

SP 4: Parameters for the Appointment of the Head of the Disaster Risk Management Centre and the Establishment of Key Performance Areas for Disaster Risk Management in the Waterberg District Municipality

Appointment of the head of the municipal disaster risk management centre

The municipal council must, subject to the applicable provisions of the Local Government: Municipal Systems Act No. 32 of 2000, appoint a person as the head of the municipal disaster risk management centre.

The head of the centre is responsible for exercising the powers and performing the functions of the municipal disaster risk management centre and taking all the decisions of the centre in relation to its powers and functions.

The head of the centre will hold office on the terms and conditions set out in a written employment contract, which must also include terms and conditions setting out performance indicators and standards. The job description of the head of the centre has to take into account the key performance areas of the centre.

Reporting requirements

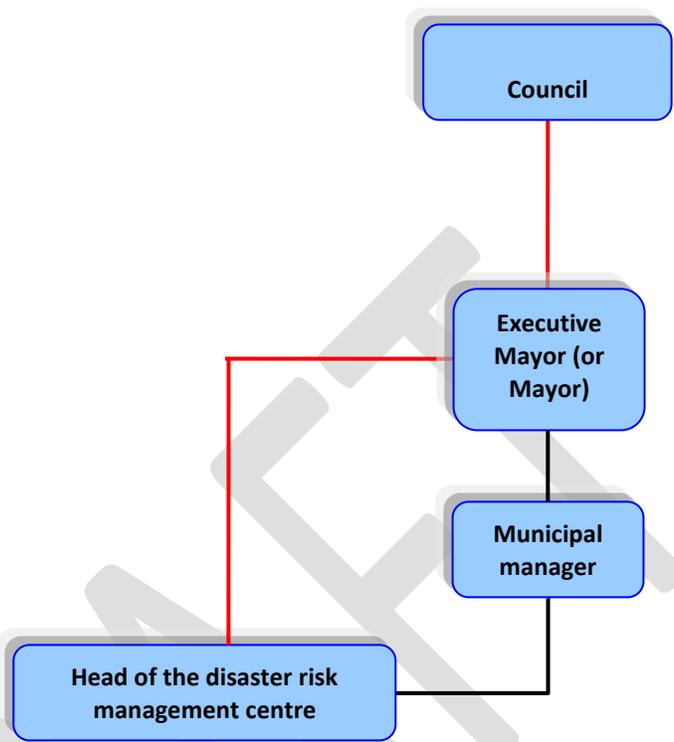
The municipal disaster risk management centre has to exercise its powers and perform its duties in accordance with the directions of the municipal council and the administrative instructions of the municipal manager. This is in compliance with section 45(2)(b) of the Disaster Management Act No. 57 of 2002 (DM Act) and the recommendations in section 1.2.1 of the National Disaster Management Framework (NDMF), and to give effect to section 44 and sections 46 to 55 of the DM Act.

The location of the centre in the administration of the municipal council and the reporting lines for direction and administrative purposes are illustrated in Figure 1.

USER NOTE

You can amend the diagram to reflect the arrangements in your organisation.

Diagram 1: Reporting lines for the head of the municipal disaster risk management centre



Note: The red lines illustrate that the head of the centre exercises the powers and performs the duties of the centre and takes all decisions of the centre in accordance with the policy directions of the municipal council. The black lines show that the head of the centre takes administrative instructions from the municipal manager.

Responsibilities and qualifications of the head of the centre

The performance of the functions of the head of the centre requires an individual who is informed about current international trends in disaster risk management, understands the core concepts and philosophy around risk reduction and mainstreaming risk reduction in development, is well versed in disaster risk management issues in South Africa, and has a full understanding of the government's policy on the matter and on the relevant legislation governing the function.

The position requires excellent managerial and financial acumen, strong leadership skills, and the ability to think strategically. The incumbent must be able to immediately assess and understand situations, anticipate consequences and make sound decisions. In circumstances

where time is of the essence, for example, when disasters are occurring or are threatening to occur, the head of the centre will be required to make split-second decisions, which, due to the nature of the situation, could have a far-reaching impact on people's lives, property, the economy and the environment. Thus, discernment, good judgement and problem-solving abilities are essential criteria for the job.

Disaster risk management cuts horizontally and vertically across sectors and disciplines in all three spheres of government and involves the private sector, non-governmental organisations (NGOs), community-based organisations (CBOs), communities and individuals. In other words, it is 'everybody's business'. The incumbent is therefore required to consult, liaise, communicate and network regionally, nationally and internationally with a wide range of role players and stakeholders, including politicians and functionaries, across sectors and disciplines in all spheres of government, the private sector, NGOs and communities. This requires diplomacy and excellent communication skills.

The person appointed to the position of head of the centre must carry qualifications and have experience commensurate with the requirements of the post. He or she must have a relevant post-graduate qualification and at least seven years' experience in disaster risk management or a related field.

Staffing of the centre

Suitably qualified disaster risk management and other technical staff, including risk scientists, risk reduction specialists, planners, information management and communication specialists and administrative staff, must be appointed to support the head of the centre, execute the requirements of the DM Act, the national and provincial disaster risk management frameworks and the National Disaster Risk Management Guidelines, and achieve the key performance areas (KPAs) of disaster risk management in the municipal council's area of responsibility.

The four KPAs and three associated enablers of the municipal disaster risk management centre are listed below:

KPA 1: Integrated institutional capacity for disaster risk management

KPA 2: Disaster risk assessment

KPA 3: Disaster risk reduction

KPA 4: Response and recovery

Enabler 1: Information management and communication systems

Enabler 2: Education, training, public awareness and research

Enabler 3: Funding arrangements for disaster risk management

Accomplishing the four key performance areas of the centre

To create an enabling environment for accomplishing the key performance areas of the centre and to maintain a strategic overview of all disaster risk management projects and programmes in the municipality, the head of the centre must develop and implement an integrated disaster risk management strategy for the municipality.

The head of the centre has to provide the strategic direction required for the administration and implementation of the provisions of the DM Act and the national and provincial disaster risk management frameworks by the following entities:

- departments and other municipal entities in the municipality; and
- all other relevant role players in disaster risk management in the municipal council area.

For the purposes of strategic direction and the assignment of responsibilities, the four key performance areas and three performance enablers have been clustered into five portfolios and are illustrated in Figure 2 below.

The five portfolios are as follows:

Portfolio	KPA/Enabler cluster
Strategic direction and integrated institutional capacity for disaster risk management	KPA 1 and Enabler 3
Integrated risk reduction planning and practice	KPA 2 and KPA 3
Integrated response and recovery planning and practice	KPA 4
Information management and communication systems	Enabler 1
Disaster risk management education, training, public awareness and research	Enabler 2

Although specific individuals must be tasked with the responsibility for managing each of the five portfolios listed above, there will inevitably be crosscutting responsibilities relevant to the other portfolios, particularly in respect of the enablers.

Each portfolio is discussed in greater detail below.

Portfolio: Strategic direction and integrated institutional capacity for disaster risk management

The head of the disaster risk management centre must be supported by adequate and appropriately qualified staff to perform the following tasks so as to provide strategic direction and to effectively implement integrated institutional capacity for disaster risk management in the municipality:

- In consultation with the local municipalities in the district develop, implement and maintain a policy framework for disaster risk management in the municipality.
- Develop and implement an integrated disaster risk management strategy for the municipality.
- Establish arrangements for the development and adoption of integrated disaster risk management policy by the municipal council.
- Establish arrangements through the district intergovernmental forum for the integration of disaster risk management legislation and policy between the district municipality and the local municipalities in the district.
- Establish arrangements for integrating and monitoring the execution of disaster risk management legislation and policy in municipal council departments and other entities in the administration of the council.
- Establish arrangements through the district intergovernmental technical support structure for integrating and monitoring the execution of disaster risk management policy between the district municipality and the local municipalities in the district.
- Provide the secretariat for the Municipal Disaster Risk Management Advisory Forum.
- Establish and maintain arrangements for stakeholder participation in disaster risk management in the municipal area.
- Establish and maintain arrangements for the engagement of technical advice in disaster risk management in the municipal area.
- Establish mechanisms to promote the recruitment, training and participation of volunteers and other role players in disaster risk management in the municipal area.
- Establish and maintain effective decentralised operations through the establishment of strategically located satellite disaster risk management centres.
- Establish and maintain arrangements for the application of the principles of co-operative governance.
- Establish and maintain mechanisms for co-operation with the national and provincial spheres, neighbouring authorities and the international disaster risk management community.
- Establish effective mechanisms to ensure sound financial management.
- Apply generic management practices.
- Establish mechanisms for effective reporting, monitoring and evaluation.
- Initiate mechanisms for improvement of performance.
- Make recommendations regarding funding for disaster risk management and initiate and facilitate mechanisms for making funding available for the purpose of disaster risk management in the municipality.
- Establish and maintain sound administrative and organisational procedures for the effective operation of the disaster risk management centre.

To ensure continuous monitoring of progress with regard to the execution of the provisions of the DM Act, the national and provincial disaster risk management frameworks and the National

Disaster Risk Management Guidelines, the centre must submit a progress report, in an agreed format, for consideration at every meeting of the appropriate portfolio or standing committee.

The centre must prepare a report annually in consultation with the local municipalities in the district and submit it to the municipal council. It must, at the same time, submit a copy of the report to the local municipalities in the district, the National Disaster Management Centre (NDMC) and the provincial disaster risk management centre.

Portfolio: Integrated risk reduction planning and practice

The head of the disaster risk management centre must be supported by adequate and appropriately qualified staff to perform the following tasks so as to effectively implement integrated risk reduction planning and practice in the municipality:

- Conduct comprehensive and progressive disaster risk assessments which will contribute to the development of disaster risk profiles that are current and relevant, and which will inform the planning and practice of holistic, integrated disaster risk reduction and contingency planning and implementation.
- Establish and maintain mechanisms for assessing and continuously monitoring disaster risk, updating and disseminating disaster risk information, and exercising quality control over the conduct of disaster risk assessments.
- Submit disaster risk assessment reports for the municipality to the technical advisory committee, the provincial disaster risk management centre and the NDMC for scrutiny and approval.
- Develop and apply a uniform disaster risk reduction policy in the municipal area.
- Establish technical task teams for the development and implementation of integrated disaster risk management plans in the municipal area. These plans should be consistent with the findings of disaster risk assessments. Disaster risk management plans should include:
 - strategies, programmes and projects aimed at risk reduction by municipal departments, other municipal entities, local municipalities and other disaster risk management role players in the municipal area; and
 - the preparation of hazard-specific contingency and response and recovery operational plans for the coordination of response and recovery efforts by municipal departments and other municipal entities, local municipalities and other disaster risk management role players in the municipal area.
- Establish mechanisms to facilitate and monitor the progress being made by the technical task teams with the development, integration and implementation of priority risk reduction strategies, programmes and projects affecting the municipal area as a whole.

- Establish and maintain mechanisms for the integration of risk reduction plans, projects, programmes and practices into Integrated Development Plans (IDPs) and all other developmental strategies in the municipal area.
- Submit the municipality's disaster risk management plans to the NDMC, the provincial disaster risk management centre concerned, neighbouring municipal disaster risk management centres and other relevant disaster risk management role players in the municipal council area.
- Institute joint standards of practice for disaster risk management in the municipal area which are consistent with national and provincial standards.
- Establish mechanisms to facilitate planning for the integrated management of cross-boundary risks (with neighbouring districts and between local municipalities) by entering into mutual assistance agreements and memoranda of understanding for the purpose of disaster risk management.
- Monitor the alignment of the municipality's disaster risk reduction plans and strategies with the plans of the local municipalities in the district.
- Monitor progress being made by the local municipalities in the district with the development and regular updating of disaster risk reduction plans and strategies and their integration into IDPs.
- Develop the capacity to provide a consultative and advisory service on disasters and disaster risk management in the municipal area.
- Exercise quality control, monitor progress and review the effectiveness of risk reduction programmes and projects, and contingency plans.
- Consult with the Municipal Disaster Risk Management Advisory Forum on the development of disaster risk management plans and other relevant disaster risk management issues.

Portfolio: Integrated response and recovery planning and practice

The head of the disaster risk management centre must be supported by adequate and appropriately qualified staff to execute the requirements for establishing, managing and maintaining a fully functional disaster operations centre within the municipal disaster risk management centre. The centre must have capabilities for the real-time strategic direction and management of significant events and disasters.

To effectively implement integrated response and recovery planning and practice in the municipal area, the following must be done:

- Participate in the activities of technical task teams responsible for the development and implementation of contingency plans and response and recovery operational plans to ensure rapid, appropriate and effective disaster response and recovery when disasters occur or are threatening to occur in the municipal area.

- Facilitate the development of by-laws to call for extraordinary measures in terms of section 55(2) of the DM Act, and make recommendations regarding the issuing of directives when disasters occur or are threatening to occur in the municipal area.
- Establish a disaster operations centre in the municipal disaster risk management centre and maintain it in a state of readiness.
- Plan and conduct regular table-top exercises, drills, rehearsals and simulations to evaluate the effectiveness of contingency plans and to test the state of preparedness for prompt integrated response and recovery operations in the municipal area.
- Establish and maintain the capacity and the capability for the technical identification and monitoring of hazards, and facilitate the development of early warning systems in the municipal area.
- Establish and maintain the capacity and the capability to prepare and issue hazard warnings of significance in the municipal area.
- Institute joint standards of practice for the management of multi-agency responses in the municipal area that are consistent with national and provincial criteria.
- Develop and apply uniform mechanisms for the identification and dissemination of early warnings, disaster assessments, classifications and declarations of disasters, and integrated and coordinated response, recovery and relief operations.
- Develop and implement the capability for assessing the magnitude and severity, or the potential magnitude and severity, of a disaster when it occurs or threatens to occur, and make recommendations on the classification of local disasters and states of disaster.
- Provide advice and make recommendations regarding the classification and declaration of a state of disaster.
- Ensure adequate capability and capacity to support the head of the centre with the strategic direction and management of coordinated and integrated disaster response, relief and recovery efforts, and rehabilitation and reconstruction in the event of a local disaster or local state of disaster.
- Mobilise municipal council infrastructure and resources to support local and neighbouring municipalities in the event of a local disaster or local states of disaster.
- Provide and coordinate physical support to local municipalities and the mission-critical systems on which they depend in the event of local disasters or local states of disaster.
- Channel and coordinate appeals for additional assistance to the provincial disaster risk management centre or the NDMC when resources are depleted and the scope of a disaster falls outside that of a local disaster.
- Establish mechanisms to ensure the routine review of all significant events and/or disasters occurring or threatening to occur in the municipal area and the ensuing review and updating of plans.

Portfolio: Information management and communication systems

The head of the disaster risk management centre must be supported by adequate and appropriately qualified staff to execute the requirements for information management and communication in the municipal area. These requirements include developing, establishing, managing and maintaining a comprehensive disaster risk management information management system, including geographic information system-based (GIS) applications, for the municipal disaster risk management centre. To achieve this, the following must be done:

- Maintain a resource database, including a reporting and performance management facility.
- Facilitate disaster risk assessment and disaster risk reduction planning and decision making, mapping, monitoring and tracking.
- Guide and inform focused disaster risk management and development planning and decision making.
- Facilitate awareness of and training, education and research in disaster risk management.
- Facilitate funding and financial management for disaster risk management.
- Serve as a conduit and repository for information concerning disaster risk management in general, disasters and threatening disasters.

The head of the centre must be supported by adequate and appropriately qualified staff to develop, establish, manage and maintain a comprehensive telecommunications system for the municipal disaster risk management centre. To achieve this, key tasks include:

- Facilitate the exchange of information between role players and stakeholders, including communities at risk.
- Facilitate timely dissemination of early warnings.
- Facilitate public awareness and preparedness.
- Enable timely decision making to ensure rapid and effective response and recovery operations.
- Facilitate integrated and coordinated multi-agency response management.
- Record and track real-time disaster response and recovery operations.
- Establish capacity and capabilities for specialised early warning detection, monitoring of potential hazards and dissemination services.
- Provide for incident monitoring and procedure implementation.
- Provide for real-time information management.
- Mobilise key staff in the event of significant events, disasters or threatening disasters.
- Establish a call-taking facility for lifeline service problems.

Portfolio: Disaster risk management education, training, public awareness and research (Knowledge management)

The head of the disaster risk management centre must be supported by adequate and appropriately qualified staff to develop and implement an education, training, awareness and research (knowledge management) programme in the municipal area.

In order to achieve this goal, the following key tasks need to be undertaken:

- Establish, develop, manage and maintain a functional training facility and the reference library component of the disaster risk management centre.
- Develop and implement an integrated public awareness strategy, based on the municipality's risk profile, to promote risk-avoidance behaviour and to ensure an alert and informed public. The strategy should be targeted at all relevant role players and stakeholders in the municipal area.
- Develop and establish a media relations strategy for disaster risk management in the municipal area.
- Conduct on-going analyses of needs and resources in the municipal area to guide disaster risk management knowledge management strategies.
- Develop and implement a disaster risk management training and education framework which is consistent with the national and provincial frameworks, makes provision for accessible training, education and research opportunities and programmes for disaster risk management stakeholders in the municipal area, and includes the introduction of disaster risk management education in school curricula in the municipal area.
- Establish and facilitate a technical advisory body to guide disaster risk management awareness, training, education and research in the municipal area.
- Develop, implement and maintain dynamic mechanisms for monitoring, evaluating and continuously improving disaster risk management practice, projects and programmes in the municipal area.
- Establish a strategic disaster risk reduction research agenda which is linked to policy and the Indicative Risk Profile.
- Promote the participation of local research institutions in the municipal council's research programmes.