implemented in order to comply with the Disaster Management Amendment Act, 2015. These involve development of strategies to prevent or reduce risks of any disaster occurrence; mitigate the severity of disaster; ensure emergency preparedness; ensure rapid and effective disaster response and recovery; establish effective institutional arrangements for co-ordination, responsibilities, operating protocols, identification and assigning of resources; and ensure a state of readiness to deal with disaster risk management in Newcastle Municipal area. Together, through disaster management volunteer programme, which must still be re-established after lack of finances caused it not to be successful, we thus can do more.

This Newcastle Municipality Disaster Management Plan must be reviewed every three years and any amendments thereto must be submitted to the sector departments, relevant stakeholders and Municipal Council for consideration and adoption.

A final document will be circulated to the Amajuba District Municipality and ultimately the PDMC.

# APPENDIX AND ANNEXURES

**APPENDIX A: ACTION PLAN FOR FURTHER IMPLEMENTATION OF DISASTER RISK MANAGEMENT IN THE NEWCASTLE MUNICIPALITY (TABLE 10)**

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
<b>KEY PERFORMANCE AREA 1: ESTABLISH INTEGRATED INSTIUTIONAL CAPACITY</b>			
1.1 Establish functionally effective arrangements for the development and adoption of an integrated policy for Disaster Risk Management	Newcastle Disaster Management Centre (NDMC)	A Disaster Management Policy Framework, adopted from the ADM, has to be updated and approved by Council.	December 2016
1.2 Establish functionally effective arrangements for integrated direction and implementation of the Disaster Disaster Management Act, 2002; the NDMF; the PDMF; and the DDMF	NNDMC in collaboration with all departments and external stakeholders	The Head of the Centre has been formally appointed.	On-going
		A formal NNDMC building need to be finalised and occupied.	March 2016
			On-going



MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
Disaster Management Amendment Act 16 of 2015; National		The NNDMAF and committees have been established and will be furthered.	
1.3 Establish functionally effective arrangements for stakeholder participation and the engagement of technical advice in disaster risk management planning and operations	NNDMC	Stakeholders are constantly being invited to planning and input sessions pertaining to disaster risk assessments and planning.	On-going
1.4 Establish functionally effective arrangements for national, regional and international cooperation for disaster risk management	NNDMC	The DDMC is working in close collaboration with PDMC and NDMC and institutions. Memoranda of understanding / mutual assistance agreements with main stakeholders need to be identified and finalised.	March 2016

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
<b>KEY PERFORMANCE AREA 2: DISASTER RISK ASSESSMENT</b>			
2.1 Conduct comprehensive disaster risk assessments to inform disaster risk management and risk reduction policies, planning and programming	NNDMC	A disaster risk assessment has been conducted in 2013 and the results of the updated assessment are available at the DDMC.	Completed in September 2013. To be reviewed in 2016/17.
2.2 Generate an Indicative Disaster Risk Profile for the NNDMC	NNDMC	A disaster risk profile was completed in 2004 by Africon and the ADM generated theirs in 2013 and the results of the assessment are available at the DDMC.	Completed in March 2016. To be reviewed in 2019/20.
2.3 Identify and establish effective mechanisms to monitor, update and disseminate disaster risk information	NNDMC	This is being executed by the Disaster Management Centre	On-going

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
<b>KEY PERFORMANCE AREA 3: DISASTER RISK REDUCTION</b>			
3.1 Compile and implement integrated and relevant disaster risk management frameworks and plans	NNDMC, all municipal departments and Municipal Entities	This Disaster Management Plan has been drafted. All local municipalities and municipal departments and municipal entities still need to draft / update their disaster management plans.	March 2016
3.2 Determine municipal priority disaster risks and priority areas, communities and households	NNDMC	A disaster risk profile has been generated in September 2013 and the results of the assessment are available at the NNDMC.	Completed in October 2014. To be reviewed in 2017/18.
3.3 Scope and develop disaster risk reduction plans, projects and programmes	NNDMC, all municipal departments and Municipal Entities	This has been executed as part of the development of this plan, but still need to be executed by all municipal departments and Municipal Entities	May 2016

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
3.4 Incorporate disaster risk reduction efforts into strategic integrating structures and processes	Municipal Management, NNDMC, all municipal departments and Municipal Entities	This Disaster Management Plan will be incorporated into the Municipal IDP.	August 2016
		Risk-related information will be incorporated into spatial development and environmental management frameworks.	July 2016
		Mechanisms to disseminate experience from pilot and research projects that explore the vulnerability reduction potential, appropriateness, cost-effectiveness and sustainability of specific disaster risk reduction initiatives will be further established.	On-going

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
		Case studies and best-practice guides in disaster risk reduction, facilitated by the municipal disaster risk management centre, will be generated and disseminated.	On-going
		Disaster risk reduction programmes, projects and initiatives need to be implemented by municipal departments, local municipalities and any other municipal entities.	On-going
		Regulations, standards, minimum criteria, by-laws and other legal instruments that encourage risk-avoidance behaviour need to be constantly enforced by municipal departments and other entities and documented in annual reports to the municipal disaster risk management centre, the NDMC and the provincial disaster risk management centre concerned.	On-going

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
<b>KEY PERFORMANCE AREA 4: RESPONSE AND RECOVERY</b>			
4.1 Identify and implement mechanisms for the dissemination of early warnings	NNDMC, all municipal departments and Municipal Entities	Effective and appropriate early warning strategies will be further developed and implemented and the information communicated to stakeholders to enable appropriate responses.	On-going
		Strategic emergency communication links will be further established in high-risk areas and communities.	On-going
4.2 Develop and implement mechanisms for the assessment of significant events and/or disasters for the purposes of classification and declarations of a state of disaster to ensure rapid and effective response	NNDMC	<p>Uniform methods for the assessment and costing of significant events or disasters, which are consistent with national requirements, will be developed and adopted.</p> <p>Mechanisms for the rapid and effective classification of a disaster and the declaration of a state of disaster have been established.</p>	Constant

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
		Mechanisms for conducting disaster reviews and reporting, including mechanisms to enable assessments that will comply with the provisions of sections 56 and 57 of the Act, have been developed and implemented.	
4.3 Develop and implemented mechanisms to ensure integrated response and recovery efforts	Newcastle Fire and Disaster and relevant municipal departments	<p>The municipal departments and any other entities that should bear primary responsibility for contingency planning and the coordination of known hazards have been identified and allocated such responsibility.</p> <p>Stakeholders who must bear secondary responsibility for contingency planning and the coordination of known hazards have been identified and allocated such responsibility.</p>	On-going

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
		<p>Contingency Plans for certain known hazards have been developed and implemented by all municipal departments, local municipalities and any other municipal entities.</p> <p>Response and recovery plans are reviewed and updated annually.</p> <p>Multi-agency responses need to be constantly managed in accordance with national regulations and directives and the relevant provincial disaster risk management policy framework, and are reviewed and updated annually.</p>	



MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
4.4 Develop and adopt mechanisms for the management and distribution of disaster relief in accordance with national regulations and directives and the PDRMPF	NNDMC and line function departments	<p>Disaster relief measures are managed in accordance with national regulations and directives and are progressively monitored and reviewed annually.</p> <p>Recommendations are made to the municipal disaster management centre, the PDMC and/or, the NDMC, on any adjustments according to lessons learnt.</p>	On-going
4.5 Develop and implement mechanisms to ensure that integrated rehabilitation and reconstruction activities are conducted in a developmental manner	DDMC, Infrastructure & Development, and line function departments	<p>Post-disaster technical task teams for rehabilitation and reconstruction projects need to be established and operate effectively.</p> <p>Mechanisms for the monitoring of rehabilitation and reconstruction projects have been established and regular progress reports are submitted to the municipal disaster risk management centre, the NDMC and the provincial disaster risk management centre concerned.</p>	On-going

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
<b>ENABLER 1: INFORMATION MANAGEMENT AND COMMUNICATION</b>			
Mechanisms have been identified and developed to ensure that all relevant data in respect of the information management system is gathered and captured simultaneously in the process of developing and implementing disaster risk management plans and risk reduction programmes	NNDMC	A Disaster Management Information System and communication need to be procured; used and updated.	2017

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
<p align="center"><b>ENABLER 2: EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH</b></p>			
<p>Education, training, public awareness and research (knowledge management) needs in respect of disaster risk reduction planning and implementation have been analysed, and appropriate mechanisms have been identified and implemented to address the relevant needs</p>	<p align="center">NNDMC</p>	<p>Education, training, public awareness and research (knowledge management) needs in respect of response and recovery planning and operations have been analysed and appropriate mechanisms need to be identified and implemented to address the relevant needs.</p>	<p align="center">On-going</p>

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
<b>ENABLER 3: FUNDING ARRANGEMENTS FOR DISASTER RISK ASSESSMENT</b>			
A business plan and a budget for the development and implementation of disaster risk management plans and risk reduction programmes have been prepared, submitted and approved for the current and ensuing financial year	NNDMC, all municipal departments and Municipal Entities	A business plan and a budget for the development and implementation of response and recovery operational plans is prepared, submitted and approved for the current and ensuing financial year.	Annually

## APPENDIX B: GLOSSARY OF TERMS

### **ADM : Amajuba District Municipality**

**Capacity:** A combination of all the strengths and resources available within a community, society or organization that can reduce the level of risk or the effects of a disaster. Capacity may include physical, institutional, social or economic means as well as skilled personnel or collective attributes such as leadership and management.

**Capacity building:** Efforts aimed to develop human skills or infrastructures within a community or organization needed to reduce the level of risk. It may also include the development of institutional, financial, political and other resources, such as technology, at different levels and sectors of the society.

**Contingency planning:** The forward planning process for an event that may or may not occur, in which scenarios and objectives are agreed, managerial and technical actions defined, and potential response systems put in place to prevent or respond effectively to an emergency situation.

**Criteria:** Standards, rules, guides or tests against which a judgment or decision is based.

**Development:** A process for improving human well-being through reallocation of resources that may involve some modification to the environment. It addresses basic needs, equity and the redistribution of wealth.

**Disaster:** A natural or human-caused event, occurring with or without warning, causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope with its effects using only their own resources. A disaster is a function of the risk process. It results from the combination of hazards, conditions of vulnerability and insufficient capacity or measures to reduce the potential negative consequences of the disaster risk.

**Disaster risk management:** The systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and non-structural measures to prevent or to limit (mitigation and preparedness) adverse effects of hazards.

**Disaster risk reduction:** The conceptual framework of elements considered with the possibilities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development.

**Early warning:** Timely and effective information, through identified institutions, that allows individuals, households, areas and communities exposed to a hazard to take action to avoid or reduce the risk and prepare for effective response.

**Early warning system:** A system that allows for detecting and forecasting impending extreme events to formulate warnings on the basis of scientific knowledge, monitoring and consideration of the factors that affect disaster severity and frequency. Early warning systems include a chain of concerns, namely: understanding and mapping the hazard; monitoring and forecasting impending events; processing and disseminating understandable warnings to political authorities and the population; and undertaking appropriate and timely actions in response to warnings.

**Entity:** A governmental agency or jurisdiction, private or public company, partnership, nonprofit organization, or other organization that has disaster risk management responsibilities.

**Focal/nodal point for disaster risk management:** An individual responsible for coordinating the disaster risk management responsibilities and arrangements of a national, provincial or municipal organ of state or a municipal entity. The term is also used to refer to an individual with similar responsibilities in an NGO or the private sector.

**Hazard:** A potentially damaging physical event, phenomenon and/or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards can include latent conditions that may represent future threats and can have different origins: natural (geological, hydro-meteorological and biological) or induced by human processes (environmental degradation and technological hazards). Hazards can be single, sequential or combined in their origin and effects. Each hazard is characterized by its location, intensity, frequency and probability.

**Hazard analysis:** Identification, studies and monitoring of any hazard to determine its potential, origin, characteristics and behavior.

**Human-made hazards:** Disasters or emergency situations that are caused directly or indirectly by identifiable human actions, deliberate or otherwise.

**Joint Operations Centre:** The sphere within a response management system where the combined or joint tactical co-ordination and management of a significant event or disaster involving multi-agency operations takes place.

**Line function:** The departments that implement government policy.

**Mitigation:** Structural and non-structural measures undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable areas, communities and households.

**Monitoring:** A system of checking and observing to ensure that the correct procedures and practices are being followed.

**Municipal entity:** A company, co-operative, trust, fund or any other corporate entity established in terms of any applicable national or provincial legislation and which operates under the ownership control of one or more Municipalities , and includes, in the case of a company under such ownership control, any subsidiary of that company. The term can also refer to a service utility.

**Municipal Infrastructure Grant (MIG):** The Municipal Infrastructure Grant is a conditional grant mechanism to fund infrastructure programs. The MIG is managed by DPLG.

**Municipal organ of state:** A municipality, a department or other administrative unit within a municipality or a municipal entity.

**Natural hazards:** Natural processes or phenomena, such as extreme climatological, hydrological or geological processes, that may constitute a damaging event. Hazardous events can vary in magnitude or intensity, frequency, duration, area of extent, speed of onset, spatial dispersion and temporal spacing.

**NNDMAF :** Newcastle Disaster Management Advisory Forum.

**Organ of state:** Any state department or administration in the national, provincial or local sphere of government.

It includes any functionary or institution exercising a power or performing a function in terms of the Constitution or a provincial constitution, or any functionary or institution exercising a public power or performing a public function in terms of any legislation.

**Own revenue:** Income collected by a municipality from tariffs and taxes.



**PDMC** : Provincial Disaster Management Centre

**PDMAF** : Provincial Disaster Management Advisory Forum

**Preparedness:** Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations.

**Prevention:** Actions to provide outright avoidance of the adverse impact of hazards and means to minimize related environmental, technological and biological disasters.

**Primary agency/entity:** The agency/entity tasked with primary responsibility for a particular disaster risk management activity.

**Priority disaster risk:** A risk identified as a priority through a scientific evaluative process in which different disaster risks are evaluated and ranked according to criteria determined by the broader socio-economic and environmental context in which the risk is located. The process of determining these criteria should be consultative, and involve scientific, civil society and government stakeholders.

**Private sector:** Refers to everything which is privately owned and controlled, such as business, banks and insurance companies, the stock exchange and private schools.

**Public awareness:** The processes of informing the general population, increasing levels of consciousness about risks and how people can act to reduce their exposure to hazards. Public awareness activities foster changes in behavior, leading towards a culture of risk reduction.

**Rapid-onset disasters:** A disaster caused by natural events, such as earthquakes, floods, storms, fires and volcanic eruptions. Although such events are more sudden, the impact can also be heightened by underlying problems associated with poverty.

**Recovery:** Decisions and actions taken immediately after a disaster with a view to restoring or improving the pre-disaster living conditions of the stricken community, while encouraging and facilitating necessary adjustments to reduce disaster risk. Recovery (rehabilitation and reconstruction) affords an opportunity to develop and apply disaster risk reduction measures.

**Relief:** The provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected. It can include the provision of shelter, food, medicine, clothing, water, etc.

**Resilience:** The capacity of a system, community or society potentially exposed to hazards to adapt by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase this capacity for learning from past disasters for better future protection and to improve disaster risk reduction measures.

**Response:** Measures taken during or immediately after a disaster in order to provide assistance and meet the life preservation and basic subsistence needs of those people and communities affected by the disaster. These measures can be of immediate, short-term or protracted duration.

**Response management system:** A system designed to provide a systematic approach to ensure the effective co-ordination and management of operational, tactical and strategic response efforts. It involves the combination of resources and procedures in a common organizational structure for the purpose of achieving rapid and effective response.

**Risk assessment (disaster risk assessment):** A process to determine the nature and extent of risk by analyzing potential hazards and evaluating existing conditions of

vulnerability that could pose a potential threat or harm to people, property, livelihoods and the environment on which they depend.

**Risk (disaster risk):** The probability of harmful consequences or expected losses (deaths, injuries, property, livelihoods, disrupted economic activity or environmental damage) resulting from interactions between natural or human-induced hazards and vulnerable conditions. Conventionally risk is expressed as follows: Risk = Hazards x Vulnerability. Some disciplines also include the concept of exposure to refer particularly to the physical aspects of vulnerability

**Significant event:** An event which does not necessarily justify the classification of a disaster but is of such a magnitude or importance that extraordinary measures are required to deal with it effectively. The term can also be applied to a situation where multiple single emergencies are occurring simultaneously within a given jurisdiction, placing undue demands on scarce resources. Together, these events may constitute a disaster. A significant event can also represent a new or unexpected shift in hazard, vulnerability or risk patterns, calling for closer investigation in order to better anticipate future changes in disaster risk.

**Slow-onset disasters:** Disasters which result when the ability of people to support themselves and sustain their livelihoods slowly diminishes over time. Slow-onset disasters usually take several months or years to reach a critical phase.

**Support agency/entity:** The agency/entity tasked with secondary responsibility for a particular disaster risk management activity.

**Technological hazards:** Danger originating from technological or industrial accidents, dangerous procedures, infrastructure failures or certain human activities, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

**Threat:** A physical event or process that contains the possibility of being damaging or causing harmful consequences or loss. A threat is less specific than a particular hazard or risk, but may be reclassified as a 'risk' if it shifts from presenting merely the possibility of loss to a more certain probability of harm or damage. (See Risk.)

**Vulnerability:** The degree to which an individual, a household, a community, an area or a development may be adversely affected by the impact of a hazard. Conditions of vulnerability and susceptibility to the impact of hazards are determined by physical, social, economic and environmental factors or processes.

**ANNEXURE A: EMERGENCY MANAGEMENT PROCEDURE AND PROTOCOL**

**EMERGENCY PREPAREDNESS**

Since an incident may occur at any time, it is necessary to maintain the plan and it's implementing procedures so that effective response can be affected rapidly.

**EMERGENCY MANAGEMENT ORGANIZATIONAL STRUCTURE**

**INCIDENT AND DISASTER CLASSIFICATIONS**

<b>INCIDENT / DISASTER CLASSIFICATION</b>	<b>DEFINITIONS</b>
Minor incident	Simple, Compensated
Major incident	Compound, Compensated
Local state of disaster	Municipal level capacity insufficient, Uncompensated
Provincial state of disaster	Capacity of more than one municipal area exceeded, Uncompensated

National state of disaster	Provincial level capacity insufficient, Uncompensated
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Note: The term compensated refers to whether sufficient resources and skills are available to deal with the incident / disaster.

## RESPONSE AND RELIEF MANAGEMENT PROCEDURE

The basic steps and actions of the response and relief management procedure are summarised below. The table below illustrates a steps involved in the response and relief procedures.

### Steps in the response and relief procedure

Steps	Action
1. Notification and Activation	<ul style="list-style-type: none"> <li>• Detection</li> <li>• Mobilization</li> </ul>
2. Rapid Initial Assessment	<ul style="list-style-type: none"> <li>• On-scene assessment e.g. hazards, injuries etc.</li> <li>• Initial report on the situation</li> </ul>
3. Integrated Response Management Structure	<ul style="list-style-type: none"> <li>• Unified Incident Management</li> <li>• Forward Control Point / On-site JOC</li> <li>• Team Coordinator</li> <li>• Inner Cordon</li> <li>• Outer Cordon</li> <li>• Staging Areas</li> <li>• Process Management</li> <li>• Sectors</li> </ul>
4. Re-assess	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Hazard</li> <li>• Situation</li> </ul>
5. Strategic Response Management Structure	<ul style="list-style-type: none"> <li>• Disaster/Joint Operations Centre</li> <li>• Initial Strategic Situational Analysis</li> <li>• Structures to provide relief</li> </ul>
6. Monitor/Evaluate/Review	

7. Close and document	<ul style="list-style-type: none"> <li>• De-mobilise</li> <li>• Debrief (Post Mortem)</li> <li>• Corrective actions</li> </ul>
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This procedure is compatible with KPA 4 of the Provincial Disaster Management Framework

## ANNEXURE B: JOINT OPERATIONS CENTRE (JOC)

### Definition

It is a centre comprising of all relevant role players to be activated for the coordination and execution of activities during a specific event, emergency or disaster.

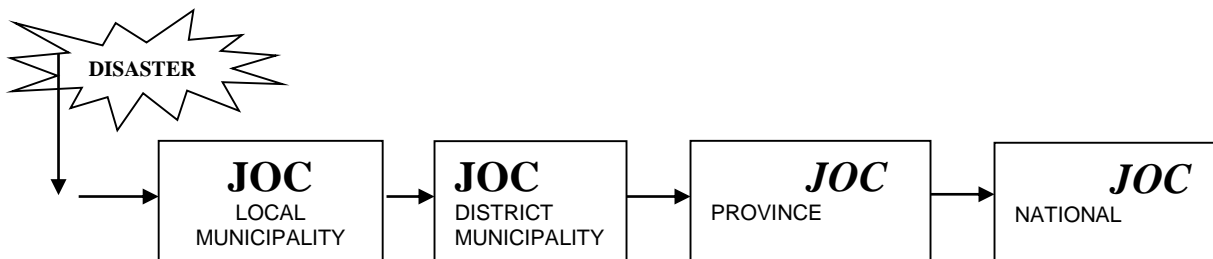
### Aim

To ensure continuous coordination and cooperation between the relevant role players for the duration of the situation.

### Establishment of a JOC

The nature of an incident/disaster must determine the levels of JOCs to be established.

### RESPONSE TO DISASTERS



**If the local JOC cannot cope with the situation using only its own resources it must call on the district JOC for assistance. The same applies to other levels of JOCs.**

### Equipment in JOC

- Relevant computer equipment and systems;
- Fax machine;
- Telephones;
- Radio equipment (to be provided by each role player);
- Television set and radio;

- Note boards;
- Flip charts;
- Contact data of relevant role players.
- Provision for rest rooms, food and beverages for members must be ensured.

## **Functions of a JOC**

- To ensure continuous coordination and cooperation between role players.
- To serve as an information and communication nodal point.
- To render guidance and assistance to the operational functionaries at the incident.
- To promote communication and decision making between relevant role players.
- To ensure that all joint instructions are communicated to the relevant role players.
- To maintain complete administrative recording of all activities during the situation.
- To update and inform relevant higher levels of command and management on relevant activities and incidents.
- The nature of event, emergency and disaster must determine the role player, composition of the JOC and the JOC commander (coordinator).
- For security related incidents, the SAPS must assume command of the JOC whilst with non-security related incidents; the responsibility must rest with Disaster Management Unit of that respective level.
- The role of the JOC Commander must be to coordinate and ensure unity in command without assuming command over line functionaries of different departments/role players.
- Each role player must be responsible to delegate a senior official to the JOC who must assume coordination and command pertaining to the specific functional and operational activities for that specific discipline.

- The representative in the JOC must issue these instructions after coordination, deliberation, decision making and on request of the JOC Commander.

### **Media Liaison**

- It is essential that only one common communication channel should be utilized for external and media communication and liaison to ensure that one uniform message is carried.
- The role players in the JOC must collectively decide on one individual who must be responsible for coordination of all relevant information, external communication, media liaison and media releases.
- This person must coordinate with all the different role players in order to ensure integrated media releases.
- All such communication and media releases must first be deliberated and consulted with representatives of all the relevant departments and be approved by the JOC Commander, before such information or media releases can be made available.
- Only factual confirmed information may be provided to the media.

### **Municipal Governance Structures**

The Newcastle Municipality has 61 democratically elected councillors which constitute the council. Council meets at least monthly and is the final decision making body within the municipality.



The Executive Committee (EXCO) is responsible for the day-to-day running of the organization, and decision making. They meet regularly to receive reports from the Municipal Manager. EXCO is supported by the following portfolio committee, who serve as oversight structures in respect of various line functions and responsibilities of the municipality:

<b>PORTFOLIO</b>	<b>INITIALS AND SURNAME</b>
Finance Chairperson	Cllr. E.M. Nkosi – (ANC) : <b>Mayor</b>
Finance Deputy Chairperson	Cllr. N.A. Zwane (ANC)
Technical Services Chairperson	Cllr. R.M. Molelekoa (ANC)
Technical Services Deputy Chairperson	Cllr. S.M. Thwala (EFF)
Community Services Chairperson	Cllr. D.P. Sibiyi (ANC)
Community Services Deputy Chairperson	Cllr. E.J.C. Cronje (DA)
Development Planning Chairperson	Cllr. M. Shunmugan (ANC)
Corporate Services Chairperson	Cllr. R.N. Mdluli (ANC)
Corporate Services Deputy Chairperson	Cllr. V.V. Bam (IFP)

In addition, the municipality has established a Municipal Public Accounts Committee (MPAC) to oversee the expenditure and accountability for public funds entrusted to the municipality. The structure and current membership of this committee consists of 12 members as follows:

<b>PORTFOLIO</b>	<b>INITIALS AND SURNAME</b>
NN MPAC	Cllr. M.E. Ngcobo (ANC) - <b>Chairperson</b>
NN MPAC	Cllr. B. Dlamini (ANC)
NN MPAC	Cllr. N.P. Kunene (ANC)
NN MPAC	Cllr. S.G. Miya (ANC)
NN MPAC	Cllr. N.M. Ngcobo (ANC)
NN MPAC	Cllr. S.J. Nhlapo (ANC)
NN MPAC	Cllr. S.E. Shabangu (ANC)
NN MPAC	Cllr. L.G. Thwala (ANC)
NN MPAC	Cllr. M.S. Mlangeni (IFP)

<b>PORTFOLIO</b>	<b>INITIALS AND SURNAME</b>
NN MPAC	Cllr. T.N. Zulu (IFP)
NN MPAC	Cllr. A.P. Meiring (DA)
NN MPAC	Cllr. M.W. Twala (EFF)